



Outcomes Management Report
January 2017- December 2019

Mission Statement

We improve the lives of people with disabilities or other disadvantages through employment, training, and job placement opportunities.

Values

Commitment - We embrace the mission in all that we do. We are dedicated to helping members of our community through the power of work.

Integrity - We commit to demonstrating honesty, transparency, and sincerity when serving our stakeholders.

Learning - We are committed to lifelong learning in order to provide a sustainable platform for our mission to grow and flourish.

Innovation - We pledge to be a forward thinking and visionary nonprofit agency, serving the changing needs throughout the communities we serve.

Accountability - We hold ourselves to the highest standards of performance and measurements to ensure we are providing the highest level of service.

Respect - We embrace a culture of respect and value for all current and future stakeholders within the Goodwill organization.

Introduction

Goodwill Industries of Northwest Ohio, Inc. recognizes that each person who comes through our facilities comes with their own individual set of talents, skills, and goals. It is Goodwill's privilege to support each of these individuals and help them achieve their vocational goals.

The purpose of Goodwill Industries of Northwest Ohio, Inc.'s Outcomes Management Report is to monitor our program services concentrating on our strengths as well as areas upon which Goodwill could improve. We do this by looking at our programs from a number of perspectives. Goodwill utilizes Program Evaluation methods to determine the success of its mission through employment, training, and job placement opportunities.

Goodwill makes this conclusion by establishing objectives in each program area and comparing actual performance outcomes with the target goal for each objective. Program objectives align within four separate categories, which are as follows:

Effectiveness - the measures extent to which we achieved desired program outcomes.

Efficiency - focuses on timeliness of services and the economical use of agency resources.

Services Accessibility - measures ease and promptness of entry into the agency's programs and services.

Satisfaction - measures extent to which we met consumers' needs and stakeholders' expectations through the program experience.

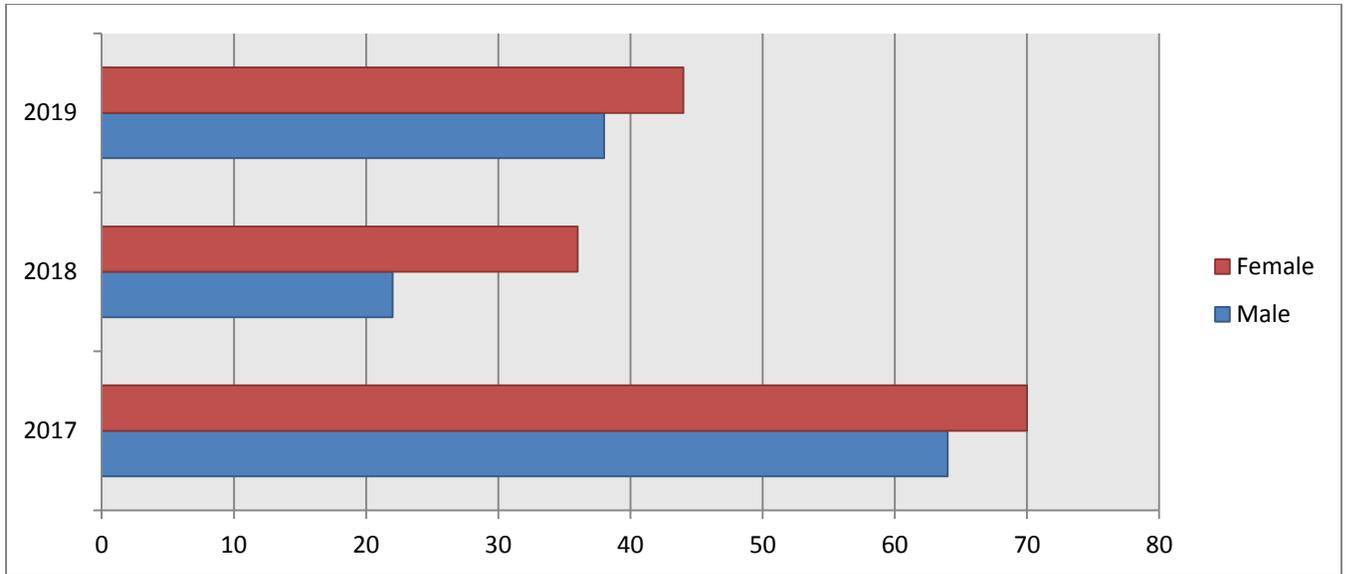
Individual program results are tabulated quarterly with a summary generated at the year's end.

Every attempt has been made to make this report comprehensive and complete. The report looks at all aspects of the Goodwill programs and utilizes all of the data that we are able to collect through our various data collection and billing processes.

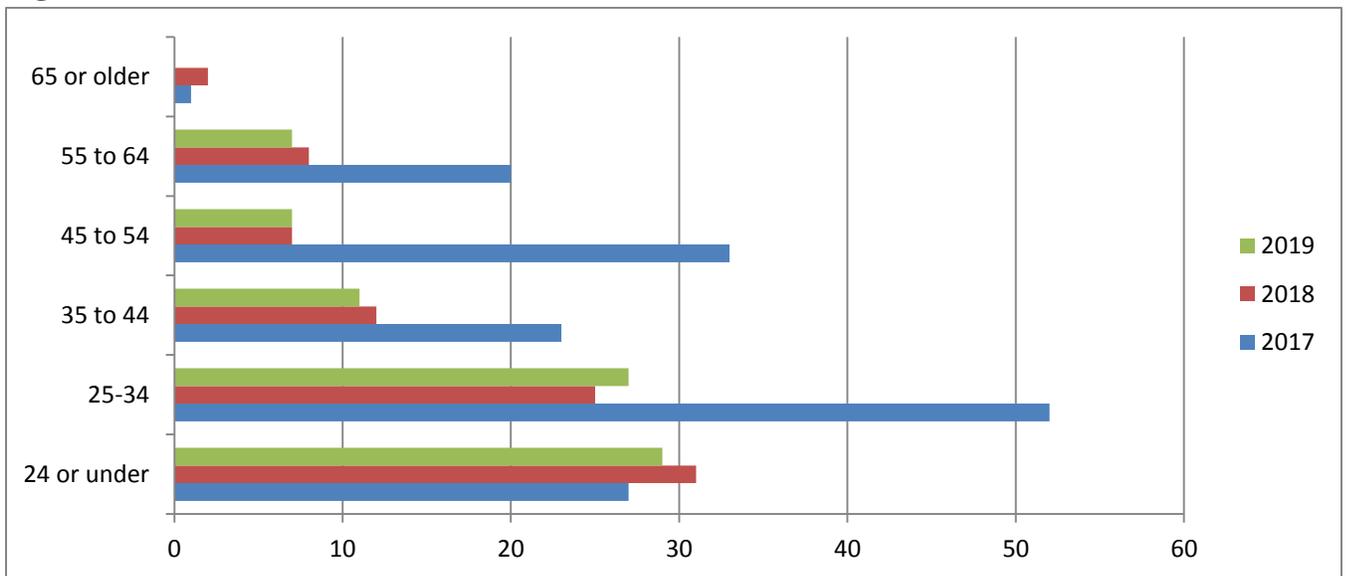
Client Demographics

Goodwill Industries of Northwest Ohio collects the demographic information listed below at the time of the initial intake. It is updated on an annual basis, and we utilize it to identify any trends or areas of needed improvement that will help us to better serve our clients and community. The information we have collected since 2017 is as follows:

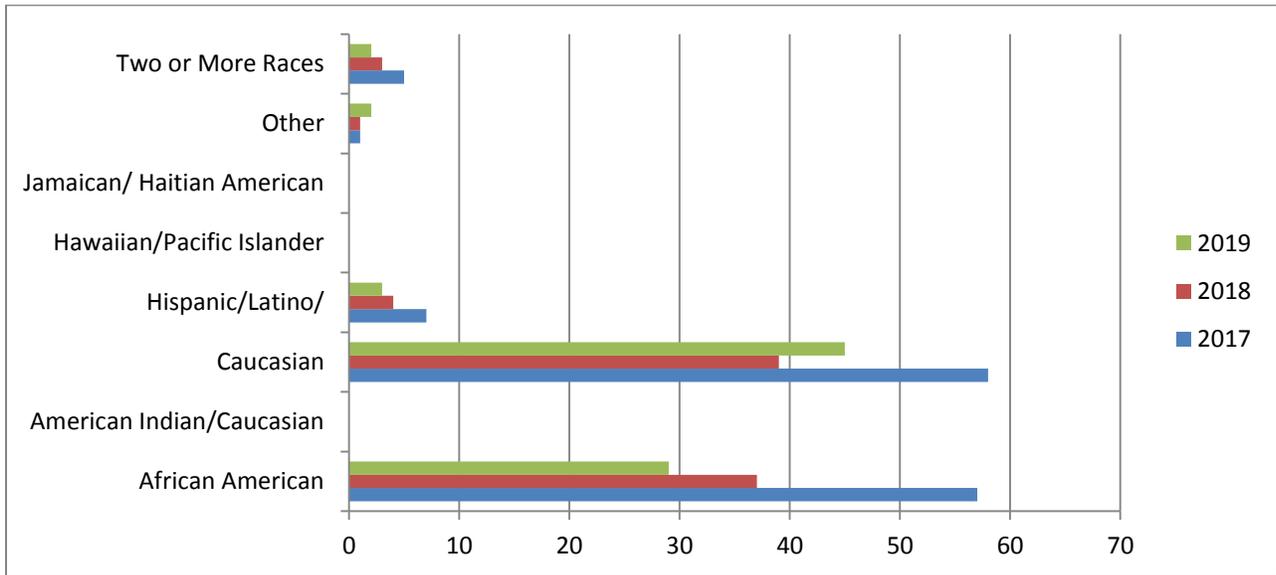
Gender



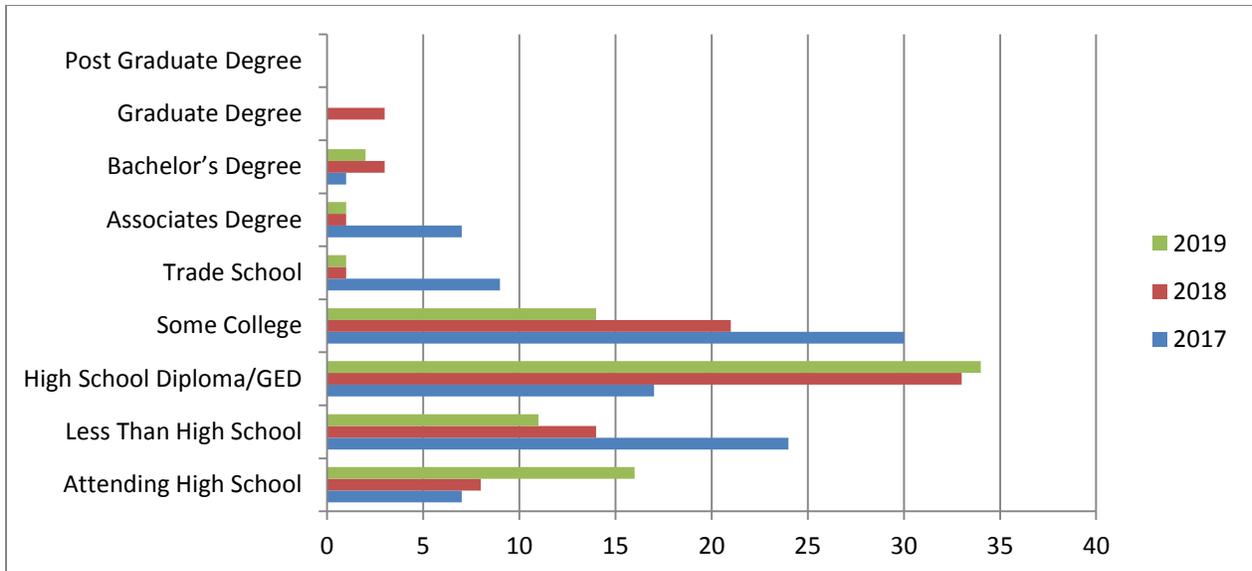
Age



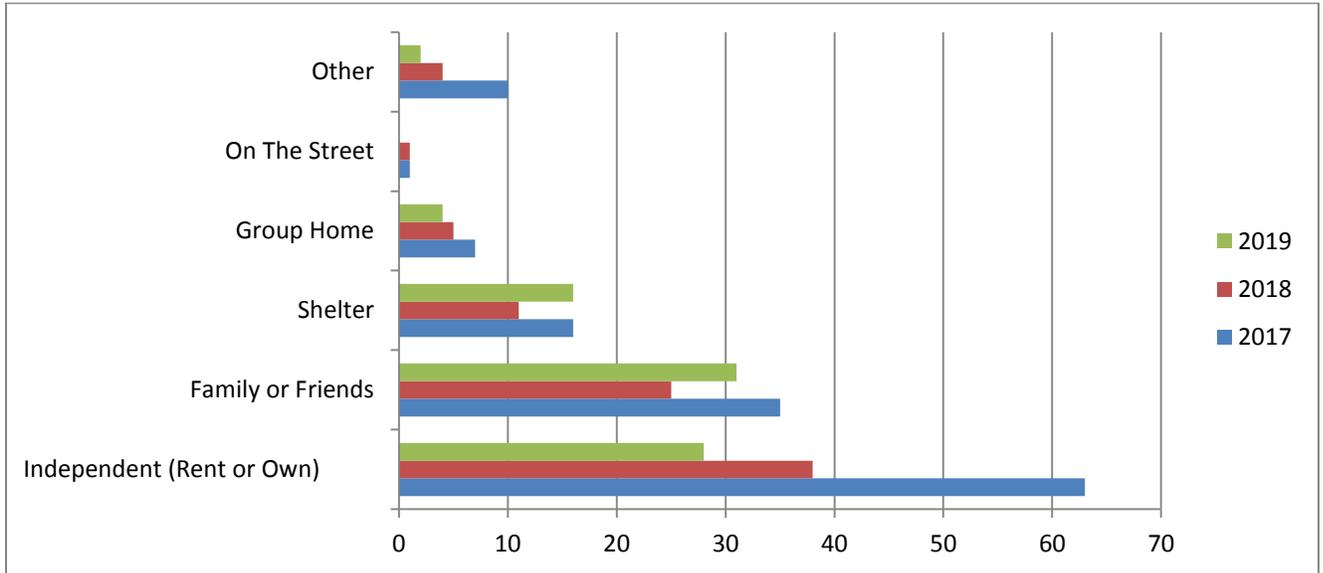
Race



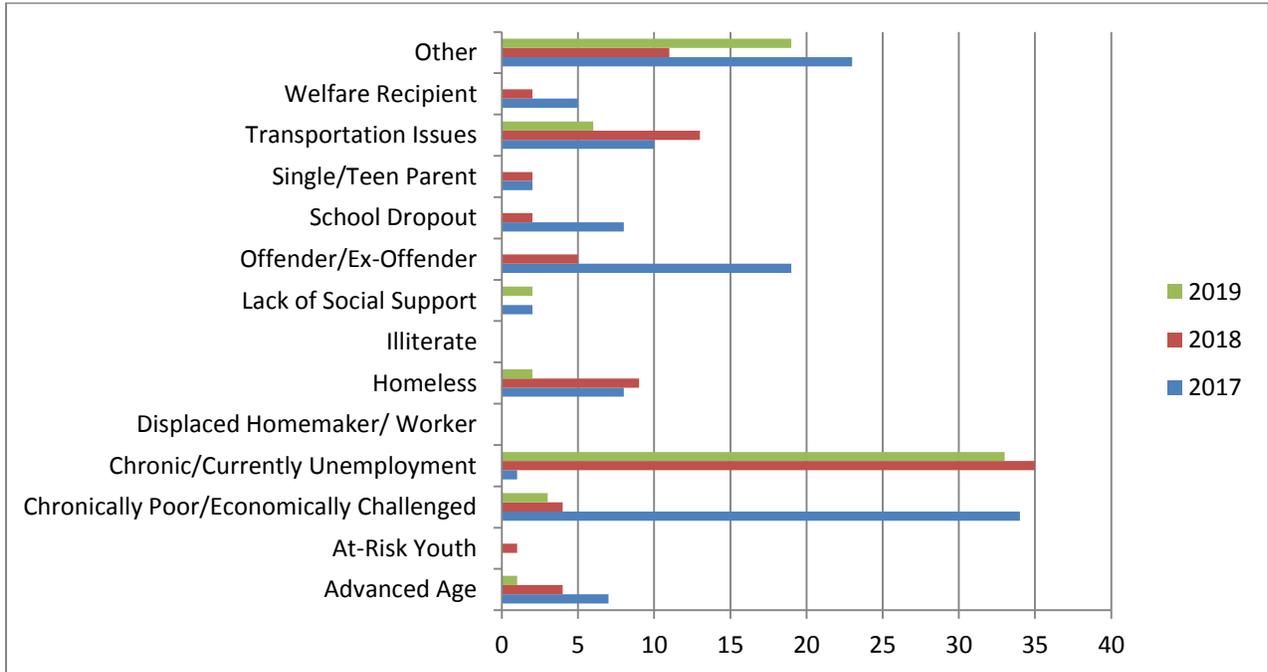
Education



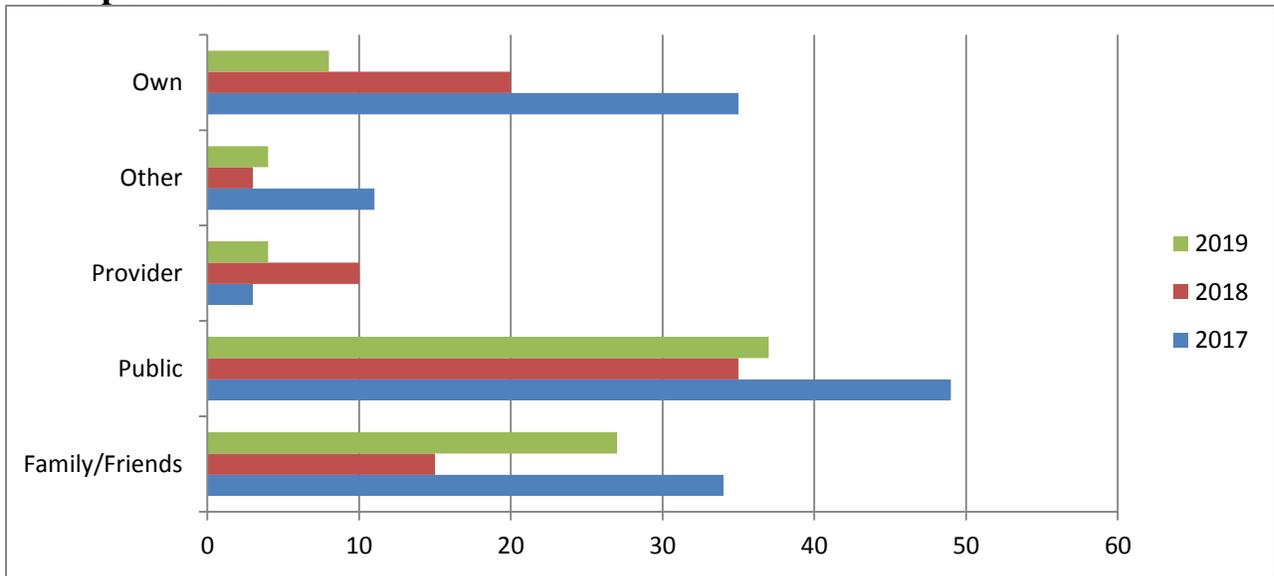
Living Situation



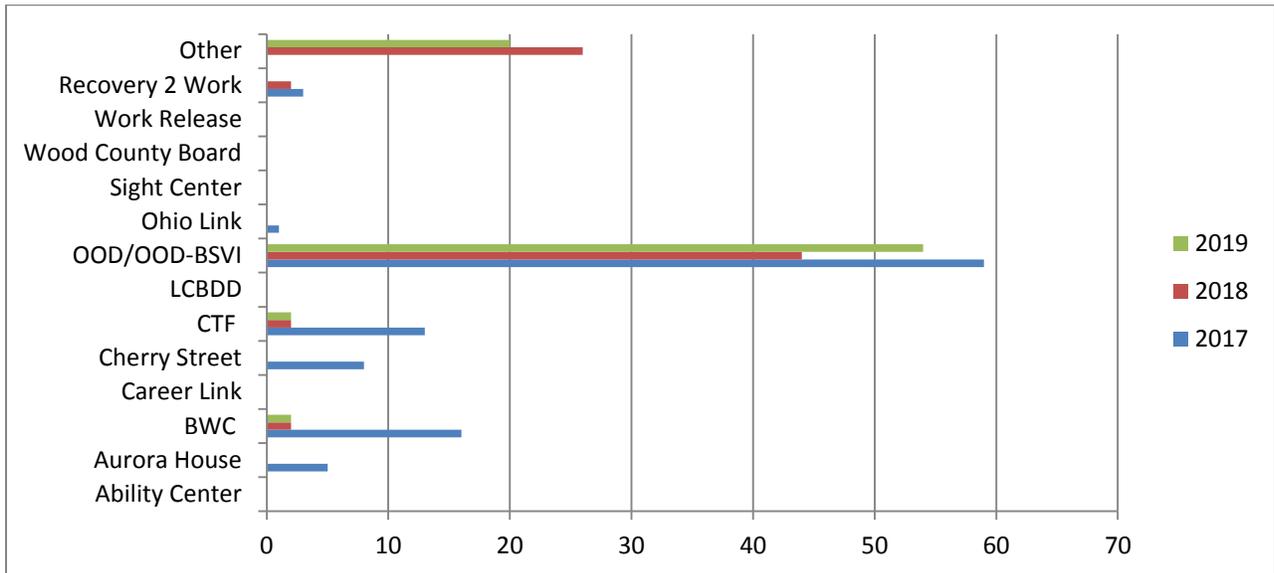
Barriers to Employment



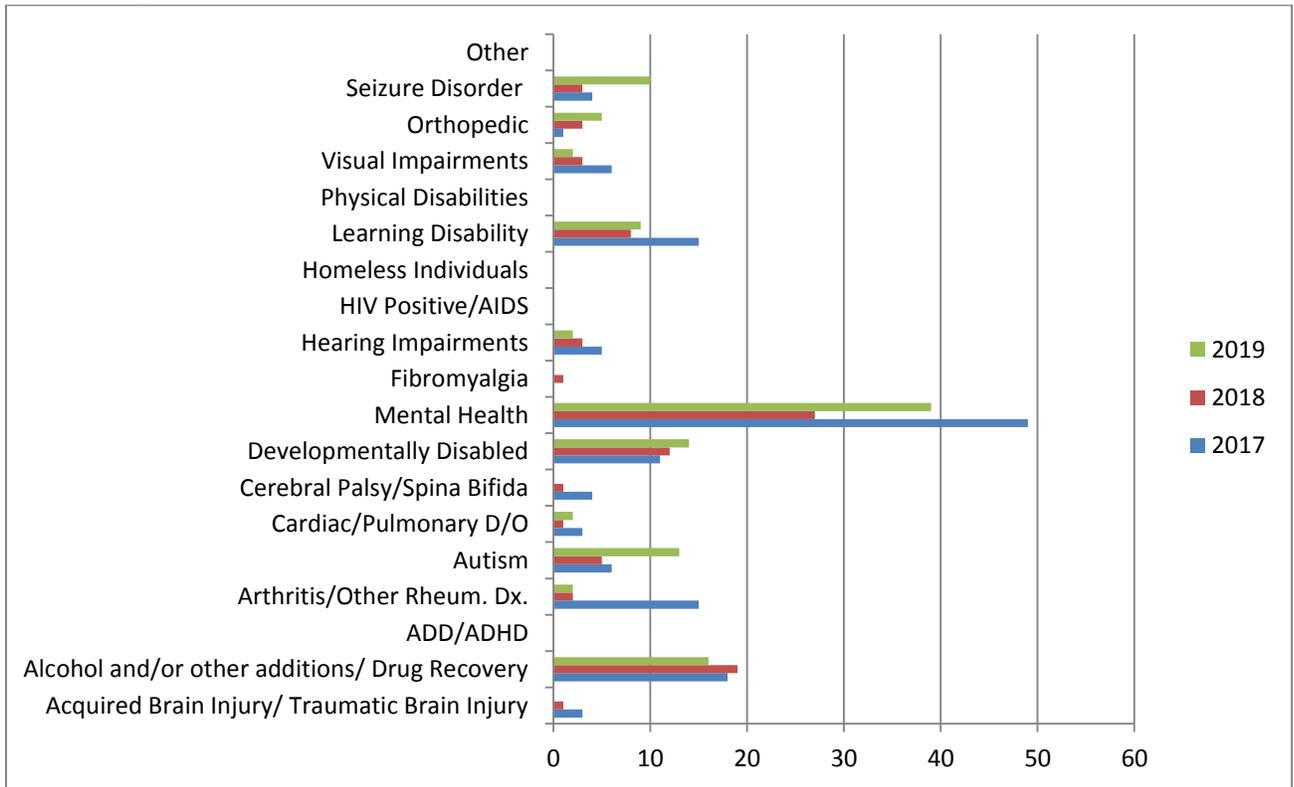
Transportation



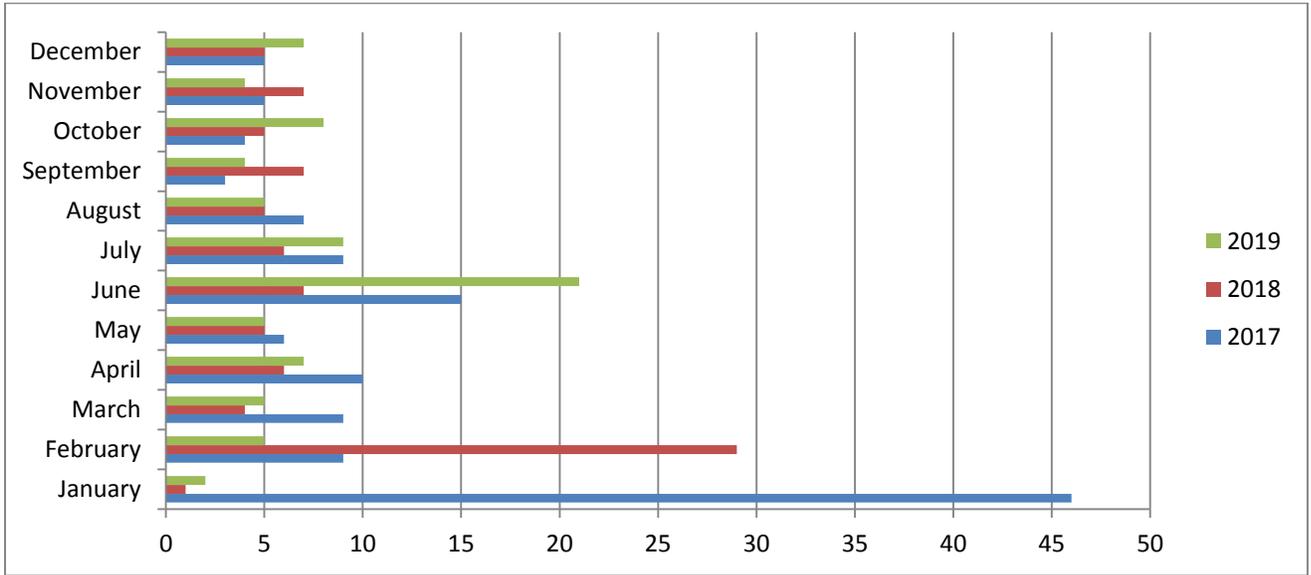
Referral Source



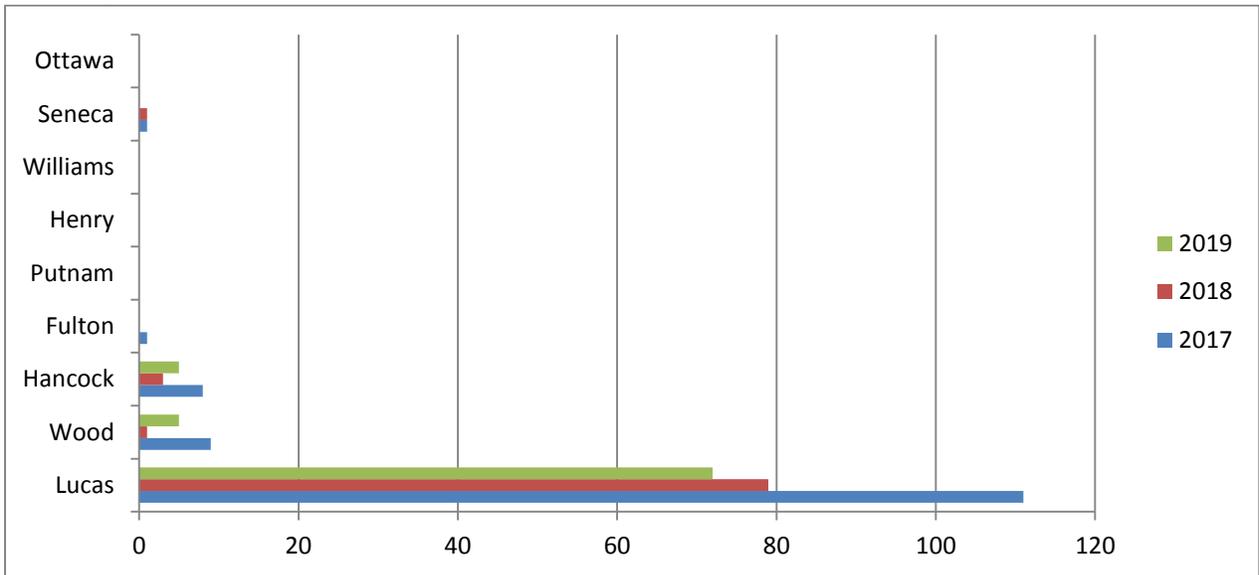
Disability



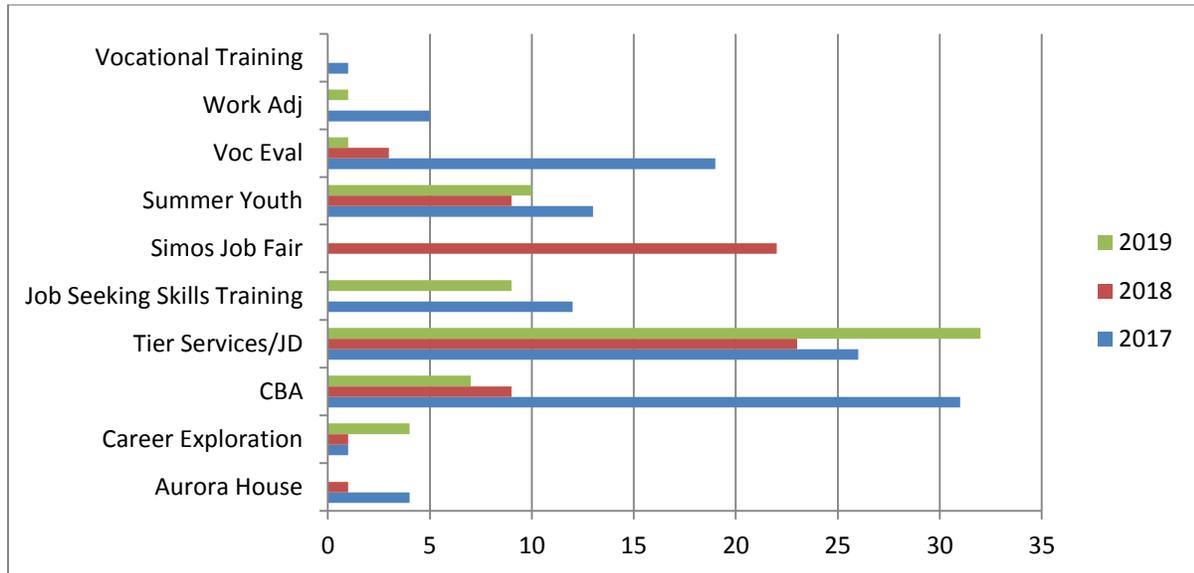
Month



County of Referral



Services Provided



Workforce Development Services

Community Based Assessment (CBA):

The Community Based Assessment assesses the consumers work skills to determine whether they are ready to search for employment in the community. The consumer will work for up to two weeks, 20 hours each week, 4 hours each day. This CBA can be completed at a Goodwill Store or out in the community based upon the consumer's vocational interests. A job coach will work with the consumer and will develop a report and recommendations based on the consumer's work performance. During the CBA, the job coach will assess whether the consumer reports to work on time; returns from lunch and/or breaks on time; follows verbal and written communication; receives both positive and negative feedback well; interacts with the public, co-workers, and supervisors; and follows all of the employer's policies and procedures.

Career Exploration (CX):

This service is to assist the consumer with obtaining specific information regarding a variety of entry-level positions in the community. This service will give the consumer the opportunity to make an informed decision for a job goal. By attending the informational interviews, it also gives the consumer the opportunity to observe the job so they have an idea of what job duties they would be performing.

Job Coaching (JC):

Once placement has been secured, the consumer may require assistance with learning their new job. In that case, we can provide job coaching services where we can assist the consumer with their job responsibilities for up to 3 months. The job coach's main job duties will consist of teaching the consumer their job, assisting with production goals, and ensuring that the consumer works at company standards. The coach will also address issues as needed. If the consumer needs a check list, cards for job reminders, or other handy reminder items, the coach will also work on creating them for the consumer.

Job Development/Placement (JD):

When JSST has been completed, the consumer will move into Job Development/Placement Services. This service is to assist the consumer in searching for employment in the community. Job Development appointments should take place weekly for 2-3 hours. The appointments are scheduled on the same day and same time each week. During the appointments, a list of employers to visit, (either in person, cold calling or online) will be developed. Most job development appointments should include visiting employers in the community to pick up applications, return applications or follow up on applications that were submitted. Some appointments will also take place in the office in order to have computer access. In order to ensure that the consumer is engaged in attempting to obtain employment, the consumer will be given an assignment to get applications from certain employers at the end of each appointment. When a consumer has to attend an interview, the Job Developer prepares them for the interview and/or attends the interview with them. Once placement has been secured, a placement report will be completed and recorded.

Job Retention (JR):

Job retention occurs once job coaching is complete and the employer is pleased with the consumer's work. We can provide support to the consumer for up to 90 days. The Job Developer or Job Coach will visit the consumer and employer during the consumer's work shift to determine their progress. If any issues or concerns arise with the consumer or employer, those issues area addressed then.

Job Seeking Skills Training (JSST):

This service is to teach consumers the basic work skills needed to search for employment in the community. By the end of the JSST service, the consumers will have learned how to find job leads, where to find job leads, how to speak to employers, how to complete an application, develop a resume, review interview questions, and review interview skills. They will register with Ohio Means Jobs www.ohiomeansjobs.com (OMJ).

Summer Youth Program (SYP):

This is a five-week summer youth employment opportunity for eligible youth, ages 16-24, referred by Opportunities for Ohioans with Disabilities.

Work Adjustment (WA):

Work Adjustment is designed to help the consumer improve their work performance, soft skills, and behaviors. The consumer's work adjustment can last anywhere from 2 weeks to 4 weeks. They will be assigned to work in a Goodwill location or at a community employer developed through Goodwill. The consumer will be paid for the time they are in the work adjustment service. A Goodwill job coach will be assigned to the consumer during the work adjustment program. The coach will develop a detailed report to be sent to the counselor who requested the service. The consumer is paid during the work adjustment, but is not an employee of Goodwill or the community employer.

Program Outcomes and Effectiveness

For the purposes of this report, there are five types of employment services utilized by clients: Career Exploration (CX), Community Based Assessment (CBA) , Summer Youth Program, Work Adjustment, Job Development/Placement (Tier 1, 2, 3), and On the Job Supports (Job Coaching).

Career Exploration

Objective/Narrative	Career Exploration - Assist clients in obtaining specific information regarding entry –level positions in the community to help them make informed job-goal decisions.									
Performance Indicator	Performance Measures	Influenced	Data Source	Responsibility For Data Collection	Time Of Measure	Target	Results 2017	Results 2018	Results 2019	Service Delivery
Career Exploration	# of clients who are participating in CX	<p>Clients who are referred for CX</p> <p>Clients who are referred for regular UOS</p>	<p>OOD Referral</p> <p>Case Notes</p>	<p>Job Developer</p> <p>Program Manager</p>	2-4 months	<p>5 (2017)</p> <p>4 (2018)</p> <p>2 (2019)</p>	1	1	4	<p>Job Developer will complete intake and explain to the consumer how CX works.</p> <p>Job Developer will then visit employers based on the consumer’s interest and set up informational interviews and job shadows.</p> <p>Once the CX is completed, a staffing will be held with OOD counselor to discuss the service and next steps. Staffing should take place within 2-3 weeks after service has been completed.</p>

Work Assessment

Objective/Narrative	<p>Community Based Assessment - Assesses a client's work skills to determine readiness for conducting an employment search. The client works for 20 hours per week, 4 hours a day, for up to 2 weeks.</p> <p>Summer Youth Program - Five-week summer youth employment opportunity for eligible youth ages 16-24,</p> <p>Work Adjustment- Designed to help clients improve their work performances, soft skills, and behaviors. Paid Work Adjustment can last anywhere from 2 to 4 weeks.</p>									
Performance Indicator	Performance Measures	Influenced	Data Source	Responsibility For Data Collection	Time Of Measure	Target	Results 2017	Results 2018	Results 2019	Service Delivery
Community Based Assessment	# of clients who are participating in CBA	OOD clients referred for CBA	OOD Referrals Case Notes	Program Manager Job Developer Job Coach	Complete CBA within 30-60 days of referral date	30 (2017) 6 (2018) 5 (2019)	31	9	7	<p>Schedule CBA prior to intake for completion within 30-60 days of referral.</p> <p>The CBA will be scheduled and completed within 2 months of intake being completed regardless.</p> <p>The opportunity to give the consumer to see if they are ready for community employment.</p> <p>At the end of CBA, hold staffing to discuss next steps for vocational services. The staffing should be scheduled and completed 2-3 weeks after the completion of CBA.</p>
Summer Youth Program	# of clients who are participating in SYP	OOD referrals for 15-22 aged students	OOD Referrals Case Notes	Program Manager Job Coach	Complete SYP by end of each September	10 (2017) 10 (2018) 10 (2019)	13	9	10	<p>To provide SYP each summer.</p> <p>Develop SYP flyer and send to OOD by end of January of that year.</p> <p>Have staffing at end of SYP with all consumers, parents, job coaches, and OOD counselor. The staffing should be completed by end of September of that year.</p>

Work Assessment continued

Objective/Narrative	Work Adjustment - Designed to help clients improve their work performances, soft skills, and behaviors. Paid work Adjustment can last anywhere from 2 to 4 weeks.									
Performance Indicator	Performance Measures	Influenced	Data Source	Responsibility For Data Collection	Time Of Measure	Target	Results 2017	Results 2018	Results 2019	Service Delivery
Work Adjustment	# of clients who are participating in WA	OOD clients referred for WA	OOD Referrals Case notes	Program Manager Job Developer Job Coach	4-6 weeks of WA to be completed within 4 months of receiving the referral.	5 (2017) 5 (2018) 4 (2019)	5	1	1	To allow the consumer the ability to work on specific tasks decided by OOD counselor. Determine if the consumer is ready for community employment after they have completed the WA and had the opportunity to work on the specific tasks. Staffing to be held 2-3 weeks after the completion of the WA.

Tier Services/Units of Service Job Seeking Skills Training

Objective/Narrative	<p>Job Seeking Skills Training - Teaches clients the basic work skills needed to search for employment in the community. By end of the JSST service, the client will have learned how to find job leads, where to find job leads, how to speak to employers, how to complete an application (sample application), develop a resume, review interview questions and review interview skills.</p> <p>Job Development and Placement –Assist clients in searching for employment within the community and preparing for interviews. Job Development appointments take place weekly for 2-3 hours.</p> <p>Job Retention - Once job coaching is completed and the employer is pleased with the client’s work, job retention occurs. Job retention provides 90 days on the job supports to the client.</p>									
Performance Indicator	Performance Measures	Influenced	Data Source	Responsibility For Data Collection	Time Of Measure	Target	Results 2017	Results 2018	Results 2019	Service Delivery
Job Seeking Skills Training (Tier 1/UOS)	# of clients who are participating in JSST	Clients who are referred for Tier services Clients who are referred for regular UOS	OOD Referral Case Notes	Job Developer Program Manager	4-6 weeks to complete JSST	35 (2017) 20 (2018) 30 (2019)	38	23	40	Job Developer will meet with client weekly once intake has been completed. Job Developer will schedule “Kick off” meeting as soon as possible.
Job Development (Tier 2/UOS)	# of clients receiving JD services	Clients who are referred for tier services Clients who complete CBA and is ready for community employment	OOD Referral Case Notes	Job Developer Program Manager	120 days of job development 2017 155 average days in JD 2018 126 average days in JD 2019 79 average days in JD	40 (2017) 25 (2018) 30 (2019)	46	26	35	Job Developer and client to meet weekly until job has been secured. Job Developer and client to attend interviews as scheduled. Attend OOD staffing meetings as scheduled JD will attend orientation will client.
Job Retention (Tier 3/UOS)	# of clients in JR	Clients who are employed and in JR	Placement Start Sheets Case Notes	Job Developers Program Manager	No Job Coach: Will start immediately Job Coach: Will start after job coaching has been completed.	40 (2017) 25 (2018) 30 (2019)	46	26	35	Job Developer will visit the client at least 2-4 times per month for three months. Job Developer will also contact client via phone on the weeks they do not visit in person. Job Developer will address any issues, concerns, or problems during the visit or by phone.

Job Coaching (On the Job Training)

Objective/Narrative	Job Coaching - Provides on the job coaching for clients who require assistance learning their new jobs. The job coach will work with placed client for up to 3 months.									
Performance Indicator	Performance Measures	Influenced	Data Source	Responsibility For Data Collection	Time Of Measure	Target	Results 2017	Results 2018	Results 2019	Service Delivery
Job Coaching (On-the-Job Training)	# of months JC is provided	OOD clients	Case Notes Annual/ Semi Annual reviews	Program Manager Job Developer Job Coach	Start immediately after orientation. No job coach will be provided if coaching is not needed.	5 (2017) 10 (2018) 15 (2019)	8	14	16	JC will start immediately after employment has been secured. If Job Developer cannot attend orientation, then JC will attend orientation with client.

Methodology

At each intake, the Job Developers are responsible for having the consumer complete the Outcome Measurement Description (OMD) form. Once the OMD is completed, the Job Developer gives it to the Job Connection Center (JCC) Staff to enter into the database. The Job Developers are also responsible for completing the job placement report and giving it to the JCC to enter into the database as well. The Program Manager (PM) accesses the database and develops different bar graphs consisting of demographic and employment data from the past three (3) years. The Director of Mission Services is responsible for reviewing the completed annual report, and the Chief Mission Officer is responsible for approving same.

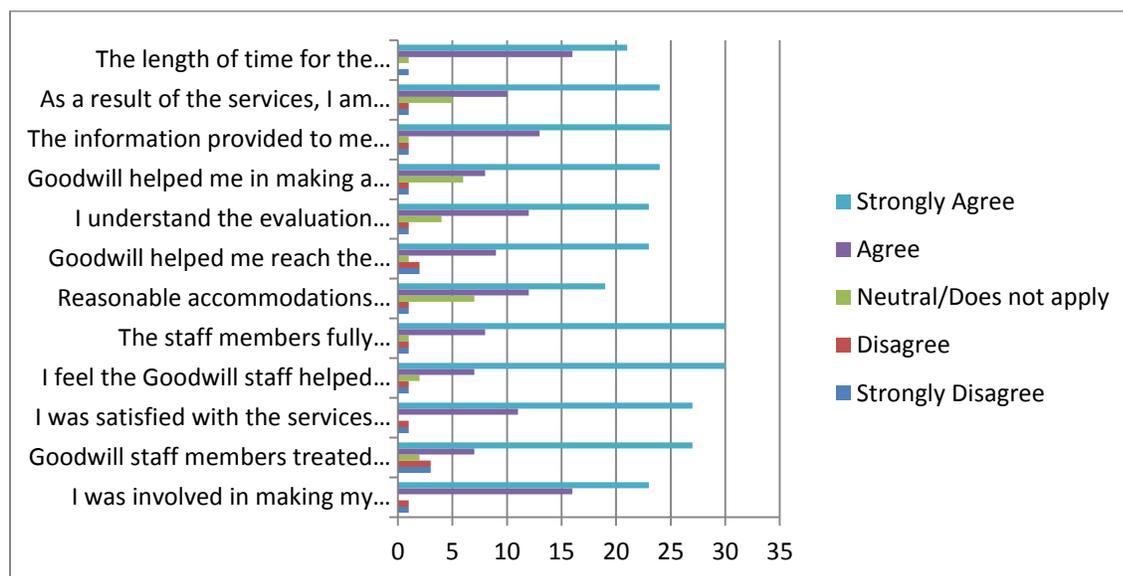
Goodwill Satisfaction Survey Outcomes

Each year, Goodwill Industries of Northwest Ohio conducts satisfaction surveys to ensure that our mission is being upheld, our goals and objectives are being met, and that we are meeting the expectations of our clients, stakeholders, and employees. Our goal is to identify our strengths and needed improvements in each program through the anonymity of responses.

Client Satisfaction Survey Questions:

1. The length of time for the service was adequate.
2. As a result of the services, I am prepared to gain/maintain successful employment.
3. The information provided to me will help me in the future.
4. Goodwill helped me in making a career decision.
5. I understand the evaluation results.
6. Goodwill helped me reach the goals set out in my service plan.
7. Reasonable accommodations were considered if necessary.
8. The staff members fully considered my questions, opinions, and /or interests?
9. I feel the Goodwill staff helped & supported me?
10. I feel the Goodwill staff helped & supported me?
11. I was satisfied with the services at Goodwill
12. Goodwill staff members treated me fairly and with respect?
13. I was involved in making my service plan while at Goodwill

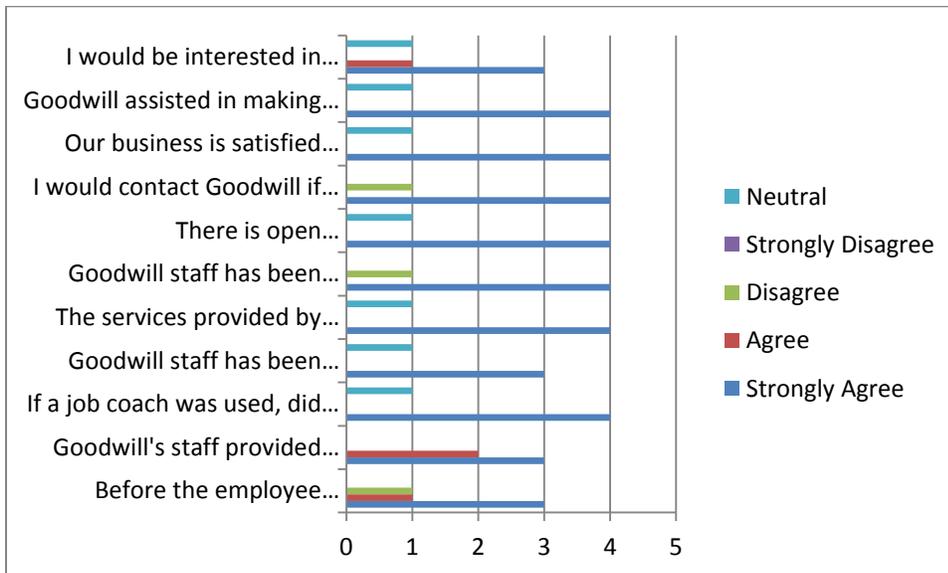
Client Satisfaction Survey Results (2017-2019)

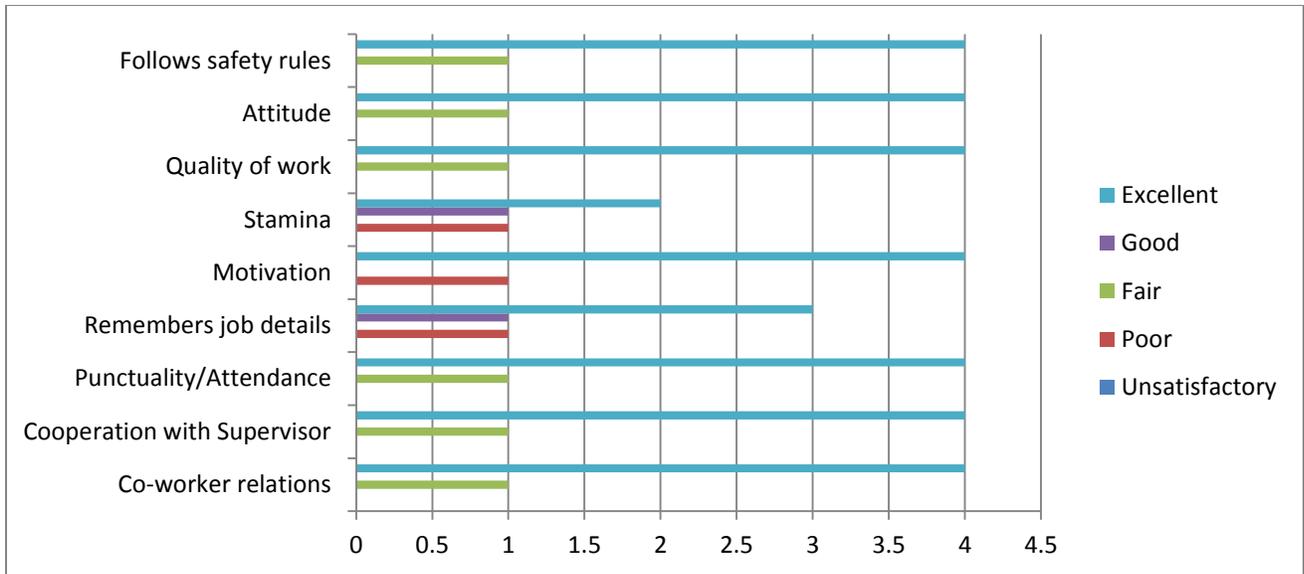


Employer survey questions:

1. I would be interested in being a referral to possible employers of individuals who experience developmental disabilities
2. Goodwill assisted in making necessary modifications or accommodations to enable the employee to maintain an optimum level of independent employment
3. Our business is satisfied with the ongoing support services provided by Goodwill
4. I would contact Goodwill if another position opened up in our agency
5. There is open communication between our business and Goodwill
6. Goodwill staff has been courteous and professional
7. The services provided by Goodwill have been prompt
8. Goodwill staff has been responsive to our questions and/or concerns
9. If a job coach was used, did he/she offer training and support to the employee so that he/she can complete the job and related duties to my standards
10. Goodwill's staff provided assistance and training to other employees regarding working with the new employee if it was needed
11. Before the employee started, Goodwill provided adequate information and answered questions about their services

Employer Satisfaction Survey (2019)





Are there any other needs that Goodwill can assist you with in addressing with the employee?

- Dress Code
- Everything is working out well
- None at this time

Comments on the employee

- Brittany has been a blessing to our store. We couldn't be more pleased with hiring her.
- I was impressed on how rapidly Jimmy adapted to the work environment. He has been an asset to us and is liked by his co-workers. He truly enjoys what he is doing and comes to work each day with a smile on his face.

Consumer Stakeholder Feedback:

How did you hear about Goodwill?

- From Heather and Megan (LCBDD SASS)
- Aurora House
- ODD counselor (3)
- Correctional Treatment Facility
- High School

Do you know what our mission is?

- Help me to find jobs (2)
- Help people with proper interviewing clothes
- Help disadvantaged people to help them find jobs in the community
- The round up and income from the stores help support the mission

How long did you receive services from Goodwill?

- Just started services December, 2019
- 1-2 months
- 6 months
- Over a year
- 6 years of working at Goodwill
- Not sure how long she has been receiving services
- Many years ago when the office was on Cherry street

Consumer Stakeholder Satisfaction Survey Continued...

Was it a positive experience?

- Help me with reaching my goal to find a job
- Helped me tremendously with creating resume and computer skills
- Helped me complete applications in the community. Also introduce me to different people such as the past CEO
- Heather has been positive to me with the support. She is working with me at JcPenney
- Good experience with Bernie worked very hard to find a job. Started to work at the Toledo Zoo
- Enjoyed the company and happy to be back again; Bernie and Heather have been taking care of me
- Getting my license back; humbling experience and grateful
- Good staff
- Eric is a great person to work with and help find a job

How can Goodwill help with other community needs?

- None
- Housing referrals
- Get help getting license back
- Reading and writing classes
- Expand services, especially the reentry program

What does Goodwill do well?

- Help people
- Goodwill does a lot of things does well. Make people feel comfortable
- Make sure the job is close to home
- Find the right job for you (consumer)

Consumer Stakeholder Satisfaction Survey Continued...

Where can Goodwill improve?

- Advertising what Goodwill does to the community
- Shorten response time to return phone calls
- None

What do people in the community say about Goodwill?

- Nice store
- Very nice staff
- Saw you on TV - Janitorial commercial
- Good things - helped me with getting a job
- Negative - slow to call back at times
- Counselor referred me
- Heather found the job and stayed in the process during my employment at JcPenney.
- Ohio Means Jobs has told people to go to Goodwill

Would you refer a friend or family member to us for services?

- Referred a lot of friends. Have a friend who is special needs and suggested Goodwill
- Yes

Consumer Stakeholder Satisfaction Survey Continued...

What other programs and services would you like to see?

- Cannot think of anything
- Life coaching
- Money management
- Cash register training
- Computer classes

Do you know about our Job Connection Centers?

- Heard about the Job Connection Center but have not used it
- No

How can we better get the word out about them?

- Send letters
- Email
- Flyer
- Online
- Tell co-workers
- Word of mouth

Do you have any suggestions for the WFD department?

- No
- Hire more people so that you can deal with more clients
- More job training opportunities
- More information out to the community on how they help them.
- Job Fairs, News, community events.

Conclusions and Objectives

Conclusions:

The demographic profile of our consumer base has remained similar to that in the past, and it roughly reflects the population base of Northwest Ohio. Our new consumers are often in need of multiple Workforce Development Services upon referral from the state vocational rehabilitation agency. The majority of our referrals are for JSST and Job Development/Retention services, which often includes Job Coaching. We have seen a recent uptick in our Community-Based Assessment referrals as well. Our consumers and employer partners were satisfied with our services overall. We still face the challenge of getting the public-at-large and potential partners to know about and utilize our services.

Objectives:

- Continue to provide training through work experience for individuals with disabilities and other barriers to employment;
- Continue to assist individuals with disabilities and other barriers to employment in obtaining and retaining community employment;
- Continue to strengthen our Supported Employment program;
- Better educate community members and local business representatives on the services we provide through social media platforms, collaborations and targeting specific geographical areas for workshops and training; and
- Continue Mission Integration with other departments for placements and training purposes.