



Job Development (CES:JD)
Program Measurement and Management Report
 July 2020—June2021

Vocational Placement Plan-Effectiveness

Domain	Objective	Indicator	Target	Result
Effectiveness	Individual secure employment	% of clients who are unemployed and seeking employment or those who are employed and looking for another position that secure employment at least once during the timeframe.	50%	68%
		% of clients that that were placed after receiving a situational assessment.	40%	42%
	Employment specialists will establish employment contacts	# of employer contacts per quarter	144	144
		% of unemployed clients who are unemployed and seeking employment or those who are employed and looking for another position that procured 1 or more interviews	75%	76%

Indicator#1: % of clients who are unemployed and seeking employment or those who are employed and looking for another position that secure employment at least once during the timeframe.

This targeted number is based on and/or loosely correlated to our contractual measure of percentage of active clients who are to be employed at any given time. Exceeding the target has been a result of the combined effectiveness of rapid job search, disciplined follow through coupled with consistent outreach to potential employers.

Indicator #2: % of clients that that were placed after receiving a situational assessment.

This number is representing the clients that have been offered competitive employment after a situational assessment, following the completion of a work experience. Though we narrowly met our target, the number is an indication that even while the Vocational staff is serving the “most in need” population, these individuals have the ability to work competitively after receiving some sort of assistance from a job coach / or employment specialist. Additionally, this service is unique because not all situational assessments are for hire; about half are strictly for job preparedness and training. Even with employers being informed that one of the programs are “not for hire,” they were still very impressed and interested with moving forward to competitive employment.

Indicator 3: # of employer contacts per quarter.

This target indicator is reflective of the best-practices IPS model that governs our contractual requirement of our funder. Covid-19 did alter the method of contact for period of the year, Whereas typically each employment specialist would make six face to face contacts with employers, telephonic contact was utilized at varying times of the year for safety precautions.

Indicator 4: % of unemployed clients who are unemployed and seeking employment or those who are employed and looking for another position that procured 1 or more interviews

This number is consistent with the IPS model of Supported Employment we follow. With its emphasis on rapid job search, we are typically submitting applications to employers within a few times of meeting a client. Additionally, it is our job developing strategy to conduct follow up initiatives within potential employers within seven days of a submitted application. Additionally, if a client chooses to disclose, advocacy on the part of their employment specialist can help drive this measure.

Domain	Objective	Indicator	Action Plan	Responsible Party	Target Date
Effectiveness	Individual secure employment	% of clients who are unemployed and seeking employment or those who are employed and looking for another position that secure employment at least once during the timeframe.	Employment Specialists will continue their practice of rapid job search, and disciplined follow through coupled with consistent outreach to potential employers.	Employment Coordinator	6/30/2021
		% of clients that that were placed after receiving a situational assessment.	Employment Specialist will continue to work with each individual to ensure that they are feeling confident and comfortable while participating in the situational assessment. This will help the individual create natural supports and feel confident while strengthening their independence.	Employment Coordinator	6/30/2021
	Employment specialists will establish employment contacts	# of employer contacts per quarter	Employment Specialists will continue their practices of establishing six employer contacts per week.	Employment Coordinator	6/30/2021
		% of unemployed clients who are unemployed and seeking employment or those who are employed and looking for another position that procured 1 or more interviews	DMHAS-Employment Specialists will continue their practice of rapid job search for clients. Additionally, if an interview is not procured within 30 days for clients who have chosen not to disclose, the topic of disclosure will be revisited with an emphasis on the advocacy that can be provided for the client upon disclosure.	Employment Coordinator	6/30/2021

Satisfaction & experience of person’s served

Domain	Objective	Indicator	Target	Result
Satisfaction & Experience of Persons Served	Individual indicates favorable impression of the company.	% of clients that have a favorable impression of the company.	85%	100%
		% of clients that would recommend this agency to a friend or family member	85%	95%
	Individual indicates favorable impression of services received.	% of clients that indicate that the staff were responsive to their needs	85%	100%
		% of clients that report their expectations for their services were met.	85%	100%

Indicator#1: All SEM, SA, or Placement clients that returned a survey with a good (agree) or excellent (strongly agree) score in the stated timeframe.

- After analyzing our client survey data, of the clients served they all indicated a "good" or "excellent" rating. However, this set of participants does not include ALL the individuals served within the timeframe. Even though this is not all the served individuals, they all agreed to having a favorable impression of the agency. The result of 100% from the surveyed clients are a result of the hard work of the Vocational Department staff.

Indicator #2: DMHAS SEM clients that returned a survey during the state timeframe that rated either Strongly Agreed or agreed.

- This number is reflective of the client-centered approach that the IPS model promotes. Great attention is given to making sure that the services rendered are what the person being served had communicated that they want/need. There is continual feedback loop that ensures cyclical check-ins to ensure that this remains the case for period of time they are receiving services.

Indicator #3: All SEM, SA, and Placement clients that returned a survey with a good (agree) or excellent (strongly agree) score in the stated timeframe.

- Of the participants surveyed, they indicated either a "good" or "excellent" rating in staff being responsive to their needs. This supports the Vocational staffs' dedication to providing support to everyone on their caseload. Though, not every individual served was able to take/ submit the survey in time for the review, the data is similar client surveys given in the past.

Indicator #4: All SEM, SA and Placement clients that returned a survey with a good (agree) or excellent (strongly agree) score in the stated timeframe.

- Of the participants surveyed, they all indicated either a "good" or "excellent" rating in their expectations being met by the agency. This supports the mission of the Vocational Department succeeding in assisting everyone to meet their goals and providing positive advocacy to foster success.

Domain	Objective	Indicator	Action Plan	Responsible Party	Target Date
Satisfaction & Experience of Persons Served	Individual indicates favorable impression of the company.	% of clients that have a favorable impression of the company.	The Vocational Department will continue to distribute the client surveys to everyone served. The department will also continue to work hard to produce results and deliver quality services.	Employment coordinator	6/30/2021
		% of clients that would recommend this agency to a friend or family member	Employment Specialists will continue to deliver individualized, client-driven services and continue to check in with clients as to whether all their needs are being met/addressed.	Employment coordinator	6/30/2021
	Individual indicates favorable impression of services received	% of clients that indicate that the staff were responsive to their needs	The Vocational Department will continue to respond to the needs of individuals served in a timely manner. If this is a practice that is continued throughout the year, Easterseals will continue to score above average in this area.	Employment coordinator	6/30/2021
		% of clients that report their expectations for their services were met.	The Vocational Department will continue to ask the questions and follow the individual's referral to assure that they are getting their expectations met throughout the programs/ services that they are referred for. It is within Easterseals best practices to work alongside the individual and develop a plan/ goal that can be accomplished.	Employment coordinator	6/30/2021

Domain	Objective	Indicator	Target	Result
Satisfaction & Experience of stakeholders	% of stakeholders that indicate overall satisfaction with the company	% of stakeholders that indicate overall satisfaction with the company.	80%	100%
		% of stakeholders that indicate information regarding the program was accurate.	80%	100%
	Individual indicates favorable impression of services received	% of stakeholders that indicate service expectations were met.	80%	88%
		% of stakeholders that indicate promptness in staff to address potential issues.	80%	88%

Individual indicates favorable impression of program provider (Easterseals) (Excellent/ Good rating)

Indicator #1: % of stakeholders that indicate overall satisfaction with the company

- These results are based on two or more counselors surveyed within Easterseals funding sources: These results indicated that the stakeholders were satisfied with the overall impression of the company. This is a very ideal number because it shows the consistency with program delivery, case management, and overall work ethic of the Vocational Department.

Indicator #2: % of stakeholders that indicate information regarding the program was accurate

- These results are based on two or more counselors surveyed within Easterseals funding sources: The results indicate that out of the stakeholders surveyed, they all rated that the information regarding Easterseals programs was accurate. This rating is an indication of the Vocational Department modifying and educating each VR counselor on the programs offered by the agency on an ongoing basis.

Individual indicates favorable impression of services received (Excellent/ Good rating)

Indicator #1: % of stakeholders that indicate service expectations were met

- Though this number meets our proposed target, it is lower than the others in this satisfaction and experience category. It is a clear indication that the Vocational staff can continue every effort to develop worksites and contacts to place even the “most in need” of clients. There have been times throughout the year that the Vocational Department was not able to procure or develop a worksite in a reasonable amount of time, for the client, which resulted in a change of their vocational goal or discharge from the agency.

Indicator #2: % of stakeholders that indicate promptness in staff to address potential issues.

- The data shows that Easterseals is meeting the goal of being prompt in responding/ addressing potential issues of each referred client. Though the goal was met, it is within the company’s best practices to respond & address potential issues as soon as they are made. Easterseals will continue to address potential issues with urgency and open communication between clients and counselors.

Objective	Indicator	Action Plan	Responsible Party	Target Date
% of stakeholders that indicate overall satisfaction with the company	% of stakeholders that indicate overall satisfaction with the company.	The Vocational Department will continue to provide satisfactory service by continuing the practices of constant communication with funding sources and stakeholders. The Vocational staff will also provide exceptional services and advocacy for the individuals served.	Vocational Department	December 2021
	% of stakeholders that indicate information regarding the program was accurate.	The Vocational Department will continue to keep communication open with funding sources and stakeholders on services and programs provided. If new services or changes occur, the Vocational staff will communicate with stakeholders and educate them on the change, if necessary.	Vocational Department	December 2021
Individual indicates favorable impression of services received	% of stakeholders that indicate service expectations were met.	The Vocational department staff will continue to have open communication with stakeholders to ensure that services and programs are effective and meeting client goals. With the help of reports, individualized client notes, and email/ phone contact, the Vocational department will work to maintain satisfaction.	Vocational Department	December 2021
	% of stakeholders that indicate promptness in staff to address potential issues.	If there is an issue that is presented to Easterseals vocational staff, it will be handled with urgency and prioritized. The Vocational Department should continue to strive to be advocates and educators for the referred individuals and stakeholders.	Vocational Department	December 2021

Vocational Placement Plan-Efficiency

Domain	Objective	Indicator	Target	Result
Efficiency	Timely achievement of employment goals	Average # of days from client intake to the first job application.	30	17.19
		Average number of days from intake to first employer contact by employment specialist.	30	14.83
	Minimum direct service hours of time with or for the people we support.	Average number of days from intake to employment	90	125.92
	Minimum direct service hours of time with or for the people we support.	Average number of direct service hours prior to initial interview	30	25.4

Indicator #1: Average # of days from client intake to the first job application.

DMHAS-This number is driven by fidelity to the IPS Supported Employment model we follow which prioritizes rapid job search. We typically meet clients on average once per week. The first two sessions are generally spent developing a career profile, resume, master application, as well as discussing disclosure and benefits counseling. Typically, by the third meeting (and sometimes before), we are submitting application for potential jobs.

Indicator #2: Average number of days from intake to first employer contact by employment specialist.

This measurement is also informed by the IPS model we follow. One specific measurement of the model is that an employment specialist is to make contact with an employer on behalf of a client within 30 days of intake. Whether the employment specialist makes specific mention of the client is contingent upon if the client has chosen to disclose or not.

Indicator #3: Average number of days from intake to employment

DMHAS-This number was slightly higher than our projected target for the year. As the job development strategies and practices we adhere to remain consistent, possible factors that could have effected this indicator are; covid-19 related issues, client engagement and labor market fluctuations.

Indicator #4: Average number of direct service hours prior to initial interview

This number correlates to the goal of procuring an interview within 30 days of intake. This specific number is based off the practice of typically meeting with clients weekly for one to two hours per week. That being the case, if client was to procure an interview within their initial month of services, they generally would have been seen between 12 to 32 service hours.

Domain	Objective	Indicator	Action Plan	Responsible Party	Target Date
Efficiency	Timely achievement of employment goals	Average # of days from client intake to the first job application.	DMHAS- Employment Specialists will continue their practice of rapid job search as informed by the evidenced-based IPS Employment model.	Employment Coordinator	6/30/2021
		Average number of days from intake to first employer contact by employment specialist.	Employment Specialists will continue their adherence to the evidenced-based IPS Employment Model fidelity measure that indicates contact with an employer should be made on behalf of the client within 30 days of intake.	Employment Coordinator	6/30/2021
	Minimum direct service hours of time with or for the people we support. Minimum direct service hours of time with or for the people we support.	Average number of days from intake to employment	DMHAS-When possible and clients are in agreement, Employment Specialists will meet with clients multiple times per week to increase the volume of submitted applications.	Employment Coordinator	6/30/2021
		Average number of direct service hours prior to initial interview	Employment Specialists will continue their practice of meeting with clients once per week for one to two hours.	Employment Coordinator	6/30/2021

Vocational Placement Plan-Service Access

Domain	Objective	Indicator	Target	Result
Service Access	Timely process in which the client gains access to services	Ave number of business days (M-F) from referral to initial outreach attempt.	2 days	DMHAS-1.65 BRS- 6.1 days
		Ave number of business days (M-F) days from initial contact to intake	7 days	DMHAS-10 BRS- 14.5 days
	Perception of service access as related to clients and our stakeholders	% of clients that indicate the promptness of access to services is excellent or good	85%	93.40%
		% of stakeholders that indicate the promptness of access of services as excellent or good	85%	100%

Indicator #1 :Ave number of business days (M-F) from referral to initial outreach attempt.

BRS

- The results are much higher than what was projected for the fee-for service Vocational staff; this indicates that the Vocational Counselors are not working as quickly as necessary to make initial contact with clients. Although, some outside factors may come into play like unresponsiveness, untimely return of messages, and short staffing in the department.

DMHAS

This number is reflected of the excellent collaborative relationships we have established with our referral sources. Our employment specialists sit on MDT teams of each respective agency and enjoy consistent communication with clinician. Our referral process is streamlines so as to not take up much of the clinician's time. Once a referral is generated, every attempt is made to establish contact with the client if possible that day, and if not, the next.

Indicator #2: Ave number of business days (M-F) days from initial contact to intake.

BRS

- Again, this number is reflective of some outside factors and short staffing on the fee-for-service side of the Vocational Department. At times, the Vocational staff has a difficult time making contact and then scheduling intakes around both parties' schedules. There are also times that transportation and previously scheduled appointments make it difficult to schedule services & intake interviews.

DMHAS

There are variables that influence this number. Working phone numbers is a significant one. Many of our clients utilize government issued phones and frequently run out of minutes. Additionally, some may be slow to return messages. Also, the makeup and structure of the referral source can be a factor. For instance, one of our referral sources is an IOP in which clients attend several hours of programming several times per week. Connecting with

clients or arranging a soft hand off with a clinician is easier in this environment than referral sources in which clients may only see their clinicians once or twice per month.

Domain	Objective	Indicator	Action Plan	Responsible Party	Target Date
Service Access	Timely process in which the client gains access to services	Ave number of business days (M-F) from referral to initial outreach attempt.	DMHAS-Employment Specialists will continue their practice of being integrated into referral sources MDT meetings and maintain consistent contact with clinicians to arrange initial contact when possible, and when not, initial outreach will occur within two days of receiving the referral. At the initial referral meeting, the Vocational Counselor will schedule a tentative intake interview and confirm all contact information, before passing the referral along to the Vocational Counselor. After receiving the referral, the counselor will have two days to reach out and confirm the intake interview with the individual.	Employment Coordinator	6/30/2021
		Ave number of business days (M-F) days from initial contact to intake	DMHAS- In referral settings that are not an IOP, greater emphasis will be put on involving the clinician in the process of scheduling the intake and when possible. At the initial referral a tentative intake interview will be scheduled with the individual. After, receiving the referral the Vocational Counselor will reach out to the individual via phone contact and email to confirm intake information.	Employment Coordinator	6/30/2021
	Perception of service access as related to clients and our stakeholders	% of clients that indicate the promptness of access to services is excellent or good	Easterseals Vocational department will continue to contact and schedule intakes and services in a timely manner. When necessary, flexibility with scheduling and transportation should continue to be investigated (case by case).	Vocational Department	6/30/2021
		% of stakeholders that indicate the promptness of access of services as excellent or good	Easterseals Vocational department will continue to contact and schedule intakes and services in a timely manner and communicate with the appropriate stakeholders. If necessary, flexibility with scheduling could be an option. The appropriate stakeholders will continue to be informed on an ongoing basis of changes or challenges.	Vocational Department	6/30/2021