



Case Study for Transformation: Becoming a Vibrant Community Based Organization

The Story of Shadowfax York, Pennsylvania

CONNECTICUT PROVIDER TRANSFORMATION CONFERENCE

MAY 14, 2019

The Beginning of the Journey

- Shadowfax was founded over 30 years ago
- Serves 90 people in 27 residential homes
- **Served over 200 people in facility based work centers and facility based day services**
- Two employment specialists just recently trained in customized employment



History of Sustainable Contract Work



Shadowfax partners with over 20 area businesses and specializes in hand packaging and assembly operations. The program encourages the development of industry compatible attitudes, behavior, quality control, productivity, and work tolerance consistent with each person's interests and abilities. Workers receive pay for each piece of work that they produce. Shadowfax holds a 14c certificate and abides by the provisions of the Workforce Innovation and Opportunity Act.

Opportunities and Strengths

- Pennsylvania restructured funding to support community based supports
- Robust hourly fee for individualized employment supports and job finding
- Commitment and enthusiasm from Director of Day Services
- Core staff with enthusiasm and understanding of the value of CIE and community based supports
- Technical Assistance through Pennsylvania Provider Transformation Initiative

Challenges

- Resistance and fear of change among both staff and individuals
- Shortage of enough direct support staff to enable smaller ratios and community based supports
- State mandate established deadline for community integration (Opportunity as well)
- Contract with VR had lapsed and pipeline for DD employment funding very slow

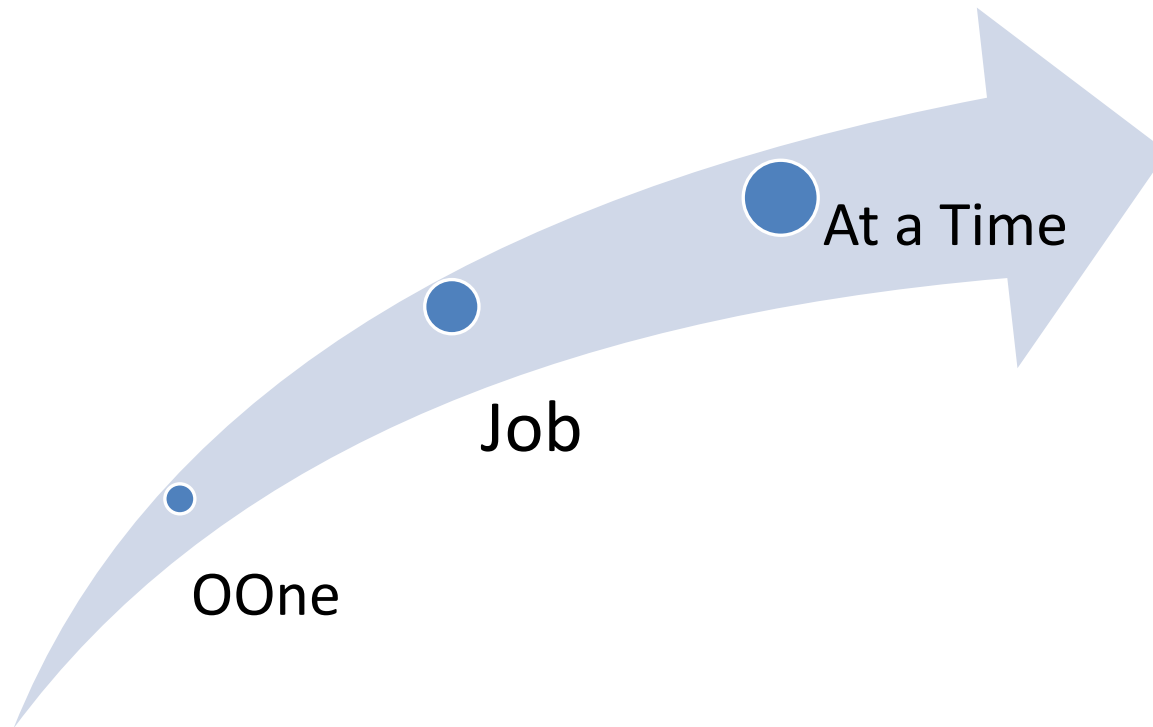
A Recent Snapshot.....



Midway through a Successful Journey

- 53 people actively engaged in community based activities in groups of two and three or individually
- Activities include volunteering at senior centers, food banks, community gardens, horse farm, nursing homes, animal shelters, etc.
- Plan is for twenty four more people to be engaged in community based activities by July 1, 2019
- Many individuals who wanted to stay in facility now asking for community activities.
- Facility based staff interested in community supports

Piloting Customized Employment



- Kitchen Assistant – Small Catering Company
- Housekeeping at Marriot Hotel
- Gardening at Local Farm/Kitchen Tasks at Orchard
- Janitorial Work at Post Office
- Stock work at Tractor Store

The Technical Assistance Process

Shadowfax Completes Self-Assessment



Onsite Visit



Report with Recommendations



Shadowfax Develops Action Plan



Implementation of Action Plan and TA

Long term Transformation Goals

1. Individuals in day services programs will spend significant portions of their week in community based activities.

1. The majority of people currently supported in Shadowfax's facility based day and workshop programs will obtain competitive integrated employment through part-time or full time employment.

The Action Plan

- I. Shadowfax will develop a strategic plan to set out specific steps to achieving its community based and employment goals***
- II. Update Shadowfax's website to incorporate an employer focus and highlight competitive integrated employment and community based services and partnerships.***
- III. Increase day services and employment team's capacity to develop and support individuals in community based competitive integrated employment and day services***

Shadowfax Strategic Plan

- Closed the Workshop Door
- Set specific timelines for engaging people in community activities and enrolling into employment
- Temporary halt on enrollments into day program
- Planned specific steps to accomplish work in areas of workforce development, program operations and person centered planning and mapping
- Ongoing focus on communications including website and newsletters

Website and Newsletter Highlight Community Based Supports

Being a valued, engaged member of the community is much more than merely being present in the community. It is developing friendships, pursuing dreams, sharing interests and giving back. Community Participation Supports is a vital component of the services we offer. We believe all people deserve the same opportunities and are entitled to the same resources.



And What Community Supports Looks Like

Staff encourage people to participate in various volunteer opportunities, exploring new interests, developing meaningful relationships, and increasing skills in every area of their lives.

People are making a difference in our community by volunteering throughout York County. Volunteer sites include: socializing and playing games with residents at nursing homes as well as helping out in the dining areas; stocking shelves and helping needy residents of York City at various food banks and local charities; cleaning stalls and grooming horses at a horse farm; various clean up and organization at therapeutic stables; helping with planting, watering, weeding harvesting, weighing and measuring, cleaning and distributing produce to needy families in York through community gardens. People develop new skills and work habits, and meet new people. They are matched with volunteer opportunities based on their interests.

Website and Newsletter Highlight Competitive Integrated Employment



Having a job is an important part of establishing social roles, personal well-being, and being part of the community. We encourage people to pursue employment. Shadowfax is committed to providing people the supports they want and need to obtain a job that matches their interests and abilities.

And How Employment Works.....

Employment Specialists help with every aspect of job finding and development so that each person finds a job that suits that person. Each person's interests, job preferences and skills are explored and assessed.Community outings may be used to help each person to identify and express their interests. Employment Specialists may spend time in someone's home setting, with family or staff, to come to understand each person's abilities, desires, and needs We work with prospective employers to best understand their processes and procedures and ways in which each person might add value through a unique engagement with that business.



Expanding Workforce Capacity and Engagement

- Increased hourly wage to attract direct support staff
- Brought in guest speaker to orient all staff to customized employment and community based work
- Focused on hiring new staff with interest in community based work
- Leadership attendance at orientation to emphasize community based mission
- Regular team meetings focusing on discovery and community partnerships

Focus on Program Operations and Structure

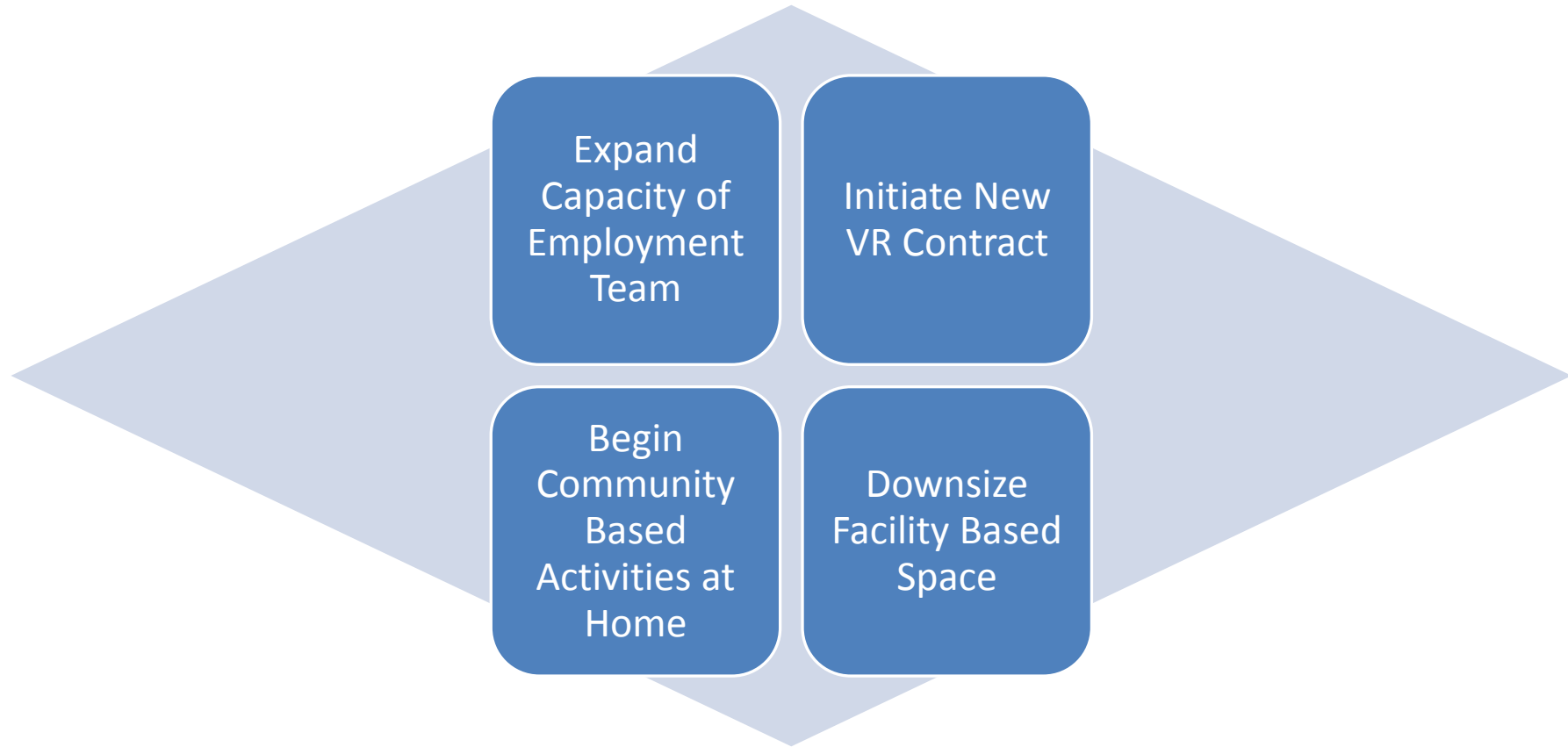
Increased number of program specialists to reduce caseloads

Focused program specialist on community resource development and mapping interests

Create staffing capacity focused on scheduling direct support staff to manage varied schedules.

In the process of revising job descriptions

Next Steps in Transformation



Questions



Group Discussion Questions

- Discuss ways to braid funding to develop more robust community based services.
- Discuss ways you can support development of staff that are well trained to provide employment supports and meaningful community based activities.
- Think together about community partnerships that can enhance your work
- How might you or have you reorganized supports and services to support employment first and transformation