



Program Evaluation Report/ Outcome Management & Measurement System

Supported Employment -
Individual Placement (SE-IP)
& Group Placement (SE-GP)

July 1, 2007 - June 30, 2008

PROGRAM EVALUATION REPORT/OUTCOME MANAGEMENT SYSTEM
Supported Employment-Individual Placements (SE-IP) & Group Placements (SE-GP)
FY 2007-2008

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I. Introduction

Community Interface Services (CIS) is a private non-profit agency providing services to children and adults with developmental disabilities throughout San Diego County. All services are based upon the premise that persons with developmental disabilities are in the best position to describe their own capabilities and needs, and to determine the appropriate framework of their individual support networks. In order to achieve optimum independence in the community, individuals must have control over their lives and make informed choices about the services they receive. Community Interface's Supported Employment (SE) service supports adults with developmental disabilities in identifying desired outcomes, overcoming employment barriers, and attaining productive, meaningful, and rewarding work. Services fiscal year (FY) 2007-2008 were funded by the California Department of Rehabilitation (DR) and the San Diego Regional Center (SDRC).

Community Interface provides an array of individualized SE services related to job development, job placement, and job maintenance in order to assist participants to reach their desired employment outcomes. Realistic goal setting through career exploration, preferred employment outcome analysis, and identification of local job market opportunities are key components of job development. Individual support is provided to develop resumes, complete applications, and attend job interviews. Job seeker skills are assessed and specific job requirements are analyzed to appropriately identify job matches and needed accommodations or modifications. Community Interface facilitates the agreement between the employer and service recipient to ensure that wages, benefits, and schedules are comparable to those the employer provides for all employees.

Based on DR, CARF, and SDRC recommendations, Community Interface provides on-the-job coaching and work related training for service recipients in individual placement (IP) and group placement (GP) settings. IP participants receive one-to-one support which decreases as the individual's independence on the job increases; staff members are able to advocate for additional funding if extra support is needed after job coaching has faded. Job coaching consists of on-the-job and off-the-job support for the service recipients to ensure long term successful relationships with their employers. A GP consists of three to eight individuals working at the same location who receive 100% on-going job coach intervention. Job coaching consists of on-the-job support for the service recipients to ensure long term successful relationships with their employers.

Supports are provided by qualified and well trained staff members with diverse backgrounds. Education levels ranged from 12-18 years, with an average of approximately 15 years; experience levels ranged from 0-26 years with an average of 6 years. The varying levels of education and experience are summarized below:

Education	# of Staff	Experience	# of Staff
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12 years	6	1-5 years:	30
13-14 years	7	6-10 years	7
15-16 years	29	11-15 years	4
17+ years	6	16+ years	7

Job coaching services were provided at the following employers throughout San Diego County during the fiscal year: Albertsons, Army Navy Academy, Bally Total Fitness, Big Events, Big Lots, Boys & Girls Club, California Quivers, Camp Pendleton, Carlsbad Library, The Christian Bookstore, CinemaStar Movie Theater, Emmanuel Faith Community Church, CVS/Pharmacy, Discovery Isle, Dollar Tree, Draper & Damon, Eternal Hills Mortuary, Fry's Electronics, Golden Spoon, Hank's Hardware, Harrah's Rincon Casino, International Fitness, Jag's Diner, Jimbos, Job Options Laundry Facility, Keystone Fitness, Krikkorian Theaters, KMart, Kohls, La Costa Glen, Lowes, Major Market, Marriot, Marshalls, McDonalds, Mr. Charlie's Fortune Cookie Chinese Restaurant, Naartjie, North County Consortium for Special Education, North County Health Services, Petsmart, Power Blasting Printer, Rain'n Cats 'n Dogs, Ralph's, Ross Dress for Less, San Diego County Library, Sears, Stater Bros., Taco Bell, Target, TJMaxx, Ultra Star Theaters, Veterans Administration Hospital, Vista Methodist Church, VONS, WalMart, and the Wild Animal Park.

During the FY, Community Interface provided SE services to five groups: three at different WalMart locations in North San Diego County and two at a mess hall on Camp Pendleton.

During the period of July 1, 2006, through June 30, 2007, one hundred and eighteen people participated in job development for, or were working in, individual placements with Community Interface Services; one hundred and eleven were working at some point during the FY. All people working were hired directly by their employer. Six people participated in more than one individual placement throughout the fiscal year. Eight-seven people were working as of July 1, 2007; ninety-one as of June 30, 2008.

During the FY, nineteen were working in GP with Community Interface; all people working were hired directly by their employer. Twenty people were working in GP as of July 1, 2006, six of whom worked in more than one group; seventeen people as of June 30, 2007, six of whom worked in more than one group. One group was dissolved during the FY, as the group members requested to switch to groups that worked other hours or to individual placements.

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In order to ensure that Community Interface's SE services help individuals meet their desired employment outcomes, the agency has developed a Program Evaluation/Outcomes Management System. Without a system for measuring results, even the best program may lose focus and no longer meet the needs of service recipients. This dynamic outcome management system is used to monitor on-going customer driven, quality improvement efforts. Accurate and relevant outcome information is collected, aggregated, and communicated on an annual basis in an understandable manner to the governance authority, staff members, management, service recipients, family members, funders, and regulatory agencies.

The Program Evaluation/Outcomes Management System meets standards from DR, CARF, SDRC, and Community Interface's Program/Service Descriptions. During FY 2007-2008, data was collected and analyzed separately for GP and IP participants when feasible and appropriate. All data collected for this report is kept for a minimum of three years from the date of the report. A Special Projects Director is responsible for overseeing data collection, aggregation, and analysis, and for ascertaining the accuracy, completeness, reliability, validity, and timeliness of the data used in the report. This Program Evaluation/Outcomes Management System is used to guide management decision making related to strategic planning, resource allocation, modification of service delivery, staff training, marketing, and other areas as needed.

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Community Interface strives to reach the diverse population of individuals with developmental disabilities in San Diego County. "Characteristics of Persons Served/Demographic Information" forms are completed for each service recipient. Information gathered includes sex, age, ethnicity, geographic location, income, education, diagnosis, functional capabilities, and disabilities. Data was obtained from service recipient, family member, service coordinator, and funder interviews; file reviews; and/or direct observation.

Demographics	2007-08 IP	2007-08 IP	2006-07 GP	2007-08 GP
Individuals	112	118	23	19
Sex				
Male	66%	62%	43%	47%
Female	34%	38%	57%	53%
Age				
18-24	30%	30%	38	0%
25-39	45%	43%	36	68%
40-54	23%	20%	22	21%
over 55	2%	3%	4	11%
Ethnicity				
African-American	4%	4%	9	11%
Caucasian	85%	87%	52	53%
Asian	1%	2%	4	11%
Hispanic	8%	5%	35	21%
“Other” national origin	2%	2%	0%	0%
Geographic Location				
North County Coastal	45%	34%	48%	
North County Inland	43%	57%	52%	47%
City of San Diego	12%	9%	0%	0%
Highest Level of Education				
Didn't graduate high school	14%	3%	22%	26%
High school diploma	58%	70%	74%	58%
Attended some college	17%	26%	4%	16%
College degree	1%	1%	0%	0%
Diagnosis/Disabilities*				
Ambulatory	97%	99%	100%	100%
Mental retardation	60%	72%	82%	84%
Seizure disorder	11%	14%	13%	11%
Cerebral palsy	15%	13%	13%	16%
Autism	10%	14%	4%	0%
Mental illness	7%	4%	9%	11%

* some individuals have more than one diagnosis

Functional Capabilities				
Mobility - independently accesses transportation to work	91%	91%	56%	47%

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Vocational - works three hours or more without direct support	98%	98%		0%	0%
Behavioral - meets employer expectation for appropriate work behavior	83%	83%		89%	79%
Communication - can effectively communicate wants, needs, desires	91%	91%		78%	100%
Personal Care - can independently meet all personal hygiene needs	97%	97%		83%	100%
Academic - reads street signs, employee policies, and written directions	81%	81%		56%	79%
Social - can interact appropriately with others in social situations	97%	97%		95%	84%

IV. Comparison of Results to Goals

A. Maximize stakeholder, service recipient, and employer satisfaction

Community Interface provides ample opportunities for all service recipients and other stakeholders to give direct and open-ended input on services. Community Interface regularly seeks feedback regarding all aspects of service delivery at the Advisory and Safety Committee meetings. During this fiscal year, sixty-five service recipients agency-wide were active participants in the Advisory and Safety Committee. Community Interface formally gathers input through satisfaction surveys made available to persons served, employers, family members, service providers, funders, SDRC (case management/referral agency), and other stakeholders. Staff members distribute the surveys several times throughout the year especially around the time of service recipients' semi-annual planning team meetings, and upon request. Comments and suggestions are responded to on an individual basis. Satisfaction information is collected for both SE programs without distinction between IP and GP, so all results are inclusive of both programs.

Input regarding the quality of the satisfaction survey tools is evaluated to determine whether the questions target areas that are relevant to service recipient and stakeholder desires. During the fiscal year, focus groups consisting of service recipients and administrative and direct service staff analyzed the current surveys and recommended future improvements.

General Stakeholder Survey Results

Seventy-one ACustomer Satisfaction Surveys@ were completed by Community Interface=s customers (not including consumers) in regard to all services provided, yielding the following results:

- 98% said they felt that Community Interface=s consumers are satisfied with their supports and services.
- 94% said they felt that Community Interface provides quality supported employment and/or day programs.

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- 97% said they have had positive interactions with Community Interface=s supervisory and administrative staff.
- 99% said that overall they felt Community Interface=s direct service staff do a good job of providing supports and service.
- 95% said that Community Interface=s programs, meetings, offices, etc. are accessible.

As with the responses to the consumer questionnaires, the responses overall from community stakeholders were very positive. Program supervisors responded directly to stakeholders with concerns to resolve situations. Comments from ACustomer Satisfaction Surveys@ included the following responses.

In response to whether or not customers feel that CIS consumers are satisfied with their supports and services:

“Yes, daughter is doing great under their care.”

“Yes, Michael’s needs are always met.”

“Very much so. I am very happy with this program.”

“Yes, Austin has full confidence in the agency.”

“Yes, because everyone really works as a team.”

“Yes, good people-centered planning. Consumers like their support staff.”

“Yes, CIS does a fabulous job and seems to be very involved/hands on with my sister.”

“Yes. My sons continue to grow in all aspects of their lives with CIS.”

In response to whether or not customers have had positive interactions with CIS supervisory and administrative staff:

“Yes, very positive on all levels.”

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“Excellent-always a prompt response and follow through.”

“Yes, we like everyone that is involved with my daughter’s services, especially her job coach.”

“Yes, they have been great to work with.”

“Yes, caring and “on top of it” staff.”

“Yes, we have seen nothing but the best.”

In response to whether or not customers feel that CIS staff do a good job of providing supports and services to consumers:

“Yes, conscientious and informative.”

“Yes, they all listen to Michael and his family. They come up with solutions.”

“Yes, support, advice and encouragement.”

“Yes-good communication and follow through overall.”

“Without a doubt. Diane is so good at making my son feel confident and safe.”

“Yes, they always follow through with what they say they are going to do.”

“Yes, they get all the people involved.”

“Yes. The activities and/or paid jobs are appropriate and interesting. Ali feels like a contributing member of the greater community.”

In response to whether or not services, meetings, and offices are accessible:

“They are always extremely accommodating.”

“Yes, they make an effort to accommodate our schedule.”

“Yes, they give advanced notice and a phone call which helps remind me.”

“Yes, at my home or the office-my choice.”

“The meetings, services are always made to be convenient for us.”

“Yes, and I really appreciate that I am always included as part of the planning team.”

“Yes, we love the convenience of coming to our house for meetings.”

Service Recipient Interview Results

A variety of surveys were distributed to service recipients during this fiscal year in order to solicit as much feedback as possible. Based on input from service recipients, the Service Recipient Interview was previously separated into two surveys, one for participants in job development or in their first year on the job and the second for participants after their first year on the job. An additional survey was distributed when possible and appropriate during planning team meetings. Fifty-eight service recipients completed satisfaction surveys regarding their SE-IP or GP services.

Of the responses from participants in job development or at their job for less than one year:

- 86% indicated that they were satisfied with their job search
- 83% said their Community Interface Services' staff person encouraged them to actively participate in their job search

The one person who indicated that he was not encouraged stated upon follow up that it was because the job was found so quickly and that he was very satisfied with the job.

- 83% said they are able to commute to work in a reasonable amount of time

The one person who indicated that he was not able to commute lives in a remote area where transportation is limited. He indicated that his early shift was part of the problem and, after advocating with support from his coach, has switched his work hours.

- 40% said they felt included in their employer's activities

Individual follow up occurred to address the specific concerns mentioned by those who did not feel included in their workplace. One person was not aware of the activities, and two people felt there were no activities. Their specific job coaches supported them in finding out about company activities. Overall awareness training for job coaches will be provided regarding inclusion in the workplace for service recipients especially during their first year on the job.

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- 100% said they are learning to advocate/speak for themselves and make their own decisions
- 71% said there was nothing they would like to change about services

One person mentioned they would like to see more job opportunities available, job development will continue to be a focus. One person indicated that they would like job coaching at two jobs which was not approved by DR.

Of those participants at their job more than one year who responded:

- 96% said they are satisfied with their job
- 93% said that if they want to learn new job tasks they are able to
- 96% said they are able to commute to work in a reasonable amount of time
- 89% said they felt included in their employer's activities
- 100% said they feel they get along with their coworkers
- 89% said they had received a wage increase over the last year
- 100% said they are learning to advocate for themselves and make their own decisions
- 97% said they are happy with their Community Interface support team
- 89% said they would not change the services they are receiving

Of those who responded to the Planning Team Meeting Questionnaire:

- 88% said they were satisfied with their jobs

Of the three people who indicated that they were not entirely satisfied on the job, two stated when contacted for follow up that their job coach had supported them in advocating for changes so they were more satisfied with their jobs and one person indicated that she continued to dislike one of her job tasks, sweeping, but that she understood it was part of her responsibilities and was choosing to remain on the job.

- 96% said they were happy with their CIS support team
- 100% said they felt their job coach provided supports at times that were important
- 95% said there was nothing they would change about the services they are receiving

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Of the service recipients that said they would change the services they are receiving, one expressed concerns about services other than SE which were relayed to appropriate supervisors; one wanted to explore promotion opportunities which is a goal of hers; and one wanted to pursue a full time job, follow up with DR occurred and another job was secured by the end of the FY.

- 100% said that if they needed adaptive equipment, it was available to them
- 94% said they know how to contact someone for help in addition to their staff person

Community Interface strives to provide service recipients with staff members who are able to provide quality services in a manner that is comfortable for them. When asked what qualities they value in a staff person, service recipients' responses included:

"Someone who listens to your problems and understands what you are talking about."

"Easy to talk to and does not nag."

"Punctual."

"Patient."

"Helpful."

"The ability to help me with problems on the job."

"Reliable."

"Honesty."

Community Interface Services considers this feedback for recruitment and staffing purposes so that appropriate and successful supports are maintained.

Employer Satisfaction Survey Results

Twelve employers responded to the satisfaction survey. Of those who responded:

- 100% said that Community Interface provided them with qualified applicants
- 100% said Community Interface educated them about job seekers and services
- 89% said that they received adequate on-site job analysis, disability awareness training, and reasonable accommodations training where appropriate
- 100% said that the employee has developed positive relationships with other employees

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- 100% said they have positive interactions with Community Interface Services' supervisory staff members
- 100% said that they were satisfied overall with Community Interface's support services
- 100% said they had effective interactions with job coaches
- 100% said they felt CIS did a good job of providing supports and services
- 100% said that supports and services were provided at convenient times

When asked what they like best about Community Interface's services, responses included:

"Open communication."

"We are able to integrate special needs people into the workforce and it is a win-win situation."

"The guidance you provide our employees."

Summary of Survey Results

Survey Respondents	Goal	Overall Satisfaction 2005-06	Overall Satisfaction 2006-07	Overall Satisfaction 2007-08
General stakeholders	90%	100% MET	100% MET	97%MET
Consumers	90%	95% MET	94% MET	95% MET
Employers	90%	97% MET	99% MET	100%MET

B. Effectiveness of Supported Employment

Effectiveness refers to the extent to which services produce the intended or expected results. The measure of effectiveness is one critical component to the Program Evaluation/Outcome Management System that guides Community Interface’s commitment to a continuous improvement philosophy. The intent to continually improve services is reflected in the many ways that results and achievements are measured. Effectiveness of Supported Employment Services is measured by monitoring hours worked and assessing Community Interface’s ability to maximize placement, individual outcomes, job retention, and earnings.

Objective	Goal	2005-06 Results (IP)	2006-07 Results (IP)	2007-08 Results (IP)	2005-06 Results (IP)	2006-07 Results (IP)	2007-08 Results (IP)
Maximize the percentage of people working compared to the total number of participants.	75%	MET 89% *94 working during year/10 6 particip ants	MET 86% *96 working during year/11 2 particip ants	MET 91% *107 working during year/11 8 particip ants	MET 84% *21 working /25 total particip ants	MET 100% *23 working /23 total particip ants	MET 100% *19 working /19 total particip ants
Maximize the percentage of ISP goals achieved for all participants.	80%	MET 92% *90 individu als with ISP objectiv e data availabl e - some service recipien ts had ISP periods which did not end during the FY due to recent enrollm ent, or	MET 91% *106 individu als with ISP objectiv e data availabl e - some service recipien ts had ISP periods which did not end during the FY due to recent enrollm ent, or	MET 84% *72 individu als with ISP objectiv e data availabl e - some service recipien ts had ISP periods which did not end during the FY due to recent enrollm ent, or	MET 90% *22 individu als with ISP objectiv e data availabl e some service recipien ts had ISP periods which did not end during the FY due to recent enrollm ent, or	MET 91% *20 individu als with ISP objectiv e data availabl e some service recipien ts had ISP periods which did not end during the FY due to recent enrollm ent, or	MET 84% *17 individu als with ISP objectiv e data availabl e some service recipien ts had ISP periods which did not end during the FY due to recent enrollm ent or

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		<i>exit from services *151 objectives developed, 139 met</i>	<i>exit from services *222 objectives developed, 201 met</i>	<i>exit from services *121 objectives developed, 101 met</i>		<i>exit from services *50 objectives developed, 45 met</i>	<i>exit from services *46 objectives developed, 42 met</i>	<i>exit from services *31 objectives developed, 26 met</i>
Maximize the length of time an individual stays on the job for all participants	Average of 12 months or more	MET Average of 22 months *Range of <1month-100 months	MET Average of 24 months *Range of <1 month-110 months	MET Average of 38.19 months *Range of <1month-110 months		MET Average of 36.21 months *Range of 4.87-86.43 months	MET Average of 43.24 months *Range of <1 - 98.43 months	MET Average of 55.24 months *Range of <1-110 months
Objective	Goal	2005-06 Results (IP)	2006-07 Results (IP)	2007-08 Results (IP)		2005-06 Results (IP)	2006-07 Results (IP)	2007-08 Results (IP)
Number of hours worked conforms with the choice of service recipient and the Department of Rehabilitation funding guidelines for all participants.	Average within the range of 12 to 40 hours	MET Average of 22.30 hours *Range of 4-40 hours *81 people working during FY worked PT, 13 FT *10 people increased their work hours (not	MET Average of 22.67 hours *Range of 4-40 hours *85 people working during FY worked PT, 14 FT *16 people increased their work hours (not	MET Average of 20.5 hours *Range of 4-40 hours *99 people working during FY worked PT, 9 FT *21 people increased their work hours during		MET Average of hours *Range of 4-40 hours *99 people working during FY worked PT, 9 FT *21 people increased their work hours during	MET Average of hours *Range of 4-40 hours *99 people working during FY worked PT, 9 FT *21 people increased their work hours during	MET Average of hours *Range of 4-40 hours *99 people working during FY worked PT, 9 FT *21 people increased their work hours during

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		<i>necessar ily a goal for all service recipien ts)</i>	<i>necessar ily a goal for all service recipien ts)</i>	<i>FY (not necessar ily a goal for all consume rs</i>		<i>FY (not necessar ily a goal for all consume rs</i>	<i>FY (not necessar ily a goal for all consume rs</i>	<i>FY (not necessar ily a goal for all consume rs</i>
Maximize the wage a service recipient earns for all participants.	Mini mum wage or high er	MET Average of \$7.83/hr *Range of \$6.75/hr - 13.90/hr *33 individu als increase d wages during the FY	MET Average of \$8.23/hr *Range of \$6.75/hr - 14.40/hr *41 individu als increase d wages during the FY	MET Average of \$8.74/hr *Range of \$7.50/hr - 14.50/hr *49 individu als increase d wages during the FY		MET Average of \$8.74/hr *Range of \$7.50/hr - 14.50/hr *49 individu als increase d wages during the FY	MET Average of \$8.74/hr *Range of \$7.50/hr - 14.50/hr *49 individu als increase d wages during the FY	MET Average of \$8.74/hr *Range of \$7.50/hr - 14.50/hr *49 individu als increase d wages during the FY
Locate quality jobs.	100%	MET 100%	MET 100%	MET 100%		MET 100%	MET 100%	MET 100%

C. Efficiency of Supported Employment.

The measure of efficiency, the relationship between resources used and results achieved, is another critical component of Community Interface's Outcomes Management System. Efficiency of Supported Employment Services is reflected by Community Interface's ability to minimize time to placement, stabilization, and cost per unit of service.

Objective	Goal	2005-06 (IP)	2006-07 (IP)	2007-08 (IP)		2005-06 (GP)	2006-07 (GP)	2007-08 (GP)
Minimize the time to find a job	Averag e of approxi	MET 3.37 months	MET 3.4 months	MET 4.3 months		n/a	n/a	n/a

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	mately 3 months	*6 people found jobs within 30 days, 7 within 60 days, 7 within 90 days, 2 within 120 days, and 9 in over 120 days	*11 people found jobs within 30 days, 6 within 60 days, 6 within 90 days, 10 within 120 days, 8 in over 120 days	*11 people found jobs within 30 days, 6 within 60 days, 6 within 90 days, 10 within 120 days, 8 in over 120 days				
Minimize the time to when a case is transferred to a long term funding source	1 year or less	MET 5.4 months	MET 7.8 months	MET ??		MET	MET	MET
Minimize the cost per unit of service compared to funding.	Break even	MET Broke even	MET Broke even	MET Broke even		MET Broke even	MET Broke even	MET Broke even

V. Post-Service Follow-Up Information

SE-IP services seek to help individuals become as independent as possible. Ideally, the benefits and positive results of the service should remain in place as paid supports decrease or discontinue altogether. In order to determine the lasting effects of services, information regarding individuals who have exited SE is attained by contact with the individual, their family members, or their case manager approximately six months after discontinuing their services; contacts are made either by phone or in person and documented on "Post-Service Follow-up Survey" forms. Thirty individuals exited SE-IP or SE-GP services during FY 2007-2008. At the end of the fiscal year, the exited service recipients, or their representatives, had been contacted; the results were analyzed by the administrative team as follows:

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- twelve individuals left to independently pursue work, volunteering, school or retirement;
- two individuals are currently receiving SE services from another provider;
- five individuals left to attend more intensive base programs;
- one individual left due to medical reasons;
- four individuals moved or were planning to move out of state;
- five individuals were no longer approved for funding from DR; and
- one individual left because he lost his job but then reentered into job development.

VI. Plans for Improvement and Future Program Goals

Categories of Measures	Outcome Objectives	Applied To	Type of Measure	Goal
Satisfaction				
General stakeholders	Maximize stakeholder satisfaction	Family members, service coordinators, DR counselors, residential care providers, employers, community members, and other general stakeholders	%	90% satisfaction
Service recipients	Maximize service recipient satisfaction	SE consumers	%	90% satisfaction
Employers	Maximize employer satisfaction	Employers of consumers in SE	%	90% satisfaction
Effectiveness				
Placement	Maximize the percentage of people working compared to the total number of participants	All consumers who were placed during FY	Percentage of placements compared to total participants	75%
Individual outcomes	Maximize the percentage of ISP goals achieved or partially achieved	All consumers with goals during FY	Percentage of goals achieved or partially achieved	80%
Job retention	Maximize the length of time an individual stays employed	All consumers who worked during FY	Average number of months on job	Average of one year or more
Hours worked	# of hours worked conforms with choice of service recipient and Department of Rehabilitation funding guidelines	All consumers who worked during FY	Average # of hours	Average within the range of 12 to 40 hours
Earnings	Maximize the wage a service recipient earns	All consumers who worked during FY	Average wage per hour	Minimum wage or higher
Quality	Locate quality jobs	All jobs found during FY	"Employment Quality Analysis" form	100%
Efficiency				
Time to placement	Minimize the time to find a job	All consumers who found jobs during FY	Average # of months from	Average of approx. 3

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			start of job development to placement.	months
Time to stabilization	Minimize the time to transfer a case to a long term funding source	All consumers who transferred to Habilitation Services during FY	Average # of months to transfer of funding.	One year or less
Cost per unit of service	Minimize the cost per unit of service compared to funding	All consumers who were billed during FY	Financial statements.	Program breaks even on a FY basis.

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