



Overcoming Hurdles to
Show The Way

2018/19

ANNUAL REPORT

 **DELTA**
COMMUNITY SUPPORTS
42 YEARS OF SUPPORTIVE EMPOWERMENT



“We are embracing three key operating strategies that will help ensure that every person we serve will have the greatest potential for individual growth, quality of life and successful personal outcomes.”

At Delta Community Supports, we’ve made it our life’s work to enhance the lives of service recipients through highly effective, evidence-based practices that enable them to attain optimal health, skill development, educational achievement, and social engagement. These assets help people live independently as contributing members of their communities. Our approach incorporates complex, interrelated objectives that go well beyond mere custodial care. We began refining it 42 years ago, when the first twenty people we served were emancipated from institutional confinement and brought into community life where they could grow and flourish. We have made it our mission to kindle the potential for growth, personal expression, and enjoyment of full citizenship in every person we serve.

Thanks to the conscientious work of our dedicated staff, Delta has a strong record of delivering on the promises we make to our service recipients. Our staff is the primary resource that allows us to fulfill our mission. We are blessed with a growing contingent of dedicated and skilled social workers, direct support professionals, management, and support staff. Maintaining workforce stability is the most difficult challenge faced by all service providers, so Delta has selected this as our primary strategic focus. Our goal is to achieve benchmark personnel retention, employee satisfaction, and staff engagement.

A second strategic focus is on service quality and effectiveness. Delta has long been a data driven, evidence-based organization. We operate on the Baldrige Principles of performance excellence. Delta staff members continually develop better work processes to achieve more significant outcomes in the lives of our service recipients.

Our third strategic focus is on organizational quality, accountability and sustainability. In Pennsylvania and New Jersey, administrators of intellectual and developmental disabilities programs continue to respond to expected changes in federal funding, the potential for some form of managed care, value-based contracting, and several other trends. Our intention is to remain a benchmark organization for achieving excellent client outcomes which will attract opportunities for continued growth. Through collaboration with colleague organizations, we expect to keep improving the work we all do in order to achieve the best possible results for the people we serve.

Each of these strategies is lived out daily in the relationships we cultivate with the people we assist and those who aide us in that effort. The stories in this report are a sampling of how our work fulfills our mission. We are grateful for the remarkable Delta Board and staff, and we especially value the friends that we are privileged to serve.

David A. Wyher
President/CEO

At Delta, we value the contributions made by all of our staff members.

But there are some employees, like Walter Hardy, whose record stands out from the crowd.



Walter has worked at Delta for 28 years and throughout his tenure he has offered consistent, caring support to men with developmental disabilities. Many of the people he cares for demonstrate conflictive behaviors like hitting themselves or tearing at their clothes. Some can't speak at all, but Walter has developed a keen sense of observation that helps him figure out what they need. He says that he tries not to look at their actions as "behaviors", but as a form of communication with small nuances that he must be patient and attentive to understand.

In his work with Delta clients, Walter has invented creative supports that calm those in distress



and help them change self-harming behaviors. Walter describes his approach as "taking his own shoes off and putting their shoes on." While working with Steven, a young man who chronically hit himself, Walter noticed that Steven was fascinated by a piece of shiny silver paper. The paper stimulated Steven while also keeping his hands busy. Walter also discovered that Steven liked the texture of a potato chip bag. When Steven could play with one, he stopped hitting himself. By offering Steven these simple but unusual distractions, he helped Steven change his behavior. Since these strategies helped improve Steven's daily quality of life, Walter also shared the techniques with Steven's family, creating a video that helped them learn how to do the same things.

For this and other countless contributions, PA Resources for Autism and Intellectual Disabilities (PAR) selected Walter Hardy as their 2018 Direct Service Professional of the Year. This statewide

organization recognized Walter for the compassion and insight he brings to his roles as supervisor, co-worker and counselor. In addition to providing daily support in the group home he supervises, Walter also trains Delta employees in Staff Effectiveness and Safety Techniques and serves as a peer mentor. The best training Walter offers, however, is the example he provides in the workplace every day. He is a positive role model who actively demonstrates the patience and compassion he teaches — even when working with very challenging residents.

Walter says he's learned from his mentors at Delta that "everything matters and paying attention is our job". By practicing these precepts, Walter has become a pillar of support for those in need. Outside of Delta, Walter employs the same concepts in his roles as husband and father. His efforts have guided one son into biology studies at University of the Sciences while his younger son finishes high school. Walter hopes they'll both have careers that give them the same satisfaction he's found in his.

While most of Delta's services are delivered on demand to individual clients, the agency also operates programs in community settings.

Delta works in several Philadelphia public high schools where young people desperately need support from adults.

According to research from the Policy Lab of Children's Hospital of Philadelphia, about 20 percent of high school students in the School District of Philadelphia (SDP) have had involvement with the City's Department of Human Services (DHS). Almost half of the high schools in the SDP serve more than 100 young people with DHS cases.

Funding cuts have forced the SDP to eliminate many non-teaching positions, including counselors. Students often find that there is no trusted adult who can help them navigate tough problems. To help fill this gap, Delta has been implementing the Teen Outreach Program® (TOP®) for the past three years. TOP® is an evidence-based program that helps teenagers learn strategies for risk reduction. The program promotes youth development through club activities that pair a dialogue-driven curriculum with community service. TOP® sessions also give young people a chance to discuss complex issues with a caring adult in a small group setting.

Being a TOP® facilitator requires real sensitivity to the way teens think. Tiffane Floyd has been one of Delta's TOP® facilitators for several years. She's seen what works, first hand. Tiffane says,

"The most important thing is the attitude and the character of the facilitator. Teens tend to pick up on insincerity. If you're on the caring side and you show concern, they gravitate more to that and they share more."

She also sees a difference in how the atmosphere of a school can influence student behavior. In certain schools, for example, "things are more chaotic and there is more miscommunication so the students are not as receptive."

Tiffane's task, as she sees it, is to "put herself in their shoes. I have to be non-judgmental. Sometimes they do things that are shocking but I handle it without reacting. They are learning that some of what they do and say is not appropriate, but I have to communicate that in a way that isn't caustic." Since one of the main themes of the program is to treat others as you want to be treated, it is essential that TOP® facilitators practice what they preach.



In her time as a program facilitator, she has seen growth in her students. Tiffane says, "It's satisfying to see them begin to understand their wrongdoings and learn to make appropriate corrections in their behavior. Their level of maturity changes and they have better interactions with their peers." These results are highly valued by other community stakeholders -- like parents, teachers and employers. Delta's TOP® program has also attracted the financial support of the Pew Fund for Health and Human Services. Because the program helps youth learn social and emotional skills needed for success in school, work and family relationships Delta's TOP® program has the potential to help change lives in dramatic, enduring ways.



Most of us have more strength than we know.

Difficult situations have a way of helping us find power to overcome problems.

Growing up in foster care raises the odds that a young person will face big challenges – often with no adult support to help them solve major problems. Early in life, Rasheeda lived through many cycles of loss and hardship. When a false report was made against her father, DHS took Rasheeda out of her home and placed her in care. Her mom and sister ended up living in a shelter. With no money to fix up their house, her dad eventually lost their home and moved into a shelter, too.

During these hard years before she found Delta, Rasheeda felt stuck in a negative environment. She remembered what it was like to have a loving mother and the daily verbal abuse in her foster home stung. Rasheeda finally found solace in a new relationship when she discovered she had a brother. They quickly formed a close bond.

Three years after they met, her brother was killed in a motorcycle

accident. Then her biological mother suffered through TB and cancer before passing away, too. As Rasheeda puts it, “Grief was just a revolving door.” Yet somehow, she survived these experiences with a growing sense of her inner power and spirituality.

With help from Delta, Rasheeda found ways to turn her trials into opportunities for learning. She says,

“I never wanted to play the victim. Despite all the loss, I always just remain hopeful.”

She entered Delta’s Supervised Independent Living (SIL) program before aging out of care. SIL gave Rasheeda residential stability and emotional support while she looked for work.

After leaving SIL, Rasheeda stayed employed but she only made enough money to rent space on a

couch in an overcrowded house. Once more, Rasheeda reached out to Delta and Carmen Davenport was there for her. Carmen says, “Sometimes she would call me at midnight. I knew I had to answer even if I couldn’t do much.”

Carmen saw that Rasheeda had something special. She had endured almost every kind of tragedy imaginable but she was blessed with uncommon resilience. Carmen helped Rasheeda get a job counseling SIL youth at Delta, where she has excelled. Rasheeda says, “Delta has been really supportive through every aspect of my life.” Her work now supports Delta, too, where her caring efforts help transform the lives of other SIL youth.





It takes a special environment to make people with profound developmental challenges feel at home.

At the most basic level, individuals with serious disabilities must feel safe and have confidence that those around them will provide the right kind of support.

Not all providers succeed at delivering the essential ingredients needed to help people flourish. Before Rachel arrived at Delta's Pomeroy home, the young woman suffered through a terrible event when a different agency put her safety in jeopardy. Once her family was able to move her to Pomeroy, Delta staff members worked very hard to make Rachel's new home a safe and comforting place that would restore her trust, her health, and her spirit.

Rachel's first year was tough. During 2017 she needed significant pain medication to relieve her physical suffering. Scar tissue kept her from moving freely so she also required extensive therapy to keep her limbs mobile. At first, Rachel was very unhappy for obvious reasons. But after months of caring and comprehensive treatment, she now seems to be free of chronic pain. Although she once felt great discomfort in a conventional chair, today she can sit in an upright position and she even does yoga exercises. The staff has discovered that Rachel is so flexible she can somehow get her toes to her head! Now that she's experiencing much more happiness, Rachel also expresses more positive emotions. She laughs with delight when staff

members play music for her. Though she wasn't able to feed herself when she arrived, Rachel can now hold a fork or spoon and eat with a modest amount of supervision.

Rachel's journey to recovery isn't over yet and she's still learning to deal with some challenges. She's started getting occupational therapy to help her to stop biting her chair. Staff members are also trying to identify appropriate distractions that will prevent her from biting herself. But Sherrice, who works with Rachel at Pomeroy, believes this resilient young woman has the potential for much more growth now that her physical condition has improved in such a dramatic way. Instead of staying in her chair, Rachel now likes to exercise her muscles – and her independence – by moving around the house on her own. The next step is to see if she's ready for participation in a day program. This would allow her to spend more time with peers from Pomeroy who've forged a strong bond with her. Seeing her today, it's hard to imagine the struggle she's been through but she seems to have achieved something we all strive for: Rachel is finally happy.

Patrece is a 20-year old woman who is learning to love herself again.

Her journey in pursuit of emotional health took her through North Carolina, Georgia, Alabama, and Florida – then back to Philadelphia where Patrece's saga began.

As a teen, she received foster care services in Philly and one of her teachers adopted her. The adoption gave her a sense of stability that helped her graduate from a rigorous charter school. Since she had family members in Greensburg, Patrece thought North Carolina might be a good place to enroll in college. Though she started out with high hopes, a year later she was stuck in a toxic relationship that made her feel terribly unhealthy.

When she sought medical care, Patrece received prescriptions for depression and anxiety, but they didn't give her the kind of healing she craved. In her view, "Healing starts with the physical and the emotional -- the spiritual and the mental." With the help of a social worker Patrece found Delta's Supervised Independent Living (SIL) program. A Delta counselor placed Patrece in an apartment so she'd have somewhere to live as she aged out of care and completed job training. She says, "Delta provided me with the opportunity to create a safe haven for myself."

Patrece enrolled in a culinary program operated by Communities in Schools of Philadelphia,

Delta's training partner. For many students, culinary training means learning to cook. But when the catering company she worked with got a contract to feed people in hurricane disaster areas, Patrece went along to complete her certification and do community service. It was a profound experience that expanded her concept of healing. She says, "Your eating habits will affect your emotions, so I want to help people change their eating habits and develop a healthy lifestyle."

Now Patrece realizes that she must learn more to fulfill her goal of launching a healing retreat for others. She'd like to visit India to get her Reiki certification and wants to study Ayurveda medicine. In the meantime, she's getting to know family members she discovered through Delta's Child Prep process. Last year she met her dad for the first time and discovered that she has 14 siblings! The Delta social work team is amazed at Patrece's growth and commitment to building a life that reflects her vision. Patrece values their support and says, "Delta respects me. They are helping me to become more like an adult and I need to get ready for that."

"Delta respects me. They are helping me to become more like an adult and I need to get ready for that."





Many have moved through five or six foster homes and have no trusted adult to help them navigate these challenges. To guide youth through these obstacles, Delta's Supervised Independent Living (SIL) program provides a transitional residence for older teens preparing to live independently once they leave foster care. Youth receive counseling, mentoring, life skills training, and other forms of assistance. These services are essential to keep youth from ending up homeless. But without workforce credentials, the goal of independent living is unrealistic.

That's where partnerships with other providers can make a world of difference. Delta's Family Services Division has built a mutually beneficial collaboration with Communities in Schools of Philadelphia (CISPHL). Last year CISPHL launched Employment 2Day for a Better Tomorrow, a workforce preparation program designed to serve youth aging out of foster care. Participants are eligible for several months of academic preparation to help them finish a high school diploma or GED. After that, youth are assigned to a career exploration track in Healthcare, Culinary Arts, or the Construction trades. Youth move through workforce training sessions before they are assigned to job experience internships with partners like the American Red Cross, Ambrosia Food Group, and Trades for a Difference. At that point, they transition to an industry-approved training program, job placement, or post-secondary placement.

The two agencies share a commitment to youth that has fueled a strong, productive collaboration. Delta created a referral process with CISPHL to ensure that foster care youth are supported throughout the program. Nyne Sellers from CISPHL noted that, "The openness and the referral process with Delta is wonderful. Rasheeda takes the names and submits referrals online to them. Our staff can reach back and let her know who is showing up. The process has been simple and easy."

Although participants are enthusiastic, they face hurdles completing industry credentials even when they are fully committed. Colette Butler, another

The people Delta assists often face problems that can't be resolved with our services alone.

Consider the situation of a young person leaving foster care at age 21. Once they age out of services, they have to find a job, a place to live, medical care and — if they've had a child — they need childcare in order to work.

CISPHL adviser found, "The biggest challenge for participants is childcare. About half of the youth in the program have kids." It takes tremendous effort to follow through but Colette says, "Seeing the resiliency in some of these young people is amazing. Sometimes youth who really want to advance arrive before the staff does because they are so eager to take the next step."

One of Delta's program participants desperately wanted to get her certification but she had to complete a clinical program. Shannon has three sons and wasn't sure how to solve the childcare problem while she completed her clinical hours. Her first thought was to place her children in foster care temporarily so she could get the credential she needed to support her family. It sounds rash, but it was a solution that made sense in Shannon's world. Thank goodness her support team from Delta and CISPHL helped her find other childcare so she could finish. At Shannon's graduation, employers were sitting in the back of the room and she set up job interviews for the following week. It takes strong, caring partners to create this type of pathbreaking success for youth who deserve a better life.



It's a common belief that everyone has a gift.

People who identify their gifts early can share them with others and use them to guide the forward progress of their lives.

Not everyone can explain their skills and interests. In the case of people with developmental disabilities, their talents may be obscured by unusual behavior. Delta has over forty years of experience operating supportive homes for these unique individuals. The caring staff at Delta's Duval Street home in Bridgewater, NJ employs best practices to reveal the gifts of residents and use them in constructive ways.

Duval Street was launched as a more modern facility for residents who'd been living in an older site. The previous location had male and female bedrooms located on separate floors. While Duval Street is better equipped, its ranch-style design has all rooms on one level. There was some concern about how each resident would react to the new co-ed environment.

Denise, a long time Delta housing supervisor, knew the move had to be managed with care.

During the transition to the new building, Delta staff assured all four residents that they would be safe and comfortable in the new house. They set up detailed, focused routines to support the unique needs of each resident. Today, staff and residents have positive relationships that mirror the strengths of a true family.

This comforting environment is a blessing for everyone. One resident, Glenn, is 66 years old and legally blind. In the past, his frustrations often got the best of him. Eva, his Delta aide, says, "Glenn finds it difficult to communicate what he needs. I had to learn his ways of communicating." After a year in his new home, Glenn's combative side has disappeared. He's much more

at ease and willing to share a gift of great magnitude: he's an excellent pianist. Glenn likes to talk about his musical life: "I was five when I started playing. I love the Beatles."

Now Glenn travels to perform mini-concerts at nursing homes and he's not the only resident flourishing at Duval Street. Joycie is 61 and she enjoys helping staff ensure that everyone takes lunch and a jacket when they leave the house. Joycie also loves to attend Delta Social Club events with housemate Evelyn and residents from other Delta homes. While going out offers a nice change of pace, Duval Street residents are happy to return. They have exclusive seats for Glenn's piano concerts, which showcase his gifts in a way we can all applaud.

Delta Community Supports' Leadership Team is fully committed to our stated mission and the communities we serve.

Each member of our Leadership Team shares the same compassion in helping those in need to build better lives and to achieve their life goals for themselves and their families.



Edward A. Sutherland
Treasurer



Kerry Krieger
Director of Family Services



Nanette Wolf
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Bruce Sparks
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Rob Schussler
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*Thank You to our Board of Directors
for their dedicated service*

Statement of Activities

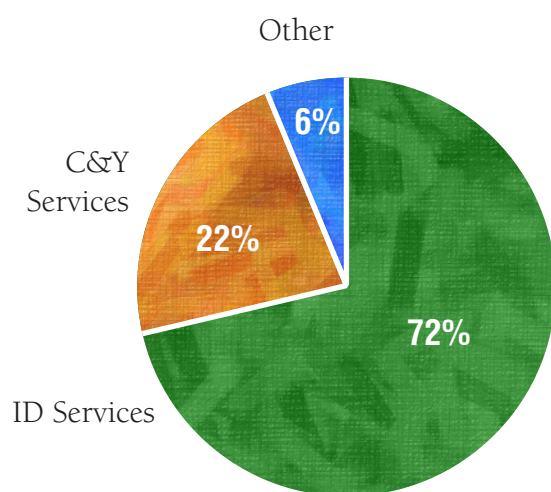
Total Services (Year ended in 2018)

Revenues:

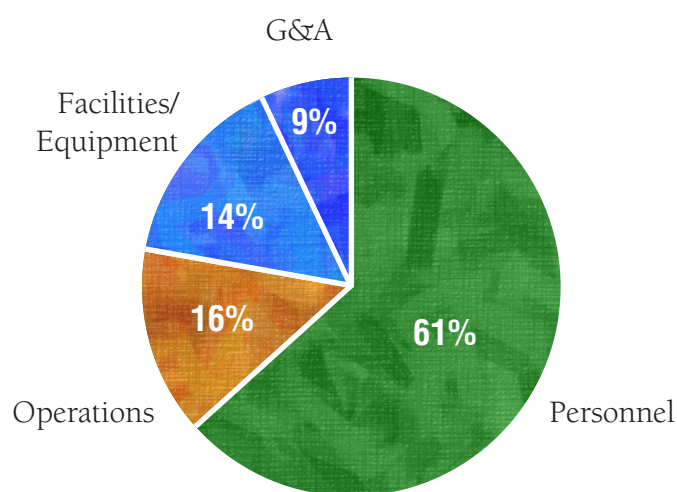
Public Support - ID Services *	\$	28,811,517
Public Support - C&Y Services **	\$	8,688,657
Private Support & Other	\$	2,332,917
Total Revenues	\$	39,833,091

Functional Expenses:

Personnel	\$	\$23,011,020
Operations	\$	\$5,885,163
Facilities/Equipment	\$	\$5,401,256
Administrative (G&A)	\$	\$3,390,172
Total Expenses	\$	\$37,687,611



Revenues



Functional Expenses

* Intellectual Disabilities Services
** Children & Youth Services

Intellectual and Developmental Disability Services:

Community Living, Supported Living,
Supervised Apartments, Respite, In-Home Supports,
Community Based Supports, Day Habilitation,
Supported Employment, Lifesharing

Children and Youth Services:

General Foster Care, Medical Foster Care, Treatment
Foster Care, Kinship Care, Emergency Foster Care,
Adoption Services, Teen Outreach Program® (TOP®),
Supervised Independent Living (SIL)

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