

Polk County Health Services

2018 Community Employment

Outcomes Evaluation

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2018 COMMUNITY EMPLOYMENT OUTCOMES EVALUATION

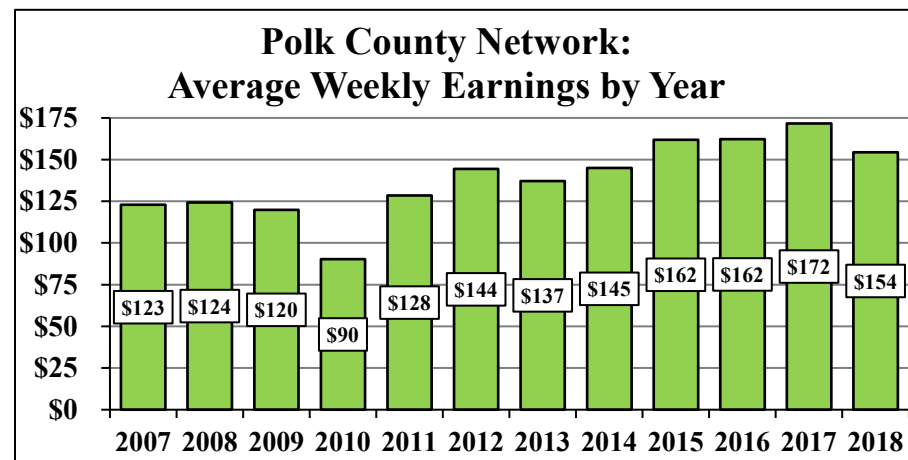
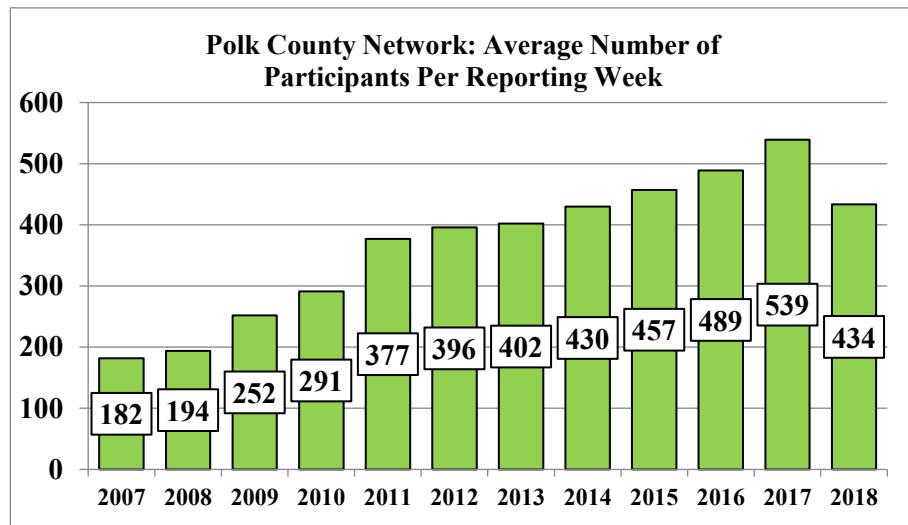
EXECUTIVE SUMMARY

In this twelfth year, the Community Employment Evaluation suggests that the community employment network exceeded expectations in supporting individuals to prepare for, obtain, and maintain employment. The network is composed of five service providers (Candeo, Easter Seals, Goodwill Industries, H.O.P.E., and Link Associates). The providers are evaluated based on six outcome areas (Barriers to Employment, Negative Disenrollments, Working Toward Self-Sufficiency, Total Engaged in Employment, Participant Satisfaction, and Administration-File Review). The network and all of the five providers met or exceeded expectations for overall performance set by Polk County Health Services for the 2018 calendar year.

The Polk County Regional Network ended its consistent growth this year with a reduction in participation. In 2018, the network served approximately 434 participants per reporting week, a decrease of 19 % compared to 2017.

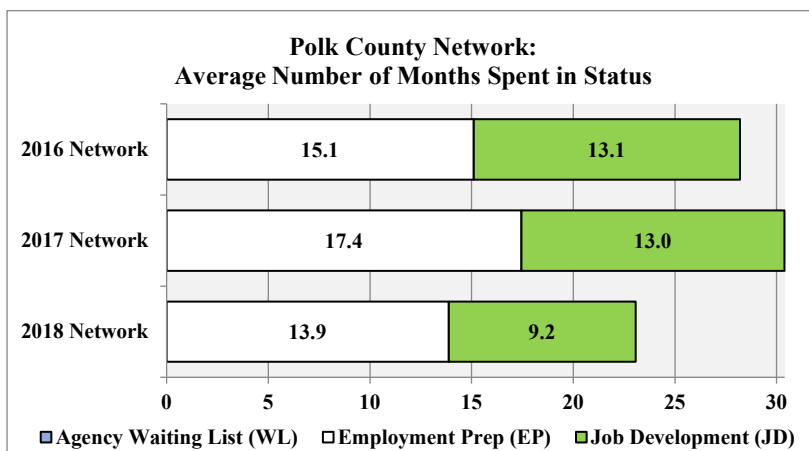
Compared to 2017, agencies served fewer participants with intellectual or other disabilities (86 fewer, about 20%) and with mental health disabilities (23 fewer, about 26%). In 2018, more than eight of every ten supported participants (84%) had an intellectual or other disability, compared to about one out of seven (15%) with mental health disabilities. Compared to previous years, the system scored Needs Improvement for serving participants most likely to qualify for Level 3 supports or higher (71%). Programs were likely to retain participants. The system average exceeded expectations for the Negative Disenrollments with all agencies meeting or exceeding expectations.

For participants who were employed, average weekly earnings decreased for the first time in several years to \$154. As most likely a determining factor in this decrease, participants' average weekly hours also decreased to 17 in 2018, compared to 19 in 2017 and 21 in 2016. In contrast, participants' average wage increased to \$9.51 per hour, compared to \$9.34 in 2017. The system met expectations for the Working Toward Self-Sufficiency outcome, with almost one of every three (31%) of participants employed for 20 or more hours per week and earning at



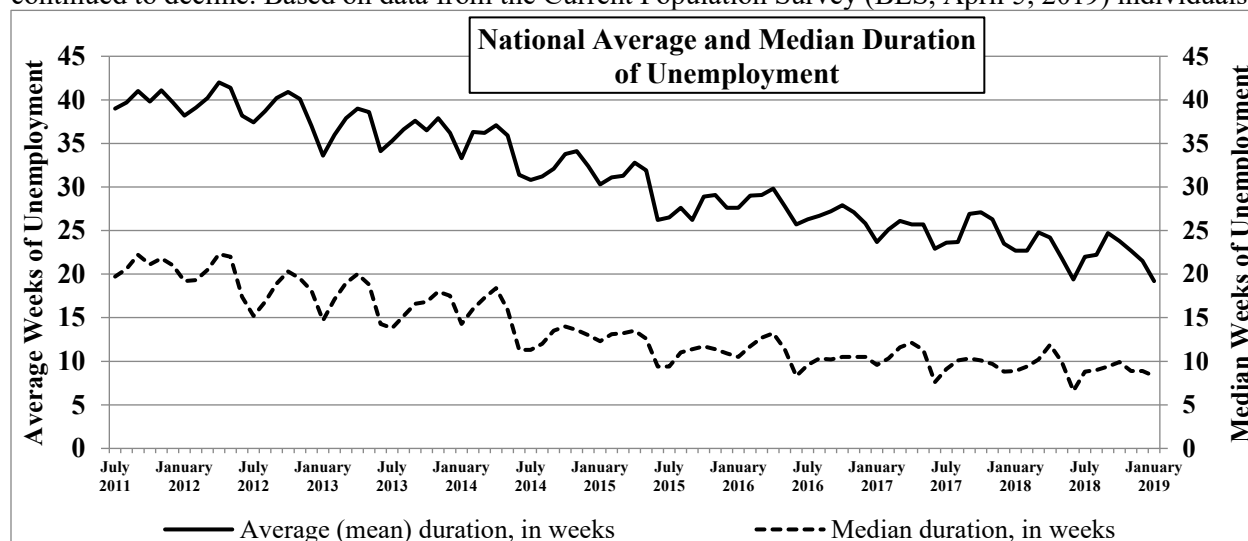
least minimum wage. The system met expectations for the Engaged in Employment outcome with almost nine of every ten participants (87%) working at least 5 hours per week and earning minimum wage or higher. This is compared to a Needs Improvement rating (83%) for 2017.

Regardless of whether participants acquired employment in 2018, community employment participants averaged less than two years acquiring skills and searching for employment. In contrast to previous years, participants spent just over a year (13.9 months) in employment preparation, compared to almost a year and a half (17.4 months) in 2017. Participants spent about three quarters of a year (9.2 months) in Job Development, compared to more than a year in previous years (13.0 months in 2017). Those who obtained a job in 2018 did so on average after about 4 months of job development, compared to about 9 months of job development in 2017.



In contrast to previous years, the Administration-File Review outcome improved to meet expectations for the network. Three of the five agencies exceeded expectations for this outcome area, where the other two were challenged, resulting in the system average increasing from the Does Not Meet Minimum Expectations range in 2017. Accurate data is 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 PCHS and other stakeholders but to participants as well. Provider agencies are encouraged to establish effective quality assurance practices, provide on-going training for staff on best practices and expectations for documentation, and to seek technical assistance from PCHS in order to improve or sustain the accuracy of information.

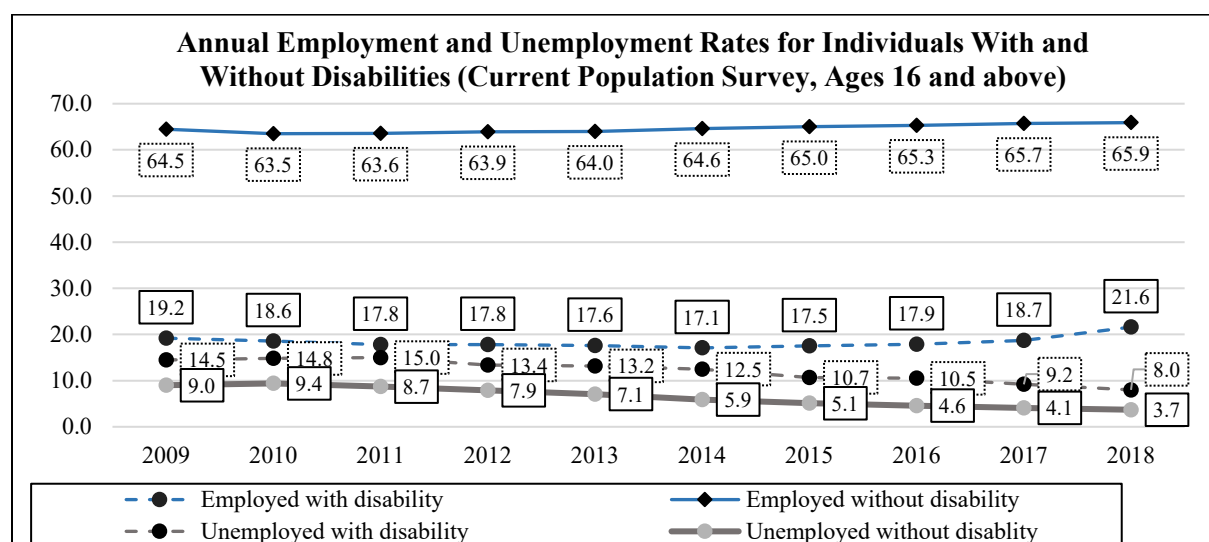
National statistics suggest that the duration of unemployment for individuals seeking employment has continued to decline. Based on data from the Current Population Survey (BLS, April 5, 2019) individuals



(Graph based on data from Bureau of Labor Statistics (2008-2018) accessed April 5, 2019).

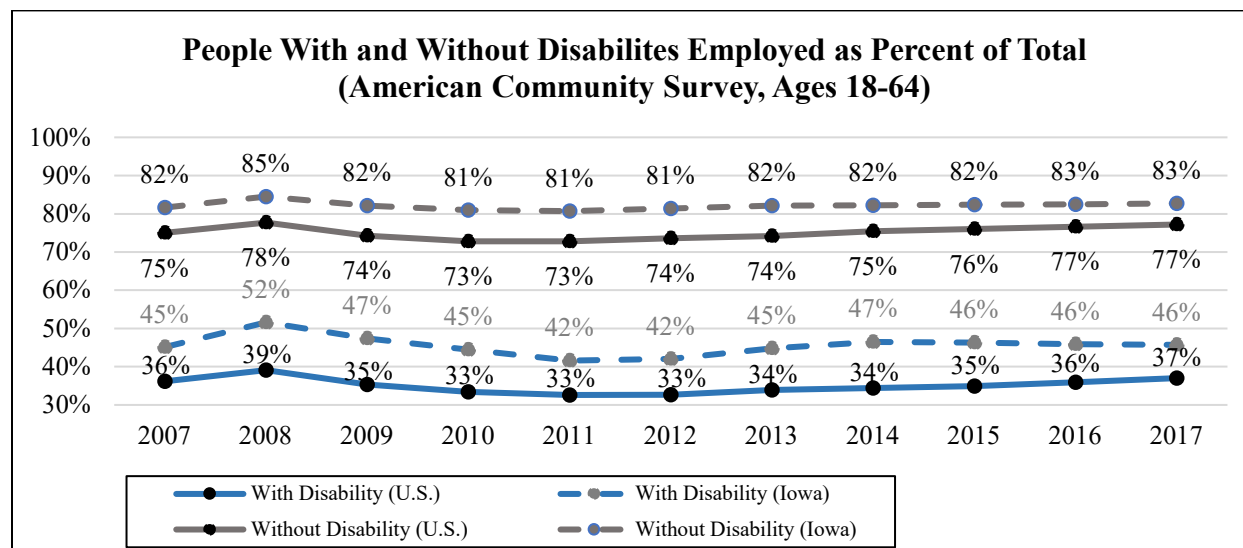
seeking employment, regardless of disability status, averaged 5.8 months of unemployment in 2018, compared to 6.4 months in 2017.

Despite the decline in duration of unemployment in the population, employment rates for individuals with disabilities have not demonstrated much improvement. The most recent annual statistics available from the Bureau of Labor Statistics for 2008-2018 (individuals 16 and older) report that about two in ten persons with disabilities (21.6%) were employed in 2018, compared to six to seven of every ten (65.9%) for peers without disabilities. Although the employment rate of individuals without disabilities has recovered to exceed the rate from 2009, the employment rate of those with disabilities continues to lag, 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 (8.0% vs. 3.7%, respectively, for 2018).



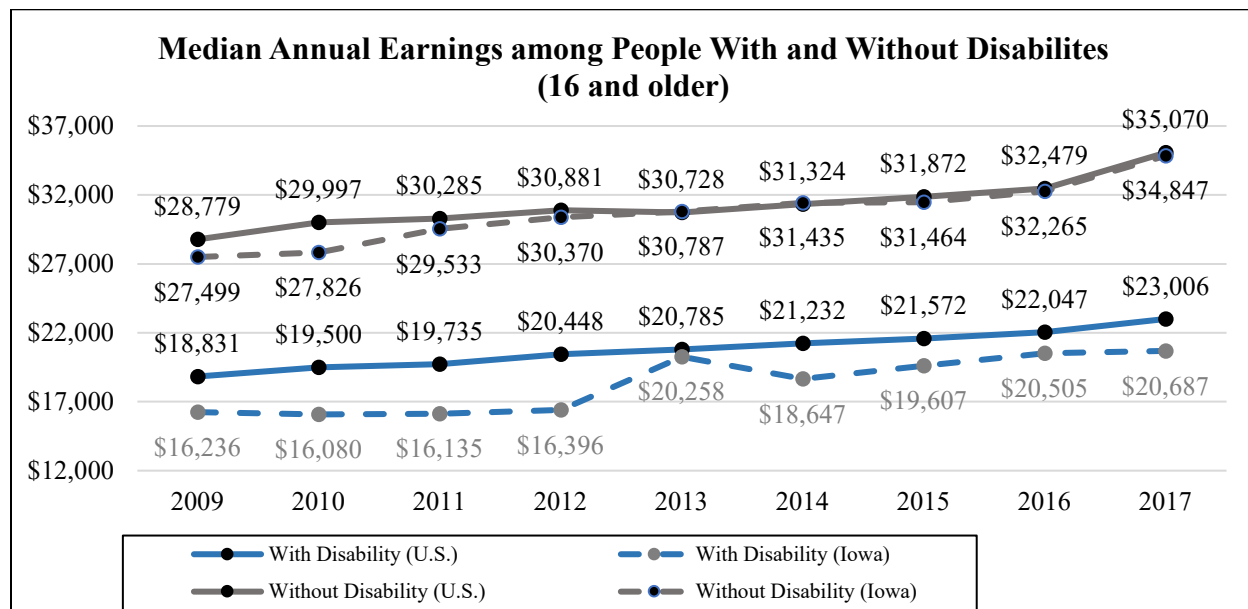
(Graph based on (Kraus et al., 2019, Disability Statistics Annual Report))

Although employment rates are higher among “working age” individuals (18-64 years old), a substantial gap remains between individuals with and without disabilities. Lauer et al. (2019), based on the American Community Survey data (with 2017 the latest year reported), reports national employment rates for civilians without disabilities as more than double of those for civilians with disabilities of those individuals looking for jobs. In Iowa, employment rates have been slightly higher than the national averages with more than 4 of every 5 Iowans without a disability being employed but only just under half of Iowans with a disability employed.



(Graph based on (Lauer et al., 2019, Annual Disability Statistics Compendiums))

Even for those individuals with disabilities who are employed, their earnings fall short of their peers without disabilities. The 2019 Disability Statistics Annual Report (Kraus et al., 2019) notes that for 2018 nationally the median of annual earnings of individuals with disabilities were \$12,064 less than peers without disabilities (\$22,006 and \$35,070 respectively) and the gap was even greater (\$14,160) for working age Iowans with disabilities (Lauer et al., 2018) compared to those without (\$20,687 and \$34,847, respectively). More than 26% of working-age individuals with disabilities were living in poverty, compared to 13% of their nondisabled peers, based on 2017 data. In Iowa, more than one of every four (26.6%) of working age individuals with disabilities were living in poverty, compared to almost one of every 10 (9.7%) of their nondisabled peers. In part, this is the result of working part-time rather than full-time.



(Graph based on (Lauer et al., 2019, Annual Disability Statistics Compendiums)

National and state level statistics document the challenges faced by people with disabilities in obtaining and maintaining employment. The Polk County Regional providers faced challenges this past calendar year. Notably, the system experienced a reduction in participation. According to the providers, this reduction largely occurred because of a reduction of referrals. In the past, when Case Management was conducted by Polk County providers, case managers, who were largely employed by the providers, made the bulk of referrals. However, because the MCOs moved Case Management in-house, referrals from case managers has been rare. This year, growth in the system generally came from youth graduating from high school and referrals that occasionally came from Vocational Rehabilitation, IHHs, and within provider networks. Another challenge that has been ongoing for providers is their ability to maintain full staffing. With unemployment low, providers are experiencing some difficulty in reaching pay rates that will keep jobs filled.

This report not only documents the hard work and success that Polk County Regional Network community employment agencies provide but also the appreciation that program participants have for the services, staff, and programs that help them to prepare for, obtain, and maintain employment in their communities. As with previous years, agencies continue to support a large number of individuals in their pursuit of meaningful, sustaining employment. This report supports the conclusion that the Polk County Regional Network continues to meet the need for individualized and quality community employment services for the residents of Polk County.

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OVERVIEW OF THE COMMUNITY EMPLOYMENT EVALUATION

Polk County 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 Polk County Health Services (PCHS) 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. In order to end discrimination for people with disabilities, employment is crucial.

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 (McGurrin, 1994), improved quality of life (Fabian, 1992; Knoedler, 1979) and higher self-esteem and self-efficacy (Van Dongen, 1996; Harding et al., 1987).

Employment is a strategic priority for PCHS 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.

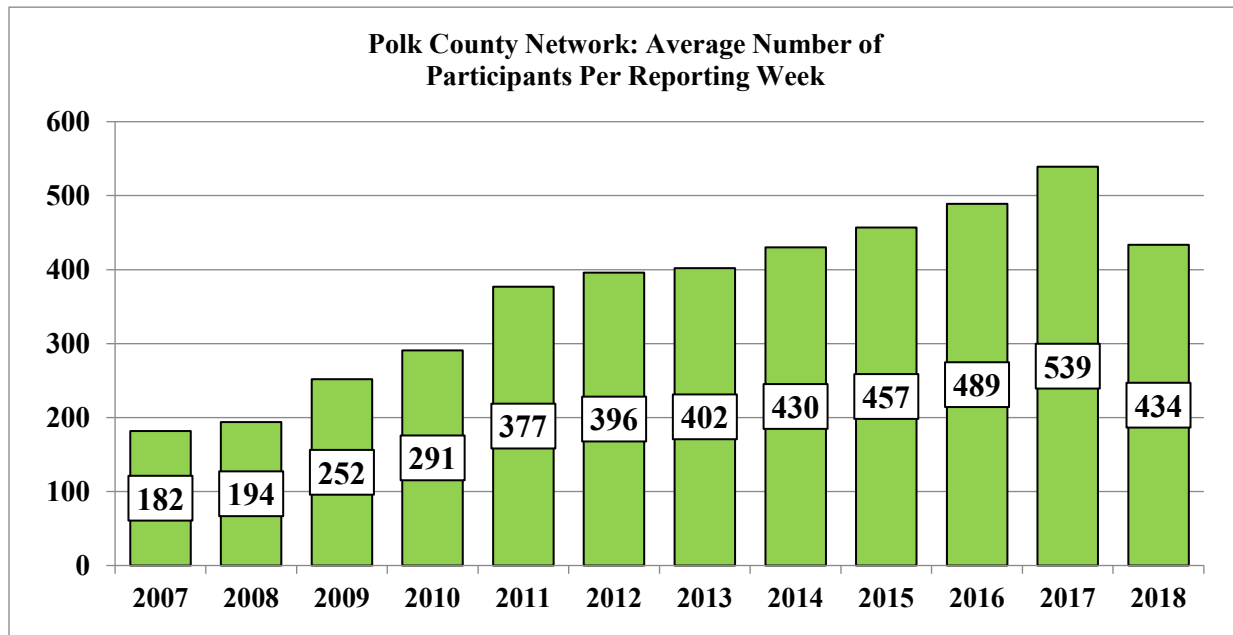
This evaluation of community employment services is a key component to measuring the effectiveness of employment services. The evaluation covers the 2018 calendar year (January 1, 2018, through December 31, 2018) and is organized into four sections: Individuals Served and Barriers to Employment (including the two outcome measures of Barriers to Employment and Negative Disenrollments), Participant Earnings and Employment Outcomes (including the two outcome measures of Working Toward Self-Sufficiency and Total Engaged in Employment), Employment Status and Participant Satisfaction (including the outcome measure of Participant Satisfaction), and Administration (including the outcome measure of File Review). This evaluation documents the community employment providers' efforts to increase 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, Easter Seals, Goodwill Industries, H.O.P.E., and Link Associates.

Data for the evaluation comes from the outcome data that the agencies provide to PCHS, reviews of agencies' files, and interviews with program participants. The agencies record employment and service data through PCHS'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., waiting list, employment preparation, job development, supported employment). 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 8 – 21 and October 14 – 27). 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 community employment program participants to gather feedback and satisfaction information.

INDIVIDUALS SERVED AND BARRIERS TO EMPLOYMENT

In the past, the Polk County regional network has served more individuals each year. However, in 2018, the network served fewer individuals compared to previous years, with an average of 434 participants per reporting week, 105 fewer participants (19%) per reporting week compared to 2017. The decrease was mostly experienced at Candeo and Goodwill.



The system served predominantly individuals with intellectual disabilities, providing services to almost six individuals with intellectual disabilities for every one served with mental health issues. The decline in the system was attributable to decreases in the number of participants both with intellectual and other disabilities and mental health disabilities.

Agency	Average Per Reporting Week								
	Individuals with Intellectual & Other Disabilities		Individuals with Mental Health Disabilities		Unknown	All Participants		Change 2017-2018	
	2017	2018	2017	2018	2018	2017	2018	N	%
Candeo	157	93	15	10	1	172	104	-69	-40%
Easter Seals	83	87	5	16	2	87	105	18	21%
Goodwill Industries	108	73	68	35	1	176	109	-67	-38%
H.O.P.E.	23	21	0	0	0	23	21	-2	-9%
Link Associates	82	92	0	4	0	82	95	13	16%
System Totals	452	366	87	64	4	539	434	-106	-20%

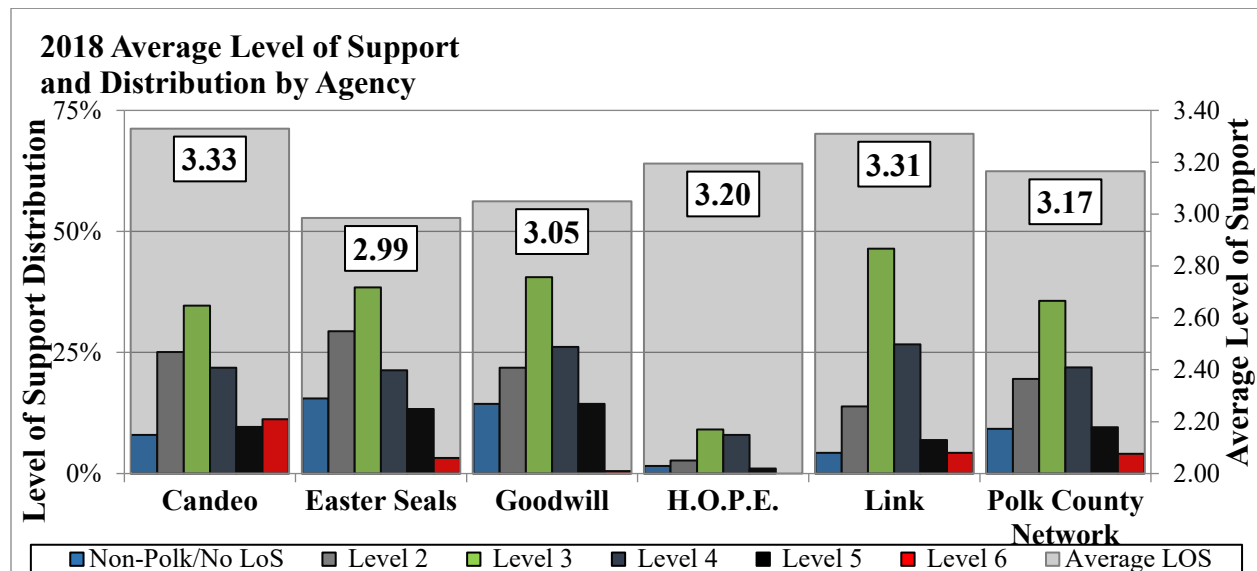
OUTCOME MEASURE: LEVEL OF SUPPORT

Regardless of the type of disability that an individual may exhibit, participants present with a wide range of needs and challenges. The goal of the outcome is to encourage organizations to provide community employment services to all participants, including ones that may be more difficult or expensive to serve. PCHS has adopted assessments (e.g., LOCUS and ICAP) to quantify the challenges or barriers that individuals likely face in pursuing employment.

In 2018, the network served individuals with an average level of support of 3.17 (mode of Level 3), compared to the average of 3.26 in 2017, reducing the system performance level to Needs Improvement. Level 3 qualifies participants for moderate intensity community support services, including supervised apartments, or ≤ 150 hours of Supported Community Living services per month. This reduction in score reflects a pattern that has occurred over the last three years. According to the agencies, it appears that fewer individuals are being referred for community employment and the individuals who are referred have lower needs.

Level of Support 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

Level of Support Results				
Agency	2017 Score	2017 Score	2018 Score	2018 Score
Candeo	3.39	3	3.33	3
Easter Seals	3.16	2	2.99	2
Goodwill	3.07	2	3.05	2
H.O.P.E.	3.36	3	3.20	3
Link	3.33	3	3.31	3
System	3.26	3	3.17	2



OUTCOME MEASURE: NEGATIVE DISENROLLMENTS

The goal of this outcome is for organizations to develop trusting and meaningful relationships with participants to ensure continuity of services. PCHS recognizes that participants may disenroll or be disenrolled from community employment services. Neutral disenrollments 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. However, the provider agencies and PCHS agree that an agency should be allowed one negative disenrollment and still meet expectations. Any agency with only one negative disenrollment will receive at least a meeting expectations rating.

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

Negative Disenrollments Results				
Agency	2017 Results	2017 Score	2018 Results	2018 Score
Candeo	3.64%	2	1.21%	3
Easter Seals	0.00%	4	0.44%	4
Goodwill	0.00%	4	0.00%	4
H.O.P.E.	0.00%	4	0.00%	4
Link	0.00%	4	0.00%	4
System	1.16%	3	0.41%	4

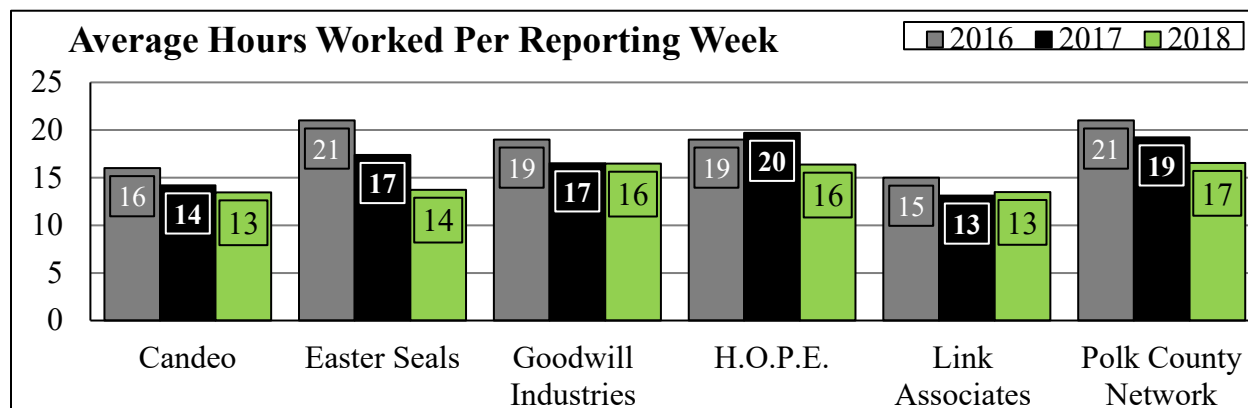
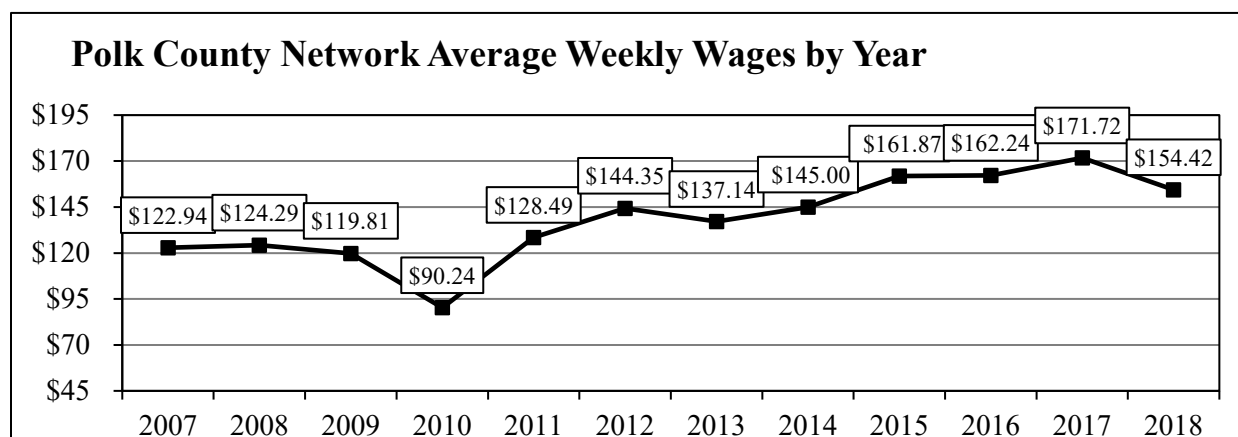
Results of the evaluation indicate that the system exceeded expectations for the Negative Disenrollments outcome for this year. Further, all agencies met or exceeded expectations this year. One agency reported three negative disenrollments, one reported one, and three agencies did not report any negative disenrollments. The number of total disenrollments by the system dropped considerably to 99 in 2018 compared to 156 in 2017. The majority of disenrollments from the system continue to be neutral (50%) or positive (45%).

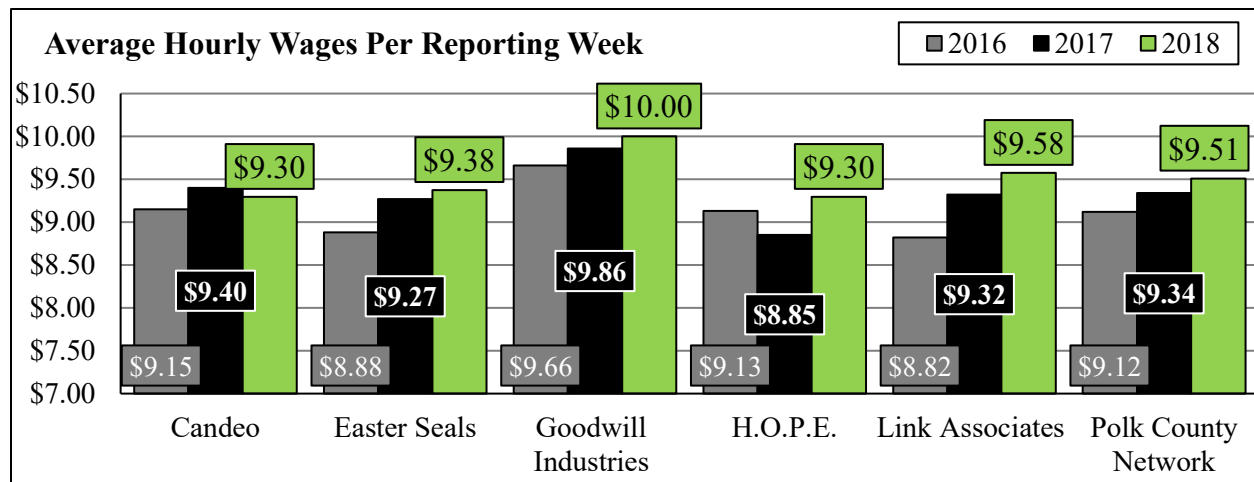
PARTICIPANT EARNINGS AND EMPLOYMENT OUTCOMES

A key component of self-sufficiency is earning income to meet an individual's needs. Wage rates and hours worked are important measures of progress toward 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 2018, the wage reporting periods were April 8 – 21 and October 14 – 27.

Based on reported data, the network average weekly wages decreased in 2018 at \$154.42 per week from \$171.72 in 2017. The average number of hours worked per week went down to 17 in 2018 from 19 in 2017. Average wages reported during reporting week did go up to \$9.51 from \$9.34 in 2017.

Agencies report several possibilities for the reduction in hours worked. For example, Goodwill reports that they start participants at a certain number of hours, but the participants often reduce hours because of physical limitations. In addition, because agencies are relying more on youth transitioning into services, their first jobs are often part time employment. Agencies also report that participants who receive supported community living services (SCL) are receiving pressure to reduce hours because SCL providers are challenged to provide transportation to their consumers. Agencies also report that they are seeing higher starting wages, which are reflected in the higher hourly wages in the system.



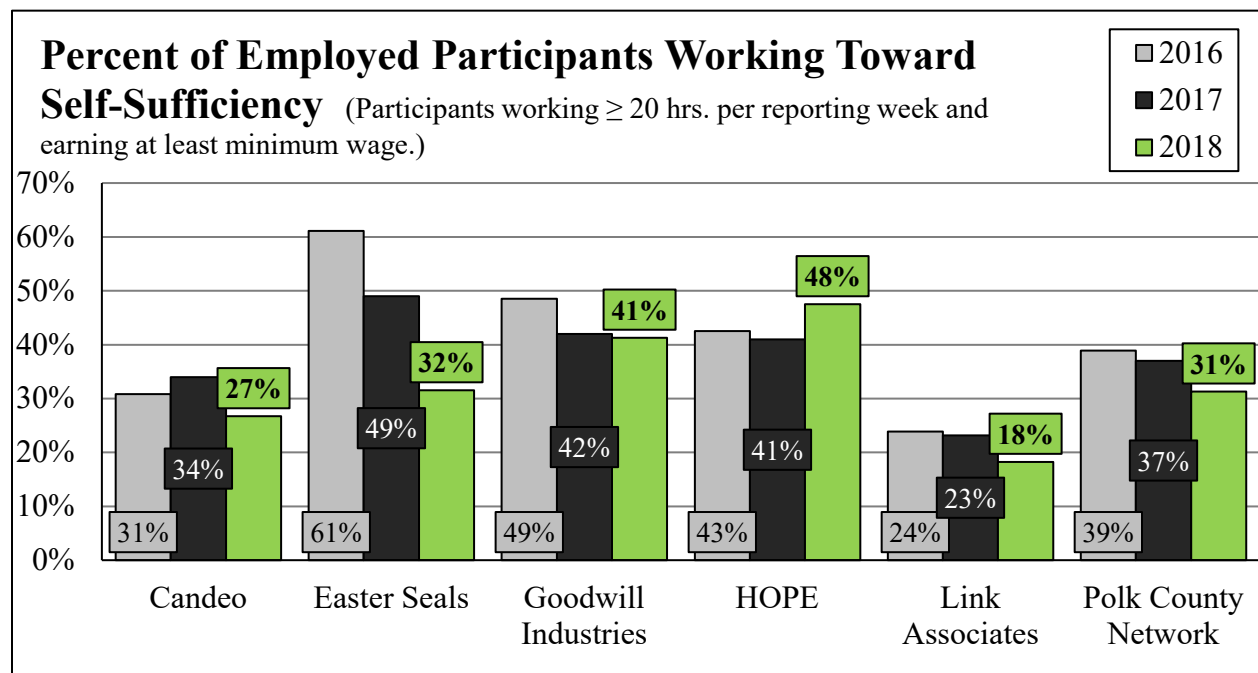


OUTCOME MEASURE: WORKING TOWARD SELF-SUFFICIENCY

PCHS uses two employment outcomes: Employment – Working Toward Self-Sufficiency and Engagement Toward Employment. The intent of these outcomes is to increase the employment rate of people with disabilities and increase earned wages. 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. PCHS'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 31%, or about one of every three participants working 20 or more hours per week. The reduction in score may be attributable in part to younger workers in the system, as agencies report that more of their new participants tend to be transitional (school to work) workers.

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	2017 Results	2017 Score	2018 Results	2018 Score
Candeo	47%	4	27%	3
Easter Seals	37%	4	32%	3
Goodwill	42%	4	41%	4
H.O.P.E.	42%	4	48%	4
Link	23%	2	18%	2
System	37%	4	31%	3

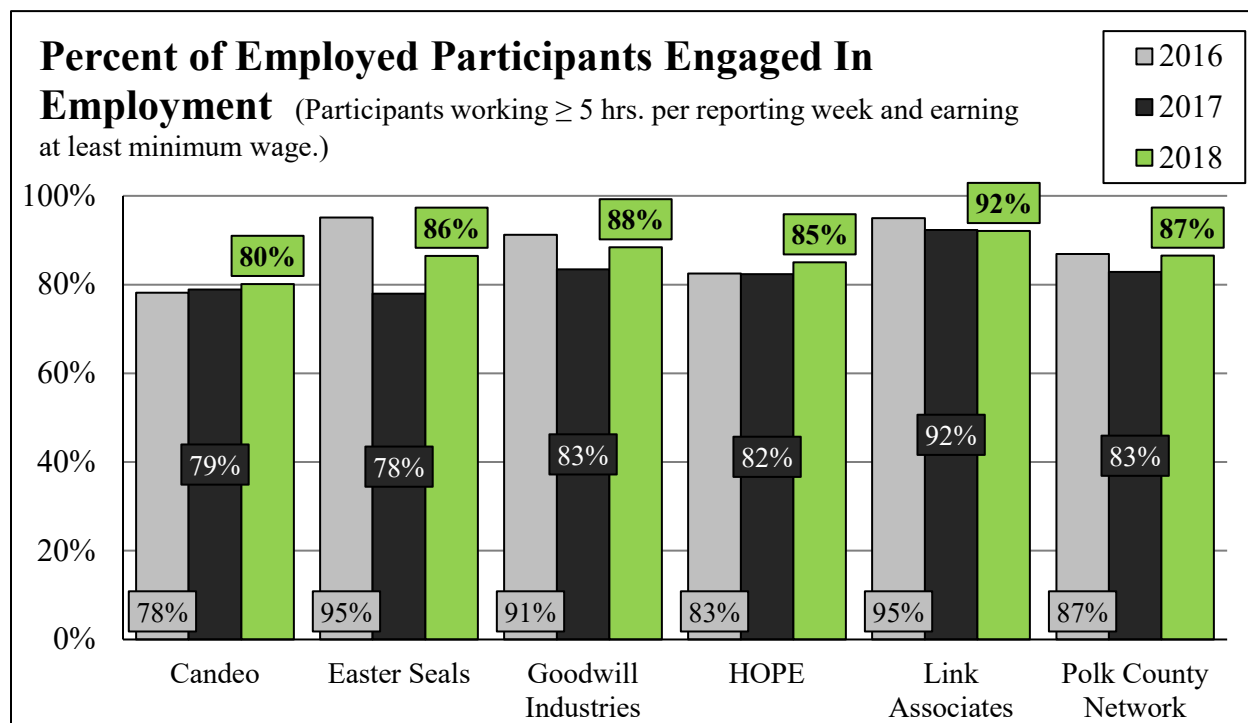


Outcome Measure: Total Engaged in Employment

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. PCHS's expectation is that a minimum of 85% of working program participants will be engaged in employment (see goals below). This year, the network met expectations with almost nine of every ten employed participants (87%) working at least 5 hours per week. This was an increase in the rating from a Needs Improvement in 2017. All but one agency met expectations, with the one of the agencies challenged to meet this outcome.

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

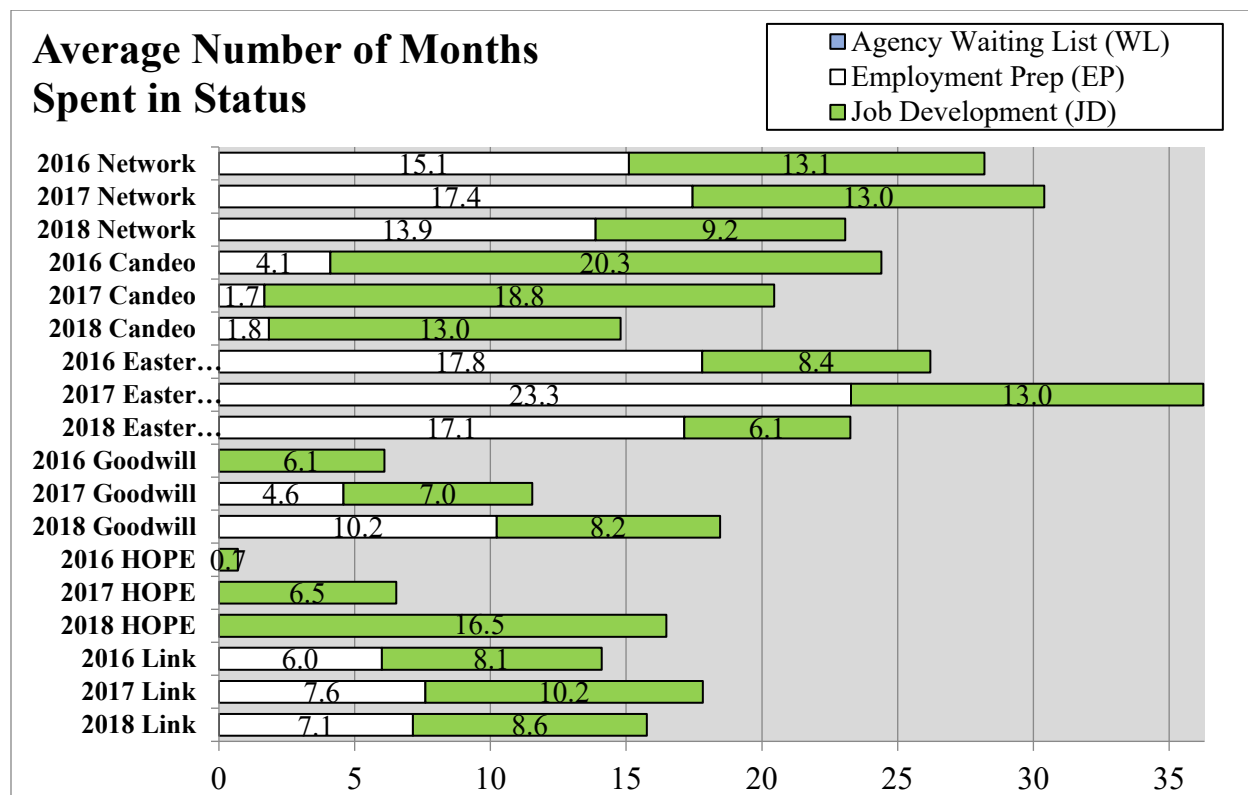
Total Engaged in Employment Results				
Agency	2017 Results	2017 Score	2018 Results	2018 Score
Candeo	79%	2	80%	2
Easter Seals	78%	2	86%	3
Goodwill	83%	2	88%	3
H.O.P.E.	82%	2	85%	3
Link	92%	3	92%	3
System	83%	2	87%	3



EMPLOYMENT STATUS AND PARTICIPANT SATISFACTION

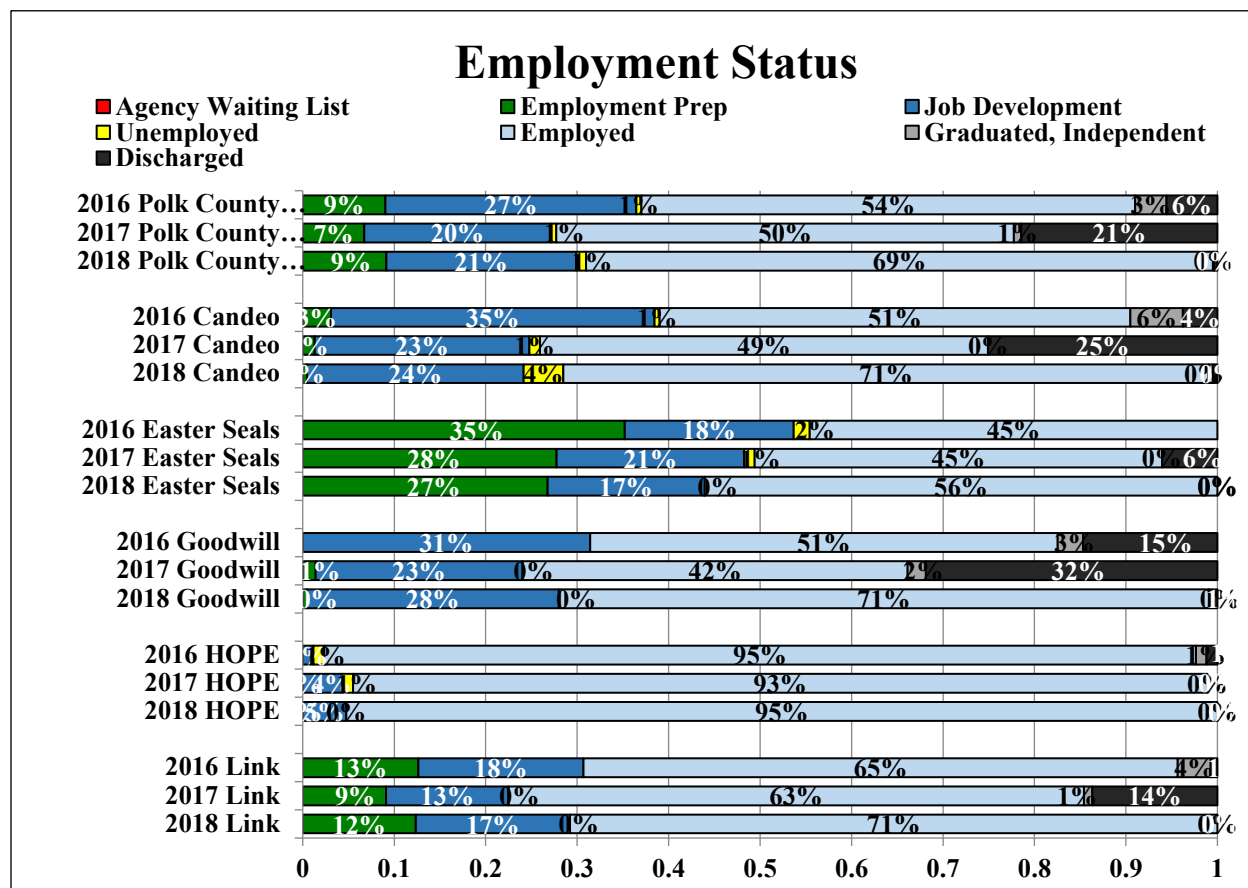
Success in employment services is, in part, dependent on timing. Employment agencies must act quickly when individuals show interest and capitalize on initial enthusiasm. To assess the efficiency of services, PCHS asks agencies to report data on how long individuals have to wait to access services (i.e. agency waiting lists), time to find employment, where participants are in their employment preparation and search, length of retention once employment is secured, and types of jobs where participants are employed. In 2018, participants averaged 22 months in employment preparation and job development. Compared to 2017, average months in job development decreased by almost four months, and employment preparation decreased by over three months. Most employment preparation is currently being provided by structured programs such as Project SEARCH, EmployAbility, and occupational skills training. These programs last for several weeks to several months of employment preparation classes and internship opportunities.

Compared to 2017, where participants averaged more than a year working with job developers to identify employment opportunities, apply for and interview for jobs, in 2018 the average length of job development decreased to about nine months. Some of these participants were able to secure employment; others remain in job development.

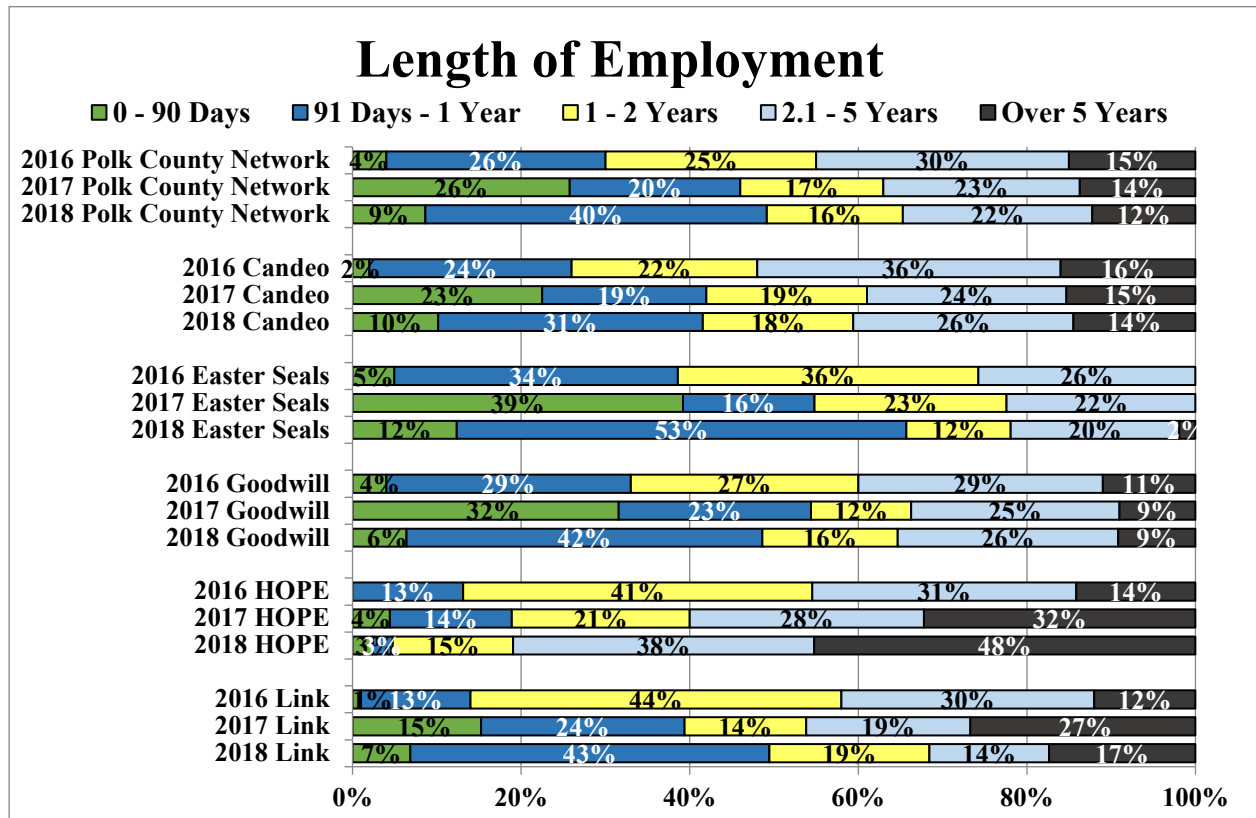


Those who did obtain jobs in 2018 averaged only 4.1 months in job development, five months less than 2017 on average. Those who are still waiting to be employed have spent about 10 months so far waiting to find a job, about two months less than in 2017. Note, however, that job development participants who leave an agency without obtaining employment are not included in these calculations. The network average of 9.2 months in job development, compared to the 4.1 and 10.4 months for those who obtained employment or are still looking, respectfully, suggests that some individuals are staying with agencies for some time before finding employment, moving onto a different agency, or giving up.

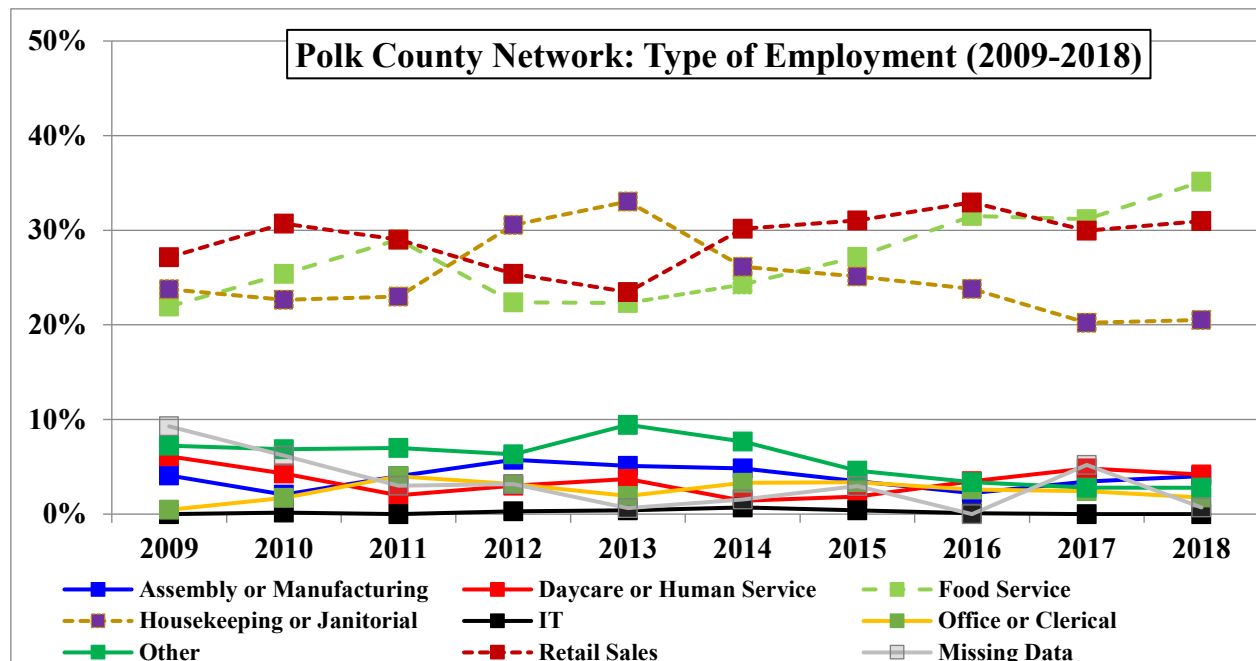
Agencies reported at least two reasons that consumers were spending less time in pre-employment services. One agency (Candeo) explained that they redesigned their employment prep programs (Discovery and Career Exploration) to make it possible for participants to get jobs while in the programs and skip job development. Another agency explained that the MCOs decreased funding for pre-employment programs, reducing the amount of time participants can be supported and reducing the number of programs they will fund per participant.



Retention remained relatively stable compared to previous years. Approximately 34% of participants were employed for more than two years, and more than half working participants (51%) were employed for at least a year. A few participants are long term employees. For the network, one of every eight participants (12%) has been employed more than 5 years.



Across the network, food service (35%) was the dominant area of employment, with retail sales (31%) and housekeeping or janitorial (21%) remaining the most frequent market shares in which participants are and have been employed over the past seven years. Employment in other sectors (e.g., assembly or manufacturing, daycare or human services, IT, office or clerical) remains infrequent (< 10%).



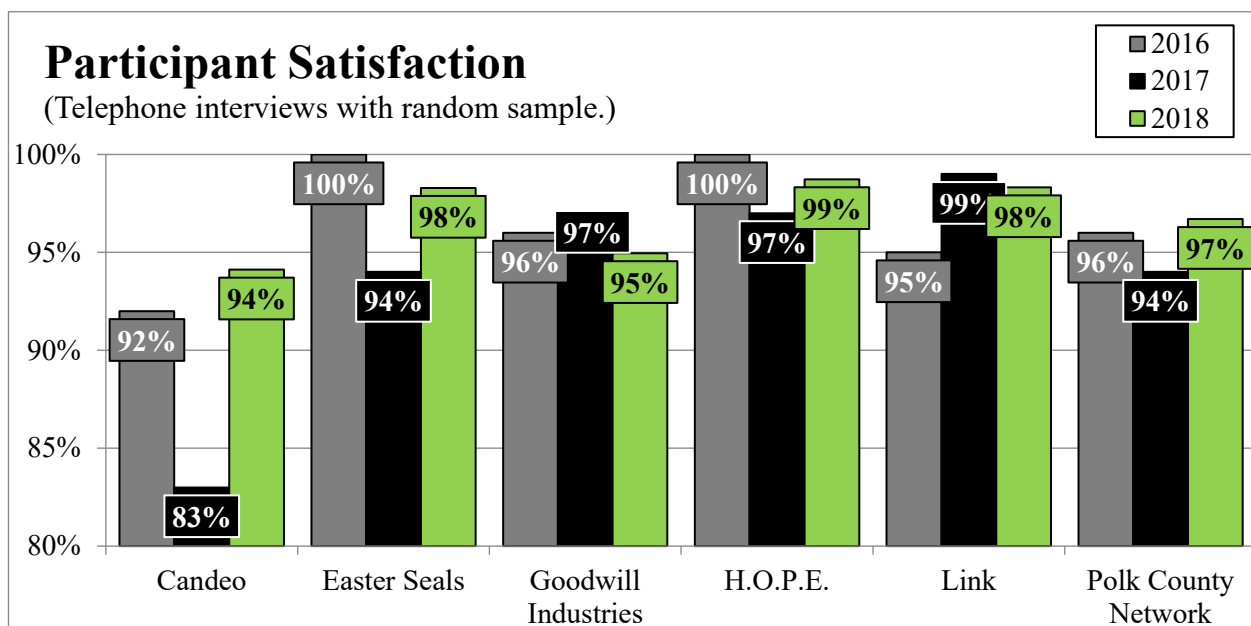
OUTCOME MEASURE: PARTICIPANT SATISFACTION

To gather the perspectives of program participants, community employment participants 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.

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	2017 Results	2017 Score	2018 Results	2018 Score
Candeo	83%	1	94%	3
Easter Seals	94%	3	98%	4
Goodwill	97%	4	95%	4
H.O.P.E.	97%	4	99%	4
Link	99%	4	98%	4
System	94%	3	97%	4

Overall, participant satisfaction was high, exceeding expectations, increasing to 97% from 94% in 2017. Within the network, participants were most likely to report that they were satisfied with services overall, they were treated with courtesy and respect, staff told them about services that were available and answered their questions, that they would recommend the services to a friend, that services were provided in a reasonable amount of time. If displeased, participants were most likely to report that the services they received did not meet their employment needs (7.1%). Representative comments from participants are



included in each agency's summary at the end of this report. To protect the identity of respondents, references to gender of respondents and staff have been randomized.

One agency was concerned that participants may get confused about which services they are supposed to be evaluating during the phone interviews and suggested that the wording in satisfaction question B10 ("I would recommend the services from [Community Employment Agency] to a friend.") should change "services" to "employment services" for clarity.

ADMINISTRATION

Participants, stakeholders, and PCHS 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 they are employed, provider agencies report the hours worked and wage rate earned for the two reporting periods for the year. PCHS 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.

OUTCOME MEASURE: FILE REVIEW

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, PCHS 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 2018. 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.

In contrast with 2017 results, the network met expectations for the File Review outcome measure this year. The overall system performed at a 94% accuracy, resulting in a Meets Expectations rating. Three programs exceeded expectations. The remaining two programs found this outcome area challenging. Discrepancies noted in the review included the timeliness and thoroughness of case notes, completeness of case notes, and accuracy of participant status information in PolkMIS. Information on the performance of individual programs is included as part of their agency summary.

Agencies reported barriers in the file review, including staff turnover, which reduces consistency and requires training, and a reduction in number of administrators, which reduces oversight responsibilities.

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	2017 Results	2017 Score	2018 Results	2018 Score
Candeo	88%	2	100%	4
Easter Seals	50%	1	88%	2
Goodwill	94%	3	88%	2
H.O.P.E.	93%	3	96%	4
Link	86%	2	100%	4
System	82%	1	94%	3

2018 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

2018 Score Summary Table						
Outcome Area	Candeo	Easter Seals	Goodwill	H.O.P.E.	Link	Polk County Network
Barriers to Employment	3	2	2	3	3	2
Negative Disenrollments	3	4	4	4	4	4
Working Toward Self-Sufficiency	3	3	4	4	2	3
Total Engaged in Employment	2	3	3	3	3	3
Participant Satisfaction	3	4	4	4	4	4
Administration-File Review	4	2	2	4	4	3
Total	18	18	19	22	20	19
Total Possible	24	24	24	24	24	24
Overall Performance	75%	75%	79%	92%	83%	79%
Overall Rating	3	3	4	4	4	4

2018 Results Summary Table						
Outcome Area	Candeo	Easter Seals	Goodwill	H.O.P.E.	Link	Polk County Network
Barriers to Employment	3.33	2.99	3.05	3.20	3.31	3.17
Negative Disenrollments	1.21%	0.44%	0.00%	0.00%	0.00%	0.41%
Working Toward Self-Sufficiency	27%	32%	41%	48%	18%	31%
Total Engaged in Employment	80%	86%	88%	85%	92%	87%
Participant Satisfaction	94%	98%	95%	99%	98%	97%
Administration-File Review	100%	88%	88%	96%	100%	94%

INDIVIDUAL AGENCY SUMMARIES

CANDEO

The results of the 2018 evaluation indicate that Candeco's Community Employment Program improved its evaluation expectations for the calendar year. The program received an overall performance of 75%, resulting in a Meets Expectations rating. The program exceeded expectations for the Administration – File Review outcome area and met expectations in Barriers to Employment, Negative Disenrollments, Working Toward Self-Sufficiency, and Participant Satisfaction. The program was challenged in Total Engaged in Employment.

Outcome Area	2017 Result	2018 Result	2017 Score	2018 Score
Barriers to Employment	3.39	3.33	3	3
Negative Disenrollments	3.64%	1.21%	2	3
Working Toward Self-Sufficiency	34%	27%	4	3
Total Engaged in Employment	79%	80%	2	2
Participant Satisfaction	83%	94%	1	3
Administration-File Review	88%	100%	2	4
Overall Performance	58%	75%	2	3

Candeco program participants reported being satisfied this year with the community employment services they received and the staff who worked with them. The evaluators interviewed 15 program participants, 28% of the 53 Candeco program participants for whom contact information was provided. They were asked a series of questions to assess their agreement or disagreement with certain statements. Among those structured questions, program respondents generally agreed that they were told about services, that they participated in setting of their employment goals, that services were appropriate to their needs, that services were provided in a reasonable amount of time, that they were satisfied with the quality of the services, that the agency treated them with courtesy and respect, and that they would recommend the agency to others. However, participants were less in agreement about whether the agency adequately prepared them for employment.

In interviews, participants praised staff for being responsive. Job coaches were also praised for helping participants learn new job tasks. They also appreciated being listened to and respected by the staff. Representative comments included:

They care about me. ... They are doing okay. They are nice. They are very caring.

I like being able to talk to the job coach, and I like the help they give me. I am satisfied with their quality of services because I have been with other places that haven't given me the proper services. I would tell a friend that they would meet your needs and wants, because they would sit down with you and actually talk to you where the other agencies won't.

They helped me achieve goals. They are there and they help me with problems that I might have at work. ... They have been a very great help to me. ... They helped me to be independent. They were very adequate. I got my job through another program that I was in because I was volunteering. I went to [Employment Program] ... It was like a job thing. ... I am very honest and I tell them if I need anything that pertains to work. I ask them if I have a question. ... They gave me respect. They are very nice and they treat me the way I want to be treated. I have no complaints with Candeco. ... I would tell a friend that you can achieve your goals that you always wanted. If you don't have a job they take you around, and you fill out applications, and when you start the job you get a job coach.

They are a very good company all the way around. [They helped me with] job applications and looking for jobs that I could do out in the community. They are very understanding and they are very helpful. Well mostly they always keep pushing ... appropriately ... in the job setting. I am satisfied with the services because they do come to your house, or wherever you are at or call you, and let you know what they at least tried to accomplish. ... They are very friendly and they are polite all the way around, they are very easy to get along with, and they even tell you who to get ahold of if you are trying to get a job.

When I first started with it, they were really good. They worked with me. They helped me with my resume and what type of jobs I would like. The first job coach I had was awesome. She contacted me at least weekly and she worked with me on getting volunteer stuff too so I could get training.

They treat you nice and they treat you respectfully. They took me to the interview. They talk to you nicely.

They would work with me. Yeah, they do [treat me with respect].

[I like] that they are there for me when I need them, unless I want help, then they will give it. They let me choose how long I wanted to work. They listened to what I felt like I should be doing. [They prepared me] by helping me with stuff one-by-one. They get back to me pretty quick. They are nice and kind. They treat me really good. They do a real good job and you should try them.

Well I was looking for a job anyway so I am glad that they helped me find one. They listen to whatever I have to tell them.

Well they are going to be helping me finding a new job soon and I am going to be going through and job shadowing. They called me, let me know when they have job shadows going on, and they take me to the job shadows. We go and talk about if the job is a good fit and they ask questions about how I do things and I explain my history on things. ... [T]hey listen to me when I have concerns and issues about things. They are very helpful. They are very respectful and they are reliable.

They do a great job sometimes. They check on and observe me and answer questions. They treat me always very friendly and helpful.

I got to pick what kind of job I wanted. They helped me with applying to serve food in the area. ... I got the job I wanted to do. I like when they come see me twice a week to see how I'm doing. They are mostly nice and kind to me.

I think they do a good job. I would say that I have support to get a job. I can't remember but I think they helped me find this [current] job. They are good. They treat me like good. And they say if I have a problem it is up to me to let them know. I would tell them they help you to go out, to do your job.

I remember if I needed it, once I got the job, they could be there to help me. They helped me find a job, but then said if I needed anything else they would check in once a week. I really like their services. They talk to me in a manner which I know is appropriate. It's a good company to help look for a job if need be.

They help me learn my job. They did interview prep. They help me work on my job. They treat me very well. They are awesome.

A few participants raised concerns. One participant did not feel independent enough with a job coach. Others did not feel the services were directed at their needs. One mentioned a concern for the length of time to get results.

It [the change] would be that I wouldn't have a job coach. Because I would like to work independently so I don't have to have people looking over my shoulder or telling me that I am working too slow or too fast. I like working at my own pace.

I don't think that I have had enough help in that situation. It seems to me that the job developer is going out and finding me jobs, but she is going out into places that she thinks I would be good at ... but in some scenarios I would be and some scenarios I wouldn't be. In other words, the job-fitting would not be great.

I never heard from my next job coach, so I cancelled the job coaching services. I know there are other clients that have gotten jobs through them, but I sure was not one of them and that disappoints me. I never ever got any interviews though, which was kind of a bummer. They weren't really there for me.

I think I had to wait a long time to get a job, yeah, and then wait a long time to get a different job too.

A few participants offered suggestions:

They need to hire more job coaches.

To have the staff work more closely with each client. I know there are other clients that have gotten jobs through them, but I sure was not one of them and that disappoints me.

I would change the services. I don't know [about specifics].

The program met or exceeded expectations in five outcome areas: Barriers to Employment, Negative Disenrollments, Working Toward Self-Sufficiency, Participant Satisfaction, and Administration – File Review. Candeo serves an average of 104 participants per reporting week. It serves both participants with intellectual disabilities and those with mental health disabilities. The program continued to enroll challenged participants, reflected in an average level of support (mean of 3.33), above the network average (mean of 3.17). Finding employment opportunities for individuals with higher needs may take more time, resulting in Candeo's time in job development (13.0 months) averages to be longer than the network averages (9.2 months).

Those who were employed reported working an average of 13 hours per week, compared to 14 in 2017, and they were earning less per hour (\$9.30 in 2018 compared to \$9.40 in 2017). Participants were earning a lower average weekly wage of \$133, comparable to \$149 last year. For Candeo participants, over a quarter of employed participants were working toward self-sufficiency (27%), with an additional one of every two (53%) working 5 to 19 hours per week. The remaining 20% were working less than 5 hours per week.

The agency reported some success in cross training their job coaches for job development. Job coaches continue their duties as coaches, but when consumers express interest in finding another job, coaches have the skills to locate jobs often within the organization already employing the consumer. Consumers feel heard, they can stay within the organization, and they may be able to advance in their employment.

EASTER SEALS

The results of the 2018 evaluation indicate that Easter Seals' Community Employment Program performed well for the calendar year. The program met overall expectations in 2018 with a 75% overall performance rating. The program exceeded expectations in Negative Disenrollments and Participant Satisfaction outcome areas and met expectations for the Working Toward Self-Sufficiency and Total Engaged in Employment outcome areas. The program was challenged in the Barriers to Employment and Administration – File Review outcome area.

Outcome Area	2017 Result	2018 Result	2017 Score	2018 Score
Barriers to Employment	3.16	2.99	2	2
Negative Disenrollments	0.00%	0.44%	4	4
Working Toward Self-Sufficiency	37%	32%	4	3
Total Engaged in Employment	78%	86%	2	3
Participant Satisfaction	94%	98%	3	4
Administration-File Review	50%	88%	1	2
Overall Performance	67%	75%	3	3

Easter Seals' program participants reported being very satisfied with the services that they received and the staff who worked with them. The evaluators interviewed 15 program participants, 32% of the 47 Easter Seals program participants for whom contact information was provided. In response to structured satisfaction questions, participants indicated that they felt they participated in the employment process, services were appropriate, they were adequately prepared for employment, services were provided in a reasonable amount of time, they were satisfied with the quality of the services, and they were treated with courtesy and respect. In interviews, several mentioned that the process went quickly for them, that they were well prepared, and that the staff were helpful and listened to their preferences. Representative comments included:

[W]hat I like the best is that they are helpful and kind to others, and also they help you find a job. I think the communication is good. They like help me do the interview. I had to do the interview on my own but [Staff] helped me get ready for the interview. They helped with [my] resume and interview and fill out [an] application. I like how they were just being kind enough. They treat me good.

They can go hands-on with you to show what you can do to possibly improve yourself. They helped with my needs because they became more hands on, the way I do it, and most of the time do it face-to-face not over the phone. [They] helped me make the resume more presentable and more modern. I would say they set me of up with a job within a week. That people can understand from where you stand for any situation you are in. They don't talk to you in a degrading manner. They talk to you like any other person. If you ever want help with job employment, [get it] from Easter Seals because they treat you with courtesy and respect and help you get the skills you need.

I liked where they took me to job training to get a job and learning the bus routes. It was the best job I ever got to practice on. I met new people and made new job skills. Everything was good. I just like Easter Seals. I love how they took me to many jobs and tried it out. It met my expectations of what I was expecting from a job trainer. The respect was great and I learned a lot. I learned a lot about the community and got out. If you want to try to learn job skills, I would go to Easter Seals. They will give you experience at a job site. It would really help a lot.

[I have had] plenty of help so far. Like there were places where I wanted to apply and they gave them my application. Yes, I am satisfied. They are doing the things they said they were going to be doing.

My job coach told me about a job fair going on. He drove me there. I filled out the application and I applied to be a nutrition worker or bus boy type of thing at a facility. I found a job I really like and really enjoy. Well. ... first of all, I can call at almost any time. If there is an issue I need help with I can call at almost any time and she will help me resolve it. Another thing I like is that they help me talk to the managers, which is a really good thing because I am not exactly comfortable talking about things like that. ... So, they help me practice what to say before I say it. I have a job coach and she helps me with that and the issues that come up. ... I called my job coach and she heard what happened from my point of view and helped me talk to the managers. They put a lot of effort into their jobs. ... Easter Seals helped me a lot there with the interview process and how to keep a job. [They are] always courteous and they treat me with respect.

I like my job coach helping me. [I got] enough help. [I am] confident. ... They are nice to me. They will help you find a job.

They help me with interviews and stuff like that. I like it when they try to help you find a job. Fairly helpful with finding a job. They are friendly and listen.

If I want to look for a job, they help me look. They are nice people. If I need help talking to my boss, they can do that. They told me what I need to know if I did get a job.

They help me with all sorts of things and any problems I have at work. They let me make most of the decisions on where I could work and what we thought I would be good at. They helped me with applications that are online. We just went over some interview questions they might be asking to make sure I kind of understand most of the questions. They listen to all my questions and concerns about anything I have at work.

They helped me on how to get through an interview. They are polite.

I like the job coaches that I have. They are a really nice organization. They asked what kind of job I would like to have and I got that type of job. [I learned] how to dress and job interviews and how to answer the questions professionally. I would say it took two days [for them to help find a job]. I'm very satisfied. I get to meet new job coaches. [T]they say I am their rock star.

They help me a lot. They helped me get this other job at [Employer].

It is fun. It is an awesome service and that is it.

[The job coach] helped me overcome obstacles when I encounter work-related issues. Just by helping me as far as when I do tasks required they show me and give me tips to be better at it. They understand me pretty well. [They treat me with] respect.

A few participants expressed concerns. Participants expressed concerns about the length of time to find employment, issues with communication, and a preference for more face-to-face time with staff.

[Staff] was an excellent job coach and they let him go and didn't let [Participant] know. They are not communicating with the job either. I don't hear from my worker very often. ... [Y]ou are going to have to be patient to find a job because they are going to take some time.

[M]y job coach quit. They haven't found a replacement for him yet.

[O]ne issue I have a little bit of a problem with is that although I can call them at any time they don't visit me as often as I would like. The last time they visited was maybe two or three weeks ago.

They did tell me all the stuff but the job development coach has not done a very good job. But we have talked to our case manager and they are handling it. ... We have been waiting for two years to find me a job. As far as the employment assistance, we are not really happy with that because, they do not give us feedback unless our case manager gets ahold of them.

I wish my old worker would come back. [It took a] long time, maybe like five months, for them to find the job that I wanted.

There were a few suggestions:

Giving more hands-on experience ... maybe get someone with a background in that work so they understand.

Maybe a little more learning ... more visiting places.

Coming in less [to visit at the job].

Program participants had reason to be satisfied. The program exceeded expectations in two of the six outcome areas. About one third of employed participants were working toward self-sufficiency, employed 20 or more hours a week and earning at least minimum wage. Over eight of every ten (86%) of employed participants were working at least five hours per week.

Easter Seals' participants were averaging 14 hours per week, under the network average, and earning somewhat less per hour than the network average (\$9.38 vs. \$9.51). Easter Seals' average weekly wage for 2018 was \$136, less than their 2017 average of \$213.

In 2018, the Easter Seals' Community Employment increased the average number of participants served at 105 compared to 87 in 2017.

One of Easter Seals' challenging areas was the Administration-File Review outcome. Documentation of employment services met PCHS expectations for three of the six files. Issues were noted for gaps in documentation of services that were not reflected in information in PCHS's electronic database.

GOODWILL INDUSTRIES

The results of the 2018 evaluation indicate that Goodwill Industries' Community Employment Program performed well for the calendar year. The program met overall expectations in 2018 with a 79% overall performance rating. The program exceeded expectations in Negative Disenrollments, Working Toward Self-Sufficiency, and Participant Satisfaction outcome areas. The program met expectations for the Total Engaged in Employment outcome area. The program was challenged in the Barriers to Employment and Administration—File Review outcome.

Outcome Area	2017 Result	2018 Result	2017 Score	2018 Score
Barriers to Employment	3.07	3.05	2	2
Negative Disenrollments	0.00%	0.00%	4	4
Working Toward Self-Sufficiency	42%	41%	4	4
Total Engaged in Employment	83%	88%	2	3
Participant Satisfaction	97%	95%	4	4
Administration-File Review	94%	88%	3	2
Overall Performance	79%	79%	4	4

Goodwill program participants reported being very satisfied with the community employment services they received and the staff who worked with them. The evaluators interviewed 15 program participants, 22% of the 68 Goodwill program participants for whom contact information was provided. In response to structured satisfaction questions, participants agreed that they were satisfied with services and that they would recommend them to friends. In interviews, participants appreciated the support staff provided from applying, interviews, and job coaching. Participants described staff as caring and nice. Some appreciated having their preferences honored. Representative comments included:

They helped me do applications and they helped me in the interviews. They did an excellent job. One day [was the time it took to get a job]. I am satisfied with the way they worked with me on my goals. [They show they respect me] by referring to me by my name, instead of something else, and they look to me for answers for questions they have for me. I would tell them that Goodwill is a good place to go if you want to find a training, a job, and to further your job once your training is completed.

They were able to help me find a new job. ... I also like that they are able to call me when they find jobs for me. They have been a huge help for me. They are helping meet my needs by trying to help me find a new job and keeping the one that I have until I find a new job. They got me ready by showing me how things are done when it comes to the workforce. They actually treat me like a person and with respect, and I like that, instead of somebody that has an actual disability.

They come see me at work. I got to choose the area I wanted to work in. They helped me enough. Just by having me do different jobs and by telling me what time I need to be at work. Just by giving me my space when they come in and watch me work. They let me do what I need to do. Goodwill is a good place to start.

I like the job coaching staff that I am working with. ... I think it is going great. I am getting the help I need. [I was most satisfied with] how nice they are and respectful of my needs. Anything I said to them or talked to them about, they didn't share that with anyone else until they talked to me first.

They helped me update my resume and helped me look for jobs. And they found a job at [Employer] and they assigned me a worker. ... [I]f I have like any questions, they can help me. And they will try and help me get ready for work. They are doing a good job. We went over

interview questions and how I would answer the questions and practicing interviews. They are very good with people with disabilities. My worker is there almost all the time and helps me do a good job. They usually return my phone calls in a timely manner. I am very satisfied. They are very respectful to me and very courteous.

I guess I like the way they talk to me and how they get me to understand things. I am glad they showed me all the things I should do on the job and all the things I should not do on the job. I guess they tried to show me what goals I had to do, and job placement. ... They asked me what I wanted to do and I said I wanted to do janitorial work and I just went ahead and did it. They did help me learn how to do things to get a good job out in the public. They prepared me real well.

When I first worked there I really enjoyed it. They were able to help me get the interview. I am satisfied with it. [I would tell a friend that] I think they are good and they do help me KEEP a job.

At first the job coach was helping me to hang clothes faster and now the job coach is just watching me. They are nice to me.

They are nice. So, I went one time to the library with someone from Goodwill and he helped me do my resume on the computer for [Employer]. Before I started at [Employer] there was someone there to watch me as I was doing my stuff.

I like working with my job coach. I think they did a pretty good job on it [preparing me for employment]. [I am most satisfied with] how they treat you and try to help you out.

That they stuck by me and let me grow into a better person. Well the [person] I am with now comes and gets me and takes me to the Goodwill Career Center. He teaches me how to fill out an application and how to have an ordinary interview, how to develop into a stable person basically. They are patient with me. We go over the ground work of how to get a job and help me focus on what I need to focus on, which is getting a job and preparing for an interview. By having the patience and the time to spend with me, not rushing me through the process and [being] willing to stay there by my side until I get a job.

I was able to tell them what kind of jobs I wanted. They are always very kind and polite and help a lot. That it is very helpful if you are looking for a job and you will have a lot of fun with it.

I mean, they stay on top of things. I would say, like if I had issues or whatever at work, I inform them on that. They did a good job as far as if I need something, as far as coming out, making sure I am doing what I am supposed to be doing. ... They check in on them. They do an awesome job as far as keeping that person calmed down about certain situations. They respect me.

I think they helped enough. They tried to find me something else, too. [I like that they] find me work and stuff like that. They are real nice to me and friendly.

I like that there is someone there to ask questions. I just went through and got a job. I did like them. They treated me with respect.

A few respondents had concerns. Generally, participants expressed that they are not able to change their current employment situation.

They made me feel like I was getting set up: everyone at Goodwill. I really do want to work, I just don't want to work there anymore. I do try to tell my job coach that I want to work at [Employer]

or something and he tells me, “No, I think you are good now.” I would like my job coach to accept my opinion more, take my opinion over his more. ... I just felt kind of pressured. I feel like some of the things I worked for they just took that away from me. I don't feel like they help me feel satisfied working there [Goodwill]

I wish they would help me find another job. I do have one, but I want one closer to my home. I didn't make a choice where I worked at. They just put me on disability. I didn't have a choice. I will probably need more help.

Overall, Goodwill participants had reason to be satisfied. The program met or exceeded expectations in all but two of the outcome areas. Among those employed, two out of five (41%) were working at least 20 hours per week and earning minimum wage or higher, and nearly half more participants (47%) were working at least five hours per week. Although employed participants averaged fewer hours than the network average (16 vs. 17), they earned more per hour than the network average (\$10.00 vs. \$9.51), the highest of the agencies, resulting in an average weekly wage of \$174, higher than the network average of \$154.

In 2018, the program reported a decrease in overall participants (109 vs. 176 in 2017) with decreases in both individuals with intellectual disabilities (73 vs. 108) as well as mental disabilities (35 vs. 68). In addition to network participants, Goodwill serves the highest percentage of non-Polk County network individuals through other programs. These individuals face different barriers to employment, including homelessness, corrections histories, or chronic unemployment. In 2018, the program served approximately 57 individuals who were not part of the Polk County Network.

H.O.P.E.

The results of the 2018 evaluation indicate that H.O.P.E.'s Community Employment Program rated Exceeds Expectations in 2018 with an 92% overall performance rating. The program exceeded expectations for Negative Disenrollments, Working Toward Self-Sufficiency, Participant Satisfaction, and Administrative File Review outcome areas. It met expectations in the Barriers to Employment and Total Engaged in Employment outcome areas.

Outcome Area	2017 Result	2018 Result	2017 Score	2018 Score
Barriers to Employment	3.36	3.20	3	3
Negative Disenrollments	0.00%	0.00%	4	4
Working Toward Self-Sufficiency	41%	48%	4	4
Total Engaged in Employment	82%	85%	2	3
Participant Satisfaction	97%	99%	4	4
Administration-File Review	93%	96%	3	4
Overall Performance	83%	92%	4	4

H.O.P.E. program participants continued to report high satisfaction with the community employment services they received and the staff who worked with them. The evaluators interviewed 10 program participants, 50% of the 20 H.O.P.E. program participants for whom contact information was provided. In response to the structured satisfaction questions, one person answered "no" to only one question (that they were adequately prepared for employment). All other questions received 100% positive responses. In interviews, participants described how H.O.P.E. staff members are helpful and supportive. Several participants praised how well the program prepared them in job development, particularly in their interviewing skills. Others mentioned job coaches who helped them to learn job tasks and stay focused on their jobs. Participants appreciated that staff listened to them and their preferences. Representative comments included:

They have been doing a fine job helping me, especially with my resume and cover letter and stuff. One thing I like is how they help me and check in on me and help me if I need to talk to my boss or if I have certain qualifications for a job. ... I think they are good. I think they have been working just right. They have helped prepare me by mock interviews, setting up good scenarios like what kind of questions would come up during an interview. ... When HOPE has helped me find a job they have done a good job and I am really grateful for it. I am most satisfied with their ability to help me being able to find something in my career path and something that I can stick with that I will like. I have been really grateful for how they have treated me. They treat me very well, in a good way. I would tell them HOPE is a really good agency. I would recommend to go to them if you have any employment problems you need improvement on or if you need help with your resume or interviews.

They are pretty much there when I need them. They treat me the way I want to be treated and the way I would treat others. It is really good help.

They helped with finding a job. It was a daycare job and I like it. She helps me interact with the kids and get involved in activities. [I found a job] fairly quickly. They help me with the job. They treat me the same way I treat them. It is a good system and they answer questions.

That they are like great to help me find the job. Just to like help people find what they are looking for and just to talk to the people [customers]. They helped me a lot. I already kind of knew what to do because I volunteered there. [I am most satisfied] that they are helping me just getting out. They are always there to help me and they are nice.

They would help me get a job and work with other people. They are friendly. They are good people to work for. Just to be on time in order to keep a job. They listen to me.

They just helped me with my daycare job and they still do. They just make sure my training is done. I like everything. [I would tell a friend] that they are good at their job.

They answered all the questions I had when I started with her, yes. [Staff] is consistent. She is there when she's supposed to be there. I feel that she helped me in the vision-making. Her being there when she is needed to be there, in case of a situation I need help, in that kind of thing. She takes me to interviews, and that kind of thing, and helps me like fill out paperwork. Yes, she gets back to me pretty quick when I call and she stays in touch with my aunt. [S]he is patient and she knows what she is doing to help the situation. They treat me with respect, like anybody else, and if I have a problem she will be nice about it. My job coach is respectful and very easy to get along with.

They help me do my work. [They provided] interview prep. I like it when they help me do my goals. [They treat me] good.

The job coaches I have are consistent and helpful with the reminders that they supply in order to do the job the best they can. And they are flexible with their schedule to help me the best they can. I basically was involved in every step of the way, which not only landed me each job I found, but also [taught me] how to handle interviews and applying for the job. I could choose how my resume looked and where I would apply, basically modifying how they are for me specifically. They work specific on how my job functions: how best to serve me. Because they well-prepared me in advance with mock interviews and [a] system to introduce me to what the work force was like before I even got my first job. The services I receive from Hope are successful, and I am satisfied with them every day. Whenever I have a suggestion or my opinion is voiced, they listen and take it just like I take their suggestions and opinions. They are respectful of the choices that I make. We don't talk over one another and we don't argue.

I am getting enough help. Practice interviews practice other important things that come beforehand [I am most satisfied with] kind of becoming friends with them. Always using manners. Hope is a good company that helps assisting goals and living.

One participant expressed concerns:

They didn't help me find a job at all.

One offered a suggestion:

More funding for employment education

H.O.P.E. is the smallest program, serving an average of 21 participants per reporting week this year with an average of 3.20 barriers. H.O.P.E. works exclusively with individuals with intellectual and other developmental disabilities. This year, only one participant on average was receiving job development services at any time; the others were employed. Of those, almost half (48%) were working at least 20 hours per week and earning minimum wage or higher. About a third additional participants (37%) were working at least five hours a week and earning minimum wage or higher. The remaining 15% of participants averaged less than five hours per week working.

In 2018, employed participants reported an increase in their average wage rate (\$9.30 in 2018 from \$8.85 in 2017), decreasing to an average of 16 hours worked per week in 2018, down from 20 in 2017. Participants' average weekly wage increased from \$182 in 2017 to \$197 in 2018.

H.O.P.E.'s file review outcome for 2018, increased from Meets Expectations to Exceeds Expectations, with five of six files meeting expectations and one of the files showing inconsistencies (inconsistent dates) with PolkMIS data.

LINK ASSOCIATES

The results of the 2018 evaluation indicate that Link’s Community Employment Program performed well for the calendar year. The program exceeded overall expectations in 2018 with an 83% overall performance rating. The program exceeded expectations for the Negative Disenrollments, Participant Satisfaction, and Administration-File Review outcome areas. It met expectations for the Barriers to Employment and Total Engaged in Employment outcome areas but was challenged in the Working Toward Self-Sufficiency outcome area.

Outcome Area	2017 Result	2018 Result	2017 Score	2018 Score
Barriers to Employment	3.33	3.31	3	3
Negative Disenrollments	0.00%	0.00%	4	4
Working Toward Self-Sufficiency	23%	18%	2	2
Total Engaged in Employment	92%	92%	3	3
Participant Satisfaction	99%	98%	4	4
Administration-File Review	86%	100%	2	4
Overall Performance	75%	83%	3	4

Link participants reported being very satisfied with the community employment services they received and the staff who worked with them. The evaluators interviewed 15 program participants, 28% of the 54 Link program participants for whom contact information was provided. In the structured satisfaction questions, only two respondents answered “no” to a question (that they were told about services and answered questions, and that they were adequately prepared for employment); all other questions received 100% positive responses. In interviews, participants praised Link program staff with helping them apply for jobs and prepare for interviews, as well as supporting them after they obtained employment, particularly by teaching them skills they needed for their employment. Representative comments included:

I have a job coach. I like my job coach. I am happy with my job coach. I have back issues and she helps with that. My job coach helps when I work at [Employer]. I did interview prep. They get back to me soon. My job coach is nice. They treat me nice.

They helped me do carts at [Employer]. I wouldn't change anything. They gave me enough help. They helped me get a job at [Employer]. [I would tell them] it is great.

They usually help me out at work. Like if I need help with a special skill like if I have a customer problem, my job coach will help me. I like the people. ... They do a good job. I like it when they help me out. If I need help or if I get really frustrated, they will stay at my work until I am okay. They explained things to me: how to do stuff that I don't understand. I just liked how they do their jobs and they have people who care about people with special abilities and that is what I'm happy about. They really take their time when they are with me.

They told me about the job I was going to get and start working there. I wouldn't have changed anything. I felt that I have had enough help. They helped me with practicing what to say in interviews. They provide staff that come out to work with me. They respect my privacy.

They are nice people and I really like them. They train me how to be respectful and patient. They help me out, talk me through if I got problems, they talk to me first. I have problems with listening skills and I hear them clearly and everything. I got one [job coach]. He is the one who helped me find the job I have. My favorite thing is they are nice people. They help me out. They are nice, respectful, and truthful. They treated me like normal people.

[They are] easy-going. I wouldn't change anything I think they helped enough. They helped me with my work hours. ... They respect me right.

They help me do my job better. Help me stock better, work by myself. Two weeks [is how long it took them to find me a job]. I'm very happy with them.

I wouldn't change anything. They showed me how to do everything and asked if I could do it. [I had] enough help. [I am most satisfied with] getting the job done at the end of the day. They let me make my own choices. They are really good at teaching you things and make you feel accomplished.

Just helping me with doing my job correctly. They are friendly. They are very helpful. I got to pick a place that was fun to work at where I could get in quickly. They helped me get used to it.

Trying to help me keep my job and hold onto a job. ... I wouldn't change anything. [I got] enough help, by helping me get a resume and helped me put my name out there. ... They helped me by getting applications and going to the library and filling them out online. ... Everything about their services I am happy with. They let me do my job for a little bit and then when I am done. I talk to them and stuff like that. They give you the help you need and they give you one-on-one attention.

I like that they helped me find a job and helped me with my interview. They helped me with my goals. ... I had enough help. [They prepared me] by being with me and helping me and getting me a routine to work. I am very satisfied with them. I am very happy with them. They showed me respect by helping me get a job coach. ... They help discuss things with me and respect me and help me with my job.

Finding what job I wanted and me with a resume, at some point, and work on interview skills a little bit. I like the fact that we are out in the community. ...that's basically what happened and what I wanted. He did do a good job. ... I was impressed with [Project Search]. ...no one cancelled. They made it seem like an actual job there and it made me feel like I knew what it was like to be at an actual job. They are very calm when we talk. They don't yell at me and they explain stuff very well. If I have any concerns with anything, they are there for me and I appreciate that a lot. I really like that. I would recommend Project Search because they really give you the hands-on, kind of like VIP does. I like the fact that it shows you the experience of what it is like for someone to have special needs out I the community finding a job. ... I like the way that they find out what you can do and then find something to fit your needs.

I like all of it. I wouldn't change anything. They got me a job. [They did] interview prep. They check in to see how I'm doing. [They treat me] good. They are helpful.

I like my job. [They are] nice to me.

I like the job I got. I get a ride to work. They sometimes get back to me quickly. I like that they take me to work every day. [They treat me] real nice. I would tell them Link helped me.

One participant expressed a concern:

When my mom and I were looking at the resume that [Staff] did, he kept cancelling on us and my mom literally had to redo my resume to make sure it looked professional. ... [T]here were some things that were not professional. ... It was kind of weird, all the cancellations. Like, my resume looked like it was from middle school instead of a 22-year-old's, so I changed services.

Participants had reason to be satisfied with Link's community employment program. The program met or exceeded expectations in five of the six outcome areas. Those who were employed reported an increase in wage rates from \$9.32 in 2017 to \$9.58 in 2018. They maintained hours worked per week at 13 in 2018. The average weekly wages for Link participants increased from the previous year (\$128 in 2017 to \$132 in 2018). Although the program reported a high percentage of participants engaged in employment (92%), about one in ten (12%) were working toward self-sufficiency. The program demonstrated accuracy and completeness in documentation, in consistency in case notes with PolkMIS data, and in reporting wages and hours during reporting periods.

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APPENDIX A: COMMUNITY EMPLOYMENT HISTORY

In 2007, Polk County redesigned its employment service system to align with its vision and core values to increase self-sufficiency, using a guiding coalition comprised of stakeholders to lead this effort. This effort focuses the purpose of employment services and supports on working toward self-sufficiency; addresses service gaps and funding misalignment; and continues to measure the effectiveness of services. From 2007 through 2014, PCHS produced the *Pathways to Self-Sufficiency Employment Scorecard* as a resource for potential and current participants. Although PCHS has discontinued the scorecard, this evaluation of employment services continues to be a key component to measure the effectiveness of employment services.

Historically, PCHS's employment outcome was based on the level of integration or location of employment (e.g., competitive, enclave, workshop, etc.). Employment rates were reported as part of annual evaluations for the integrated services, case management, and service coordination programs. In the spring of 2007, the employment guiding coalition suggested several changes to the county-wide employment outcome measure to maintain consistency with the future direction of Polk County employment services. While working in the community is highly valued, the coalition recognized that, for some individuals, support cannot be provided in a community setting in a cost-effective manner and that a major goal of employment was to provide for self-sufficiency. Coalition members recommended modifying the emphasis from integration and location to hours worked and wages earned, regardless of the work environment. In 2013, PCHS renamed these outcomes as a first step in aligning targets with the Ticket to Work trial work level. Employment – Working Toward Self-Sufficiency replaced Employment – Working At Self-Sufficiency and Engagement Toward Employment replaced Employment Total Working Toward Self-Sufficiency. There is no change in what is being measured. The results are directly comparable to outcomes from previous years. Individuals working 20 or more hours per week and earning at or above minimum wage are considered to be working toward self-sufficiency in employment. While earning \$7131 annually may not provide for self-sufficiency, employment for individuals with disabilities is a challenging outcome. According to the Office of Disability Employment Policy (2016), only about 20% of individuals with disabilities in the nation compared to almost 70% of people without disabilities were employed in January 2016. Fear of losing disability benefits, limited education and work experience, and lack of reliable transportation, among other issues, are barriers that these individuals must overcome.

APPENDIX B: COMMUNITY EMPLOYMENT FILE REVIEW FORM

Reviewer:
Employment Agency:
Name:

File Review Date:
PolkMIS ID:

Employment Status

Waiting List Expectation (Documentation Supporting. ...)	Documented in File
Wait List dates in PolkMIS consistent with file:	Yes No
Participant was notified of waiting list placement	Yes No
Participant was notified of estimated wait time	Yes No
Participant was notified at least every 30 days regarding status	Yes No
Comments:	
Employment Prep Expectation (Documentation Supporting. ...)	Documented in File
Employment Prep dates in PolkMIS consistent with file:	Yes No
Participant completed a skills assessment (N/A for structured programs)	Yes No NA
Participant's skills needs were addressed (i.e., services delivered)	Yes No
Comments:	
Job Development (Doc. Supporting. ...)	Documented in File
Job Development dates in PolkMIS consistent with file:	Yes No
Job developer discussed participant's employment preferences with participant and searched for jobs that were consistent with preferences	Yes No
Participant was involved in job placement (N/A if not placed yet)	Yes No NA
Services were delivered and documented	Yes No
Comments:	
Employed (i.e., job coaching) (Doc. Supporting. ...)	Documented in File
Employment dates in PolkMIS consistent with file:	Yes No
Services were delivered and documented	Yes No
Comments:	
Unemployed (Doc. Supporting. ...)	Documented in File
Unemployment dates in PolkMIS consistent with file:	Yes No
Program remained in contact with participant and discussed participant's plans to return to job development or employment prep.	Yes No
Comments:	

Wage and Hour Reporting						
Reporting Period	PolkMIS Hours Worked	PolkMIS Wages	File Hours Worked	File Wages	Source	PolkMIS & File Agree
4/8/18 - 4/21/18						Yes No
Job Changes/Comments:						
10/14/18 – 10/27/18						Yes No
Job Changes/Comments:						

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.

APPENDIX D: OUTCOME CRITERIA

Administration-File Review: To monitor the accuracy of outcomes data reported by the providers, PCHS 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, PCHS 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.

Level of Support: 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.