



STRATEGIC PLAN

2030 Vision

2023

www.takeabreakfromcancer.org

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For Pete's Sake Cancer Respite Foundation

History and Present

Peter Bossow experienced a “life takeover” in 1998 when he received a cancer diagnosis at age 29. Within seconds of hearing the words “poor rate of recovery” from his physician, the burdens of fear, anxiety, worry, and panic entered the lives of Pete, his wife Marci, and their vast network of loved ones.

Not knowing how else to help the young couple, Pete and Marci's family and friends provided a gift – the gift of **respite**. This last cherished trip allowed them to temporarily escape the burdens and hardships that accompany cancer and to rebound from its crushing blow. Going away together helped them reconnect as a couple. It reminded them that the loving foundation of their marriage, although rocked by cancer, was still strong and intact. Their experience produced lasting memories of a time without financial boundaries or agenda. For a week, they celebrated the preciousness of life, relished the intimacy of a husband and wife, and dwelt only in the present. The joy of this respite was the only certainty in a completely uncertain future.

After Pete's death, Marci celebrated the gift that was given to them by their loving friends and family by recreating it for others – thousands of others.

For Pete's Sake was born.

Today, For Pete's Sake has become the caring and compassionate organization that Pete envisioned. Using a proven evidence-based model, For Pete's Sake has developed the concept of respite as it relates to the young adult cancer patient population, becoming the only respite centric organization in the country. Relying on nominations from Oncology Team Members in its five delivery states (PA, NJ, DE, NJ, and NY), FPS has developed clinical assessment factors that best identify those patients and families who would best benefit from the gift of respite as part of the continuum of cancer care. Using these factors, coupled with quantitative and qualitative outcomes measures, FPS has established itself as a leading authority in respite care for oncology clinicians eager to assist patients with the emotional, psychosocial, physical, financial, and spiritual factors of a cancer diagnosis. With demand for service beyond the capacity currently available, FPS has limited its service area to five states only; this being said, this plan envisions this service will be coming to the mid-Atlantic and Northeast corridor as part of its Respite Transformed Campaign (information to follow about this Campaign). Since Pete's passing in 1999, For Pete's Sake has helped over 10,000 people take a break from cancer to refresh, reconnect and rejuvenate during their journey, providing ongoing encouragement to this number with its formal Respite Reinforced program. Annually, we speak to thousands of patients, caregivers, and healthcare professionals involved in the cancer journey. Our annual touchpoints are over 22,000 yearly and then these touchpoints ensure continued communication with families in crisis and provide access to additional services. Join us as we impact thousands of families in the cancer crisis.

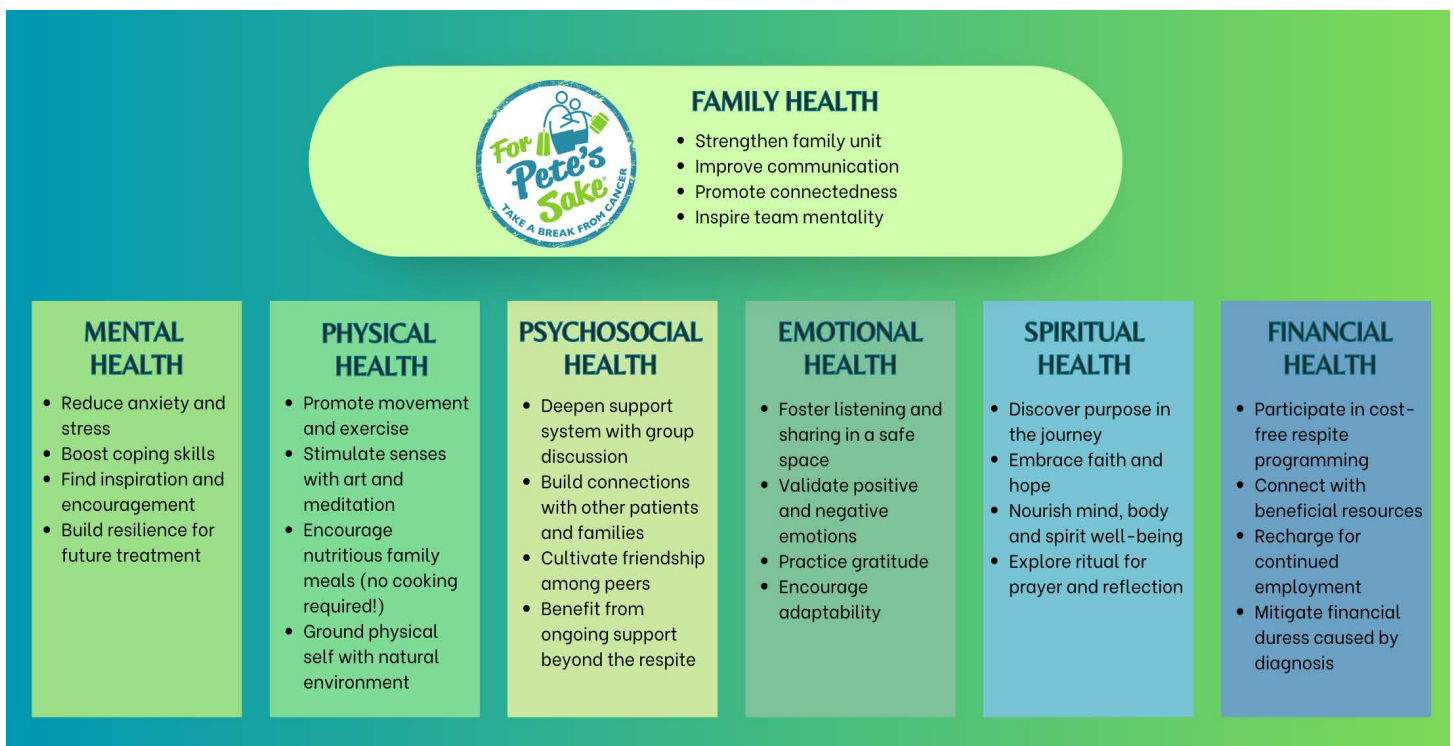
The FPS Programs – the Gift of Respite

Today, FPS offers the gift of respite with two distinct programs: The Travel Respite Program and the Staycation Respite Program. Both programs require the patient to be nominated by a member of his/her oncology team who is keenly aware of the patient's needs and recognizes the alignment of the FPS mission and outcomes with the patient's clinical assessment factors.

The therapeutic benefits of respite have been well documented by outcome data collected since we started data collection in 2005. Ensuring a family's overall health is strong during the cancer journey is critical to coping with this disease in the best way possible.

Respite has therapeutic benefits that span from emotional to physical to psychosocial, with lots in between! And these benefits are not just for the patient, but also the caregiver and children of the patient.

The FPS Respite Model below outlines the impact of respite on family health and moreover, no family has a financial burden to experience respite. While on Travel Respite at Woodloch, families participate in carefully sourced activities that address the benefits, including meditation and chair yoga, cupcake wars, art therapy, nature walks and team building activities. The FPS Staycation Respite includes materials that address the areas of health outlined below within the confines of a family's home. Together we make love greater than cancer!



The FPS Travel Respite Program: In the Travel Respite Program, our program coordinators work closely with each family to ensure a meaningful experience and each respite is unique and impactful. The respite itself, scheduled by an FPS oncology nurse, is tailored towards the specific medical and individual needs of the patient and family members. A typical respite is six days and includes a generous cash stipend, travel costs, accommodations, a For Pete's Sake welcome bag with travel items and other materials that assist in the respite experience, including writing journals, materials to encourage family communication, inspirational and spiritual books on coping and hope, therapeutic art activities, and other carefully selected items to help make the respite

meaningful emotionally and spiritually. Every child that participates in the program receives a “Backpack Buddy” consisting of a sack with games, handwritten cards from peers, a journal, and other items important to the child’s experience. To memorialize the experience, FPS assembles a special FPS photo.

Upon return from respite, the patient completes a post-respite evaluation which in turn is correlated to monthly qualitative and quantitative outcome measures. Nominators also return an evaluation for each patient that measures patient, caregiver, and children’s coping levels with cancer both pre-respite and post-respite. The measurements are captured monthly and are published on the organization’s website as part of our commitment to transparency.

FPS has designed an overview of the therapeutic benefits of respite and these benefits are comprehensive. What we often hear from our families is that the simplicity of respite is overlooked so often in our daily lives. For example, being an ill parent and having the opportunity on respite to have your children eat healthy and consistent meals is significant. Normalcy, even for a short period of time, is welcome. And control over decisions of what to do and not to do during respite time is a behavior that has been lost since diagnosis.

Currently, FPS is exclusively working with our travel partner, Woodloch Resort, and nominated families are invited to spend five nights/six days at this safe, top-rated family destination. The outcomes from the Woodloch experience demonstrate the impact respite has on the family’s well-being. With Woodloch’s assistance, FPS continues to tailor the respite to each family’s unique, pressing needs as identified by the nominating health professional. At Woodloch, families are able to participate in specific activities exclusive to FPS families which address these benefits. Such activities include mediation and chair yoga, cupcake wars, art therapy, nature walks, and team building activities sure to delight and develop family communication.

For Pete’s Sake supplements additional respite locations with discounted resort stays at Kieve Wavus, and RV on the Go. Collaborating with third-party providers has enabled FPS to offer its respite services to a larger population because of the generosity of travel partners. For the past eleven years, FPS has been partnering with Camp Wavus in Maine and has been able to provide respite for ten families that travel simultaneously and participate in limited activities collectively while at Wavus. After careful evaluation of the outcomes associated with these simultaneous respites, FPS chose in 2019 to pilot several simultaneous respites in different locations. The results of having families congregate together were strong and thus, FPS has continued with this model of respite since the pandemic started in March 2020 with Travel Partner Woodloch Resort.

The Staycation Respite Program: As a result of the COVID-19 pandemic, FPS quickly pivoted its mission to include a Staycation Respite Program. While FPS has been offering this program to families who become too ill to travel, FPS has never offered it as a direct point of entry. In 2018, the FPS Patient Advisory Committee (comprised of program nominators) recommended that a point of entry be established and while this was still in the evaluation phase at the onset of the pandemic, FPS quickly made significant adaptations to ensure that the emotional and psychosocial needs of the families were able to be met during this pandemic. Thus, FPS tested a successful pilot with the University of Pennsylvania Health System, University of Maryland, and MD Anderson Cooper. In July 2020, the FPS Staycation Respite program was officially launched.

The Staycation package encourages the patient, caregiver and immediate family to Take A Break at Home and includes resources to address the emotional, psycho-social, physical, financial, and spiritual factors of the family unit. Respite is respite, regardless of where and how a family is able to find peace, solace, comfort, connection

and conversation. The therapeutic benefits from our Staycation resources align with those received via the travel respite program. Further, each Staycation includes a generous cash stipend to enable families to create memories with an experience, meal or other activity close to home.

Respite Reinforced – Beyond the FPS Respite: Following the respite, a family’s relationship with FPS continues as part of a defined pattern of communication and access to support. Families are able to participate in “mini-breaks” through events, sporting outings, and entertainment tickets. Through Respite Reinforced, in the form of phone calls every 3 to 6 months post-respite, our goal is to allow families to experience emotional respite in different places at different times. Our dedicated staff knows how important this support is in the family’s journey with cancer and we are sure to provide an environment for therapeutic healing and continued support for all those who reach out in a crisis. In addition to Respite Reinforced, we have a widower group, The Carry-on Club that hosts social events, complimentary seminars and gives support to each other through difficult times. We also have private chat groups for both Travelers and the Carry-on Club. These pages allow all those within the FPS community to connect and uplift one another. We believe that community enriches in the most important way.

Our support beyond the FPS Respite takes many forms, and our mission has organically grown to include additional services. Such as Monthly e-newsletters which both educate and inspire our patients and caregivers. We provide educational resources, healthy recipes to nourish the body, and inspirational stories about our community. A complimentary copy of After Cancer Care, a book authored by preeminent oncologists that discusses integrative oncology and the emotional, psychosocial, and spiritual needs of patients and their families. A complimentary Traveler Reception hosted each year brings our community together to reflect on the challenges of the past year and celebrate the hope in tomorrow. The annual holiday initiative where some families receive an angel ornament, secret Santa gifts, and financial assistance. Invitations to amusement parks and sporting events, as donated tickets become available. Our Annual Phillies Game Outing is a Philadelphia-fan favorite for our families! Complimentary admission to FPS Events, including For Pete’s Sake, Walk! at Citizens Bank Park. We also welcome our FPS families to join us at all fundraising events they are interested in. Our hope is that in giving to others and paying it forward for the next families, there is the healing of one’s own mind, body, and spirit.



Introduction and Executive Summary

What a Gift! This short statement truly sums up the last twenty-three years as Founder of For Pete’s Sake Cancer Respite Foundation. We have been able to share the gift of love and laughter with so many families facing the devastating disease of cancer. We have been showered with the gift of generosity from so many donors who have given selflessly of their time, talent, and treasure. And today, we cherish the gift of the FPS community in our own lives. Each one of us is part of the wrapping paper that keeps our gift of an FPS respite vacation continually available to those in need.

We have been able to help thousands affected by cancer over the years and today, clinicians rely on our organization in their treatment protocol related to the psychosocial effects of cancer. With this in mind, we have approached this strategic plan from a sustainability standpoint with the ultimate goal of ensuring that FPS will play a part in the continuum of care for years to come. While we will continue to help more and more families each year, we will also sharply focus on organizational stability through the creation of endowment and reserve funds. While the past twenty years have been a journey, we know that the future too will also unfold as we remain focused on our strategic initiatives.

While we look to continually expand our program, we will always maintain the integrity of respite in the continuum of cancer care. This level of commitment to our mission is the driving force behind the creation and adoption of this strategic plan. Our five main themes reflect this level of commitment. First, we have Mission Expansion, our plan to advance the mission of FPS for all stakeholders to successfully serve all those within our geographic footprint; this component has an emphasis on capital infrastructure. Second, Mission Brand, outlines how FPS will be a valued, well-respected, and well-known resource with a positive, recognizable brand. Third, Financial Stewardship, demonstrates how we will effectively execute our mission for an increased number of families by ensuring both annual operating revenue stability and long-term financial stability. Fourth, Operational Excellence, explores how FPS will be the best practices nonprofit that utilize all external and internal resources to affect the most efficient and effective delivery of our mission. Lastly, in Program Excellence, FPS has action steps to be the leader in the delivery of respite services to cancer patients in our geographic footprint.


As we look to execute this plan, let us keep in mind the famous quote of William Penn: “I expect to pass through life but once. If therefore, there be any kindness I can show, or any good thing I can do to any fellow being, let me do it now, and not defer or neglect it, as I shall not pass this way again.” Thank you for your interest in FPS, our mission, and most importantly, the lives we touch each and every day.

Let us take this moment, seize this moment and most importantly, cherish the gift of kindness in helping another as we look forward to the future of FPS! For Pete’s Sake, for Patients’ Sake, for Our Sake, let us unite and as we pass through this world, work together to make it better!

Join Us!

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The Importance of Credibility and Sustainability to Our Community

For any charity, the credibility of the mission and sustainability of a nonprofit are at the forefront of every discussion about mission development. Thus, For Pete's Sake was founded on the premise that a successful organization is one that is transparent, sustainable, and credible. Thus, over the past twenty years, FPS has proudly embraced transparency and welcomed input from responsible constituents. Further, it has developed a Statement of Value Proposition which outlines those areas critical to credibility. This Statement is attached as Exhibit A. Outlined below are third party accreditations that demonstrate our commitment to our mission:



For Pete's Sake is proud to display this Seal of Excellence awarded by Pennsylvania Association of Nonprofit Organizations (PANO). FPS is one of only 191 nonprofits nationwide with this designation. Certification in the *Standards for Excellence* program is bestowed only to the most well-managed and responsibly governed nonprofit organizations that have demonstrated compliance with *The Standards for Excellence*® code identifies 6 major areas of nonprofit governance and management which contain 27 different topic areas. Each topic area includes specific benchmarks and measures that provide a structured approach to building capacity, accountability, and sustainability in your organization. FPS has met, complied with, and integrated the certification program. For more information about the *Standards for Excellence* program, visit <http://www.pano.org/Standards-For-Excellence/>.



GuideStar is a third-party reviewer of nonprofit organizations, maintaining a website at www.guidestar.org with pages dedicated to each registered nonprofit. Most GuideStar pages present data submitted to the IRS. IRS information, however, does not always provide GuideStar's 22,000 daily visitors a complete or timely picture of the nonprofit. The GuideStar Exchange is an optional way to present complete information to the public through a 3rd party verified website.



Charity Navigator is a third-party 501(c)(3) non-profit organization that independently evaluates charities registered in the United States. Charity Navigator internally selects charities to evaluate based on several criteria. Eligible charities must be a 501(c)(3) organization, more than 7 years old, and depend on support from individual givers. They require public support to be more than \$500,000 and total revenue more \$1,000,000 in the most recent fiscal year. They will not review charities that receive most of their funding from government grants, or from the fees they charge for their programs and services. They do not evaluate private foundations, 501(c)(4) organizations, or organizations exempt from filing a Form 990. Currently, approximately 7,000 charities are evaluated by Charity Navigator.



GreatNonprofits is a nonprofit organization that describes itself as "the leading developer of tools that allow people to find, review, and share information about great -- and perhaps not yet great -- nonprofits."

GreatNonprofits offers a platform for anyone who has had direct experience with a charitable organization to share their opinions via online reviews.



"I have always been scared of the word "Cancer". But in 2018 I heard the most dreaded word. Felt like my world is ending. But God helped me go through all the cancer treatments during the pandemic that makes it a little more challenging. I believe that God send people as his representative here on earth and one of which is FPS. They are not just nonprofit organization they are FAMILY. They send us to Woodloch, and I have felt so connected again with my loved ones. Connecting with the people I love and the people that is going through same thing that I went through really helps. Our purpose is to support one another and that is what FPS does. Thank you, FPS Family."

Abby DeGuzman

*Review left on Greatnonprofits.org by Abigail DeGuzman
Woodloch respite August 2020*

"Everything has been about me for the past year, so it was so nice that this trip was about all of us. My whole family went through my cancer journey, so they all needed a break. Having this time being about us as a whole was so important in our reconnection as a family."



Our Nomination Network

We partner with Oncology Professionals from a variety of accredited cancer centers in our geographic footprint. The process we have established allows for Oncology teams to seamlessly nominate their patients for a much-deserved break from cancer, either in the Travel Respite program or the Staycation Respite Program, and then have access to the ongoing support offered by the FPS community. Because of the Travel Partner relationship with Woodloch Resort under our current operating model, we have found ease in managing nominator expectations and we continue to witness effective, efficient execution of the respite program.

325 Oncologists, Nurses, Social Workers & Patient Navigators Have Nominated at Least One Patient to Receive a For Pete's Sake Respite.

For Pete's Sake receives nominations from oncology professionals at over **100** hospitals and cancer treatment centers.

Our oncology partners:



“It is a special privilege to nominate my patients to For Pete’s Sake as a unique part of their continuum of patient care. My patients fight a battle that drains them emotionally, physically, financially and spiritually. A break from cancer treatments gives them a chance to refuel with their loved ones, and return stronger than ever, ready for the challenges that await them.”

-- Et-Tsu Chen, M.D.
 Medical Director, Radiation Oncology,
 Abramson Cancer Center at Valley Forge

Our Support Network

For Pete's Sake receives financial support from hundreds of corporations each year through sponsorship and general donation requests. Since our inception in 1999, we have had over 3,190 organizations support our mission with both in-kind and monetary support and volunteer assistance. Just this past fiscal year ended June 2022, we had 4,295 annual appeal gifts with over 7,565 gifts in total to raise almost 4.0 million dollars.

Vital to our success are the donations collected from our individual supporters. They are so important to the advancement of our mission. According to givingusa.org out of the \$410.02 Billion given to charity in the US in 2018, 70% came from individual donors. Heartfelt individual contributions mean the world to us.

We also receive support through our partnership with a variety of Travel Partners. Our Travel Partners are in the hospitality industry and donate accommodations, transportation, and entertainment that directly impact FPS Families on their respite vacations. Their generous support allows hundreds of families each year to enjoy a much-needed break from cancer.

We are so thankful for our support network! Some of our partners are listed below and our website contains a more comprehensive snapshot on an annual basis.

Corporate Partners



Travel Partners



CAPE ★ RESORTS



Financial Stewardship

At For Pete’s Sake Cancer Respite Foundation, we are proud of our financial integrity and our commitment to stewardship using the financial resources entrusted to us by our community of family and friends. Each year we undergo an audit as required by the Pennsylvania Department of Charitable Organizations. We are proud that **77 cents of every dollar** are expended for our program. We take our role as stewards of our donors’ treasures and talent very seriously, and hence, we carefully watch all expenditures made by the organization. We ensure their generosity is channeled directly to benefit those adult cancer patients and their loved ones traumatized by cancer.

As outlined in our updated Strategic Plan, FPS will effectively execute our mission for an increased number of families by ensuring both annual operating revenue stability and long-term financial stability. By 2030, FPS predicts that 25% of our program costs will come from sustainable sources such as endowment, third-party payments, planned giving, cause marketing, and other sustainable opportunities.

As we prepared the budget for the 2023 year, we acknowledged the uncertain environment that is presented as a result of the recent pandemic. The budget is focused on the long-term sustainability of the mission while the current environment maintains in a state of flux. Thus, the budget approved by the Finance Committee and adopted by the board is a conservative budget focused on long-term operations.

As part of our commitment to transparency, FPS each year compiles an Annual Report which provides a financial snapshot of the organization at the fiscal year-end. As a result of strategic planning, FPS has started an endowment, long and short-term reserves, and a capital fund to better posture the organization and its sustainability. Thus, this Annual Report provides an overview of the financial posture of the organization. You can view past years of reports on our website at www.takeabreakfromcancer.org.

FPS also maintains a Monthly Scorecard that clearly indicates the various KPIs from not only a financial perspective, but also a program, marketing, and development perspective. These scorecards are provided upon request and do contain unaudited financials for the current year. FPS is proud of its reliance on KPIs to measure success across all platforms of a sustainable, effective, and efficient nonprofit.

Our Mission in Action

Mission Impact

FPS has modeled its program with a focus on the overall concept of coping with cancer by the entire family unit, including this patient, caregiver, and often, young children. To prove this concept, FPS has supported its model with four evidentiary findings over the past twenty years that include:

1. Oncologist feedback both pre and post respite to evaluate patient, caregiver, and children's ability to cope with cancer. Data has been collected since 2005.
2. Standard post respite evaluation of effectiveness on a 0 to 4 scale as determined by the patient. Data has been collected since 2005.
3. A formal research study by qualified clinicians compiling data in a formal research study focusing on four significant results:
 - a. Improvement in Relationship quality among family members (this includes spouses and children of varying ages)
 - b. Work and life endurance/ renewed stamina for the cancer journey
 - c. Patient treatment compliance post respite with established protocols
 - d. The Benefit of Joy/Mental break in the continuum of care for patients.

Data is collected immediately post respite, six months post respite, and one-year post respite for all participants, including patients, caregivers, and children. This data has been collected since 2014 and in June 2020, the study was closed to any new participants. Currently, the data is being scored professionally and FPS looks forward to the evaluation to further support the necessity of respite as a family and social support to improve connections not only within the immediate family unit but with other natural societal connections including those with one's medical team, one's work community, one's neighborhood community, and one's extended community. A whitepaper is planned to be completed on the study outcomes and published in 2023.

4. Detailed outcomes related to the Respite Pilot since 2019 of families traveling simultaneously with one another have been collected and published on the FPS website.
<https://takeabreakfromcancer.org/strategic-initiatives/>
5. In May 2020, the American Society of Clinical Oncologists published an abstract related to the outcomes associated with the Community Respite Pilot. These outcomes are charted on the next several pages and clearly demonstrate the amazing impact of respite across the broad spectrum of program participants. The data on the following charts supports the FPS Strategic Initiative about pursuing the capital infrastructure necessary to offer year-round community respites in a centralized location.



"After months of being the one to "take care of everything", it was great for my husband to have everything taken care of. We had to limit a lot of things for the kids this year. With this respite, we could say "yes" to pretty much everything they wanted. This trip exceeded our expectations!"

Nahomi Enrico, 33, traveled to Woodloch in August 2021.

"Now I can go home not feeling helpless. I'm going home with a better outlook on my life! That when I am alone, I don't feel alone. I always have God! This was a beautiful place. So peaceful, never negative energy at all. I left to come here upset with my life, ready to give up. And now I am leaving this place with peace in my heart, knowledge in my mind about people of everyday walks of life! And knowing that it's not where we start, but where we end. And for that, I am truly blessed to have come here! Thank you for allowing me to come!"



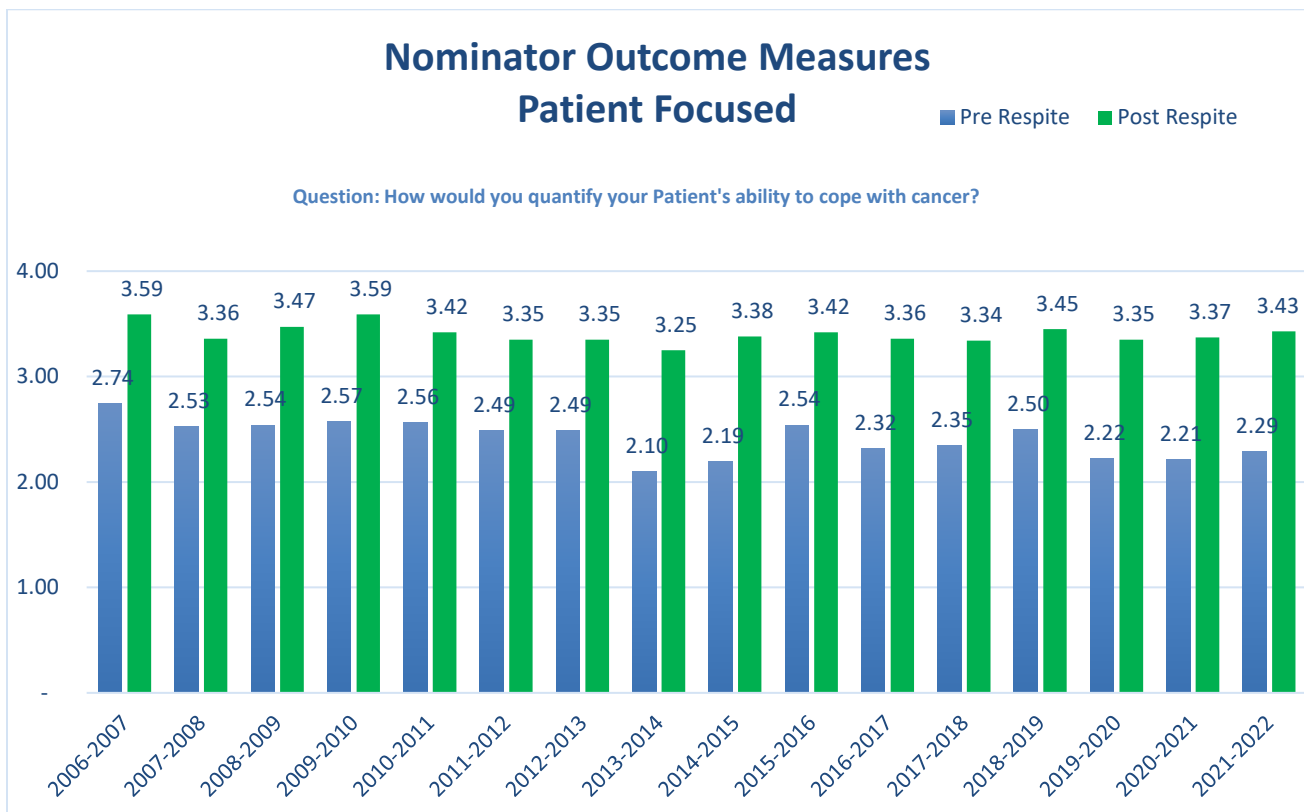
"Getting to relax makes you realize there is more to life than worrying about your disease and future. It shows you to live in the moment. Seeing me smile shows my dad I still have fun in life and that is what he strives to do as a parent."

Nominator Outcome Measures

FPS Respite data and outcomes have been recognized by the American Society of Clinical Oncology (ASCO) and published in April 2000 in the FPS abstract, Individual and community respite as supportive care for adult cancer patients, their caregivers, and their families. impact of respite on patients, caregivers, and their families relative to strengthened communication, relationships, quality of care, and coping with cancer.

Hospital and cancer-centered based oncology professionals use clinical assessment factors and our program guidelines to identify and nominate their patients to our respite program. Through close collaboration with oncology professionals, we continue to create an informed and adaptable respite environment that then translates to strong, lasting outcomes for families. FPS strives to create a meaningful experience for each traveler.

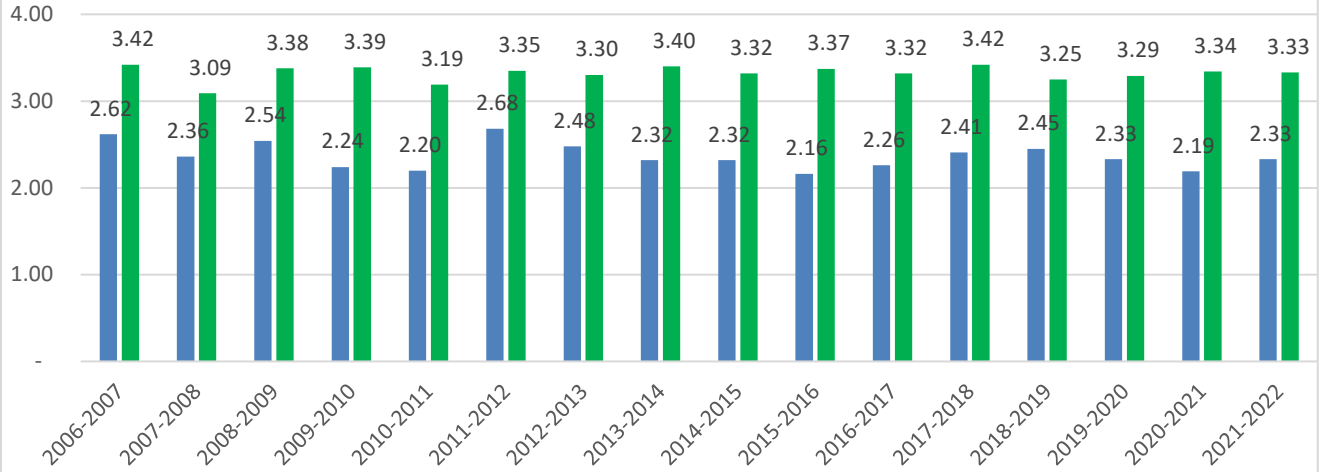
Our patients and nominators complete pre and post respite surveys that result in qualitative and quantitative data on the effectiveness of our respite vacation program. The charts below show pre and post respite outcome measures answered by the nominating oncology team. The outcome measures focus not only on the patient but on their caregivers and children as well. This allows for a well-rounded experience result. The data that we have collected since the 06-07 FY shows that 100% of nominators report improvement in their patients' outlook on life and cancer after traveling with FPS. The last chart shows quantitative data collected from post respite self-evaluations completed by the patient. This data shows a positive trend in the patient, caregiver, and family post respite coping.



Nominator Outcome Measures Caregiver Focused

■ Pre Respite ■ Post Respite

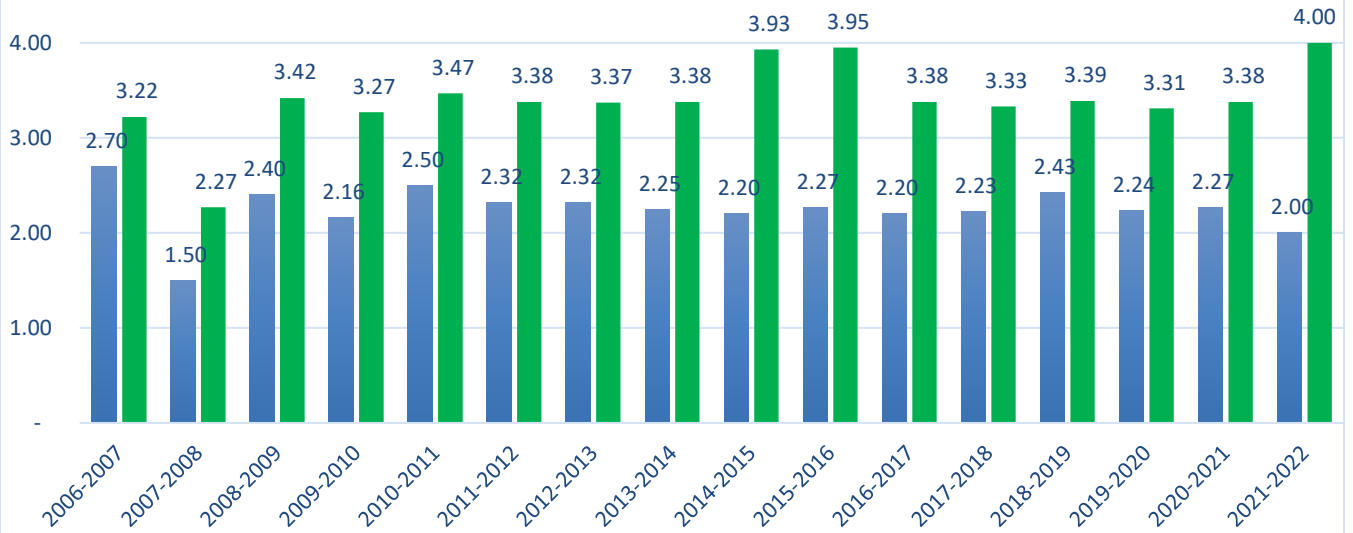
Question: How would you quantify your Patient's caregiver's ability to cope with cancer?



Nominator Outcome Measures Children Focused

■ Pre Respite ■ Post Respite

Question: How would you quantify your Patient's children's ability to cope with cancer?



Real, Measurable Impact

Real, measurable *impact*

100% of nominating professionals who return their evaluations report an improvement in their patient's ability to cope with cancer.



increase in
the **patient's**
coping ability



increase in
the **caregiver's**
coping ability

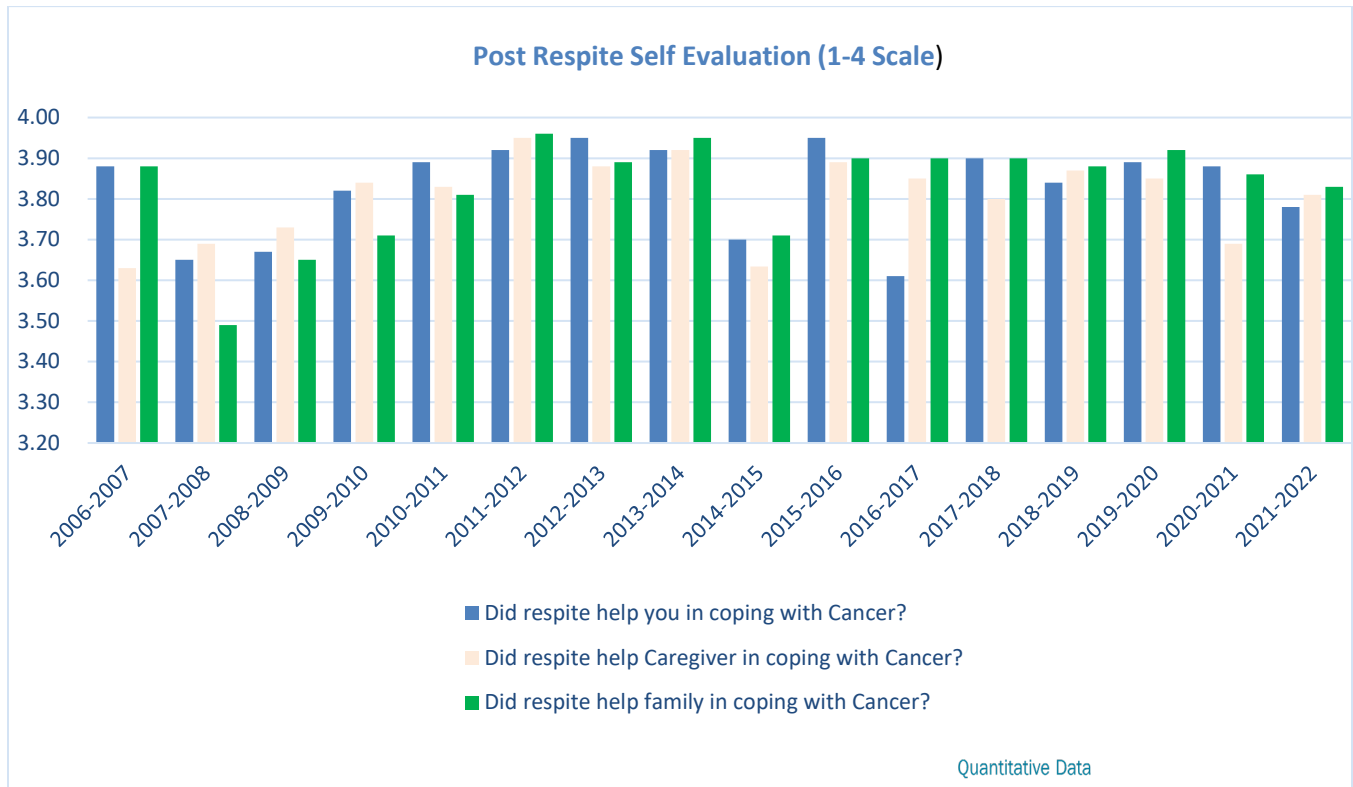


increase in
the **children's**
coping ability

Furthermore, oncology professionals themselves report renewed strength and stamina in the clinical setting.

Patient Outcome Measures

Collected on a scale from 1 to 4, patients are given the opportunity to scale coping mechanisms post respite as a family unit. The chart below signifies that from a patient viewpoint, positive results are attained for the entire family unit.



Preliminary Scoring of Formal Research Project

While data from the formal research project is being scored, the preliminary analysis does conclude that there are several areas of statistically significant improvement in communication, family relationships, and overall coping. FPS expects this data to be scored by January of 2021.

Community Respite Outcomes

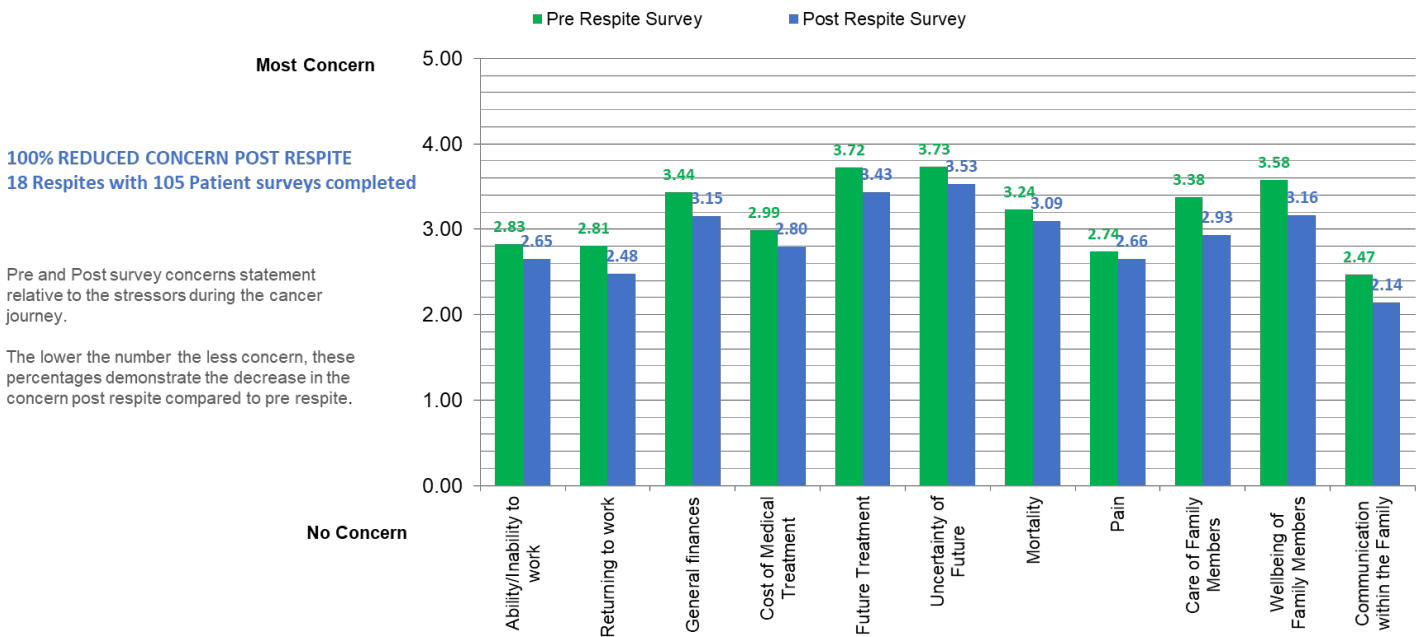
As part of its pilot, FPS has designed a vigorous data collection process for the community respite pilot. This data demonstrates significant outcomes with an additional component of organic communal support. The charts on the next two pages demonstrate some of these outcomes and further support the strategic direction of FPS in building a dedicated respite center.

The first chart measures pre- and post-respite concern levels in the patient only. There is a significant decrease in all concern levels as depicted by this chart. The largest differences are evident in the following areas:

- a. Wellbeing of Family Members
- b. Care of Family Members
- c. Uncertainty of Future
- d. Future Treatment
- e. Cost of Medical Treatment
- f. Returning to Work

Patient Concern Statement Woodloch Community Respite

DATA FROM PATIENT PRE AND POST RESPITE SURVEY



The Patients and their caregivers were given a post-respite survey to complete that was comprised of I agree statements. The statements were scaled as follows: Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree. Below are the results, where virtually all patients agreed or strongly agreed with the statements.

Real, life-changing *experiences*

After completing a respite, virtually all patients agreed or strongly agreed with the following statements:

✔ I am better equipped to return home emotionally

✔ I am better equipped spiritually to return home

✔ I feel this respite has strengthened my relationship with my spouse

✔ I feel this respite has strengthened my relationship with my children

✔ I feel this respite has strengthened my relationship with my community of FPS families

✔ I am better able to communicate with my spouse as a result of this respite

✔ I am better able to communicate with my children as a result of this respite

✔ I am better prepared emotionally to continue my treatment protocol prescribed by my oncologist

✔ I feel the time spent with other families on this respite helped me cope with my current situation

✔ This respite has positively impacted my outlook on life with cancer

Recognition by Professional Organizations

Recognition by American Society of Clinical Oncology (ASCO)

In May 2020, FPS submitted an abstract to ASCO, the leading oncology professional organization known as the American Society of Clinical Oncologists. The abstract outlined the therapeutic benefits of simultaneous community respite and the significance of these benefits in addressing resiliency, coping, anxiety, and other emotional and psycho-social facets significant to one's mental health. ASCO chose to publish this abstract as part of its annual meeting, and we are both humbled and privileged for this recognition. Below is a snapshot of some of the qualitative data that supports the significance of respite in the continuum of care.

7/13/2020 Meeting Library | Individual and community respite as supportive care for adult cancer patients, their caregivers, and their families.

Conclusions:

Studies support that respite is critical as a complementary therapy in treatment protocol in the adult population segment with young families. Care-free, cost-free organized respite helps improve one's overall coping with a cancer diagnosis, improves the families' psychosocial health, results in increased communication and strengthened relationships as a family unit, reduces anxiety, and improves patient compliance with the future treatment protocol. FPS has also studied the impact of group respite v. individual respite and documents that a group setting lessens anxiety, strengthens relationships, and promotes communication with peer support. Best practices from this respite program can assist in both the short-term and long-term

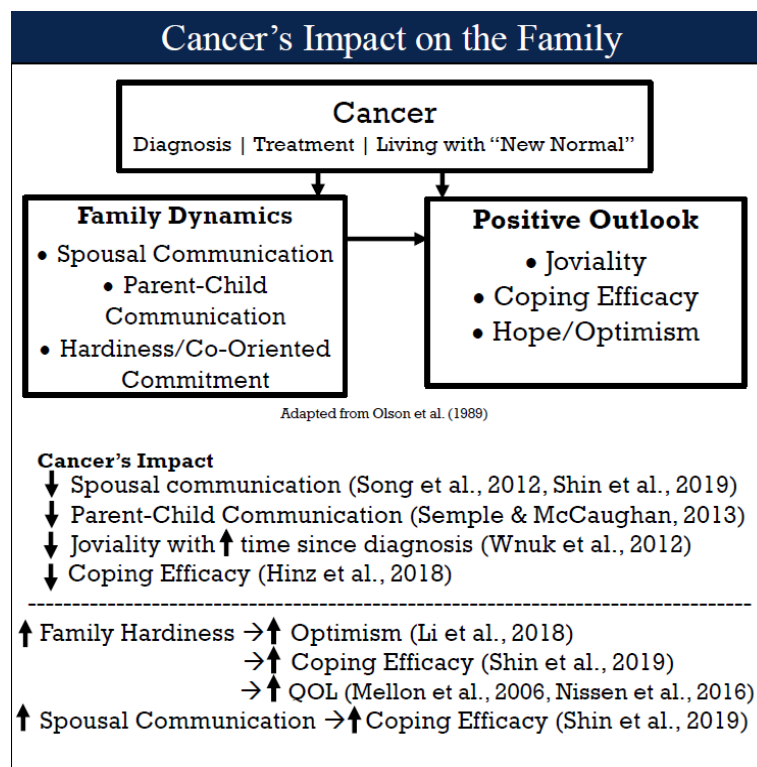
psychosocial and mental health of patients and their families so to optimize coping and healing related to cancer.

113 Oncological Assessments	Pre-Respite	Post-Respite	Net Change (-/+)
How would you quantify your patient's level of coping with cancer?	2.68	3.50	+0.82
How would you quantify your patient's caregiver's ability to cope with cancer?	2.55	3.53	+0.99
How would you quantify your patient's children's ability to cope with cancer?	2.44	3.55	+1.11

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Recognition by American Psychosocial Oncology Society (APOS)

In May 2021, FPS submitted an abstract to APOS, the only multidisciplinary organization in the United States dedicated to researching and treating the psychosocial aspects of cancer. This abstract outlined the data contained from a five-year blind study that had hundreds of our respite program participants. The information below is a snapshot of some of the study's findings. FPS is presenting these findings at the 2022 Annual Meeting.



Study Hypotheses & Methods

For Pete's Sake is a community-based non-profit that provides adult cancer survivors and their families with a complimentary 4-7 day intentional respite experience. Anecdotally, families report feeling happier, closer, and recharged for battling cancer.

Hypotheses (pre- to 1-week post-respite):

- ↑ Family hardiness/Co-oriented commitment
- ↑ Survivor-caregiver communication
- ↑ Survivor-child communication

- ↑ Cancer coping efficacy
- ↑ Joviality

464 families given respite experiences between Spring 2014 & Spring 2019 were invited to participate in this study



Results

Pre- to Post-Respite Comparisons of Cancer Survivor Outcomes.

	Pre-Respite Mean (SD)	Post-Respite Mean (SD)	Statistics
Family Hardiness Index Co-Oriented Commitment	2.56 (.40)	2.62 (.35)	$\chi^2 = 6.72^*$
Survivor-Caregiver Communication	3.90(.76)	4.01(.74)	$F = 7.39^*$
Survivor-Child Communication	75.40 (10.83)	76.05 (10.99)	$F = 9.13^*$
Cancer Coping Efficacy	3.68(0.74)	3.95(0.71)	$F = 33.87^*$
PANAS-X Joviality	16.65(6.52)	22.04(7.10)	$F = 95.45^*$

Pre- to Post-Respite Comparisons of Caregiver Outcomes.

	Pre-Respite Mean (SD)	Post-Respite Mean (SD)	Statistics
Family Hardiness Index Co-Oriented Commitment	2.59 (.40)	2.61 (.35)	$\chi^2 = 1.58$
Survivor-Caregiver Communication	3.74(.65)	3.87(.74)	$F = 7.32^*$
Cancer Coping Efficacy	3.63(0.65)	3.82(0.70)	$F = 12.55^*$
PANAS-X Joviality	17.28(6.88)	21.27(7.32)	$F = 43.62^*$

Note. * $p \leq .05$. Family Hardiness Index Co-Oriented Commitment scores are medians, and the statistical test used was Friedman due to non-normal distributions.

For Pete's Sake Strategic Methodology and Framework

Strategic Plan Vision 2030

The For Pete's Sake Board of Directors and the Senior Leadership Team utilized a thorough strategic planning process to identify and prioritize the key strategic objectives and improvement initiatives for the next five years.

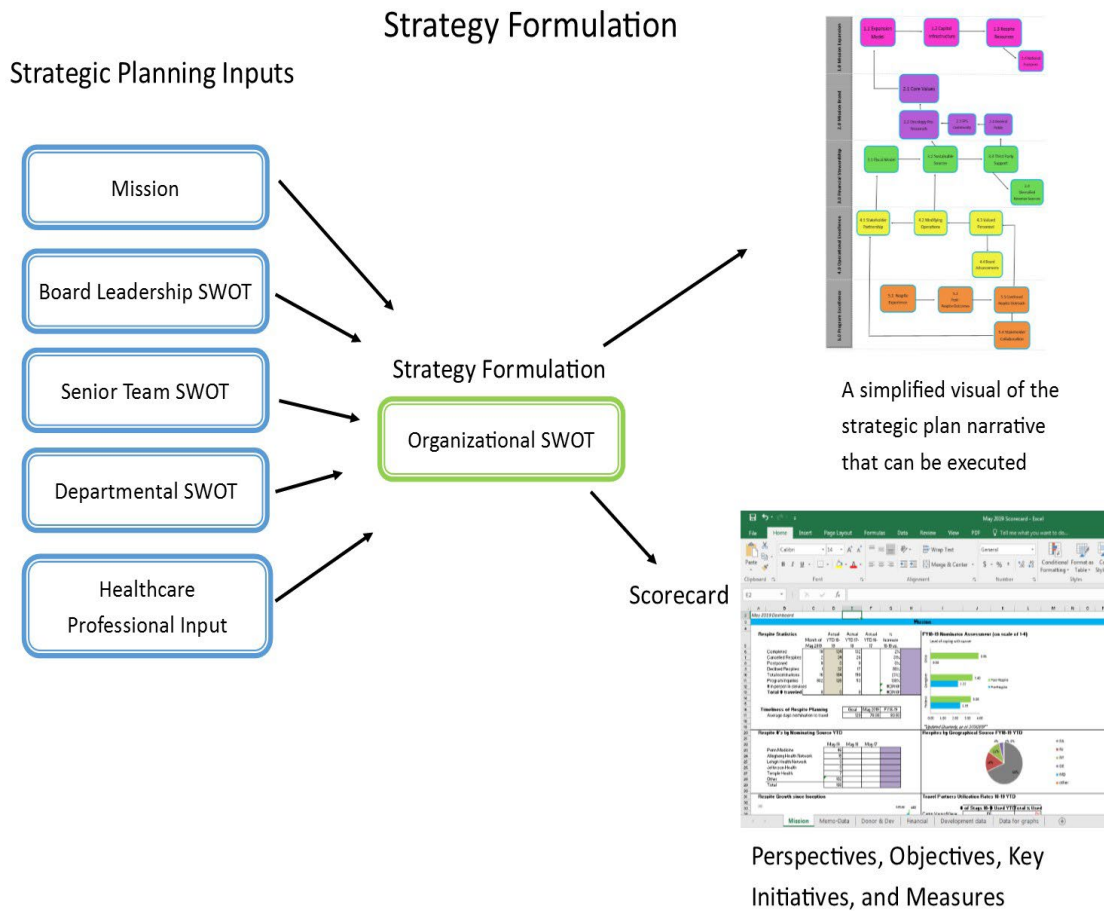
All key internal and external stakeholders provided input to the planning process to ensure that all important issues would be considered when setting the priorities.

The planning process outputs included a Strategy Map and the creation of initiative charters. Improvement initiatives are the primary tactical tools to successfully execute the strategy. These charters provide more detail and assign tasks and timelines to responsible staff and volunteers who will complete them. For Pete's Sake will focus on no more than 5 Initiative Charters at one time, which is the recommended strategy for a staff of our size.

This strategic planning document contains five primary components:

1. FPS Strategy Formulation Process
2. FPS Mission and Vision
3. FPS Strategy Map
4. Strategic Initiatives
5. Successful Execution of the Strategic Plan

FPS Strategy Formulation Process



Using this process, FPS developed a comprehensive SWOT Analysis to identify **S**trengths, **W**eaknesses, **O**pportunities & **T**hreats. As the SWOT Analysis was evaluated, recurrent themes were used in the identification, evaluation, and priority of the strategic plan initiatives.

For Pete's Sake Mission and Vision

Mission

For Pete's Sake enables cancer patients and their loved ones to strengthen, deepen and unify their relationships by creating unforgettable and lasting respite experiences.

Vision

To become the foremost organization in improving the ability of cancer patients and families to cope with cancer through life changing experiences.

Join us as we transform *lives together*

We've accomplished so much together, but there is so much more we can do... we need to ask ourselves, "Why now?"

-
- ✔ Cancer is not going away...it is only increasing in people aged 21-55

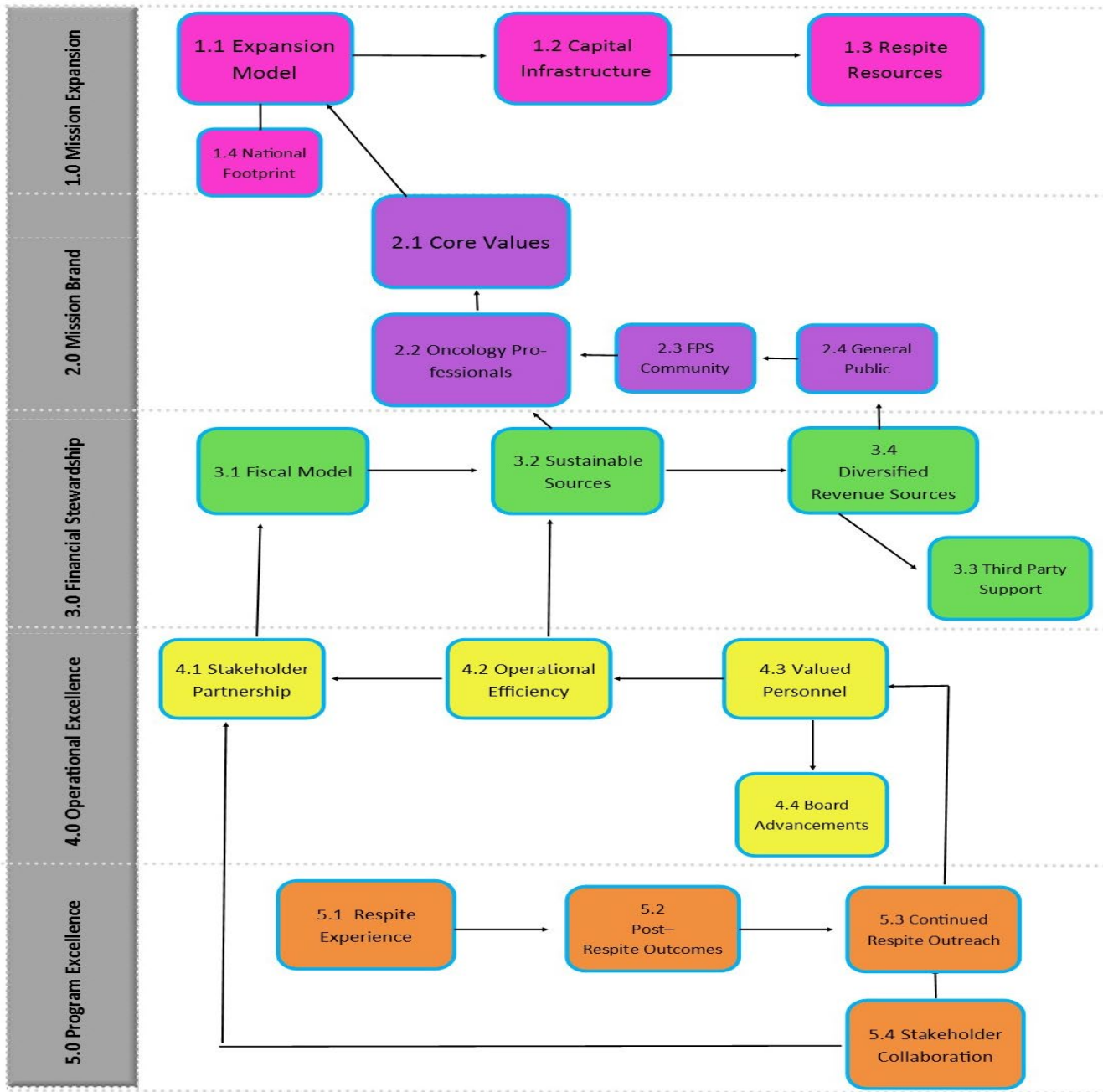
 - ✔ A new focus on palliative care

 - ✔ For Pete's Sake is one of 191 Standards of Excellence-accredited non-profits in the country

 - ✔ The American Society of Clinical Oncology recognized the impact of For Pete's Sake's community respite

 - ✔ You...we have built a beautiful community, determined to continue supporting young families impacted by cancer

Initiatives Strategy Map



As evidenced by the above Strategy Map, For Pete’s Sake’s strategy focuses ultimately on financial stewardship and operational excellence. Using a “balanced” approach yields objectives across five key strategic themes:

1. **Mission Expansion**
2. **Mission Brand**
3. **Financial Stewardship**
4. **Operational Excellence**
5. **Program Excellence**

Organizational Strategic Initiatives

The following high-priority initiatives focus on recognition and results, financial stability, fundraising channels and employee capability and satisfaction. We believe that these initiatives will help us set the framework for a broader program reach and continued program and operational excellence.

Strategic Plan: **Mission Expansion**

Theme: **Advance the mission of FPS for all stakeholders to successfully serve all those within the FPS geographic footprint.**

Strategy: **1.1 Expansion Model**

By December 2019, FPS will articulate a solid nonprofit expansion model and will formally establish professionally staffed advancement offices in the New York region by the end of 2024, Maryland/DC region by 2025, the Boston region by 2027, and the Pittsburgh region by 2025.

1.1.1 Regional Expansion

Status: In progress. In 2019 FPS established a professionally staffed advancement office in the NY region. Beginning in Fiscal year July 1, 2024, the 6-year strategic plan adds offices in Baltimore, Connecticut, Pittsburgh, and Boston. It will also build out further the NY region.

1.1.2 Expansion Model

Status: Completed. In the first quarter 2020, FPS presented the expansion model which included an organizational chart and all operating costs for growth over 5 years. In FY 2022 and 2023, FPS continues to work on the operating plan for growth with the help of volunteers who are professionals in this process. The current strategic budget and plan reflects 6 years going forward with timeframes for expansion. Currently, FPS is working on future benchmarks for this expansion.

Long-Term Initiative:

1.1.3 National Expansion of group respite locations owned by FPS

Status: In progress. FPS has written a document for national expansion if the opportunity presents itself. Any evaluation will be done after Woodloch 6-year plan.

1.1.4 Volunteer component

Status: Beginning. Hired a Program Support employee who transitioned in 2022 - 2023 to build the volunteer program that will eventually encompass the respite center volunteer component.

Strategy: **1.2 Capital Infrastructure**

By 2026, FPS will have a sustainable respite capital infrastructure which will support an expanded service area and increased patient capacity in a suitable destination(s) that best promotes significant program outcomes.

1.2.1 Joint Venture Partners for the FPS respite destination

Status: Completed. FPS has identified a partner for the expansion of the mission in the northeast geographic region. FPS completed a feasibility study to ensure that this venture can be done and meets the FPS mission and Values. We are in the process of execution and updating the capital plan.

1.2.2 Feasibility Study

Status: Completed. Study has been completed and milestones for advancement are being met.

1.2.3 Capital Campaign Strategy

Status: Ongoing. Committees have been established and working, Benchmarks have been established, Case for Support is completed. Hired campaign consultant Beneficial Advisors. Additional items have been completed:

- Lobby firm hired for RACP Grant application process to begin in June 2023
- Filed application for Federal Appropriations Grant for \$2 million

1.2.4 Capital Campaign Building Committee

Status: Ongoing. Committees' chairs established and working with Architect/Engineering firm as well National Construction Contractor to finalize the design drawings and cost related to the drawings and the capital project.

- June 2023 the construction documents will be started.

Strategy: **1.3 Respite Resource**

By 2025, FPS will be the premiere respite resource for 80% of oncology health care professionals and their patients in the Northeast corridor and will be a component of a patient's continuum of care.

1.3.1 Identify current nominators and compare to who is nominating and what healthcare providers remain in the Northeast corridor by developing a comprehensive list.

Status: Completed. At the end of 2021 it was decided to update the program guidelines and to initiate an educational outreach to all nominating centers and nominators. October 2021 a postcard communication was mailed to over 1,400 nominators informing them of the partnership with Woodloch Resort. In January 2022, the newsletter was sent with the updated guidelines.

1.3.2 Identify new nominating institutions and build relationships with nominators.

Status: Ongoing. New in services for 2022-2023 are over 150. The goal for diversity and inclusion of all cancer diagnosis is a strategic initiative when identifying new nominating institutions.

Strategy: **1.4 National Footprint**

By December 2019, FPS will be able to articulate an expansion model that incorporates a national scope should requisite funding become available.

1.4.1 Identify key staff positions

Status: Completed. Created a 6-year strategic budget that identifies the staff and positions needed to operate a respite center for the northeast region. Included in the key positions are regional managers and associates.

1.4.2 Obtain operating costs for expansion model

Status: In progress. continue to work with Woodloch Resort related to regional footprint

1.4.3 Create a 5-year expansion operating plan

Status: In progress. Working with partner to finalize the operating costs related to the expansion and the respite center for the northeast region. This plan has been updated to 6 years because of the delay that has occurred related to the COVID-19 pandemic.

1.4.4 Create a Capital Campaign budget for the expansion

Status: In progress. Working with partner to finalize all costs for development of the respite facility needed for the campaign as well as capital budgets within the 6-year timeframe for the operating of the respite center.

Strategic Plan: *Mission Brand*

Theme: *FPS will be a valued, well respected and well-known resource for all stakeholders with a positive, recognizable brand within the FPS geographic footprint.*

Strategy: **2.1 Core Values**

By 2019, FPS will develop and disseminate Core Values which reflect the organizations fundamental beliefs and drive future behavior in all matters.

2.1.1 Draft the core values with feedback from key stakeholders.

Status: Completed

2.1.2 Core Values on Website

Status: Completed

Strategy: **2.2 Oncology Professionals**

By 2021, FPS will develop Brand Awareness among **Oncology Health Care Professionals** as a necessary part of the patient's continuum of care with emphasis on defined patient, caregiver and family outcomes.

2.2.1 Infiltration of market in the service area

Status: Beginning. At the end of 2021 it was decided to update the program guidelines and to initiate an educational outreach to all nominating centers and nominators. October 2021 a postcard communication was mailed to over 1,400 nominators informing them of the partnership with Woodloch Resort. In December 2021, a billboard with the FPS brand and mission was displayed in the New Jersey area. In January 2022, the newsletter was sent with the updated guidelines, that have evolved with the current environment of cancer and healthcare treatments.

2.2.2 Active membership in professional organizations related to oncology

Status: In progress. Including ASCO, APOS, ONS and many local Chambers organizations

2.2.3 Planned structure for program outreach in service area

Status: In progress. On every other month basis, a newsletter is sent to all of the healthcare professionals within our system. In 2021, a research project to identify healthcare institutions was started. Update on the FPS website related to what to expect at Woodloch Resort for both patient and oncologists. KPIs and Benchmarks are tracked to ensure FPS is reaching the healthcare professionals within the service area.

There is also an outward facing initiative started in 2021 to cancer awareness groups and targeted stories on Woodloch respites. In addition, FPS program director has joined Facebook platforms within the oncology teams.

Strategy: **2.3 FPS Community**

By 2024, FPS will develop Brand Awareness within the **FPS Community** to promote volunteerism, advocacy, in-kind and monetary contributions, and community engagement.

2.3.1 Develop baseline to measure engagement.

Status: Not started.

2.3.2 Outline different constituent groups and marketing plan.

Status: Completed. In 2020, FPS incorporated Texting as a platform for communication to Donors, patients, and nominators. Additionally, a monthly communication plan has been created to ensure 3 touchpoints to each FPS community member. KPIs are track related to click throughs and bounces. These KPIs are the starting point for tracking as FPS builds the plan for growing brand awareness.

Strategy: **2.4 General Public**

By 2026, FPS will develop Brand Awareness within the **General Public** to promote volunteerism, advocacy, in-kind and monetary contributions and community engagement.

2.4.1 Identify and segment audiences.

Status: Started. In 2021, FPS set up KPIs to identify targeted audiences related to the FPS mission and those that FPS serves. In addition to the data analysis of the current FPS families, a postcard was mailed to all oncology professionals in the database, a billboard was displaced in the month of December.

In 2020, FPS promoted the brand and mission via the cornhole tournament. This community event sparked the initiative to promote FPS and its mission using the cornhole model. In 2022, FPS hired a Cornhole and Community Events Coordinator to build this initiative. The estimated goal is to reach over 3,500 new constituents in 22-23

2.4.2 Develop marketing and communication using all media pieces (print, social, varying geographic, etc.)

Status: Started. In 2020, to supplement email and print, FPS started to use texting as a form of communication.

In 2021- 2022, two new marketing campaigns were launched – mission possible and Monthly Memory Makers. In 2022, an inventory of all marketing materials is being conducted and updates will be made as needed to ensure effective, clear, and relevant information is being disseminated.

In 2022, Newsletters were consistent with the hiring of the development associate the FPS newsletters have been consistently delivered to the following groups using a brand awareness template that provides information about FPS. Newsletters: FPS advocates, FPS Nominator (Oncology healthcare professionals), FPS Respite Families, and FPS Volunteers.

In 2022-2023, Brand Awareness in line with the strategic goal of owning the word Respite and developing brand awareness with the general public FPS was featured in People Magazine article, Women's Day article, FIVE billboards in 5 different states, TV time on NBC for the Gala and ABC for the Walk.

Owning Respite, - purchasing all available domain names related to Takeabreak, Respite, For Pete's Sake, Pause on Purpose, Cornhole for Cancer

Strategic Plan: *Financial Stewardship*

Theme: *FPS will effectively execute its mission for an increased number of families by ensuring both annual operating revenue stability and long-term financial sustainability.*

Strategy: **3.1 Fiscal Model**

By December 2019, FPS will develop a model that supports the current and anticipated expansion needs, accounting for organic and strategic growth, with the fundamental fiscal requirements necessary to support expansion with emphasis on program, capital and personnel costs.

3.1.1 Key Personnel

Status: Completed. Created organizational chart with key personnel for the expansion and when in the process they would be hired as designated by the 6-year strategic plan.

3.1.2 Capital Costs needed for expansion

Status: In progress. Worked with Woodloch partners, Architects, and Building committee volunteers. to identify the capital cost of the development of a group respite. These plans are evolving as the campaign moves forward. In addition to the building and development capital costs and yearly budget of operating capital costs will be created.

3.1.3 Operating costs

Status: In progress. Worked with Woodloch partners to identify and verify the operating costs associated with the group respite community. The costs include on site operations and corporate costs related to service delivery. Additionally, capital costs yearly and long-term for operating the respite center.

Strategy: **3.2 Sustainable Sources**

By 2030, FPS will have 25% of its program costs from sustainable sources, including endowment, third party payments, planned giving, cause marketing and other sustainable opportunities.

3.2.1 Endowment

Status: In progress. Start of the capital campaign quiet phase endowment funds will be added to the current endowment.

3.2.2 Planned Giving

Status: In progress. Includes the search for a planned giving staff member who will dedicate their resources to this initiative

Long-Term Initiative:

3.2.3 25% sustainability of the respite center

Status: In progress. Based on the current detailed 6-year expansion model the sustainable sources would need to equal approximately \$20 Million dollars endowment to cover \$875 million of operating expenses of the FPS Respite Center. At the end of the 6-year plan \$7 Million will be in endowment.

In addition to Endowment, FPS is building a robust volunteer program that will offset labor costs and allows both participants and FPS Stakeholders to engage and support our onsite respite program

Strategy: **3.3 Third Party Support**

By June 2026, FPS will have the requisite criteria needed in an operating model in which a respite, or a portion thereof, is eligible for reimbursement from 3rd parties including health insurance, Medicare and self-insured entities.

Status: In progress. This will be addressed once the white paper is complete in June 2023. A splash page will be created and published in summer 2023.

Strategy: **3.4 Diversified Revenue Sources**

By 2026, FPS will have a diversified fundraising portfolio that incorporates all potential advancement resources required for financial stability.

Status: In progress. In addition to the current revenue sources, Annual Appeal, Special Events, Grants, Community Events, and gift in kind. The 6-year plan addresses hiring dedicated staff for revenue sources in the areas of: Planned giving, Corporate Partners, and dedicated staff in 7 regions.

Strategic Plan: *Operational Excellence*

Theme: *FPS will be the best practices nonprofit that utilizes all external and internal resources to affect the most efficient and effective delivery of its mission.*

Strategy: **4.1 Stakeholder Partnership**

FPS will be a transparent partner for all stakeholders to ensure stewardship, integrity, and trust in its daily operations and mission delivery.

4.1.1 Website

Status: Complete and ongoing. FPS provides all information on the website including, audited financials, 990s, annual report, scorecard details.

4.1.2 Shared Document

Status: Complete and ongoing. FPS provides all reports including financials, investments, cash flow, KPIs, and scorecard on a monthly basis. Updated the board manual and all related documents for the new fiscal year. Evaluations individually and as a group will be completed yearly.

4.1.3 Scheduled meetings

Status: Completed and ongoing. FPS schedules all board and committee meetings a year in advance.

Strategy: **4.2 Operational Efficiency**

By 2021, FPS will define an organizational structure with detailed role descriptions and responsibilities that encompass the organization's change in scale, development, discipline, and increased technology integration.

4.2.1 Key personnel

Status: In progress. In 2022-2023, a search for personnel was active throughout the fiscal year. In 2022 FPS was able to hire an Director, Corporate and Strategic Relationships, Events Manager, Cornhole Coordinator, Development associate, Database Manager and part time Grants Manager.

In 2022-2023, there are current candidates that have been selected to fill the Marketing and Communications Director role, Director of Annual Giving, and Development Director. These positions are expected to begin in early FY 23-24.

4.2.2 Technology

Status: ongoing.

Salesforce: BRD for Phase III completed and contracted with a Salesforce professional for correction of the current salesforce process initially implemented in 2019 as well as the automation of the nomination process and the documents required for Respite. This will save hundreds of hours of time for improving the

program processes. There will also be the next phase IV to add on the volunteer model to salesforce for the volunteer coordinator to manage volunteers.

Development: Implementation of classy and classy live to streamline the giving process and improve on the donor's experience visually and through the giving process. Continuing to work with Classy to improve their platform to streamline the FPS process and reporting.

4.2.3 Human Resources complete package

Status: Ongoing and revolving. The job descriptions for current staff are completed with benchmarks. New roles within FPS will need to be created and job descriptions completed.

Strategy:

4.3 Valued Personnel

FPS will maintain a committed and passionate workforce by valuing all employees and volunteers, providing access to training and allowing opportunities for personal growth and professional development.

4.3.1 Access to publications and organizations

Status: Ongoing. Provide the FPS team with training links for all of the operating platforms.

Classy and Classy live have weekly training that is being used to ensure we are up to date on all of the improvements made.

NXT: starting the best practices and manual for training of the team during the summer and fall of 2023.

Strategy:

4.4 Board Advancements

By 2024, FPS leadership at the Board, Regional Advisory Board and Operating Committee levels will have the most advantageous composition necessary to advance fiscal stability and sustainability efforts to advance the mission.

4.4.1 Calculation of composition

Status: Ongoing. The composition calculation is completed yearly. If there is a gap in the calculation FPS's governance committee

Strategic Plan: *Program Excellence*

Theme: *FPS will be the leader in the delivery of respite services to cancer patients between the ages of 21-55 within the FPS geographic footprint.*

Strategy: **5.1 Respite Experience**

FPS will define, execute and evaluate the respite experience to include varying respite forms so that FPS can meet the patient/caregiver/family needs at the time of nomination as defined by expected outcomes.

5.1.1 Update nomination process to enhance the nominators experience

Status: Ongoing. Updated nomination packet and made fillable for electronic transmission. Working with outside consultant to find the best way to automate the form and import into our program platform.

Strategy: **5.2 Post-Respite Outcomes**

FPS will maintain existing quality outcomes (greater than 3.75 composite) for post-respite evaluation with an 80% return rate from both oncologist professionals and patients, caregivers and their children.

5.2.1 Update evaluations after each respite and analyze outcomes

Status: Ongoing. Update the outcomes monthly and create presentation to be displayed on the website, Updated quarterly.

5.2.2 Update Nominator and patient evaluation responses monthly

Status: Ongoing. If the monthly calculation of returned evaluations falls below 80% an outreach will be completed by the Program department to follow up and return of the evaluations. In 2021, the levels were lower than prior years, each nominator was called and then mailed the forms for completion with a copy of the outcomes.

In 2021, program reviewed the evaluation process for the patient and changed to provide the evaluation at the end of respite by the FPS facilitator. This process has been successful with a 90% return rate.

In 2022, the program is reviewed the process of delivery and communication of the evaluations to the nominators to ensure FPS meets the target return percentage.

Strategy: **5.3 Continued Respite Outreach**

FPS will continue to explore effective continuum of care services for families returning home from respite travel to foster an increasingly engaged community.

5.3.1 Buildout the Respite Reinforced after each respite and analyze outcomes based on follow up post respite.

Status: Beginning. Finalized the family health pillars of respite with the continuum of care vision. Building out support beyond the respite with Respite Reinforced. In

2022-2023 FPS was able to start this with the angel program at the holidays, the holiday program for the respite families, family newsletter that is providing nutritional information for the families.

5.3.2 Buildout the Respite Reinforced after each respite using partners.

Status: Beginning. Finalized the family health pillars of respite with the continuum of care vision. Building out support beyond the respite with Respite Reinforced. In 2022-2023 FPS was able to start the discussion with partners to assist with podcasts and information to share with FPS Families that are in line with the health pillars. Uninvest for financial, Yoga instructor for mindfulness, and others to be outlined on the website in 23-24.

Strategy:

5.4 Stakeholder Collaboration

FPS will continually align the needs and expectations of FPS program stakeholders with the necessary resources available to support the growing number of respites and the desired outcomes.

Successful Execution of the Strategic Plan

- In implementing the Strategic Plan, For Pete's Sake will utilize initiative charters and will track progress on the last staff meeting of each month.
- The initiative statuses will be updated quarterly on Initiative Charters and measurements will be put into place.
- The CEO will report updates to the board at quarterly board meetings and through email as needed.
- Each Annual Meeting will be a forum to update the plan and discuss any outstanding charters requiring completion and those that face obstacles for successful completion.
- For Pete's Sake staff will meet with the ad hoc Strategic Planning Committee as needed.



Appendix A

Exhibit A

For Pete's Sake Cancer Respite Foundation Core Values

We Lead with Heart and Passion...

We know our mission is critical for families and empathize with all who struggle with cancer. Sometimes we can't help with respite, but we can help with compassion. We answer our phone knowing that the individual on the other end could be in crisis. We know that cancer doesn't know the time, so we don't rush time when talking to any of our stakeholders. We engage in passionate dialogue while being respectful and present to one another. Our mission is about people, so people are at our forefront always practicing the golden rule. We fill our hearts with gratitude and do not take anyone or anything for granted. We recognize that giving of ourselves is the best gift we can share!

We Execute with Excellence...

We deliver our best work the first time around and take pride in doing our work on time, on budget, and within our strategic framework. We ensure the highest level of service so that anyone who touches our organization understands our pursuit of excellence and the positive and successful outcomes we expect from our actions. We know that we will encounter bumps in the road, so we meet these challenges head-on and are committed to constant improvement with continuous growth and learning. We welcome constructive feedback and are committed to resolutions that promote continued excellence. We work hard, we work smart, and we collectively appreciate our role in ensuring that the FPS name is synonymous with excellence. When we evaluate our own work, we know that we have delivered the most highly valued experience to all our stakeholders. This is Excellence the FPS way!

We Work Together as a Team...

We are one team as colleagues, volunteers, supporters, and stakeholders. We create together, we succeed together, and we fail together. In doing so, we hold ourselves to the highest personal accountability for our own work product and understand our role in the team's success and failure. Cancer touches everyone and knows no boundaries so we as a team respect, embrace, and encourage diversity across all backgrounds including ethnic, economic, geographic, educational, and family units. Cancer touches us all.

We Appreciate Generosity...

FPS exists because of generous, kind people. We take this generosity and kindness to heart and appreciate the trust others have in our organization. We are transparent and authentic in our actions and our words with all stakeholders. Conflict and challenges will arise, so we talk about them with passion and respect. We do not make excuses and take responsibility for mistakes. We don't wait for problems to arise but are preemptory in expecting them and plan accordingly. Problems are challenges looking for resolution. We rely on trust in conversations and expect trust in return. We know that everyone has a role in FPS and we support this role.

We Embrace Creativity

We integrate fun, freedom, faith, and fulfillment in everything we do. We imagine new possibilities with an entrepreneurial spirit. We expect and embrace beneficial change and we fearlessly explore the road not taken. We know that we can't remain stagnate so we are always aspiring to be better and to do better. We brainstorm think big and bold. We use our minds to continue to explore, question and critique so that we are always anticipating the next best idea. We have fun together, enjoy being silly and serious, and always strive to be the best version of ourselves!

Value Proposition with Support Statements



1. Trusted 501(c)(3) organization with 22-year program history.

- a. Awarded certification under PANO Standards of Excellence Program, only one 191 nonprofits nationwide.
- b. Transparency on website with posting of all financials, planning and program outcome measures.
- c. Complete expanded listing with impact statements, Platinum status on Guidestar.org, four-star rating on Charity Navigator, and family reviews on GreatNonprofits.org.

2. Nomination process and program guidelines designed and continually evaluated by clinicians for their patients.

- a. Patient Advisory Committee comprised of nominating individuals from participating institutions.
- b. Meeting three times a year, this Committee has knowledgeable oversight of program and reviews all program-related inquiries and makes suggestions for continuous improvement.
- c. In place grievance procedure for all program participants with final appeal to the Patient Advisory Committee.

3. Provides Respite intervention for families suffering from the psychosocial, emotional, financial, spiritual and physical traumas associated with cancer.

- a. Ensure patient and family are placed in comfortable and secure environment.
- b. Patient coordinators work with each patient and family/caregiver to address individual needs presented at time of nomination.
- c. Patient has ability to customize the Respite Experience on a daily basis, thus retaining control in a cancer world that has spun out of control. Family Respite Experience augmented with personal items included in the Take a Break Box. All families are given a generous cash stipend for travel so no financial burden is placed upon the family.
- d. Ongoing support provided through the family's journey with cancer and acts as a catalyst for access to other resources and bereavement materials when necessary.
- e. Focus on the family as a whole with tailored materials for patient, caregiver and household family members of varying ages.

4. FPS respites evaluated by patients and the nominating physicians and nurses with clinically measurable patient improvement.

- a. Since 2005, FPS has gathered qualitative and quantitative measurements.
- b. Measurement tools are designed and evaluated by the Patient Advisory Committee.
- c. Oncology physicians and nurses, as part of their nominations, rate their patients before and after respite on a widely accepted 4.0 patient vitality scale; the comparative data shows significant improvement.

Value Proposition with Support Statements



- d. We did a blind study to evaluate improved connections not only within the immediate family unit, but with other natural societal connections including those relationships with one's medical team, one's work colleagues, one's neighborhood community and one's extended community. Research focused on strengthened family relationships, creation and improvement of channels for communication, more positive outlooks on life with cancer and improved patient compliance with treatments. The American Psychosocial Oncological Society selected our abstracted *Cancer Families' Intentional Respite Experience, Family Dynamics and Positive Outlook* to present at its annual meeting in March 2022. Click [here](#) to see the abstract.
- e. In 2019, FPS launched a pilot to study on the impact of Community Respite (i.e., Families traveling together yet have independent living quarters and limited communal activities) on outcomes related to measurable statistics and organic peer support. The results of this study, titled *Individual and community respite as supportive care for adult cancer patients, their caregivers and their families* were published by the leading oncology professional association, the American Society of Clinical Oncology (ASCO), in April 2020, and ongoing results are updated on our website in the Strategic Initiative [section](#).

5. FPS Respites provide powerful therapeutic benefits that augment traditional medical treatment.

- a. Psychosocial aspects of cancer have been extensively documented by professionals and the affects of will/hope/support play role in improving patient coping.
- b. FPS has received endorsement of role of respite care by leading authorities familiar with FPS's program. Including Dr. Ruth McCorkle who commented, "The role of one's spirit when facing cancer should never be underestimated. For Pete's Sake strengthens the spirit and in turn, arms a patient for one of life's most challenging journeys."
- c. Qualitative measures on patient evaluation forms demonstrate the therapeutic benefits of Respite for patient/caregiver/family's outlook with cancer.
- d. Monthly patient stories highlight benefits specific to individual patients.

6. Outstanding service model with 22 years of focus in the Pennsylvania tri-state area with growing outreach to new geographic locations. Strong collaborations with other nonprofit organizations.

- a. Recent expansion with New York Chapter.
- b. FPS now serves a five-state region. (PA, NJ, NY, DE, and MD) With plans to expand to fifteen states by 2025.

7. Potential to leverage successful model to assist more families.

- a. Introduction of national partners would increase in-kind donations and decrease total cash component needed per Respite Experience.
- b. Promote operational efficiency with select travel partners, natural (and national) cause marketing partners, etc.

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- c. Currently studying the potential for a joint venture Respite Center, the first of its kind in the United States, that would be a permanent Respite destination and allow for expansion with cancer centers along the Northeast corridor.

8. Enhanced web and social network technology will facilitate operating efficiencies and costs and enhance sustainability through growing and loyal beneficiary network.

- a. Promote use of person to person fundraising websites for community events and expansion of For Pete's Sake, Walk!
- b. Strong presence on Social Media, allowing patients to share their own photos and videos in real time while on respite.
- c. Patient story gallery that highlights the difference a respite makes.
- d. Ability to join Monthly Memory Makers online, saving mailing costs and giving donors the ability to give sustaining donations.
- e. Strong community event presence, giving coordinators ownership of the fundraising events they create and honoring their contribution to supporting the mission of FPS.

9. Funding is highly leveraged and with efficiencies, organization can continue to serve more and more families each year.

- a. Detailed financial plan, reviewed by both FPS Finance Committee and the Board of Directors, with projections based upon current costs that highlight growth revenue and operational expenses is available to explain growth potential.
- b. Strategic Plan that focuses all stakeholders on long term sustainability with reserves, endowment, monthly giving and social enterprise.

10. For Pete's Sake Cancer Respite Foundation is a transformative philanthropic opportunity that will help thousands of families in the journey with cancer.

- a. FPS is "undefeated" in that every family is absolutely better able to confront the challenges of arduous treatment and/or endure the wrenching loss of a loved one. We make memories for a lifetime.
- b. FPS is a critical component of the continuum of care for cancer patients and their families.