

**GOODWILL INDUSTRIES OF WESTERN NEW YORK, INC.**

# **OUTCOMES MEASUREMENT REPORT HUMAN SERVICES**

**January 1, 2010 - December 31, 2010**



# INTRODUCTION

Goodwill Industries of WNY utilizes Program Evaluation (P.E.) methods to determine the success of its Human Services programs in carrying out its mission to "Help individuals and families in our community achieve a better life through work and independence."

Goodwill makes this determination by establishing objectives in each program area and comparing actual performance (results/outcomes) with the target goal for each objective. Program objectives fall into three categories:

1. **Effectiveness** - measures extent to which desired program outcomes/results are achieved.
2. **Efficiency** - focuses on timeliness of services and the economical use of agency resources.
3. **Satisfaction** - measures extent to which consumer needs/desires and stakeholder (e.g. referral source) expectations are fulfilled through the program experience.

Individual program results are tabulated on a monthly or bi-monthly basis with a summary report generated at year-end.

Goodwill uses this information to manage and improve service delivery, and to provide evidence of service quality to prospective consumers, to funding or regulatory entities, and to the community at large.

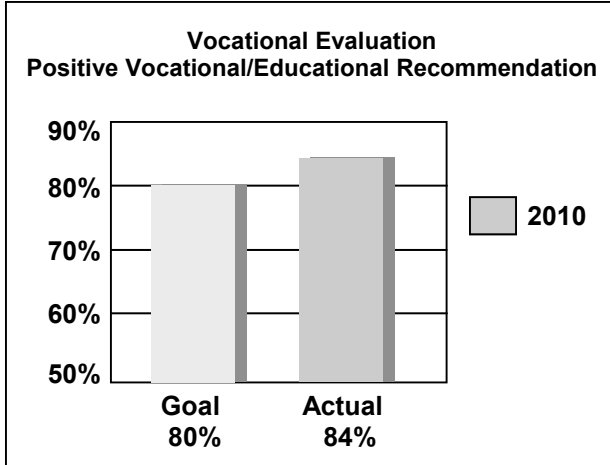
## PROGRAM EVALUATION OUTCOMES MEASUREMENT SYSTEM

- 1) **Vocational Evaluation** - *Employment Planning Services*
- 2) **Transitional (Work Readiness) Training** -  
*Employee Development Services*
- 3) **Sheltered Employment** - *Organizational Employment Services*
- 4) **Placement** - *Community Employment Services*
- 5) **Technology Training Center** - *Employment Skills Training Services*
- 6) **Appendix - Raw Data Sheets**

# OUTCOMES MEASUREMENT REPORT

January 1, 2010 - December 31, 2010

## Vocational Evaluation



### Objective #1 (Effectiveness):

**Optimize # of intake/assessment participants achieving a positive vocational/educational recommendation at completion of program.**

*Applied to: all program exits. Data Sources: Documented exit planning meeting (client, staff, program sponsor); summary report.*

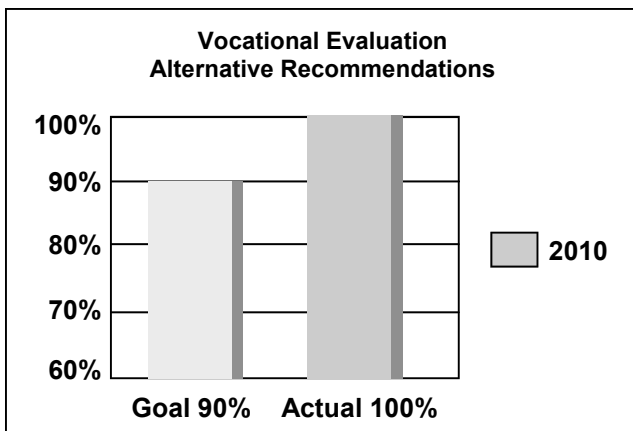
Variance to goal remains positive for this objective- an indicator of good “collaborative” vocational planning with consumers. No changes at this time.

### Objective #2 (Efficiency):

**Condense length of intake/assessment process for successful completors.**

*Applied to: successful program exits. Data Source: average number of days, program entry to exit.*

Positive variance was maintained even with reduction in # of days from 15 to 12. Program content is individualized and time is efficiently utilized. No changes at this time.



**Objective #3 (Effectiveness): Optimize # of alternative service/program recommendations for participants found vocationally unfeasible.**

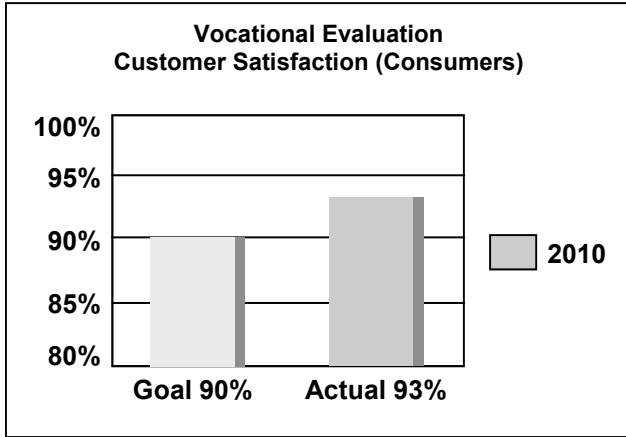
*Applied to: vocationally unfeasible program exits. Data Sources: documented exit discussion (client, staff, program sponsor); summary report; follow-up referral.*

Vocationally unfeasible participants are consistently provided with alternative program/ service recommendations. No changes at this time.

# OUTCOMES MEASUREMENT REPORT

January 1, 2010 - December 31, 2010

## Vocational Evaluation



**Objective #4: (Satisfaction - Consumers):**  
**Achieve an optimum # of participants expressing satisfaction with program experience/outcome.**

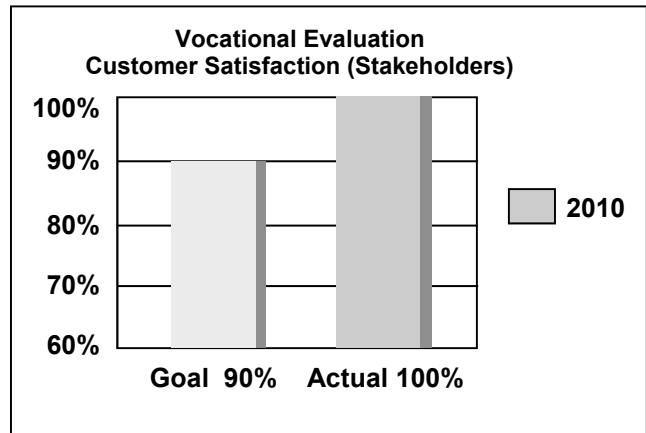
*Applied to: all program exits. Data Source: Satisfaction surveys at exit.*

Consumer satisfaction has consistently been at or above the 90% level for this program. Participants' interests, needs, concerns are promptly addressed. No changes at this time.

**Objective #5: (Satisfaction - Stakeholders):**  
**Optimize # of program sponsors expressing satisfaction with program outcomes.**

*Applied to: all program exits. Data Sources: Documented exit discussion (client, staff, program sponsor); phone contact/inquiry.*

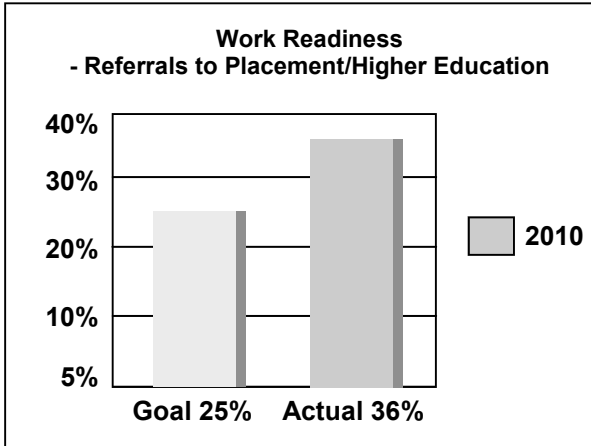
Continued high sponsor satisfaction implies "trust" in the judgment and findings of Vocational Evaluation staff. No changes at this time.



# OUTCOMES MEASUREMENT REPORT

January 1, 2010 - December 31, 2010

## Work Readiness



**Objective #1: (Effectiveness): Optimize # of participants referred for placement assistance or advanced education (monthly).**

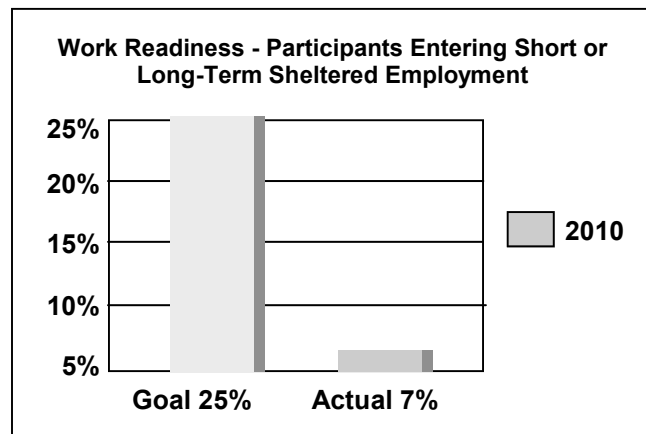
*Applied to: current trainee caseload (monthly). Data Source: "Placement Referral/Needs Document" (completed with consumer and submitted to Community Employment Services)*

Significant move from negative to positive variance for this objective. Goal will be raised to 30% during 2011. No other changes at this time.

**Objective #2: (Effectiveness): Optimize # of participants entering short or long-term Sheltered Employment, or placed on SEP Waiting List.**

*Applied to: all program exits. Data Sources: exit summary; SEP - entry or placement on SEP waiting list.*

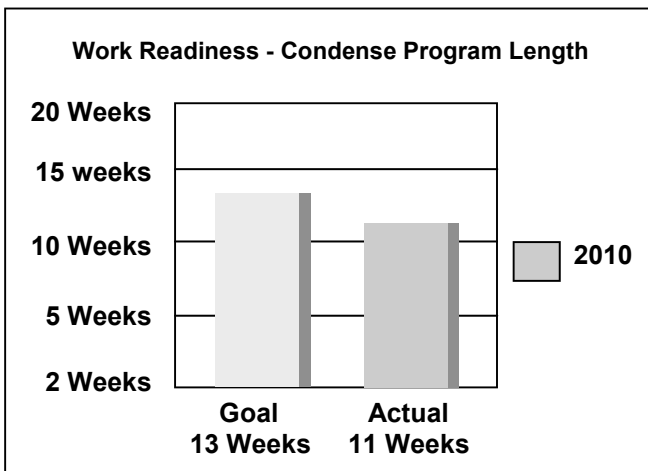
Results are consistent with program emphasis on competitive outcomes. SEP remains available for individuals needing more intensive work accommodation/support. No changes at this time.



**Objective #3 (Efficiency): Condense program length for participants exiting to competitive or sheltered employment.**

*Applied to: consumers exiting to competitive or sheltered employment. Data Source: average weeks from program entry to exit.*

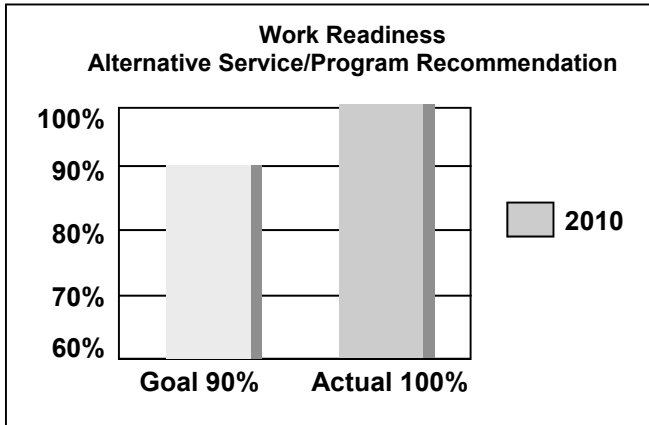
Participants in this program receive intensive counseling and guidance to prepare for employment. Results indicate efficient use of a reduced time frame for this preparation. No changes at this time.



# OUTCOMES MEASUREMENT REPORT

January 1, 2010 - December 31, 2010

## Work Readiness



**Objective #4: (Effectiveness):  
Optimize # of alternative service/program recommendations among participants discharged as vocationally unfeasible.**

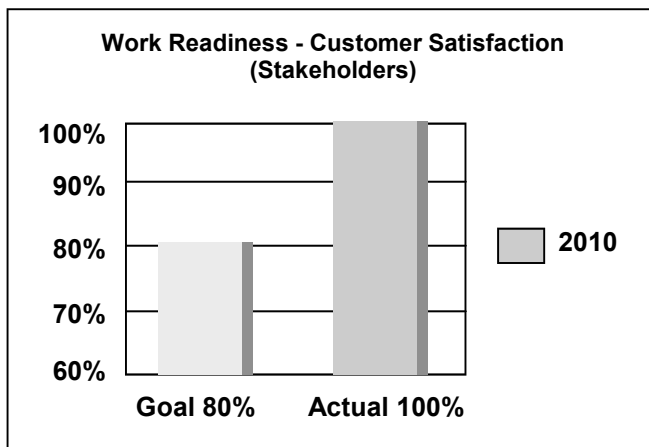
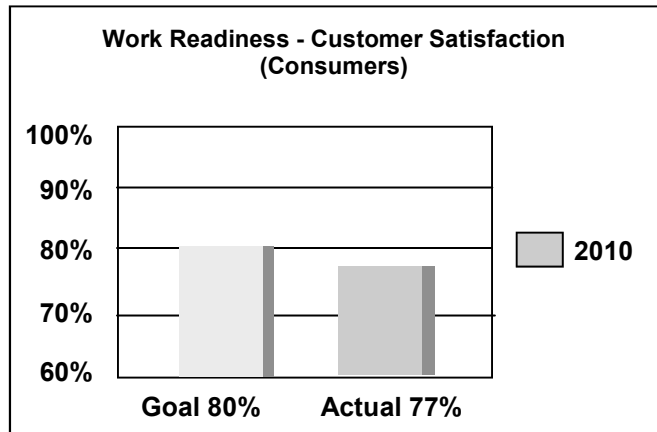
*Applied to: all unfeasible exits. Data Sources: exit discussion (case-noted); summary report; follow-up referral.*

Individuals discharged as vocationally unfeasible are assured of alternative service recommendations in this program. Linkage assistance is provided where needed. No changes at this time.

**Objective #5: (Satisfaction): Achieve an optimum # of participants expressing satisfaction at program exit.**

*Applied to: all program exits. Data Source: Satisfaction surveys at exit.*

Still a small negative variance to goal for this objective. Wherever possible, staff try to accommodate consumer interests/preferences. No changes at this time.



**Objective #6 (Satisfaction): Optimize # of program sponsors expressing satisfaction with program outcomes.**

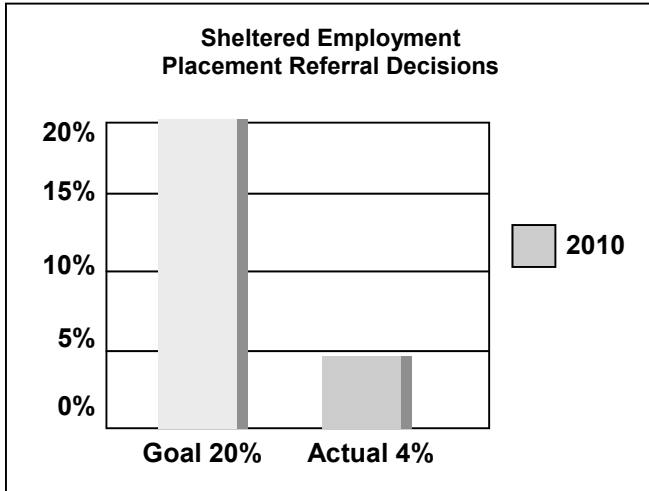
*Applied to: all program exits. Data Sources: documented exit discussion (consumer, staff, program sponsor); phone contact/inquiry.*

Positive variance to goal remains strong for this objective - due largely to "communication flow" between Goodwill staff and program sponsors. Goal will be increased to 90% during 2011. No other changes at this time.

# OUTCOMES MEASUREMENT REPORT

January 1, 2010 - December 31, 2010

## Sheltered Employment



**Objective #1 (Effectiveness): Achieve an optimum # of placement referral decisions at time of 6-month evaluation.**

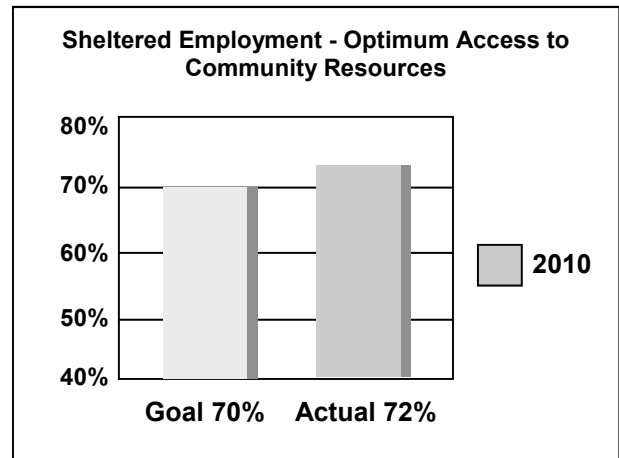
*Applied to: all program participants at 6-month evaluations. Data Source: 6-Month SEP Evaluation Form.*

Continue review of placement assistance/options at time of 6-month evaluation with stress on supports for any competitive work attempt (e.g. 60 day L.O.A.). No changes at this time.

**Objective #2 (Effectiveness/Efficiency): Promote optimum access (linkage/referral) to community resources among program participants.**

*Applied to: all program participants at 6-month evaluation. Data Sources: 6-Month SEP Evaluation Form; other file information and case notes.*

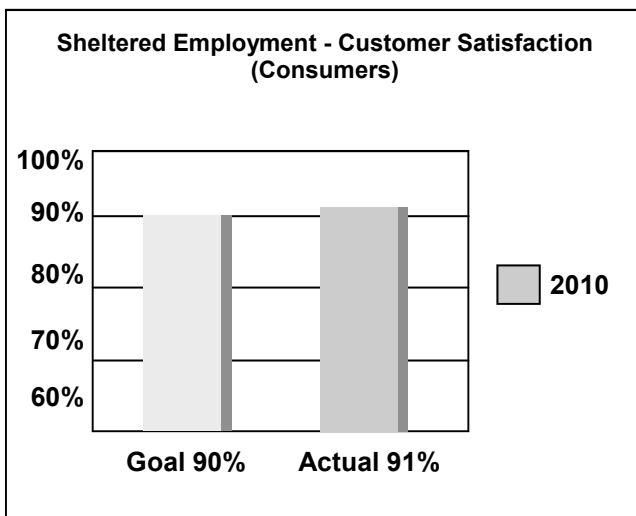
Further slight gain in positive variance to goal for this objective. Community referral needs should be discussed during 6-month evaluation review. No changes at this time.



**Objective #3 (Satisfaction): Achieve an optimum # of SEP participants expressing overall program satisfaction at time of 6-month evaluation.**

*Applied to: all program participants at 6-month evaluation. Data Source: Satisfaction survey at 6-month evaluation.*

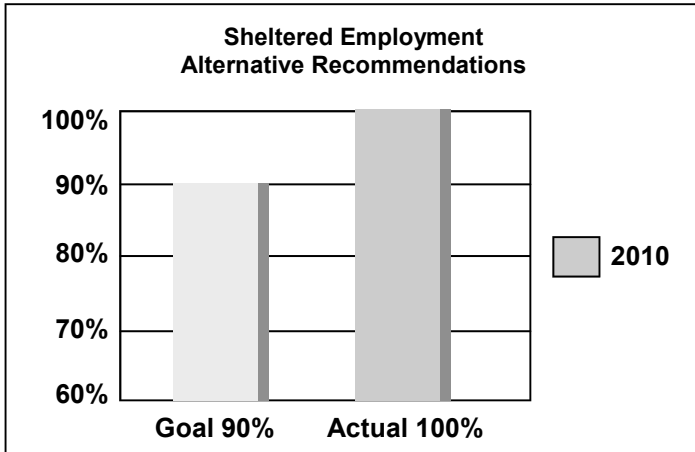
Satisfaction level remains high in this program. Additional work opportunities (Contract Shop) are needed to improve and stabilize participant work schedules (avoid/reduce "layoff" time). No other changes at this time.



# OUTCOMES MEASUREMENT REPORT

January 1, 2010 - December 31, 2010

## Sheltered Employment



**Objective #4 (Effectiveness):** Achieve an optimum # of alternative recommendations for participants discharged as vocationally unfeasible.

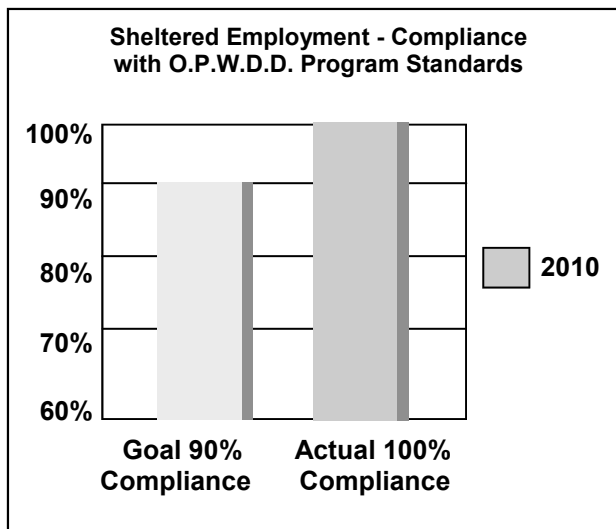
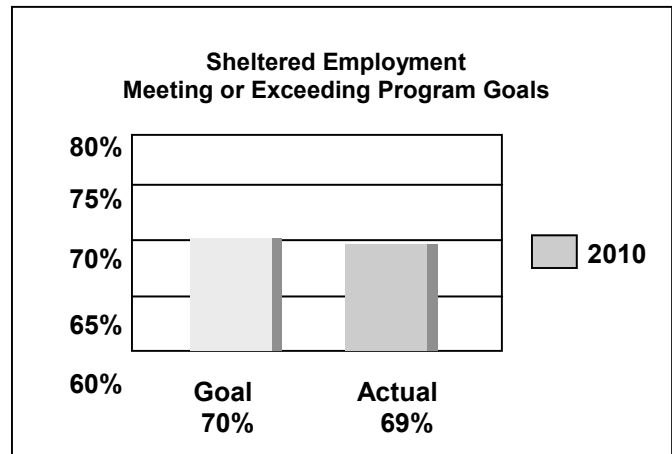
*Applied to: vocationally unfeasible exits. Data Sources: SEP discharge summary; follow-up referral.*

Discharge procedures (unfeasible participants) routinely include alternative program recommendations and 60-day follow-up contact. No changes at this time.

**Objective #5 (Effectiveness):** Achieve an optimum # of SEP participants meeting/exceeding one or more individual program goals at time of six-month evaluation.

*Applied to: all program participants at 6-month evaluations. Data Source: 6-Month SEP Evaluation Form.*

Case managers' follow-up on goal progress (weekly, monthly, bi-monthly, etc.) is critical to achievement. No changes at this time.



**Objective #6 (Satisfaction):** Achieve maximum compliance with O.P.W.D.D. (funding/regulatory source) program standards during any site visit or document review (deduct 5 percentage points for any deficiency found).

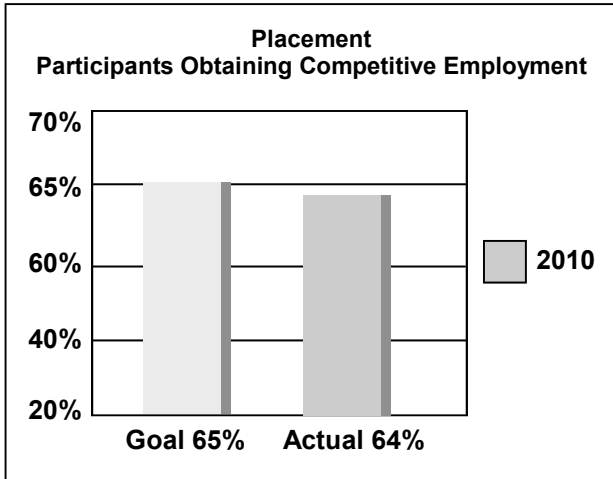
*Applied to: O.P.W.D.D. site visits/document reviews. Data Sources: site visit/document review findings/recommendations.*

No deficiencies during this period. Continue monitoring of standards compliance by Incident Review and Safety Committees. No changes at this time.

# OUTCOMES MEASUREMENT REPORT

January 1, 2010- December 31, 2010

## Placement



**Objective#1 (Effectiveness): Optimize # of participants obtaining competitive employment.**

*Applied to: consumers referred for placement services. Data Source: Placement Notice in consumer file.*

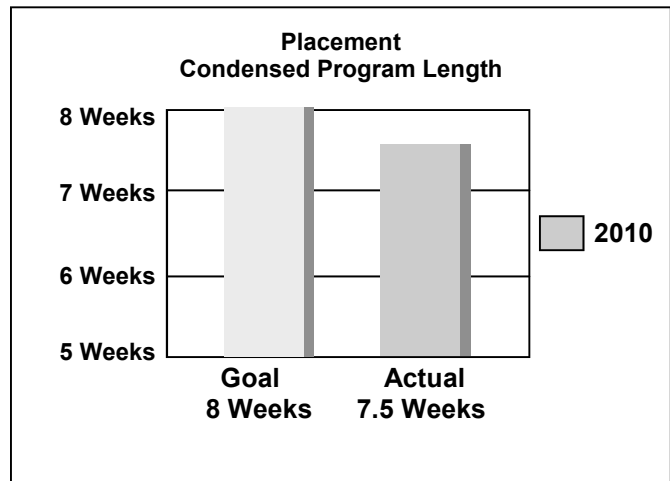
Results have moved up to within one percentage point of goal. An additional job developer has allowed for more intensive job-seeking assistance to consumers.

No changes at this time.

**Objective #2 (Efficiency): Condense program length (referral to placement) for successful completors.**

*Applied to: successful completors. Data Sources: Placement Referral form, Placement Notice (consumer file).*

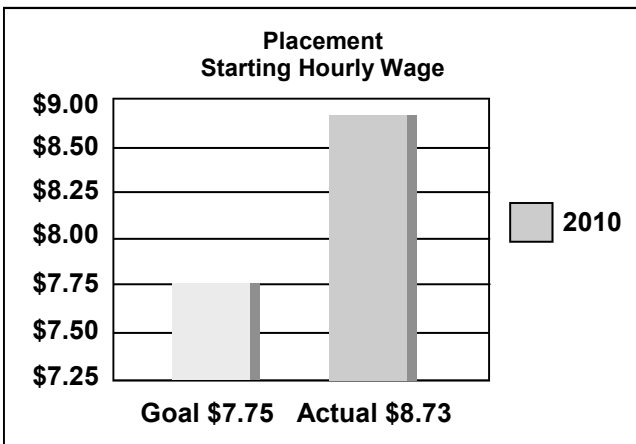
Results indicate continued good effort to move consumers quickly into competitive employment. No changes at this time.



**Objective #3 (Effectiveness): Optimize starting hourly wage for individuals placed.**

*Applied to: successful completors. Data Source: Placement Notice (consumer file).*

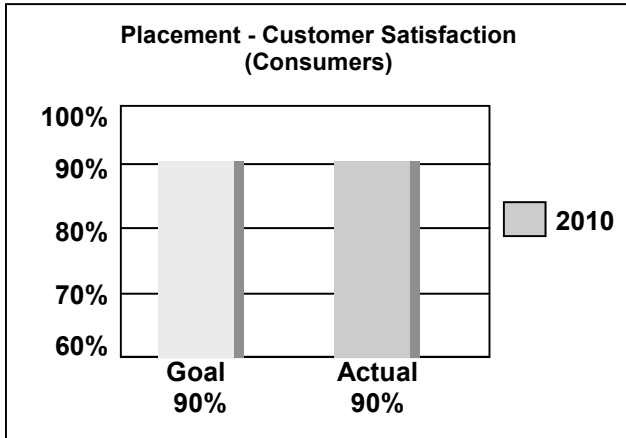
Average hourly earnings of individuals placed stayed significantly above the increased goal level implemented during 2010. Financial self-sufficiency is a critical factor in job search planning. Goal will be raised to \$8.00 during 2011. No other changes at this time.



# OUTCOMES MEASUREMENT REPORT

January 1, 2010 - December 31, 2010

## Placement



**Objective #4 (Satisfaction): Optimize program satisfaction among individuals placed into employment.**

*Applied to: successful completors. Data Sources: mailed Satisfaction Survey; post-placement case notes (consumer contact).*

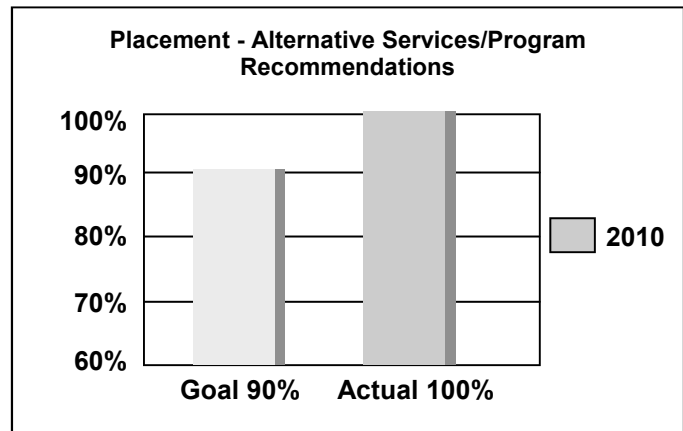
Consistently high satisfaction level among program participants. Placement assistance is very individualized to assure a good “match” between consumer and job. No changes at this time.

**Objective #5 (Effectiveness): Optimize # of Alternative Service/Program Recommendations for non-completors.**

*Applied to: non-completors. Data Sources: Placement case notes; memo to program sponsor.*

Good provision of alternative program recommendations for non-completors (unfeasible).

No changes at this time.

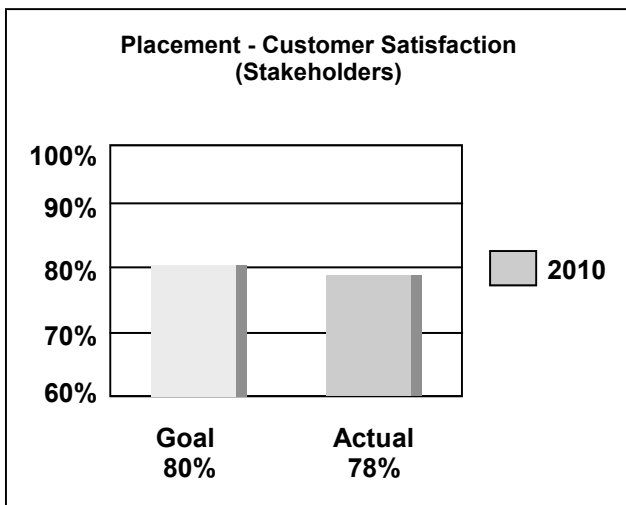


**Objective #6 (Satisfaction): Optimize # of employers (surveyed/responding) expressing satisfaction with placement process.**

*Applied to: employers hiring participants. Data Source: mailed Satisfaction Survey.*

Continue effort to increase pool of employers responding (e.g. through phone contact if survey is not returned).

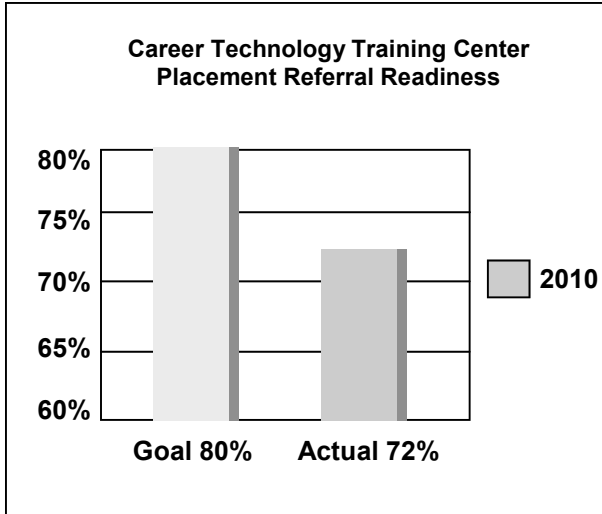
No changes at this time.



# OUTCOMES MEASUREMENT REPORT

January 1, 2010 - December 31, 2010

## Career Technology Training Center



**Objective #1 (Effectiveness): Optimize # of participants achieving placement referral readiness by program completion.**

*Applied to: all program participants. Data Source: "Placement Referral Needs Document" (completed with consumer and submitted to Community Employment Services)*

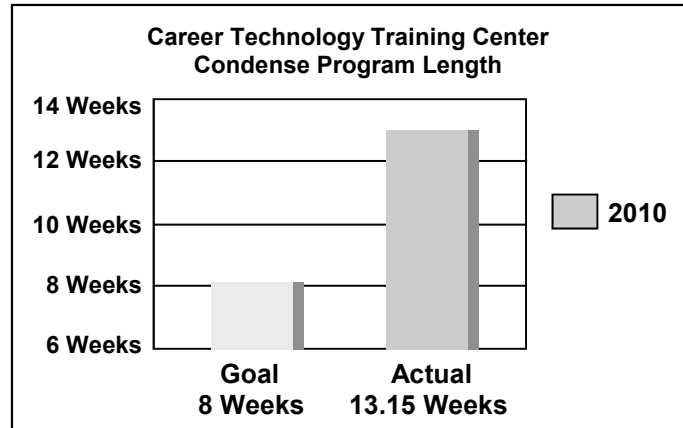
Significant reduction in negative variance to goal for this objective. Fewer students were served during this period, which probably allowed for more individualized instructor assistance. No changes at this time.

**Objective #2 (Efficiency): Condense program length for successful completors.**

*Applied to: all successful completors (referred for job placement). Data Source: average number of weeks from program entry to exit.*

Increase in negative variance to goal for this objective. Some students require extended time due to limited experience, learning barriers.

No changes at this time.

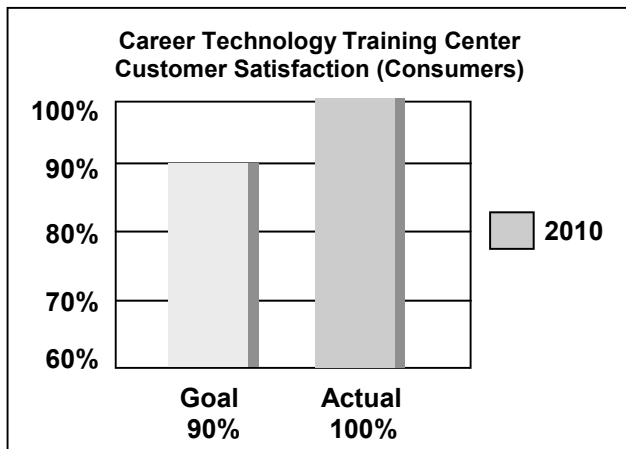


**Objective #3 (Satisfaction): Optimize # of successful completors expressing satisfaction at program exit.**

*Applied to: all successful completors. Data Source: Satisfaction Survey at program exit.*

Satisfaction level has been consistently high among successful completors of this program. Instructor patience and accessibility are critical to achieving/exceeding this objective.

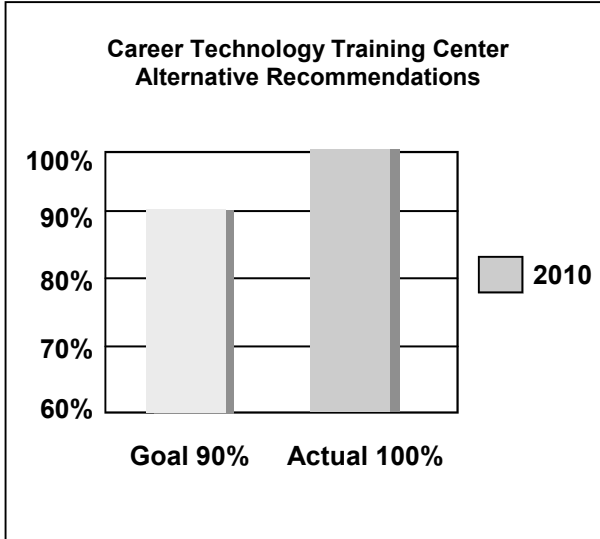
No changes at this time.



# OUTCOMES MEASUREMENT REPORT

January 1, 2010 - December 31, 2010

## Career Technology Training Center



**Objective #4 (Effectiveness): Optimize # of Alternative Service/Program recommendations among participants discharged as vocationally unfeasible.**

*Applied to: participants exiting as vocationally unfeasible. Data Sources: Summary Report or memo to sponsor.*

Unfeasible participants are referred back to sponsoring agency (with recommendations) and/or linked with alternative community resources. No changes at this time.

**Objective #5 (Satisfaction): Maximize # of program sponsors expressing satisfaction with program outcomes.**

*Applied to: program sponsors - all exits. Data Sources: end-of-program conference or phone contact with sponsor (case-noted).*

This program is very flexible and accommodating to individual student needs. The instructor communicates regularly with program sponsors. These are critical factors for sponsor satisfaction. No changes at this time.

