



PROGRAM EVALUATION PERFORMANCE MEASUREMENT & MANAGEMENT REPORT

I. Identifying Information

Agency: Community Interface Services (CIS)
Service: Supported Employment (SE)

Vendor #: HQ0390 & Vendor # HQ0412
Report Period: July 1, 2022-June 30, 2023

II. Evaluation Design/Performance Measurement & Management System

An Evaluation Design/Performance Measurement & Management System has been developed as part of an ongoing evaluation/analysis program that meets internal agency Standards of Excellence and Service Design criteria, as well as guidelines from Department of Rehabilitation (DR), Commission for the Accreditation of Rehabilitation Facilities (CARF), and San Diego Regional Center (SDRC). The System guides the annual Program Evaluation process and is revised as needed. The Program Evaluation results guide agency decision making related to strategic planning, scope of services, resource allocation, modification of service delivery, staff training, marketing, and other areas as needed. The results for the noted Fiscal Year (FY) are compared to the previous FY's results to assess performance and set new goals for future improvement, and are communicated in an understandable manner to participants, family members, the governance authority, staff members, management, funders, and regulatory agencies. Careful consideration is given to format, content, timeliness, and accuracy. Outcome information is collected based on information available at the time of the report, aggregated, and analyzed at least annually. Data is gathered and kept for a minimum of three years from the report date. A director is responsible for training the Program Evaluation team, and overseeing the collection, aggregation, and analysis of data and ascertaining accuracy, completeness, reliability, validity, and timeliness of the data along with the SE/Human Resources /Individual Support Plan Supervisors, and Accountants.

III. Persons Served

Participants served during the FY were supported with job/paid internship development, and job/paid internship coaching. Those working in jobs were hired directly by their employer, earned at least minimum wage, and were eligible for all benefits available from their employer. Some participants were eligible to participate in the Paid Internship Program (PIP). Participants supported in the PIP are paid via a financial management service and receive support from CIS, both funded by SDRC. Supports focused on locating opportunities in alignment with California's 'Employment First' Policy. An individualized, tailored, and person-centered approach was used to support participants to reach Competitive Integrated Employment (CIE) outcomes of "Real Work for Real Pay in the Real World." Supports included resume/skill development, work ethic analysis, job/internship search assistance, communication, and career advancement exploration.

Number of People Served

Total served during fiscal year: 112 (down from 129 the previous FY)

Job Development (JD)/PIP Development Only: 10

Working in Individual Placement (IP)/PIP - 93 (79 in July 2022, 67 in June 2023)

Group Placement - Job Coaching: 9 (9 in July 2022, 9 in June 2023)

Started Jobs/Internships During Year: 6/1
 CIE Eligible Placements: 4 (Met criteria for job retention and integration)

Supports

SE supports were provided by 90 dedicated job/internship developers, coaches, and supervisors. All have at least a high school diploma; many have higher levels of education and experience.

Characteristics/Demographics of Persons Served

Demographics <small>(Information is gathered on participants for whom information is available at the time of the report.)</small>	22-23 IP (JD/IP)	22-23 GP
Individuals	93	9
Sex		
Male	72%	56%
Female	28%	44%
Non-binary	0%	0%
Age		
18-24	10%	11%
25-39	63%	22%
40-54	20%	67%
over 55	7%	0%
Ethnicity		
Black or African American	3%	22%
Caucasian	67%	45%
Asian	3%	0%
Hispanic	22%	33%
Other	5%	0%
Highest Level of Education		
Did not graduate high school	7%	11%
High school graduation/completion	63%	67%
Attended some college	27%	22%
College degree	3%	0%
Diagnosis (may be multiple diagnoses)		
Ambulatory	100%	100%
Intellectual disability (previously termed Mental Retardation)	39%	67%
Seizure disorder	9%	17%
Cerebral palsy	10%	8%
Autism	21%	0%
Mental illness	10%	8%
Other	10%	0%
Functional Capabilities		
Mobility - independently accesses transportation	96%	56%
Vocational - works 3 hours without direct support	94%	22%
Behavioral - meets employer behavior expectations	100%	89%
Communication - communicates wants/needs	94%	78%
Personal Care - independently meets hygiene needs	100%	100%
Academic - reads signs, employee policies, lists	87%	67%
Social- interacts appropriately with others	94%	100%

IV. Fiscal Year (FY) Results in Relation to Program Outcome Objectives

Categories of Measure	Outcome Objectives/Person or Position Responsible for Collecting Data	Applied To	Type of Measures	Target	Results
Effectiveness					
Placement	Maximize the % of participants working compared to total # of participants. /Director	All participants	% working compared to total served	75%	IP-90% GP-100% MET
Individual Outcomes	Maximize the % of ISP goals met. / Director/ISP Supervisor	All participants with goals ending in FY	% of goals achieved	80%	90% MET
Job Retention	Maximize length of time a participant is employed. /Director	All participants who worked in FY	Avg # of months on the job	Avg of 12+ months	IP-78 months GP-130 months MET
Earnings	Maximize the wage a participant earns. / Director	All participants who worked in FY	Avg wage per hour	Above minimum wage	IP-\$16.80/hr. GP-\$17.58/hr. MET
Quality	Locate quality jobs. /Director	All jobs found during FY	Quality Job Indicators	100%	100% MET
Efficiency					
Efficiency of business functions	Minimize completion time while ensuring accuracy. /Accountant	All participants who were billed during FY	Avg billing completion time/accuracy	Timely/ accurate bills	Bills on time; Accurate audits MET
Cost per unit of service	Minimize cost/service unit per funding unit. /Accountant	All participants billed in FY	Financial Statements	Breaks Even	Broke even MET
Access to Services					
Time to access services	Minimize the time to start services. / Director	All participants in FY who started job development	Approx. avg # of months from authorization to service start	Avg of approx. 1 month	IP-0 month GP-n/a MET
Time to placement	Minimize the time to find a job. /Director	All participants who found jobs in FY	# of months from start of search to job	75% w/in 6 months	71% w/in 6 months; avg of 3.9 months NOT MET
Satisfaction					
Stakeholders	Maximize Satisfaction. / HR Supervisor	Stakeholders	%	90% Satisfaction	96% MET
Participants	Maximize Satisfaction. / HR Supervisor	SE Participants	%	90% Satisfaction	97% MET
Employers	Maximize Satisfaction. / HR Supervisor	SE Employers	%	90% Satisfaction	100% MET

Satisfaction Survey Detailed Results

Community Interface provides ample opportunities for participants 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, Safety, & Wellness Committee meetings and through satisfaction surveys made available to persons served, employers, family members, service providers, funders, SDRC, DR, and other stakeholders. Staff members distribute the surveys throughout the year, especially around participants' planning team meetings, and on request. Surveys are available for access anytime on the agency website. Satisfaction information is collected without distinction between IP and GP, results are inclusive of both programs. Input regarding the content of the satisfaction survey tools is also solicited annually.

Due to the stresses related to the aftermath of the pandemic on the resulting nation-wide staffing shortages, CIS supervisors focused on open communication as done during the pandemic and responded directly to informal feedback with less emphasis placed on encouraging people to complete the actual formal survey; CIS remained responsive to all feedback. Plans are in place to revitalize the efforts to formally attain feedback in the next year.

Customer Satisfaction Surveys were completed by 17 of Community Interface's agency wide stakeholders, yielding the following results regarding Community Interface:

- 100% felt participants are satisfied with supports/services.
- 100% noted positive interactions with supervisors and administrators.
- 100% said CIS services are accessible.
- 94% feel that CIS direct support staff do a good job of providing supports and services

Some of the comments from customers were:

"CIS staff are awesome. Creatively, and with compassion, they show great energy in supporting my son."

"CIS works to provide services that align with my daughter's individual needs."

"Staff is very good about communicating with families and keeping them updated."

"I feel like the staff are open and that means they strive, adjust, seek solutions, and communicate. Couldn't ask for more."

"I think their creativity and earnest effort on behalf of my son gives me great comfort that he is in good hands."

Questionnaires were completed by 22 SE participants, yielding the following results:

- 100% noted they are happy with the services they received.
- 100% said that they are happy with their support staff.
- 100% said that their services are accessible.

Some of the comments from participants were:

"My staff is friendly and amazing. They are caring and they are here for me when I need to talk to them."

"I like my job coach and new position here at Home Depot."

"I have been working at my job for 17 years. It is awesome to be there."

"I have been at my job for 14 years. And I love it. Everyone is caring and friendly."

"I was just given more hours at my job in the kitchen with a raise of a dollar."

Questionnaires were completed by 5 Employers, yielding the following results:

- 100% noted they are satisfied with their employee(s) who we support.
- 100% said that supports/services are provided at a time that is convenient.
- 100% noted that CIS did a good job educating them about CIS job seekers and services.

Some of the comments from Employers were:

“Michelle is very supportive of the management here at Walmart. She helps enforce all our policies and procedures and assist our employees that she serves to be successful.”

“I like the support that is given to me as a department manager. Zach and JD also seem happy with their job coaches.”

“Your participants are very reliable and responsible individuals.”

“Cort has been a true asset when it comes to being a job coach for our team member. Thank you for all your assistance.”

Employers

SE-IP job and internship coaching services were provided at employers throughout San Diego County, including: Accent Care, Albertsons, Burlington Coat Factory, California Pizza Kitchen, Camp Pendleton Mess Halls, Camp Pendleton Golf Course, Carlsbad Dove Library, Chaparral Honey, Costco, CVS Pharmacy, El Pollo Loco, Emmanuel Faith Church, Food 4 Less, Gelson's, HIMG Surface Repair, Home Depot (2 locations), La Costa Glen, Legoland, Magnolia Elementary, Miramar College, OES Equipment, Potter Jr. High School, Premier Color Nursery, Ralph's (2 locations), Red Lobster, Ross, San Diego Safari Park, Sea World, Shepherd of the Valley, Sprouts (2 locations), Starbucks, Stater Bros (2 locations), Target (2 locations), The Fix it Guy, Town and Country Hotel, Vons (4 locations), and Walmart (4 locations). SE-GP services included 1 group at Walmart in Vista and 4 groups at Mess Halls on Camp Pendleton.

Participant Exits and Post-Service Follow-Up Information

Twenty-six people exited SE services for the following reasons:

- 10 moved to a new CIS support - Day Your Way
- 6 indicated CIS no longer meets client needs
- 6 no longer needed support
- 2 were moving out of area
- 2 moved to another agency for SE Job Development services

Attempts were made to gather post-service information regarding those who had exited. Due to the ongoing staffing shortage, CIS was not in a position to offer support to anyone interested in returning for services for most of the fiscal year. Post exit conversations focused on their previous support and ensuring their current support was meeting their needs as much as possible considering current circumstances and staffing shortages across the industry. Follow-up also included checking in that everyone knew to contact their Regional Center Service Coordinator if more supports were needed.

Results were reviewed for the people reached. Most felt that services from CIS at the time were helpful, and that they benefited in some way from their services with CIS. One person indicated they felt they no longer needed CIS supports at the time of exit but at the time of contact, requested additional Job Coaching which the team worked creatively to put back in place amidst the staff shortage. Most were content with their current situation/services and were aware of how to reach out to the Regional Center for additional supports if they needed it.

Summary

Review of Results

The Program Evaluation results indicate that Supported Employment Services continue to be provided as successfully as possible, given the current times, and services are found to still implement the organization's mission and core values. Services provided during the year were funded by DR and SDRC, reflected internal standards of excellence, and were provided in accordance with respective service designs, CARF standards, funder guidelines, and fluctuating pandemic restrictions. Service provision is determined to be efficient, effective, and accessible. The Paid Internship Program (PIP) offers an opportunity to meet participants' employment needs in a unique way, and it will continue to be pursued.

Comparison to Previous Years Results, Actions Taken, and if Actions Achieved Intended Results

This year's results were compared to last year's to include an analysis of gaps and opportunities and an assessment of whether goals achieved the intended results, and the following findings and planned follow-up are noteworthy:

- The ongoing effects of the pandemic brought continued staffing shortages to be navigated. Jobs were available for participants which were identified opportunities, but Community Interface remained cautious and transparent about realistic abilities to provide quality supports, noting the gap of sufficient human resources.
 - The Time to Placement goal was not quite met; however, seven people started quality jobs and internships during the year and appropriate supports were able to be provided for those people.
- Overall, the number of people served, the number of people working, and the number of staff providing support were lower than the previous fiscal year due to the identified gap in staffing.
- The high percentage of people working during the year compared to those served, and the length of time on the job were noteworthy this year amidst all the barriers. The opportunity remained to continue to devote resources toward supporting people to retain these jobs and explore growth within their workplaces.
- Wages continue to be above minimum wage, with average wages for people working in GPs noteworthy at more than \$2.00 above minimum wage at the end of the FY.
- Satisfaction continues to be high, and stakeholders seem understanding of the pandemic aftermath related circumstances. The opportunity to continue transparent, open communication regarding the ongoing changes remains.
- Several people who exited SE continued to be served by CIS through another program that is more flexible and provides support on the job and in other areas. This opportunity remains a significant one, a way to provide a spectrum of needed supports for people.

The aftermath of the COVID-19 pandemic continues to impact Supported Employment Services. Although jobs were available, it remained difficult to find staff to support participants in those jobs. As such, job development remained slow and supports focused on providing supports for those who had jobs. Significant efforts were put into ensuring the limited number of people who found jobs were provided with adequate staffing. Although times were certainly challenging during the fiscal year, many of the previous year's goals were met and actions taken achieved the intended results. Five of the seven people who started jobs, secured those jobs within six months

of starting their services, which was just shy of the job placement goal for the year. The two who took longer than six months to find their jobs were incredibly pleased to start their employment with businesses that met their unique needs for a quieter work environment and a location directly along a bus line, and the long-term efforts were worthwhile. Future job placement targets will be examined to determine if changes are needed. SE staff members worked closely with participants to overcome the presented barriers, take advantage of any available opportunities, and make the best of the situation to address the work and non-work needs of participants. The team is poised to continue to adjust to the ever-changing times with goals to provide high quality support within the available staffing capabilities. Significant efforts are being put toward recruitment and active job development has returned.

Plans for Improvement, Future Goals and Action Plans

Community Interface plans to continue to persevere through the pandemic aftermath while providing the highest quality SE services possible in San Diego County. Future goals and outcome objectives for the program will remain the same as noted in the table above, with a focus on providing the best supports possible for those working and securing jobs for participants when and if the appropriate supports can be provided.

- Continued efforts will be made to provide high-quality job coaching services that meet the expectations of the participant, the employer, and all stakeholders as much as possible considering the staffing shortage.
- Consistent staffing will remain an agency top-priority focus.
- Significant attempts will be made to provide the needed supports with knowledgeable and competent teams of support when one consistent staff person is not available.
- Transparent communication with all stakeholders will continue, so that all are aware of the reality of the current situation; teams can develop plans to best support each person.
- Staff will continue to explore all options of services for participants, and work with each team to ensure the best supports available are in place.
- Job development has opened, referrals for SE services are being accepted again, and goals will be assessed mid-year and adjusted based on results.

Community Interface works hard to access opportunities that become available to enhance the employment related supports offered. Grant funds from prior years have provided specialized training to staff members in both customized employment practices which continue to benefit those served. In addition, Community Interface has several trained Work Incentive Benefit Counselors on staff who are ready to provide support to those interested in work to outline the impact that work can have on Social Security and related benefits, so that people can make informed decisions about pursuing employment. The agency looks forward to opportunities provided through the state's Quality Incentive Program that focuses on staff capacity-building to increase employment options available to people with intellectual/developmental disabilities. The ongoing implementation of federal and state Employment First policies, the Workforce Innovation and Opportunity Rules, as well as the federal Home and Community-Based Services Waiver recommendations for community-based services continue to present much needed opportunities to our industry. Community Interface remains poised to continue to explore any available opportunities to improve the quality of services provided.