



# BAKER VICTORY SERVICES

2016 ANNUAL REPORT



# CHIEF EXECUTIVE'S MESSAGE

The past year has been filled with major accomplishments and successes that have improved the quality of life of more than 12,000 children, adolescents, and families across Western New York. Our goal in 2016 was to redirect our resources to allow for an increased level of investment in direct care operations and facilities in the future. We have been successful in that endeavor, and during the next several months, we will have reduced our administrative footprint by more than 40 percent.



Many of the improvements to transform our Martin Road and Ridge Road campuses have been made possible by the generous contributions of our donors to the "Campaign for Father Baker's." The campaign entered the public phase this past November at our Friends of Father Baker Reception. We are also grateful for our partners at the Homes of Charity, whose dedication and commitment made this possible.

While some of our buildings may change and new structures go up – the Legacy of Father Baker lives on in the hearts of the Baker Victory Services family each and every day. More than 1,000 employees of Baker Victory Services selflessly dedicate their time to fostering the highest possible quality of care for the most vulnerable of our community. Whether it be a direct service professional bringing in homemade corsages for residents to wear on their special night out or a member of our finance team putting in extra hours to complete a contract that will expand our dental programs – each are wholly committed to continuing Father Baker's Legacy. This is the same commitment that has banded together the Baker Victory family for more than 160 years.

While fulfilling this commitment to helping others is at the core of our mission, there is a responsibility to uphold the highest standard of care while doing it. There are so many words I often use to describe our staff – caring, loving, dedicated, knowledgeable, friendly, and patient. Truthfully, a list like this could easily fill this entire report.

Over the course of several months, 40 focus groups were organized, which were made up of team members representing programs and departments from across the entire agency. More than 100 different values were suggested as being important to Baker Victory employees when caring for others.

After collecting all of the responses, five words rose to the top: Adaptability, Accountability, Integrity, Respect, and Teamwork. What means the most to me is that these Values were not selected from a management book or inspirational website, they came from the employees who live these ideals each and every day.

These five core values have been embedded in every facet of the organization. Job performance reviews now include a component based on how each of these values is demonstrated in daily work activities. An employee recognition program was also launched that allows employees to recognize each other when a co-worker demonstrates an exemplary use of one of the values. In the coming months, our newly renovated buildings will also be adorned with the values that mean the most to our staff for the entire world to see. Fittingly, this year's annual report also reflects the ways we live these five values.

Adaptability, Accountability, Integrity, Respect, and Teamwork – this is the Legacy of Father Baker and this is the on-going mission of Baker Victory Services.

Terese Scofidio  
Chief Executive Officer  
Baker Victory Services

Respect Safety Open Communication Accountability Empathy Respect Motivation  
Trust Honesty Vision Caring Perseverance Tolerance  
Nonviolence Do Your Part Insight **Adaptability** Teamwork Cooperation Security Listening Safety  
Do Your Part

# MESSAGE from MSGR. BURKARD

Dear Friends of Baker Victory Services,

Baker Victory Services continues the mission of Venerable Nelson Baker, who, in his day, was known as the Padre of the Poor. His mission, while centering on the needs of the most vulnerable children of his day, did not stop there. He reached out, as we so often say in the official prayer for his canonization, to bring “compassion for the poor, justice for the oppressed, hope for the troubled, and courage to those in doubt.” Father Baker tailored his ministry to meet the ever-changing needs of the people around him, as these needs presented themselves.



Baker Victory Services faithfully follows Father Baker’s path of caring for those in need, even as these needs change today. In our very complex world, society is changing rapidly, and these changes pose great challenges to all of us, but especially to children, families, and the elderly. True to the mission of Father Baker, Baker Victory Services is working to meet these needs as they arise.

Your financial assistance - and your prayers - makes caring for the most vulnerable members of our society possible today. You are the force, which makes our ministry possible.

This annual report will show you the result of your support. God bless you for all you do to help us make Father Baker’s “ministry of caring” a reality in our time. We could not do it without you!

*Msgr. Paul J. E. Burkard*

Msgr. Paul J. E. Burkard, President,  
Our Lady of Victory Institutions

## HISTORY OF BAKER VICTORY SERVICES

Baker Victory Services traces its history of helping others back to the 1850s, when a two-story orphanage was built by the Catholic Diocese in what was then known as Limestone Hill, N.Y., a suburb of Buffalo. Shortly after, St. John’s Protectors was built to house boys “inclined to truancy, disobedience or willfulness.”



Father Nelson Baker took over as superintendent of the organization that was to become Baker Victory Services in 1882. Under his faithful eye, the protectors was expanded in 1893 and, in 1907, the Our Lady of Victory (OLV) Infant Home opened its doors. Before his death in 1936, Father Baker added OLV Hospital, the Working Boys’ and Girls’ Homes, and the OLV Basilica to his list of accomplishments.

By 1939, various social welfare agencies had begun to offer the same types of services pioneered by the OLV Institutions. The work done at the protectors evolved into Baker Hall, a residential program for adolescents with emotional and/or behavioral issues. The Infant Home continued to care for abandoned babies and troubled mothers, although a new component was added in 1956 when individuals with severe developmental disabilities and intensive medical needs moved in.

The missions of Baker Hall and the Infant Home were combined into what is known today as Baker Victory Services (BVS) in 1995. Specializing in the care of youths and adults whose needs are such that they may have been passed over by other behavioral health organizations, BVS offers a variety of educational, outpatient and residential programs to thousands of individuals and families each year.

Respect Safety Open Communication Adaptability Teamwork Perseverance Motivation  
Justice Do Your Part Trust Caring Empathy Tolerance Safety  
Nonviolence Honesty Perseverance Accountability Security Listening Do Your Part  
Cooperation

More change came with the movement away from large, institutional environments to more home-like settings. Baker Hall residents moved into cottages that not only offered a cozier setting but a more family-oriented feel. Throughout the 1970s and 1980s, more of these cottages and community-based group homes were built and/or purchased and filled to capacity.

Educational services at the organization really evolved in the 1980s. In 1981, Baker Victory High School, OLV Parish's high school closed. It was then repurposed to serve as a specialized school at which Baker Hall residents could grow educationally while still having their individual behavioral issues addressed. At about this same time, pre-school programs for children with learning disabilities debuted at the agency and New York State's call for the creation of a program that combined mental health and education specialization resulted in the opening of the Day Treatment Program.

A proactive approach to emotional and behavioral issues resulted in the opening of the Preventive Services Program in 1983. Given the goal of keeping families together via out-patient, group and family therapies, the initiative was the first of its kind in Erie County at the time of its development.

In 1988, the Day Treatment Program moved into a newly remodeled building located at 650 Ridge Road. Doing so allowed it to expand to include care of community children with mental health needs. Two years later, the Dorothy Miller home, a sanctuary for parenting teens at which they could receive educational and vocational training, was completed.

As the two organizations – the Infant Home and Baker Hall – continued to evolve, the need to consolidate them grew. In 1995, that process was formally completed when the two merged and Baker Victory Services (BVS) was born. BVS immediately became one of the region's largest human services agencies.

In the years following the merger, the organization adhered to Father Baker's belief in adapting to fit the ever-changing needs of society. The Baker Victory Dental Center was opened in 1997 for agency residents, later expanding its services to care for the community-at-large. That same year, at the request of the Buffalo Public Schools, Baker Academy opened its doors to students requiring Special Education programming.

A new century, the organization's third, has featured a number of exciting changes including the Child Pro and Monarch child-care centers becoming part of BVS in 2008, the opening of the Maple Road Memory Care House (residential care for individuals with developmental disabilities as well as Alzheimer's or Dementia) in 2014 and the beginning of the Residential Treatment Facility replacement project in 2015.

Society has changed much over time, and as it has evolved, so, too, have the needs of children, adults and families. By striving to meet those ever-changing needs, Baker Victory Services continues Father Baker's legacy of caring.



Respect Compassion Perseverance Hard Work Trust Empathy Motivation  
Adaptability Tolerance Trust Communication Security Nonviolence Insight Safety  
Honesty Justice Integrity Teamwork Collaboration Listening

# YEAR IN REVIEW

**May** – Baker Victory Nite 2016 proved to be a huge success, raising about \$94,000 for BVS’ Work Appreciation for Youth (WAY) program. More than 400 guests enjoyed the Classic Hollywood theme as well as great food, student talent demos, a huge theme basket raffle and silent auction featuring more than 1,200 prizes and even a trio of celebrity emcees -- WKBW-TV’s Katie Morse, Erie County Legislator Lynne Dixon and WYRK’s Clay Moden.

**May** – It was announced that a generous gift of \$1 million had been made to OLV Homes of Charity, BVS’ fundraising affiliate, from the Moore for Kids Foundation. The funds will go toward the construction of the Moore for Kids Family House, a sanctuary for loved ones whose children are undergoing treatment at BVS’ residential sites. When completed, the 3,100-square-foot structure will be located on the agency’s Martin Road campus.

**June** – A call from Joseph Geyer, the City of Lackawanna’s code enforcement officer, resulted in a tremendous partnership between the community and students involved with BVS’ Work Appreciation for Youth (WAY) Program. Instead of issuing a violation for a dangerous stairway at the home of a 93-year-old resident, Mr. Geyer turned to BVS. With the agency agreeing to donate labor and material costs, students, staff members and community volunteers got right to work. Within a few weeks, new stairs had been assembled and installed.

**July** – Buffalo Business First included BVS within its list of the region’s largest employers.





# OUR PROGRAMS

## RESIDENTIAL PROGRAMS FOR ADOLESCENTS



### *Residential Treatment Facility*

Provided through the New York State Office of Mental Health (OMH), BVS' Residential Treatment Facility offers specialized, around-the-clock care for males and females (ages 12 to 21) whose needs are such that they must be placed outside the home. These residents are treated by a multi-disciplinary team for problems due to interpersonal, emotional, psychiatric, social, family or educational issues. The program provides discharge planning and transition services to facilitate residents' smooth transition back into the community.

### *Special Services*

The Special Services Program is designed to meet the needs of boys experiencing severe emotional, behavioral, social, and/or family problems, requiring institutional placement. It provides a highly structured, closely supervised, therapeutic environment designed to help residents deal with their traumatic experiences, interpersonal relationship problems, and behavioral and emotional difficulties, while helping them to develop more socially appropriate behaviors.



### *Multiple Diagnosis Program*

The Multiple Diagnosis Program (MDP) is designed to meet the needs of eight boys between the ages of 12 and 18, with deficits in cognitive and/or adaptive functioning, along with severe emotional, behavioral, social, developmental, and/or family problems, requiring them to be placed outside of their homes. It is licensed through the Office of Children and Family Services (OCFS) and provides a highly structured, closely supervised, therapeutic environment. The care and treatment of youths in the MDP is behaviorally focused and individualized to address their unique needs and particular developmental concerns.



### *Girls & Mother/Child Group Home Program*

BVS operates a Group Home Program for young girls and expectant mothers (ages 12-18) and their children. Residents develop a treatment plan with the group home director and are expected to be actively involved in the healing process including participation in parenting groups and mother-child developmental play sessions. Integration or reintegration into the community is a major focus of the program.

## EDUCATIONAL PROGRAMMING

### *Early Childhood Programs*

The Early Childhood Programs of BVS were founded in 1971 and follow a long tradition of providing the highest level of care to all members of the community. With two locations -- at Monarch on Ridge Road in Lackawanna and on St. John's Parkside in South Buffalo -- the Early Childhood Programs are available to all children from birth through five years old. Specialized programming is available for children facing educational challenges or other developmental disabilities.





### *School-Age Programs*

BVS students are welcomed by an educational setting that is safe and productive. Within this environment, staff members work to build students' confidence and skill sets in the areas of independence, mastery, generosity and belonging. Programming is available to children and adolescents between five and 21 years of age, with behavioral or mental health challenges and is certified by the New York State Education Department (NYSED).

## **SERVICES FOR INDIVIDUALS WITH DEVELOPMENTAL DISABILITIES**

### *Adult Residential Programs*

BVS provides a number of living opportunities designed specifically for individuals (of all ages) who have mild-to-profound developmental delays, multiple physical disabilities, specialized medical needs, dual diagnosis and/or dementia. All residents benefit from an individualized plan of services that may include: Intensive Medical Services, Nursing Supports, Therapy Services, Apartment Living, Person-Centered Planning and Supports, Behavioral Supports, Wellness and Nutrition Training, and Dementia/Memory Care.

### *Medicaid Service Coordination*

Often, individuals whose daily living activities are hindered by their disabilities – those that may be affected by autism, epilepsy, cerebral palsy, neurological impairments, or traumatic brain injury – require a variety of specialized community services. BVS' Medicaid Service Coordinators work to provide a link between family members and these important resources.



## **OTHER SERVICES**

### *Foster Care*

Some children cannot live with their parents due to emotional and/or behavioral problems, or their parents' inability to function as caregivers. BVS offers the best place for these young people to be — in a family, within a community and in an environment where they can receive the loving attention they need. BVS provides a safe, temporary place for children until they can be reunited with their birth family, a relative, or be adopted.

### *Community-Based Preventive & Wraparound Services*

Community Based Preventive and Wraparound Services care for families referred to BVS by the Erie County Department of Social Services. These families may be experiencing difficulties related to poor parenting, interpersonal problems, educational issues, alcoholism, drug abuse, violence, or sexual abuse. The goals of the programs are to preserve the family unit, avoiding placement of a child outside of the home. This is done by utilizing a home-based approach to care, offering a variety of intervention methods.

### *Baker Victory Dental Center*

The Baker Victory Dental Center offers a wide variety of services to both the residents of BVS and the general community. The state-of-the-art complex provides high-quality, convenient, affordable and compassionate care to all patients.

# CLIENTS IN CARE

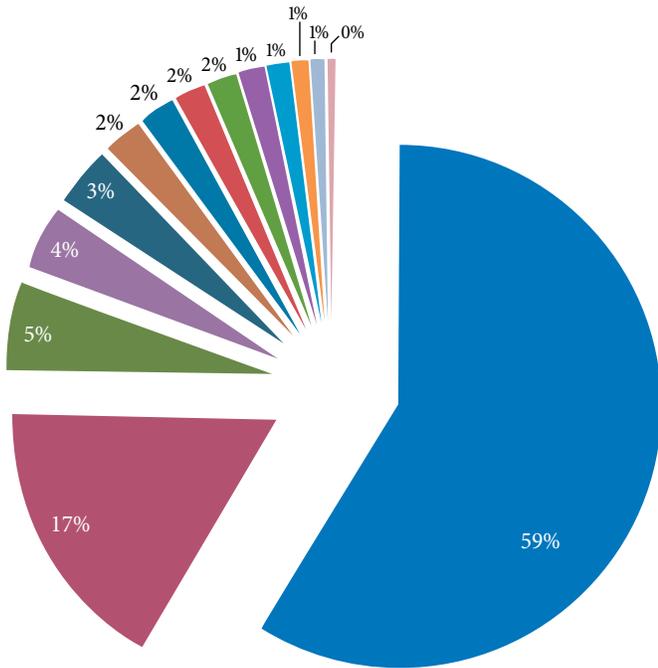
2015-2016

	Daily	Annual
<b>Residential Programs for Adolescents</b>		
Residential Treatment Facility	34	69
Special Services	11	21
Multiple Diagnosis program	7	23
Girls & Mother/Child Group Home	8	26
<b>TOTAL</b>		<b>129</b>
<b>Early Education &amp; Daycare</b>		
Center Based (Preschool & Daycare)	201	361
Evaluation-Preschool	—	423
Early Intervention Services	—	119
Other Early Education Support Services	—	308
<b>TOTAL</b>		<b>1,211</b>
<b>School-Age Programs</b>		
Day Treatment School	49	84
Baker Academy	83	105
Baker Hall	115	203
<b>TOTAL</b>		<b>392</b>
<b>Services for Individuals with Developmental Disabilities</b>		
Adult Residential Programs	81	81
Community Habilitation	—	16
Adaptive Equipment Lending	43	—
Medicaid Service Coordination	—	109
<b>TOTAL</b>		<b>249</b>
<b>Foster Care</b>		
Community Foster Care	—	57
Nelson House Emergency Foster Care	9	19
<b>TOTAL</b>		<b>76</b>
<b>Home &amp; Community-Based Services</b>		
Preventive Services	—	559
Intensive Preventive Services	—	345
Bridges to Health	—	97
<b>TOTAL</b>		<b>1,001</b>
<b>Outpatient Counseling</b>		
Mental Health Outpatient Clinic	—	513
<b>TOTAL</b>		<b>513</b>
<b>Work Appreciation for Youth (WAY)</b>		
Residential Behavioral health & Transition Services	—	163
Wraparound Services	—	13
Bridges to Health	—	19
Supported Employment	—	13
ACCES-VR Vocational Rehabilitation	—	35
Promise	—	13
WAY to LIFE	—	72
Other WAY Services	—	10
<b>TOTAL</b>		<b>338</b>
<b>Dental Services</b>		
Dental Clinic	—	7,157
School-Based Mobile Dental Program	—	716
<b>TOTAL</b>		<b>11,782</b>



# FINANCIAL INFORMATION

## 2015-2016 Expenses by Category

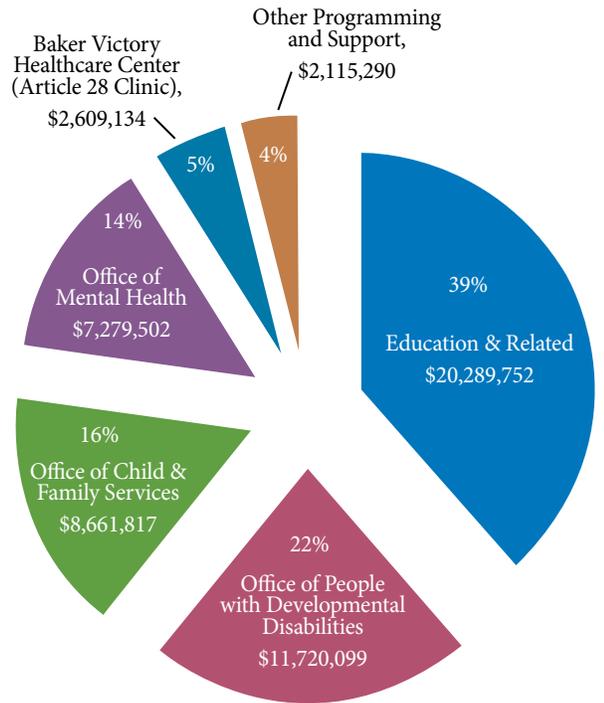


WAGES	\$30,691,340
FRINGE BENEFITS	\$8,714,990
PROFESSIONAL FEES & CONTRACTED SERVICES	\$2,861,125
SUPPLIES & EQUIPMENT	\$1,947,719
BUILDING RELATED EXPENSES	\$1,779,079
DEPRECIATION & AMORTIZATION	\$1,160,113
FOOD	\$1,023,368
INTEREST & BAD DEBT	\$882,223
OTHER	\$811,409
UTILITIES	\$719,886
TRANSPORTATION	\$616,371
INSURANCE	\$494,583
CLIENT ROOM, BOARD, INCIDENTALS	\$453,420
STAFF DEVELOPMENT	\$210,171

**TOTAL** \$52,365,797

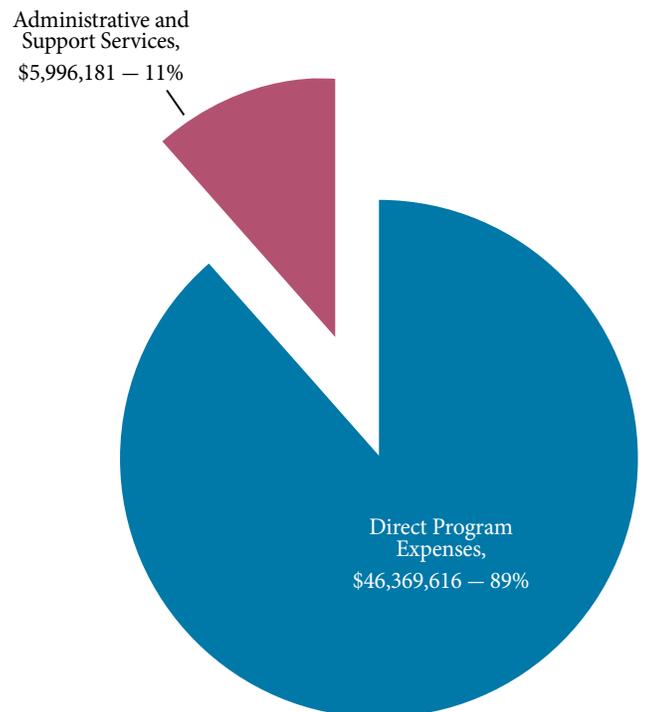
76% of BVS operations come from Wages/Fringe Benefits

## 2015-2016 Revenue by Program Area



**TOTAL** \$52,675,594

## 2015-2016 Direct Program Expenses and Administrative Expenses



**TOTAL** \$52,365,797

## BOARD OF DIRECTORS

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## MEMBERSHIPS



The New York State  
Coalition of 853 Schools



## ACCREDITATION



**Joint Commission**  
on Accreditation of Healthcare Organizations

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## BAKER VICTORY SERVICES

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