



Employment Supports (CES:ES) Program Measurement and Management Report

July 2020—June2021

Vocational Supports Plan-Effectiveness

| Domain | Objective | Indicator | Target | Result |
|---------------|---|--|------------|--------|
| Effectiveness | Ensuring that client retains employment | Average number of contacts per client within the first 30 days of employment | 4 contacts | 4.3 |
| | | % of clients that require additional services after placement. | 40% | 16% |
| | Client will retain long term employment | % of client who maintained employment for 90 days | 70% | 95% |
| | | % of clients to maintained employment 90 days after discharge. | 60% | 90% |

Ensuring that client retains employment

Indicator #1: Average number of contacts per client within the first 30 days of employment

- This target is informed by the IPS performance measure that indicates a client should be seen once per week within the first 30 days of procuring employment. Emphasis is placed on assuring that the client feels comfortable in their new environment and understands their tasks. Off or on-site job coaching could potential occur and well as advocacy and/or the development of natural supports.

Indicator #2: % of clients that require additional services after placement.

- This percentage shows that a lower number of clients, than projected need additional service after being placed. However, there is a small number of individuals that would benefit from additional support after being placed into competitive employment, these individuals would possibly profit from extra job coaching or job readiness training. This number is also an indication of the Vocational staff instilling confidence and knowledge into their job-seeking clients; this number may stay low if relevant education and appropriate job placement is procured for the individual.

Client will retain long term employment

Indicator #1: % of client who maintained employment for 90 days

- This result is driven by the frequent contact that occurs between Employment Specialist and client within the first 30 days of procuring employment. Emphasis is placed on assuring that the client feels comfortable in their new environment and understands their tasks. Off or on-site job coaching could potential occur and well as advocacy and/or the development of natural supports.
- This result is based off the Job Placement referrals that were received from our funding sources throughout the evaluation period. Though Easterseals did not have a high number of placement referrals, the ones that were procured were able to be placed into appropriate employment and maintain the job for 90-days. The Vocational Counselors have placed an importance on still communicating with their individuals to ensure

Indicator #2: % of clients to maintained employment 90 days after discharge

- This result is driven by the frequent contact that occurs between the vocational counselor and individual after maintaining employment and being discharged from the agency. Emphasis is placed on assuring that the client feels comfortable in their new environment and understands their tasks; frequent communication will also mitigate any potential commutation barriers and issues that may present itself after the initial 90-day period.

| Domain | Objective | Indicator | Action Plan | Responsible Party | Target Date |
|---------------|---|--|---|------------------------|-------------|
| Effectiveness | Ensuring that client retains employment | Average number of contacts per client within the first 30 days of employment | Employment Specialists will continue their IPS informed practice of maintained contact weekly with each client for the first 30 days after procuring employment and will provide and support in reference to ant vocational concerns and/or issues that might arise. | Employment Coordinator | June 2021 |
| | | % of clients that require additional services after placement. | The Vocational staff will continue to educate and raise confidence levels in clients looking for employment by offering them excellent and relevant knowledge before pursuing employment. For the individuals who are considered "more in need," additional services will be reported and resented to stakeholders for input. | Vocational Coordinator | July 2021 |
| | Client will retain long term employment | % of client who maintained employment for 90 days | Employment Specialists will continue their practice of maintaining weekly contact with clients for the first 30 days after procuring employment. | Coordinators | June 2021 |

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|--|--|---|---|---------------------|------------------|
| | | <p>% of clients to maintained employment 90 days after discharge.</p> | <p>The Vocational staff will continue to keep communication open with individuals who procured employment after discharge. This will help the counselors stay aware of the possible issues that an individual may be facing while working in a competitive environment.</p> | <p>Coordinators</p> | <p>June 2021</p> |
|--|--|---|---|---------------------|------------------|

Satisfaction & experience of person's served

| Domain | Objective | Indicator | Target | Result |
|---|--|--|--------|--------|
| Satisfaction & Experience of Persons Served | Individual indicates favorable impression of program provider (Easterseals) (Excellent/ Good rating) | % 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 (Excellent/ Good rating) | % 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% |

Data Analysis:

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

Indicator #1: % of clients that have a favorable impression of the company

- 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 and communication of the Vocational Department staff.

Indicator #2: % of clients that would recommend this agency to a friend or family member

- After This result is indicative of the hard work that staff does in reference to assuring that the work being done is client driven. Employment Specialists consistently check in with clients to ensure that they are receiving all the support they want/need. Additionally, employment plans are reviewed every 90 days, or if there is a change in employment status, to ensure that that the goals and objectives being pursued are defined by the client.

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

Indicator #1: % of clients that indicate that the staff were responsive to their needs

- 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 #2: % of clients that report their expectations for their services were met

- 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 program provider (Easterseals) (Excellent/ Good rating) | % 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. | Vocational Department | July 2021 |
| | | % of clients that would recommend this agency to a friend or family member | Staff will continue work hard to be responsive to client's needs and consistently check in with as to if there are any further supports they can provide in order to assist each client in reaching their individual employment goals. Employment plans will be reviewed every 90 days and/or if there is a change in employment status to ensure that client's are in the driver's seat in reference to goals and objectives. | Vocational Department | June 2021 |
| | Individual indicates favorable impression of services received (Excellent/ Good rating) | % 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. | Vocational Department | July 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. | Vocational Department | July 2021 |

Satisfaction & Experience of stakeholders

| Domain | Objective | Indicator | Target | Result |
|---|--|--|--------|--------|
| Satisfaction & Experience of stakeholders | Individual indicates favorable impression of program provider (Easterseals) (Excellent/ Good rating) | % 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 (Excellent/ Good rating) | % 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.

| Domain | Objective | Indicator | Action Plan | Responsible Party | Target Date |
|---|--|--|--|-----------------------|---------------|
| Satisfaction & Experience of stakeholders | Individual indicates favorable impression of program provider (Easterseals) (Excellent/ Good rating) | % 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 (Excellent/ Good rating) | % 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 Supports Plan-Efficiency

| Domain | Objective | Indicator | Target | Result |
|------------|---|---|----------|------------|
| Efficiency | Number of hours of direct support given. | Ave # of job coaching hours required to retain employment per client | 15 hours | 25.3 hours |
| | | % of clients that require additional job coaching after the first referral | 15% | 25% |
| | Referrals will be successfully completed. | % of referrals that were successfully met in the authorized timeframe | 90% | 68% |
| | | % of clients where the discharged without receiving the contracted services | 8% | 5% |

Number of hours of direct support given

Indicator #1: Average # of job coaching hours required to retain employment per client

- The results indicate that though Easterseals projected using a minimal amount of job coaching hours to help clients maintain employment, the clients being served are considered the “most in need”. This demographic of client’s needs more assistance from the Vocational Staff to feel confident in job tasks and task completion. These client’s benefit from the hands-on, clear communication from the job coaching being provided.

Indicator #2: % of clients that require additional job coaching after the first referral

- This result is a clear indication that we are serving the “most in need” population of clients. A quarter of the served clients needed an additional referral for job coaching to feel secure in their employment. After having discussions with our funding sources, it is projected that Easterseals will be receiving more referrals for clients who need more assistance to build confidence and efficiency in their current positions.

Referrals will be successfully completed

Indicator #1: % of referrals that were successfully met in the authorized timeframe

- Due to serving a more in need population, Easterseals counselors have had to ask funding sources for additional time to assist clients in gaining relevant and necessary skills/ knowledge when working competitively. Since additional on-site support is needed in most cases, the number of referrals completed in the allotted time is lower than the target. Also, due to COVID-19, some of the referrals had to be pended until agencies and employers opened back up, which caused delays in timely completion of referrals.

Indicator #2: % of clients where the discharged without receiving the contracted services

- In this area Easterseals Vocational Department is under the proposed target, which is exceedingly good. What this means is that the Vocational staff is providing the referred services to everyone referred in some capacity. In addition, there are very few times where Easterseals was not able to provide the referred service to an individual, in those cases funding sources and families were communicated with and an agreement to terminate was agreed upon.

| Domain | Objective | Indicator | Action Plan | Responsible Party | Target Date |
|------------|--|---|---|------------------------|-------------|
| Efficiency | Number of hours of direct support was given. | Ave # of job coaching hours required to retain employment per client | At the time of initial referrals, the Vocational counselor will use field expertise to determine if the individual would be considered "most in need". If so, the coordinator would negotiate more hours to help benefit the individual and/or the employer. | Vocational Coordinator | Immediately |
| | | % of clients that require additional job coaching after the first referral | To meet the target for this indicator, it is crucial for the Vocational Coordinator to ask the right questions and gather accurate information initially; this would help determine the amount of assistance an individual may need while completing the service. Also, it would be beneficial for Vocational Counselors to help create more natural supports and build confidence in the referred individuals. However, there are times where funding sources only provide the agencies with less hours, unless more are needed. | Vocational Coordinator | Immediately |
| | Referrals will be successfully completed. | % of referrals that were successfully met in the authorized timeframe | There are many factors that go into this resulted percentage; however, it is necessary for Vocational counselors/ coordinators to work on scheduling situational assessments and training sessions quickly. Vocational counselors will start to confirm all contact information with the individual prior to the beginning of services. Vocational counselors should begin to create employer connections and potential work sites to ensure that all individuals, even with unique vocational goals, have the same opportunity of finding employment and being placed. | Vocational Coordinator | Immediately |
| | | % of clients where the discharged without receiving the contracted services | This number is an indication that majority of the referrals have been set up & conducted in some capacity, which is ideal. In order to keep this number low, it is vital that the Vocational team communicate effectively | Vocational Coordinator | Immediately |

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| | | | and quickly with everyone involved. | | |
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Vocational Supports Service Access

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

Timely process in which the client gains access to services

Indicator #1: Average number of days from referral to initial outreach attempt.

- 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 reflective 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 streamlined so as to not take up much of the clinician's time. Once a referral is generated, every attempt is made engage in the initial outreach attempt. with the client if possible that day, and if not, the next.

Indicator #2: Average number of days from initial contact to intake

- 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.

Perception of service access as related to clients and our stakeholders

Indicator #1: % of clients that indicate the promptness of access to services is “excellent” or “good”

- This percentage shows that the Vocational staff is working with each client and being flexible of their needs when accessing programs and services. The Vocational staff asks each client initial questions about transportation, preferred scheduling, and employment location to make the access for everyone possible. However, there are times where Easterseals staff must work within the employers wants and standards.

Indicator #2: % of stakeholders that indicate the promptness of access of services as “excellent” or “good”

- This percentage shows that Easterseals funding sources are finding the promptness of access of services and programs to be favorable and within industry standards. Even through short staffing and COVID-19, Easterseals Vocational staff works to maintain transparency and communication between stakeholders and employers. However, with the increase of COVID and restrictions, this may cause certain services to gain longer scheduling and placement times in the future.

| Domain | Objective | Indicator | Action Plan | Responsible Party | Target Date |
|----------------|---|--|--|------------------------|-------------|
| Service Access | Timely process in which the client gains access to services | Ave number of days from referral to initial outreach attempt. | <p>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.</p> <p>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.</p> | Employment Coordinator | June 2021 |
| | | Ave number of days from initial contact to intake | <p>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.</p> <p>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.</p> | Employment Coordinator | June 2021 |
| | Perception of service access as related to | % 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. | Vocational Department | June 2021 |

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| | clients and our stakeholders | | When necessary, flexibility with scheduling and transportation should continue to be investigated (case by case). | | |
| | | % 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 | June 2021 |