



PIVOTAL MOMENTS



ANNUAL REPORT 2016

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Pivotal moment: ‘an important point that signifies a shift in direction; a point of crucial importance in relation to the development or success of something else.’

We at UCP of Greater Cleveland are privileged to participate in and witness pivotal moments in the lives of the children, families and adults we serve. For the first time, a small child can crawl or sit up. They can hold a pencil or gain the ability to use a keyboard. They can grow closer to their family by eating meals and vacationing together. They can walk, communicate through an assistive technology device, and play with their siblings and other children for the first time. A parent of a child with a disability first finds hope and then gains confidence in their ability to advocate for and raise their child. Our adult clients can ride a bus, learn a skill, complete a task they never thought they could and can be hired into a job they always wanted. They can gain access to their community and form friendships with people who are not paid to spend time with them. All are possible through good decisions, hard work and the support of others.

UCP of Greater Cleveland has also experienced transformational shifts in direction in its evolution and service to the community. Through our motivation to empower our clients to advance their independence, productivity and inclusion in the community we, like our clients, need to make good decisions, work hard and have the support of many. Their successes and positive turning points in life motivate us every day to maintain and increase our level of expertise and to continue to seek supports of others’ time, treasure and talents. We could not continue to serve without that support.

Why do we do this work? And why are pivotal moments important? We do it because individuals with disabilities deserve the same opportunities in life that we are all afforded and enjoy. Their unique challenges require our distinctive skills and expertise. And the transformational shifts in direction that we help them to take lead to opportunities that include moving, eating and living independently, learning, playing, socializing, working...all of the things many of us take for granted. A person’s life is made up of significant moments that develop into a timeline of events that impact the direction of their life. At UCP of Greater Cleveland, we are privileged to be a part of those pivotal moments in our clients’ timelines that change their lives for the better.

What are the pivotal moments of your life? What decisions led to them? Who was there to support you?

On behalf of all those we are privileged to serve, the exceptional employees of UCP of Greater Cleveland, and our dedicated Board of Directors, I thank you for your support.

Gratefully,

Patricia S. Otter, President & CEO

Pivotal events on UCP of Greater Cleveland’s timeline



MISSION

The agency mission is to empower children and adults with disabilities to advance their independence, productivity and inclusion in the community.

OUR VISION

To be the premier provider of life span services to individuals with disabilities to afford them equal opportunities in daily living, work and community settings. They will live happy, healthy and enriched lives.



To be Northeast Ohio’s center of excellence serving children with disabilities with specialized therapies and family support. Through the offering of compassionate, individualized care in our clinics and educational settings, children and young adults will thrive and enjoy equal opportunities to find happiness, health, dignity and full community engagement.



To be the premier provider of community integration and employment services to persons with disabilities. Our individualized services and proven expertise will support individuals to thrive in employment and community settings, finding greater financial and personal independence.

OUR PROGRAMS



Birth to 22

- LeafBridge Therapy Services
- Steps to Independence Intensive Therapy
- Case Management Services
- LeafBridge Feeding Clinic
- AT Mobility Clinic

Ages 16 to 22

- OakLeaf Transition Services for High School Students
- Summer Youth Work Experience
- Project SEARCH



55 and Older

Easy Street Adult Day Services



Ages 5 to 22

- School-Based Therapy Services
- Camp LeafBridge
- Alternative School Options
- Independent Assessments & Evaluations



Ages 22 through Retirement

- OakLeaf Job Training Program
- OakLeaf Partners Employment Programs
- OakLeaf Day Services
- OakLeaf Homes

At Any Point in an Individual's Life

- Assistive Technology Assessments & Training



2016 FINANCIAL OVERVIEW

SUPPORT

Special Events, net revenue	\$277,621
Grants	\$255,679
United Way	\$173,636
Contributions	\$216,280
TOTAL SUPPORT	\$923,216

REVENUES

Government fees	\$7,968,764
Fees for services	\$976,157
Investment return	\$326,000
TOTAL REVENUES	\$9,270,921

TOTAL REVENUES AND SUPPORT \$10,194,137

EXPENSES

LeafBridge Services	\$2,460,443
OakLeaf Services	\$5,085,198
Group Homes	\$1,348,673
Fundraising	\$488,460
Management and General	\$794,516
TOTAL EXPENSES	\$10,177,290

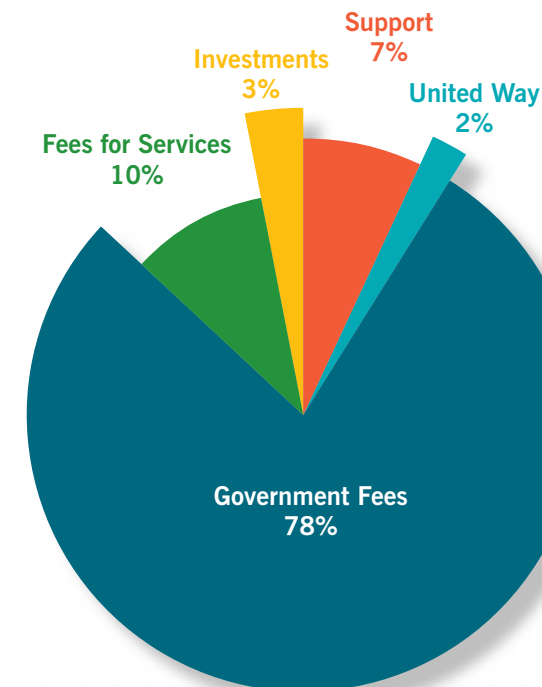
Change in net assets from operations	\$16,847
Investment income designated for current operations	\$(326,000)
Realized and unrealized gains on investments	\$255,081
Interest and dividends	\$113,846
Gain on sale of property and equipment	\$3,500

Change in net assets from non-operating activity \$46,427

Change in net assets \$63,274

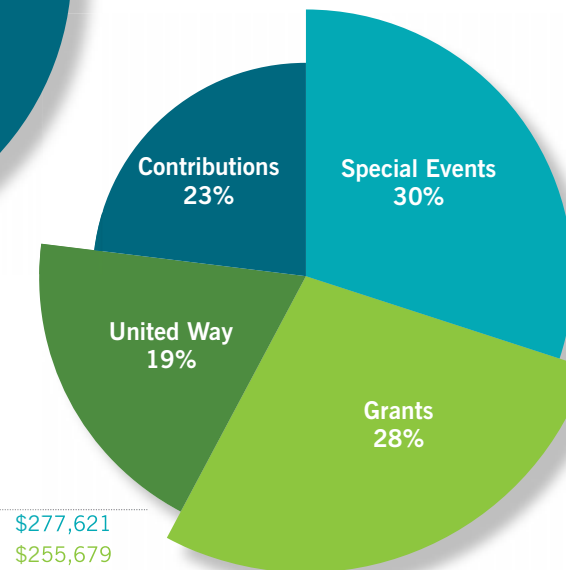
Net assets at beginning of year \$9,586,246

NET ASSETS AT END OF YEAR \$9,649,520



SUPPORT AND REVENUES

Support	\$749,580
United Way	\$173,636
Government Fees	\$7,968,764
Fees for Services	\$976,157
Investment Income for Operations	\$326,000
TOTAL REVENUES	\$10,194,137



SUPPORT

Special Events	\$277,621
Grants	\$255,679
United Way	\$173,636
Contributions	\$216,280

TOTAL \$923,216



YOUNG CLIENT

Nia – 2 years old

Nia's mom, Crystal, describes Nia as funny and always in a good mood. At age two and weighing 18 pounds, she can only be described as delightful. There was no indication when Nia was born that she might have a disability. But at four months, her pediatrician noticed that she wasn't gaining weight and wasn't meeting other developmental milestones for her age. At 20 months, Nia still wasn't crawling, walking or using many words, and she also appeared to have vision problems. She was diagnosed with multiple developmental delays, low muscle tone and ocular motor apraxia (the absence of control of voluntary purposeful eye movement). Her pediatrician referred Nia to LeafBridge at UCP of Greater Cleveland for physical, occupational and speech-language therapy.

That was just four months ago, and what a difference those four months have made! Nia has been working on play skills and core strength, building her muscle tone to learn how to support her body movement. Shortly after Nia started, her therapists noticed that she struggled with processing

sensory input, especially in her hands and feet. She wasn't comfortable using her hands or holding items for long periods of time. They have worked with her on exercises that help her to become stronger, to be more body aware, and to use her hands and feet for protective reactions, such as touching the ground with her hand to steady herself while sitting. Within two months of therapy, Nia was crawling all over the therapy room and at home! Fast forward to today and Nia is pushing a cart and taking steps with assistance.

Mom has taught Nia how to communicate using sign-language. During speech-language therapy, Nia is also learning to form words and make sounds. She babbles freely and lets everyone around her know how she is feeling. Her mom is very glad Nia was referred to LeafBridge, and appreciates all of the support both Nia and she receive through the agency. LeafBridge case managers have supported Crystal in connecting to community resources that will help her and Nia's dad provide for

Nia, as well as how to navigate the complex world of funding sources for children with disabilities.

The importance of early intervention for LeafBridge's youngest clients cannot be overstated. The impact of the difference it can make can clearly be seen in little Nia's four-month progress with her LeafBridge therapists. The therapy LeafBridge has provided Nia has changed her life trajectory for the better. Nia's timeline has limitless potential for future stability and success.

Young Client

School-Age Client

Transition-Age Client

Working-Age Client

Senior Client



Discover the Bridge to Independence.

Helping families cross the bridge to independence with individualized assessments and custom therapy programs.

LeafBridge is a Center of Excellence for children with disabilities at UCP of Greater Cleveland. At LeafBridge, we believe in early intervention and holistic, family-focused care. Our licensed physical, occupational and speech-language therapists team up with social service professionals to make sure each family has a custom-designed program that promotes the physical, mental and emotional development of their child.

Programs help infants and children up to age 22 with a wide variety of developmental delays and disabilities.



SCHOOL-AGE CLIENT

Evan – 15 years old

Evan began his journey at UCP when he was eight years old participating in a Steps to Independence session at LeafBridge. Steps to Independence is a unique, intensive therapy approach that helps children with cerebral palsy and other motor disorders achieve a higher level of functioning. The Steps session went well, and Evan's mom liked the family-focused environment at LeafBridge as well as how nicely the therapists engaged with Evan. She decided to move Evan's traditional therapy from a local hospital therapy program to LeafBridge. He is now 15 years old and making improvements to help balance the obstacles that he faces on a day-to-day basis.

Evan's progress was slow going in the beginning of his time at LeafBridge, but that all changed when he was introduced to our aquatic therapy. Evan's mom was the advocate for him to begin therapy in our pool and soon after the addition of water, therapy breakthroughs started to appear. "I love the way they work with the families and they made it work for Evan to start

swimming." said Evan's mom. After about a month of being in the pool something "clicked" within Evan and his body—he became more motivated, excited about therapy and more aware of his body. Evan's favorite day of the week is when he is in the pool.

Evan's pool therapy includes work on walking, standing and kicking on his own. Evan has had sensory issues in the past with his feet, but since participating in aquatic therapy, he has become more comfortable with being barefoot in the pool and even around his house. This therapeutic intervention has led to a pivotal point on Evan's personal timeline, marking a tangible point where he began achieving more during therapy and becoming more independent.

When asked why they have decided to stay with UCP throughout the years, Evan's mom made it clear it was for one reason, the staff. "The therapists at UCP are always furthering their education so they can learn ways to help serve the children in the best ways available."

Evan's team of therapists have various goals for him that include working on shifting his weight, reaching more on his own and supporting himself by placing his hands down before standing up. Every day Evan is making progress on his goals and he currently has a personal record of standing on his own for one minute.

With the help of his therapists, Evan is no longer content with staying in his wheelchair and is displaying more signs of wanting to be active and engaged with his surroundings.

Young Client

School-Age Client

Transition-Age Client

Working-Age Client

Senior Client



LeafBridge served
626 children
and 49 adults
in 2016

Programs & Services included:

- Traditional Therapy
- Steps to Independence Intensive Therapy
- School-based Therapy
- Independent Assessments & Evaluations
- Assistive Technology Assessments & Therapy
- Family-based Case Management
- Alternative School Options



TRANSITION-AGE CLIENT

Michael – High School Graduate

During the 2014-2015 school year, Michael participated in Project SEARCH, a one year school-to-work transition program for students with disabilities during their final year of high school. The program takes place in a business setting where student interns attend class and work in three unpaid internships throughout the host business. Michael's host business was the Cleveland Clinic main campus and his three internships included Surgical Support, working as part of the sanitation team to turn over operating rooms; Surgical Processing, organizing surgical materials and packaging them in a sterile environment; and the Mail Center, sorting and delivering mail.

During the start of the school year, Michael was very quiet and kept to himself because he didn't trust many people. He tended to be very defensive and had a hard time accepting feedback and constructive criticism. After about a month into the program, he started to open up and trust that his skills trainers had his best interests at heart. Michael says his UCP Skills Trainer at Project SEARCH helped him work on communication skills so that he could effectively communicate with his coworkers, as well as helped him create his resume and apply for jobs.

When his time at Project SEARCH was coming to a close, Michael applied for a job in the Cleveland Clinic mail center, but unfortunately he did not meet the driving requirements for the open position. Michael's Job Placement Specialist contacted Audri, who was Michael's manager during his mail center internship. Michael had made such an impression on Audri that she helped carve out a position for Michael in the mail center that did not require driving.

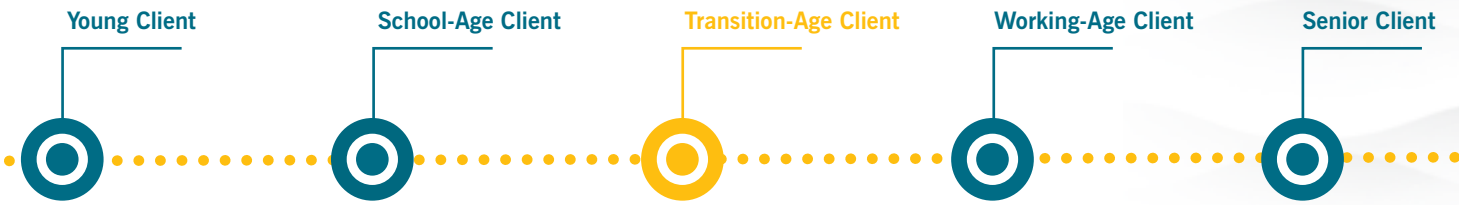
In August 2015, Michael began working in the Cleveland Clinic mail center, which is operated by Novitex Enterprise Solutions. There, he sorts mail for the entire organization, looks up destinations for mail pieces, and runs the meter that puts postage on outgoing mail. In order to run the meter machine, Michael had to become familiar with accounting codes and entering the correct codes to process mail, which Audri said he picked up on quickly. Michael also acts as a mail courier for the Walker Building of the main Cleveland Clinic campus, where employees have really taken a liking to him. When he first started working at Novitex, he was rather quiet and introverted, but has since come out of his shell. He has a

good sense of humor and will tell a joke when you least expect it.

Michael is very dedicated to his job; he takes two buses each way to commute and is never late, which demonstrates his commitment. When Michael first started working at Novitex, he worked five hours a day. When Audri noticed that he was waiting 30 minutes at the end of each day for his bus, she increased his work hours. She also moved his start time to accommodate his bus schedule.

"He's honestly the ideal employee," said Audri. "He's polite with a good work ethic and he's a good team player." In fact, Michael is so knowledgeable about the work the company does, that he has helped to train a few new employees, as well as current Project SEARCH interns. There's not anything he won't do when it's asked of him. He is a very hard worker and always wants to be busy.

Most importantly, Michael knows he can still rely on UCP staff if his job responsibilities change, he experiences a work challenge or needs additional support.



Independence that WORKS for you.

Empowering people with disabilities to actively engage in the community and find success in the workplace.

OakLeaf is a Center of Excellence for adults with disabilities at UCP of Greater Cleveland. At OakLeaf, everything we do is dedicated to improving the lives of adults with disabilities. For every adult we work with, we strive for maximum functioning, independence and an enhanced quality of life. We build strength, courage, tenacity and endurance to enable adults to reach their full potential in the community and in meaningful employment.

Programs serve young adults ages 16 through seniors with a wide variety of disabilities.



WORKING-AGE CLIENT

Jen – Adult

Jen graduated from Olmsted Falls High School in 2006 and worked as an intern at the Cuyahoga County Recorder Office during the summers of 2005-2007 doing administrative tasks such as filing and sorting. Once her internship ended, she was having a difficult time finding a job and was referred to OakLeaf Partners at UCP of Greater Cleveland through the Cuyahoga County Board of Developmental Disabilities. Jen has a mild learning disability and anxiety disorder.

Jen began a situational assessment at PNC in August 2013 and was officially hired into the OakLeaf Supported Employment site in October of that year. She worked in the External Confirmations Department doing general administrative support such as data entry, faxing documents and checking for accuracy of documents before they were externally released.

As part of the OakLeaf Supported Employment site, Jen worked with Mary Ellen, an OakLeaf Site Supervisor who was there to provide additional guidance and answer any questions Jen might have about her work duties. While at PNC, one big hurdle Jen had to overcome was learning how to accept constructive criticism. At first, her anxiety would get the better of her, causing her to get emotional and question her own abilities. But in time, she gained confidence in her the quality of her work.

Jen says that having Mary Ellen's support and advice was helpful, but after a while she found that she didn't require much assistance. The employment guidance Jen received from Mary Ellen as part of the OakLeaf Partners Community Employment program marked a true pivotal moment in her adult life. "She (Mary Ellen) was there if I needed her, but I was pretty independent," Jen says.

According to Mary Ellen, the PNC employees and supervisors took notice of Jen's great attitude and strong work ethic. "(She) worked tirelessly until a job was complete, volunteering to stay late if necessary. The PNC team liked her so much, they would continue to challenge her to grow by giving her new tasks all the time."

In July of 2016 Jen began Career Exploration and Job Development services with OakLeaf Partners to find competitive employment since her team determined she no longer needed the assistance of a supported employment environment.

During the Career Exploration process, Jen worked with an OakLeaf Job Placement Specialist to write a resume, submit job applications and practice her interview skills. Jen even did mock interviews to help her prepare for actual interviews.

The interview process was Jen's greatest challenge. Her high level of anxiety caused her to become emotional during mock interviews and overthink her responses; but the mock interviews helped her gain confidence in herself. As her Career Exploration coach said, "Jen knew the correct answers, she just needed to believe she knew them!" Together they found that when she interviewed for office or bank positions, she was much more comfortable because she was already familiar with that environment.

In March of 2017, Jen was hired by New York Community Bank as a Messenger/Mailroom Clerk. She is responsible for checking in FedEx and UPS packages, scanning packages that need to be delivered, filling out daily mail count sheets, sealing and stamping envelopes, and sorting and delivering mail throughout the different departments.

Her supervisor, Ron, says that Jen is a pleasure to work with and that she gets along well with her coworkers. "Right from the beginning she caught on nicely. She pays attention to detail, asks questions and stays busy."

Jen says her favorite thing about being employed fulltime is being able to support herself and working toward being more independent. "I'm not quite there yet, but we're working toward it!" she says with a smile.

Young Client

School-Age Client

Transition-Age Client

Working-Age Client

Senior Client



OakLeaf served
505 adults in
2016.

Programs and Services
included:

- Summer Youth Work Experience
- Project SEARCH
- OakLeaf Job Training
- Supported Employment
- Individual Job Placement
- OakLeaf Day Services
- Easy Street Adult Day Program for Seniors
- OakLeaf Homes
- Assistive Technology



SENIOR CLIENT
Tom – Senior Adult

“If you stop moving, you’ll never be able to start again.”

These wise words come from OakLeaf client Tom, one of the original patrons of UCP of Greater Cleveland, who has been with UCP since he was five years old when he was diagnosed with ataxia cerebral palsy. Ataxia is the least common form of cerebral palsy, with tremors, speech and oral problems as some of the symptoms. Tom is a self-proclaimed “fighter” and he never lets anything hinder his happiness, which is evident today at 70 years young.

Tom started his journey back in 1951 at one of UCP of Greater Cleveland’s first programs at the Sunbeam school, where he first received specialized support and therapy. After graduating from Sunbeam, Tom transitioned into applied community employment with the help of what would eventually become our OakLeaf Partners Community Employment program.

He has held different jobs, but Tom’s most memorable job was with Hospeco. Hospeco is a healthcare company that provides prepackaged materials for the restrooms on the Ohio Turnpike and employees were tasked with packaging

products for the restrooms. He enjoyed packaging so much that he spent 11 years with the company.

When Tom left Hospeco, it was about time for him to retire; but anyone who knows Tom understands that he is determined to always do more, and he simply was not ready to retire. He was reluctant because, “if you stop moving, you’ll never be able to start again.” Tom decided to continue to work at the OakLeaf Job Training workshop at UCP of Greater Cleveland.

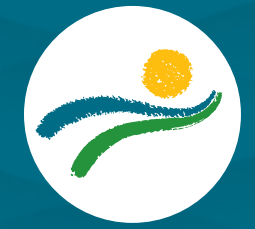
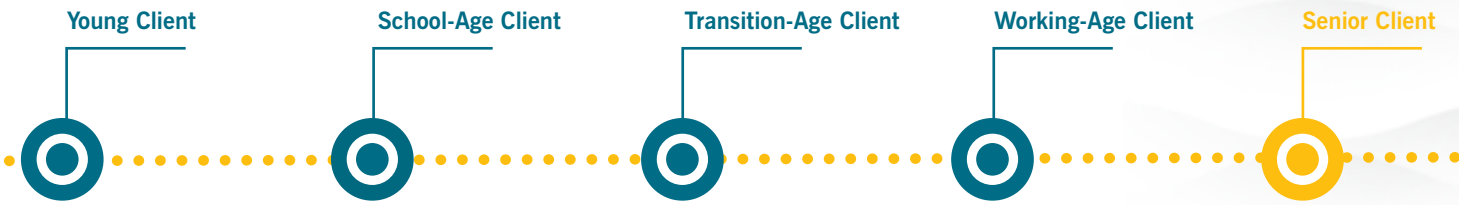
The OakLeaf Job Training program provides an on-site workshop and computer lab to offer individuals the opportunity to learn and practice work skills with necessary supports. The agency contracts with area businesses to provide paid work for participating clients. Tom’s favorite days at UCP are when he gets to do paper shredding on the work floor and assemble parts for the Ford Motor Company.

When Tom is not at UCP, you will find him hanging on tightly to his most prized possession, his handheld radio. His radio is valued so highly since he uses it as his resource for opportunities to win contests on his favorite station, WMJI. Tom wins so frequently that he must keep a record of every

win to ensure his eligibility for the next contest! Even during the periods when he is not eligible, he still calls the station to talk to his favorite anchor and friend, Mark Nolan. Outside of WMJI, Tom is a frequent caller to many radio stations in Cleveland, and he is a favorite caller of many morning show hosts—everyone in the Cleveland radio scene knows Tom!

Mark was Tom’s surprise guest at his 50th anniversary within UCP’s workforce back in 2015. Tom also received a watch and a cake for his anniversary, which paled in comparison to the attendance from his friend. Tom credits everyone in his life for helping him become the man he is today. He can even remember all of the names of his coworkers, teachers, therapists and friends, and makes an effort to maintain contact with as many of them as possible.

Tom is a perfect example of how UCP can make a difference throughout the entire lifespan of our clients. Not only did UCP provide the therapy, job training and employment opportunities for Tom, but UCP also helped to create meaningful relationships with staff and friends along the way.



**Embracing Children,
 Empowering Adults.**

UCP of Greater Cleveland is a premier provider of life-long services for children and adults with disabilities, making an impact at different points throughout an individual’s timeline. In 2016, the agency served 1,131 individuals in Northeast Ohio.

Only 22% of the clients served had a primary diagnosis of Cerebral Palsy. The remainder of the clients had a variety of developmental and acquired disabilities.

The agency served clients from more than 14 different counties in Northeast Ohio.

Our organization is a self-governing 501(c)3 nonprofit organization with over 65 years of experience in empowering people with disabilities to be as independent as possible.

The agency specializes in serving those with complex disabilities and significant barriers to independence.

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