



LEADING THROUGH **MEANINGFUL CHANGE**



2011 Annual Report



OUR MISSION:

Curative Care Network improves the function and quality of life for persons with disabilities or limiting conditions through high quality care and services.

OUR VISION:

To be the premier provider of comprehensive, efficient and effective services to children, adults and seniors with disabilities or other limiting conditions in Milwaukee and surrounding counties.

OUR VALUES:

Quality • Cost • Service



The Commission on Accreditation of Rehabilitation Facilities (CARF) has awarded full accreditation through March 2015 to Curative's Adult Day Services and Child & Youth

Services programs. The three-year accreditation means that Curative conforms to nationally and internationally recognized service standards for rehabilitation and human service programs. The rigorous accreditation process, which took place in March 2012, involved an examination of Curative operations, facilities, documents, policies and procedures by a national CARF survey team.

One of the CARF Surveyors made the following comments to Curative's Leadership Team during her summary of the three-day visit:

"Curative is one of the best organizations that we have seen anywhere in the United States."

She added, "You have a great sense of commitment, you know what you are doing and you **are** making a difference."

Curative has met CARF's stringent requirements to receive full accreditation since 1968, making it one of the first and longest-standing organizations to be awarded CARF accreditation.

A ROADMAP TO QUALITY OPERATIONS

For 93 years, Curative Care Network's greatest strength has been a willingness to make meaningful changes in programming and operations to assure that high quality services are provided to children, adults and senior citizens with disabilities.

This tradition of adaptation was on the minds of every member of the 2011 Strategic Planning Ad Hoc Committee as they formulated a road map for Curative's future. The Strategic Planning Committee included members of the Curative Board of Directors, the Curative Foundation Board of Directors and Curative's Senior Leadership Team. Following several months of thoughtful discussion and planning throughout 2011, the Committee unveiled a revised Curative Mission, Vision and Values statement and adopted a Strategic Plan with three specific initiatives:



- 1. Deliver High Quality Services to All Clients** – Ensure high quality programs, research innovative new programming and regularly evaluate the effectiveness of programming.
- 2. Establish Effective Talent Management Systems** – Recruit, develop and retain high quality staff, leadership and board members.
- 3. Enhance Ability to Sustain Service Lines** – Sustain or grow current service lines and investigate new service lines and funding sources.

These three initiatives have always been integral components of Curative's long-term strategic planning. What has changed over the decades – and today – is the environment in which Curative's strategic plans are implemented.

As you read through Curative's 2011 Annual Report, you will see that Curative's talented staff members continue to provide comprehensive, innovative services that adapt to the ever-changing needs of individuals with disabilities and the community at large. Curative does so today, however, in an environment of escalating program costs and dwindling funding sources for government-mandated human services. Like all human service agencies, Curative is being asked by funders to do more with less. Curative will meet this challenge – and maintain its long-term commitment to high quality programming – with wise budgeting, efficient operations and meaningful collaborations.

Curative's resolve and ability to provide high quality, sustainable services is strengthened by United Way allocations as well as donations from individuals, foundations, corporations, service organizations and other sources of philanthropic support. Every donation – large or small – enhances Curative's ability to carry out its Strategic Plan and remain focused on its Mission, Vision and Values.

Robert H. Coons, Jr. President/CEO

“Cookie Cutter” programming is not an option for Curative’s Adult Day Services Division.

“We provide day programming for well over 300 adults with developmental disabilities every weekday,” Curative’s Chief Operating Officer, Jill Van Calster, said. “Each person has different abilities, interests and goals. For that reason, Curative offers 10 unique programs at six community locations.”

Curative’s specialized programs accommodate individuals who are able to work and earn a paycheck, those who are aging or have dementia, persons who require ongoing complex medical care and recent high school graduates who thrive in a more active and technology-rich environment. A majority of Curative program participants enjoy engaging in group structured activities and community life. For those who do not, an innovative program has been created to accommodate their individual interests and activities.

“We receive admission requests nearly every day,” Van Calster said. “When reviewing those requests, managers may recognize a trend in the abilities, interests and goals of prospective program participants. That is when we consider the need for a new, specialized program. In fact, that is how Club Curative was created.”

In the fall of 2011, a Curative Day Services manager received an inquiry from parents of a recent high school graduate about programming

that would allow younger adults to maintain and expand independent living skills and engage in technology-based activities.

“Rather than responding to the request by saying ‘we don’t offer a program like that at Curative,’ we said, ‘let’s see what we can do.’ ” Van Calster said. “Within two weeks, we dedicated space within our Curative - Forest Home location for Club Curative and recruited staff to provide engaging and meaningful activities that would appeal to younger adults.”

“Each person has different abilities, interests and goals. For that reason, Curative offers 10 unique programs at six community locations.”


Club Curative is equipped with a wall-mounted electronic Smart Board that allows for interactive, touch screen programming and internet access. The Smart Board facilitates current events discussions, interactive educational activities and sensory experiences. Desktop computers, interactive video games and iPad devices also are part of the daily programming. With staff assistance, the young adults build independent living skills by creating grocery lists, shopping and preparing meals in the Curative - Forest Home facility kitchen. They also practice laundry skills with the facility’s washer and dryer.

“Families of Club Curative participants have partnered with us every step of the way as we develop programming,” Van Calster said. “We expect Club Curative enrollment to grow, now that Family Care funding is expanding and young adults will no longer be placed on lengthy waiting lists for services. I am proud that Curative has the resources and foresight to create specialized programs like Club Curative in response to the changing needs of persons with disabilities.”



Club Curative staff and program participants review the Milwaukee Journal Sentinel Online Edition during a discussion of current events.

Delivering Quality

A man with glasses and a light blue polo shirt is pointing at a large digital screen. A woman with dark hair, wearing a red top and a lanyard, stands next to him, looking at the screen. The screen displays a game interface with a character and some text. The background is a plain wall.

Club Curative Program Specialist, Rachel Luttrell, helps program participant, Joe, with an interactive educational game on the Smart Board.



Collaborative Relationships

(Above) Twin brothers Miles (left) and Mason (right) have a great time at Friday morning library playgroup sessions that are facilitated by Curative's Birth-To-Three Program and The Family Life Center.

(Right) The twins' mother, Stacy, helps Miles with an art project during the playgroup session.

(Far right) The art project allows Mason to patiently work on his eye-hand coordination skills.



Miles and Mason go to the library every Friday morning for one simple reason – it’s *really* fun.

The twin boys spend an hour playing with toys, singing and dancing with other children, listening to stories and working on simple art projects. Afterward, the boys and their mother head to the children’s section of the library to find books they can read at home.

“Research shows us that young people learn best in their natural environment and with parents, siblings and others who are important to them.”

The twins do not realize – or frankly care – that while they are playing at the library, they are improving coordination, balance and social skills. It is irrelevant to them that they are participating in a community program facilitated by staff from Curative’s Birth-To-Three Program and The Family Life Center, a local organization that promotes healthy family life.

Such collaborative relationships, however, significantly enhance Curative’s ability to provide high quality Birth-To-Three programming to children with developmental delays.

“Research shows us that young people learn best in their natural environment and with parents, siblings and others who are important to them,” Kim Maggiori, Curative’s Child & Youth Services Vice President, said. “In an ongoing effort to implement these ‘best practices’ in our Birth-To-Three Program, we provide services in homes, day cares and other neighborhood environments. We also focus on engaging families in our services so they can best support the child’s development.”

The library playgroups exemplify “natural environment” programming, where children can interact with other families from their community

and participate in developmental activities. Several families with children enrolled in Curative’s Birth-To-Three Program have joined the playgroups, which gather at the Oak Creek and Cudahy libraries and are open to all children within these communities. Parents who attend share information about neighborhood resources and consult with Curative staff regarding child development.

“The playgroup activities have allowed Miles and Mason to continue working on developmental goals, with the support of their mother, in an environment that is meaningful to them,” Maggiori said.



Curative’s staff must consider individual “natural environment” options for each of nearly 1,000 children they serve annually throughout Milwaukee County. Many of these children have diagnosed developmental delays or disabilities, including autism spectrum disorders, speech delays, physical disabilities or learning difficulties.

“Every family who enters our program identifies different priorities and needs,” Maggiori said. “As a result, we are always looking for new collaborative relationships so we can creatively extend our ‘natural environment’ services beyond the home to neighborhood locations.”

Curative's Senior Care Center is an unexpected place.

"Visitors may expect quiet bingo games and shuffleboard when they tour the Center," Curative Senior Services Manager Jennifer McAlister said. "Afterall, most of our clients are in their 70s, 80s and 90s. They have dementia, physical disabilities and health concerns. Can we really expect them to be physically active and engaged in community life? Of course we can. Our clients do play bingo, but they also go bowling many times each year. And lately, we've been playing shuffleboard matches on our Nintendo Wii.

"Research has taught us so much in the last decade," McAlister said. "For example, we have learned that physical exercise can profoundly impact the well-being of aging adults. It helps with range of motion, strength, balance, appetite and flow of oxygen to the brain. My staff have noticed that physical activity also leads to more social interaction. Knowing that, we have incorporated many more opportunities for physical activities into our daily programming.

"With the addition of students, we can provide more one-on-one guidance to effectively engage each client."



Senior Care Center client, Debra, (left) and staff person Robin Weber (right) exercise with light weights.

Our partnership with Carroll University has really enhanced our ability to do this."

For several years, Carroll University has engaged in a learning partnership with the Curative Senior Care Center that has offered clients unique opportunities for physical exercise. Carroll University Physical Therapy and Exercise Science students, working under the guidance of faculty, have benefited by gaining geriatrics experience.

The Exercise Science partnership, introduced in 2011, has had a positive impact on the Center's half-hour morning exercise session. Clients gather in circles, most of them seated, and with the assistance of staff and up to 10 students, do guided stretching movements, mild aerobic activity and strengthening exercises.

"We've always done a morning exercise session at the Center," McAlister said. "With the addition of students, we can provide more one-on-one guidance to effectively engage each client. We also can incorporate light weights and stretching bands."

The partnership with Carroll University Physical Therapy students began in 2007 and has included swimming, miniature golf and other activities suitable for the Center's more physically fit clients. Activities vary depending on the interests, goals and abilities of clients. During the fall 2011 semester, students accompanied participating clients to the Waukesha Family YMCA twice a week to work out with exercise equipment, and also facilitated a weekly bowling league.

"Our clients love the opportunity to get out in the community and engage in activities with young adults," McAlister said.

McAlister, who has served older adults throughout her career, looks forward to continued research and advancements in geriatric care. She and her staff are prepared to expand programming and client opportunities with every new breakthrough in dementia and elder care.



Active and Engaged

Carroll University student, Courtney Covney, provides one-on-one exercise guidance and encouragement to Senior Care Center client, Bob.

Effective Management

“Caty exemplifies Curative’s Strategic Initiative regarding Effective Talent Management.”



Caty Bulgrin joined the Curative Care Network staff in 2006 with one simple goal – to serve persons with disabilities. Bulgrin has accomplished that goal, and much more during her time at Curative.

“It became obvious to me soon after I joined Curative that there were opportunities for career growth here,” Bulgrin said. “I saw other people being promoted from within in recognition of their skills and commitment to hard work. But I certainly did not expect that within five years I would be the Director of the Adult Day Services Division, with eight managers and supervisors

reporting to me. I am grateful that Curative provided the training and mentoring I needed to step into this role, and that I was trusted with this responsibility.”

“Caty exemplifies Curative’s Strategic Initiative regarding Effective Talent Management, which is to recruit, retain and develop high quality staff,” Melissa Wiza, Curative’s Vice President of Human Resource Services, said. “Caty came to us with previous experience and a Master’s Degree in her field. She was open to additional training and welcomed mentoring from others. We were comfortable promoting her to increasingly



responsible positions because of her work ethic, creativity and leadership skills.”

The diversity of Curative’s operations makes staff development especially challenging. Each of Curative’s seven service lines has unique training and credentialing requirements.

“We have created a state certified Training and Compliance Coordinator position within Curative so that much of the mandated staff development can take place internally by someone who is well versed in government regulations, Curative’s policies and procedures, and training

requirements of our funders,” Wiza said. “We also can provide training more efficiently and cost effectively with an internal trainer.”

Staff development extends beyond mandated training sessions. For example, expert speakers are frequently invited to staff and Leadership Team meetings. With supervisor approval, staff members may attend outside seminars or take relevant courses. A number of employees have opted to pursue advanced degrees on their own so they can further their expertise and career options.

Retention of high quality staff members also is an ongoing priority for Curative’s Leadership Team. Frequent turnover can increase recruitment and training costs, while longer-term employees provide valuable consistency and expertise.

“We are fortunate to have a significant number of long-term employees at Curative,” Wiza said. “Approximately 45 percent of our employees have worked here five or more years. We can credit our retention to a number of factors. Clearly our staff are dedicated to our mission and the individuals we serve. We make every effort to offer competitive wages and benefits, and to reward employees for their longevity. As Caty demonstrates, we also offer opportunities for development and growth within the organization.”



Curative Adult Day Services Director, Caty Bulgrin, meets with Dan Misch, Manager of the Curative - Forest Home and Club Curative Adult Day Programs.

Sustainability has become a primary focus for not-for-profit agencies across the country. Curative is no exception.

“Curative is first and foremost a mission-driven organization – we provide high quality services to children, adults and senior citizens with disabilities,” Curative Chief Operating Officer, Jill Van Calster, said. “But in order to sustain our consistently high level of services, we must also operate as a business. It is a constant struggle to balance our escalating costs with dwindling funding sources without ever compromising care.”



Curative Chief Financial Officer, Dina Buszkiewicz, routinely emphasizes the importance of realistic budgeting and efficient use of resources to Curative’s entire Leadership Team.

“The annual budget process requires a thoughtful review of historical and forecasted data,” Buszkiewicz said. “Our Leadership Team is fully involved in the process, which requires detailed and well documented justification for requested operational expenditures and projected revenues. We have an obligation to our funders and to those we serve to allocate our budget in the most efficient and effective way possible.”

“We do not limit our financial review and efforts for sustainability to the annual budget process,” Van Calster said.

Curative's Leadership Team constantly reviews operational productivity measures, program effectiveness, funding sources and many more factors that impact day-to-day operations as well as long-term sustainability.

“We are fortunate to have a Leadership Team that is open to meaningful operational changes which allow us to provide services more efficiently without negatively impacting quality,” Van Calster said.

“This ongoing financial review occurs at every organizational level, from the Curative Board of Directors approving the annual budget to program staff double-checking inventory before requesting supplies from Curative’s centralized Purchasing Department,” Buszkiewicz said.

Suggestions for new or expanded services and programs also undergo rigorous reviews for financial and operational sustainability.

“We are fortunate to have a Leadership Team that is open to meaningful operational changes...”

“Any decision to grow Curative’s services is based on multiple factors,” Curative President and Chief Executive Officer, Bob Coons, said. “Is there a demonstrated need for the service? Does the service align with Curative’s mission to serve persons with disabilities? Is there a commitment from a funding source to pay for the new service? Do we have appropriate facilities and resources necessary to provide the service? Can we do it in a quality way?

“Program growth only makes sense if it positively impacts those we serve and if we can sustain it,” Coons said.

Enhanced Service



(Above) Curative Senior Leadership Team members, including (from left) Dina Buszkiewicz, Chief Financial Officer; Jill Van Calster, Chief Operating Officer; and Melissa Wiza, Vice President of Human Resource Services, meet routinely to review operational efficiencies and program effectiveness.

(Far left) Curative President and Chief Executive Officer, Bob Coons, emphasizes sustainable, mission-based services.



Curative's *Network of Services*

Each year, Curative provides a network of essential supportive services to thousands of children, adults and senior citizens with disabilities who live in Milwaukee and Waukesha Counties.

Curative's network of services includes:

Adult Day Services – Ten community-based programs provide engaging and meaningful activities based on interests, abilities and goals that promote independence for adults with developmental disabilities.

Case Management Services – Professional Case Managers provide assistance to adults with disabilities or age-related concerns and their families in locating, managing, coordinating and monitoring all proposed services and informal community supports.

Child & Youth Services – A multi-disciplinary team provides outpatient rehabilitation and Birth-To-Three services, including Physical, Occupational and Speech Therapy, Early Childhood Education, Social Services, and Family Service Coordination, to children and their families.

Industrial Services – Hands-on industrial subcontract work provides paid employment opportunities and valuable work experience to persons with disabilities who work side-by-side with non-disabled persons at Curative's Industrial facilities.

Residential Services – Group homes in residential neighborhoods provide a family-like setting for adults with developmental disabilities. Curative's specially trained staff maintain a safe environment, provide household management and facilitate activities.

Senior Services – Specialized programming provides community engagement and supports the independence of older adults with dementia, disabilities and/or health concerns. Services include an adult day program and an early memory loss program.

Vocational Services – Curative provides training, placement, benefits counseling and follow-up services for persons with disabilities who are seeking paid employment in the community or at Curative's Industrial Services facilities.



CURATIVE'S COMMITMENT TO QUALITY.

Curative Care Network is committed to providing Southeast Wisconsin communities with outstanding human service and outpatient rehabilitation care. In an effort to remain accountable to all persons receiving services and to all funding sources, Curative has developed a Program Evaluation System.

Curative is able to demonstrate the value of programs offered by continuously evaluating their quality/effectiveness, cost/efficiency and service/satisfaction. Curative also measures the outcomes of specific goals each of its programs is designed to achieve. This Program Evaluation System is used for planning, modifying and improving the quality of services offered.

A formal survey of Curative programs also is conducted by CARF – the Commission on Accreditation of Rehabilitation Facilities – every three years to make certain Curative follows nationally accepted standards of care.

Curative reported the following 2011 outcomes:

Adult Day Services

85% of short-term goals were achieved by adults with developmental disabilities served in the program.

95% of persons served said they are being helped by the Adult Day Program.

Community Employment Program

100% of persons hired retained their jobs for at least 90 days.

96% of persons served were satisfied with the services provided.

Child & Youth Services

88% of families' long-term goals were achieved.

76% of children's short-term goals were achieved.



CUSTOMER SATISFACTION OUTCOMES – 2011

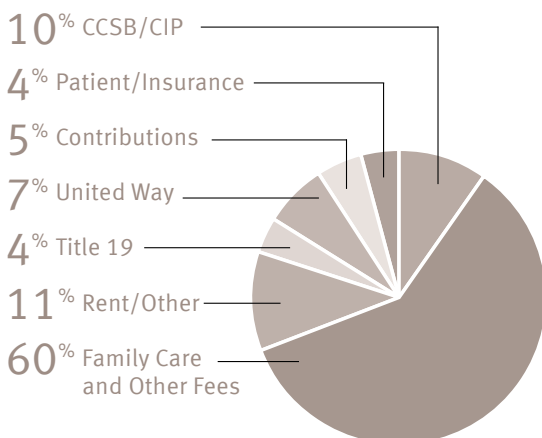
Customer Satisfaction is another component of Curative's Program Evaluation System. Customer Satisfaction information is gathered from individuals currently enrolled in Curative programs as well as from those who have been discharged. Individuals are asked program-specific and organizational questions.

A 5-point scale, ranging from 5 being "strongly agree" to 1 being "strongly disagree," is used. Curative's target Customer Satisfaction goal is an average of 4.25 or better. This graph represents the combined responses during the second half of 2011 and demonstrates consistent customer satisfaction with Curative's services.

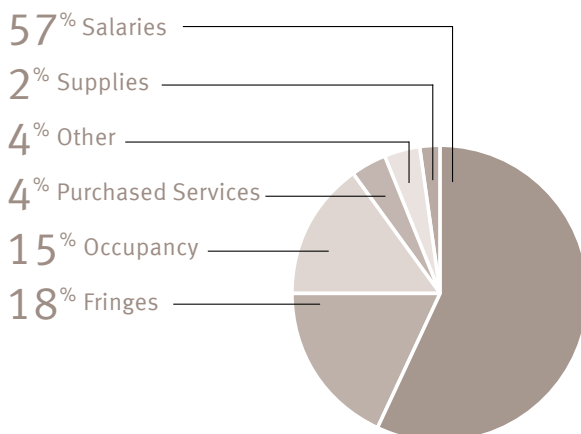


As of December 31, 2011, the assets were \$25,018,328. Liabilities were \$8,204,006 with total Net Assets of \$16,814,322.

Operating Revenues



Operating Expenses



OFFICERS AND BOARD MEMBERS

2011-2012

Curative Senior Leadership

Robert H. Coons, Jr., FACHE
President and CEO

Jill B. Van Calster
Chief Operating Officer

Dina T. Buszkiewicz
Chief Financial Officer

Kimberly A. Maggiori
*Vice President of Child
& Youth Services*

Susan M. Dayton
Assistant to the President

Jeffrey L. Kaminski
*Vice President of
Industrial Services*

N. Muni Reddy, MD
Medical Director

Jayne L. Rosciszewski
*Vice President of Case
Management and
Vocational Services*

Melissa L. Wiza
*Vice President of Human
Resource Services*

Curative Care Network Board

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Paul Ayers,
First Vice Chairperson

Kristofor L. Hanson,
Second Vice Chairperson

Richard M. Woods, *Treasurer*

Jennifer L. Rathburn, *Secretary*

Robert H. Coons, Jr., *President*

Kristine M. Bachmann, *Member*

Tracey Berg, *Member*

Julie M. Butsch, *Member*

Chukuka S. Enwemeka, PhD,
Member

Peter A. Glaser, *Member*

Pardeep Gupta, *Member*

Steven L. Kass, *Member*

James E. Maslowski, *Member*

Curative Foundation Board

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John A. Stocking, *Vice President*

Robert H. Coons, Jr., *Executive
Vice President*

Robert O. Schlytter, *Treasurer*

Elizabeth M. Lierk, *Secretary*

Carol K. Wythes, *Ex-Officio*

Donald H. Benson, *Member*

Carolyn S. Bolton, *Member*

Peter W. Bruce, *Member*

Craig E. Coursin, *Member*

F.R. Dengel, *Member*

Kenton W. Fritz, *Member*

Gwen T. Jackson, *Member*

Thomas W. Kosler, *Member*

Randall S. Lambrecht, PhD, *Member*

Robert J. Morgan, *Member*

Frederick W. Pairent, PhD, *Member*

Julie W. Petri, *Member*

Jay R. Radmer, *Member*

William J. Starr, *Member*

Steven P. Swanson, *Member*

Carmen W. Witt, *Member*

Richard M. Woods, *Member*

Lynette M. Zigman, *Member*

Directors Emeritus

Donald Bell*

Peter W. Bruce

Eugene M. Cox*

Eric G. Erickson*

Michael W. Grebe

Melita R. Lane Harkness

Gwen T. Jackson

Lawrence F. Madland*

Dorothy Pain*

John R. Petersen, MD*

Richard L. Schmidt*

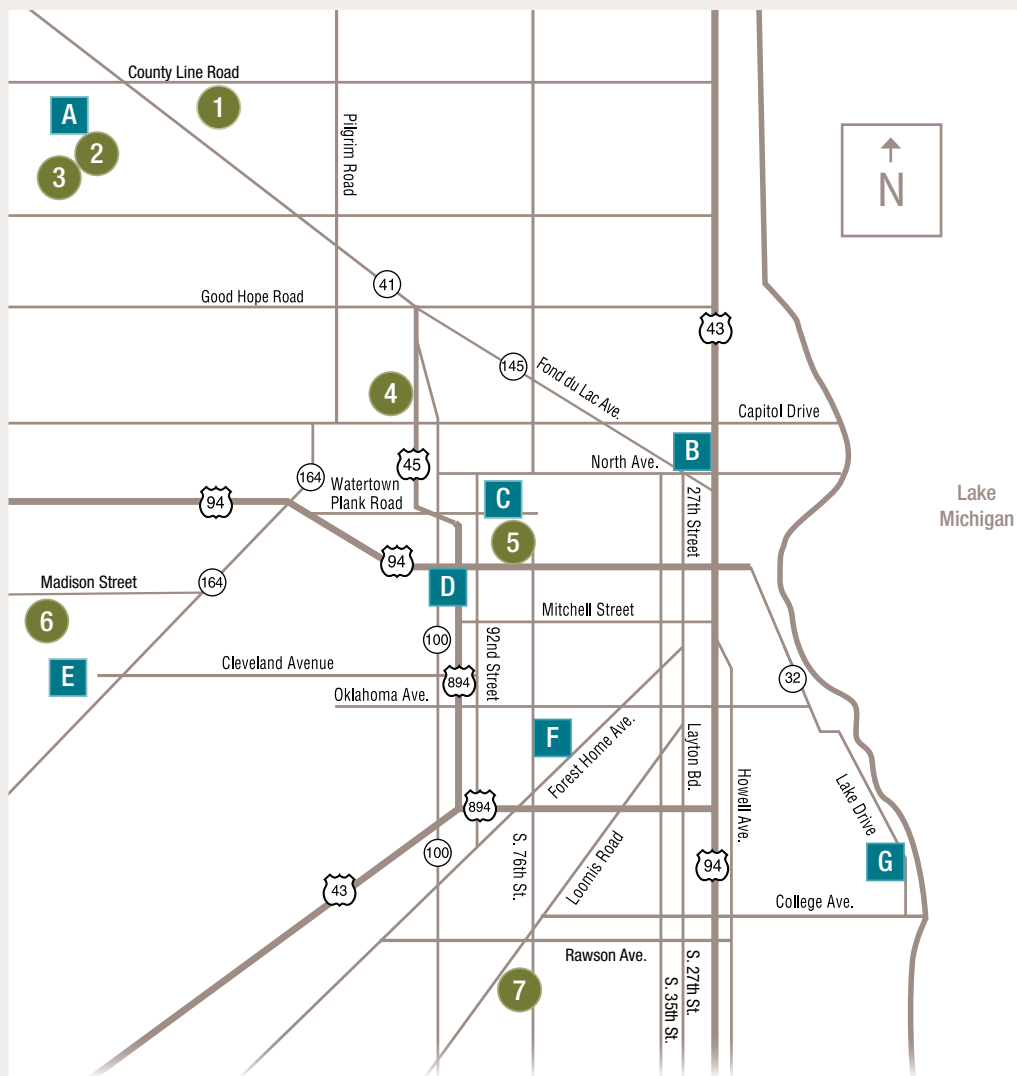
Robert F. Sinclair

John A. Stocking

Allen M. Taylor*

Carol K. Wythes

**deceased*



Community-Based Service Locations

Curative Care Network provides services to children, adults and senior citizens with disabilities at seven community-based sites in Milwaukee and Waukesha Counties.

- A** Curative - Menomonee Falls
- B** Curative - Central City
- C** Curative - 92nd Street
- D** Curative - 101st Street
- E** Curative - Waukesha
- F** Curative - Forest Home
- G** Curative - Cudahy

Residential Group Homes

Curative provides services at seven group homes for adults with disabilities in Milwaukee and Waukesha Counties.

- 1** Water Street Group Home
- 2** Maple Road Group Home
- 3** Menomonee Avenue Group Home
- 4** 117th Street Group Home
- 5** Fountain View Group Home
- 6** Crestwood Group Home
- 7** Coventry Group Home

Curative

CARE
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