

Performance Analysis



Functional Industries, Inc. has been accredited by CARF for a period of three years for the following services (this accreditation will extend through May 2017):

Employment Services: Community Employment Services: Job Development
Employment Services: Community Employment Services: Employment Supports
Employment Services: Employee Development Services
Employment Services: Employment Planning Services
Employment Services: Organizational Employment Services

This achievement is an indication of Functional Industries' dedication and commitment to improving the quality of the lives of the persons served.

In a letter from CARF Brian J. Boon, President & CEO, stated, "Please also be advised that the CARF surveyors made no recommendations, which signifies that they did not identify any areas of nonconformance to the standards. This is an extraordinary accomplishment, as only 3 percent of CARF surveys result in no recommendations."

Community Employment Vision

In January 2010 with funding from the State of Minnesota/Department of Employment and Economic Development (DEED), Functional industries began a new era of innovative employment options for all. In 2012, this new era continued with funds from Otto Bremer Foundation. Functional Industries has seen great success with this innovation in the area of community opportunities for persons served. The project objective was to provide employment services to OES participants residing in rural communities and small towns located in Stearns, Benton, Meeker, Wright and Sherburne Counties.

In 2016, with the emergence of Olmstead and the new Home and Community Based Services (HCBS) Transition Plan, there has been an expanded focus on community employment for persons served. New services are being developed under the HCBS waivers allowing for employment exploration. In an effort to lead, Functional Industries has undertaken the development of a job club. The main focus of this club is to introduce persons served to competitive employment opportunities in their community. It consists of individualized educational activities, learning opportunities, work experiences and support service. The activities and experiences strengthen a person's knowledge, interests and preferences about working in various competitively paid jobs or occupational positions within the community. The job club will result in persons served in making informed decisions about working in competitively paid jobs in their community of choice.

Organizational Employment Services (OES) ~ Extended Employment, Center-Based Employment

This program creates opportunities for persons to achieve desired employment outcomes in their communities of choice and provides meaningful work to the program participants.

Effectiveness Goal: To have 65% of persons served increase their increase their earnings from fiscal year 2015.

To Whom Applied: Individuals that participate in EE-OES the entire fiscal year at both our Buffalo and Cokato facilities

Person responsible for collecting the data:

Collected/maintained by payroll/human resources staff

Monitored monthly by vice president of client services

Source from which data will be collected: FII's payroll system

Performance Goal: FY2016=65%

Outcome: **Not Met** – Buffalo and Cokato participants **(54%)**

During FY2015, of individuals who participated in the OES program the entire fiscal year:

- 54% at the Buffalo & Cokato facilities increased earnings from fiscal year 2015

Extenuating/influencing factors that should be considered when analyzing performance:

With Olmstead and the HCBS transition plan, community employment has become the central focus of persons served. This has led to an increase in persons served who are actively pursuing community employment. This switch of focus has led to persons served dropping one day a week of work in the OES program in order to focus their efforts on the job search process therefore decreasing their overall earnings. When looking to the future, persons served who are actively pursuing community employment will increase their overall earnings.

Efficiency Goal: Out of an average of total persons served in the OES program during FY2016, at least 10% will have the ability to participate in SE and/or CE opportunities due to increased opportunities and independence in work skills. (from beginning of FY2016 to the end of FY2016) [service delivery cost per unit for CBE is less than SE and CE opportunities for consumers]

To Whom Applied: Individuals in the OES program at our Buffalo & Cokato facilities

Person responsible for collecting the data:

Collected/maintained monthly by completion of spreadsheet on company drive by OES case managers

Monitored monthly by vice president of client services

Source from which data will be collected: FII's attendance tracking system

Performance Goal: FY2015=10% in SE and CE

Goal: FY2016=75%

Outcome: **Not Met** – Buffalo & Cokato participants (**2%**)

Extenuating/influencing factors that should be considered when analyzing performance:

While the number of persons served seeking community employment has increased in FY2016, the number actually obtaining community employment was low. Persons served who have chosen to engage in the job search process have increased needs and finding employers who are willing to hire has been difficult. Employment specialists have spent increased time developing job leads, teaching resume and interviewing skills and assessing persons served interests in order to gain meaningful employment for persons served.

Service Access Indicator: To track if participants are able to easily access & participate in services

To Whom Applied: Participants in OES program

Goal: FY2016 = 90% of participants express that it was easy to participate in services

Collected/maintained annually by OES case managers

Collected via completion of annual survey

Monitored annually by director of vocational rehabilitation services

Outcome: **Met** – **93%** expressed that it was easy to access and participate in services on the annual survey.

Extenuating/influencing factors that should be considered when analyzing performance:

Nothing specifically noted, some demographic information noted below:

OES participants served: 129 people

Gender: 62 females & 67 males

Ethnicity: 97% Caucasian

Number of persons served that resided in Wright County: 86%

Extenuating/influencing factors that should be considered when analyzing performance indicators: With Olmstead and HCBS Transition clearly outlining persons served should be moving toward community employment when they have made the informed choice to do so, FII has worked to restructure the Vocational Rehabilitation Department in order to accommodate the increase referrals and new funding streams associated with them. There has been a considerable increase in persons served utilizing waived and county funds for the job search process as they do not qualify for Vocational Rehabilitation Services funding under current rules. Those utilizing these waived funds for job development are higher need individuals for whom placement is difficult and time consuming. The fact that more persons served are willing to seek community employment is encouraging as we continue to utilize the Enduring Vision model of employment that was initiated in 2010.

Areas to consider for improvement: Functional Industries determined that it was necessary to utilize other funding streams for community employment services. In working with those who are more severely challenged, VRS funding is not sufficient to cover the intensive community employment services which are necessary to gain meaningful employment.

Action Plan to address improvements needed to reach established or revised performance goals: Discussions with FII leadership, participants teams and the participant continue for participants to be potentially served in community employment settings versus in-house or on community crews.

Action taken: Continual evaluation of participants and alternative employment options – to better meet the current presenting needs of individuals we serve. Once the meeting is held an action plan for timely discussion/communication between the team members from our organization, the persons served identified for potential community employment (and their support team) and appropriate stakeholders (i.e. county worker/referral source) will be implemented moving forward.

Persons served who are unsure about community employment or do not express interest will be encouraged to participate in job club activities in order to ensure informed choices are being made in regards to community employment.

INPUT: Satisfaction from Persons Served & Stakeholders (OES)

FY2016 consumer survey results (Satisfaction from Persons Served):

Satisfaction Goal #1: OES program participant expresses satisfaction with services provided.

To Whom Applied: All persons served (in our CARF accredited Extended Employment – Organizational Employment Services EE-OES programs)

Purpose: To ensure participants are satisfied with our services.

Goal: 90% respond “yes” to “Were you happy with the services FII provided to you?”
Determined annually by consumer survey
Survey results monitored annually by director of vocational rehabilitation services

Outcome: **Met - 92%** responded “yes” to “Were you happy with the services FII provided to you?”

Person-Centered Satisfaction Goal #2: 90% respond “yes” to “Did you help plan your goals?”

To Whom Applied: All persons served (in our CARF accredited Extended Employment – Organizational Employment Services EE-OES programs)

Purpose: To ensure consumers are involved with the planning of the services being provided to them.

Outcome: **Met - 92%** responded “yes” to “Did you help plan your goals?”

Person-Centered Satisfaction Goal #3: 90% respond “yes” to “Did you help choose your goals?”

To Whom Applied: All persons served (in our CARF accredited Extended Employment – Organizational Employment Services EE-OES programs)

Purpose: To ensure consumers are involved in the process of selecting their goals for services being provided to them.

Outcome: **Met - 92%** responded “yes” to “Did you help choose your goals?”

Summary of FY2016 stakeholder survey results (Satisfaction from Stakeholders):

Satisfaction Goal: 90% respond “yes” to “Are you happy with the services Functional Industries provides?”

Purpose: To ensure stakeholders are satisfied with the services Functional Industries provides.

Outcome: **Met - 92%** responded “yes” to “Are you happy with the services Functional Industries provides?”

Brilliant Futures ~ School-to-Work Transition Program

Determined that FII would not seek accreditation for Transition Services during our 2014 survey due to changes in the CARF standards – individuals can be served under Employee Development Services (EDS) or Employment Planning Services (EPS)

Effectiveness Goal: 90% of businesses working with Brilliant Futures will be satisfied with the services provided.

To Whom Applied: All businesses working with Brilliant Futures.

Indicator: 90% of businesses working with Brilliant Futures will be satisfied with the services provided.

Person responsible for collecting the data:

Survey distributed annually to all businesses exposed to Brilliant Futures services
Monitored annually by director of vocational rehabilitation services

Source from which data will be collected: Satisfaction Survey

Performance Goal: FY2016 = 90% of businesses working with Brilliant Futures will be satisfied with the services provided.

Outcome: **Met - 100%** of businesses working with Brilliant Futures are satisfied with the services being provided.

Extenuating/influencing factors that should be considered when analyzing performance:
None

Efficiency Goal: Market services to area school districts

To Whom Applied: Area SPED coordinators & SPED teachers

Indicator: Increase exposure to Brilliant Futures Transition Program

Person responsible for collecting the data:

Collected/maintained daily by completion of spreadsheet on company drive by transition manager
Monitored monthly by director of mental health services

Source from which data will be collected: FII's internal tracking system

Performance Goal: FY2016 = Present Brilliant Futures program to 5 new stakeholders (school districts, VRS, etc.)

Outcome: **Met** – Brilliant Futures program was presented to 6 area school districts

Extenuating/influencing factors that should be considered when analyzing performance:
None noted

Service Access Indicator: To track if participants are able to easily access & participate in services

To Whom Applied: Participants in BF program

Goal: FY2016 = 90% of participants express that it was easy to participate in services
Collected/maintained annually by BF transition managers
Collected via completion of annual survey
Monitored annually by director of mental health services

Outcome: **Met** – **91%** expressed that it was easy to access and participate in services on the annual survey.

Extenuating/influencing factors that should be considered when analyzing performance:
Nothing specifically noted, some demographic information noted below:

Demographic information noted below:

Brilliant Futures participants served: 67 people
Gender: 33 females & 34 males
Ethnicity: 91% Caucasian
Number of persons served that resided in Wright County: 78%

INPUT: Satisfaction from Persons Served & Stakeholders (Brilliant Futures)

FY2016 consumer survey results (Satisfaction from Persons Served):

Satisfaction Goal: BF program participant expresses satisfaction with services provided.

To Whom Applied: All persons served in our BF programs

Purpose: To ensure participants are satisfied with our services.

Goal: 90% respond “yes” to “Were you happy with the services FII provided to you?”

Collected/maintained annually by transition director
Determined annually by consumer survey
Survey results monitored annually by director of vocational rehabilitation services

Outcome: **Met - 100%** responded “yes” to “Were you happy with the services FII provided to you?”

Person-Centered Satisfaction Goal #2: 90% respond “yes” to “Did you help plan your goals?”

To Whom Applied: All persons served in our BF programs

Purpose: To ensure consumers are involved with the planning of the services being provided to them.

Outcome: **Not Met** - 79% responded “yes” to “Did you help plan your goals?”

Person-Centered Satisfaction Goal #3: 90% respond “yes” to “Did you help choose your goals?”

To Whom Applied: All persons served in our BF programs

Purpose: To ensure consumers are involved in the process of selecting their goals for services being provided to them.

Outcome: **Met - 93%** responded “yes” to “Did you help choose your goals?”

Summary of FY2016 stakeholder survey results (Satisfaction from Stakeholders):

Satisfaction Goal: 90% respond “yes” to “Are you happy with the services Functional Industries provides?”

Purpose: To ensure stakeholders are satisfied with the services Functional Industries provides.

Outcome: **Met - 100%** responded “yes” to “Are you happy with the services Functional Industries provides?”

Extenuating/influencing factors that should be considered when analyzing performance indicators: The Brilliant Futures program continues to grow with the number of referrals to the program. The BF program referrals are increasing in other referral sources such as the county, VRS and other school districts. The transition services manager and the transition specialist will continue to promote and develop new opportunities within those referral sources, to continue the increase. They will do so by education stakeholders about our services, attend transition fairs, reach out to new stakeholders to present our services, and continue providing quality service and programming to the individuals the program serves. Students under and IEP (Individualized Education Plan) are required by their home school district to follow goals which

are determined at annual IEP meetings. The goals that are developed, related to employment, may be limited due to needing to follow school district standards; this can affect the student specific employment goals. The Brilliant Futures team plans on maintaining working with the school district to develop goals with the IEP team which are more appropriate for the students specific employment interest, and also that follow under school district standards. There has been a need determined for continued education on students with ASD and how to program effectively and realistically to the individual's needs. The BF team will work with the referral source to make sure transitions are made appropriately and effectively. The BF team will also educate individual teams and the referral sources about proper transition planning when it comes to receiving services after they graduate. The Brilliant Futures program continues to see barriers that the program cannot control due to the stakeholders have those responsibilities, such as education, transportation and writing and maintaining their IEP's. It is detrimental that the transition case managers in the program maintain education with the stakeholders to ensure positive service delivery amongst the students in the program.

Areas needing improvement: The Brilliant Futures program results depend on stakeholders ability to refer students and fund for students to participate in the programs that are offered. The stakeholders indicate some barriers such as funding which is out of the programs control. As a part of the service to fulfill the stakeholders expectations of the contracts, the Brilliant Futures team works with the IEP teams to develop employment goals, that follow with the school district standards which may limit individualized goal planning to reflect the students specific employment goals.

Action Plan to address improvements needed to reach established or revised performance goals: The Brilliant Futures program will maintain a focus on explaining the marketing and service implementation of the Brilliant Futures program beyond area school districts; such as Wright County, Stearns County, Sherburne County, and Vocational Rehabilitation Services. Making these connections will entail networking with current stakeholders and presenting the Brilliant Futures services. The data listed above reports an increase in student VRS referrals; the Brilliant Futures team will work more closely with the VRS team at Functional Industries network the Brilliant Futures focus, on transition age youth. Doing so, will be an ultimate program goal of increasing VRS referrals in the Brilliant Futures program. The Brilliant Futures team will continue to send out participant and business survey's to ensure quality service, which will help the program develop new goals and ensure quality service delivery.

Action taken: The Transition Services Manager will focus on expanding the marketing of our program beyond area school districts to present to 5 new school districts/SPED coordinators/VRS teams. This will entail a formal presentation of the services that are provided by the Brilliant Futures team and Functional Industries. The team will continue to administer survey's to stakeholders and to the participants of the program to ensure that we are providing quality services and understand what areas are in need of improvement or change. The Brilliant Futures team will work more closely with the VR team at Functional Industries to understand and fulfill the increase in their program of transition students from area school districts. The

Brilliant Futures team will also collaborate more closely with the student IEP team to ensure that the students participate more in the planning of their IEP employment goals.

Mental Health Services ~ Work Etc.

Effectiveness Goal: To provide rapid engagement, defined that consumers will be contacted within 3 business days of completed referral

To Whom Applied: All program participants that are referred

Indicator: Number of business days from completed referral until consumer is contacted

Performance Goal: FY2016 = 95%

Person responsible for collecting the data:

Collected/maintained monthly by information on referral document by mental health services director

Monitored quarterly by director of mental health services

Source from which data will be collected: referral document

Outcome: **Met – 96%** of consumers were contacted within 3 business days of completed referral

Extenuating/influencing factors that should be considered when analyzing performance:

FII began a large renovation in Summer of 2014 with the plan for office space to be available to FII's Mental Health team upon completion. The lease for office space that the mental health team utilized ended November 2014. Temporary office space was identified (St Cloud WFC, St Cloud CMMHC, Monticello WFC) but it took time for the mental health to adjust as their position became more mobile with the feeling of working out of their cars.

Efficiency Goal: To maintain 10 referrals per month

To Whom Applied: All referrals to mental health program

Goal: FY2016 = 10 out of 12 months to maintain 10 referrals per month

Person responsible for collecting the data:

Collected/maintained monthly by information on referral document by mental health services director

Monitored quarterly by director of mental health services

Source from which data will be collected: referral document

Outcome: **Not met** – 9 out of 12 months, mental health program maintained at least 10 referrals

Extenuating/influencing factors that should be considered when analyzing performance:

The IPS model puts a maximum to each Employment Specialists caseload. The max is 20. The referral response from the program expansion to Elk River, Monticello and St. Cloud has been great; although due to each caseload a max of 20 waiting list was created and still utilized.

Service Access Indicator: To track if participants are able to easily access & participate in services

To Whom Applied: Participants in Mental Health (Work Etc.) program

Goal: FY2016 = 90% of MH participants express that it was easy to participate in services

Collected/maintained annually by mental health director

Collected via completion of annual survey

Monitored annually by director of mental health services

Outcome: **Met – 100%** expressed that it was easy to access and participate in Work Etc.'s program/services on the annual survey.

Extenuating/influencing factors that should be considered when analyzing performance:

Waiting list, due to staffing; demographics information noted below:

Work Etc. participants served: 121 people

Gender: 70 females & 51 males

Ethnicity: 93% Caucasian

Number of persons served that resided in Wright County: 53%

INPUT: Satisfaction from Persons Served & Stakeholders (Mental Health ~ Work Etc.)

FY2016 consumer survey results (Satisfaction from Persons Served):

Satisfaction Goal #1: MH program participant expresses satisfaction with services provided.

To Whom Applied: All persons served in our MH program

Purpose: To ensure participants are satisfied with our services.

Goal: FY2016 90% respond “yes” to “Were you happy with the services FII provided to you?”
Collected/maintained annually by mental health director
Determined annually by consumer survey
Survey results monitored annually by director of vocational rehabilitation services

Outcome: **Met - 100%** responded “yes” to “Were you happy with the services FII provided to you?”

Person-Centered Satisfaction Goal #2: FY2016 90% respond “yes” to “Did you help plan your goals?”

To Whom Applied: All persons served in our MH program

Purpose: To ensure consumers are involved with the planning of the services being provided to them.

Outcome: **N/A**

Person-Centered Satisfaction Goal #3: FY2016 90% respond “yes” to “Did you help choose your goals?”

To Whom Applied: All persons served in our MH program

Purpose: To ensure consumers are involved in the process of selecting their goals for services being provided to them.

Outcome: **Met - 100%** responded “yes” to “Did you help choose your goals?”

Summary of FY2016 stakeholder survey results (Satisfaction from Stakeholders):

Satisfaction Goal: FY2016 90% respond “yes” to “Are you happy with the services Functional Industries provides?”

Purpose: To ensure stakeholders are satisfied with the services Functional Industries provides.

Outcome: **N/A**

Extenuating/influencing factors that should be considered when analyzing performance

indicators: FII began a large renovation in the Summer of 2014 with the plan for office space to be available to FII’s Mental Health team upon completion. The lease for office space that the mental health team utilized ended November 2014. Temporary office space was identified (St. Cloud WFC, St. Cloud CMMHC, Monticello WFC) but it took time for the Mental Health team to adjust as their position become more mobile with the feeling of working out of their cars. The renovation was completed May 2016 which afforded established office space for placement staff at the 1801 building (two “community” offices are now available. The IPS model puts a

maximum to each Employment Specialist's caseload. The maximum is 20. The referral response from the program expansion to Elk River, Monticello, and St. Cloud has been great, although due to each caseload max of 20 a waiting list was created and still continues to be utilized. July 2015, the PBA process changed names and is now called the Next Generation Placement. This has added to and changed the way information is documented and shared with VRS liaisons.

In an effort to decrease staff turnover, FII's executive team approved a \$2/hr increase to the employment specialist position's starting salary. This was approved with the understanding that the current budgeted/allocated mental health grants will not cover the difference. Currently, any additional IPS funding is funneled to create NEW IPS projects not increase IPS funding of established IPS projects. This creates program sustainability concerns and has forced FII leadership to consider staffing changes which would in turn shrink the program and serve fewer people. The Director of Mental Health will continue to research/identify ways to supplement funding to ensure program stability (i.e. TTW and EE funding). Also, the Director of Mental Health will discuss ways to cross train/utilize placement staff across programs (BF, VRS, & MH) to match/fill program/staffing needs which in turn will decrease payroll costs in the mental health department.

Areas needing improvement: Ensure staff turnover is at a minimum, therefore not affecting ability for potential referrals.

Action Plan to address improvements needed to reach established or revised performance goals: Ensure rapid engagement by contacting consumers within 3 days of completed referral. Continue working with Human Resources regarding employee performance goals to increase employee engagement/satisfaction and reduce staff turnover. Continue to strengthen partnerships with collaborating agencies and introduce FII's services to new team members when collaborating agencies have staff turnover. Continue to assess staffing to increase ability to serve more individuals in the St. Cloud catchment area while considering the constraints within the program model such as employment specialists can only work with two clinical teams.

Action taken: Mental Health Director will submit annual performance reviews and goals for employees supervised to Human Resources Director for review prior to implementation/finalization (on the month of the anniversary date of the employee). Continue with goal to maintain referrals by obtaining at least 10 referrals per month for 10 of 12 months for upcoming FY2017.

Vocational Rehabilitation Services (VRS) ~ includes Community Employment Services (CES), Employee Development Services (EDS) ~ Work Adjustment

Training (WAT), Employability Assessments, Employment Planning Services (EPS)

Effectiveness Goal #1: To provide timely and effective services; Number of referrals who reach milestone #2

To Whom Applied: Individuals served - authorized VRS referrals

Indicator: PBAs reaching milestone #2

Performance Goal: FY2016 = 30 individuals served with an authorized PBA will reach milestone #2

Person responsible for collecting the data:

Collected/maintained monthly by internal spreadsheet

Monitored quarterly by director of vocational rehabilitation services

Source from which data will be collected: Internal spreadsheet developed for data collection

Outcome: Met – 39

During FY2016, 39 individuals referred to this program from VRS with an authorized PBA had reached milestone #2

Extenuating/influencing factors that should be considered when analyzing performance:

None identified

Efficiency Goal #1: To market services to area VRS field office; overall goal is to increase referrals into VRS funded programs

To Whom Applied: Referrals into VRS programs

Indicator: Number of authorized referrals into VRS programs

Performance Goal: FY2016 = 122 referrals (target identified based on an increase by 10% of total referrals from FY2015)

Person responsible for collecting the data:

Collected/maintained monthly by competitive employment specialist

Monitored quarterly by director of vocational rehabilitation services

Source from which data will be collected: VRS referral documents

Outcome: Met – 138 referrals

During FY2016, 138 individuals were referred to this program (13% increase from FY2015)

Extenuating/influencing factors that should be considered when analyzing performance:

None identified

Service Access Indicator: To track if participants are able to easily access & participate in services

To Whom Applied: Participants in VRS programs

Goal: FY2016 = 90% of program participants express that it was easy to participate in services

Collected/maintained annually by competitive employment specialist

Collected via completion of annual survey

Monitored annually by director of vocational rehabilitation services

Outcome: Met – 94% expressed that it was easy to access and participate in our program/services on the annual survey.

Extenuating/influencing factors that should be considered when analyzing performance:

None noted

VRS participants served: 138 people (this is an increase of 78% from FY2013)

Gender: 49 females & 89 males

Ethnicity: 93% Caucasian

Number of persons served that resided in Wright County: 41%

INPUT: Satisfaction from Persons Served & Stakeholders (VRS programs)

FY2016 consumer survey results (Satisfaction from Persons Served):

Satisfaction Goal #1: VRS program participant expresses satisfaction with services provided.

To Whom Applied: All persons served in our VRS programs

Purpose: To ensure participants are satisfied with our services.

Goal: 90% respond “yes” to “Were you happy with the services FII provided to you?”

Collected/maintained annually by competitive employment specialist

Determined annually by consumer survey

Survey results monitored annually by director of vocational rehabilitation services

Outcome: Met - 97% responded “yes” to “Were you happy with the services FII provided to you?”

Person-Centered Satisfaction Goal #2: 90% respond “yes” to “Did you help plan your goals?”

To Whom Applied: All persons served in our VRS programs

Purpose: To ensure consumers are involved with the planning of the services being provided to them.

Outcome: **Met – 100%** responded “yes” to “Did you help plan your goals?”

Person-Centered Satisfaction Goal #3: 90% respond “yes” to “Did you help choose your goals?”

To Whom Applied: All persons served in our VRS programs

Purpose: To ensure consumers are involved in the process of selecting their goals for services being provided to them.

Outcome: **Met – 100%** responded “yes” to “Did you help choose your goals?”

Summary of FY2016 stakeholder survey results (Satisfaction from Stakeholders):

Satisfaction Goal: 90% respond “yes” to “Are you happy with the services Functional Industries provides?”

Purpose: To ensure stakeholders are satisfied with the services Functional Industries provides.

Outcome: **Met - 100%** responded “yes” to “Are you happy with the services Functional Industries provides?”

Extenuating/influencing factors that should be considered when analyzing performance indicators: Due to our majority of funding coming from VRS and that our referrals ebb and flow from month to month, it can be difficult to staff our team with the appropriate number of Employment Specialists. ES's caseloads max around 25. At times, referrals surpass that level and ES's are bombarded with an unusually large amount of referrals and high caseloads. This can cause our services to be hindered because of how busy our ES's become, however it bring in more money for our program. Other times, when referrals are down, caseloads may be unusually low which hinders our program's ability to bring in money. Again, trying to avoid a waiting list, it can be difficult to manage the number of referrals in order for our program to bring in enough money but not be too busy that our services are affected.

Employment First is the new paradigm VRS is following. VRS is moving away from "Trial Work Period" which gave VRS a change to 'screen' consumers first to see if they in fact can benefit

from VRS Services. In return, we are receiving referrals for individuals with more severe disabilities and both a.) placing them in community-based work assessments and b.) doing placement with them. In essence, we are going to be providing the same service for the same cost, but with more severely 'disabled' consumers which will take more time.

The regulations are occurring from the top departments and entities in the State of MN, however we are seeing a disconnect with getting local businesses on board with employing individuals with higher needs and more severe disabilities. At this time, we as a program are doing everything we can to get businesses on board, however there is a great mindset change that needs to occur; it doesn't appear the higher entities are moving forward with educating businesses. This will not happen overnight.

Olmstead is designating most of its State and Federal monies to two populations of people: 1. Mental Health 2. Transition Age Consumers. Due to this, we will see an influx in these type of referrals and a possible decrease in general VR consumers. VRS team is working closely with Transition team to meet the needs of the upcoming influx.

Action taken: FII will continue to measure growth of the program by tracking referrals. FII will also continue to market services to VRS offices including St. Cloud, Monticello and those in the west metro area. FII will track the amount of billable time spent per client to track the appropriateness of referrals to placement. VRS and Transition teams will continue to work closely in regards to the influx of transition-age referrals from VRS.

Business Function Improvement

Progress on Cultural Competency & Diversity Plan

What is Cultural Competency?

An awareness of, respect for, and attention to the diversity of the people with whom it interacts (persons served, personnel, and other stakeholders) that are reflected in attitudes, organizational structures, policies and services.

Importance of Cultural Competency

As Functional Industries continues to meet the needs and expectations of increasingly culturally and ethnically varied populations, a better understanding of cultural differences and their relationship to the hallmarks of quality service – respect, inclusiveness, and sensitivity – become essential. Serving diverse populations, after all, is not a “one size fits all” process. Diversity includes all differences, not just those that indicate racial or ethnic distinctions.

Purpose of Cultural Competency & Diversity Plan:

- To ensure FII staff will have a greater awareness/knowledge and then be able to successfully respond to the diversity of our stakeholders (including areas such as

- spiritual beliefs, holidays, dietary regulations or preferences, clothing, attitudes toward impairments, language, how and when to use interpreters, etc.)
- The enhanced knowledge, skills and behaviors from the implementation of this CCDP will enable FII staff to work more effectively cross culturally by understanding, appreciating, and respecting differences and similarities in beliefs, values and practices within and between cultures
 - To treat individuals receiving services, employees and all other stakeholders with respect
 - To maintain and achieve the continuous satisfaction of individuals receiving services and all of our additional stakeholders
 - To recruit and retain highly skilled and talented employees
 - To provide a positive and dynamic work environment that is committed to maximizing the potential of persons served and employees while supporting them and having an awareness of and sensitivity to their beliefs and culture
 - To provide enhanced resources and training for staff, persons served and stakeholders

In addition, Functional Industries is committed to:

- The promotion of diversity and cultural competency in all Functional Industries' activities and associations
- The implementation of innovative and flexible services that produce meaningful outcomes in the lives of people receiving services
- Listening to persons receiving services and understanding the aspirations that they have for their lives, using this information as the foundation for service design and delivery
- Exceeding the expectations of all of our customers and stakeholders
- Working in collaboration with stakeholders and community organizations and partners

Goal #1: Research and gather most recent information and feedback/ideas regarding enhancing cultural competency and diversity training, as this information relates specifically to FII's persons served, stakeholders, staff and FII's service area.

Target Date: 12.31.2016

Person Responsible: Lisa Parteh

Goal #2: Enhance annual Cultural Competency and Diversity staff training (& associated competency-based training post-test) for calendar year 2016 to include additional information gathered during the research & feedback process.

Target Date: Before Cultural Competency annual staff training month in 2016

Person Responsible: Lisa Parteh

Goal #3: Enhance annual Cultural Competency and Diversity consumer training for calendar year 2016 to include additional information gathered during the research & feedback process.

Target Date: Before Cultural Competency annual consumer training month in 2016

Person Responsible: Lisa Parteh

Goal #4: Enhance annual Cultural Competency and Diversity staff & consumer training for calendar year 2016 to include the a newly revised generational diversity training module

Target Date: Before Cultural Competency annual staff & consumer training month in 2016

Person Responsible: Lisa Parteh

Goal #5: Research tools/software necessary to effectively translate Functional Industries' consumer intake packet (and all associated documents) in a minimum of 2 alternative language.

Target Date: 7.1.2016

Person Responsible: Lisa Parteh

Goal #6: Translate Functional Industries' consumer intake packet (and all associated documents) and have available to persons served and stakeholders in a minimum of 2 alternative languages.

Target Date: 7.1.2015 (for implementation during FY2016)

Person Responsible: Lisa Parteh

Goal #7: Add a Cultural Competency & Diversity "personal assessment/awareness tool" to competency-based quiz at end of annual staff training – to be completed by employee and then reviewed with supervisor at employee's next annual performance review.

Target Date: 7.1.2015 (for implementation during FY2016)

Person Responsible: Lisa Parteh & Lisa Zwart

Although Functional Industries is not suggesting that our leadership and personnel need to know everything about all cultures, we feel it is imperative that our leadership and staff members develop a basic understanding of the major values and beliefs of the people we serve and other stakeholders, especially those who may come from different cultural or spiritual backgrounds. To this end, enhanced education and training – specifically in the following areas: culture, age, gender, sexual orientation, spiritual beliefs, socioeconomic status and language – will be provided to all employees and board members to assist us in developing a greater awareness and sensitivity specific to the diversity of our service delivery areas. Training will also focus on the cultural and spiritual beliefs of the countries of origin, especially their views of disabilities and its causes, and the influence of culture on the choice of service outcomes and methods. Attendance at cultural competency and diversity training will continue to be documented and included in personnel files and/or training records.

Notable Goals Achieved related to Accessibility

Transportation Access - Transportation barriers may include persons being unable to reach service locations or being unable to participate in the full range of services/supports and activities offered.

Barrier: Limited para-transit available to community worksites
Solution: Order and purchase a lift-equipped vehicle
Priority: A (FY2016)
Funding: MnDOT 5310 grant applied for in July 2016
Identified by: Consumer Advisory Council, parents/guardians, staff, and referral sources
Date: Fall 2016 (carried over from FY2013 & FY2014)
Project Mgr.: Vice President
Target: Fall/Winter 2014-15
Completed: **Not completed**
Remarks: The addition of another lift-equipped bus will allow us to transport more individuals with mobility limitations.
Impact: More individuals now have access to services and employment opportunities.

Employment Access - Examples of removing employment barriers would be providing flexibility in the workplace, such as considering requests for flex time, job sharing, part-time work, or compressed work schedules. These low/no cost options can help many persons with disabilities better manage their employment situation and needs.

Barrier: Individuals served may not wish to work a full-time schedule or may not present that their mental health symptoms have stabilized to enable them to look for employment on their own

Solution: Secure grant funds to assist persons served with severe and persistent mental illness to obtain employment services/supports so they can work toward securing meaningful employment if the person served expresses that (s)he wants to work (“zero-exclusion”)

Priority: A (FY2017 funding must be completed by May/June 2016 for 12 months funding)

Cost: \$0.00 (to FII)

Funding: Grant funding for Mental Health IPS Grants from MN-DEED

Identified by: Consumers, staff, referral sources, and stakeholders

Date: Complete application for funding in May/June 2016 for FY2017

Project Mgr.: Director of mental health services

Target: June 2016

Completed: **June 2016 – obtained grant funds from MN-DEED for mental health IPS services for MN SFY2017 (7.1.2016-6.30.2017)**

Remarks: The concept of “zero-exclusion” has been widely successful with our IPS projects in our mental health services division; basically, it means that if consumers express that they want to work, we are able to assist them to try and achieve that goal.

Impact: Individuals served are able to have employment services/supports to assist them in looking for, attaining, and maintaining employment.

Financial Access - Financial barriers include insufficient funding for services/supports, and the organization might advocate at a legislative level for increased funds, or it might promote activities to directly raise money for the support of a service or a person served.

Barrier: Limited funding available to meet the needs of the people we serve for assisting with informed choice concerning community employment.

Solution: Researched and developed additional sources of revenue, specifically county funding to provide Job Club services

Priority: A

Cost: Original funding request \$65000

Funding: \$60000 to be spread over FY2017 (July 1st, 2016-June 30, 2017)

Identified by: Staff, consumers, referral sources, and stakeholders

Date: Original request for funding was submitted to Wright County in February of 2016

Project Mgr.: Vice President of Client Services and Director of Vocational Rehabilitation Services

Target: Funds projected to continue indefinitely until the approval of new employment waivers through CMS.

Completed: **Received funds for FY2017 (July 1, 2016 – June 30, 2017)**

Remarks: Functional Industries was awarded county funds (\$60000) for our *Job Club* funding request, effective July 1, 2016 – June 30, 2017.

Impact: We will be able to better meet the needs of the individuals we serve with regard to opportunities for “one-one-one” job skills training and interview preparation, job shadowing opportunities, job try-outs, so that program participants can make an informed choice concerning supported or competitive community employment options.

Staff Training

It is the intent of Functional Industries' to recruit, manage, develop and retain competent and caring personnel to meet the needs of the individuals we serve. We recognize the value of our human resources in achieving successful organizational outcomes as defined by persons served and other stakeholders.

Effectiveness Goal: To fill 10% of open positions with internal candidates (current FII employees)

Indicator - To Whom Applied: All internal positions posted; number of internal candidates/employees promoted

Source used to collect data: FII internal tracking system – to track positions, applicants and hires

Goal: 10% of total positions posted will be filled with internal candidates

Person responsible for collecting data:

Data will be collected and quantified by director of human resources and monitored annually by vice president

Outcome: **Met - 20%** of total positions posted were filled with internal candidates

Efficiency Goal: Use Videos for all New Hire Orientation training

To Whom Applied: Waivered Services Staff

Goal: New hire orientation will be done once per month ~192 hours

Track hours waived services staff commit to new hire training

Outcome: **Not Met** – 120 hours of training were done

Extenuating/influencing factors that should be considered when analyzing performance:

None noted

Action plan to address improvements needed: Continuing for FY2017, all trainers/presenters must have a visual aid (i.e. PowerPoint presentation or video) to enhance training. Vice president of client services and vice president of human resources will review the comments when determining upcoming calendar year schedule (Calendar Year 2016) for monthly training sessions; possibly offer some residential employees (& others) to attend with DT&H staff on training days, rather than attending monthly trainings. Staff orientation now includes more formalized training sessions – we will seek feedback from employees on the next staff survey regarding employee orientation.

COMMITMENT TO CONTINUOUS QUALITY IMPROVEMENT:

Overall, FY2016 was a successful year for Functional Industries! We are committed to utilizing the information contained in our FY2016 Performance Analysis for the purpose of organizational responsiveness to the changing needs and expectations of the people we serve, our staff and our stakeholders, in conjunction with the changing business needs of our organization.

Annual performance analyses are also used by our organization to review the implementation of our mission and core values, to improve the quality of our programs and services and to facilitate organizational decision making and ongoing updates to our strategic planning strategy.

Functional Industries’ strategic planning process is an essential foundation for the development and assessment of our performance measurement and management system and overall performance improvement process. The process focuses on the collection, analysis and utilization of input from persons served, our team of employees and other stakeholders. Expectations of persons served, staff and stakeholders delineate organizational outcomes, which direct the development of divisional, team, and individual goals or objectives. The framework of our strategic planning process is based on CARF’s ASPIRE to Excellence® model, outlined below, and uses the CARF standards as a guide to ensure an ongoing process of continuous quality improvement.

- »a **Assess the Environment** «
- »s **Set Strategy** «
- «p **Persons Served and Other Stakeholders** «
- Obtain Input
- »i **Implement the Plan** «
- »r **Review Results** «
- »e **Effect Change** »

Now that we have evaluated our strengths and identified where we can improve our services, we “effect change” and appropriate modifications are made to our performance improvement process. We then begin the ASPIRE model again, starting with “assessing the environment” as we continue Functional Industries’ journey toward continuous quality improvement.