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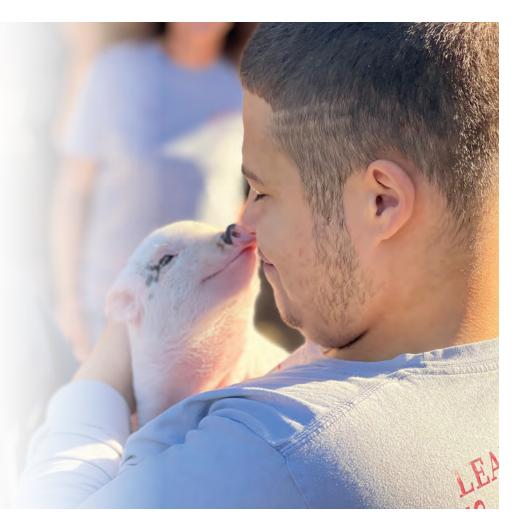


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A Message from our President and CEO

Thank you for being part of the 2023 Run for Woods, one of our favorite events of the year. As you join us for a day of fun, fitness, and community, you're supporting our work to provide a world where every person with challenges and disabilities has self-determination, dignity, respect, the joy of achievement, and a fulfilling life.

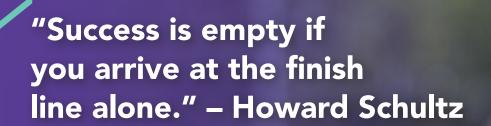
You play a key role in helping us embrace a spirit of innovation and inclusion. You can see it in everything from our fully accessible nature trail—new to this year's course—to the recently launched outpatient centers that will expand our medical, behavioral, and dental services to people with disabilities throughout the local community and well beyond. A growing number of world-class organizations see it, too, as evidenced by our partnerships with RWJ Barnabas, Rutgers University, the Beck Institute, and the University of Pennsylvania's School of Dental Medicine.

Whether you're here as a runner, walker, sponsor, donor, or staff member, by helping us raise these much-needed funds, you are making a transformative difference in the lives of every one of the more 600 individuals we serve and the 1,500 staff who support them.

Thanks to you, we raised more than \$250,000 this year! The success of this event would not be possible without the support of our presenting sponsor Faulkner-Ciocca Dealerships and its many vendors and <u>YOU!</u> Thank you for joining us, for supporting us, and for helping us make the world a better place for people with disabilities and challenges.





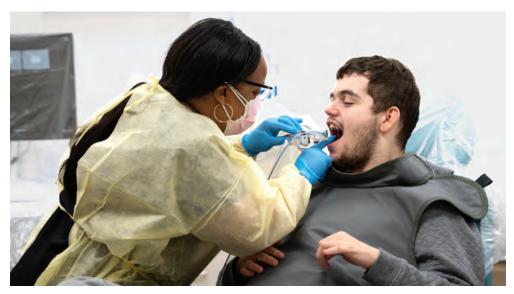


Homestead is proud to support the Run for Woods, and all those running, walking, and rolling together.

HOMESTEAD
SMART HEALTH PLANS

Caring for the Community

Woods now offers dental, medical, and behavioral services to the community at large.



From well visits to dental work, the kind of care that most people take for granted can be nearly impossible to access for people with intellectual and developmental disabilities or autism. Few healthcare providers are trained to serve this population, and those who do may be located far from where families live.

The opening of Woods Healthcare, the newest addition to the Woods System of Care, is about to change that for anyone within driving distance of Langhorne, Pa. Woods Healthcare offers three new services: the Penn Dental Medicine at Woods Mikey Faulkner Dental Care Center, the Center for Behavioral Health at Woods, and the Medical Center at Woods. This expansion means the Woods System of Care, a network of providers that supports people with disabilities across their entire lifespan, can now extend a helping hand into the wider community.

Penn Dental Medicine at Woods

The revamped dental center is the result of an exciting partnership between Woods and the University of Pennsylvania School of Dental Medicine. It features five examination and treatment rooms with state-of-the-art equipment. Postgraduate students within Penn Dental Medicine's Advanced Education in General Dentistry program will provide clinical care under close faculty supervision.

"Penn's dentists are now able to perform procedures at our on-campus dental clinic

that in the past would have required a visit to a specialist for treatment," said Tine Hansen-Turton, president and CEO of Woods Services. "This expansion of services will be less disruptive for our clients, further enhancing their quality of life."

The services aren't limited to Woods' clients: Beginning in March, the center began welcoming members of the surrounding disability community, too.

"There is an immense need in the community, and now people can get care right here," Hansen-Turton noted at the center's ribbon-cutting ceremony. Woods' employees will have access to the center, too.

"We promise the people who visit us will get care that is delivered with compassion and delivered with the latest science and capability to prevent disease," said Dr. Mark Wolff, Morton Amsterdam Dean of Penn Dental Medicine, and longtime advocate of dental care for people with disabilities.

The reach of the dental center will extend far beyond its Langhorne location: The Center will play a fundamental role in preparing the next generation of dentists to care for patients with disabilities.

"Think about where all those dental students are going to end up in practice," noted Pennsylvania State Senator Frank Farry said at the center's ribbon cutting. "That is going to be expanded across this country, so all of those families will now have access to dental care."

The Medical Center at Woods

Even a simple check-up can be difficult, or downright impossible, for a person with an intellectual disability, autism, or other emotional or behavioral challenges. That's why so many people don't get the vital care they need to stay well.

The medical center has traditionally served Woods' clients, but will now be open to the surrounding community of people with disabilities, too. Care runs the gamut from treating allergies and asthma to managing chronic conditions, such as diabetes and heart disease.

The Center for Behavioral Health at Woods

Providers at the Center for Behavioral Health at Woods stand ready to support community members with intellectual and developmental disabilities, autism, and emotional or behavioral challenges, as well as their families.

The team includes psychiatrists, psychiatric nurse practitioners, psychologists, nurse navigators, counselors, and family therapists who perform an array of services, including IQ testing, assessments to identify the individual needs of people with mental health and behavioral health issues, autism assessment, medication review and coordination, complex condition nurse navigation, individual, group, and family therapies, and more.

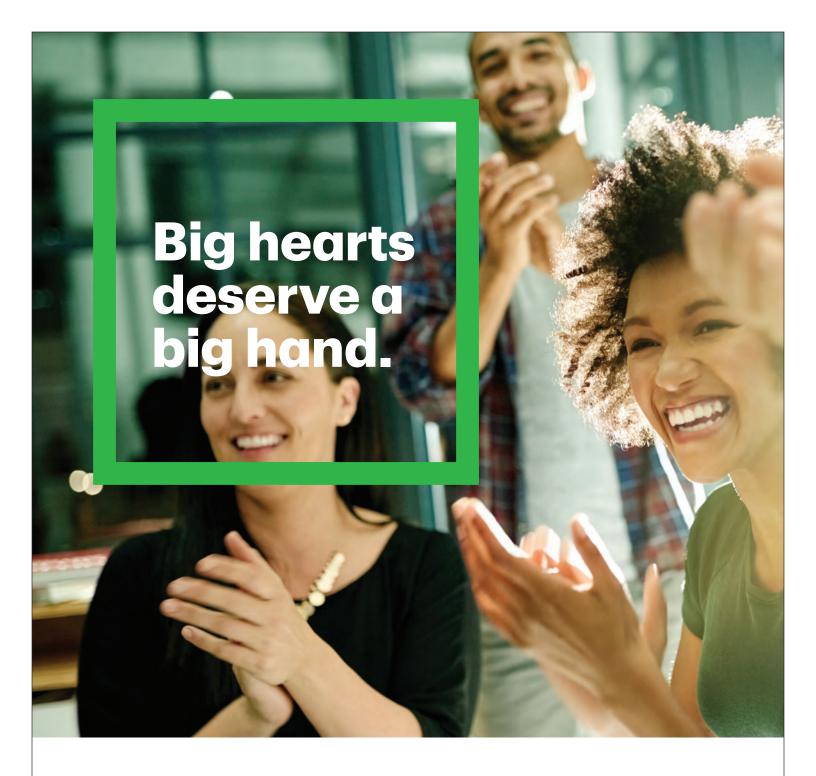
The center's personalized interventions promote healing, growth, and autonomy, and foster long-lasting change.

Embracing Integrated Care

Woods Healthcare is aligned with Woods' population health management approach, which considers the impact of the social determinants of health and integrates physical and behavioral health.

Learn more about Woods Healthcare at WoodsHealthcare.org.





We applaud you for all the truly meaningful work you do in our community.



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Nehemiah: A Story of Transformation

When Nehemiah's family and friends see how he's thriving at Woods, they can't believe that the thoughtful, considerate teenager is the same person who went through a decade of aggressive and destructive behaviors, psychiatric stays, and countless elopements.

Two years ago, Nehemiah and his family appeared to be out of options. His behavioral issues were too severe for him to remain in residential care, and the sterile psychiatric facilities he was sent to offered no quality of life or potential for growth. Everything changed when the New York Department of Education referred Nehemiah to Woods Services.

A Second Chance

When Nehemiah first arrived at Woods' Langhorne, Pa., campus, he relied on the same behaviors he'd always used—aggression, destruction, and elopement—with the same predictable results. Until one clinician had a radical idea: She wanted to give Nehemiah *more* independence.

"I believed that we needed to start expecting more," Kim Schreffler explains. "The staff got together and started to believe in him. That's what changed him and helped him live up to his potential."

That potential is impressive. In just a few short years, Nehemiah has become an almost entirely different person. He now works at Common Grounds and in the recreation department, uses his earnings to pay his own bills, and spends up to 90 minutes of independent time in the community each week, where he visits favorite businesses, goes to the gym, and does his own banking.

"I like to ride my bike off campus," Nehemiah explains. "I usually go to the Chinese store and order a whole bunch of sushi. There's something about that Chinese place that I love. Then I have to stop and think and look at my budget. So that's why now I just walk up there to get air or go to the dollar store or the 7-11 and get something small instead of always ordering out and buying junk food."

Nehemiah enjoys participating in the My 25 nutrition program, where he can choose recipes, prepare a menu, order food, and cook dishes like shrimp, tilapia, couscous,

and Caesar salad. "I love to cook!" he says. "I want to experience making different things instead of just one thing."

Whole-Person Approach

A major key to Nehemiah's success is Woods' whole-person approach. "We're not just looking at a behavior; we're looking at how we can help a person be the best person they can be," Schreffler explains. As staff got to know Nehemiah, they realized that he wasn't an aggressive or destructive person, he just needed to be heard, understood, and respected. They listened to his needs and interests, observed his strengths, and took note of where he needed support to grow more independent.

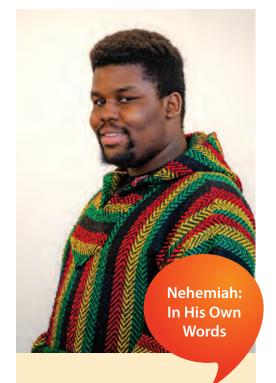
"Nehemiah has amazing computational skills," Schreffler shares, which allows him to more independently manage his bank account. His reading abilities make using an ATM challenging, though, so Schreffler is working with him on rounding out his skills.

"I'm really focused on learning how to read," Nehemiah says of his current goals.

Meanwhile, in therapy, he's making great strides in developing coping skills and replacement behaviors. Schreffler has been teaching him alternative strategies, such as mediation and yoga, which he practices weekly. Nehemiah explains that in the past when faced with frustrations, "the old Nehemiah would have cursed them out or eloped. Now, when I'm upset, I either call my mom or my sister if I have a problem, and I explain it to them. Or I just go in my room and play my music or ride my bike. I feel like when I blast my music, it calms me."

What works for Nehemiah isn't the same thing that's going to work for another Woods client, which is why it's so important to take what Woods calls a person-centered and strength-based approach. "Our clients work on different things depending on what they need," Schreffler explains. At 19 years old, Nehemiah is actively working toward preparing for life in a group home, so the Woods team is working on increasing his exposure to a variety of life skills.

"Nehemiah is very outspoken and has a big personality, and now he uses it appropriately. That's because we built a relationship with him, believed in him, and respected him," Schreffler concludes.



What do you like to do?

"I like to clean, ride my bike, and blast my music. I like country, hip hop, R&B, and some Jamaican music. In the morning, I play gospel music. But then, when I'm on chill time, I play R&B, violin, instrumental."

What was your life like before Woods?

"I've been in placement since I was seven or eight years old. I've been in and out since I was little, and I regret it. I'm happy here. I have stuff to do. I'm always busy, always active, always doing something, if not recreation, then riding my bike. Trying to stay out of trouble."

What are your plans for the future?

"I'm going to look into going to an independent group home, but if I have the opportunity to live with my brother, I want to take that. When I'm with him, he has always kept me busy. He's always about, riding 4-wheelers, going on the trail with the bikes, I like that."



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We Wrote the Book

Woods shares the story of its transformation in a new book.

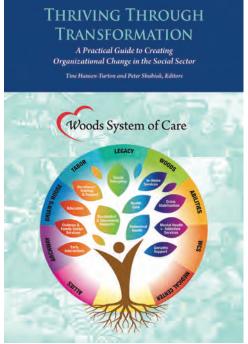
Few organizations have undergone the kind of radical transformation that helped Woods Services comprehensively re-envision its structure, services, and future. Now Woods is sharing its story and providing a roadmap to help other organizations in the newly released book, "Thriving Through Transformation: A Practical Guide to Creating Organizational Change in the Social Sector."

Today, the Woods System of Care is a dynamic and thriving nonprofit population health management and advocacy network that provides innovative, comprehensive, and integrated healthcare, behavioral health treatment, housing, education, work, and support services to more than 23,000 individuals with intellectual and developmental disabilities and complex medical and behavioral health conditions. But the path from the opening of the first Woods school in 1913 to the System of Care as it exists today was far from linear. Changing societal beliefs, services, and objectives led Woods to the brink, but a spirit of innovation and a dedicated adherence to the founding principles of the Woods school brought it back.

A Brief History

When Mollie Woods opened the Woods School, her vision to "teach the exceptional child—the slow child, the child with behavior problems, the child with reading or speech difficulties and the like—to meet problems of everyday life; to make normal adjustments, to acquire sources of satisfaction for the present as well as for later years, and to know the joy of achievement," was revolutionary. At the time, many children with intellectual disabilities were institutionalized, with little chance of learning or growing. Their joy and life satisfaction weren't even considered.

Mollie Woods was a pioneer who worked tirelessly to end the often inhumane practice of institutionalization, and she helped usher in a new era of support and care for people with IDD and other challenges. In 1934, she established the Child Research Clinic and, for the first time in the nation, introduced a scientific basis for supporting and advancing the capabilities of children she called exceptional. Woods became an



international leader in the field, sponsoring conferences and publishing journals that featured the best minds. In 1957, Woods established The Child Study, Treatment, and Research Center to provide comprehensive evaluations, diagnoses, and analyses on the needs of exceptional children to parents and professionals. This all-encompassing facility was the first of its kind in the United States.

As the Civil Rights Movement took hold in the 1960s, more people became aware of the injustice of institutionalization, and Mollie's vision of dignity and support for people with disabilities spread far and wide. Many states began to close the institutions they'd previously relied on in favor of community-based models where people with disabilities could receive more care and support.

Shifting to the Community

By the 1980s and 1990s, changes in public policy and funding further shifted the locus of services for individuals with intellectual and developmental disabilities from institutions to the community. While this was good news for many people with disabilities, Woods wasn't prepared for the change. As the service model became outdated, admissions and funding plummeted, and Woods faced the possibility of bankruptcy.

Woods was about to undergo its first transformation. The Board and management saw that the push toward community services, while positive, was leaving people behind. People with intellectual and developmental disabilities who also had severe emotional and behavioral challenges or complex medical conditions weren't thriving in community settings. The leadership decided to specialize in caring for that population and opened the Woodlands Center for Challenging Behaviors and the Crestwood Center for Children with Emotional Challenges. Woods established an excellent reputation for providing services that were otherwise lacking or inadequate. Nearly 200 school districts from more than 20 states referred students to Woods.

By 2010, community-based services were widely available. As a result, several states stopped making referrals to Woods and launched intensive and targeted initiatives to take their residents home. In response to the declining census and the irrefutable trend towards community-based services, the Woods Board of Trustees and management team adopted an aggressive growth strategy by acquiring community-based service providers with expertise in community housing, social enterprises, special education, early intervention, child welfare, and outpatient behavioral health treatment. Woods dramatically expanded the scope and scale of its community-based services in Pennsylvania and New Jersey.

New Leadership, New Vision

As Woods shifted its focus to community-based services, its campus-based programs began to fall behind. By 2016, the organization faced immense challenges: programs that were 10 to 20 years behind those of other organizations; non-existent or inadequate information systems; a burgeoning personal-injury legal field competing for clients; and a business model that was not sustainable.

The Board recognized that for Woods to survive, major change was needed. They started the process by bringing in a visionary new president and CEO,

continued on page 13

WE WROTE THE BOOK continued from page 12

Tine Hansen-Turton, who would lead the long-overdue organizational changes and infrastructure investments that Woods needed.

In "Thriving Through Transformation: A Practical Guide to Creating Organizational Change in the Social Sector," Hansen-Turton and Peter Shubiak, MS, former chief operating officer for Woods, tell the story of how, despite significant existential threats and challenges, Woods repositioned itself to become one of the country's most prominent intellectual and developmental disabilities organizations.

The book details how Hansen-Turton built her leadership dream team and ushered in the principles and practices of population health management as a strategy to enhance care, improve individual and organizational outcomes, and develop new revenue streams. Recognizing that healthcare was the key to the new model of care, Woods launched a state-of-theart onsite medical center in 2018 that became a core component of the strategic transformation into a population health management organization.

In 2023, the Medical Center opened its doors to the wider community (see article on pg 7) and earned certification from the National Committee for Quality Assurance, making it the nation's first recognized Patient-Centered Medical Home for people with intellectual disabilities.

Fighting a One-Size-Fits-All Approach

Dedicated to the idea that all people should be cared for in the least restrictive environments possible, Woods began refuting the extreme idea that all people and their needs can be served safely and effectively in community settings. Woods promoted residential treatment facilities as serving a critical and valuable purpose.

The leadership team also stressed the importance of building a continuum of care that would meet each person's needs for life. This vision became a guiding strategic principle that aligned Woods' operations and growth strategies with its goal of developing a system of care that addresses the social determinants of health, including education, housing, work, social and leisure activities, behavioral health support, medical care, and other quality-of-life indicators.

Addressing the whole person and their physical and behavioral health reduces costs, enhances the quality of services, and saves lives.

Guidance for Others

Since Mollie Woods founded the Woods School, a guiding principle has been to improve the care of all people with intellectual and developmental disabilities, no matter where they live or who serves them. "Thriving Through Transformation" does just that providing a detailed roadmap to help other organizations take on their own transformation journeys.

Chapters explore developing strategic directions and planning; managing change; engaging employees; cultivating a culture of innovation and care; embracing equity, diversity, and inclusion; planning for mission-driven growth; improving infrastructure and enterprise shared services; and developing strategic positioning, policy, and thought leadership.

"All organizations must embrace change to best serve their clients, but it can be difficult to know where to start," said Hansen-Turton. "We hope our success story will inspire others to start the journey and serve as a roadmap to plan their own transformative journeys."



M&T Bank

Seeing Eye to Eye

A generous grant helps Woods provide high-quality eye care right on campus.

For many people with intellectual disabilities, autism, or emotional and behavioral challenges, an eye examination can be harrowing. But thanks to a series of generous grants from the BNY Mellon Mid-Atlantic Charitable Trusts, Woods has a growing number of tools that can make exams comfortable and thorough—right on campus. Nick Karbach, OD, optometry consultant at The Medical Center at Woods, estimates that the tools he's been able to purchase through the grants over the last three years have cut the number of residents needing to travel for eye care by 20% to 30%. That means less stress and less time away from school and important services.

The iCare, for example, can measure the pressure inside of the eye (a test for glaucoma), with a probe that is so tiny and quick that clients can't feel it touch the cornea. Traditionally, a glaucoma test is done with a puff of air blown into the eye, which can be difficult to tolerate. As a

result, clients with glaucoma used to have to travel to see a specialist several times each year just for routine monitoring. Now, they can be monitored right on campus.

Another Mellon grant funded a handheld ultrasound device called a Vscan. With a gentle touch on the eyelid, Dr. Karbach can scan for damage to the retina (the back surface of the eye), bleeding, or tumors—all without the use of dilating drops.

And this year, the purchase of a fundus camera will allow him to photograph the interior surface of the eye. The photo will take a fraction of second—so the client doesn't have to sit through a lengthy procedure—but it will provide a comprehensive image

that Dr. Karbach can examine for any signs of eye disease, from diabetic complications to macular degeneration.

At least 150 clients will greatly benefit from these generous grants.







Ocugen-headquartered in Malvern, PA-is a fully integrated, patient-centric biotech company focused on vaccines in support of public health and gene and cell therapies targeting unmet medical needs through

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Good luck to all participants and see you at the finish line!

High-Tech Helpers

Three new robots are helping Woods' students exceed all expectations.

At 18 years old, Elijah rarely speaks. But when he is with Milo, he's engaged, smiling, and laughing. Elijah greets Milo, repeats after him, mimics his motions, and even enjoys the occasional dance party. Elijah's personality shines when he is in Milo's company, and he is always eager to spend time with his new friend.

Milo isn't a teacher or another student: He's a robot that was designed to help nonverbal autistic children learn social and emotional skills.

About the robots

On the outside, Milo is a playful, friendly, child-like robot with expressive eyes, the ability to replicate most human expressions, and a fun, movable body. But under the surface, he's a sophisticated tool that has been programmed to use the principles of speech language pathology, occupational therapy, and applied behavioral analysis to help children with autism improve their communication, social skills, and self-soothing behaviors. Milo is one of four models: There are two male and two female robots with light and dark skin tones.

"Woods is one of the first facilities like ours to be using these robots," explains Stephanie Geider, the transition coordinator who collaborates with RoboKind to bring these robots to Woods. The results have been impressive.

Woods purchased three robots in November and is awaiting delivery of a fourth. Currently, three therapists, a music teacher, and four classroom teachers are fully trained on their technology. The teachers and kids love them so much that they compete for time with them.

The robots, which come with a full curriculum as well as customizable board games that teachers can use to generalize skills in the classroom, were specifically designed for nonverbal, elementary-aged kids, and they're a powerful tool to improve communication and encourage speech. But Geider wanted to see what else they could do.

As more students work with them, even more benefits are unfolding. Students in



the 14- to 21-year old transitional age range are enjoying them just as much as their younger counterparts. And the robots are dramatically boosting student engagement.

Learning through tech

"Robokind's studies show that if a direct staff member is giving a lesson, you will get around a 2% engagement rate," Geider explains. "When the same lesson is taught by a robot, there's upwards of an 87% engagement rate."

That's because people with autism "interact more effectively with robots than humans to practice life-skills," researchers reported in the journal *PLoS One*. Robots use simplified facial expressions and can provide valuable repetition without growing frustrated. They are more predictable than humans, which can make interactions less stressful and more comfortable for people who need help understanding social cues.

Further, most of the students who are working with Milo and his robot pals are drawn to technology. "When I look at the kids I work with, the majority of them love engaging with technology. Introducing new and exciting technological advances provide our students with unique and engaging educational experiences," Geider says.

A solid foundation of success

While Woods is just getting started with the robots, experiences at other schools show what's in store over time. At McCarthy-Teszler, a specialty school in South Carolina, the robots helped students more rapidly reach their IEP goals—even when they'd made little progress in the past. Teachers reported that the robots helped students recognize, regulate, and communicate their emotions; use skills to calm down; maintain eye contact with other people; and engage in appropriate, two-sided conversation. As a result, several students were able to return to their general education classes.

The changes aren't just in behaviors: A study that used brain imaging to map the cognitive function of patients' brainwaves showed increased activity in up to five functional areas of the brain.

By using the robots, "we started making advances in three or four months that we were not seeing in years of regular therapy," said lead researcher Shelley Margow, OTR, owner and clinical director of Children's Therapy Works. "We were even showing improvement in more severe cases that usually show very slow progression of skills."

Importantly, the newfound skills weren't limited to interactions with the robots alone. In a three-year study, the South Carolina Department of Education found that 90% of students were able to transfer the skills to real-world interactions.

The robots have been so successful that Woods will be adding another one soon and training more teachers on how best to use it.



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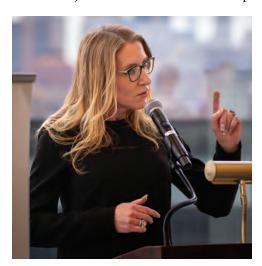
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Woods' Award-Winning Social Innovators

Woods System of Care took home three Greater Philadelphia Social Innovation Awards.



In January, the Woods System of Care brought home three awards from the *Social Innovations Journal's* 2023 Greater Philadelphia Innovation Awards.



- Hailey Gould, Manager of Structured
 Day Services at Beechwood NeuroRehab,
 was honored for ensuring that residents
 with acquired brain injury understood
 their right to vote and exercised it.
- Sailaja Musunuri, MD, Executive Vice President of Integrative Medicine and Chief of Psychiatry at Woods RL Health, was recognized for launching a program

- to train future psychiatrists in the care of people with intellectual disabilities and complex mental health and medical challenges.
- Heather Hayes, NP, Brian's House Inc., was awarded for helping establish a satellite primary care clinic for people with intellectual disabilities and is now leading it.
- Susanne Fink, Judge Gregory Hines, and Judge John Bailey, Chester County Court System and Department of Mental Health and Developmental Disabilities, were named runners up for their work with Woods Community Services to meet the needs of people with mental health issues who otherwise might pass through the criminal justice system unrecognized.

The Social Innovation Award finalists were selected through an open nomination and public voting process by residents of Greater Philadelphia.

"These awards honor our region's most passionate social innovators, entrepreneurs, and changemakers whose work and social impact too often goes unacknowledged, yet their efforts are what makes our communities across greater Philadelphia the thriving region of innovation and opportunity they are for all people."

— Nicholas Torres, co-founder of the Social Innovations Journal.



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SCHEDULE

7:00 a.m.

- ★ Registration opens
- ★ Pre-run refreshments

8:45 a.m.

★ Opening ceremony

9:00 a.m.

★ 5k Run/Walk starts

9:10 a.m.

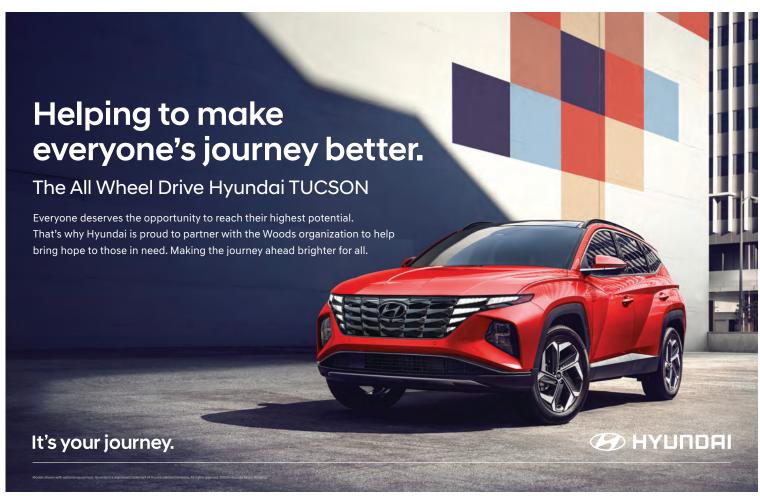
★ 1-mile fun walk starts

9:30 a.m. - 10:30 a.m.

★ Event wrap-up









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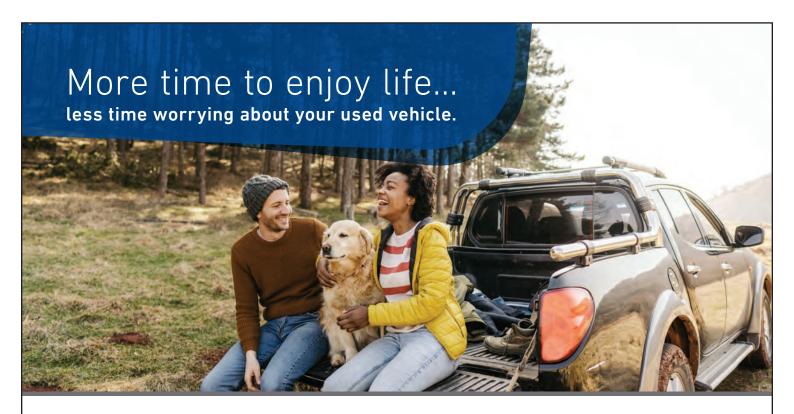
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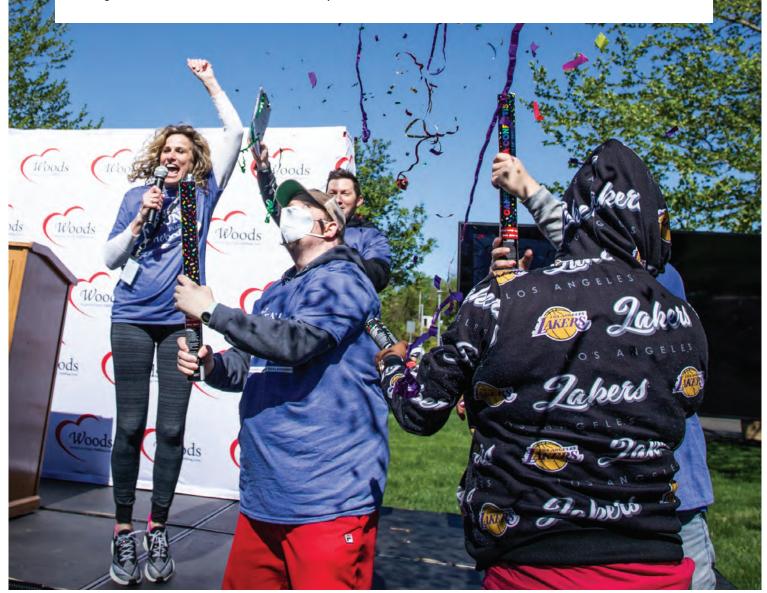
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