



UCP of Greater Cleveland  
2015 Annual Report



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### OUR MISSION

UCP of Greater Cleveland provides valuable services to individuals from birth through retirement with a continuum of programs that meet their needs at each stage of life. The agency mission to **empower children and adults with disabilities to advance their independence, productivity and inclusion in the community** guides the development, delivery and enhancement of all agency programs. While the mission centers on the individual, programs take into consideration the larger picture that involves family and community support, public awareness, individual advocacy and overall personal growth of the client. The agency's distinct commitment to designing services for individual needs, prioritizing quality of services over quantity of clients served and the experience that comes with being a community leader in the disability community for over 65 years sets us apart from agencies providing similar services.

## Agency Leadership

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# Letter from the President

Where do I start with reporting on 2015? Do I start with telling you about the naming of our two distinct departments? Perhaps the Saturday meeting between board members and management staff that began many months of holding a mirror up to ourselves, researching community needs, and the initiatives then set to meet the changing landscape in disability services? Or, perhaps, some objectives already met as a result of the agile planning process we have adopted and integrated into the way we think and work?

Let's start with our newly named two Centers of Excellence at UCP of Greater Cleveland: LeafBridge (formerly Children's Services) and OakLeaf (formerly Adult Services) (See Pages 8 & 9). Beginning in 1950, "United Cerebral Palsy of Cuyahoga County" served children with cerebral palsy only. However, not long thereafter, we began to serve children and adults with a wide variety of disabilities. Many in the community are still surprised to learn of our wider scope of services. Most concerning to us is that many families and adults with disabilities other than cerebral palsy assume we cannot serve them. We strive to reach all those in need of our assistance, and we proudly maintain the UCP name with its rich history, its national presence and its voice in legislation and public policy.

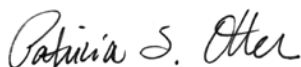
In our comprehensive planning work in 2015, much focus was on the changes in thought and service provision occurring at the national, state and county levels. Critical early intervention services for all children, including those with developmental disabilities, is receiving increased attention. Employment First that presumes employment and community integration opportunities for all individuals with disabilities is dramatically growing and, in some cases, changing the way in which we do business and serve our clients.

LeafBridge will increase its outreach to families with children whose lives we can impact beyond the (520) served in 2015. While our programs have new names, our philosophy of high quality, individualized services remains. And we will continue to serve any child, regardless of their family's financial resources. In addition to on-site services, we continue to partner with local school districts to provide quality therapy within the schools. We have also expanded individual educational assessments and assistive technology assessments, with an expert multi-disciplinary team focusing on the unique needs of each client.

As the Employment First Initiative sweeps across the country and takes hold in Ohio within the next few years, UCP is in a unique position to share and expand our best practices for community-based employment. This will include modification of our facility-based workshop to create a job training base that builds the soft and hard work skills of our clients. We work diligently, too, to create diverse partnerships with businesses that are prepared to offer opportunities to qualified candidates with different abilities. In 2015 we placed 72 individuals into competitive jobs and foresee even more successful placements in 2016.

In this report, you will see the faces and accomplishments of just a few of the 1100 clients we served during 2015. They are our purpose and our mission. We are poised to continue into 2016 with greater impact and a wider reach than ever before. Thank you for your continued support of UCP of Greater Cleveland and all that we do. Please know that as a responsible steward of all gifts received and as a diligent provider of services, we take nothing for granted and continue to provide client-centered, compassionate and collaborative services with excellence and integrity.

Sincerely,



Patricia S. Otter  
President & CEO

# Children's Services

**In 2015,  
45 employees served  
519 children and  
47 adults with  
disabilities**

## 2015 HIGHLIGHTS:

- 93% of children served demonstrated measurable progress toward their individualized goals
- In addition to serving children, UCP therapists collaborated with Adult Services to provide necessary assessment services to 47 adult clients
- Residents from Cleveland Clinic visited our facility once each month to learn about long-term chronic disabilities and observe therapy interventions
- Hosted Northeast Ohio's first Go Baby Go! workshop alongside Cleveland Clinic Children's, where volunteers and families customized ride-on toy cars designed to give children with disabilities a chance to socialize and explore around their environment

Children's Services is the founding department of the agency and has remained at the heart of its mission for over sixty-five years. Licensed pediatric therapists and social workers collaborate with parents to design treatment programs that will promote the physical, mental and emotional development of children from birth through age 22. Services include occupational, physical and speech/language therapy and are individualized to each child's unique skill level and goals for independence. We also offer our signature Steps to Independence intensive therapy program which boosts children to meet specific functional goals at critical points in their development. Therapists incorporate the latest modalities, equipment and therapy techniques with life skills, art, music, toys and play to create an atmosphere that inspires developmental expression and growth of the whole child.

Looking toward the future as **LeafBridge, a Center of Excellence for Children at UCP of Greater Cleveland**, our philosophy of care will continue to be focused on early intervention and holistic services. The individualized programs and attention to each child's needs that set us apart from other similar providers will continue to be the model we follow every day. As experts in their field, LeafBridge therapists will expand our offerings for therapeutic interventions. In 2016, we anticipate growing our capacity to provide independent assistive technology and augmentative communication assessments with the most current technology and expanding our partnerships with local schools to offer comprehensive therapy to a greater number of children in school settings. This growth will help us reach more children who will benefit from our services and increase the number of success stories at UCP of Greater Cleveland each day.



Incorporating life skills into the traditional therapy model. Emily loves to cook!



Dearryan and his artwork completed in therapy.

Among the many success stories of 2015, five-year-old Dearryan stands apart. Due to Dearryan's complex diagnosis that includes cerebral palsy, he has been a client in the children's therapy services programs at UCP for nearly his entire life. Dearryan is showing consistent and remarkable gains in overcoming his limitations, especially over this past year. In occupational therapy, Dearryan's goals focused around play skills, use of his hands, cognition, and functional mobility. Dearryan demonstrates a growing interest in all forms of play which has led to a spark in development. He loves when his therapists incorporate art projects and different kinds of play (i.e. pretend, social play and construction) into his sessions. During the last year, he gained an explosion of vocabulary that fueled his social skills. Dearryan began gleefully to get to know each and every therapist and person that he interacted with at UCP. He is a remarkable young man and has continued to demonstrate amazing progress towards greater independence!

## SERVICES OFFERED:

### Traditional Therapy

Providing physical, occupational and speech/language therapies ranging in ages from birth to 22

### Steps to Independence

Offering a unique, intensive therapy approach that helps children with motor disorders achieve a higher level of functioning

### School-Based Therapy

Partnering with local school districts to offer therapy in the school setting

### Case Management

Working directly with families to develop Individual Service Plans (ISP), including determining families' resources, needs and concerns as they relate to each child's development

### Alternative School Options

Schooling in an alternative setting that uses an individualized curriculum focused on functional skill development, adaptive behavior, and visual, gross and fine motor skills

# Adult Services

**In 2015,  
175 employees  
served 500 adults  
with disabilities**

## 2015 HIGHLIGHTS:

- UCP was chosen as one of eight recipients of a Project Transformation 2.0 grant for technical assistance in responding to the changes mandated by the Employment First Initiative
- Senior Day Services programming was expanded to Highland Hills
- A historic number of job placements were made (72), and 90-day retention rates (97%) were significantly above state averages

UCP of Greater Cleveland's services for adults date back to 1961, when the first adult workshop was opened. Young adults had the opportunity to participate in the workshop, creating screen prints of cards and other items for sale. Since that time, providing opportunities for meaningful work has been core to the mission of the agency and our services for adults. Our stratified model of employment, which encourages a client ability-focused process at every level, helps clients of every skill level move toward more independent employment. For those in need of job skill development or support needs, our on-site workshop provides an opportunity to build work skills with additional support to identify and address barriers to employment. Supported employment provides an opportunity to work at a business, with the on-going guidance of a trained UCP supervisor who can continue to direct job skill development. At the highest level, for those with competitive work skills, our individual placement services match qualified candidates with disabilities to employers with job openings.

Our agency also acknowledges that community-based employment may not be possible for every individual. For those with significant disabilities, Adult Day Support offers an engaging environment during the day for individuals to receive care, along with opportunities for community integration. The agency also manages two group homes which provide 24-hour personal care and support to empower 16 clients to live as independently as possible within the community.

As **OakLeaf, a Center of Excellence for Adults at UCP of Greater Cleveland**, we are well established to be a leader in employment services for individuals with disabilities. The best practices we have developed over the last 45 years and our client-centered service delivery model will help our agency continue to grow. Our strategic plan includes growing the number and diversity of our employment business partners and expanding our capacity to serve more clients as the State of Ohio implements the Employment First Initiative. We will continue to stand out from similar employment providers due to our expertise, individualized employment and our commitment to match client skills and preferences with meaningful, tangible employment opportunities.



Riley's story demonstrates our agency's commitment to our clients in addressing their immediate skill level and needs as well as forming long-term employment goals. During her final year of high school, Riley participated in the Project SEARCH site at University Hospitals Parma Medical Center. She worked with a UCP Job Coach to explore work options and learn new skills, and with a UCP Job Placement Specialist to find a job in the community. She recently acquired a job with Sodexo at University Hospitals stocking vending machines. Through this job opportunity, Riley is learning valuable work skills and gaining work experience which will help her reach her ultimate employment goal—a job in which she can use her creativity and love of art. Riley has an incredible imagination and talent in art, often drawing and creating her own characters. One of her recent character designs is below.



Riley and her artwork

## SERVICES OFFERED:

### Adult Day Support

Assisting individuals with multiple and significant disabilities to acquire, retain or improve their highest quality of life

### Easy Street

Providing specialized activities-based programming for seniors with disabilities

### Hybrid Program

Helping individuals with intense physical needs by providing on-site employment and job-readiness services

### Organizational Employment

Fostering personal financial independence for adults with moderate to severe disabilities in an integrated, on-site workshop

### Supported Employment

Employing clients who work as part of a team at a community business with ongoing support from an on-site UCP supervisor

### Individual Placement

Supporting individuals with competitive-level skills to identify, apply and obtain jobs available in the community

### Transition Services

Serving transition-age youth with disabilities seeking employment for the first time

### Group Homes

Operating two Intermediate Care Facility Group Homes that are fully accessible and provide 24-hour care for eight adults in each home

# Assistive Technology

## COMPUTER ACCESS TECHNOLOGY

- Assistive Technology Practitioner evaluates an individual's ability to access computer technology on-site and in the community
- Modifications and/or trials of hardware are completed with equipment to assist individuals in achieving maximum functioning
- Training is provided in hardware and software applications, including allowing adaptation and use of commonly-used programs in the real world, employment or educational context
- Technology may include, but is not limited to, eye gaze, trackballs, re-sized keyboards, switch access and software, word prediction, text-to-text speech output, magnification software, and speech recognition

Assistive technology (AT) is “any item, piece of equipment, or product system...that is used to increase, maintain, or improve the functional capabilities of a person with a disability.” They can range from “high-tech” (sophisticated electronics or computers) to “no-tech” (occupational, physical, and speech/language therapy, along with other therapy modalities) and anything in between. The intention is to assist clients in their everyday living tasks, communication, education, work and recreation. UCP of Greater Cleveland employs two in-house Assistive Technology Professionals (ATP) and many specialized therapists who are able to determine a client's needs and help to find the most appropriate equipment for the individual and train them, as well as their caregivers, on how to use it.

## LeafBridge

UCP strives to continually seek better ways to engage children and give them access to the world around them. One of the main components of accomplishing this is through AT. LeafBridge therapists are able to do a full AT evaluation on a child to determine how they could benefit from adaptations of everyday items or use complex communication devices in order to interact with others. Agency therapists are not only using AT with children at UCP, but have also been contracted by local school districts to do full AT evaluations in the school setting for children with disabilities.



Kiki using assistive technology during therapy.





Tyrone works with David, Assistive Technology Professional.

## OakLeaf

OakLeaf Services offers AT (Assistive Technology) with a focus on how it relates to employment. Our OakLeaf ATP (Assistive Technology Professional) provides on- and offsite assessments for workplace accommodations in order to help individuals obtain their first job or re-enter the workforce after acquiring an injury or disability. The agency is also able to help clients find funding sources for equipment they may need. Through this program, individuals receive computer skills assessments and training, help with computer access, adaptations to allow for more integration into the online and offline communities and office modifications.

## Looking Forward

As the agency looks to the future, technology will be an increasingly important aspect of allowing individuals with disabilities to engage with their environment and become more independent. Using the skills of our ATPs, as well as our therapists, UCP's two branches of service, LeafBridge and OakLeaf, will be collaborating in meaningful ways to support individuals of all ages and abilities. The AT program will be able to serve children and adults in all activities of their daily living: from everyday tasks like eating and getting dressed, to achieving personal goals, such as walking, driving, or finding employment.

## AUGMENTATIVE COMMUNICATION

- A licensed speech/language therapist assesses an individual's ability to communicate utilizing different means of technology
- Upon evaluation, appropriate devices are selected and clients and caregivers are trained on how to communicate using the augmentative device, as well as how to integrate it with other equipment
- Technology may include, but is not limited to, picture/object symbols, cause/effect toys, one-hit voice output devices and both low-tech and high-tech communication devices

# Anticipating Our Future

**Anticipating Our Future with new names, a new look for programs and the same high quality services backed by over 65 years of experience.**

To better communicate that we serve those with all different types of disabilities and have a wide scope of services, we have branded our main areas of programming and created two Centers of Excellence at UCP of Greater Cleveland.

UCP of Greater Cleveland is about Ability. Embracing Children. Empowering Adults.



## The symbol:

LeafBridge reinforces the idea of the connections UCP of Greater Cleveland provides to families and the expertise we bring to better the lives of children with disabilities. We serve as the bridge for families to the services and support they need, and our customized programs and therapy structures, like leaves, provide a canopy of support and nourish each child in their daily lives as they take steps daily toward their independence

## Discover the Bridge to Independence

Through our comprehensive LeafBridge services and support, we help children with disabilities cross the bridge to independence. We build customized therapy programs and support structures that set goals matching each child's needs. Like a bridge offering safe passage to an opposite bank, we connect families to the expert care, guidance and experience of our therapists and staff, and offer advocacy on their behalf in the community.

### LEAFBRIDGE THERAPY SERVICES

Traditional Occupational, Physical and Speech/Language Therapy using a variety of up-to-date modalities and equipment

Steps to Independence, a multi-disciplined intensive therapy approach developed by UCP of Greater Cleveland

### LEAFBRIDGE FAMILY RESOURCES

Family-based case management and parent education that address the needs of the entire family to ensure success for the child

Family events to connect families to build a community of support while enjoying recreational events

### LEAFBRIDGE SPECIALIZED SERVICES

School-based therapy that addresses skills needed to meet individualized educational plan (IEP) goals

Extended School Year programs that promote summer skills retention for children with complex and multiple disabilities

Independent Educational and Assistive Technology Assessments for the purposes of IEP goals and life planning

Alternative School Options for children with complex needs and disabilities

## Independence that Works for You!

OakLeaf is focused on the health, well-being and success of adults with disabilities. We empower adults with disabilities by helping every individual we serve discover their inner strength, build endurance, and find the courage and tenacity to reach their full potential in the community and in employment. Through innovative services and a highly skilled staff, we help our clients identify valuable skill sets, overcome obstacles, and provide them with specialized training, guidance and support to ensure success.

### OAKLEAF DAY SERVICES

Interactive day services for adults with the most significant disabilities

### OAKLEAF JOB TRAINING

Work Readiness Training to prepare individuals for work in the community

Work Assessments ascertain an individual's job skills

Paid on-site workshop provides opportunities for work in a supported setting

### OAKLEAF PARTNERS TRANSITION SERVICES

Project SEARCH, a high school-to-work collaborative that provides a yearlong work immersion experience for young adults with disabilities during their last year of high school

Summer Career Exploration, a summer program for individuals with no previous work experience

Summer Youth Employment provides paid summer interns for high school students with disabilities

### OAKLEAF PARTNERS

Supported Employment provides job opportunities in the community supported by an OakLeaf Partners supervisor

Competitive Independent Employment assists individuals with identifying and obtaining a job in the community

Community-based Assessments identify an individual's real-world skills in a work setting

Workplace Accommodation Assessments ascertain both low and high tech assistive technology accommodations that will enable an individual to be successful in the employment setting

Employer Diversity Training speaks to diversity topics in an employer's setting; specifically addressing working with individuals with disabilities

### OAKLEAF HOMES

Two eight-bed group homes serve individuals with complex medical needs and significant disabilities

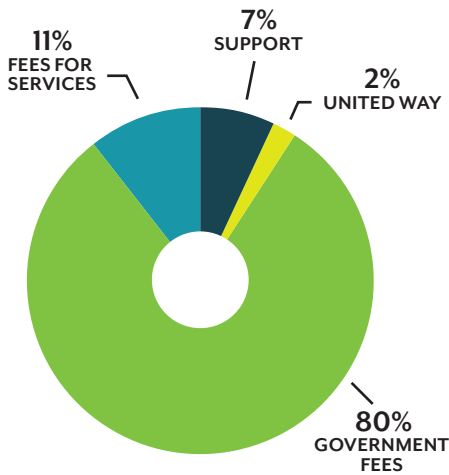


### The symbol:

The OakLeaf brand identity is designed to reinforce qualities of an oak tree and the source of its nourishment, the leaf. OakLeaf is the source of strength, endurance, confidence and courage our clients need to achieve success

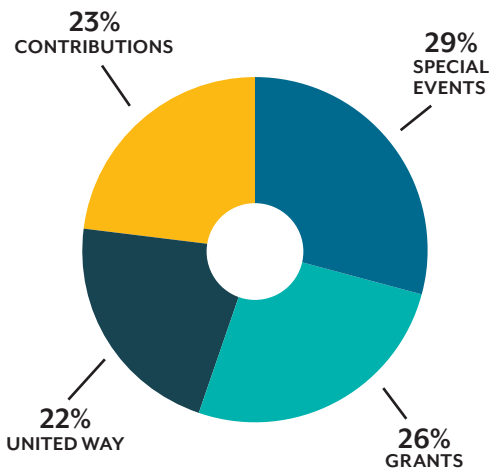


# Financial Overview



## SUPPORT & REVENUES

Support	\$649,283
United Way	\$181,513
Government Fees	\$7,239,624
Fees for Services	\$944,557
<b>Total Revenues</b>	<b>\$9,014,977</b>



## SUPPORT

Special Events	\$242,703
Grants	\$217,255
United Way	\$181,513
Contributions	\$189,325
<b>Total</b>	<b>\$830,796</b>

## UNITED CEREBRAL PALSY ASSOCIATION OF GREATER CLEVELAND, INC. 2015 Statement of Activities

SUPPORT AND REVENUES	2015 TOTALS
<b>Support</b>	
Event revenue, net	\$242,703
Grants	\$217,255
United Way Services	\$181,513
Contributions	\$189,325
<b>Total Support</b>	<b>\$830,796</b>
<b>Revenues</b>	
Government fees	\$7,239,624
Fees for services	\$944,557
<b>Total Revenues</b>	<b>\$8,184,181</b>
<b>Total Revenues and Support</b>	<b>\$9,014,977</b>
<b>EXPENSES</b>	
Children's Services	\$2,208,096
Adult Services	\$4,557,216
Group Homes	\$1,247,098
Fundraising	\$344,905
Management and General	\$908,106
<b>Total Expenses</b>	<b>\$9,265,421</b>
<b>Change in net assets from operations</b>	<b>\$(250,444)</b>
Investment income	\$139,488
Realized and unrealized loss on investments	\$(264,317)
Gain on sale of property and equipment	\$1,060
Gain from discounted operations	\$12,585
<b>Change in net assets from non-operating activity</b>	<b>\$(111,184)</b>
<b>Change in net assets</b>	<b>\$ (361,628)</b>
<b>Net assets at beginning of year</b>	<b>\$9,947,874</b>
<b>Net assets at end of year</b>	<b>\$9,586,246</b>

The financial information presented is taken from the 12/31/2015 financial statements, which were audited by Maloney + Novotny LLC. A complete set of these audited financial statements are available for review at the UCP of Greater Cleveland offices.

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