

Organizational Update

June 2010

Dear Person Served, Family Member or Colleague:

I'm pleased to report many positive developments at Bancroft over the past six months. Although faced with challenges, we remain focused on our important mission, and on securing Bancroft's future for many years to come.

The following Organizational Update summarizes these changes, and highlights our major successes in recent months. As you'll see, it's been a very busy – and productive – period. I want to thank all of you for helping to make these accomplishments possible, and ask that you continue or even increase your support, so that Bancroft can become an even stronger, more resilient organization.

Structural improvements

As you may know, we are streamlining our organizational structure to enhance care, efficiency and future opportunities. These improvements also will help Bancroft respond more effectively to new public policies and funding changes. To date, we have:

- Restructured all residential pediatric services under a single senior director. This has allowed the program to improve transitions of persons served from program to program across our continuum when appropriate, and has increased efficiencies in operational functions. In addition, it has enabled a smoother flow of resources to the areas where needed, and has allowed a more effective use of clinical resources.
- Begun restructuring our adult service groups to strengthen our continuum of services, enhance programmatic expertise and maximize efficiency. We are uniting our intellectual and developmental disabilities continuum under one leadership structure, and our programs for adults with acquired brain injury under another. Each continuum will be led by a pair of operational and clinical senior directors, who will report, respectively, to Steve Bruce, vice president of clinical operations, and Dr. Caroline Eggerding, Vice President of clinical services and chief medical officer.

This restructuring is the next step in preparing for Bancroft's future, and in enabling us to provide person-centered services across our continuum of adult care, from campus settings at the Flicker Center and in Mullica Hill, to group homes and supervised apartments in our communities. In addition, it will enable us to develop

new service models that meet the changing preferences of state funding agencies. (For instance, state agencies are moving to home-based supports.)

- We also have expanded our executive team, to increase expertise in areas that will help secure our future. Joining our leadership ranks are Chief Operating Officer Joe Flamini and Chief Financial Officer Tom Burke, who will help us make key decisions and move forward with our strategic planning. To learn more about Msrs. Flamini and Burke, please visit our website (bancroft.org).

Budgeting to maintain quality, staff

With all this in mind, plus the current economic uncertainty, planning for our fiscal year 2011 budget has been especially challenging. The states in which we work are in fiscal crisis, as are the many school districts on which we rely heavily for funding. We also recognize that public-policy and funding changes are coming.

We have made budgeting decisions based on these goals:

- preserving our quality programs and services
- improving our efficiency through streamlining our structure and other related procedures
- protecting our employees as much as possible

As we all know, it is critical that we retain our trained and dedicated direct-care staff, in particular, in order to ensure we are providing the highest quality programs. To determine compensation and benefits, we surveyed other similar organizations and remained mindful of our employees' preferences. We are pleased to be able to offer an increase next year and retain other popular benefits for everyone, when so many other companies and schools are laying off employees, cutting compensation and benefits, and even eliminating services.

Other accomplishments, awards and highlights

Following are some key developments from the last period:

- With the support of our staff Core Values Champions, we summarized our Core Values into a single word: **Respect**. We feel strongly that this one-word Core Value communicates the essence of who we are, and that the change will help us continually focus on it and reinforce it.
- CARF, the Commission for the Accreditation of Rehabilitation Facilities, **reaccredited** our Brain Injury and Supported Employment programs for adults, for the maximum three-year term. CARF also offered many commendations of these programs. For excerpts, visit bancroft.org.
- Families reported **high levels of satisfaction** in our annual family survey. Our overall organization-wide satisfaction rating increased this year to 4.5 on a scale of 1 to 5, with 5 being extremely satisfied, based on a 30% response rate. We were especially pleased that, on

the new question about “respect,” families reported a satisfaction rating of 4.6. We will soon share a more detailed report through our Family Buzz newsletter and on our website.

- Our relationship with the **Philadelphia Phillies** deepened over the last few months, as infielder **Greg Dobbs** was appointed to the Bancroft Board of Trustees. He got to know us through two “skills-n-drills” events with the students in our school in Haddonfield, and he also chaired last year’s Butterfly Ball. He joined our board because he truly wants to help us.
- We won the **NJ Biz Nonprofit Innovation Award** for our collaboration with Wawa on vocational training and supported employment initiatives, in particular. Wawa has also been one of our most generous corporate partners, through its event sponsorship and its customers’ contributions to countertop coin boxes.
- We introduced **The Bancroft Fund** – a new look and name for our annual fund. This fund consists of unrestricted donations, which supports special activities and service enhancements for those we serve, including assistive technology, and home and facility improvements, to name a few. We introduced The Bancroft Fund through a beautiful letter from parent Jill McDowell, who shared the poignant story of her son Danny and his success at Bancroft. We hope you will not only watch for the letter, but respond!
- We received a **\$100,000 pledge from The Honorable Marilyn Ware**, former U.S. Ambassador to Finland, through The Woods Charitable Foundation. This gift represents Ms. Ware’s strong belief in our mission and continued dedication to those we serve. We are most grateful for her continuing interest and support.
- Two adults we serve were honored for their advocacy efforts. **Todd Emmons** received the Jane Miller Memorial Leadership Award from the New Jersey Developmental Disabilities Council, and was also recognized by the state’s Self-Advocacy Project and the New Jersey Association of Community Providers. **Lisa Fay** was named a Community Star by the New Jersey Association of Community Providers.
- Our families and persons served advocated strongly to support funding of community-based services in states in which we have programs. Our **families also donated nearly \$10,000** – a record amount -- for our annual staff prize drawings. (The Family Council plans to hold more prize drawings over the next few months with this wonderful windfall.)
- We are moving forward with plans to **reconstruct the Mullica Hill campus** now that all the necessary approvals have been made. We are very excited about seeing our plans finally come to fruition, with visible signs of progress! Over the next two years, we will be rebuilding both vocational and residential space to better serve those in our programs and better meet the needs of our staff. We will be undertaking a fundraising initiative to support this project, which will support the entire Bancroft continuum. Watch for more details.
- And, last but certainly not least...over the last few years, we have been actively engaged in **planning for the future of our Haddonfield campus-based programs**, with very serious consideration being given to relocation. Our goal is to develop state-of-the-art fully

accessible facilities for the children and youth we serve there – either in Haddonfield or elsewhere. This is probably one of the most vital and complex projects we have undertaken to ensure the future of Bancroft.

The Borough of Haddonfield is moving forward with their planning for the property as well, so they will be prepared **if and when we relocate**. They will be conducting a series of public meetings to discuss plans with our friends and neighbors in Haddonfield, and so you may read about this in the papers. We fully support the Borough's efforts to plan for the best possible use of our property if and when we move. We will continue to keep you updated as we move forward.

Want to know more?

With more than 800 persons served and hundreds of individual programs and sites, we can't cover everything here. So please refer to our regular communications to learn more now and in the future. For instance, we encourage all families and guardians to sign up for the **Family Buzz**, our bi-weekly electronic newsletter. (To register, contact Sue Crouse at scrouse@bnh.org, or by phone at 856 348-4010.) E-mail allows us to keep you informed while saving printing costs, postage fees and the environment. Please join the list and stay in the loop!

To learn more about our **strategic planning** efforts, please see the summary report on our website, bancroft.org. In fact, please check our site often, as we update it frequently with news and events. We're also continuing to build the website's **Family Resource Center**, which provides expert information on a wide range of topics. You can even submit a question through the Resource Center's "**Ask the Expert**" feature, which will be answered by one of our professionals. You can also view previous questions and answers.

In closing...

As I wrap up this update, I look forward to seeing you in the weeks and months ahead – including, I hope, at our annual **Butterfly Ball** on Oct. 22. It's a wonderful, feel-good event. It's also our biggest fund-raiser, so it's important that we all support it in some way. Plus, this year's Dinner Chair is former Philadelphia Eagles player **Ron Jaworski**! So please mark your calendar, and watch for ticket information coming soon.

As always, we thank you for your strong support of our mission. Even given the uncertainties and challenges, with your support, we look forward to a bright future for Bancroft and the people we serve!

Sincerely,

Toni

Toni Pergolin
President, Chief Executive