

Bancroft
Strategic Planning Update
June 2010

The organization continues to implement our Strategic Plan as outlined over two years ago, ensuring that we plan proactively to address challenges and secure our future. Our Strategic Initiatives include the following areas:

Clinical and Operational Excellence
Employer of Choice
Financial Stability
Family-Friendly Organization
Positive Image in the Community

Progress related to our strategic initiatives is summarized below:

Clinical and Operational Excellence

All programs now report each month on treatment integrity, a measure of the degree to which people served are engaged in activities that help them achieve their treatment goals. This system allows us to better monitor the quality of each person's program, and provides opportunities for immediate, direct feedback to staff.

We have collected outcomes data for two years using standard industry methods, and have retrained staff to support this process. In addition, we are preparing to launch two clinical research studies. One study explores different methods to train staff on specific behavior plan details, and the other focuses on people we serve whose communication may be linked to challenging behaviors. That study looks at alternative communication strategies to reduce target behaviors.

Nursing has completed a health needs assessment, which helps us better understand and respond to the health needs of everyone we serve residentially. We are developing a resource directory to alert staff to clinical resources available within the organization, as well as in our local communities. We also have catalogued our assistive-technology resources in our educational programs to better track these items, and help expand assistive technology to adult programs.

We are pursuing funding to develop an electronic medical records system, like those being created at health systems nationwide. The electronic system will enhance efficiency and communication, eliminate redundant processes, and enable the staff team for each person served to access complete information about the individual.

We continue to fine-tune our new person-centered treatment model, making adjustments in pilot program areas and planning further implementation. In Mullica Hill, for instance, we have added a clinical director and behavior analyst to enhance support of each person's

individual needs. In Pediatric Programs, we are clarifying changes in job duties and training staff to improve workplace communication.

In Brain Injury Services, we've begun using a standard tool in our field – a standardized functional living scale – for annual assessments. This tool helps us better understand the needs of each person served, and thereby design more effective treatment programs.

Employer of Choice

We have taken multiple steps to enhance our work environment:

We have increased the number of part-time and substitute staff, who will provide consistent, high-quality support to programs. (They will simply work fewer hours than full-time staff.)

We are identifying and cutting unnecessary costs, and redirecting these funds to employee compensation and benefits programs. For instance, we have instituted a more stringent process to determine the need to fill vacant full-time positions. And we've made scheduling changes to reduce both overtime and non-direct-care time.

We are meeting our targets for hiring new staff with college education.

We are piloting a new staff position -- program support associate -- in Brain Injury Services and Mullica Hill. These employees will be assigned where needed, based on immediate program needs.

We continue to strengthen our professional development opportunities for staff. For example, within the last two years:

- 71 employees completed our management training (Performance Management) classes
- 31 employees completed the Certification for Brain Injury Specialists classes
- 89 staff took Certification on Developmental Disabilities classes at Camden County College

We conducted an organization-wide employee satisfaction survey last fall, through the Philadelphia Inquirer's Top Workplaces competition. This program managed the entire survey process for us, and enabled us to compare ourselves with other, similar-size local employers. While employees indicated they're pleased with many aspects of their jobs, they also suggested areas for improvement. We will implement action plans related to these findings in fiscal year 2011.

Financial Stability

We look at financial stability primarily from three perspectives:

- Revenue
- Efficiency (expenses)
- Fund-Raising (contributed revenue)

From a revenue standpoint, several programs are being expanded. For example, Brain Injury Services has developed In-Home and Community Services, which already serves two individuals. Our Brick Day Program moved to a larger site, which will accommodate more individuals from the surrounding communities. And, after several delays, our new Inclusive Day Care Program is scheduled to open soon in Haddon Heights, N.J.

With respect to our efficiency initiatives, the Utilities, Supplies, Rent and Transportation workteams have found numerous ways to reduce costs. Following are some examples.

Initiative	Annual Savings
Bulk energy purchase agreements:	\$90,000
Energy-efficient lighting upgrades:	\$52,000
Home Depot “Bid Room”:	\$10,000
Utility expense management:	\$9,000
Early payment vendor discounts:	\$6,000
Selective replacement of larger vans with smaller:	\$5,000
Home Depot rebate program:	\$3,000
Sunoco gas card program:	\$3,000
Mileage credit offset for leased vehicles:	\$2,000
TOTAL.....	\$180,000

As shown, these changes alone are expected to save Bancroft \$180,000 a year!

During this time of cutbacks and funding challenges, we are looking at every opportunity to acquire other means of financial support. One example is the use of food stamps for eligible adults in our residential programs. In most cases, the application process will require family assistance and cooperation, so we appreciate everyone’s support in this regard. If this applies to your family member, you will be hearing more in the coming weeks, if you haven’t already.

As the 2010 fiscal year nears its June 30 end date, we have reached 75% of our funding goal, and remain hopeful that our goal will be reached. The economic downturn has impacted our fund-raising this past year, so we are especially grateful for the ongoing support from our families and friends.

Individual Giving

Our first ever Employee Impact Campaign has already registered over 770 employees, who now donate through automatic payroll deductions and/or other means. Employees giving through payroll deduction increased from 11 last year, to 214 this year. This high level of participation is indicative of our employees’ dedication to our mission and the strong culture of philanthropy that is an important part of Bancroft.

Members of our 1883 Society Advisory Committee have been actively inviting donors and friends to participate in the Society by making a gift of \$1,000 or more to the Bancroft Fund. The Committee is now making “thank you” calls to new Society members, to further develop these relationships.

We are pleased to report that our Family Council's recent request for donations to support staff-appreciation initiatives (prize drawings for direct-care staff) has already brought in a record amount this year – over \$9,500. This response clearly shows how much families appreciate our staff, which is very gratifying for us all.

Corporate and Foundation Relations

As part of our ongoing effort to build relationships with and support from corporations and foundations, we submitted six grant requests to foundations in the last quarter (five of which are still pending). Hoeganaes Corporation was welcomed as our newest Corporate Partner.

Special Events

Our Golf Tournament is on hiatus this year so that we can focus on other major fund-raising initiatives. Nonetheless, we are pleased to report that the five lead sponsors from last year's Golf Tournament will be renewing their support this year, even without an event.

Plans are well underway for the 2010 Butterfly Ball, to be held on Friday, October 22nd at the Mount Laurel Westin. Former NFL great, Ron "Jaws" Jaworski will serve as the Dinner Chair as we honor Kanalstein Danton Associates with the Corporate and Community Leadership Award. The Margaret Bancroft Award recipient will be announced shortly. The Butterfly Ball Committee will be in contact in the coming months with opportunities to support the event through purchases of raffle tickets, tribute journal ads and tickets.

Donor Relations

We were pleased to host a reception in Philadelphia, on May 20, in recognition of our expansion into Pennsylvania through our merger with The Walker Center. Bancroft President Toni Pergolin and Board Chairman Joseph Atkinson and other members of the Board of Trustees and executive staff welcomed new friends from the Philadelphia area and spoke about our "One World For Everyone" movement. This merger has introduced many opportunities for us all, and we were pleased to introduce ourselves to the Philadelphia community. A special thanks to Dave Puyear, a longtime friend and supporter, who made the evening possible by sponsoring the event and providing the venue.

Government Relations

Our government relations initiative aims to identify, develop, and maintain relations with key government members, their staff, and appropriate civil servants in the tri-state region. Our intention is to raise awareness about Bancroft and, ultimately, help to raise funds from federal, state, and city government sources. As part of this effort, a strategic plan has been created, resulting in a significant increase in contact with government officials and an increased understanding of the public funding structure and opportunities.

Please watch for the June launch of our newly-named annual fund – **The Bancroft Fund** – which encompasses all unrestricted donations (funds raised through quarterly

appeals, corporate and foundation support, special events and the Employee Impact Campaign, among others).

Family-Friendly Organization

A new family welcoming initiative has begun, featuring an orientation for all new families, which we hope will build their awareness and participation. These orientation sessions will be held quarterly.

A Family Resource Center is now available on our website, bancroft.org. Our professionals have done the research so you don't have to – so please check it out!

Positive Image in the Community

We have enjoyed sharing our new brand – **Bancroft | One World. For Everyone** -- with many community friends and supporters over the last six months, and have been receiving very positive feedback!

We are averaging about 2,000 page views a day on our new website, and we are hoping to see that number increase through a variety of initiatives. Our Family Resource Center (mentioned above) is in the top 10 pages viewed. In addition, our school website launched this month, covering all of our educational programs for children and youth. Access the site through the Quick Links on our bancroft.org homepage, or directly through bancroftnj.org.

We hope you have found this update informative and helpful. If you have any questions, please don't hesitate to call our Communications Office at (856) 348-4008 or email kross@bnh.org.

Thank you!