



2007 ANNUAL REPORT OF THE PRESIDENT WOODS SERVICES

Mission Statement

Woods, a private, nonprofit organization, provides a broad range of human services to people with special needs and challenges. The primary goal is to maximize each individual's potential through the delivery of high quality services in a safe, caring, and healthy environment. Woods strives to help individuals lead full and rewarding lives through the acquisition, development, and retention of skills as well as exposure to a variety of life experiences.



GUIDING PRINCIPLES

Services include residential care, health-care, education, vocational services, adult activities, clinical therapies, and therapeutic activities provided as appropriate to meet the individual's needs for learning, habilitation, and rehabilitation. In fulfilling this mission, Woods:

- Operates the organization with a commitment to competent management and sound, ethical practices;
- Recognizes and respects the individual dignity, needs, and rights of the persons served;
- Continuously strives to be a leading provider of high quality, cost-effective services in every need area served;
- Believes its success depends upon the competence, compassion, character, and integrity of its employees, and emphasizes their importance through participation and respectful working relationships;
- Advocates for the welfare of individuals with special needs and challenges;
- Seeks to be a responsible member of the local and professional communities.



Dear Friends,

Almost a century after it was founded, Woods continues to distinguish itself by providing quality services to people with disabilities. Each year, Woods serves more than 1,400 people with intellectual and developmental disabilities, brain injury, behavioral and emotional challenges, or neurological disorders. We continue to refine our expertise in order to meet the needs of those who rely on us both today and in the future.

Enrollments are strong in all program areas – an indication that Woods is meeting the demands of the human services community. The organization has developed an excellent reputation in providing services for children and adolescents diagnosed with Autism and other Pervasive Developmental Disorders (PDD), such that there is a waiting list for some of our services.

We are exceptionally proud that Woods continues to achieve performance ratings of 99+percent from licensing agencies. In addition, the Beechwood program achieved its fifth consecutive three-year accreditation from CARF (Commission for the Accreditation of Rehabilitation Facilities). These are professional affirmations of the high quality of services provided to those in Woods' care.

This year, significant effort went into planning for the construction of a state-of-the-art facility for medical and dental services, as well as an outstanding learning environment in which to provide ongoing staff training. Groundbreaking for the 25,000 square foot Medical, Dental and Employee Training Center took place with great fanfare this past May.

The Trustees and Development staff have been preparing for the largest fundraising effort in Woods' history. In May, the Campaign Cabinet officially began its work to raise funds to support both the construction of the new building and a substantial increase in the size of the endowment. The endowment is critical in helping to build Woods' long-term capacity to give people with special needs the best possible care, as well as extensive opportunities to achieve their potential. Preliminary response to our case for support has been extremely encouraging, and we look forward to making an announcement next spring about this vital philanthropic undertaking.

None of these accomplishments are possible without a staff that is compassionate and committed. In the following pages, we will share the experiences of two clients, the challenges they face every day, and the dedicated team of individuals that comes together to support them as they strive for greater independence.

We thank each of you - loving families, dedicated staff, generous corporate partners, caring friends, and charitable foundations - for giving of your time and treasure to enhance the quality of life for those entrusted to Woods' care. We enter our 95th year with strength and confidence knowing that we have your support.



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*"Minds that cannot
be reached in the ordinary
way can best be reached by
unfailing and never-changing
love and patience."*

- MOLLIE WOODS, 1917

WOODS SERVICES has earned a national reputation for the compassionate, quality care it provides for people with complex disabilities. The development and implementation of individualized goals and services for each client has been a fundamental component of Woods' mission since its founding. Integral to every personalized plan is staff that provides encouragement and a secure environment in which individuals test their abilities.

An interdisciplinary team of ten to fifteen staff provides support for each person in Woods' care. They create an extraordinary atmosphere of trust, warmth, and acceptance that encourages development of skills and enables each individual to achieve greater independence, improved self-esteem, and attain a higher quality of life.





Martha and John Kubeyka visit Suzie as often as they can.

*"We are thrilled
with the care that
Suzie is getting
at Woods,"*

Martha Kubeyka said. "We know that her continued good health is of the utmost importance to everyone on her team and they will work hard to ensure her happiness. We can never thank them enough for all they do for her."

Suzanne Kubeyka

Suzanne Kubeyka's parents, Martha and John Kubeyka, appreciate the effort of Woods' staff to help her attain daily living skills, retain mobility, and provide her with a full array of social opportunities. Suzanne is diagnosed with Rett's Syndrome, Profound Mental Retardation, Cerebral Palsy, Osteoporosis, and Scoliosis. During team meetings, they stress that what is most important to them is Suzie's happiness. They are confident they made the right choice twenty years ago in selecting Woods to provide comprehensive services.

The Plan

Many clients have multifaceted diagnoses similar to Suzanne's necessitating a thorough coordination of services. Carrie Watts is the program specialist who manages her overall plan of specialized supports and services. Individuals with complex or multiple disabilities will see several medical and clinical specialists in addition to the general health care visits with their primary care physician. Suzanne, for example, sees a podiatrist, neurologist, and orthopedist, receives regular dental services from Dr. Gataletto, and participates in physical therapy two times a week.

Her most critical goal is to continue mobility – that is paramount to maintaining her health. Dr. Steven Lipschutz, Suzanne's primary care physician, stated, "The outstanding care Suzanne receives from nursing, the physical therapists, and other specialists meets almost all of her medical needs."

At Holland

Suzanne attends the Holland Enrichment Center that serves adults who have significant self-care, communication, social, and mobility impairments. Her instructor, Erica Obeng, helps her with basic skills guidance as well as pre-vocational training. Much of the instruction requires direct hands-on assistance from staff. "We mostly are working to stimulate Suzanne to keep her mind as active as possible," said Erica.

Individuals enrolled in Holland also participate in art, music and physical education classes. Suzanne is able to grasp small instruments and seems to enjoy making music with tambourines and maracas. She can hold a crayon, and with assistance from staff, she can create artwork on the paper. Erica and her staff assistants enjoy dancing with Suzanne and her peers as an enjoyable and entertaining way to exercise.



Vanessa Moore,
Karreema Jones,
and Bea Williams
care for Suzanne
in her residence.

Jenn Massar supports
Suzanne during a
physical therapy session.
Suzanne is sporting her
orthopedic boots.



Jenn Massar is the physical therapist responsible for helping Suzanne maintain her strength and endurance and keeps Suzanne's equipment, like her wheelchair, in good working condition. During their therapy sessions, Jenn routinely assesses Suzanne's skin integrity. Because of her Scoliosis, Suzanne has pockets of skin where rashes or infections can develop. Jenn keeps a watchful eye hoping to avoid any problems.

Dr. Herman, Suzanne's orthopedist, prescribed custom-made boots for her to wear during therapy. These enable Suzanne to stand which helps in stretching her back, thus slowing further deterioration of the spine. With Jenn's help, Suzanne walks the hallways in Holland to strengthen her muscles, all the while building her self-confidence.

At Home

Bea Williams and Carrie Moore, dedicated Client Care Workers, love taking care of Suzanne because "she is very sweet." They are with her five days a week and know her moods and desires. Their responsibilities include helping Suzanne work on her activities of daily living such as brushing her teeth. Bea chuckles as she explains that occasionally Suzanne will throw her toothbrush when she feels she's had enough dental hygiene training.

The three have a reliable system of communicating even though Suzanne cannot speak. She will slap their arms when she needs something and, by watching her reactions to questions asked, they are able to ascertain her needs. She enjoys playing with sensory toys because she can easily grasp them. They try to keep her hands busy to discourage her from putting them in her

mouth. Her favorite foods are apples, pretzels and bread. She can eat these by holding them in her hands – another way she is able to demonstrate some independence.

Debbie Hendricks, Brookwood's Residential Manager, recently ordered a hospital bed so that Suzanne can sleep at a 45-degree angle in order to aid her circulation. Because Debbie wants Suzanne's room to feel more like home instead of a hospital room, she collaborated with physical therapy staff to place foam around the headboard and footboard of the new bed. She enlisted the help of Charlie Crist, Adaptive Equipment Specialist, to cover both with colorful material. "People feel good when their surroundings are warm and comfortable," she said. "Brookwood is Suzanne's home and it is our job to make it as cozy as possible."



Rashawn Williams

Rashawn Williams is an intelligent and engaging thirteen year-old from Brooklyn, New York. He is enrolled in the Woodlands program that serves children and adolescents with developmental disabilities and significant behavioral challenges. The staff refers to him as “a terrific kid” who is both motivated and a great role model for others.

*“All of us feel
really good about
our contributions*

toward helping this terrific young man believe in his potential and work toward success,” Kim Schreffler exclaimed. The staff showed him the path to get there, but Rashawn gets all the credit for living up to his potential.

Two and a half years ago, whenever Rashawn became irritated, he would react with violent outbursts. Such episodes necessitated his removal from school and the home he shared with his grandmother and siblings. It became clear that he needed the kind of 24-hour supports that Woods offers.

The Plan

Many dedicated professionals at Woods are invested in Rashawn’s success. His program specialist, Harold Alexander, manages the overall plan of care being implemented by the Woodlands’ team. The immediate goal, upon which they all focus, is for Rashawn to return home. Long-term, the hope is that he will learn a vocation, gain employment, and live independently.

In order to reach his goals, the team must help Rashawn reduce his episodes of aggression. “When I met Rashawn, he didn’t possess the skills or language

needed to prevent him from responding aggressively in antagonistic situations,” stated his psychologist, Kim Schreffler. Through counseling sessions with Kim, and constant reinforcement by staff, Rashawn learned coping skills and techniques to control his anger.

“Rashawn is such a success story,” she continued. Once Rashawn began receiving positive feedback his self-esteem increased, and he became motivated to change his behavior. Not only does he work on reaching his goals, he helps others achieve theirs. He often mediates arguments between students by talking them out of inappropriate or threatening reactions, or comforts someone who is struggling in class.

At School

His teacher, April Fox, asserts that Rashawn is a model student. He catches on quickly, and willingly tackles challenges. He often requests extra work.



Rashawn mentors his "little brother" Denzel as Kim Schreffler supervises.

Rashawn loves playing basketball and football. He participates on a recreation basketball team after school.



Rashawn has a penchant for math, and he surprised her recently when he asked her to teach him Algebra. He is a whiz at division, and loves to share his new aptitude with anyone who will watch him solve problems.

Rashawn struggles with reading, so April devises methods to help him improve his comprehension. She instructs him to create a movie in his head of the story he is reading. If the movie stops, it means he doesn't understand the words on the page and needs to go back, read it again, and re-start the movie. April enjoys the challenge of finding new ways to help students like Rashawn grasp their studies.

At Home

The residential staff makes sure there is a seamless transition between school and home. Richard Reid, the manager of Rashawn's residence, and the rest of the staff there, are accountable for making

sure that Rashawn continues to work toward his goals while under their supervision. Rashawn is responsible for keeping a clean room, making his bed, helping with his laundry, and completing morning routines without being prompted. The staff also helps him improve his peer interaction skills in a residential setting where there is some unstructured free time.

To recognize good behavior and reward those who proactively complete chores, Kim Schreffler organizes a mentoring program among the boys who live in the residences where she provides counseling. Older, well-behaved boys are paired with younger students to serve as role models. Rashawn has been a "big brother" to Denzel Velasquez for the past year. Kim supervises the boys' time together once a week. Sometimes they play games, role-play, or Rashawn reads to Denzel.

Extracurriculars

Rashawn seeks out appropriate role models for himself amongst the older boys in the Woodlands program. A few days a week, when his behavior is good, he earns the privilege of exercising with several older boys in the Woodlands Field House. The physical education teacher oversees this activity that focuses on responsibility and interpersonal relationships. The older boys treat him with respect and like having a "younger brother" to mentor.

"Rashawn is an example of why I chose to work in this field," claimed Kim. "These kids come to us with challenging and complicated issues. To be part of a team that is dedicated to helping them reach their goals is incredibly rewarding."

Management's Report

Woods Services experienced another strong year financially, especially since there continues to be strong demand for our services. Program revenue increased 4.8 percent due to annual fee increases and continued high occupancy levels across all programs. Operating expenses increased just 2.2 percent, despite significant enhancements to staff salaries and the employee health benefit program. Reduced costs for pension, contract services and business insurance contributed to the increase in operating income. The accompanying table highlights our operating results.

Due to the generosity of many, a stable stock market, and strong investment returns, the value of the Woods endowment increased 18.2 percent to \$31.327 million at June 30, 2007.

FINANCIAL REPORT

(In Thousands)

	Year Ended June 30, 2007	Year Ended June 30, 2006
Revenue was provided from:		
Tuition, room and board	\$115,157	\$ 109,612
Therapies and ancillary services	7,864	7,789
Unrestricted gifts	813	747
Investment income & other	829	888
Total revenues	<u>124,663</u>	<u>119,036</u>
Expenses were incurred for:		
Salaries	69,624	65,611
Employee benefits	17,291	17,194
Supplies	7,042	6,715
Contracted services	7,277	7,666
Repairs & maintenance	1,214	1,444
Utilities	2,527	2,591
Insurance	803	1,671
Debt service	1,789	1,814
Depreciation	3,296	3,276
Other	3,365	3,814
Total expenses and other	<u>114,228</u>	<u>111,796</u>
Operating income	10,435	7,240
Non-operating activity:		
Restricted gifts	1,521	718
Gifts released from restrictions	(631)	(681)
Investment income & other	5,247	2,527
Change in minimum pension liability	(3,431)	5,904
Increase from non-operating activity	2,706	8,468
Increase in net assets	<u>13,141</u>	<u>15,708</u>
Net assets beginning of the year	<u>56,568</u>	<u>40,860</u>
Net assets end of the year	<u><u>69,709</u></u>	<u><u>56,568</u></u>

The 2007 Financial Report was derived from the Audited Financial Statements of Woods Resources, Inc. and Affiliates for the year ended June 30, 2007, as audited by Ernst & Young LLP, as evidenced by their report dated October 24, 2007.



WOODS SERVICES FOUNDATION

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