

Program Measurement & Management Report

Reporting Period: July 1, 2022 – June 30, 2023

CDS Placement

Performance Measurement and Management Process

This quality framework focuses on integrating program functions while effectively engaging input from all stakeholders, including the persons served. It provides a logical, action-oriented approach to ensure that organizational purpose, planning, and activity result in the desired outcomes.

This analysis is based off a performance measurement and management plan that produces information an organization can act on to improve results for the persons served, other stakeholders, and the organization itself. The results of performance analysis are used to identify and implement data-driven actions to improve the quality of programs and services and to inform decision making.

Characteristics of Persons Served

Data was compiled on the persons served for (Program) during this reporting period. Data for the organization is also included for comparison purposes. The data is summarized in the tables below.

Age	Program
Age 18 – 40	8
Age 41 – 65	5
Age 66 – 85	0

Based on the breakdown above, the average age of those served by the medical rehabilitation department is similar to the average age of those served by the entire organization.

Gender	Program
Male	9
Female	4
Other	0

Based on the breakdown above, the gender of those served by the medical rehabilitation department is the same percentage of those served by the entire organization.

Ethnicity	Program
Asian	1
First Nation\Aboriginal	0
Non-Hispanic African American	2
Non-Hispanic White	8
Hispanic/Latino	2
North American Indian and Alaska Native	0
Native Hawaiian and Other Pacific Islander	0
Multiple Ethnicity	0
Other	0

Based on the data above, the ethnicity of those served by the medical rehabilitation department is close to the percentages of those served by the entire organization.

Diagnoses of Persons Served

Below is the breakdown of diagnosis codes of the persons served during this reporting period for the (program) department.

Section Description	Program
Intellectual	5
Autism	5
Anxiety	8
Depression	2
PTSD	1
ADHD	2
OCD	1
TBI	1
Diabetes	2

Plan Elements

In designing this plan, input has been received from the persons served surveys, stakeholders, as well as conversation with persons served, their parents & supports, stakeholders, and input received during team and staff meetings. This plan gives consideration to the characteristics of the persons served by using input from surveys as information procured while interacting with individuals while delivering services as well as conversation on the management level with stakeholders. The expected results are based on targets that have been set in accordance with organizational priorities.

Extenuating or influencing factors that may impact results include patients and/or stakeholders not returning surveys, persons served not adhering to their employment plans and/or choosing to end services prior to the successful completion of said plans.

Measures will be tracked at referral request, referral meeting, intake, initial employer contact, start date of competitive placement opportunity (if so if all onboarding hours are used), and/or direct placement or on-the-job-training date, contacts with person served within the initial 30 days of employment, was job coaching requested, provided, and were all hours authorized used, was the referral completed within 90 days, did the person served maintain employment for 90 days, did the referral end in a successful discharge, who was the employer, was the job full or part time and what was the salary and/or hourly rate of pay.

Program Effectiveness Summary & Analysis

Effectiveness Objective	Indicator	Target	Result
Individual secure employment	% of Completed Work Attachment referrals that result in placement.	50%	75%
	% of Completed WA referrals that are discharged unemployed.	15%	10%

Indicator 1: % of Completed Work Attachment referrals that result in placement.

The degree to which we exceeded this measurement is reflective of the person-centered practices of the Career Development Team and its specialists. Great emphasis is placed on developing community relationships with employers, as well as targeting job coaching aimed at building upon an individual's strengths, as well as developing compensatory strategies to mitigate any potential barriers to competitive employment.

Indicator 2: % of Completed WA referrals that are discharged unemployed.

This number will typically be low as typically, Easterseals will not discharge a person served unless they communicate that they are no longer interested in receiving services and/or BRS discharges them. (As BRS currently funds 100% of our Career Development Services.)

Effectiveness Objective	Indicator	Target	Result
CDS will engage in job development	Average number of employer contacts per CDS per month.	80	82
	% of CDS that reach the employer contact goal of 200 per month.	85%	90%

Indicator 3: Average number of employer contacts per CDS per month.

This measure is largely informed by sales techniques, which is essentially the skillset utilized when reaching out to employers. Aside from increasing skill at the actual sales presentation, the most effective leverage point in potentially increasing placements is increasing the volume of interactions with potential employers. Additionally, it is human nature to fear rejection. By establishing a minimum expectation for employer contacts within a established time frame, it allows the supervisor to take notice if there is a decrease in the outreach attempt of any CDS on the team. This would in turn trigger a conversation with them aimed at offering them support and problem-solving around any challenges they may be facing in this regard.

Indicator 4: Average number of assessments and/or direct placements scheduled per CDS per month.

This measure speaks directly to each CDS on the team being able to produce optimal individual results that will result both in the financial solvency of the department, as well as the continues satisfaction of out stakeholders, namely the people we serve and our referral sources.

Satisfaction & Experience of the Persons Served Analysis

Survey Response	Indicator	Target	Result
Satisfaction & Experience of Persons Served	% of persons served that indicated a good or above rating of the services that were received.	85%	100%

Satisfaction of PS Objective	Indicator	Target	Result
Individual indicates favorable impression of the company.	% of persons served that indicated a 7 or above on a scale of 1-10 as to how likely they are to recommend Easterseals to a family member.	85%	100%
	% of persons served that indicated that they agree or strongly agree that they were satisfied with the staff's recommendations and/or assistance in achieving their vocational goals.	85%	100%

Indicator 1: % of persons served that indicated a good or above rating of the services that were received.

After analyzing our client survey data, the majority of persons served 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, the majority indicate having a favorable impression of the agency.

Indicator 2: % of persons served that indicated that they agree or strongly agree that they were satisfied with the staff's recommendations and/or assistance in achieving their vocational goals.

This number is reflective of the client-centered approach that is the foundation of Easterseals Career Development Services. Along every step of the process, great attention is placed on making sure that activities engaged in on behalf of the person served map on to their stated employment goal. BI-weekly check-ins assist in maintaining this fidelity.

Satisfaction of PS Objective	Indicator	Target	Result
Individual indicates favorable impression of services received.	% of persons served that indicated that they agree or strongly agree that they were satisfied with the staff's recommendations and/or assistance in achieving their vocational goals.	85%	100%
	% of persons served that indicated that they agree or strongly agree that staff was responsive to their communication needs.	85%	100%

Indicator 3% of persons served that indicated a 7 or above on a scale of 1-10 as to how likely they are to recommend Easterseals to a family member.

Of the participants surveyed, they indicated either a 7 or above on scale of 1-10 in reference to if they would recommend Easterseals to a family member. This is reflective of Easterseals staff commitment to excellence, recognizing that the people we served are most important customer, and the person-centered approach adhered to in the delivery of services.

Indicator 4: % of persons served that indicated that they agree or strongly agree that they were satisfied with the staff's recommendations and/or assistance in achieving their vocational goals.

Of the participants surveyed, they all indicated either an agree or strongly agree rating in reference to is they were satisfied with the staff's recommendations and/or assistance in achieving their vocational goals. This is reflective of the dedication of each Career Development Specialist to strength-based, person centered planning in assuring that each person served feels that every effort was made to assist them in accomplishing their stated goals.

Satisfaction & Experience of the Stakeholders Analysis

Survey Response	Indicator	Target	Result
Satisfaction & Experience of stakeholders			

Satisfaction of SH Objective	Indicator	Target	Result
Stakeholders that indicate overall satisfaction with the company.	% of stakeholders that indicated that they agreed or strongly agreed that they were satisfied with services provided.	85%	100%
	% of stakeholders that indicated agreed or strongly agreed information regarding the program was accurate.	85%	100%

Indicator 1: #1: % of stakeholders that indicated that they agreed or strongly agreed that they were satisfied with services provided.

This number is reflective of the foundational principle of Easterseals Career Development Services that stakeholders (especially referral sources), along with persons served, are our important customers, and are treated as so. Great emphasis is placed to the continued cultivation of these relationships.

Indicator 2: % of stakeholders that indicated agreed or strongly agreed information regarding the program was accurate.

These results speak to the clear and concise manner in which Easterseals Career Development Services advertises it's services. Additionally, in addition to maintaining consistent communication with referring BRS VC's, the Career Development Services manager also participates in periodic check-ins with BRS District Managers to make sure all communications are clear.

Satisfaction of SH Objective	Indicator	Target	Result
Stakeholders indicates favorable impression of services received	% of stakeholders that indicate that they agreed or strongly agreed that staff was available to answer their questions.	85%	100%
	% of stakeholders that indicate that they agreed or strongly agreed that staff were prompt in addressing, issues and requests.	85%	100%

Indicator 3: : % of stakeholders that indicate that they agreed or strongly agreed that staff was available to answer their questions.

Great emphasis is placed on communication with out referral source as we recognize them as one of our customers. Almost without exception, all calls and emails are returned within 24 hours, if not by the end of the business day in which they were received. This score reflects that commitment.

Indicator 4: % of stakeholders that indicate that they agreed or strongly agreed that staff were prompt in addressing, issues and requests.

Great emphasis is placed on communication with out referral source as we recognize them as one of our customers. Almost without exception, all calls and emails are returned within 24 hours, if not by the end of the business day in which they were received. This score reflects that commitment.

Program Efficiency Summary & Analysis

Efficiency Objective	Indicator	Target	Result
Timely achievement of employment goals	Average number of days for completed WA referrals from intake to initial employer contact.	30 business days	18
	Average number of days for completed WA referrals from WA intake to employment	90 business days	59

Indicator 1: Average number of days from WA intake to initial employer contact.

This number speaks to the level of promptness that we endeavor to approach new referrals with. Obviously, the first step in a potential placement is the act of reaching out to an employer. Demonstrating this type of rapid job development will not only improve the chances of the next indicator being met but will also assist in maintaining a good relationship with both the person served as well as the referral source. As hiring presented a significant barrier this year, the CDS team was consistently understaffed. This was the major contributing factor to underperforming on this indicator.

Indicator 2: Number of days from WA intake to employment.

This measure speaks to both the promptness that we want to engage with referrals, as well as the acumen we aspire to demonstrate in reference to job development. In order to eliminate the need for or reduce the amount of person's served on a waiting list, it's important that we are able to successfully complete referrals in a timely manner. The 90-day period also corresponds to the period of time typically used in clinical plans to capture goals and results. As hiring presented a significant barrier this year, the CDS team was consistently understaffed. This was the major contributing factor to underperforming on this indicator.

Efficiency Objective	Indicator	Target	Result
Measure of CPO utilization	Average number of billable hours per CDS per month.	64	50
	% of CPOs conducted in which all onboarding hours were utilized.	90%	89%

Indicator 3: Average number of billable hours per CDS per month.

This measure speaks to the level of productivity that needs to be met by each CDS on the team in order to maintain the financial solvency of the department. Additionally, it also speaks to the fact that referrals are consistently being completed in a timely manner.

Indicator 4: % of CPOs conducted in which all onboarding hours were utilized.

This measure speaks to the effectiveness of each CDS in providing the maximum amount of support for a person served when delivering a CPO. This will also assist in potentially increasing the percentage of successful placements.

Service Access Summary & Analysis

Service Access Objective	Indicator	Target	Result
Timely process in which the client gains access to services	Average number of business days (M-F) from request to referral meeting.	7 business days	10.33
	Ave number of business days (M-F) from referral meeting to intake.	7 business days	6.18

Indicator 1: Average number of business days (M-F) from request to referral meeting.

This percentage speaks to the responsiveness and priority given to scheduling in reference to scheduling a referral meeting once a request has been made. Ensuring this is done as rapidly as possible aids in ensuring referral source and person served satisfaction. Although we feel at few days short of the target, mitigating factors such as the day of the day of the week of the request in conjunction with the availability of all parties (at least 3) should be taken into account.

Indicator 2: Ave number of business days (M-F) from referral meeting to intake.

This number is reflective of Career Development Services emphasis on rapid provision of services after the referral has been made. As Easterseals intake is the initial step in the process, all efforts are made to ensure this happens as soon after the referral meeting as possible.

Service Access Objective	Indicator	Target	Result
Perception of service access as related to persons served and our stakeholders	% of stakeholders that indicated either a good or excellent in reference to if the person that they referred was contacted in a timely manner.	85%	100%
	% of stakeholders that indicate either a good or excellent in reference to if they were satisfied with the intensity, frequency, and duration of services.	85%	100%

Indicator 3: % of persons served that indicate the promptness of access to services is excellent or good.

This percentage is a reflection of the responsiveness of Career development Specialists in reference to requests of persons served. It stems from the recognition that along with stakeholders, persons served are Career Development Services valued customers.

Indicator 4: % of stakeholders that indicate the promptness of access of services as excellent or good.

This result is a direct result of the emphasis placed on maintaining and deepening communication and relationships with stakeholders and being extremely responsive to the needs of persons served.

Survey Response Summary & Analysis

Service Access Objective	Indicator	Target	Result
Successfully get a representative response rate from all surveys	To receive a target percentage of responses from Patient Surveys based on the total number of surveys sent.	45%	30%
	To receive a target percentage of responses from Stakeholder Surveys based on the total number of surveys sent.	50%	62.5%

Indicator 1: To receive a target percentage of responses from Patient Surveys based on the total number of surveys sent.

As we did not procure the percentage of surveys that we intended, efforts will be made to improve upon this next year.

Indicator 2: To receive a target percentage of responses from Stakeholder Surveys based on the total number of surveys sent.

Career Development Services will continue to be proactive in procuring surveys from it's stakeholders.

Program Improvement Plan

Finding	Analysis	Planning	Target Date
We did not meet our goal in reference to the average amount of billable hours per CDS per month..	Contributing factors to us missing this goal were understaffing, and the demands of onboarding new employees which effected job development.	Increased emphasis on job development training will be implemented as well as exploring designating a specific job developer for the department.	6/30/23
We did not meet our established goal in reference utilizing all of the onboarding hours authorized for CPO's.	The major contributing factor to not meeting this goal was understaffing and having to spread a smaller staff between multiple sites.	Emphasis will places on recruiting.	6/30/23
We did not meet our goal in reference to the procurement of surveys from persons served.	The collection of surveys wasn't built into systems so it was a consistent piece of the discharge process.	An effort will be made to procure more surveys by having CDS attempt to procure them on the last day of services using electronic devices like computers, laptops, tablets and or phones.	6/30/23