

Polk County Region

2020 Community Employment

Evaluation Report

IOWA | **LAW**

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Executive Summary



Overall system performance

decreased by 12% in 2020, likely related to the COVID-19 pandemic and subsequent quarantine recommendations.

Each outcome was impacted by shifting circumstances and barriers to service delivery.

100%

90%

80%

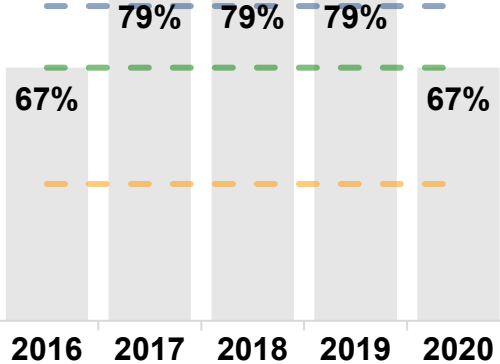
70%

60%

50%

40%

30%

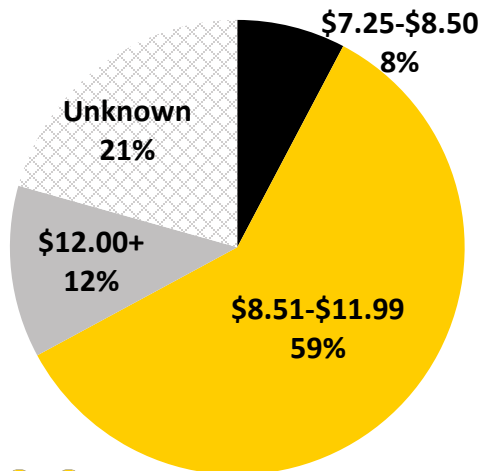


Exceeds Expectations
76%+

Meets Expectations
67%-75%

Needs Improvement
50%-66%

Does Not Meet Minimum Expectations
<50%



The average hourly wage of participants in 2020 was **\$8.37**, a decrease from \$9.51 in 2019.

Wage reporting was a challenge in 2020 due to pandemic-related furloughs, which impacted agency and participant employment (21% missing data).

Additionally, **weekly wages** and **weekly hours worked** were lower in 2020.



Despite unprecedented challenges, participant satisfaction with services (94%) remained high and stable, decreasing by 3% in 2020.

69% Of participants interviewed said all their needs were met during the pandemic, followed by an additional 18% reporting some but not all needs were met.

"I meet my goals. I like to have help meeting my goals. It's always nice to have help with that."

"They listen to what I want and they work with me. They don't try and force me into something that I don't want. They understand what I want."



Average Level of Support was **3.09**

Needs Improvement ⇄

In 2020, about **one-third of participants** (34%) needed higher levels of support



71% of participants engaged in Employment

Does Not Meet Expectations ↓

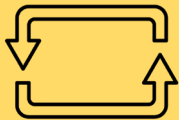
The **average number of participants** engaged in employment in the system **decreased by 19%**



28% of Participants Working toward Self Sufficiency

Meets Expectations ⇄

The **average number of participants** employed at 20 or more hours per week in the system **decreased by 20%**



<1% of Participants Negatively Disenrolled

Exceeds Expectations ⇄

Only four participants were negatively disenrolled in 2020



91% File review

Meets Expectations ⇄

Agencies scored better on documenting services (92%) and were more challenged in documenting wages and hours (79%)



94% of Participants reported satisfaction with services,

Meets Expectations ↓

The **system continues to rate high in participant satisfaction**

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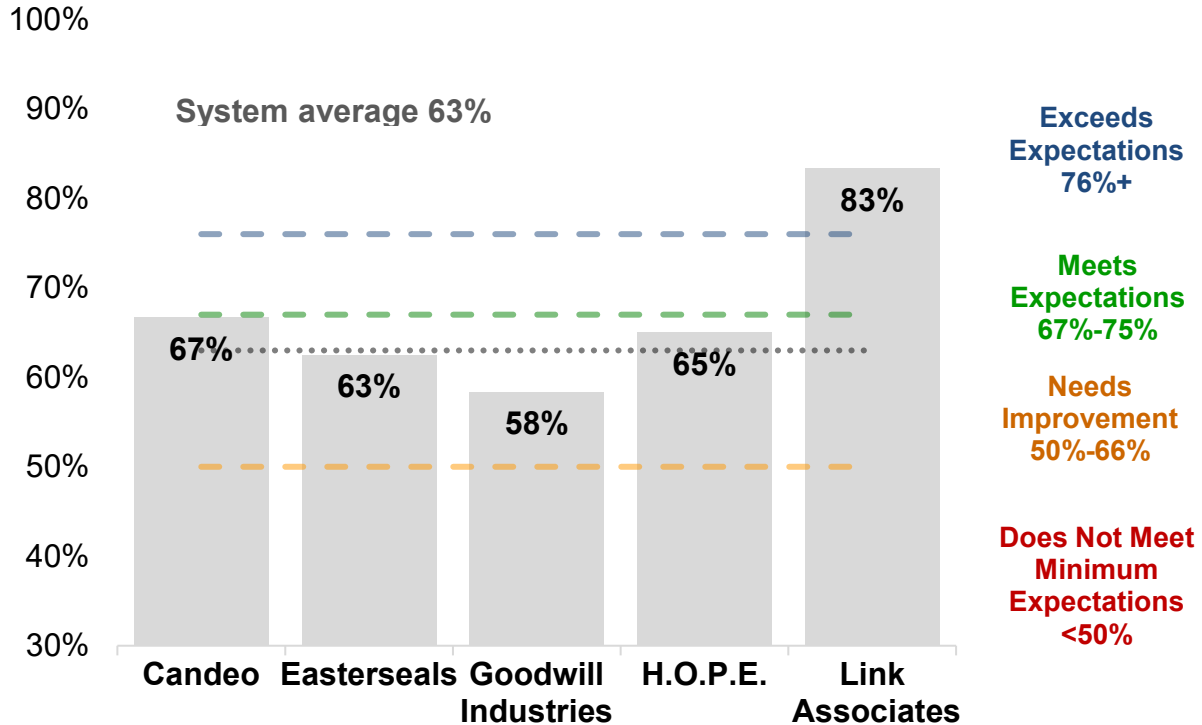
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Community Employment Evaluation Results Summary

In this fourteenth year, the Community Employment Evaluation shows that the community employment network, with a score of 67%, *Needs Improvement* in supporting individuals to prepare for, obtain, and maintain employment.

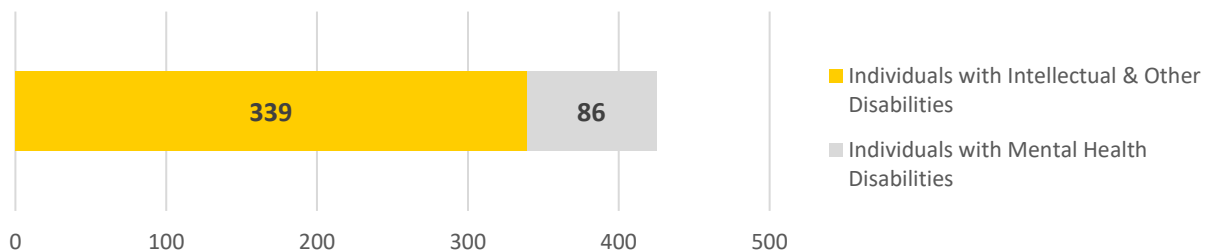
Figure 1. 2020 Overall System Performance by Agency



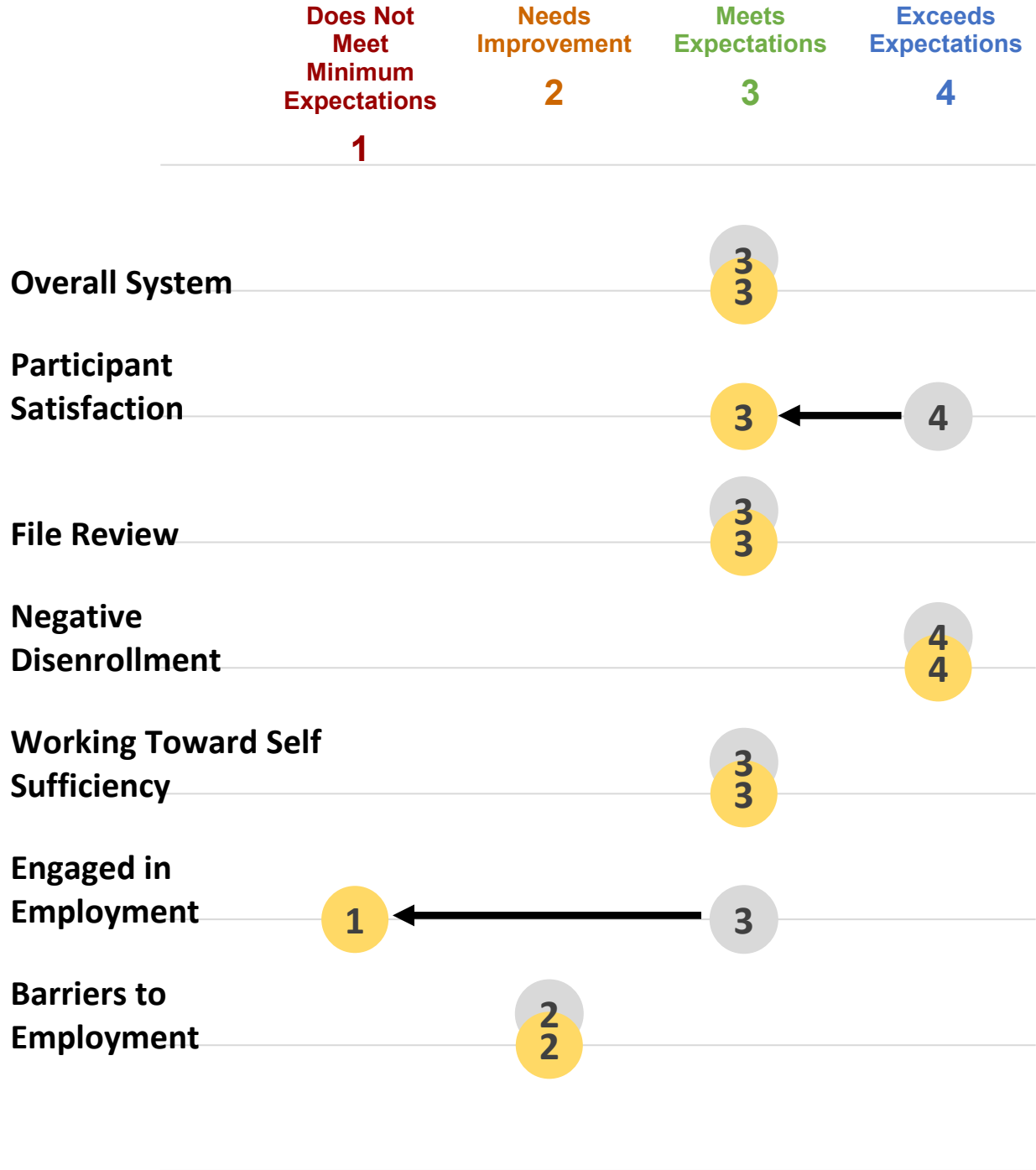
Two agencies met or exceeded expectations and three agencies were challenged in overall performance set by Polk County Region for the 2020 calendar year (see Figure 1).

Individuals with intellectual disabilities were the majority of the system population in 2020, comprising 80% of the overall population (Figure 2).

Figure 2. System Participants by Disability Type 2020



Community Employment Outcomes 2019 and 2020



Community Employment

BACKGROUND

The benefits of employment are well documented. Working has been associated with reductions in mental health symptoms, hospitalizations, and improvements in medication compliance (Salyers et al., 2004; Bond et al., 2001a & 2001b), as well as a means to increased community integration (McGurkin, 1994), improved quality of life (Fabian, 1992; Knoedler, 1979) and higher self-esteem and self-efficacy (Van Dongen, 1996; Harding et al., 1987). Supported employment is a cost-efficient investment in regards to taxpayer expense; however, wages are still lagging in equity (Cimera, 2012).

Table 1. Types of Community Employment Services Reimbursed by the State ¹

| Service Type | Description | Expected Outcome |
|--|--|---|
| Prevocational Service | Services that provide career exploration, learning, and work experiences, including volunteer opportunities, where the member can develop nonjob-task-specific strengths and skills that lead to paid employment in individual community settings. | Individual employment in the general workforce, or self-employment, in a setting typically found in the community, where the member interacts with individuals without disabilities, other than those providing services to the member or other individuals with disabilities, to the same extent that individuals without disabilities in comparable positions interact with other persons. The member is compensated at or above the minimum wage, and not less than the customary wage and level of benefits paid by the employer for the same or similar work performed by individuals without disabilities |
| Career Exploration | Develop an individual career plan and facilitate the member's experientially based informed choice regarding the goal of individual employment. | Written career plan that will guide employment services, which lead to community employment or self-employment for the member. |
| Individual Supported Employment | Services provided to, or on behalf of, the member that enable the member to obtain and maintain an individual job in competitive employment, customized employment, or self-employment in an integrated work setting in the general workforce. | Sustained employment, or self-employment, paid at or above the minimum wage or the customary wage and level of benefits paid by an employer, in an integrated setting in the general workforce, in a job that meets personal and career goals. Successful transition to long-term job coaching, if needed, is also an expected outcome of this service. |

¹ https://dhs.iowa.gov/sites/default/files/Employment_Matrix.pdf?031620212144

POLK COUNTY SERVICE ENVIRONMENT

A major challenge this year was the COVID-19 pandemic. The Iowa state of emergency began March 9, 2020, with the Governor's Proclamation of Disaster Emergency, with gradual reopening starting with an April proclamation for outside businesses, and May proclamations for indoor businesses.² The pandemic resulted in statewide job layoffs and furloughs, and many citizens were substantially confined to their residences for four months of the fiscal year.

Four of the agencies never shut down during the initial months of the pandemic; however, one agency made the decision to shutter services entirely during the period of Governor Reynolds's emergency proclamation from March 23 through May 15, 2020.

Provider Perspective

The Law, Health Policy & Disability Center (LHPDC) conducted a recorded exit interview via Zoom with agency directors and staff from Candeo, Easterseals, H.O.P.E., Goodwill, and Link Associates. Three staff members from the Polk County Region were also present and asked questions periodically throughout the interview.

The exit interview with agency administrative staff, directors, and direct support professionals focused on challenges and successes in 2020 at three levels: client, organizational / workforce, and system. The semistructured interview prompted discussion at each level and the research team identified main themes and areas impacting service provision.

On March 17, 2020, Iowa Governor Kim Reynolds issued a State of Public Health Disaster Emergency due to the COVID-19 pandemic. Subsequently, Governor Reynolds also issued an expansion of telehealth services, expanding remote access to healthcare services for Medicaid recipients throughout the state.³

Disruption to Employment

Because of temporary closures of businesses and reduced capacity, agency staff reported that many community employment participants were temporarily furloughed from their jobs or uncertain when or if they would return to work. For those who lost jobs or experienced reduced hours, agencies assisted participants to enroll in unemployment benefits to stabilize income. Agency staff reported that as businesses reopened and expanded hours and services, participants had the option to return to jobs, but staff noted that some participants were reluctant to re-engage in services. Staff attributed participants' reluctance to return to work to 1) safety concerns of potential COVID exposure in the community and 2) less motivation to earn income while eligible for unemployment benefits.

Agency Responses

Since some supported employment clients were furloughed or lost their jobs when the pandemic started, some job coaches had lower case load numbers so were reassigned to assist in other agency areas as needed.

Providers noted that agency staff were flexible with having their job duties switched to areas of need in order to maintain continuity of services for individuals served, as well as to maintain their own employment.

²[Gov. Reynolds issues a State of Public Health Disaster Emergency | Office of the Governor of Iowa](#)

³[IOWA 2119-MC-FFS-CVD Telehealth and Pharmacy Billing COVID19.pdf \(cchpca.org\)](#)

Documentation

In response to lengthy periods of uncertainty regarding employment status, the Polk County Region added an “on hold” status so agencies could accurately document individuals who are not currently working because of the COVID-19 pandemic but were technically still employed (e.g., not unemployed but waiting to hear from their employer about return to work).

Employment Services

Directors reported that employment opportunities were limited, particularly retail and food service jobs, which are areas in which many participants are employed. Together these sectors accounted for 60% of employment placements (Figure 12). Retail and food service employers were impacted by quarantine restrictions, which limited indoor capacity.⁴ Agency staff also reported that fewer businesses were hiring, which made finding jobs that matched consumer preferences challenging.

Providers discussed service delivery for job coaching and work site visits, noting that support was moved to phone calls if feasible, to reduce the number of people at work sites, particularly for participants working in placements like nursing facilities.

Client Mental Health

Mental health concerns among clients were noted by providers as increasing during the COVID-19 pandemic, making it difficult for some individuals to return to work when they were eventually called back. When asked about needs of people transitioning back to a work environment, one provider responded, “more counselors,” noting a high number of people struggling with mental health issues. The expansion of telehealth benefitted many individuals with mental health care services; however, parity is not expected to be extended in the future, so several directors advocated for sustained and adequate reimbursement rate for telehealth services.

Transportation

Providers from each agency reported that transportation to work continues to be an issue, citing barriers including lack of options for transportation providers, challenges coordinating transportation with SCL providers, and unreliable transportation services and public transportation options. Providers also mentioned that cab services and public transportation were problematic options because of the potential for exposure to people not wearing masks, which is a safety issue that made participants uncomfortable. Providers noted that while employers have been understanding, transportation shortcomings can be problematic causing participants to be late or miss scheduled hours.

Transition to Technology / Telehealth

While some aspects of supported employment services were able to be transitioned to distanced practices (such as substituting phone calls for face-to-face encounters), some compliances, such as signing consent release forms, were less flexible for remote accommodation.

⁴ [DIA-Reopening-Criteria-for-Restaurants_2020-04-27 \(1\).pdf \(iowa.gov\)](#)

Collaboration

One provider noted increased collaborative efforts between job coaches, employers, and family members to support clients. An additional benefit of these interactions was the opportunity to hear more regularly from all stakeholders involved in service provision.

Less reliance on services

Some clients rose to the challenges of less direct contact with staff by becoming more independent on their own, with several graduating from programming.

State Assistance

One agency director noted that the Small Business Administration's Paycheck Protection Program was helpful in providing ongoing services.

Dissemination of COVID Practices and Guidelines

Because of multiple waves of changing guidance regarding safe return to work, agency directors and staff expressed difficulties in coordination efforts between employment services teams and other client support systems. Agency staff reported that interpretations and implementation of safety guidance varied, and some providers were under the impression that employment services were cancelled by mandate. In response to inappropriately universally applied restrictions, a September 2020 Informational Letter from the Iowa Department of Human Services noted, "Each member, with support of their IDT must make an informed decision about returning to day programming, work and community including participation in Day Habilitation, Prevocational and Supported Employment services."⁵

Managed Care Organization (MCO) Interactions

Providers noted that the length of time for authorizations to be approved by the MCOs continues to be a barrier to smooth, expedient service provision. In addition to delays in service flow, the Managed Care Organizations were approved to waive in-person contact,⁶ which placed a burden on county level providers to do tasks that required face-to-face interactions such as get needed signatures on documents, arrange psychiatric evaluations, and attend CMS (Centers for Medicare and Medicaid Services) meetings in order to make sure services to individuals were provided. The need for physical signatures could be another example of communication issues, as the requirement was waived in May 2020 (electronic signature deemed acceptable by CMS).⁶

Staff noted that referrals of supported employment clients have continued to decline and has remained stagnant, compared to the referrals received pre-Medicaid privatization. One respondent attributed the relatively low referrals to employment having low priority from the state's Managed Care Organizations (MCOs).

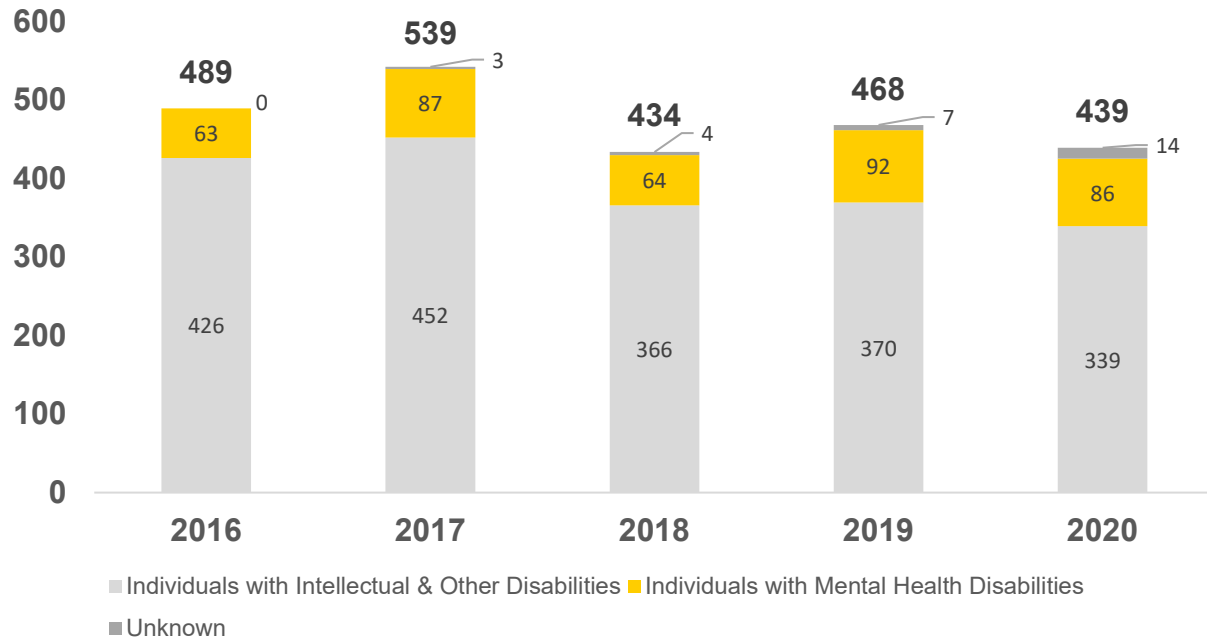
⁵ https://dhs.iowa.gov/sites/default/files/2166-MC-FFS_HCBS_PCP_during_COVID-19.pdf?091020201344

⁶ State Plan Amendment (SPA) #: 20-0008 <https://www.medicaid.gov/State-resource-center/Medicaid-State-Plan-Amendments/Downloads/IA/IA-20-0008.pdf>

DEMOGRAPHICS

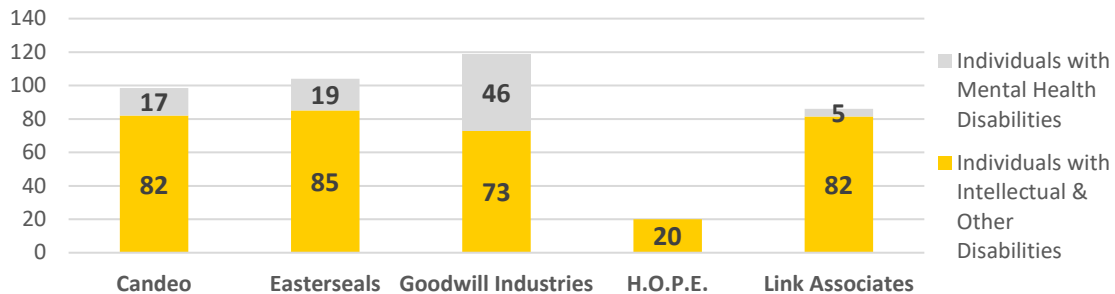
In the past, the Polk County Regional Network has served more individuals each year. Since 2017, the network has leveled off, with the number of participants decreasing in 2020 from 2019. An average of 439 participants per reporting week was reported in 2020, compared to 468 in 2019, with 28 fewer participants (7%). The decrease was mostly experienced at Candeo, Easterseals, and Link Associates.

Figure 3. Polk County Network: Average Number of Participants by Disability Type Per Reporting Week 2016-2020



The system served predominantly individuals with intellectual disabilities, providing services to almost four individuals with intellectual disabilities for every one served with mental health disabilities. The decrease in the system was attributable mostly to decreases in the number of participants with mental health disabilities. Fourteen participants (3%) did not have a disability type reported.

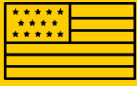
Figure 4. 2020 Participant Disability Status by Agency



Individuals Served

The following section of the report describes the employment characteristics of the 2020 National and Polk County Health Services Community Employment population, which includes four sections:

- 1) Participant Earnings
- 2) Employment Status
- 3) Employment Retention, and
- 4) Employment Settings.

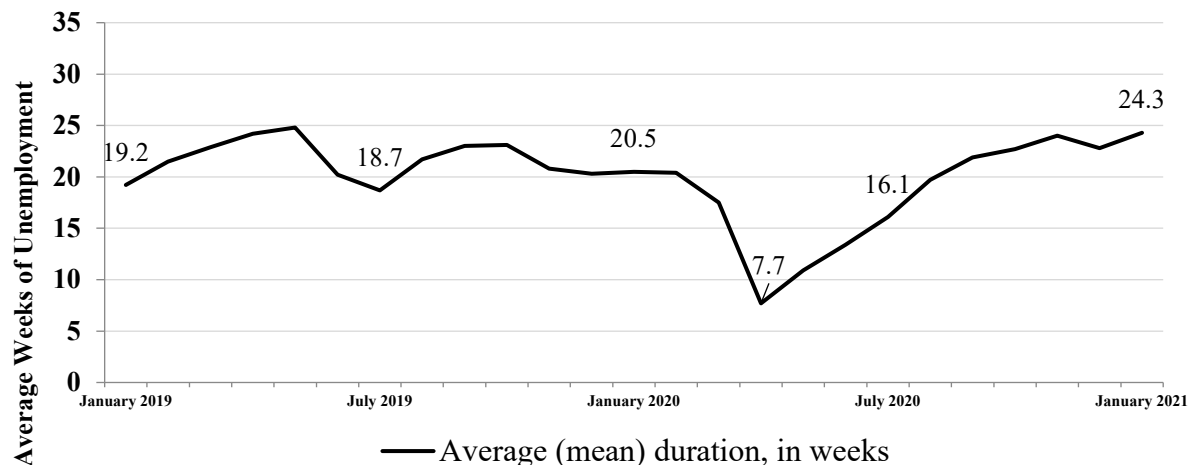


Full employment and economic equity for people with disabilities remains a challenge in the nation and state

PARTICIPANT EARNINGS

National statistics suggest that the duration of unemployment for individuals seeking employment has continued to decline. Based on data from the Current Population Survey (BLS, March 8, 2020) individuals seeking employment, regardless of disability status, averaged 18.1 weeks of unemployment in 2020, compared to 21.7 weeks in 2019. This average appears to have been affected by unemployment related to COVID-19, during which job losses were more short lived. Nationally, the decline in duration of unemployment in the population during the initial period of the lockdown in mid-March (see Figure 5) suggests that many individuals returned to work quickly.

Figure 5. National Average Duration of Unemployment (2019-2020)⁷

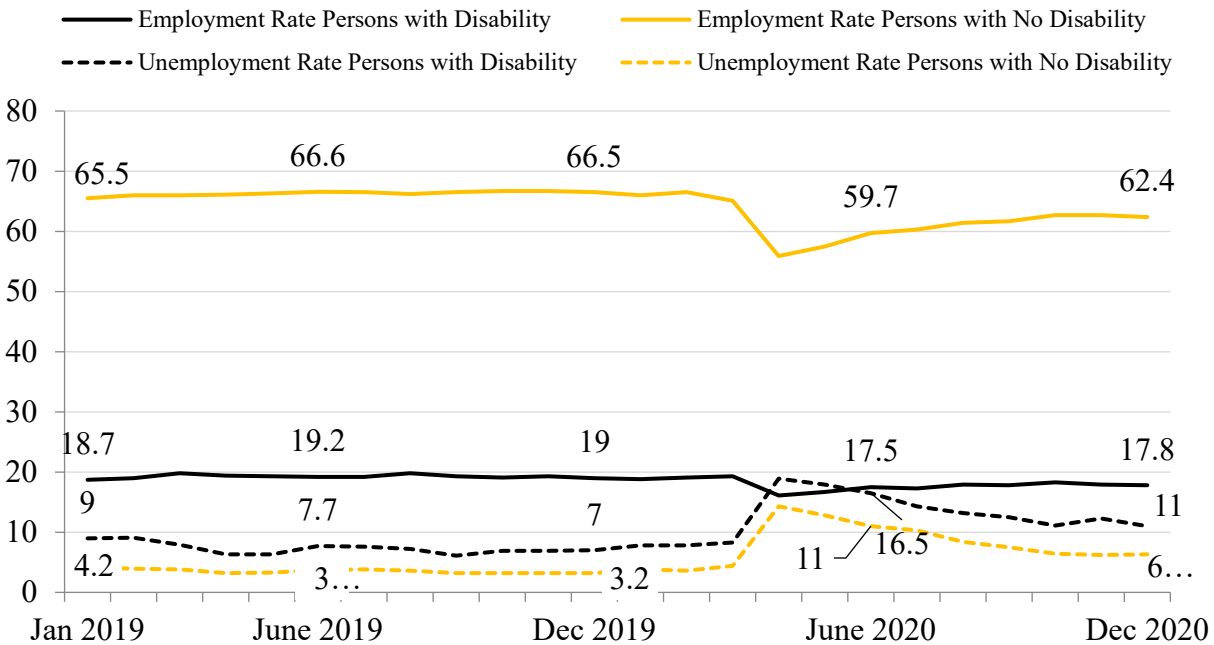


Employment rates for individuals with disabilities have not demonstrated much improvement compared to people without disabilities (see Figure 6). The most recent annual statistics available from the Bureau of Labor Statistics for 2018-2020 (individuals 16 and older) report that

⁷ Chart based on data from Bureau of Labor Statistics (2015-2020) accessed April 5, 2019

less than two in ten persons with disabilities (17.9%) were employed in 2020, compared to six of every ten (61.8%) for peers without disabilities. Where employment of both people with and without disabilities dropped markedly during 2020, they tended to recover nearly to levels prior to the pandemic by the end of the year, but with the lag being consistently about a 45-percentage point difference. The annual unemployment rate for individuals with disabilities remains more than double of those without disabilities (12.6% vs. 7.9%, respectively, by the end of 2020).

Figure 6. National Employment and Unemployment Rates (2019-2020)⁸



National and state level statistics document the challenges faced by people with disabilities in obtaining and maintaining employment. Similarly, the Polk County Regional providers faced challenges this past calendar year. Notably, the system experienced a reduction in participation.

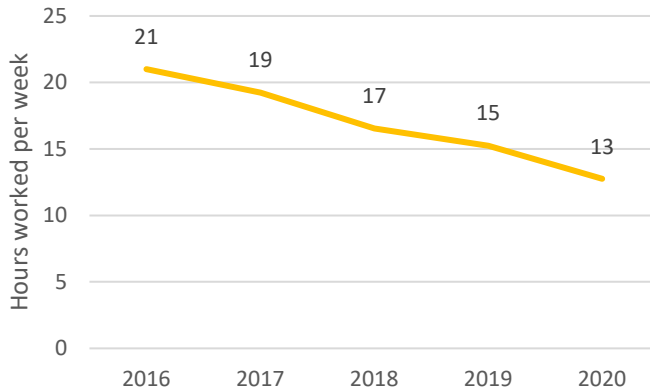
A key component of employment is earning income to meet an individual's needs. Wage rates and hours worked are important measures of progress toward engagement and self-sufficiency.

Because employment may vary during the year, Polk County has asked employment providers to gather wage and hour reports for participants for four weeks during two reporting periods during the year. In 2020, the wage reporting periods were scheduled for April 7 – 20 and October 6 – 19. However, because of COVID, the spring wage reporting period occurred at a time when many providers were not able to work because they were not allowed to be present at work sites or training, meetings were canceled, or staff were furloughed or laid off. Therefore, the Polk County Region did not require agencies to report data for this reporting period. Instead, the employment data reported for the fall of 2019 was used in place of spring data. If participants were no longer in the program, their data were dropped from the spring 2020 report,

⁸ Graph based on Kraus et al., 2021, Disability Statistics Annual Report

and it appears that some agencies did report data in the spring 2020 for participants who were not included in the fall 2019 report.

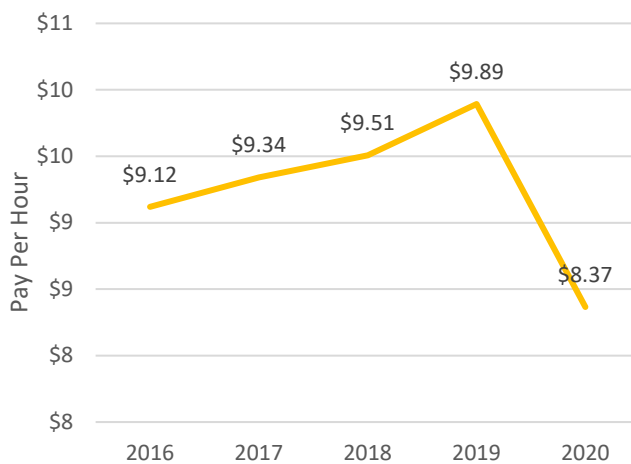
Based on reported data, the network average weekly wages decreased in 2020 to \$107.39 per week from \$150.83 in 2019. The average number of hours worked per week went down to 13 in 2020 from 15 in 2019. In addition, average wages reported during reporting weeks also went down to \$8.37 from \$9.89 in 2019.

Figure 7. Average hours worked

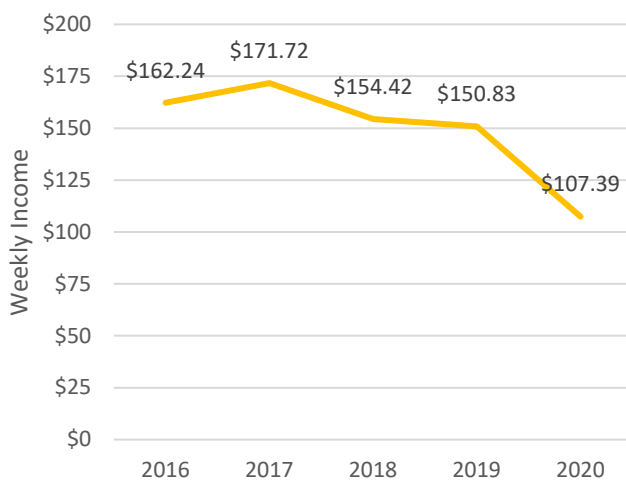
Figures 7 - 9 show 5-year trends (2016-2020) in three employment measures for Polk Region Community employment participants.

Figure 7 shows a continuing trend of **fewer hours worked per week**.

Similar to national and state employment trends, employment metrics in the Polk County Region declined in 2020.

Figure 8. Average Hourly Wages

In 2019, the median annual income for lowans with Disabilities is was \$36,318

**Figure 9. Average Participant Weekly Wage**

While average hourly wages showed a steady upward trend through 2019, average hourly wages notably decreased in 2020 (Figure 8).

The combination of declining hourly wage and hours worked per week resulted in depressed weekly wages for Community Employment participants, with average weekly wages **\$43 lower compared to 2019** (Figure 9).

EMPLOYMENT STATUS

Success in employment services is, in part, dependent on timing. Employment agencies must act quickly when individuals show interest and capitalize on initial enthusiasm. To assess the efficiency of services, the Polk Region asks agencies to report data on how long individuals have to wait to access services (i.e., agency wait lists), time to find employment, status of participant employment preparation and search, length of retention once employment is secured, and types of jobs where participants are employed. In 2020, about two-thirds of the participants were employed (68%) and about another quarter of them were in Job Development (25%). A few (2%) were accepted into Supported Employment but were not working. No participants were on waitlists. Four participants were discharged, and two participants graduated to become independent workers (Figure 10).

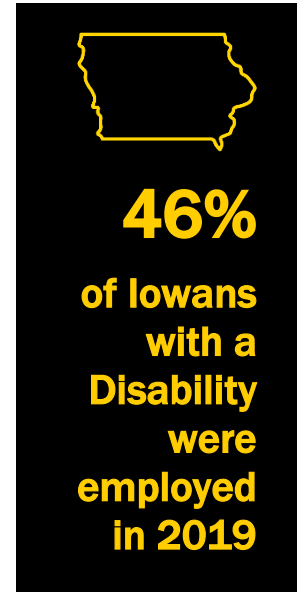
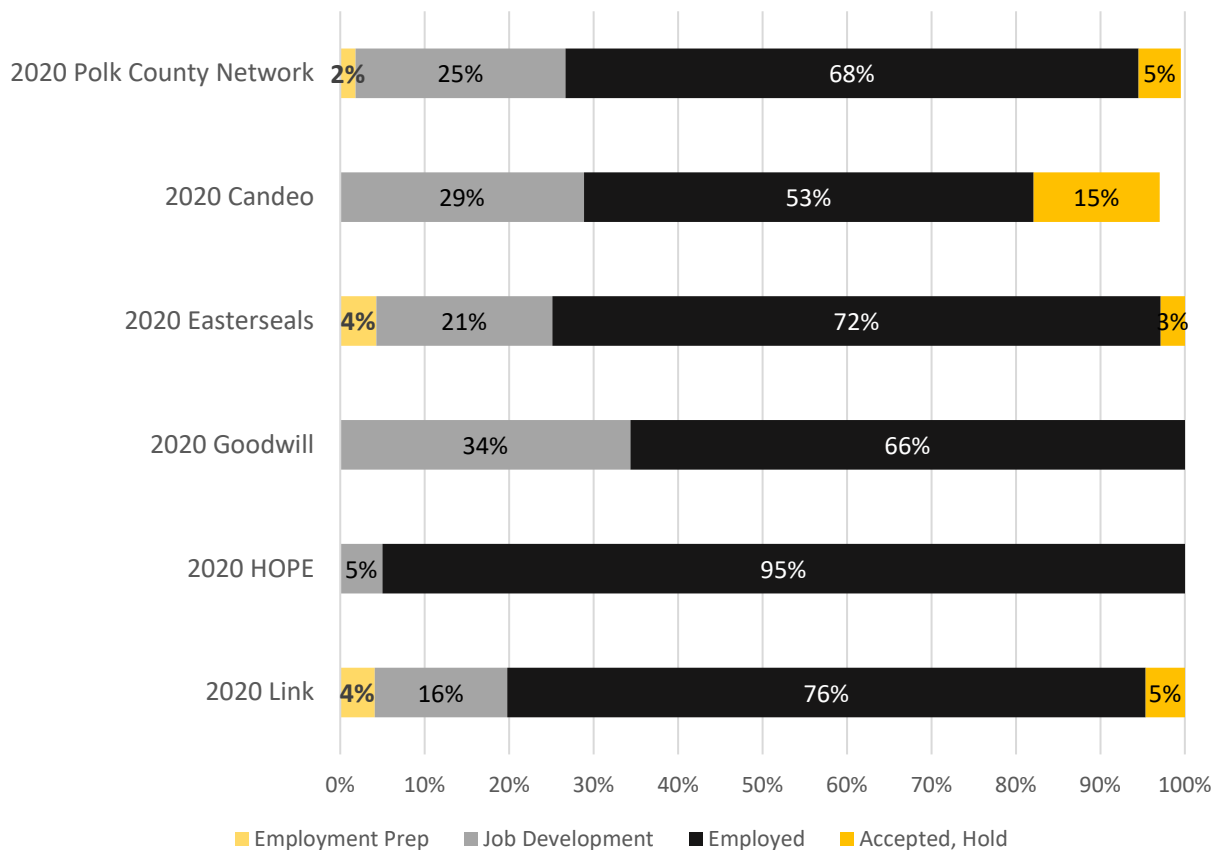


Figure 10. Polk County Network Employment Status 2020 by agency*

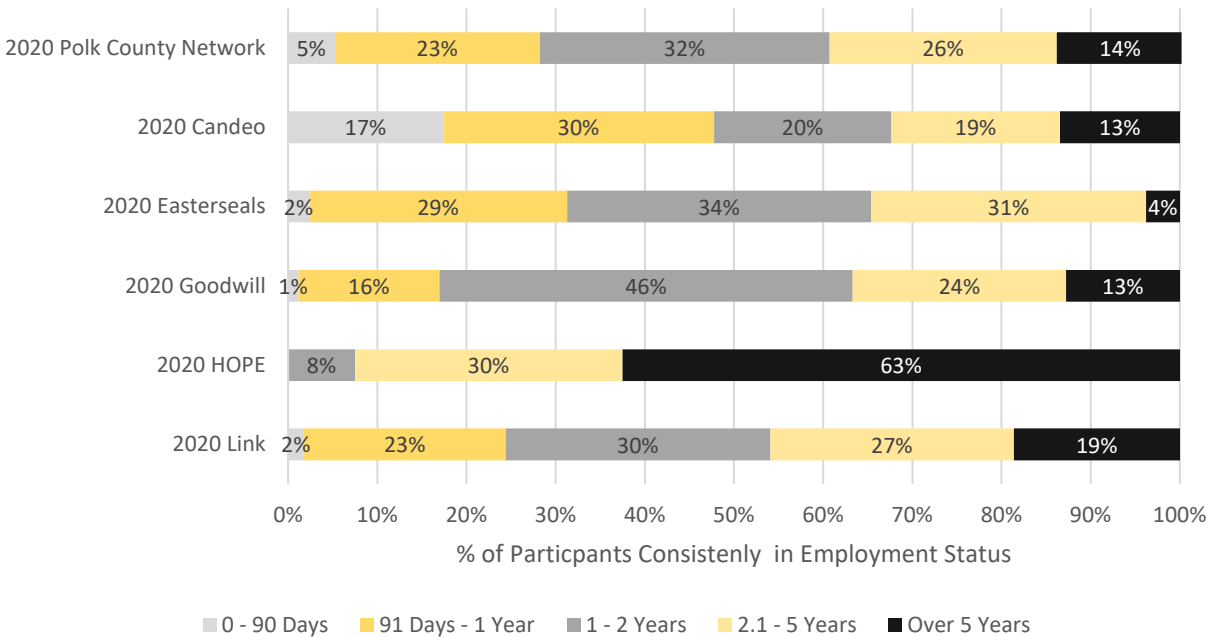


*The following statuses were either not reported or reported as zero in 2020 and were not included in Figure 10: agency wait list, unemployed. Also not included, Candeo reported 1% as Graduated.

EMPLOYMENT RETENTION IN STATUS

Retention in status shows a trend for workers continuously employed for longer periods. More workers tended to stay employed for longer than three months over the last two years (Figure 11). Approximately 40% of participants were employed for more than two years, and nearly three-quarters of working participants (72%) were employed for at least a year. Only 5% were employed for less than 90 days. Some participants experienced long-term employment. For the network, over one in seven participants (14%, about 60 participants) have been employed continuously more than 5 years.

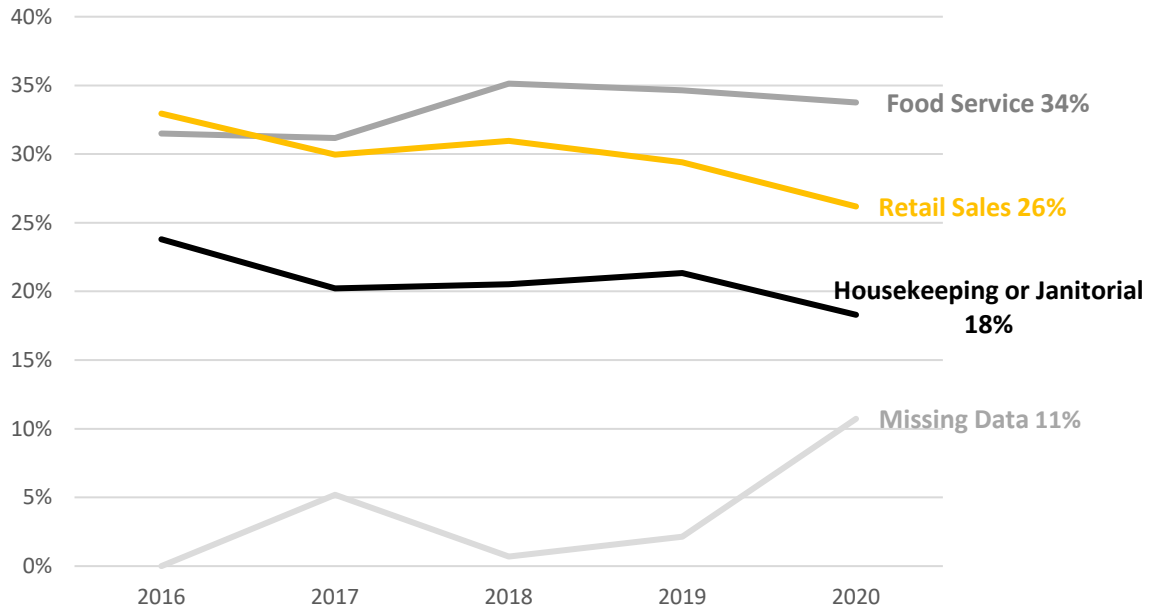
Figure 11. Polk County Network Employment Retention in Status 2020 by agency



EMPLOYMENT SETTINGS

Across the network, food service (34%) was the dominant area of employment for the third year, with retail sales (26%) and housekeeping or janitorial (18%) remaining the most frequent market shares in which participants are and have been employed over the past ten years (Figure 12). Employment in other sectors (e.g., assembly or manufacturing, daycare or human services, IT, office or clerical) remains infrequent (< 10%). Notably, this year there is no data on job type for 11% of participants.

Figure 12. Employment Sectors 2016-2020*



*Sectors with low participation are not shown, and include Daycare or Human Service (3%), Assembly or Manufacturing (3%), Office or Clerical (3%), and Other (3%)

Community Employment Outcomes

To evaluate agency performance, the Polk County Region uses six outcome areas to assess service delivery. Each outcome area has thresholds established that determine four performance ratings and corresponding point values, namely *Exceeds Expectations* (4), *Meets Expectations* (3), *Needs Improvement* (2), and *Does Not Meet Minimum Expectations* (1). Thresholds for each outcome are displayed below and additional details are included in Appendix A.

Table 2. Performance Thresholds by Outcome

| Outcome | Does Not Meet Minimum Expectations 1 | Needs Improvement 2 | Meets Expectations 3 | Exceeds Expectations 4 |
|---|--|---|--|--|
| Barriers to Employment | < 2 | 2 - 3.19 | 3.2 - 4.3 | > 4.3 |
| Engagement in Employment | < 75% | 75%-84% | 85%-94% | 95%+ |
| Working Toward Self- Sufficiency | < 17% | 17%-25% | 26%-34% | 35%+ |
| Negative Disenrollment | ≥ 4.00% | 3% - 3.99% | 1% - 2.99% | <.99% |
| File Review | < 85% | 85% - 89% | 90% - 94% | 95%+ |
| Participant Satisfaction | < 85% | 85% - 89% | 90% - 94% | 95%+ |

POLK COUNTY REGION

The Polk County Region advocates for people with disabilities to create lives not defined by their disabilities. Employment and education are important ways to open opportunities for all individuals, and the Polk County Regional Network supports individuals using an array of educational, training, and employment services. Employment is a means by which individuals can meet their basic needs and enhance their lives beyond the basic necessities. People work to bring personal meaning and satisfaction to their lives as well as benefits to the society around them. People have a need to work and to gain identity through that process. Currently, people with disabilities are largely unemployed and underemployed. Social isolation and poverty are two reasons that being unemployed is an unhealthy way to live. It is striking that adults with disabilities are the only group in the United States for whom not working is considered acceptable and who are not viewed as a significant economic resource. To end discrimination for people with disabilities, employment is crucial.

Employment is a strategic priority for the Polk County Region and governed by the following values:

- Employment is not a choice; it is an expectation.
- Employment services are strengths-based where the individual is treated respectfully.

- Employment equals minimum wage or greater.
- Employment in the community is preferred; however, if the individual needs greater support, employment services in a group setting at or above minimum wage is an individual choice.
- All participants' plans should address employment.
- Participants should both be employed and able to pursue their individual career goals.
- Businesses should employ people with disabilities as they would anyone else.

This evaluation of community employment services is a key component to measuring the effectiveness of employment services. The evaluation covers the 2020 calendar year (January 1, 2020, through December 31, 2020) and is organized into five sections:

- 1) Barriers to Employment,
- 2) Participant Earnings and Employment Outcomes (including the two outcome measures of Total Engaged in Employment and Working Toward Self-Sufficiency),
- 3) Participant Retention (including the outcome measure Negative Disenrollments),
- 4) Administration (including the outcome measure of File Review).
- 5) Employment Status and Participant Satisfaction (including the outcome measure of Participant Satisfaction),

This evaluation documents the community employment providers' efforts to improve the quality of life of individuals served, as well as their commitment to providing responsive, efficient, and effective services. The evaluation includes five providers of services during the calendar year: Candeo, Easterseals, Goodwill Industries, H.O.P.E., and Link Associates.

Data for the evaluation come from the outcome data that the agencies provide to the Polk County Region, reviews of agencies' files, and interviews with program participants. The agencies record employment and service data through the Polk County Region's electronic system, the PolkMIS interface. At the time an individual is accepted into an employment program, the agency declares the types of services that the individual will be receiving (e.g., wait list, employment preparation, job development, supported employment, hold status). Agencies report any changes in the type of employment services as they occur. Biannually, agencies enter participants' earnings (hourly wages, hours worked, and job types) during a specific reporting period of two weeks (April 7 – 20 and October 6 – 19). These biannual data also become part of the network employment outcomes. Each fall, the Law, Health Policy & Disability Center (LHPDC) checks a random sample of agency files for agreement with the electronic system and adherence to PCHS guidelines and expectations. LHPDC also interviews a sample of community employment program participants to gather feedback and satisfaction information.

OUTCOME MEASURE: BARRIERS TO EMPLOYMENT

Regardless of the type of disability that an individual may have, participants present with a wide range of needs and challenges.

Purpose/Goal

The goal of this outcome is to encourage organizations to provide community employment services to all participants, including participants whose needs are complex or require more resources to accommodate adequately.

This person-centered emphasis of the Polk Region suggests that services be inclusive of even participants with the highest needs. This approach does not necessarily aim for a high needs population but an inclusive and balanced population to avoid creating a barrier to services by selectively enrolling only those who are most likely to be successful in employment and require fewest services.

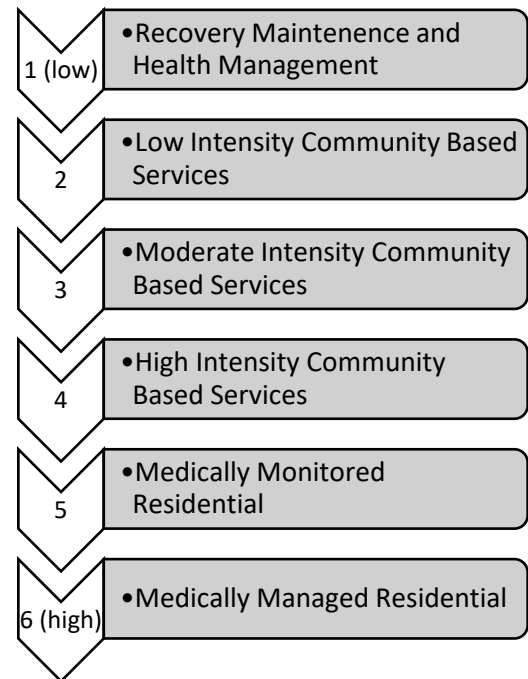
Metric

The Polk Region has adopted assessments, in particular, LOCUS (Level of Care Utilization System) and ICAP (Inventory for Client and Agency Planning), to quantify the challenges or barriers that individuals likely face in pursuing employment. The LOCUS assessment defines six levels of care in the service continuum according to four variables: 1) Care Environment, 2) Clinical Services, 3) Support Services, and 4) Crisis Resolution and Prevention Services. Higher scores on the LOCUS correspond with higher intensity of service provision (Figure 13). The outcome score is calculated as the average assessment scores (1-6) of all participants.

Scoring and Performance

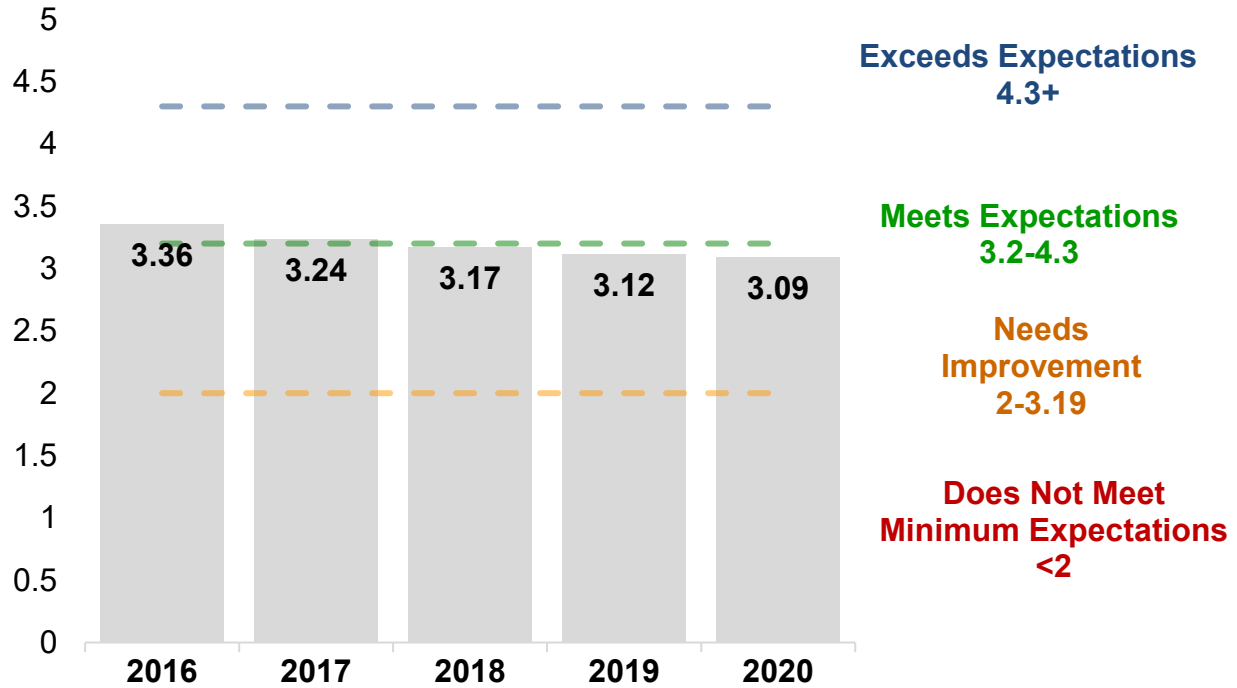
In 2020, the network served individuals with an average level of support of 3.09 (mode of Level 3), compared to the average of 3.12 in 2019, keeping the system performance level at *Needs Improvement*. Level 3 qualifies participants for high intensity community support services, including supervised apartments, or ≤ 150 hours of Supported Community Living services per month. This decrease in level of support score reflects a pattern that has occurred over the last five years (Figure 14).

Figure 13. LOCUS Levels of Support⁹



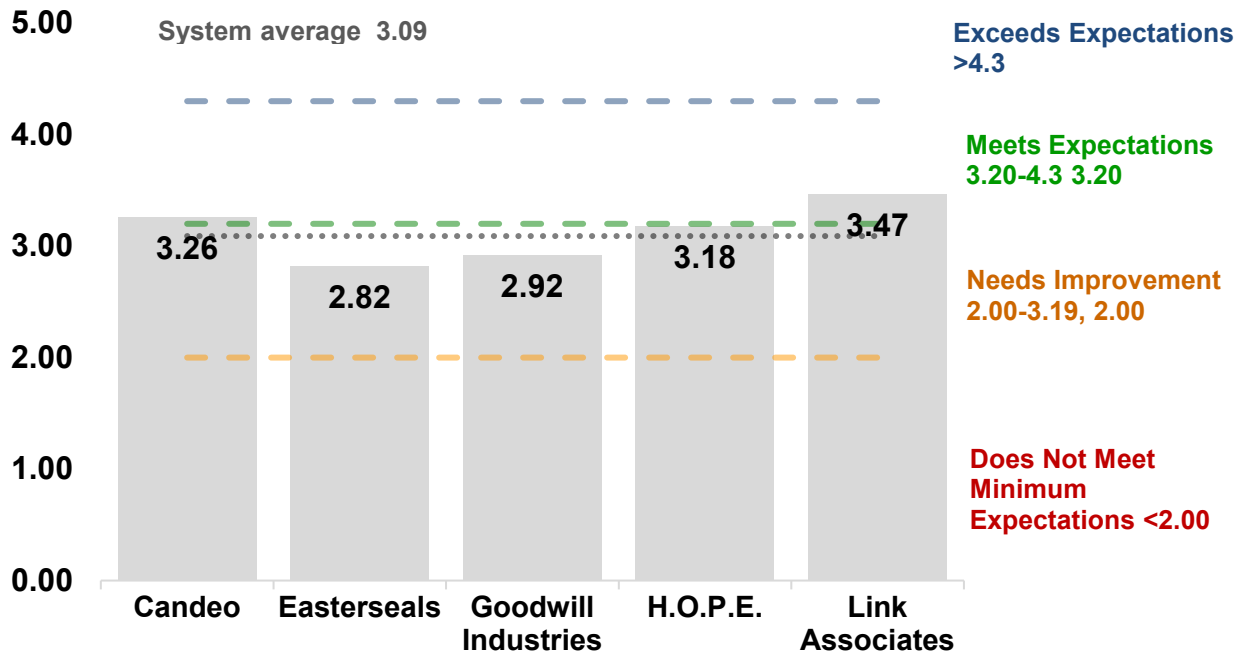
⁹ <https://cchealth.org/mentalhealth/pdf/LOCUS.pdf>

Figure 14. Average Level of Support 2016-2020



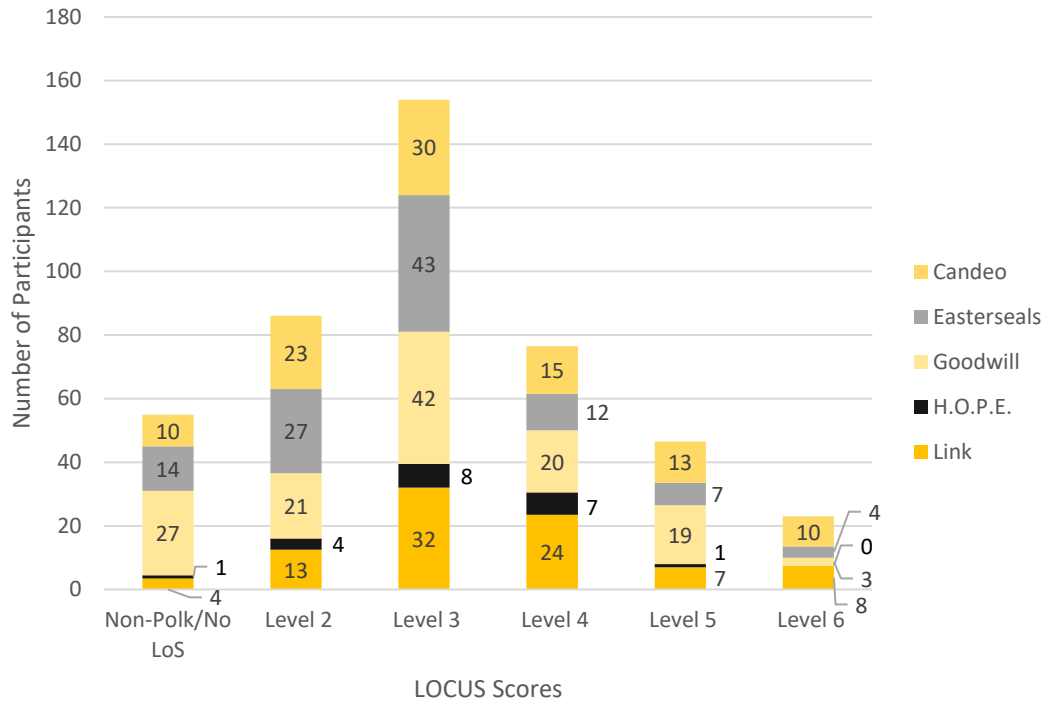
For 2020, two agencies met expectations and three were challenged in the Barriers to Employment Outcome (Figure 15).

Figure 15. Average Level of Support by Agency



Level three participants were the dominant group who participated in employment services in 2020. Notably, Levels 5 and 6, requiring the most supports, comprised about 16% (an average of about 70 participants) of those getting services in Polk County (Figure 16).

Figure 16. Average Level of Support 2020



OUTCOME MEASURE: ENGAGEMENT IN EMPLOYMENT

The Polk Region uses two employment outcomes: Employment – Working Toward Self-Sufficiency and Engagement Toward Employment. The following describes the outcome Engagement in Employment.

Purpose/Goal

The intent of these employment outcomes is to increase the employment rate of people with disabilities and increase earned wages.

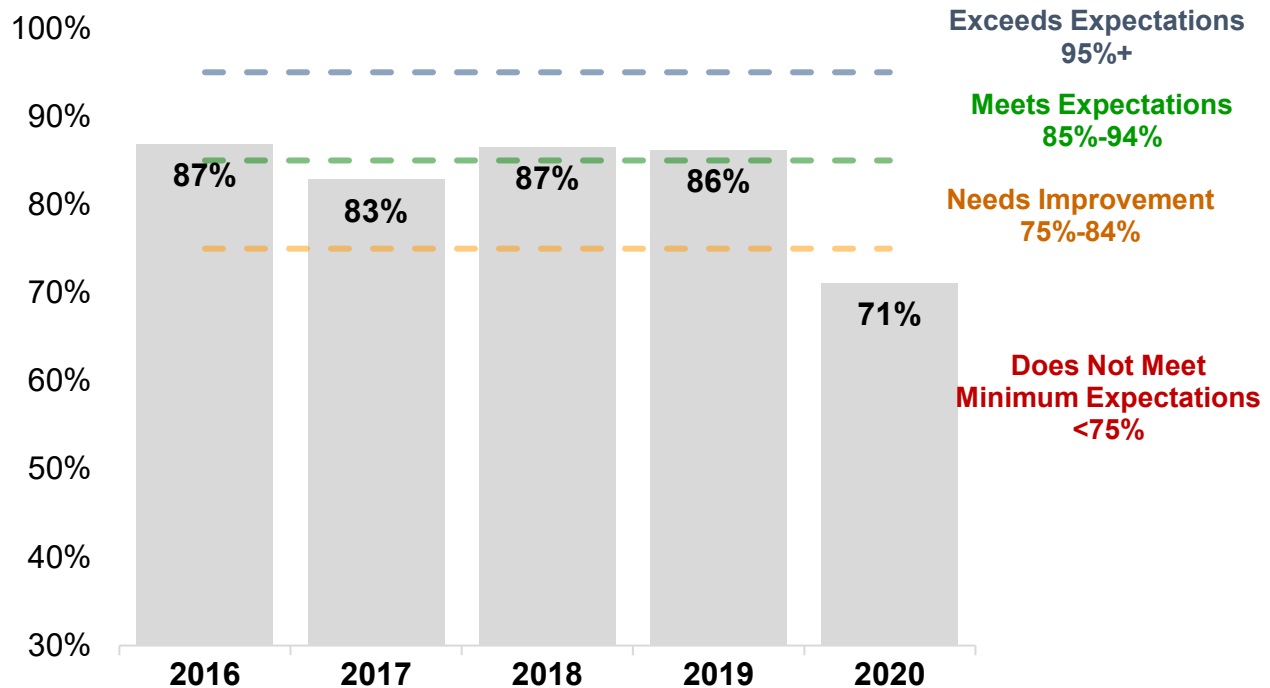
Metric

Total Engaged in Employment is measured as the percentage of employed program participants working at least 5 hours per week and earning minimum wage or greater during the four specified reporting weeks.

Scoring and Performance

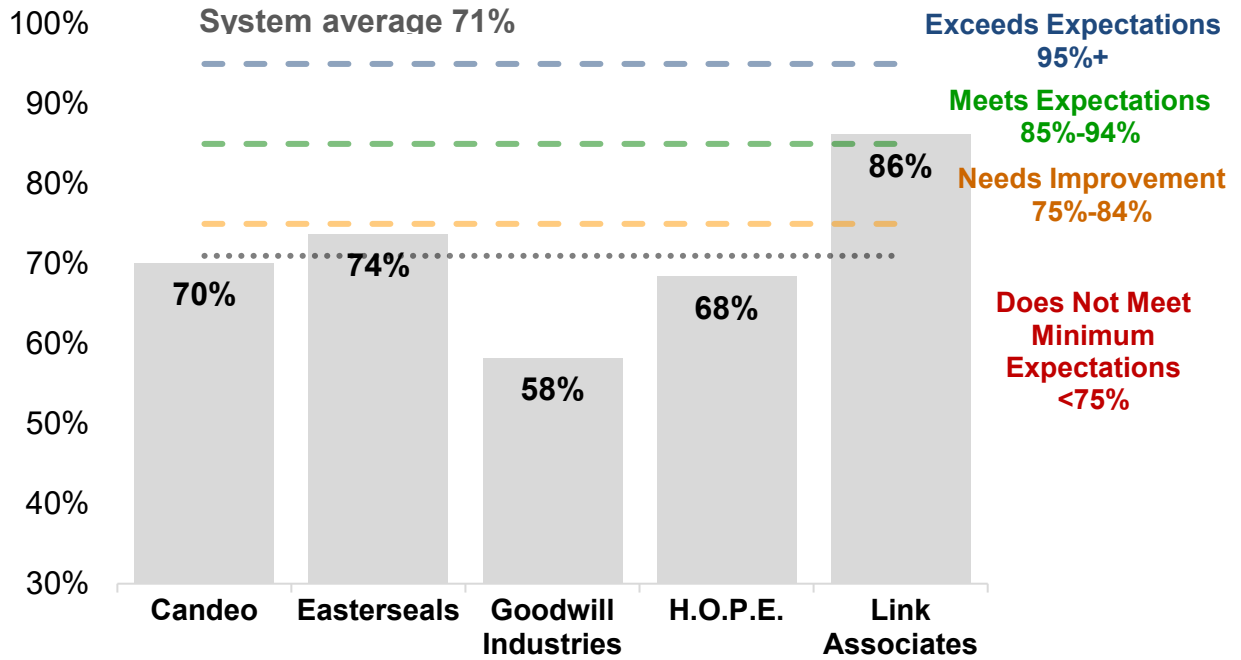
The Polk Region's expectation is that a minimum of 85% of working program participants will be engaged in employment (see goals below). This year, the network did not meet expectations with about seven of every ten employed participants (71%) working at least 5 hours per week. One agency met expectations, with the rest of the agencies were challenged to meet this outcome.

Figure 17. Percent of Employed Participants Engaged in Employment 2016-2020



In the system in 2020, one agency met expectations and the other four were challenged in this outcome (Figure 18).

Figure 18. Percent of Employed Participants Engaged in Employment 2016-2020



OUTCOME MEASURE: WORKING TOWARD SELF-SUFFICIENCY

The Polk Region uses two employment outcomes: Employment – Working Toward Self-Sufficiency and Engagement Toward Employment. The following describes the outcome Working Toward Self-Sufficiency.

Purpose/Goal

The intent of these employment outcomes is to increase the employment rate of people with disabilities and increase earned wages.

Metric

Working Toward Self-Sufficiency is measured as the percentage of employable individuals working 20 hours or more per week and earning the minimum wage or greater during the two specified reporting periods.

Scoring and Performance

The Polk Region's expectation is that at least 26% of employed participants will be working toward self-sufficiency (see goals below). This year, the network met those expectations with 28%, or about one of every four participants working 20 or more hours per week (Figure 19). Two agencies exceeded expectations and three were challenged this year (Figure 20).

Figure 19. Percent of Employed Participants Working Toward Self-Sufficiency 2016-2020

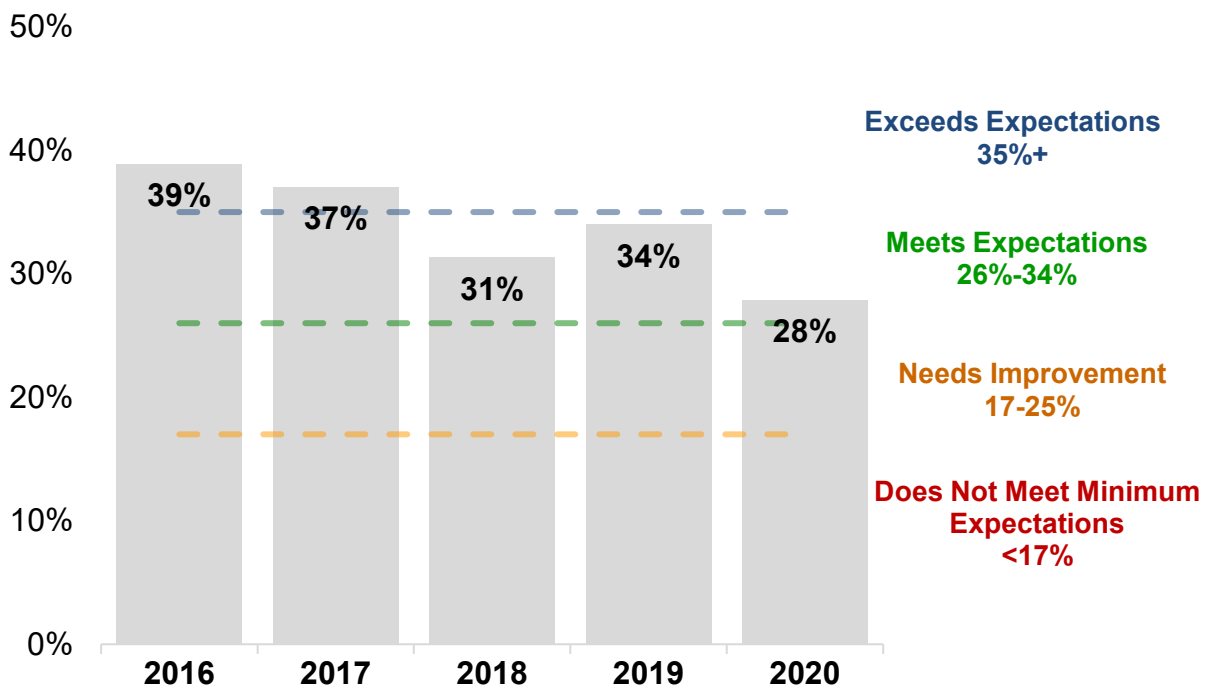
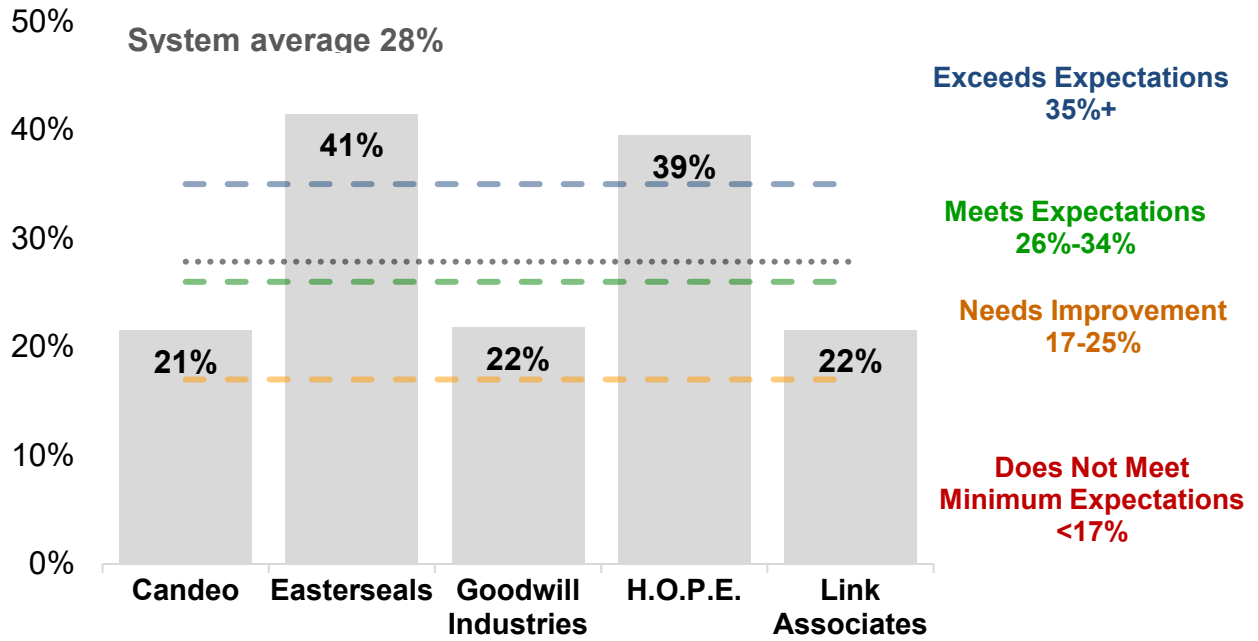


Figure 20. Percent of Employed Participants Working Toward Self- Sufficiency by Agency



OUTCOME MEASURE: NEGATIVE DISENROLLMENTS

During the year some participants are disenrolled from services for different reasons, which can be categorized as positive, neutral, or negative disenrollments. This section summarizes the Negative Disenrollments outcome.

One factor that could contribute to the performance in this disenrollment metric is that Iowa Medicaid Enterprise announced that no members would be disenrolled due to nonpayment of monthly premiums and all co-pays, contributions, and premiums were waived from May through October 2020.¹⁰

Purpose/Goal

The goal of this outcome is for organizations to develop trusting and meaningful relationships with participants to ensure continuity of services. The Polk Region recognizes that participants may disenroll or be disenrolled from community employment services. Neutral disenrollments, for example, occur when participants no longer need services, are no longer eligible for services, move out of Polk County, have a change in level of care, or pass away. Negative disenrollments occur when participants refuse to participate, are displeased with services, or the agency initiates the discharge.

The intent of the outcome is to minimize negative disenrollments.

Metric

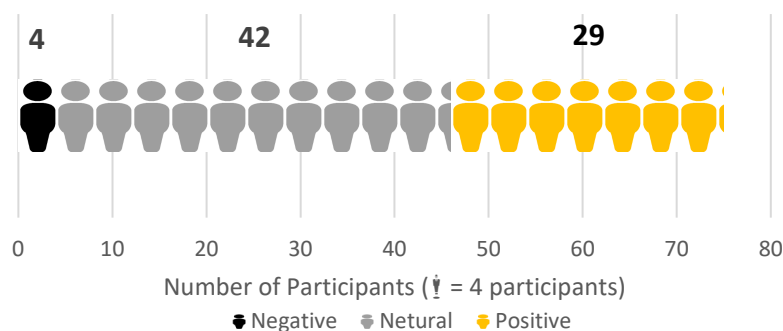
This outcome is scored as the percent of agency participant population who withdrew from services in a way categorized as negative disenrollment.

Scoring and Performance

The Polk Region's expectation is that there are less than 3% negative disenrollments in a year per agency. This year, the network exceeded expectations with four total negative disenrollments from two agencies (Figure 21). All agencies met or exceeded expectations. The number of total disenrollments by the system decreased to 75 in 2020 compared to 168 in 2019 (Figure 22).

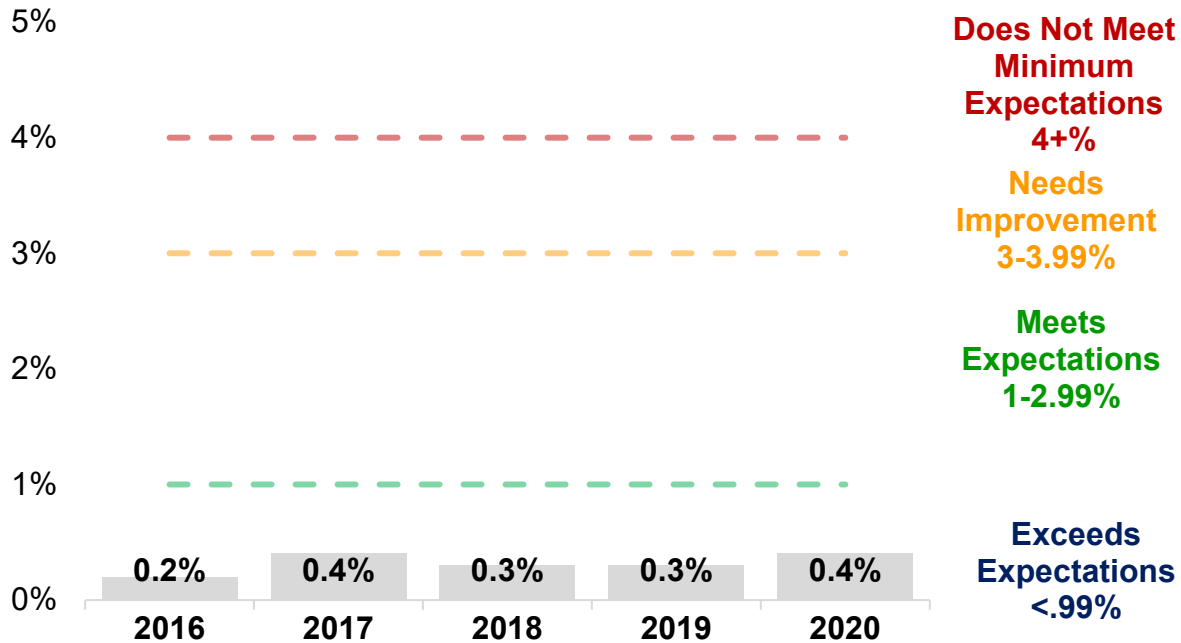
Agencies are allowed one negative disenrollment and still meet expectations. Any agency with only one negative disenrollment still receives at least a *meets expectations* rating.

Figure 21. System Disenrollment by Type, 2020



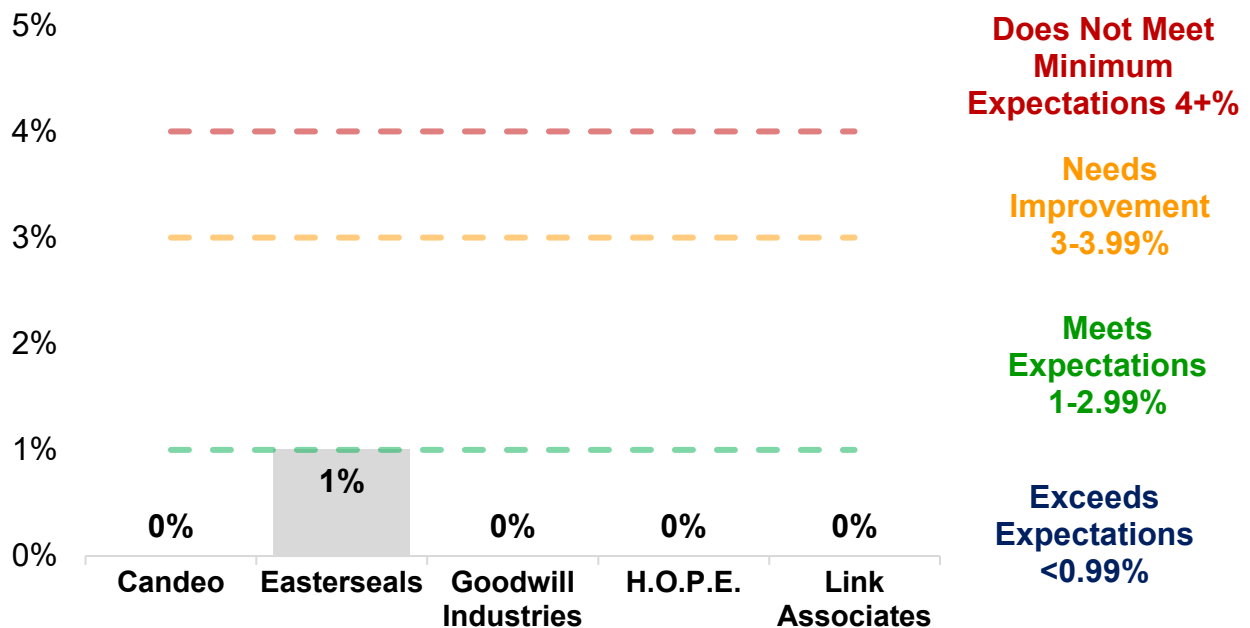
¹⁰ Medical Assistance Advisory Council (MAAC), August 2020

Figure 22. Negative Disenrollment Rates 2016-2020



In 2020, all agencies met or exceeded expectations for the Negative Disenrollments Outcome (Figure 23).

Figure 23. Negative Disenrollment Rates by Agency



OUTCOME MEASURE: FILE REVIEW

Purpose/Goal

Participants, stakeholders, and the Polk Region rely on information provided by the provider agencies. Provider agencies report the dates on which participants are enrolled in services, change services, or discontinue services. While participants are employed, provider agencies report the hours worked and wage rate earned for the two reporting periods for the year. The Polk Region and stakeholders rely on this information to monitor the functioning of and response to the community employment needs of Polk County residents. Ultimately, data inaccuracies affect the availability and funding of services for participants.

Accurate data are crucial for monitoring the functioning of and responding to the employment needs of Polk County residents. Data inaccuracies may result in reductions of availability and funding for services. Thus, having accurate data is important not only for the Polk Region and other stakeholders but to participants as well. Provider agencies are encouraged to establish effective quality assurance practices, provide ongoing training for staff on best practices and expectations for documentation, and to seek technical assistance from Polk Region to improve or sustain the accuracy of information.

Metric

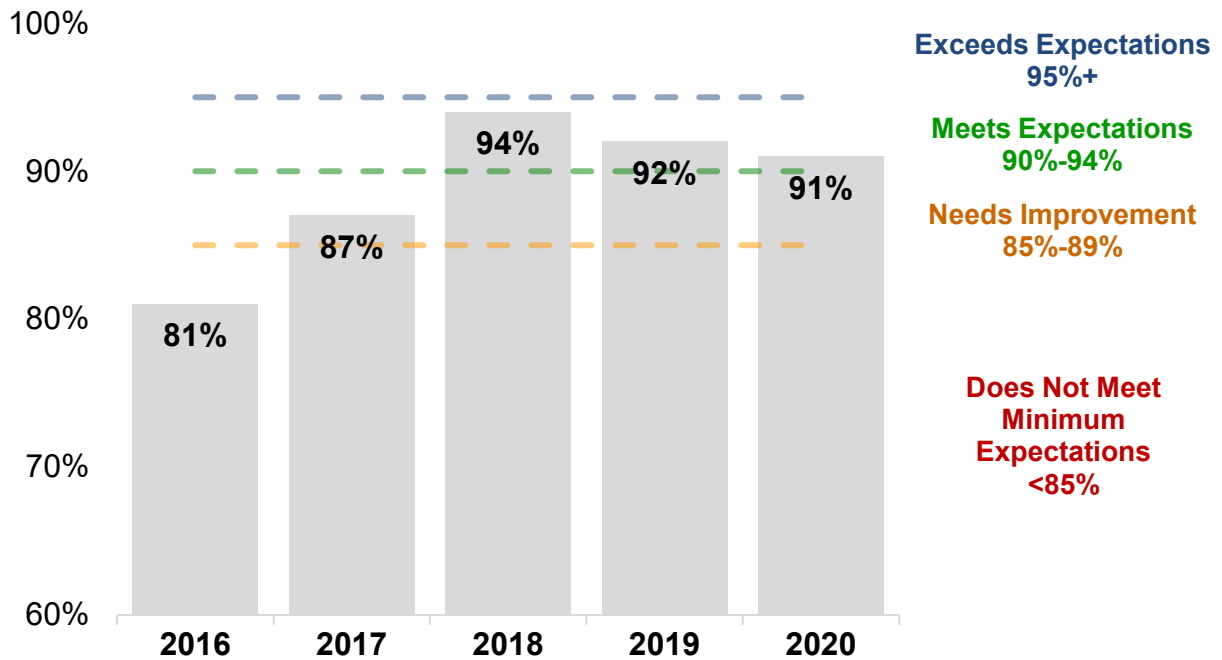
This outcome is based on expectations of documentation of service criteria by staff and found in participants' files. There are two kinds of documentation: 1) the documentation of services delivered, such as dates services begin and end, monthly contact at minimum, and services matching the needs of the participant, and 2) documentation of wages and hours worked for the reporting weeks. These expectations criteria vary based on type of service provided (e.g., employment prep, job development, supported employment). The outcome is scored as the percentage of service expectations criteria documented in the file based on the number expected.

Methods

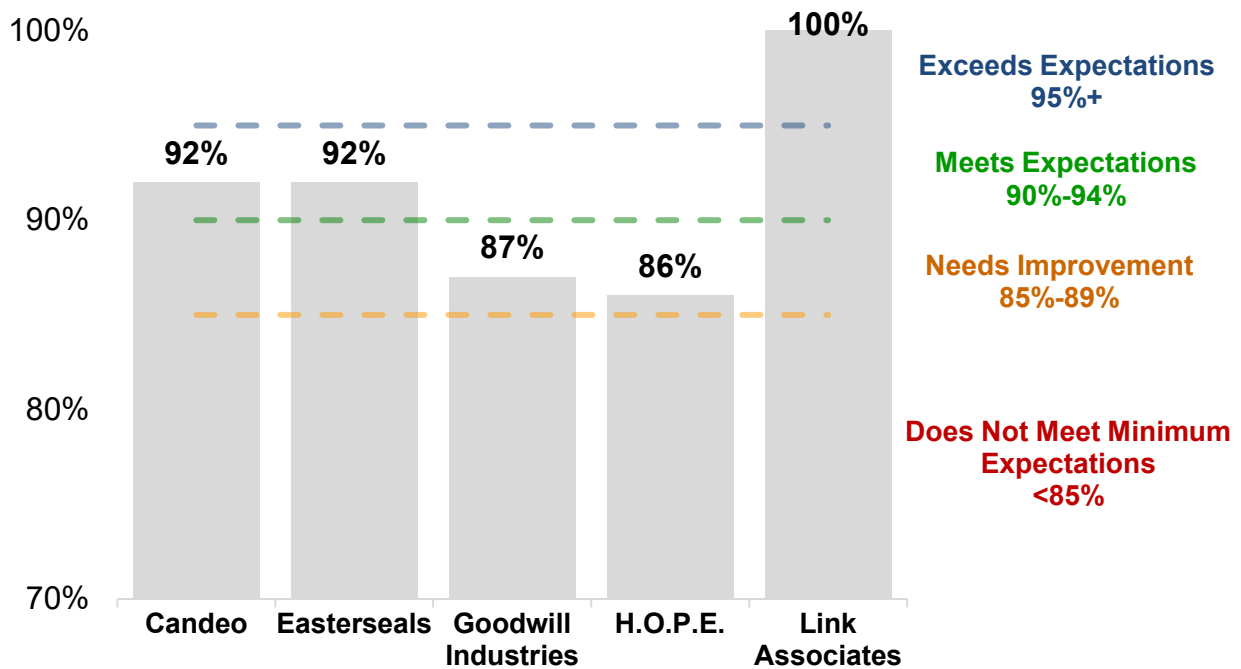
To monitor the accuracy of outcomes data reported by the providers, evaluators have conducted reviews of provider agencies' files with each evaluation and included those results in the annual reports. For the 2015 evaluation, the Polk Region formalized the file review as an outcome measure of administrative processes. A total of six files from each provider were reviewed this year, stratified by type of service. This year, there were no participants enrolled on waitlists as of the selection of files at the end of 2020. File review criteria are listed in Appendix B.

Scoring and Performance

Compared to the 2019 results, the network scored a *Meets Expectations* rating for the File Review outcome measure this year (Figure 24). The overall system performed at 91% accuracy, compared to 2019's score of 92%. Three programs met expectations. The remaining two programs found this outcome area challenging (Figure 25). For documenting service delivery criteria, the network scored 92% accuracy. For wage reporting, the network scored 79%. This suggests that agencies were challenged in reporting hours and wages of participants who were working during the fall reporting period (Oct. 6 – 19) this year. The most likely discrepancy noted in the review included maintaining regular contact with the participant even when on hold or not employed. In addition, a few files lacked hours or wages documented in PolkMIS from the reporting periods. Other discrepancies included timeliness and thoroughness of case notes, completeness of case notes, and accuracy of participant status information in PolkMIS.

Figure 24. System File Review Accuracy 2016-2020

For the File Review, three agencies met or exceeded expectations and two agencies were challenged in 2020.

Figure 25. File Review Accuracy by Agency

OUTCOME MEASURE: PARTICIPANT SATISFACTION***Purpose/Goal***

Individuals supported are the best judges of how services and supports are meeting their needs. Participant satisfaction is based on interviews by the independent evaluator of 15 program participants from each agency. The Polk Region's expectation is service excellence and that the vast majority of individuals will rate their program's service in the highest category.

Metric

To gather the perspectives of program participants, community employment members were asked to participate in telephone interviews. The ten interview questions (see Appendix C for interview questions) asked participants about how they were treated by the agency and how they were prepared for and supported during employment.

Scoring and Performance

Overall, participant satisfaction was high, meeting expectations, with a score of 94%, compared to 97% from 2019 (Figure 26). The interviewers were not able to contact the minimum of 10 participants to score one program (H.O.P.E.). Three programs met or exceeded expectations, while one other was challenged. Representative comments from participants are included in each agency's summary in the agencies section of this report. To protect the identity of respondents, references to gender of respondents and staff have been randomized.

Figure 26. Percent of Participant Responses Reporting Satisfaction 2016-2020 System

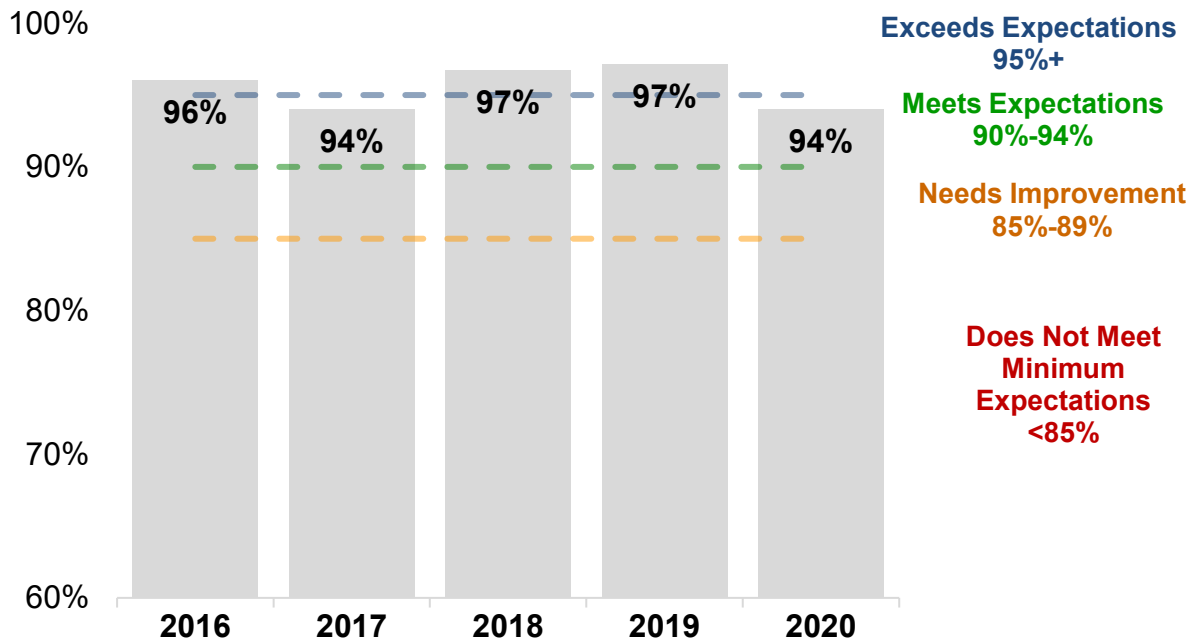


Figure 27. Participant Satisfaction by Agency

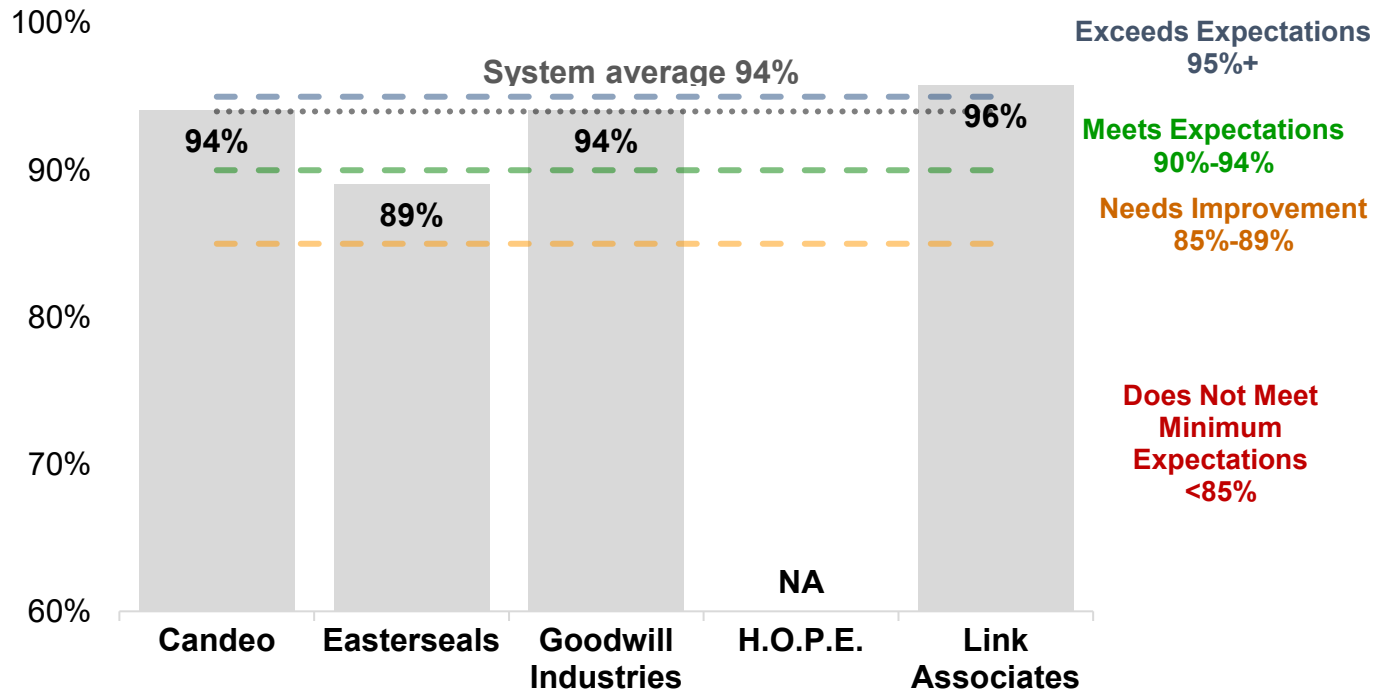
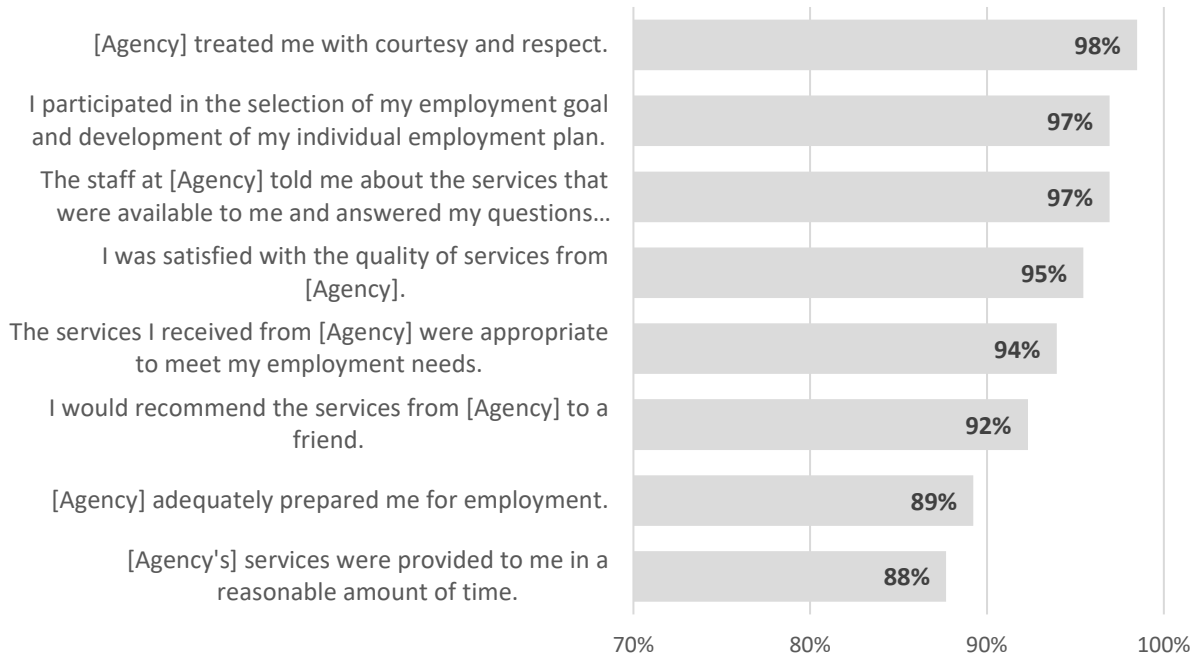
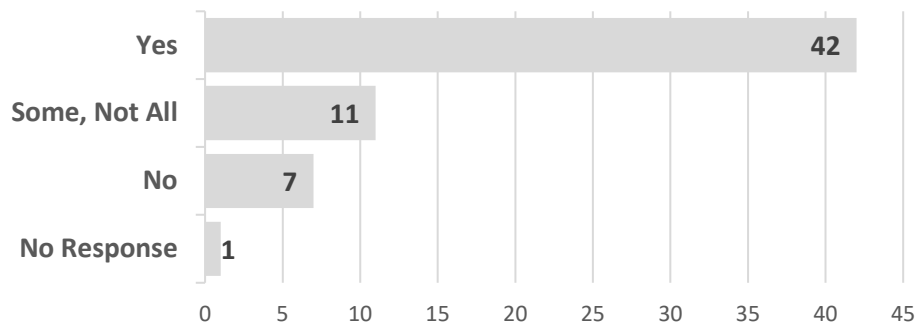


Figure 28 shows rates of agreement by item from the satisfaction survey. Rates of satisfaction were high overall. Within the network, participants were most likely to report that they were treated with courtesy and respect (98%), staff told them about services that were available and answered their questions (97%), and that they participated in their selection of employment and development of their employment plan (97%). A potential area for improvement could be the timeliness of service delivery, as agreement that *services were provided in a reasonable amount of time* was relatively low (88%) and with fewer participants reporting they were not adequately prepared for employment (89%).

Figure 28. Participant Satisfaction by item [%Agree]**COVID-19**

During the satisfaction interviews, participants were asked three questions in addition to questions normally asked to assess satisfaction with the program.

1. Have your needs been met by your Supported Employment team since the Governor's Health Disaster Emergency Declaration on March 17th?

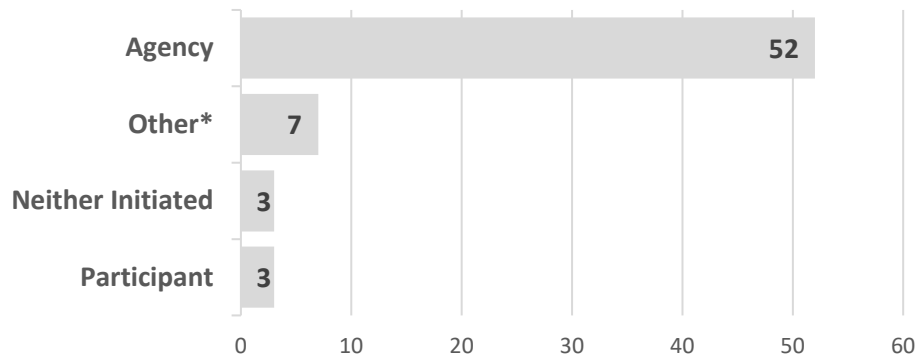


Of the 61 participants who responded to this COVID question, 42 responded "Yes," 11 responded "Some, Not All," 7 responded "No," and 1 did not respond to the question.

When asked to elaborate, 35 respondents explained that basically nothing had changed, though some added that there were some minor differences, such as wearing masks and social distancing. Nine participants indicated that they have stopped looking for work and had little or no contact with staff. Three indicated that nothing had changed, except they were meeting through video. Three indicated that they had stopped work and were on hold or had been discharged. Two found employment during lockdown and were currently getting services. Two experienced reduced employment and were getting services. One was no longer working but continued to see staff regularly. The rest of respondents (7) did not address the question.

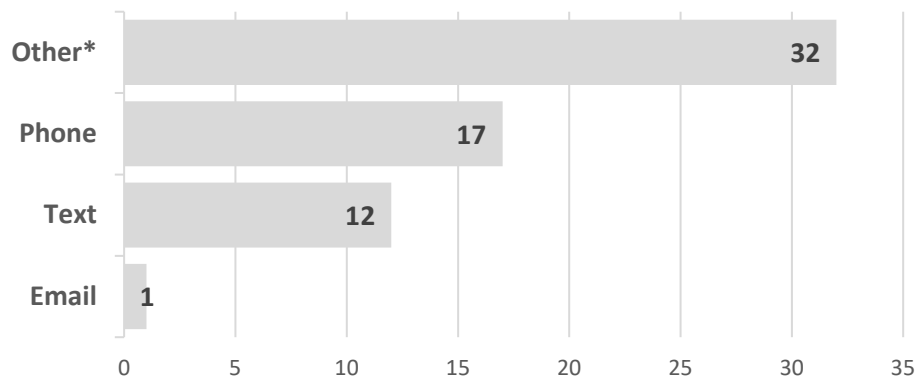
Of those who responded that some, or none, of their needs were getting met, six expressed that they were no longer working with a job coach or other staff. Another six stated that they did not have unmet needs. Two indicated that their work was shut down, and two more said that they stopped looking for work. One was looking for services more like Vocational Rehabilitation. The remaining respondents (5) did not elaborate on their needs.

2. Who initiated contact between you and your team since mid-March?



Of the 65 respondents, 52 responded that contacts were initiated by the agency, 7 responded “Other,” 3 responded “Participant Initiated,” and 3 responded “Neither.” Among the participants who responded “Other,” five explained that their guardian or family member initiated contact. One indicated that they called the frontline staff’s supervisor. And the remaining respondent explained that they made contact during work.

3. In what ways did you communicate?



Of the 62 respondents, 32 responded “Other,” 17 responded that contacts were conducted via phone, 12 responded by text, and 1 responded by email. Of the respondents who responded “Other,” 25 indicated that they communicated with staff in person. Three communicated via digital video or messaging, such as Zoom, Messenger, or FaceTime. One communicated with the agency, not with the coach. And the remaining respondent indicated communicating through their guardian.

Open-Ended Responses

Each question in the participant satisfaction survey included follow-up prompts for additional information. The open-ended responses to the survey questions were analyzed qualitatively, meaning responses were categorized into themes.

Survey respondents (N=79) from all five agencies commented on a wide variety of content related to their participation in Community Employment programming. Each survey respondent was asked a series of agree/disagree questions (see Appendix C), after which respondents were asked to elaborate, resulting in 856 responses.

Methods

A codebook was developed to capture the most salient themes across responses. Responses to the open-ended question ranged from a short phrase to several sentences. Most responses included content that was related to more than one topic. Responses were categorized into all applicable topics. For example, in this response, four of the five main themes are present, including pre-employment services (services received), satisfaction with services (service delivery), supportive staff, (staff and agency relationships), and increased confidence (impact of services). *“they help me practice interview questions and make sure I’m good in real action and confident and help me get the job. [They have] been really good with making sure I’m doing good and keeping up the good work and give me confidence. They’ve been really good to me.”*

Along with the main themes identified in Figure 29, additional subthemes within these broad categories were identified and are outlined in Table 3. Table 3 displays the number of comments categorized into the main themes and subthemes of survey responses. Additional themes within the subthemes are defined in subsequent text, along with comments exemplifying each theme. Note that individual comments may apply to more than one theme or subtheme.

When reading the qualitative results, it is important to keep the context—the questions asked participants (see Figure 28)—of the overall qualitative results. Experiences described in open comments can be exceptions to overall experiences of the population. In other words, an individual comment is **representative** of the themes found in the interviews, but not **generalizable** to all participants in the program. For example, while reading about the 39 references to dissatisfaction with services, keep in mind that 95% of respondents reported satisfaction with services in the survey.

Results

Five main themes emerged from the comments, outlined in Figure 29.

Figure 29. Main Themes of Open-Ended Comments

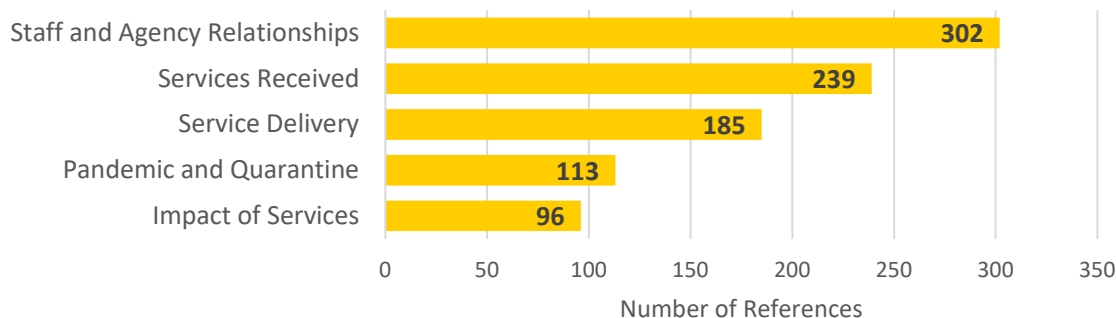


Table 3. Primary Qualitative Themes

| Theme | Description | References (N) |
|---------------------------------------|---|----------------|
| Staff and agency relationships | | 302 |
| Positive | Descriptions of staff interactions and qualities that build positive relationships | 282 |
| Uncertain | Unable to identify assigned staff | 14 |
| Negative | Descriptions of staff interactions and qualities that hinder positive relationships | 6 |
| Services Received | | 196 |
| While employed | Types of services received while employed | 103 |
| Pre-employment | Types of services received while seeking employment or receiving skills training | 75 |
| Goal setting | Description of goals and priorities participants set for services | 18 |
| Service Delivery | | 185 |
| Satisfied | Positive experiences with services | 78 |
| Unsatisfied | Negative experiences with services | 39 |
| Suggestions for improvement | Ideas for improving services and mitigating issues | 32 |
| Pandemic and Quarantine | | 113 |
| Employment | Impacts to employment, including hours worked, layoffs, and refraining from work due to exposure risk | 52 |
| Services | Changes in staff, communications, service shutdown | 45 |
| Protocol | Descriptions of agency COVID practices | 21 |
| Impact of Services | | 96 |
| Confidence | Sense of capability and purpose, confidence in job skills | 35 |
| Increased Independence | Decreased reliance on services and supports | 25 |
| Community integration | Sense of belonging in the community and at work, awareness of community resources and opportunities | 16 |
| Goal achievement | Realization of goals, personal and professional | 14 |

STAFF AND AGENCY RELATIONSHIPS (N=302)

Survey respondents commented on the relationships and qualities of staff from community employment agencies. An overwhelming majority of comments within this theme described positive interactions with staff (N=345), along with comments which were uncertain (N=14), and negative (n=6).

Positive (N=282)

Survey respondents described trusting and strong relationships with agency staff, including specific qualities of staff that they appreciated. Twenty-six comments were not specific and used general language, such as “I like” and “good.”

Friendly (N=66)

Sixty-six respondents described staff as being caring, good humored, and having pleasant demeanors, using words like “kind,” “nice,” and “friendly” to describe staff.

“Nothing but [courtesy and respect]. I guess they talked about ... you know ‘what you’ve been up to,’ you know, ‘anything new’?”

“They’re nice. They’re kind and ask me how I’m doing and how my family is doing.”

“They’re very nice. They’re nice to my family, nice to my parents when they come and visit. Or if I have a hard time answering a question, they respect that. They’re very respectful to me and my people who are in my circle of support. But yeah, they’re very well mannered.”

Person Centered (N=62)

Sixty-two respondents commented on the way staff delivered person-centered care by listening closely, prioritizing participant preferences, practicing shared (or participant-led) decision making, and incorporating individualized goals into services.

“They said they would try and figure out my likes and dislikes, what my interests are, and find me a job in the community.”

“I told them I wanted to be independent and we had conversations about it, and we could agree to a thing like that.”

“They listen to what I want, and they work with me. They don’t try and force me into something that I don’t want. They understand what I want.”

“They listen to what I want, and they work with me. They don’t try and force me into something that I don’t want. They understand what I want.”

Responsive (N=45)

Forty-five respondents described staff as promoting open communication and being responsive to individual goals, needs, and circumstances in a timely manner.

“I like that they keep in touch with you and make sure if your needs are satisfied. Like my job developer, who I keep in touch with, his name is [staff name redacted]. He always says, ‘if you have concerns keep in touch.’ And he does a pretty good job of keeping in touch. He doesn’t just not respond. There are situations where something may come up. And he’s pretty legit and keeps up with his clients when he needs to.”

"That they help me with any questions I have about the program or things in general. They help me with that. They help me with stuff for my job too."

"Last week [I asked the job developer for something.] Someone was being mean at work [and that is why I reached out to the worker. And [agency name redacted] helped with that issue.]"

Respectful (N=39)

Thirty-nine respondents described staff as treating them with courtesy and respect and making them feel like equal partners.

"They show respect for me by helping me out when I ask for help on the job."

"That they're very respectful to people's needs, and they will do the best they can to suit your needs."

Helpful (N=32)

Thirty-two respondents commented on staff's willingness to help and the quality of the assistance provided.

"[T]hey help me with any questions I have about the program or things in general. They help me with that. They help me with stuff for my job too."

"They are the ones who are helping me finding a new job. They're really good at helping people to find jobs, and they're helping me in the best way they can, which is very helpful."

Supportive (N=29)

Twenty-nine respondents described staff as supportive, encouraging, affirming, approachable, and share praise for successes.

"Right now I have a gal who is very understanding and who tries to help out as much as she can when she can."

"she still comes by and sees if I'm okay and gives me encouragement telling me I'm doing a good job. She's helping me relax so I can do the job."

Reliable (N=20)

Twenty respondents commented that staff follow through on promises and can be counted on. Some respondents mentioned that agencies have reliably good staff, even with turnover.

"They were pretty on top of it. [Even with changes in staff] there was never really a lot of time between coaches."

"They show up on time, and if not, they text me and let me know."

"If I have situations I can't handle, they can help me with it."

"They're ... I think just the way that they kind of let me do it on my own as much as I can and say 'good job' when I do something right, you know, or offer me suggestions to make it easier. That way if I do something right, they'll kind of help me fix it. ... So they kind of help get me ready for work and keep up the good work so I can keep my job and encourage me to keep working just try to do the best I can and not put so much pressure on myself."

Knowledgeable (N=12)

Twelve respondents described staff as being informed about various aspects of employment and processes and can explain information clearly.

"They helped me with interview skills and more training to help with my work ethic. And the person that trained me, you could not ask for a better person. She was so good. She was the one that walked through those things with me."

"I had a very knowledgeable counselor and who was very well educated."

Accountability (N=6)

Six respondents described staff as holding them accountable on working toward goals and maintaining professional standards.

"She expects me to be on time."

"They would work with me, at the internship, and making sure I finished what I started"

Uncertain (N=14)

Fourteen respondents seemed indifferent toward staff or were not able to identify a staff member who worked with them.

"I have staff out there but not staff for supported employment, specifically. I used to have one."

"I never had a job coach or developer with [agency name redacted]."

Negative (N=6)

Six respondents reported negative experiences with staff, saying that they felt unheard, staff were not reliable, and services were not helpful.

"I feel like they don't listen and don't understand certain things. Like they don't show up to anything. That's why I quit, I felt overwhelmed, and there was no one there."

"I mean I've tried to ask them for help on a lot of things, and they really don't help me that much. I pretty much do it myself. They could really improve on a lot of stuff."

SERVICES RECEIVED (N=196)

Respondents reported a wide range of service needs and preferences for staff involvement. Comments related to service receipt are captured in three main themes: while employed, pre-employment, and goal setting.

While employed (N=103)

Respondents described different types of support services they received while employed and working with job coaches.

Skill development (N=47)

The most frequently mentioned service was advice and tips on job performance and professional skills. Respondents reported receiving support from job coaches in a wide range of job-specific skills and universal skills (such as communication, coping skills, organization, time management) that have improved the quality of their work.

"Like if I have questions about some things, they've showed me how to ask that in a good way like not in a confrontational way."

"When it came to the [place of employment] it helped me to learn how to use a pallet jack and how to stock. It really helped on that [Agency job coaching]. I have actually recommended it to a lot of friends."

Liaison / Advocate (N=18)

Eighteen respondents described the mediation staff provides for working out issues with employers, completing paperwork, arranging schedules, and advocating for participants' needs and accommodations.

"They also help with scheduling and act as a second. You know, just in case something went wrong they'd see what has happened, just another pair of eyes and ears."

"They also help explain to my employer some of my special needs so they're able to coach me and help me a little bit better."

Routine Contact (N=17)

Seventeen respondents reported that staff reaches out regularly to check in and ensure needs while working are being met.

"She checks in with me. I tell her what is wrong. She says she will guide me through any issues I have at work. [Staff name] calls me and asks how my work is going."

"She called me earlier today just to see how I was doing ... I think that's good that she called me. She said she'd call me in a couple weeks just to make sure I'm doing all right."

Observation / Job Site Visits (N=15)

Fifteen respondents talked about staff visiting them while working and providing support when needed.

"She never got in my way, and it was good to have someone to check and make sure I was doing things all right. I could ask her or my manager questions to clarify things."

"My worker might give me advice, or she'll just give me advice and stand back and let me do it and say 'good job' when I act on my own."

Pre-employment (N=75)

Seventy-five respondents talked about services they received to prepare for employment and job seeking, including skill and interest exploration, exposure to job settings through shadows and internships, training, resume development and feedback, assistance with paperwork and applications, and interview practice.

Job seeking (N=63)

Sixty-three respondents described services they received while actively seeking employment with a job

"Yes, they helped me work on my resume when I was looking for a job again, and they helped me apply for places that suit my needs and that I'd probably do a good job at. And they help me practice interview questions and make sure I'm good in real action and confident and help me get the job. [They have] been really good with making sure I'm doing good and keeping up the good work and give me confidence. They've been really good to me."

developer. The most frequently mentioned service was interview practice (N=16). Nineteen comments indicated that the job search was a success and they secured employment.

"They helped me to get the job by practicing an interview and gave me advice about what to say."

"I like the best where they took us to many job sites and experience what the job is. I liked that. I really appreciate they're helping me find a new job because I really need a new job."

"Help me with my job, help me with making calls to jobs."

"Their communication with the client and how they do like interview skills. They just say, 'brag about yourself.' They give you some good pointers."

"Yes, they helped me work on my resume when I was looking for a job again, and they helped me apply for places that suit my needs and that I'd probably do a good job at. And they help me practice interview questions and make sure I'm good in real action and confident and help me get the job. [They have] been really good with making sure I'm doing good and keeping up the good work and give me confidence. They've been really good to me."

Goal setting (N=18)

Eighteen respondents talked about their individual plan development and goal setting services they received. Participants mentioned goals related to financial gain, job retention, and job performance.

"A goal was to get a job so I could help support my family and buy a car."

"My goals are to make friends with my coworker and keep my job."

"My hours mainly: like keeping to a certain amount of hours a week for work [is a goal]."

SERVICE DELIVERY (N=185)

Respondents commented on how services were provided and their assessment of satisfaction with the service they received.

Satisfied (N=78)

Seventy-eight respondents reported satisfaction with services, including the effectiveness, timeliness, communication, and satisfaction with program or job. This theme includes nonspecific statements about services such as "good," "I like," "great."

"I like the job coaching a lot."

"It's an awesome program. You can figure out what job you want, and they help you get a job."

"I'm so excited that they're helping me find a new job. Yes they're listening to me and everything I need. They're listening and they're doing a great job."

Job satisfaction (N=19)

Nineteen respondents reported job satisfaction, including a good match to interests and abilities, positive relationships with coworkers, and satisfactory work schedules and wages.

"I love my job. I want to go back."

"I really like my job at [place of employment] serving people."

Unsatisfied (N=39)

Thirty-nine respondents were not satisfied with services or had negative experiences with services. Respondents talked about not receiving adequate services or time with staff, ineffective services, lengthy delays to services, and inconsistent communication.

“Very satisfied. They’re very understanding of people with disabilities and kind of help meet their needs and kind of make it simple. Like when I’m stacking groceries my worker might give me advice or she’ll just give me advice and stand back and let me do it and say ‘good job’ when I act on my own.”

“I didn’t like the employment services.”

“I didn’t like any of it. They said they were going to show up and never did. It’s kind of sad, I guess.”

“The fact that they don’t really help you get a job is very poor. I mean I’ve tried to ask them for help on a lot of things, and they really don’t help me that much. I pretty much do it myself. They could really improve on a lot of stuff.”

“When I get out and got ready to get a job, they weren’t always there like they should have been. And their career developer ... I found this job at [employer name redacted] on my own because the career developer didn’t really want to help.”

Suggestions for improvement (N=32)

Thirty-two respondents shared ideas for how to improve services, including requests for more financial resources to support programming, staff stability, more time with staff, more opportunities for participant led services, faster services,

“I’d love for them to have more resources and be able to hire more people that could encourage them to stay. Because I’ve had like four or five different staff members in the last year.”

“A little more guidance would have helped. I want to know how I could have handled things better in the past with my job and certain situations.”

“First of all one thing I’ve noticed is that I go through job coaches pretty quickly. People don’t understand when they get here the case load and little pay that they get. So I’d love for them to have more resources and be able to hire more people that could encourage them to stay. Because I’ve had like four or five different staff members in the last year.”

“He was a little vague about how he could help and how much. [It would have been helpful to me] if they had instructional videos on how to go about job searching and interviewing and how to answer certain questions on applications. There were questions I didn’t have information for. It seemed like he didn’t know how much he should help. Technical terms would sometimes throw me. It would have helped if I had better descriptions of terms.”

"I would like for her to come more often than she is coming. She only came once for 10 or 15 minutes. ... Things have changed at my job since she saw me last though, and she is unaware of them."

PANDEMIC AND QUARANTINE (N=113)

Respondents talked about how the COVID-19 pandemic impacted their employment services and jobs, including changes to communication and adhering to safety protocols.

Employment (N=52)

Fifty-two respondents talked about changes to employment, including reduced hours or schedule changes, furloughs, choosing to not work to avoid exposure, and fewer job opportunities.

"I wanted to get a job in something that involved retail. This year I couldn't really do anything because of COVID so I'm still working on trying to find something more at home."

"I no longer have a job right now because of COVID and because they closed part time at my job."

"[I] can't work because I work in a nursing home [due to the health risk]."

"I would have to say well due to the pandemic and stuff, things we've had like different hours of cleaning and things."

"I am not looking for the work right now but when COVID is over [I will start to apply again]."

Services (N=45)

Forty-five respondents described changes to services during the pandemic, including modes of contact, frequency of contact, staff and capacity reductions, and types of services needed.

"I like that they keep in touch with you and make sure if your needs are satisfied. Like my job developer, who I keep in touch with, his name is [staff name redacted]. He always says, 'if you have concerns keep in touch.' And he does a pretty good job of keeping in touch. He doesn't just not respond. There are situations where something may come up. And he's pretty legit and keeps up with his clients when he needs to."

Twelve respondents talked about remotely delivered services, over phone or video chat. Twenty respondents reported no change in services.

"We still had access to everything. It was just moved remotely"

"I still felt I got all my needs met. Sometimes we meet at work, but we always still looked for jobs with [staff] during COVID. And I started my second job during COVID. Nothing really changed."

"I hadn't worked with [Agency] very long before COVID started. [Staff] worked in Zoom with us once a week for a while, and went over some job skills, but we really ran out of stuff to do."

"[At the beginning they did help, but then they

dropped contact with me once the pandemic began.] because, from my understanding, they dropped that entire service altogether, or that program."

"I have enjoyed the Zoom meetings every week [with the job developer]. Everything has been put on hold ... not because we weren't happy with [Agency] but because of COVID."

"They come around a lot less often due to COVID reasons, but they still do their jobs."

Protocol (N=21)

Twenty-one respondents described agency responses to the pandemic, including policies and protocol for staff and participant safety, such as no face-to-face contact, requiring masks, and ensuring safety guidelines were practiced at work.

"Well, at this time we have to wear masks and I hate wearing masks. My job coach, she wears masks with me, so yeah. Very responsible. [She was quick to act regarding the mask situation.] "

"I was ready to go to work so eventually {staff} said he would help.] And he said be sure you are wearing a mask and be sure to wash your hands so you don't get sick."

I had to wear my mask when I was working. [The job coach talked to me about safety and social distancing.]

"They've been able to show me that someone [with my disability] can actually work. That has been my trouble in the past. I've always had trouble selling myself, and they worked with me on that. I can't complain about them."

IMPACT OF SERVICES (N=96)

Ninety-six respondents reflected on how services impacted their lives in positive ways, noting increased confidence, independence, community integration, and goal achievement. Several respondents also mentioned financial stability (N=7) and improvements to behavior and mood regulation (N=6)

Confidence (N=35)

Thirty-five respondents described feelings of efficacy at work, a sense of purpose and belonging, and feeling secure and confident in their capabilities in employment settings and beyond.

"I was in a job I wasn't comfortable with, and they helped me get comfortable with it."

"I got hired. We went and did a test for a couple hours, and the boss mentioned that she wanted me to help her. At first I was hesitant, but I thought all right I will jump in. It used to be my career specialist who helped me take that test."

"They make me feel like I'm smarter."

"They've been able to show me that someone [with my disability] can actually work. That has been my trouble in the past. I've always had trouble selling myself, and they worked with me on that. I can't complain about them."

Increased Independence (N=25)

Twenty-five respondents described gaining increased independence from experiences and skills learned through community employment services.

"I do things myself. I clean tables, and I like independent time."

"My worker helped me work independently at [employer]. After a year, I could work independently."

"They give you the tools needed to do the job yourself without doing the job for you. They find a way that works for you."

Community integration (N=16)

Sixteen respondents talked about feeling more connected to their community because of employment services.

"They are good people to work for. [Agency] is a nice place. They help you get into the community and make friends."

"I got out. I got to work with people that I really enjoyed."

"I like the groups, just being in like a working place."

"It is a learning opportunity where you can build your abilities of going in the public while having a job."

"[The goal was] to find a job, which I found a job. And to hold a job, which I've held this one for about nine months. And the manager said that he wouldn't fire me. He said he likes my job production."

Goal achievement (N=14)

Fourteen respondents talked about improving their lives and achieving goals while participating in community employment services.

"It is a learning opportunity where you can build your abilities of going in the public while having a job."

"I found the job that was the good fit for me. [Then [Agency] helped with coaching to succeed in that job.]"

"I'm meeting my goals. I meet my goals. I like to have help meeting my goals. It's always nice to have help with that."

Appendix A: 2020 Evaluation Performance Summary Tables

| Overall Performance | | |
|---------------------|------------------------------------|--------|
| Overall Agency Goal | Rating | Points |
| 76%-100% | Exceeds Expectations | 4 |
| 67%-75% | Meets Expectations | 3 |
| 50%-66% | Needs Improvement | 2 |
| Below 50% | Does Not Meet Minimum Expectations | 1 |

| 2020 Score Summary Table | | | | | | |
|---------------------------------|---------|-------------|----------|----------|------|---------------------|
| Outcome Area | Candeco | Easterseals | Goodwill | H.O.P.E. | Link | Polk County Network |
| Barriers to Employment | 3 | 2 | 2 | 2 | 3 | 2 |
| Negative Disenrollments | 4 | 3 | 4 | 4 | 4 | 4 |
| Working Toward Self-Sufficiency | 2 | 4 | 2 | 4 | 2 | 3 |
| Total Engaged in Employment | 1 | 1 | 1 | 1 | 3 | 1 |
| Participant Satisfaction | 3 | 2 | 3 | NA | 4 | 3 |
| Administration-File Review | 3 | 3 | 2 | 2 | 4 | 3 |
| Total | 16 | 15 | 14 | 13 | 20 | 16 |
| Total Possible | 24 | 24 | 24 | 20 | 24 | 24 |
| Overall Performance | 67% | 63% | 58% | 65% | 83% | 67% |
| Overall Rating | 3 | 2 | 2 | 2 | 4 | 3 |

| 2020 Results Summary Table | | | | | | |
|---------------------------------|--------|-------------|----------|----------|-------|---------------------|
| Outcome Area | Candeo | Easterseals | Goodwill | H.O.P.E. | Link | Polk County Network |
| Barriers to Employment | 3.26 | 2.82 | 2.92 | 3.18 | 3.47 | 3.09 |
| Negative Disenrollments | 0.00% | 1.42% | 0.39% | 0.00% | 0.00% | 0.46% |
| Working Toward Self-Sufficiency | 21% | 41% | 22% | 39% | 22% | 28% |
| Total Engaged in Employment | 70% | 74% | 58% | 68% | 86% | 71% |
| Participant Satisfaction | 94% | 89% | 94% | NA | 96% | 94% |
| Administration-File Review | 92% | 92% | 87% | 86% | 100% | 91% |

Barriers to Employment

| Barriers to Employment Targets | | |
|--------------------------------|------------------------------------|--------|
| Goal | Rating | Points |
| > 4.3 | Exceeds Expectations | 4 |
| 3.20 - 4.30 | Meets Expectations | 3 |
| 2.00 - 3.19 | Needs Improvement | 2 |
| < 2.00 | Does Not Meet Minimum Expectations | 1 |

| Barriers to Employment Results | | | | |
|--------------------------------|-------------|------------|-------------|------------|
| Agency | 2019 Score | 2019 Score | 2020 Score | 2020 Score |
| Candeo | 3.28 | 3 | 3.26 | 3 |
| Easterseals | 2.82 | 2 | 2.82 | 2 |
| Goodwill | 3.05 | 2 | 2.92 | 2 |
| H.O.P.E. | 3.16 | 2 | 3.18 | 2 |
| Link | 3.38 | 3 | 3.47 | 3 |
| System | 3.12 | 2 | 3.09 | 2 |

Negative Disenrollments

| Negative Disenrollments Targets | | |
|---------------------------------|------------------------------------|--------|
| Goal | Rating | Points |
| 0% - .99% | Exceeds Expectations | 4 |
| 1% - 2.99% | Meets Expectations ¹¹ | 3 |
| 3% - 3.99% | Needs Improvement | 2 |
| ≥ 4.00% | Does Not Meet Minimum Expectations | 1 |

| Negative Disenrollments Results | | | | |
|---------------------------------|--------------|------------|--------------|------------|
| Agency | 2019 Results | 2019 Score | 2020 Results | 2020 Score |
| Candeo | 0.00% | 4 | 0.00% | 4 |
| Easterseals | 1.66% | 3 | 1.42% | 3 |
| Goodwill | 0.00% | 4 | 0.39% | 4 |
| H.O.P.E. | 0.00% | 4 | 0.00% | 4 |
| Link | 0.00% | 4 | 0.00% | 4 |
| System | 0.42% | 4 | 0.46% | 4 |

¹¹ Agencies are allowed one negative disenrollment and still meet expectations. Any agency with only one negative disenrollment will receive at least a *meets expectations* rating.

Employment: Working Toward Self-Sufficiency

| Working Toward Self-Sufficiency Targets | | |
|--|------------------------------------|---------------|
| Goal | Rating | Points |
| 35%-100% | Exceeds Expectations | 4 |
| 26%-34% | Meets Expectations | 3 |
| 17%-25% | Needs Improvement | 2 |
| Less than 17% | Does Not Meet Minimum Expectations | 1 |

| Working Toward Self-Sufficiency Results | | | | |
|--|---------------------|-------------------|---------------------|-------------------|
| Agency | 2019 Results | 2019 Score | 2020 Results | 2020 Score |
| Candeo | 26% | 3 | 21% | 2 |
| Easterseals | 53% | 4 | 41% | 4 |
| Goodwill | 34% | 3 | 22% | 2 |
| H.O.P.E. | 33% | 3 | 39% | 4 |
| Link | 22% | 2 | 22% | 2 |
| System | 34% | 3 | 28% | 3 |

Total Engaged in Employment

| Total Engaged in Employment Targets | | |
|--|------------------------------------|---------------|
| Goal | Rating | Points |
| 95%-100% | Exceeds Expectations | 4 |
| 85%-94% | Meets Expectations | 3 |
| 75%-84% | Needs Improvement | 2 |
| Less than 75% | Does Not Meet Minimum Expectations | 1 |

| Total Engaged in Employment Results | | | | |
|--|---------------------|-------------------|---------------------|-------------------|
| Agency | 2019 Results | 2019 Score | 2020 Results | 2020 Score |
| Candeo | 81% | 2 | 70% | 1 |
| Easterseals | 90% | 3 | 74% | 1 |
| Goodwill | 88% | 3 | 58% | 1 |
| H.O.P.E. | 69% | 1 | 68% | 1 |
| Link | 92% | 3 | 86% | 3 |
| System | 86% | 3 | 71% | 1 |

Participant Satisfaction

| Participant Satisfaction Targets | | |
|----------------------------------|------------------------------------|--------|
| Goal | Rating | Points |
| 95%-100% | Exceeds Expectations | 4 |
| 90% - 94% | Meets Expectations | 3 |
| 85% - 89% | Needs Improvement | 2 |
| < 85% | Does Not Meet Minimum Expectations | 1 |

| Participant Satisfaction Results | | | | |
|----------------------------------|--------------|------------|--------------|------------|
| Agency | 2019 Results | 2019 Score | 2020 Results | 2020 Score |
| Candeo | 95% | 4 | 94% | 3 |
| Easterseals | 97% | 4 | 89% | 2 |
| Goodwill | 97% | 4 | 94% | 3 |
| H.O.P.E. | 96% | 4 | NA | NA |
| Link | 99% | 4 | 96% | 4 |
| System | 97% | 4 | 94% | 3 |

Administration – File Review

| File Review Targets | | |
|---------------------|------------------------------------|--------|
| Goal | Rating | Points |
| 95%-100% | Exceeds Expectations | 4 |
| 90% - 94% | Meets Expectations | 3 |
| 85% - 89% | Needs Improvement | 2 |
| < 85% | Does Not Meet Minimum Expectations | 1 |

| File Review Results | | | | |
|---------------------|--------------|------------|--------------|------------|
| Agency | 2019 Results | 2019 Score | 2020 Results | 2020 Score |
| Candeo | 95% | 4 | 92% | 3 |
| Easterseals | 95% | 4 | 92% | 3 |
| Goodwill | 81% | 1 | 87% | 2 |
| H.O.P.E. | 91% | 3 | 86% | 2 |
| Link | 100% | 4 | 100% | 4 |
| System | 92% | 3 | 91% | 3 |

Disability Status by Agency (2019 and 2020)

| Agency | Average Per Reporting Week | | | | | | | | |
|---------------------|--|------|---|------|---------|------------------|------|------------------|------|
| | Individuals with Intellectual & Other Disabilities | | Individuals with Mental Health Disabilities | | Unknown | All Participants | | Change 2018-2019 | |
| | 2019 | 2020 | 2019 | 2020 | 2020 | 2019 | 2020 | N | % |
| Candeo | 92 | 82 | 15 | 17 | 2 | 109 | 101 | -8 | -7% |
| Easterseals | 93 | 85 | 26 | 19 | 2 | 121 | 106 | -15 | -12% |
| Goodwill Industries | 77 | 73 | 46 | 46 | 11 | 125 | 130 | 5 | 4% |
| H.O.P.E. | 22 | 20 | 0 | 0 | 0 | 22 | 20 | -2 | -7% |
| Link Associates | 89 | 82 | 6 | 5 | 0 | 95 | 86 | -9 | -9% |
| System Totals | 370 | 339 | 92 | 86 | 14 | 468 | 439 | -29 | -6% |

Appendix B: Community Employment File Review Form

Administrative

Q1.1. File Review Start Date

Q1.2. Reviewer

☐ Researcher 1☐ Researcher 2☐ Researcher 3☐ Other

Q1.4. Member Identification

PolkMIS ID

Participant First Name

Participant Last Name

Alias

Agency

Staff First Name

Staff Last Name

Q1.5. Are the Member ID fields above consistent with PolkMIS sample list?

☐ Yes☐ No

Wage Reporting

Q1.6. Employment Status

Select all programs participant engaged in during CY 2020 and write in dates of active status

Employment (potential for wage reporting)

- ☐ Job Development
- ☐ Employed, Supported Employment

Inactive employment

- ☐ Employment Prep
- ☐ Accepted, not working/HOLD
- ☐ Waiting List
- ☐ Unemployed
- ☐ Discharged
- ☐ Exempt
- ☐ Graduated, Independent
- ☐ Unknown
- ☐ Other

Q2.2. Does the participant's PolkMIS status indicate any type of Employment in the spring (3/22/20 - 4/4/20) or fall (10/18/20 - 10/31/20) reporting periods?

- ☐ Yes, spring reporting period
- ☐ Yes, fall reporting period
- ☐ No, neither reporting period

Q2.3. Hours worked and wages

| Hour and wage reporting | | | | |
|---|--|----------------------|----------------------|----------------------|
| | Hours worked (over 2 week time period) | Wage (per hour) | Source(s) | Date verified |
| Spring Reporting Period (3/22/20 - 4/4/20) | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Fall Reporting Period (10/18/20 - 10/31/20) | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |

Q2.4. Wage and Hour reporting comments

Examples:

Dates active in each employment status

Change in job

Documentation inconsistencies

Q2.5. Wage and Hour reporting score

| | |
|---|----------------------|
| Criteria met | <input type="text"/> |
| Criteria expected (fall reporting period) | <input type="text"/> |

Job Development

Q3.1. Job Development Services

| | Were services provided and documented? | | |
|---|--|-----------------------|-----------------------|
| | Yes | No | NA |
| Monthly contact initiated by agency and documented? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Dates consistent between PolkMIS and Agency? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Participant's employment preferences discussed with participant | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Job search guided by participant preferences | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Participant involved in job placement (NA if not placed yet) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Q3.2. Notes

If "No" marked above, describe discrepancy

Q3.3. Job Development score

Criteria met

Criteria expected

Job Coaching (Supported Employment, Employed)

Q4.1. Job Coaching Services

Were services provided and documented?

| | Yes | No | NA |
|--|-----------------------|-----------------------|-----------------------|
| Monthly contact initiated by agency and documented? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Dates consistent between PolkMIS and Agency? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Participant received support to meet job expectations (job specific skills, dress, aware of resources available) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Logistics addressed with participant (e.g. paperwork, compliances, scheduling, transportation) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Q4.2. Notes

If "No" marked above, describe discrepancy

Q4.3. Job Coaching score

Criteria met

Criteria expected

Waiting List**Q5.1. Wait List Services**

| | Were services provided and documented? | | |
|---|--|-----------------------|-----------------------|
| | Yes | No | NA |
| Monthly contact initiated by agency and documented? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Dates consistent between PolkMIS and Agency? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

| | Were services provided and documented? | | |
|--|--|-----------------------|-----------------------|
| | Yes | No | NA |
| Participant notified of waiting list placement | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Participant notified of estimated wait time | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Q5.2. Notes

If "No" marked above, describe discrepancy

Q5.3. Wait list score

| | |
|-------------------|----------------------|
| Criteria met | <input type="text"/> |
| Criteria expected | <input type="text"/> |

Unemployed**Q6.1. Unemployed Services**

| | Were services provided and documented? | | |
|--|--|-----------------------|-----------------------|
| | Yes | No | NA |
| Monthly contact initiated by agency and documented? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Dates consistent between PolkMIS and Agency? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Participant plans to return to job development or employment prep were discussed | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Q6.2. Notes

If "No" marked above, describe discrepancy

Q6.3. Unemployed score

Criteria met

Criteria expected

Employment Prep**Q7.1. Employment Prep Services**

| | Were services provided and documented? | | |
|---|--|-----------------------|-----------------------|
| | Yes | No | NA |
| Monthly contact initiated by agency and documented? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Dates consistent between PolkMIS and Agency? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Participant completed a skills assessment (NA for structured programs) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Participant's individual needs for employment-related skills were addressed (Examples: hygiene, communication skills, coping skills) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Q7.2. Notes

If "No" marked above, describe discrepancy

Q7.3. Employment Prep score

Criteria met

Criteria expected

On Hold

Q8.1. On hold services

Were services provided and documented?

Yes

No

NA

Staff and participant communicated expectations for communication while in on hold status (e.g. participant will initiate communication, staff will check in at planned intervals or when reason for on hold status is resolved.)

☐
☐
☐

Q8.2. Notes

If "No" marked above, describe discrepancy

Q8.3. On Hold score

Criteria met

Criteria expected

Reviewer Notes

Q9.1. Finalize reviewer notes

Include details such as

- **Date of contact**
- **Method of contact (include location if face-to-face)**
- **Notable events related to participant circumstances (e.g. transportation, health, housing, major relationships)**
- **Change in program status (move from employment prep to job coaching, on hold status, disruptions in Medicaid eligibility)**
- **Job changes (change in wage or number of hours regularly worked)**
- **Notes about participant, but not direct contact (such as provider-to-provider communication, or MCO communication)**

Note discrepancies such as

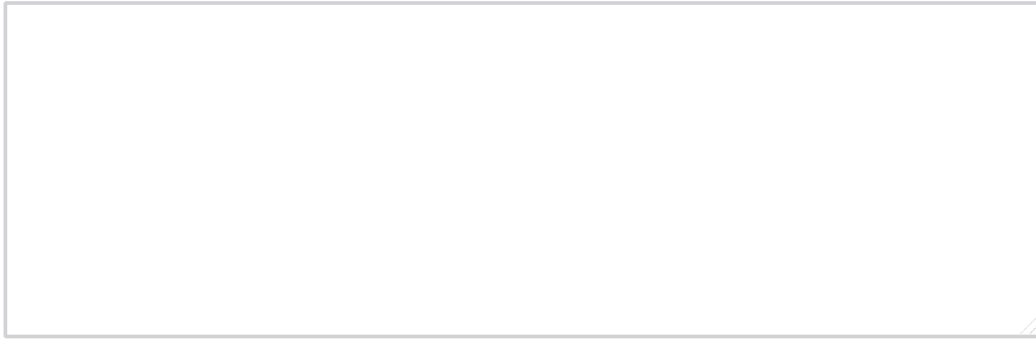
- **Gaps in contact for longer than 30 days**
- **Repetitive notes (copied and pasted repeatedly)**
- **Notes do not match participant file**
- **Inconsistencies between PolkMIS documents and agency documents**
- **Mismatch between services and activities and participant goals (when goals are provided)**
- **Logical inconsistencies**
- **Date inconsistencies**
- **Missing documentation**

Q9.2. Final status summary

- ☐ No discrepancies to report
- ☐ Potential discrepancies to discuss or clarify
- ☐ Discrepancies present - scores affected

Q9.3. Please provide all information from your file review needed to understand the context and nature of discrepancies found

Include dates of case notes and how the file is discrepant. For example, how notes and PolkMIS event don't match, lack of documentation supporting requirements, or how notes indicate requirements have not been met.



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Appendix C: Community Employment Participant Interview Questions

1. The staff at [Community Employment Agency] told me about the services that were available to me and answered my questions about the program.
2. What are one or two things about [Community Employment Agency's] service that you liked the best?
3. If you could change one or two things about [Community Employment Agency's] service to make it better, what would they be?
4. I participated in the selection of my employment goal and development of my individual employment plan.
5. The services I received from [Community Employment Agency] were appropriate to meet my employment needs. [Follow-up: The services I received from [Community Employment Agency] were able to meet my employment needs.]
6. [Community Employment Agency] adequately prepared me for employment. [Follow-up: [Community Employment Agency] helped me prepare for employment in a way that fit what I needed.]
7. [Community Employment Agency's] services were provided to me in a reasonable amount of time.
8. I was satisfied with the quality of services from [Community Employment Agency].
9. [Community Employment Agency] treated me with courtesy and respect.
10. I would recommend the services from [Community Employment Agency] to a friend.

Pandemic items (2020)

1. Have your needs been met by your care Supported Employment team since the Governor's Health Disaster Emergency Declaration on March 17th?
2. Who initiated contact between you and your team since mid-March?
3. In what ways did you communicate?

Appendix D: Outcome Criteria

Administration-File Review: To monitor the accuracy of outcomes data reported by the providers, the Polk Region added a sixth outcome area in 2015 based on file review results. Evaluators have conducted reviews of provider agencies' files with each evaluation and included those results in the annual reports. Beginning with the 2015 evaluation, the Polk Region formalized the file review as an outcome measure of administrative processes. Evaluators randomly sampled files for participants enrolled in services in September 2016. Beginning with the 2016 evaluation, evaluators randomly select six files from each program, with an equal distribution across types of services when possible. The files are reviewed to assess the consistency of information in PolkMIS with documentation in the file. File review criteria are listed in Appendix B. the outcome score is the total criteria that the file met out of the criteria possible for that file, given the types of services provided.

Employment Outcomes: Employment– Working Toward Self-Sufficiency is measured as the percentage of employable individuals working 20 hours or more per week and earning the minimum wage or greater during the four specified reporting weeks. Engagement Toward Employment is measured as the percentage of employable individuals working at least 5 hours per week and earning the minimum wage or greater during the four specified reporting weeks. The employment outcomes do not apply to individuals between 18 and 64 who have been assessed a level of support of 5 or 6, involved in an ongoing recognized training program (secondary school, GED, or post-secondary school), or individuals 65 or older who choose not to work (i.e., are retired).

Because employment may vary during the year, the employment outcome was assessed during four specific weeks of the year. The final outcome is the average of participants who were working toward self-sufficiency or engaged toward employment during these four reporting weeks.

Barriers to Employment: Level of support is the category of support from 1 (least amount of support) to 6 (most amount of support) that an individual qualifies for based on a standardized assessment. Coordination programs are responsible for completing a standardized assessment, either an Inventory for Client and Agency Planning (ICAP) for individuals with intellectual or developmental disabilities, or a Level of Care Utilization System (LOCUS) for individuals with mental health issues. The ICAP assesses adaptive and maladaptive behavior. The LOCUS incorporates developmental, family, and community systems of care perspectives.

Participant Satisfaction: Participant satisfaction is based on interviews by the independent evaluator of fifteen program participants from each program. The interviewer asks program participants questions regarding access, empowerment, and service satisfaction. Participants are asked eleven questions concerning their satisfaction with their community employment staff, agency program and services. A point is awarded for each question for which the participant reports being satisfied (i.e., agrees with the question). Occasionally, people chose not to respond to all questions. A program's score is based on the percentage of points achieved out of the total possible points for the program given the number of responses.

Negative Disenrollment: This outcome is measured by the percentage of individuals who were negatively disenrolled. Disenrollment is the termination of services due to an individual leaving the program either on a voluntary or involuntary discharge. Negative disenrollments occur when an individual refuses to participate, is displeased with services, or when the agency initiates discharge. Neutral disenrollments occur when the individual no longer needs services, unable to engage in services, is no longer eligible, leaves Polk County, dies, or experiences a change in level of care.