



# **Community Employment Services**

## **Outcome Management Report 6/1/2020 – 12/31/2021**

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## Introduction

Skookum is a nonprofit with a mission of “Creating Opportunities for People of All Abilities.” One of the ways we do that is by providing services to help individuals with disabilities find/maintain employment and participate more fully in their local community.

Clients are often referred to Skookum by the funding source or a referring agency with whom we’ve partnered.

Services include:



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Developmental Disabilities Administration

### Developmental Disabilities Administration (DDA)

Clients are generally referred to Skookum by their DDA Case Resource Manager (CRM) and/or the Developmental Disabilities County Coordinator.

- **Community Engagement (CE):** Short-term services that are meant to help clients identify goals and connect clients with resources in their community.
- **Community Inclusion (CI):** Clients receive support in connecting with and contributing to their local community. This is done through volunteering and/or other community activities according to the client’s interests and choice.
- **Group Supported Employment (GSE):** Clients who work at the Jefferson County Recycle Center are supported in a group setting by a job coach.
- **Individualized Employment (IE):** Clients receive help obtaining and/or maintaining employment. Services can include person-centered planning, skills assessments, job development, on-site job coaching, and ongoing job support. Services are designed to help clients identify natural supports on the job, meet employer expectations, become more independent in performing their jobs, and advance in their jobs/careers.



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Division of Vocational Rehabilitation

### Division of Vocational Rehabilitation (DVR)

Clients are referred to Skookum by their DVR counselor for a variety of services.

- **Community Based Assessments (CBA):** Clients are placed into a short-term, volunteer position which matches their skills and job interests to help determine what support & accommodations the client may need in paid employment and/or help them narrow down job interests and vocational goals.
- **Trial Work Experience (TWE):** Clients are placed into a short-term, volunteer position which matches their skills and job interests. Services are designed to assess whether a client would benefit from DVR services.
- **Independent Living Skills Training (IL):** Clients receive help meeting specific goals while learning/improving a variety of independent living skills. Services are designed to remove/overcome barriers to employment.
- **Job Placement (JP):** Clients who are job-ready receive help with job search skills, applying to jobs, contacting potential employers, and successfully obtaining a competitive, integrated paid position.
- **Job Retention:** Clients receive on-the-job support and assistance with onboarding, training, learning/mastering their job tasks, and meeting their employer's expectation. Services are designed to help the client stabilize in their job and maintain employment for at least 90 days.



### Foundational Community Supports (FCS)

Clients can be referred by a partnering agency or can self-refer themselves. Services are available for Medicaid beneficiaries who meet health need & risk factor criteria.

- **Community-Based Assessments (CBA):** Upon request, clients can be placed into a short-term volunteer position to assess their strengths, skills, and job/career interests and determine their support needs.
- **Job Search, Job Development, & Job Placement:** Clients receive assistance with identifying job/career goals and interests, identifying & applying for relevant jobs, improving job search skills, and addressing barriers to employment.
- **Job Accommodations & Job Stabilization/Retention:** Clients can receive assistance with learning their job tasks, addressing barriers to long-term success, meeting employer expectations, requesting accommodations, and advancing in their job/career.



### Social Security Ticket to Work (TTW)

Services are provide to eligible SSI/SSDI beneficiaries who want to return to work and increase their earnings.

- **Career Counseling:** Ticketholders can receive career assessments and guidance on setting job/career goals.
- **Training Support:** Skookum can help ticketholders identify and apply for education/training programs and identify funding options (scholarships, grants, etc.) to pay for education/training.
- **Job Search, Job Development, & Job Placement:** Ticketholders can receive a variety of services to help them improve their job search skills, write/update a resume/cover letter, identify job openings, and reach out to potential employers.
- **Job Accommodations & Job Stabilization/Retention:** Ticketholders are eligible for long-term services, potentially for 3 to 5 years or more after obtaining employment. Services can include help disclosing

their disability and obtaining accommodations, help learning/mastering job tasks and meeting employer expectations, and assistance with addressing barriers to long-term success.

## Year in Review

Ask Megan

### Updates

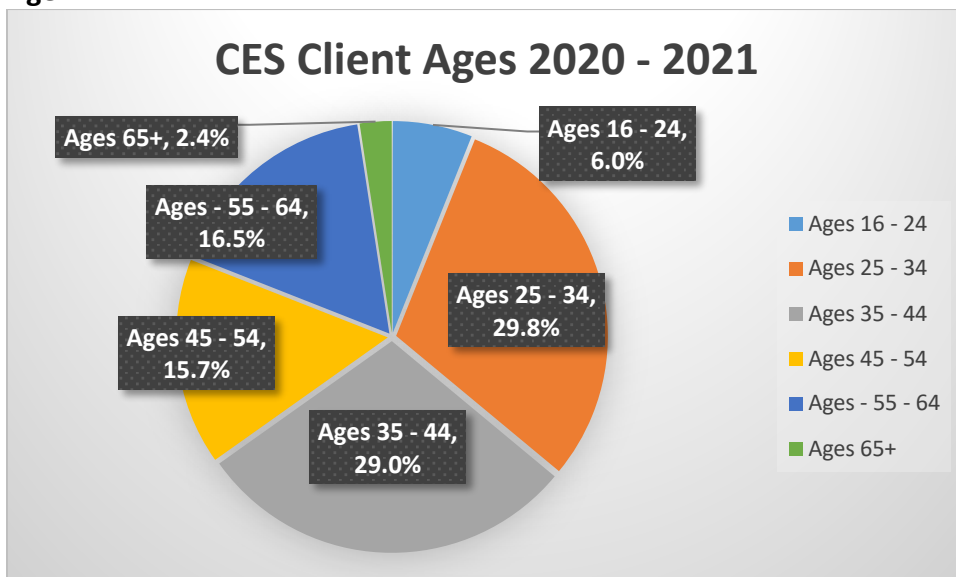
During the CARF re-accreditation process, one of the things suggested was that Skookum shift the Performance Plans, Outcome Management Report, etc., to align with the fiscal year (January 1 – December 31) rather than the contract year. This would allow us to plan for and allocate expenses needed to support initiatives.

As a result, the current Outcome Management Report (OMR) spans June 1, 2020 to December 31, 2021. Going forward, the plan will be on a January 1 to December 31 cycle.

### Finances

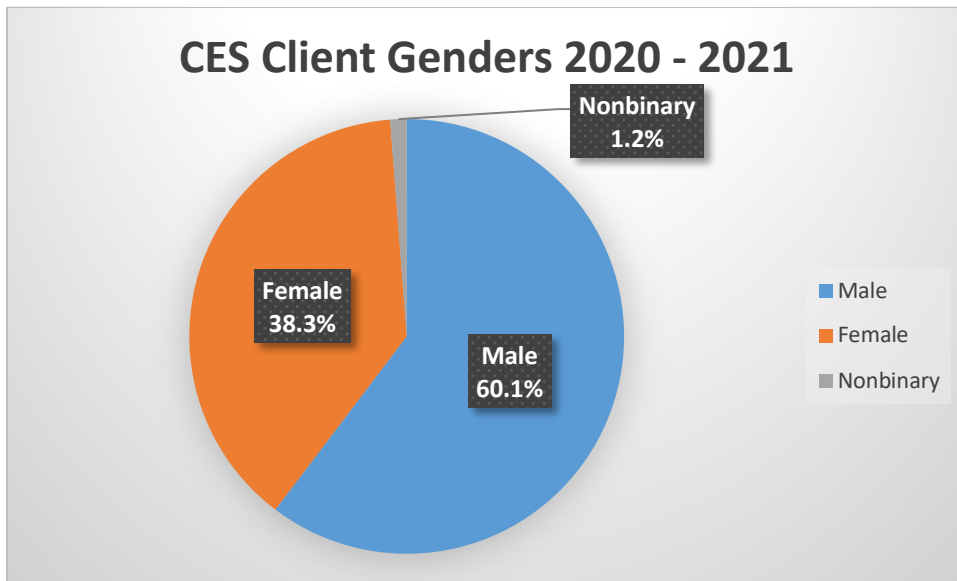
### Client Demographics

Age



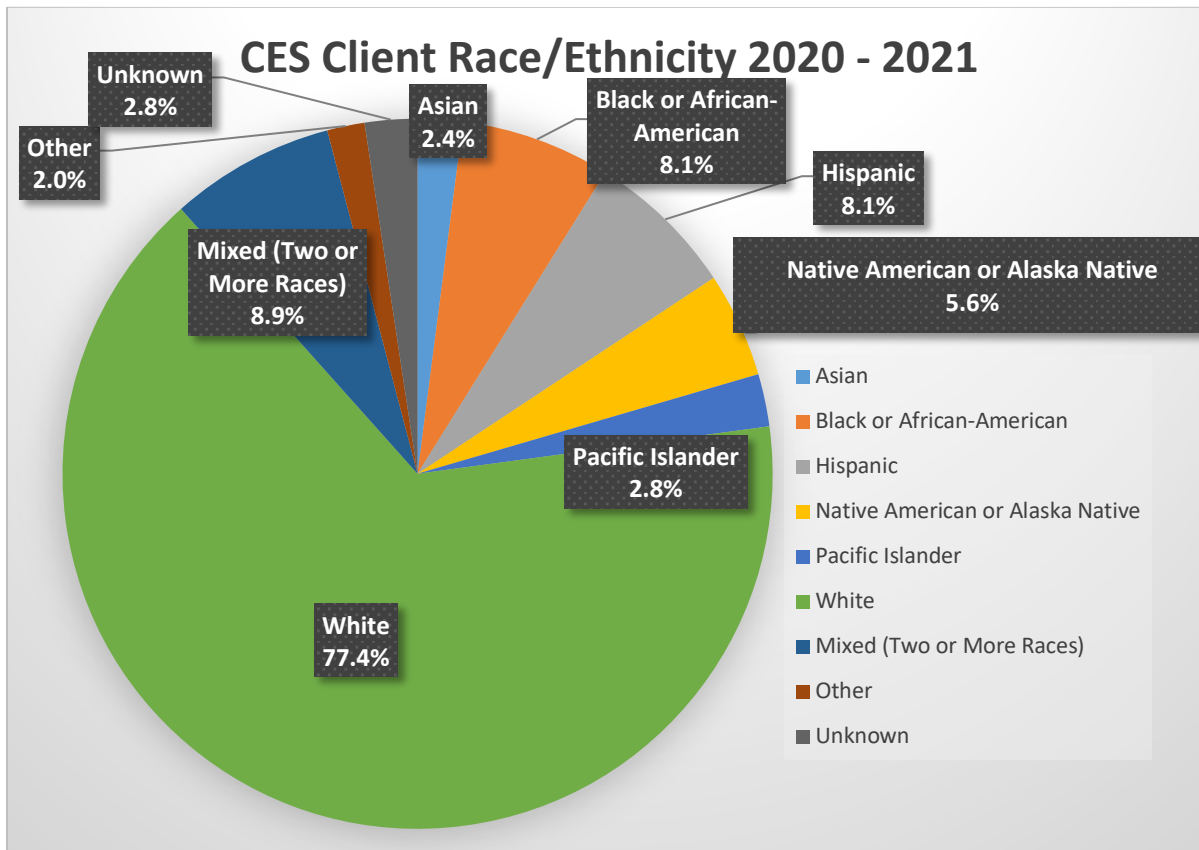
Client ages skewed somewhat young, with almost 2/3 (**64.8%**) of clients falling between ages 16 and 44 and only a little over 1/3 (**34.6%**) of clients aged 45 or older.

## Gender



A significant majority (**60.1%**) of CES clients were male, with only **38.3%** female clients and **1.2%** nonbinary clients. CES may want to evaluate whether any barriers to services exist for women to account for the gender disparity.

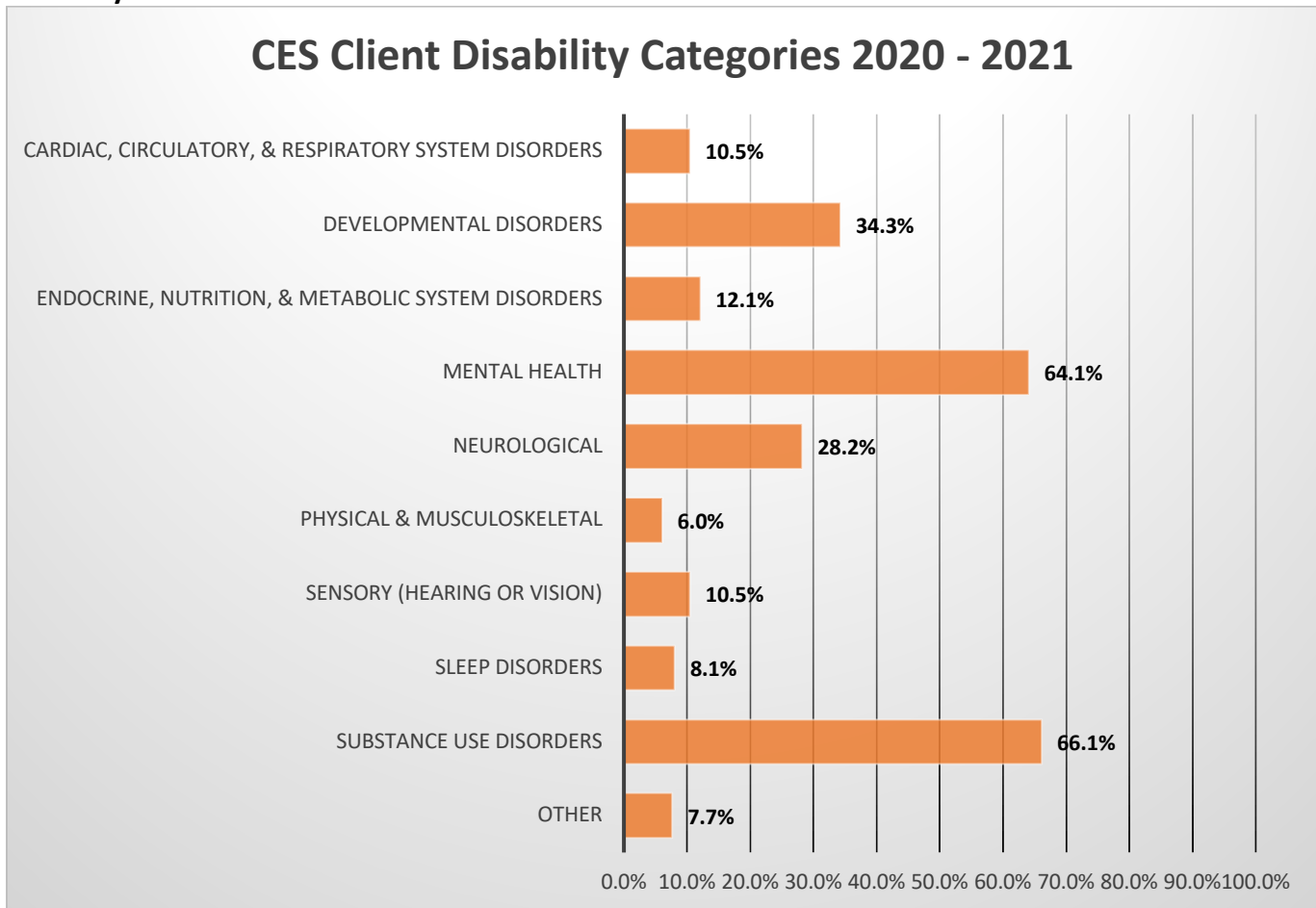
## Race



Compared to WA state demographics, CES clients skewed white, with **77.4%** of clients being either white alone or white mixed with another race. Nearly all other races made up a lower percentage of the total client

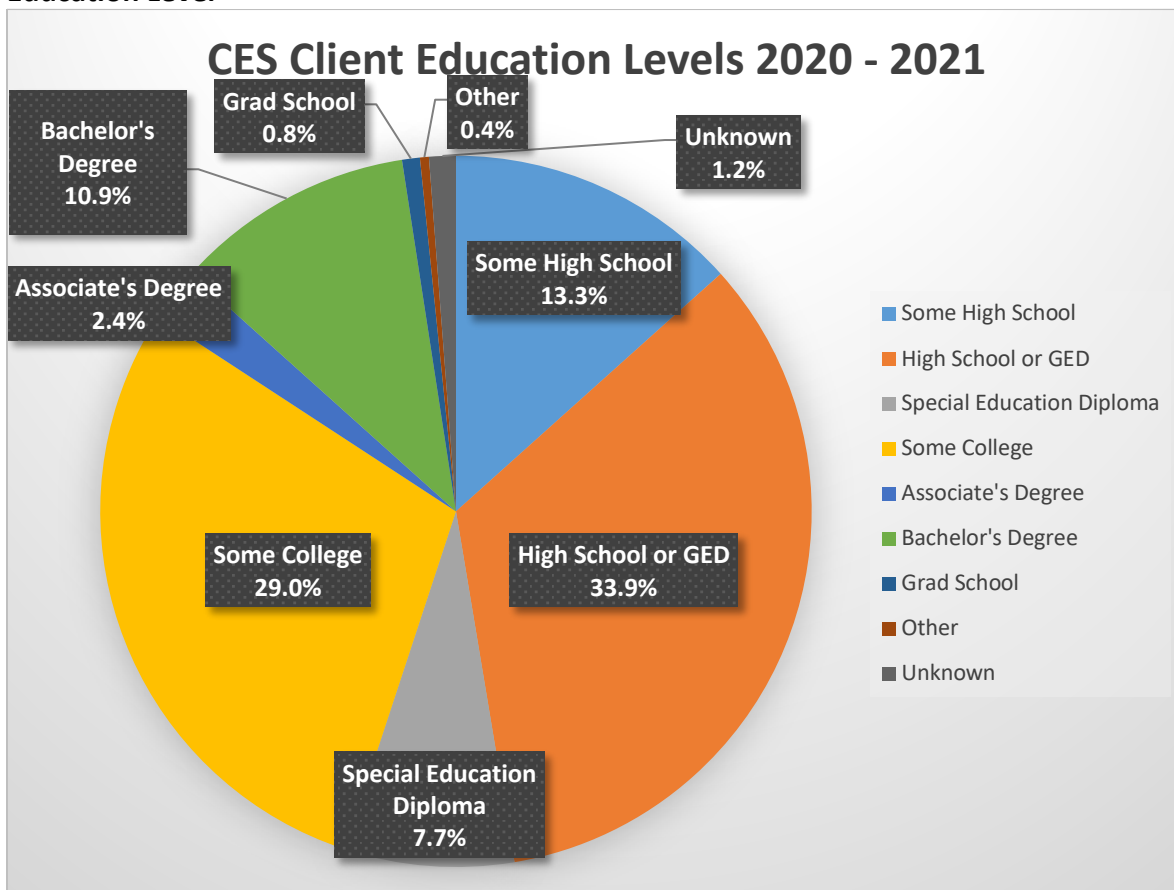
population than expected, with the exception of **Native American/Alaska Native** and **Pacific Islander**. CES may want to evaluate whether barriers to services exist for clients of other races.

## Disability



Almost 2/3 (**66.1%**) of CES clients had a substance use disorder, with only a slightly smaller percentage (**64.1%**) having a mental health disability. This suggests that CES staff would benefit from training focused on serving these populations in particular.

## Education Level



The majority (**84.7%**) of CES clients had at least a High School Diploma, GED, or Special Education Diploma, and well over 1/3 (**43.1%**) of clients had some education beyond a High School Diploma/GED.

## Areas for Improvement

### Stakeholder Satisfaction

Although CES has always had an exceptional level of customer satisfaction, the level of satisfaction among other stakeholders has been lower.

Areas for improvement include:

- Increased communication and responsiveness for funding/referral agency staff

### Diversity, Equity, & Inclusion (DEI)

An increased emphasis on diversity, equity, and inclusion was identified as an area CES staff are keen to focus on, with a need for DEI

### Health and Safety

As an organization, Skookum's weakest area during the CARF re-accreditation survey was Health & Safety.

Areas for improvement that were identified include:

- Increased competency-based training for CES staff for health/safety related topics



### **Data Tracking & Analysis**

Data was kept inconsistently, often due to high staff workloads. This made it difficult to measure the performance indicators described in the Performance Plans.

Areas for improvement include:

- More consistent data entry and auditing to ensure complete records are kept

### **Balancing Finances and Staff Workloads**

The 2021 Fiscal Year saw CES reaching 30% operating percentage, 2.5x the goal of 12%. This suggests staff may be overworked and struggling with high workloads and large caseloads.

Areas for improvement:

- Focus on achieving a financial target that is closer to the original goal of 12%
- Increase staffing to decrease staff workloads and caseloads when CES is achieving significantly more than 12% operating percentage

### **Improve Management & Oversight**

With the Vocational Director's increasing responsibilities, especially in the area of company-wide workforce development, CES is not always able to get the supervision and oversight needed.

Areas for improvement:

- Hire a dedicated CES Manager to provide the necessary oversight for CES staff and the 5+ contracts/services provided under CES

### **Increase Fidelity of FCS Services**

Skookum received our first Fidelity Review in June 2021 to determine how well our FCS services match with the Individual Placement & Support (IPS) model.

Areas for improvement identified included:

- Better integration and coordination of FCS services with mental health treatment teams to receive referrals
- Participation in weekly mental health treatment team meetings to discuss individual clients and their employment goals
- Assist clients in obtaining comprehensive, individualized benefits planning & work incentives planning
- Significantly increase job development, particularly face-to-face employer contacts on behalf of clients looking for work
- Ensure relationships are built with employers through multiple in-person visits to learn the employer's needs, explain what CES can offer the employer, and describe how client is a good fit
- Provide more services in natural community settings, versus at the Skookum office
- Provide assertive, systematic outreach to clients, including coordinating with mental health/behavioral health providers, and connecting with family when applicable

## **Action Plan**

### **Expand Ticket to Work**

Skookum continues to work to expand Ticket to Work services by:

- Increasing marketing
- Partnering with agencies throughout WA state to obtain referrals

### **Increase CES Management & Oversight**

The Vocational Director plans to hire a dedicated CES Manager who can take over management and oversight for the department sometime in 1/2022 or 2/2022.

### **Increase Community Outreach & Agency Partnerships**

Skookum plans to focus extensively on marketing, networking, and outreach with local community agencies to better market CES services and increase referrals.

In particular, Skookum hopes to better partner with other behavioral health agencies and Housing & Essential Needs (HEN)/Aged, Blind, and Disabled (ABD) providers to diversify the client population served for FCS services.

### **Provide In-House Benefits Planning & Work Incentives Planning**

The Community Employment Services & Ticket to Work Coordinator has enrolled in the Work Incentives Planning and Utilization for Benefits Practitioner Certificate program (WIP-C) through the Yang-Tan Institute on Employment and Disability (YTI) at Cornell University.

Having a benefits planner on staff will ensure clients are more quickly & easily able to obtain individualized, accurate information about how working will affect their benefits, so they can make informed decisions about employment.

### **Increase Job Development**

CES plans to increase job development activities, with a goal of having Employment Specialists out in the community job developing at least 3 to 6 hours per week.

Ultimately, CES staff hope to develop strong partnerships with local employers.