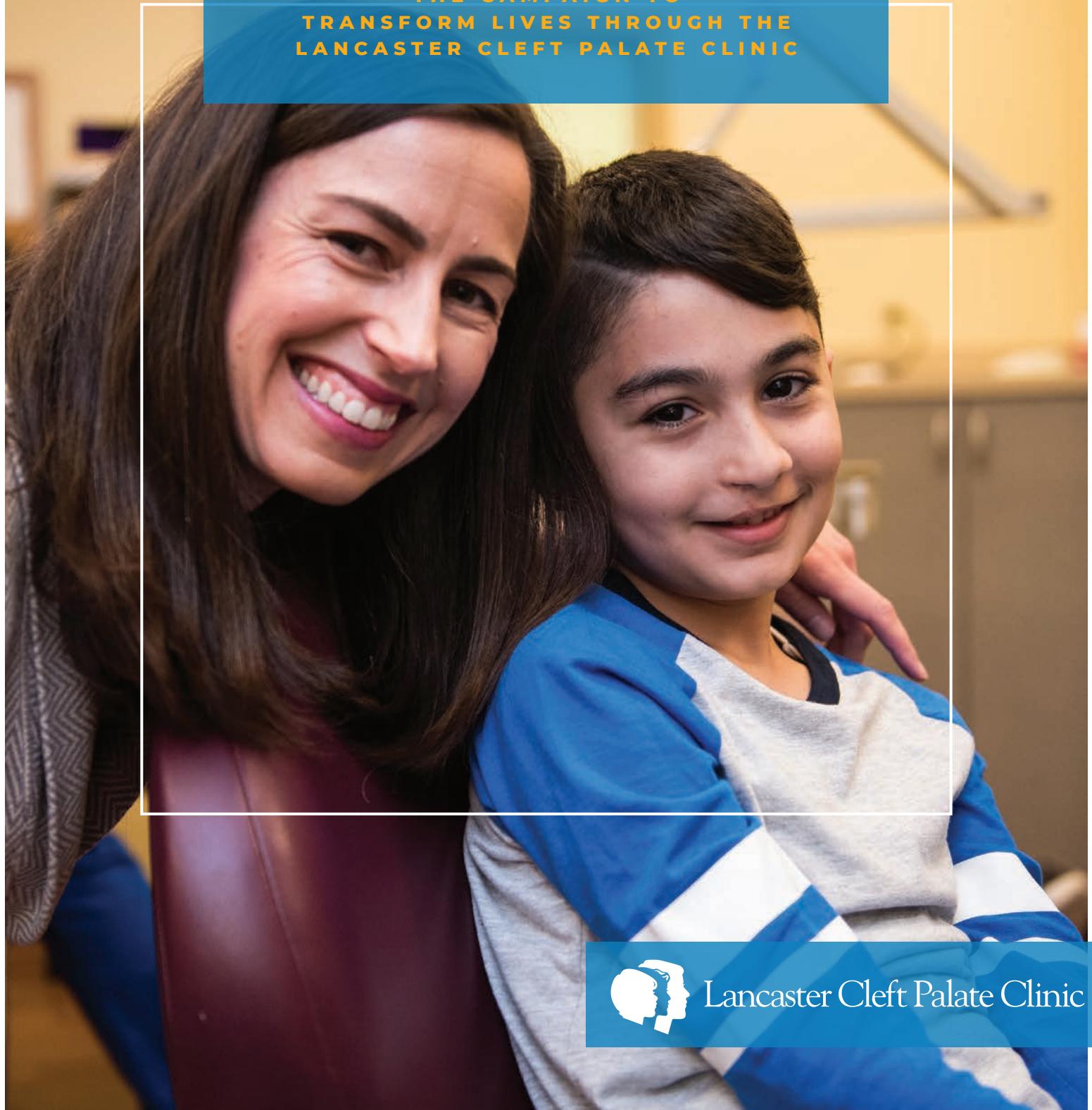


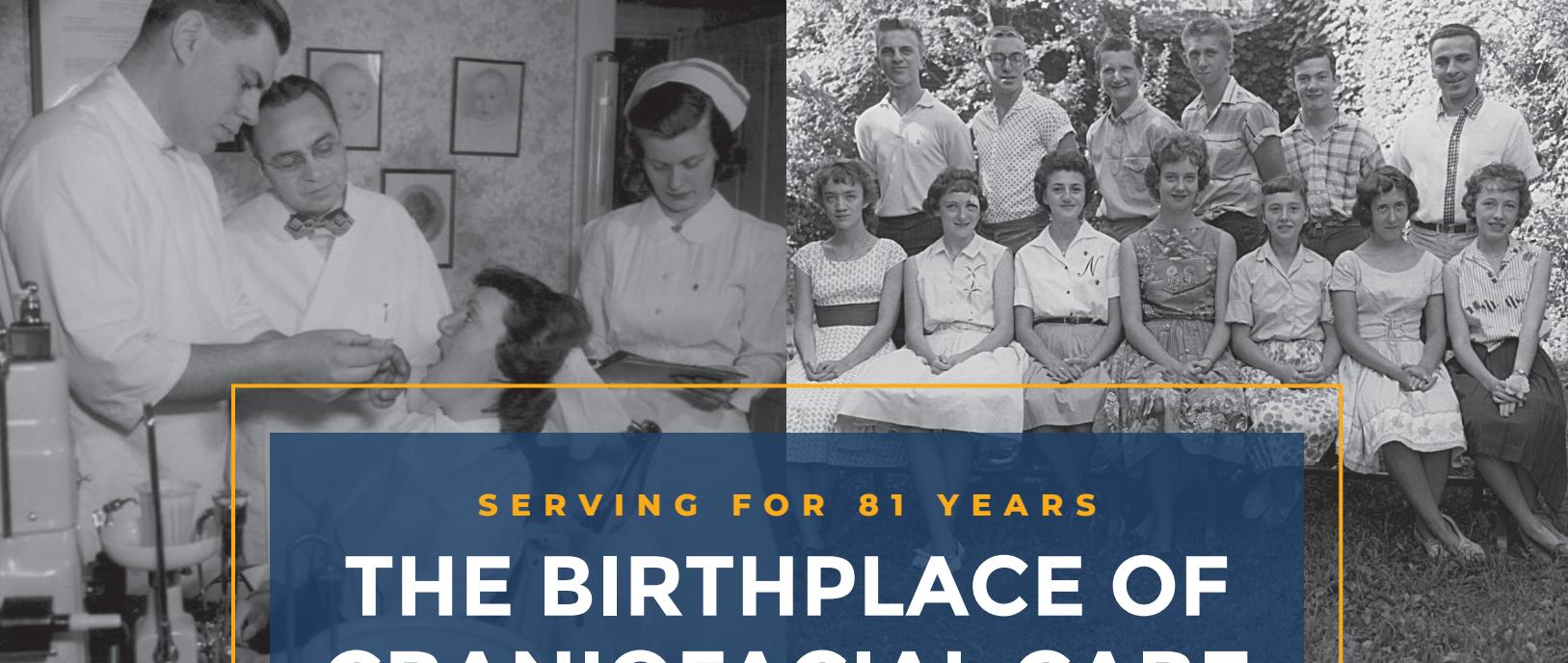
# THE FACES OF CHANGE

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THE CAMPAIGN TO  
TRANSFORM LIVES THROUGH THE  
LANCASTER CLEFT PALATE CLINIC



Lancaster Cleft Palate Clinic



SERVING FOR 81 YEARS

# THE BIRTHPLACE OF CRANIOFACIAL CARE

Founded in 1938, the Lancaster Cleft Palate Clinic pioneered the comprehensive treatment of cleft lip, cleft palate and other craniofacial anomalies. The Clinic was the world's first medical center dedicated exclusively to cleft treatment, and LCPC developed the team approach to treatment that is now the standard of care worldwide.



## 1 IN 700

A cleft lip and/or palate is the most common birth defect in America. The good news is that clefts and other craniofacial anomalies can be repaired with proper treatment.



## TEAM TUESDAYS

Our patients see all their specialists in one "Team Day" office visit. The team includes plastic surgeons, orthodontists, pediatric dentists, pediatricians, a speech therapist, audiologist, ENT, nurse, feeding specialist, and social worker.



## A MARATHON

Repairing craniofacial anomalies requires multiple surgeries during childhood, adolescence, and early adulthood. Our patients visit the Clinic every six to twelve months for team visits. As they age, they visit more frequently for intense periods of speech therapy, dental care, and orthodontics until they "graduate."



# SMILES WORTH A THOUSAND WORDS

## DEAR FRIEND,

Imagine not being able to smile like everyone else. Or eat, or drink, or talk, or even hear like everyone else. A child born with a cleft lip and/or palate may not be able to eat, swallow, or speak in the "normal" way. The incredible team at the Lancaster Cleft Palate Clinic treats the unique combination of needs for each patient, walking side-by-side with them through 20 years of surgeries and other treatments all while encouraging those beautiful smiles.

While the Clinic has long been at the forefront of treatment and research, our equipment and facility have not kept pace with advances in technology and patient needs. That's one of the challenges of being **the nation's sole independent cleft treatment clinic**, the only one not embedded in a major medical center or university.

The time has come to elevate the facility to match the exceptional level of care our patients receive. These remarkable children and their families deserve an appealing place with up-to-date technology and every comfort we can provide on their long cleft journey. It's what we need to do to provide the best care possible.

Since adding a full-time pediatric dentist to our staff in 2016, the Clinic has discovered more special needs children who desperately need our services. Referred to the Clinic by other non-profit health care organizations, these children have either severe dental disease or medical or behavioral conditions requiring specialized care. We have the expertise but not adequate space to address this problem. The renovation will increase our capacity to help children whose mouths hurt all the time, giving them a home for comprehensive dental care.

Please join us to help LCPC treat more patients—both our patients with clefts and children with other special needs—in a better, brighter, modernized facility. With your support, we can bring more smiles and life-changing treatments to our kids.

With grateful smiles,

The signature of Samuel Lombardo, written in cursive ink.

**Samuel Lombardo**  
Campaign Co-Chair  
Chairman and CEO  
*Benecon and ConnectCare3*

The signature of Bunnie Buckwalter, written in cursive ink.

**Madelyn "Bunnie" Buckwalter**  
Campaign Co-Chair  
*Real Estate Developer*

The signature of Elizabeth Prada, written in cursive ink.

**Elizabeth Prada,  
DMD, MPH**  
Executive Director

# FACING A MARATHON

## ISABELLA

"We met with the Clinic's feeding specialist and social worker soon after our 19-week ultrasound revealed Isabella's cleft lip and palate. Abbie and Suzanne answered all our questions before we asked them. It felt like talking to a member of your family. We left feeling comfortable and knowing what to expect.

"In the last two years, Isabella's lip and palate have been repaired. She has a long way to go on her cleft journey, but nothing bothers her. She's basically just a normal, sassy two-year-old."

— Erin and Matt, Isabella's parents



## BO

"Bo still had an unrepaired cleft lip and palate at 21 months old when we adopted him from China. We live in South Carolina and visited other cleft treatment centers before selecting LCPC. There's just a warm, good vibe about this place.

"At age six, Bo's list of surgeries already includes lip repair, ear tubes, palate repair, palate extension, tooth extraction and soon a bone graft to fill in for missing bone where his adult teeth need to grow. The quality of care here is worth the trips to Lancaster and Hershey every six months. The team members trust each other. They're always learning, always engaged in trying to figure out the best possible treatment for Bo."

— Jenny, Bo's mom



Children born with a cleft lip or palate face 20 years of surgeries and therapies, but the end result can be amazing. Here are a few of our patients' stories.

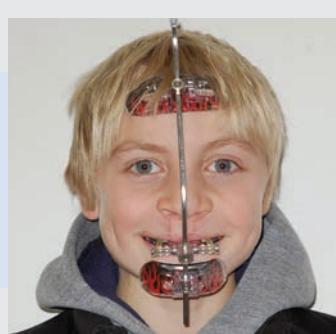
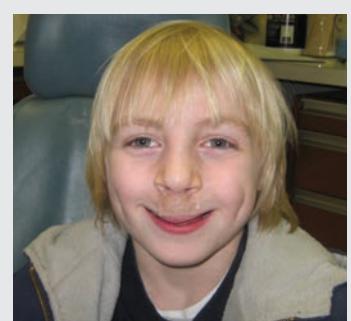
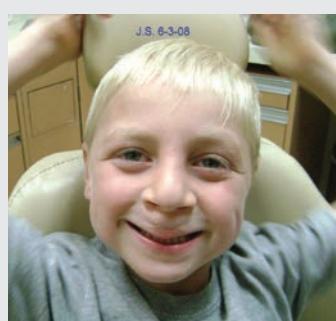
## JERRON

"We didn't know about Jerron's bilateral cleft lip and palate until he was born. The medical staff at the hospital in Lewisburg were unfamiliar with what to do for Jerron, but a nurse from the Lancaster Cleft Palate Clinic was at my bedside within twelve hours.

"Eighteen years later, I've lost count of how many procedures he's been through. A lot. Last summer he had his jaw surgically corrected and moved forward 8 mm. We hope his next surgery will be one of the final steps in his treatment. Still, it's going to be a sad day when we leave the Clinic for the last time.

"Jerron wouldn't be who he is today without the Lancaster Cleft Palate Clinic. If you asked him when he was young who his best friend was, he'd say, 'Dr. Mackay,' his plastic surgeon. Jerron wants to become a pediatric nurse because of being around the Clinic's very special people."

— Bridgette, Jerron's mom



# OUR FACILITY'S ISSUES

Built in 1959 to be the county unemployment office, the Clinic's home has been on North Lime Street since 1986. The Clinic's Board of Directors has affirmed the importance of remaining in downtown Lancaster, but the 60-year-old building must be renovated to better meet families' needs and expectations.

## NOT ENOUGH TREATMENT ROOMS

The Clinic does not have enough pediatric dental rooms to meet the need for these services in a sustainable manner. With just two chairs suitable for special needs children, prospective patients must wait up to five months to get an appointment with a pediatric dentist.

## OVERCROWDED

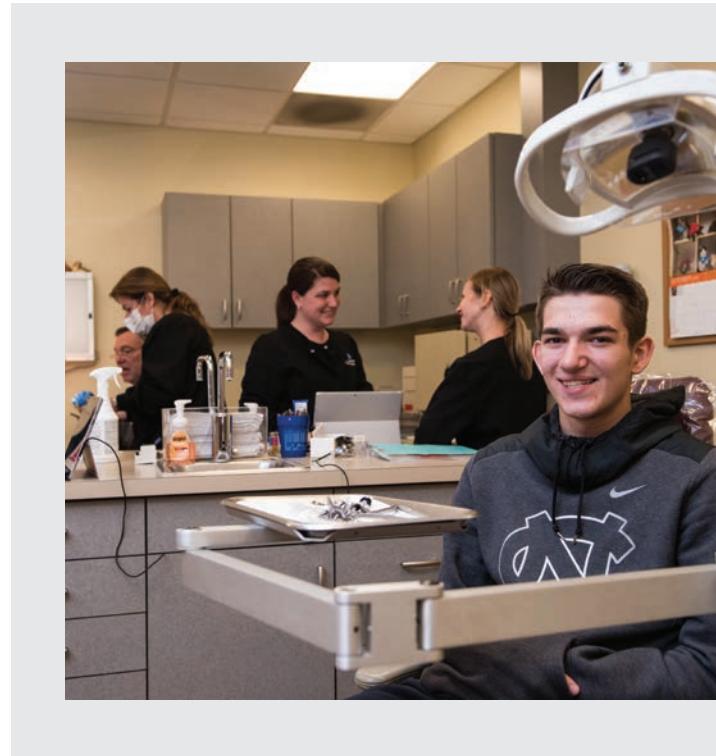
The orthodontic suite is at capacity with four chairs. The room is crowded, there is little space for parents to remain with their children, and close quarters for the privacy of each patient during treatment discussions.

## ACCESSIBLE?

Parents of a child in a stroller or motorized wheelchair must navigate up the alley to reach the Lime Street entrance. The sidewalk is too narrow, and the concrete is cracked and uneven. Snow and ice can make the difficult path all but impassable.

## OLDER EQUIPMENT AND UNUSED FLOOR

Few people (including the staff) use the Clinic's lower level. It houses research projects and hosts a few large meetings a year, but it doesn't suit the organization's modern needs.





# CHANGING THE FACE OF CARE



# THE CLINIC



*Rendering of rain garden to reduce storm runoff and mural to beautify neighborhood*

Clinic staff and volunteers have spent a year crafting a building modernization plan. Nearly every change has been designed to improve our patients' experience and enhance the Clinic's long-term sustainability.

## INCREASED ACCESSIBILITY

Arriving for an appointment will become easier—and safer. The Clinic's main entrance will move from Lime Street to the rear side of the building. The change puts the entrance right next to the parking lot—a more convenient location for everyone, especially parents with children in wheelchairs or strollers.

## ENVIRONMENTALLY RESPONSIBLE ADDITION

New plantings behind the building will beautify the entrance and reduce stormwater runoff.

# NEW FAMILY FRIENDLY FEATURES



*Proposed waiting room with play area (rear)*

Families will discover the main floor has “flipped,” moving the main entrance and waiting room to what is now the rear of the building. Patient care and support services will expand to occupy almost the entire main floor. The renovated spaces will benefit the families who spend hours at the Clinic on Team Day, seeing all their child’s specialists and therapists in one convenient visit.

## AMENITIES FOR FAMILIES

- Play area for small children
- Lounge for parents and children
- Small conference room to discuss treatments or finances in private
- Dedicated feeding room for moms
- Parent seating close to treatment spaces



# A CHILD FRIENDLY DENTIST'S OFFICE



*Proposed pediatric operatory*

The renovations will create three pediatric dental operatories or treatment rooms: an increase of 150% over current availability. Cleft patients can have complex dental issues. These rooms will have the technology required to treat them.

## THE LATEST IN PATIENT COMFORT

A cartoon or movie playing on the ceiling-mounted television can help distract young patients during a procedure. The nitrous oxide ("laughing gas") line is plumbed up through the floor to hide equipment that might seem scary.

## SOUNDPROOFING

For children with certain special needs, even trying to take a simple X-ray can elicit frightened cries. The treatment rooms will have sound-reducing doors and walls to lessen the impact on other children and their families. The rooms have been intentionally placed as far from the waiting room as possible.

# AN IMPROVED ORTHODONTIC BAY



The majority of patients with clefts need two rounds of braces and other appliances as they grow to get their bite just right, improve their mouth's functionality, and put more smiles on their already beautiful faces. They can visit the orthodontic bay monthly for years at a time. The renovations will create a more spacious, efficient, and attractive space.

*Proposed orthodontic bay*

## LET THE SUNSHINE IN

In the building's southwest corner, the four-chair orthodontic bay will have access to natural light. Exposure to natural light has been proven to benefit patients in health care settings.

## A PLACE FOR SPECIAL NEEDS PATIENTS

The renovation creates a separate, enclosed room for orthodontic exams and procedures. The quiet space will be more soothing and less distracting for children on the autism spectrum or those with behavioral issues. The fifth chair also increases the Clinic's orthodontic patient capacity by 25% and will have an exterior window for natural light.

## IMPROVING OUTCOMES

The Clinic has long been a leader in cleft research, thanks in large part to Director Emeritus Dr. Rusty Long, the grandson of Clinic founder Dr. H. K. Cooper. Clinic staff will continue to participate in studies that determine the most effective treatments for various craniofacial anomalies.

# UPGRADING TEAM SPACES AND TECHNOLOGY

The team approach—bringing all the specialists and therapists together in one place to decide the best treatment plan for each patient—has long been the Clinic's hallmark. The modernization plan includes elements that foster the team culture to the ultimate benefit of patients.



## NEW TEAM SPACES

Weekly team meetings will move to a larger, more functional, dedicated room on the lower level. On the main level, a small conference room with five workstations will provide a space for specialists to work or meet with colleagues in between patient appointments.

## "VOLUNTEER" APPRECIATION

Several team members' services are donated by other health care organizations, enabling these specialists to spend one to four days a month treating patients at the Clinic. Improved work spaces for them signal our gratitude for their commitment to our mission and our patients.

## CATCHING UP WITH TECHNOLOGY

The modernization plan includes new diagnostic and treatment tools for hearing, speech, and feeding as well as upgrades to electronic medical records systems. Computers and servers will be upgraded or replaced throughout the organization, improving staff efficiency and productivity.

*New technology and surroundings will improve our team's weekly meetings.*



# TRANSFORMED



*Rendering of new accessible main entrance*

## ADJACENT IMPROVEMENTS

Handicapped parking spaces will be next to the new entrance. The parking lot will be repaved for smoother walking and wheelchair travel. A mural will identify the Clinic and enhance the neighborhood.

## GOING UP

Stairs or a new elevator will take arriving families to the main floor.

## HELPING MORE KIDS

The renovations will enable us to help children with special needs beyond craniofacial conditions. Other non-profit health care organizations refer their most complicated pediatric dental cases to the Clinic. These children usually have medical or behavioral conditions that require specialized care.

Many have severe dental decay, the most common chronic childhood disease. It causes pain, infection, premature tooth loss, and problems with growth and development. If their mouth always hurts, a child can't learn and grow. The Clinic is one of only a few dental practices in Lancaster County that participates in Medical Assistance programs.



## AN EYE TOWARD SUSTAINABILITY

The planned physical changes are all intended to enhance the Clinic's long-term sustainability.

### SURPASSING EXPECTATIONS

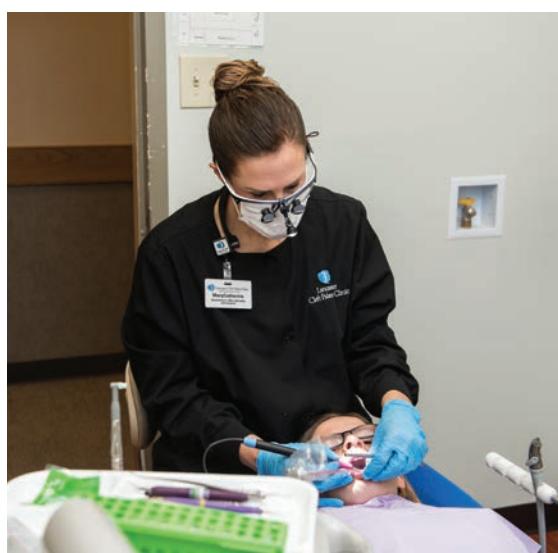
Upgrading treatment and waiting spaces will improve families' experience on their long journey.

### SEIZING OPPORTUNITIES

In recent years, the Clinic has established general and pediatric dental practices that use available staff time to generate revenue to support our core mission. Adding and improving treatment areas in pediatric dentistry, orthodontics, and audiology will provide new opportunities to improve the Clinic's bottom line. Our staff can bring the same team-based collaborative approach to treating individuals with complex dental, orthodontic, or auditory issues. Attracting more patients will help increase our earned income. These new patients can feel good knowing that selecting the Clinic for their own health care needs helps support services for children with craniofacial differences.

### BUILDING THE ENDOWMENT

Past supporters had the foresight to start endowment funds for the Clinic. Interest generated by these funds now supports research and charitable care. Growing the endowment significantly will enable the Clinic to ride out future fluctuations in health care funding. The Campaign's goal is to increase the current \$4.2 million endowment to at least \$5 million. Planned gifts, such as bequests, offer an excellent way to achieve this goal.

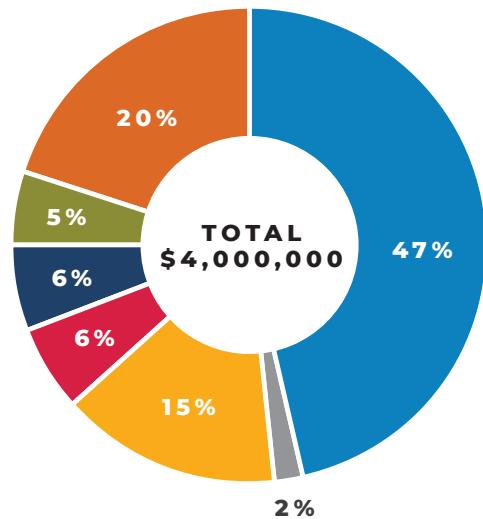


# THE FACES OF CHANGE CAMPAIGN

AT THE LANCASTER CLEFT PALATE CLINIC

\$**4**  
MILLION

The Clinic's modernization plan will require a community investment of \$4 million dollars. These funds will cover all of the necessary construction and equipment upgrades. In the long term, the community's generosity will significantly enhance the Clinic's sustainability by giving it the physical capacity to treat more patients.

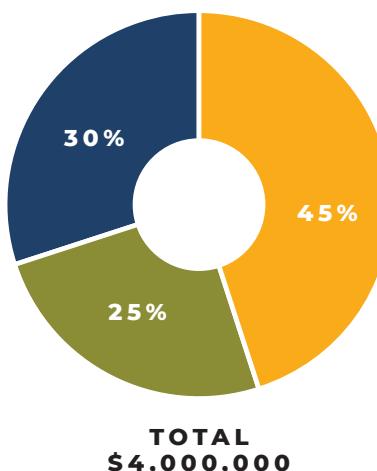


## PROJECT BUDGET

- Construction - \$1,871,700
- Site Improvements - \$60,045
- Medical Equipment - \$597,465
- Technology - \$226,430
- Fixtures, Furnishings, and Equipment - \$229,460
- Marketing and Campaign Costs - \$214,900
- Endowment - \$800,000

## CAMPAIGN PLAN

We envision three types of funding coming together to support the Clinic's transformation—a private/public partnership with tremendous community benefit.



- Cash Gifts and Pledges - \$1,800,000
- Planned Gifts (bequests, life insurance policies, Charitable Gift Annuities) - \$1,000,000
- State Grant (Redevelopment Assistance Capital Program) - \$1,200,000

# GIFTS AND PLEDGES

**G**ifts of all sizes are needed, and every gift will make a difference. Gifts can be made in many forms, including cash, gifts of stocks/bonds/mutual funds, and pledges, which may be paid over a period of one to five years.



**TABLE OF GIFTS NEEDED TO REACH \$4 MILLION GOAL**

AMOUNT OF GIFT	NUMBER OF GIFTS	AMOUNT IN CATEGORY	CUMULATIVE TOTAL	% OF TOTAL
\$1,000,000–\$1,500,000*	1	\$1,000,000	\$1,000,000	25
\$750,000**	1	\$750,000	\$1,750,000	44
\$500,000	1	\$500,000	\$2,250,000	56
\$250,000	1	\$250,000	\$2,500,000	63
\$100,000	3	\$300,000	\$2,800,000	70
\$50,000	8	\$400,000	\$3,200,000	80
\$25,000	12	\$300,000	\$3,500,000	88
\$10,000	20	\$200,000	\$3,700,000	93
\$5,000	30	\$150,000	\$3,850,000	96
\$1,000	50	\$50,000	\$3,900,000	98
< \$1,000	Many	\$100,000	\$4,000,000	100

\* State grant or, if necessary, long-term financing

\*\* Building naming gift

## A PLACE IN CLINIC HISTORY

Donors of \$25,000 or more will be offered permanent recognition opportunities in the renovated Clinic. Donors of \$1,000 or more will be honored on an attractive recognition panel permanently installed in the facility.

## LEAVE A LEGACY

You can help ensure the Clinic's future by including LCPC in your estate plans. Many donors will choose to make a combination of outright and planned (estate) gifts to maximize their giving. Planned gifts may be able to be counted toward the campaign, depending on your specific circumstances.

# WAYS TO GIVE

In addition to outright gifts of cash, there are alternative ways of generously supporting the Faces of Change Campaign. Contributions to the Lancaster Cleft Palate Clinic are tax deductible to the fullest extent allowed by law.

## MULTI-YEAR PLEDGE

You can make a campaign gift payable over a period of up to five years with the completion of a written pledge form.

## GIFT OF SECURITIES

The Clinic can accept gifts of appreciated securities, such as stocks, bonds, or mutual funds—often a tax efficient way to support the campaign.

## IRA CHARITABLE ROLLOVER

Donors age 70½ years or older may consider making a direct transfer from an IRA account to the Clinic. Such a gift can count toward your Required Minimum Distribution or RMD. Note: Other retirement plans (401k, 403b, or SEP accounts) do not qualify, and your gift cannot be used to establish a life-income arrangement or support a donor-advised fund. It must be an outright gift. Ask your financial advisor if this option could work for you.

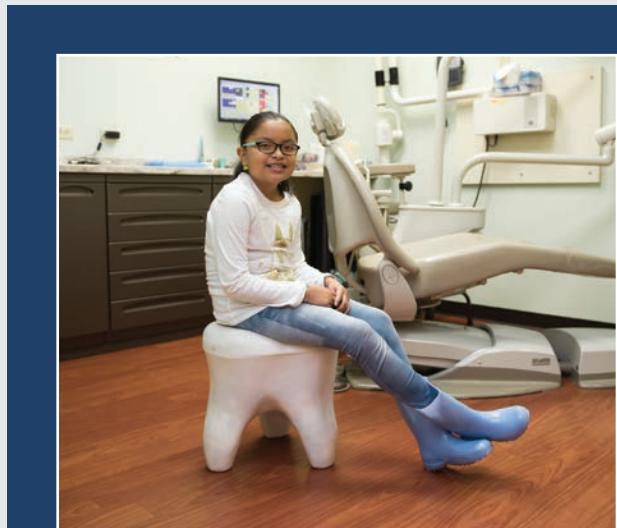
## GIFT-IN-KIND

For some donors, gifts of materials and equipment—either solely or in conjunction with a cash gift—will be the most advantageous way to support the Clinic's transformation. Please see the Frequently Asked Questions for more information.

## PLANNED GIFTS

There are multiple ways to support the Clinic's work and its permanent endowment through a planned or estate-related gift. Consult your financial or tax advisor.

*For further information about any of these ways to give, please contact the Development Office at 717-394-3793 x117.*



### ABIGAIL

"Abigail was referred to the Clinic when she was 8. She had very serious tooth decay and was extremely anxious about seeing a dentist. The staff at the Clinic helped her feel comfortable, spoke to us in Spanish, and fixed her teeth with fillings and crowns. Now the dentist and orthodontist are working together to get her impacted front tooth to grow in properly. We're so fortunate to have found the one place in Lancaster that will treat dental problems like Abigail's."

—Olga, Abigail's mom



# BE THE FACE OF CHANGE

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## **MISSION**

The Lancaster Cleft Palate Clinic  
is a not-for-profit organization  
dedicated to improving the  
quality of life for infants,  
children, and adults through  
comprehensive coordinated  
treatment of craniofacial  
conditions resulting from birth  
defects, trauma, and disease.

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# THE FACES OF CHANGE

THE CAMPAIGN TO  
TRANSFORM LIVES THROUGH  
THE LANCASTER CLEFT  
PALATE CLINIC



Lancaster Cleft Palate Clinic

223 North Lime Street | Lancaster, PA 17602

(717) 394-3793 | [www.cleftclinic.org](http://www.cleftclinic.org)

Elizabeth Prada, DMD, MPH, *Executive Director*