



# **Community Employment Services**

## **Outcome Management Report 1/1/2022 to 12/31/2022**

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## Introduction

Skookum is a nonprofit with a mission of “Creating Opportunities for People With Disabilities.” 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:



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.

- **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 provided 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

### Updates

We had the opportunity to add a CES Manager position in February to increase oversight and grow the employment programs. A business plan was created that outlined a growth strategy of discontinuing DDA services in Port Townsend to focus more on growing the Ticket to Work (TTW) program and adding benefits planning services. Ticket to Work is a national program, which would allow CES to support Skookum employees in any state under the employer model and external clients under the traditional model. When the business plan was presented to Skookum Leadership and the Board of Directors, it was met with enthusiastic support due to the mission-focused impact CES has on the community. CES also helps align Skookum’s initiatives with A1 goals and national trends in workforce development.

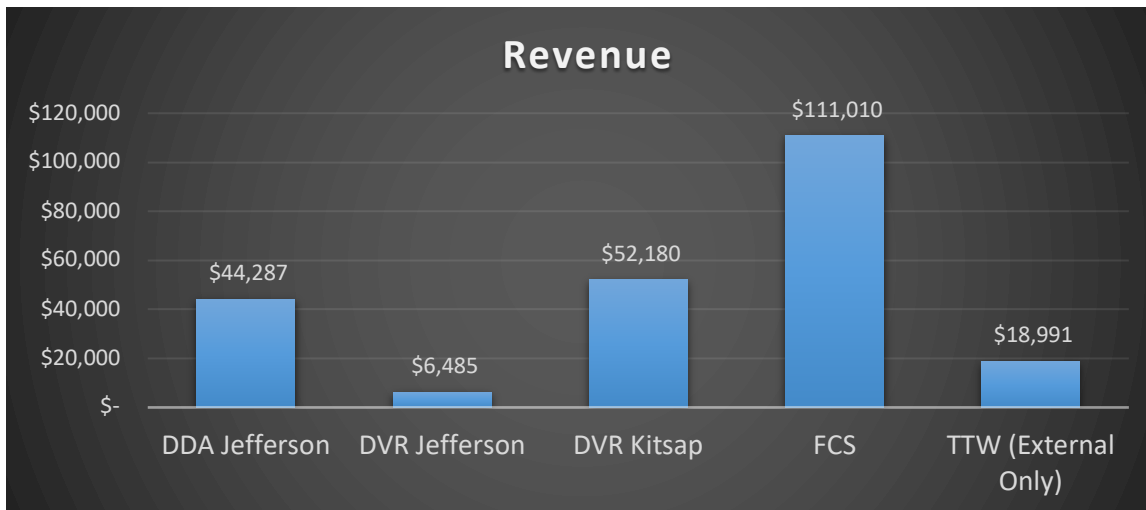
Renewing connections with the Department of Vocational Rehabilitation (DVR) was another approach to increase client referrals. DVR was beginning to transition out of the order of selection phase which released 800 more clients for services. CES focused on hiring staff with more experience and knowledge of the TTW program to expand capacity to serve the influx of new clients. Wages for CES staff increased significantly as a result of the pay band recommendations from an external wage consultant which also helped with the retention of new staff.

The CES Manager applied for and was awarded a Washington State Healthcare Authority (HCA) incentive funding contract for \$25,000 to expand the FCS program into counties that had few or no providers currently. The incentive funding would be awarded in 2023 after completing training requirements and hiring a full-time employee to provide services in Jefferson County.

The CES manager attended the National Employment Network Association (NENA) conference in September and brought back information on how to market the Ticket to Work program. The Skookum CES website was overhauled to update the programs we offer and streamline the overall look. There will be further updates to the website next year when the Skookum website is updated as well. Skookum’s Chief of Innovation assisted with additional marketing strategies and connections with other Skookum growth areas.

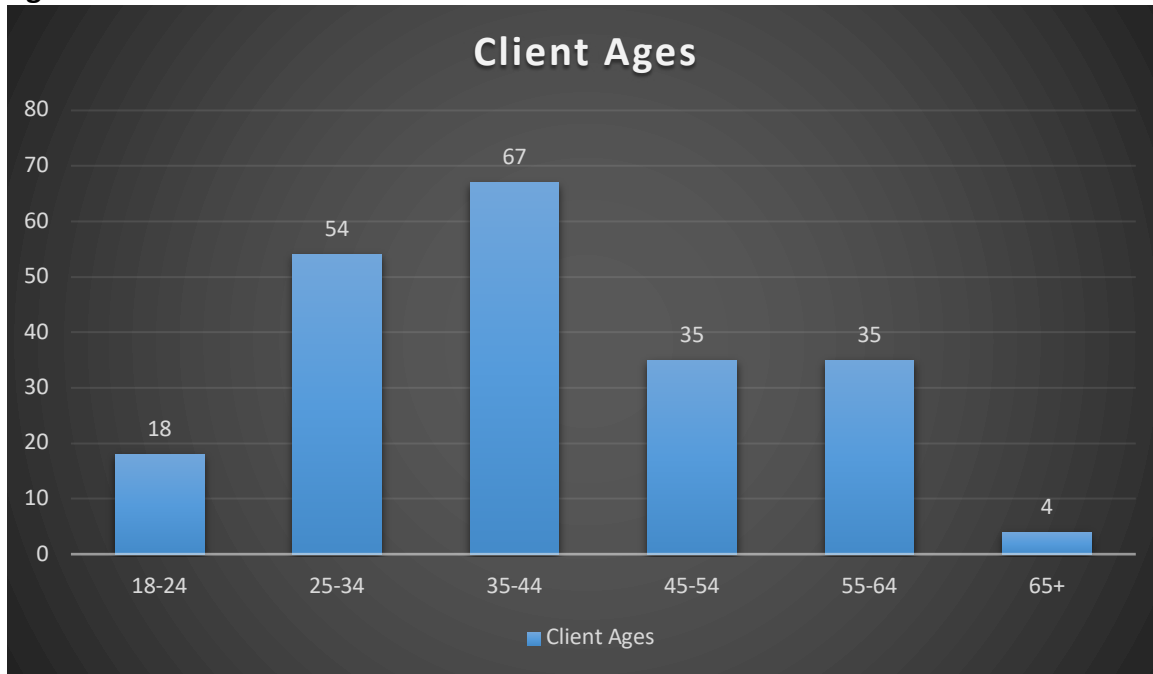
## Finances

CES ended 2022 with a **-13%** operating percentage to the projected budget. The loss of the Jefferson county DDA and DVR programs unexpectedly in April 2022 had a devastating impact on the revenue generated by CES. For comparison, in 2021, the Jefferson County DDA and DVR programs accounted for 51% of the total revenue for the year. Another impact on this year’s budget was the inclusion of the CES Manager’s wages and benefits in the budget as well as implementing salary increases for all CES staff generated by the pay band initiative Skookum began in the summer. Ultimately, CES will need to increase the current programs they are offering and look into potential new programs to help replace the revenue lost by the Jefferson County programs.



## Client Demographics

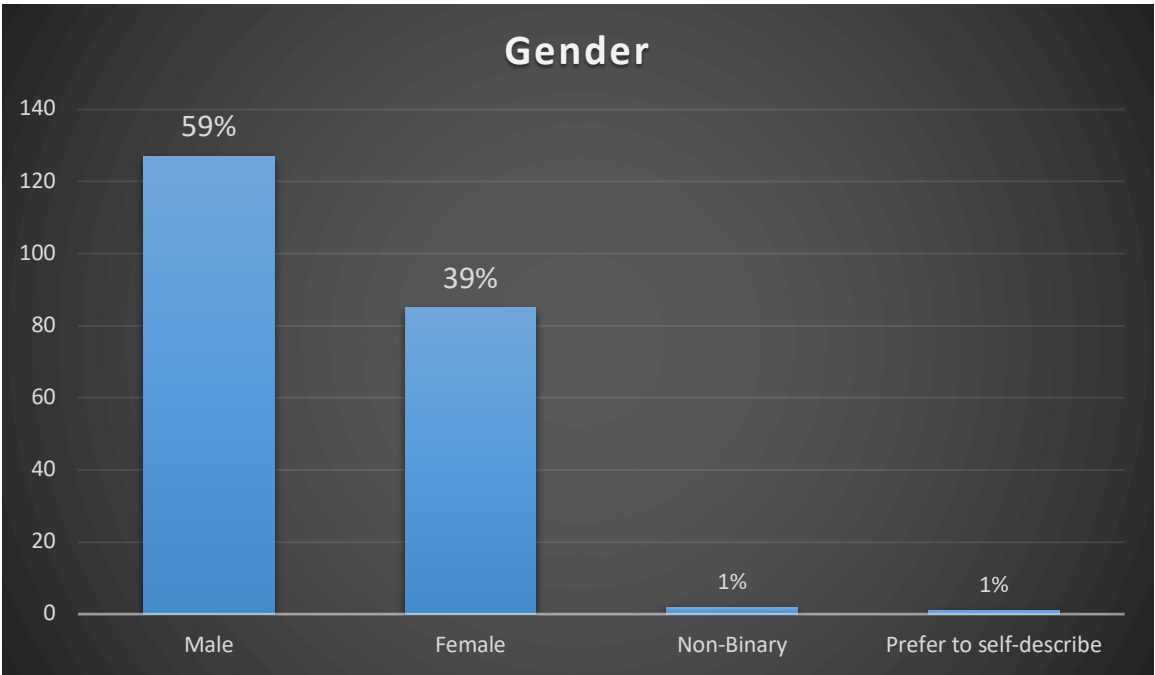
### Age



Most clients (**57%**) fell between the ages of 25-44 with the next highest percentage (**32%**) being between 45-64 years old.

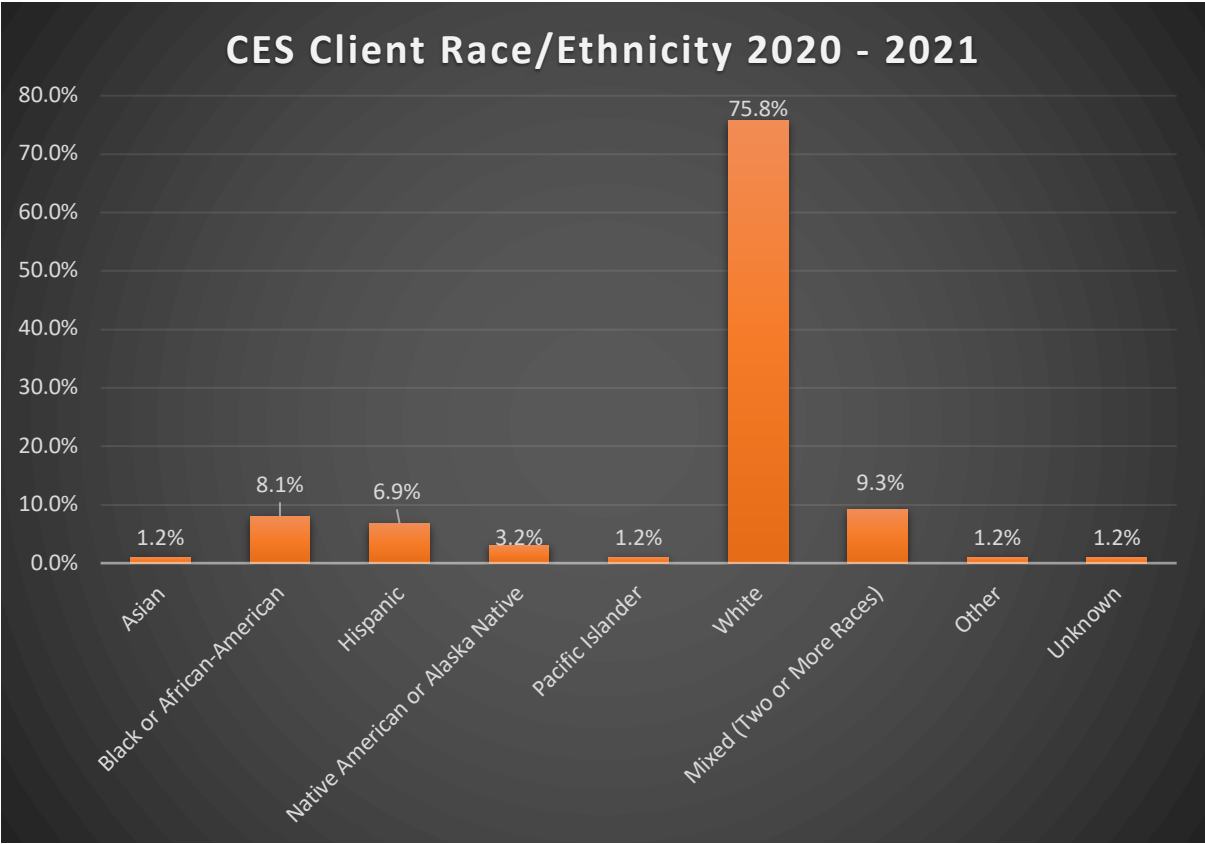
### Gender

The majority of clients identified as male (59%) which is consistent with the previous year. Women accounted for 39%. This year, the CES application was updated to include more gender inclusive categories and 1% of clients identified as either non-binary or preferred to self-describe.



**Race**

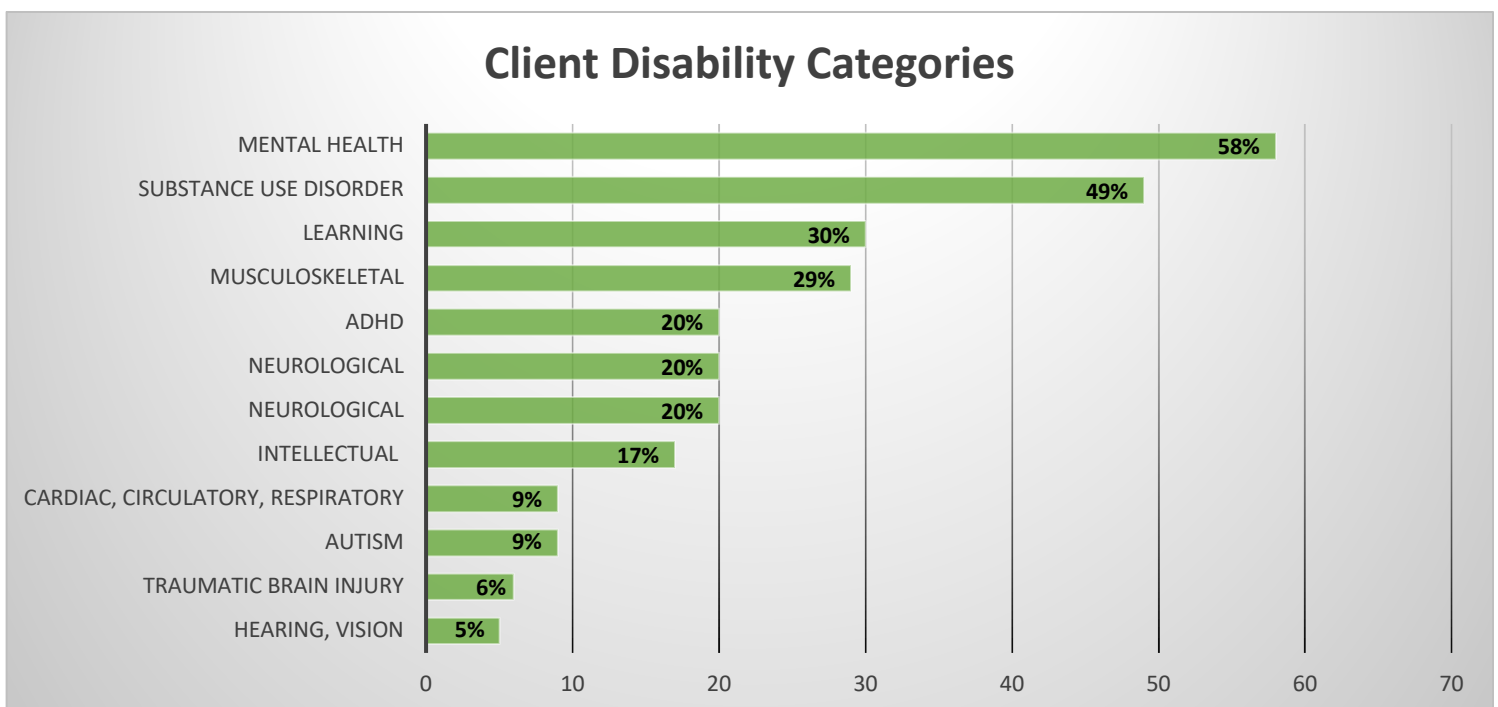
This year shows an increase in the percentage of clients served who identify as non-white compared to last year. There was a notable increase of clients who identified as American Indian/Alaskan Natives. CES should continue efforts to develop relationships with community agencies who may refer clients from diverse populations.



	Kitsap County	Washington State	Skookum Clients (Kitsap/Jefferson)
<b>Race/ethnicity, 2021</b>			
White	82.5%	78.5%	75.8%
Black	3.2%	4.4%	8.1%
American Indian, Alaskan Native	1.7%	1.9%	6.5%
Asian, Native Hawaiian, other Pacific Islander	6.4%	10.4%	2.7%
Hispanic or Latino, any race	8.2%	13.0%	6.9%

## Disability

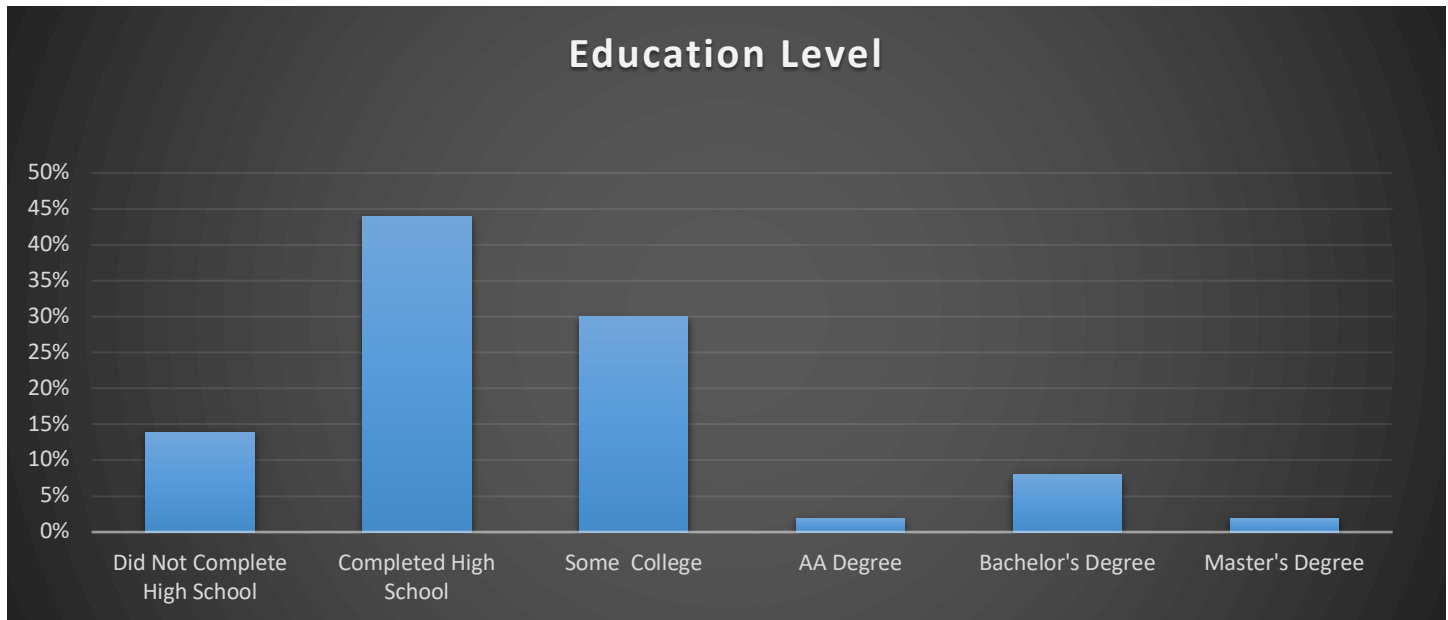
Most of our clients in 2022 had co-occurring disorders, a mental health diagnosis and a substance use disorder diagnosis. An action item for next year is to increase the training related to serving clients with co-occurring disorders. Another action item for next year is to diversify where we receive clients from to increase our impact with people who have hearing/vision disabilities. CES should evaluate whether we are using adaptive technology to ensure our clients with learning disabilities (30%) are able to engage in services effectively. This would include obtaining a reader pen for clients to use during meetings where paperwork is involved and/or provide alternative methods such as offering to read the material out loud or possibly provide video presentations. CES staff should be competent in accommodations for people with learning disabilities to educate clients and employers on how to better support this disability.





## Education Level

The majority of clients (86%) achieved at least a High School Diploma, GED or Special Education Diploma. Efforts should be made next year to discuss options for clients to explore achieving their GED to increase employment opportunities. Staff should be knowledgeable about resources in the community that can assist with adult education.



## Areas for Improvement

### Stakeholder Satisfaction

CES rated well among clients but there was little, or no data received from employers or other stakeholders such as DVR.

Areas for improvement include:

- Increased communication and responsiveness for funding/referral agency staff

### 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

This year, Skookum purchased a learning management system CEClasses for competency-based training and tracking for CES staff. After using this system for six-months, we have discovered CEClasses does not provide satisfactory training as it relies solely on staff reading PowerPoint slides with no audio engagement. CES should look into purchasing a different LMS next year once the contract with CEClasses ends.

## **Balancing Finances and Staff Workloads**

The operating percentage goal for 2022 was set at 12%. However, the budget suffered a significant setback when CES did not renew the DDA contract in Jefferson County, WA in April. Funding from the Jefferson County projects made up 51% of total revenue received in 2021.

Areas for improvement:

- Focus on achieving progress towards goal of breaking even by the end of 2025.
- Retain staffing to achieve program stability and cross train all employees to be knowledgeable in all employment programs.
- Increase staffing to grow the Ticket to Work program.
- Focus on scaling up the clients in Ticket to Work and DVR and scale down the clients in FCS to focus on more profitable programs that serve clients with disabilities.

## **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 via social media, posters in the community and updating the CES website.
- Partnering with agencies throughout WA state to obtain referrals
- Contacting Skookum new hires monthly who are eligible for Ticket to Work to discuss signing up for services if they choose.
- Providing benefits planning to CES clients who are eligible for Ticket to Work services.

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

The CES Manager bid on and was awarded an incentive funding contract with the Washington Healthcare Authority (HCA) to expand FCS services into underserved counties, such as Jefferson County, WA. Part of the contract is to hire a Full-Time FCS staff member to increase the capacity for CES to take on more clients. CES is

planning to hire this new staff person in March 2023. The new hire will be responsible for conducting outreach and marketing CES to community organizations in Jefferson County to increase client referrals.

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

This year an employment specialist and CES Manager completed the introductory course required before taking the Community Partner Work Incentives Coordinator (CPWIC) class early next year. Once completed, this certification will allow CES to provide benefits planning to clients and Skookum employees.

### **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. The job development log will be updated to show which staff member logged the job developing and if it was general developing or on behalf of a specific client.