



**Employment Services (ES)
&
San Diego Employment Solutions (SDES)
Annual Performance Outcome Report
FY 2017 – 2018**

Table of Contents

• ES & SDES Program Accomplishments, Feedback and Input from Stakeholders -----	2-4
• ES Demographic Data, Types of Jobs & Goals and Outcome Summary-----	5-7
• SDES Demographic Data, Types of Jobs & Goals and Outcome Summary--	8-10
• Accessibility Goals -----	11
• Areas of Risk -----	12
• FY 18/19 Programs Strategic Objectives and Goals -----	13

CARF – accredited since 1999 ♦ Community Employment Services

EMPLOYMENT SERVICES

Accomplishments, Feedback, and Input

- ❖ Seventh Consecutive Gold Standard CARF Accreditation awarded November 2017
- ❖ Two years of consistent monthly employer presentations
- ❖ 77% of placed participants worked 90 + days
- ❖ 100% satisfaction rate from DOR / Mental Health Providers
- ❖ 8% increase in FY 17/18 of individuals working 31-40 hours per week from FY 16/17
- ❖ 43% of ES clients are earning wages above local California/San Diego minimum wage of \$11/11.50 per hour. 13% of ES clients are earning more than \$15.01 per hour
- ❖ Staff consistent in attending workforce development meeting such as North County Works/Alliance for Regional Solutions, Career Center Employer's Panels, Workforce Partnership's Working Well Meeting and SDCBHS IPS implementation meetings
- ❖ The majority (mode measurement) of clients that successfully completed ES were in ES from Intake to closure for six months. This is a reduction from last FY's mode of seven months.
- ❖ No Corrective Actions recommended from SDCBHS Program Site Review for FY 17/18
- ❖ Three new employees hired for Job Development, Employment Specialist and Administration
- ❖ Have added new viewpoints and ideas to continue to improve ES service to the mental health community
- ❖ Began measuring participants mode of transportation FY 17/18 to better understand access, financial and geographical barriers to potential work sites
- ❖ One ES staff with specialized training as a Certified Rehabilitation Counselor has joined the SDCBHS Transitional Age Youth Council to assist in outreach for both DOR and ES and to help train ES staff of SDCBHS goals, directions and performance in serving this special population

SAN DIEGO EMPLOYMENT SOLUTIONS

Accomplishments, Feedback, and Input

- ❖ Gold Standard CARF Accreditation awarded November 2017
- ❖ Average waiting period between orientation attendance and client intake is less than 1 week, showing quick access to services
- ❖ 82% of the contract goal for placements was achieved for the 17-18 FY
- ❖ 89% of SDES clients are earning wages above local California/San Diego minimum wage of \$11/11.50 per hour. 11% of SDES clients are earning more than \$15.01 per hour
- ❖ 97% of clients are satisfied with the services received, clients stated they feel valued by courteous and respectful treatment by SDES staff
- ❖ SDES actively participates with the San Diego Committee on Employment of People with Disabilities (SDCEPD), with a strong collaboration and participation during Jobtoberfest 2017
- ❖ In December of 2017 SDES hosted our first Holiday Party, celebrating participants' successes and demonstrating client appreciation with festive treats, buffet style food, and prizes
- ❖ SDES promotes a welcoming, progressive, and professional environment. Staff expressed being happy in the work place, stating that they like the supportive, flexible environment and they enjoy helping clients to be successful
- ❖ SDES holds a high retention rate, having no turnover during 17-18 fiscal year, resulting in increased productivity and placement outcomes.
- ❖ SDES added a job developer to the team for FY17-18
- ❖ Community-based services are continuous to assist in proper access to SDES services
- ❖ No corrective actions identified as a result of quarterly site reviews from San Diego County Behavioral Health Services.
- ❖ PM attended IPS Leadership Training in April 2017, along with other County Representatives to further support county-wide IPS implementation
- ❖ Agency-wide Employment Specialist Support Group implementation for supporting teams internally to ensure IPS success

DOR / Mental Health Provider Comments

- ❖ 100% of partners and referral source stakeholders are satisfied with Employment Services
- ❖ “Staff (are) very professional and client-centered”
- ❖ “Great services, resources, staff focused on assisting individuals with mental health related disabilities”
- ❖ “Vocational assessments (at ES) are most useful as most individuals are not aware of what they want to do for work.”
- ❖ “ES Participants need to be forewarned that State Budget may not be signed and July and August transportation checks will be late”
- ❖ “County Case Management see flyers for ES posted and know to refer”
- ❖ “(DOR Counselor) wants participants to call Service Coordinators more often for status questions or needs”
- ❖ “In my many years with DOR I have always found the ES program to be effective”
- ❖ “Responding to phone calls/emails in a timely manner, informative reports and providing updates as needed”
- ❖ “Expediated enrollments= less paper”
- ❖ “It is a pleasure working with MHS ES”

Mental Health Provider Comments

- ❖ 100% of Employers are satisfied with San Diego Employment Solutions services
- ❖ SDES has a 5yr + relationship with an employer who has hired more than one client
- ❖ One employer stated: “We have had good results with the employees through SDES”
- ❖ Health Care Providers agree that job coaching and development is the most useful tool for clients
- ❖ MH provider stated: “I think the strengths of the staff we worked with was their ability to work with so many different people with very different needs, skill levels and abilities. Staff is extremely knowledgeable, patient, kind and above-and-beyond attitude.”
- ❖ MH provider stated: “The Job Developer did an excellent job engaging members and bringing information about the Employment Solutions program to our clubhouse. She is very professional, warm, enthusiastic, and definitely displays a passion for what she does. Employment Specialist has been patient and hardworking, providing one of our members multiple leads in an efficient manner. He also helped to greatly improve his resume and coach him on the best ways to approach employers. Thank you to your team!”

Stakeholders Responses of What ES Does Really Well

- ❖ “Takes clients to job interviews”
- ❖ “Communication from ES staff very direct, respectful, honest evaluation”
- ❖ “ES Staff strong advocates with job search and applying”
- ❖ “Networking in groups”
- ❖ “Interviewing prep & mock interviews”
- ❖ “Family involvement”
- ❖ “Communication”
- ❖ “Good support with independent job seekers”
- ❖ “Career Center collaboration”
- ❖ “Advocates for involvement in Clubhouse and WRAP groups”
- ❖ “1:1 services better; makes you feel important, more personal”
- ❖ “(Provides) “Safe atmosphere”
- ❖ “ES staff talks slowly and it’s helpful.”
- ❖ “Understanding & non-judgmental. Settles me down and provides resources”

Stakeholder Responses of What SDES Does Really Well

- ❖ Clients expressed that they were very happy with how they are being heard. That they do feel valued because their needs have been met with the Employment Specialist and that getting together to discuss what can be improved makes them feel important and sharing what they would like to add or change to their process of getting a job in this program
- ❖ Connect clients to bus passes and interview/work clothes to be successful in their job search and on the job once they’re placed
- ❖ Building a network of over 200 employers, through face-to-face contact, consistent follow up, and peer/supervisor field supervision
- ❖ Individualizing work plans and integrating them with mental health treatment teams to promote employment as a pathway to recovery

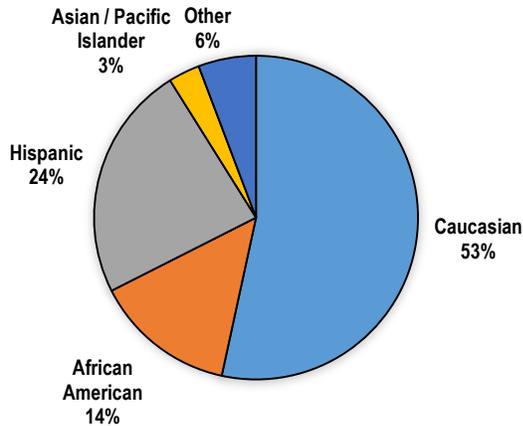
<p style="text-align: center;"><u>Comments from Participants</u></p> <ul style="list-style-type: none"> ❖ “The staff approached their job with energy and enthusiasm.” ❖ “I had a wonderful experience overall and my Employment Specialist was amazing. I’m still happy at my job after 10 months.” ❖ “(ES) Took me out of a dark place.” ❖ “Employer Contact Sheet helped me stay organized.” ❖ “My DOR Counselor was courteous, accessible and professional. The service was supportive on needs related to transportation and finding a program (ES) that could fit my needs. There’s no doubt about it.” 	<p style="text-align: center;"><u>Comments from Participants</u></p> <ul style="list-style-type: none"> ❖ “I like the fact that staff provides many resources & the motivations to go on. I am extremely grateful”. ❖ “I have depression, and my Employment Specialist was really supportive during my down days. She kept me looking up when I wanted to quit”. ❖ “I am grateful for the interviewing skills I have developed after being an active participant of SDES, but most importantly I am grateful for the independence I have been able to achieve by having employment.” (Translated from Spanish)
<p style="text-align: center;"><u>Feedback on Employer Presentations</u></p> <ul style="list-style-type: none"> ❖ “It was very good and the atmosphere was relaxing and comfortable” ❖ “Informative, and I enjoyed it” ❖ “Very clear and pleasant presenter” ❖ “Employer had a great attitude and was helpful” ❖ “Thank you. We need employers to go to bat for us” 	<p style="text-align: center;"><u>Feedback on Employer Presentations</u></p> <ul style="list-style-type: none"> ❖ SDES has developed great relationships with Volt, Home of Guiding Hands, Aerotek, Jewish Family Services, and The Arc. These employers have facilitated presentations at the program, where clients get to interview and apply directly with the hiring manager ❖ SDES participates in quarterly Disability Training Committee and Morning Dialogue with Employers to educate employers on the benefits of hiring individuals with Mental Health diagnoses and are coming out of the criminal justice system.
<p style="text-align: center;"><u>Suggested Areas of Improvement</u></p> <ul style="list-style-type: none"> ❖ Need a faster referral / intake process ❖ Use more up-to-date videos and training material 	<p style="text-align: center;"><u>Suggested Areas of Improvement</u></p> <ul style="list-style-type: none"> ❖ Having an online referral system rather than faxing

MHS Employment Services FY 2017-2018

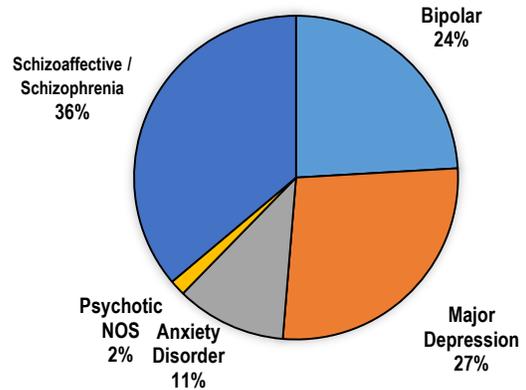
191 Total Participants Served

Female 48%	Male 52%	Co-Occuring Condition	60%
18 – 25 years of age	6%	Re-Entry Individuals	36%
26 – 55 years of age	70%	(person with a criminal record conviction)	
56 years +	24%	Undomiciled	18%

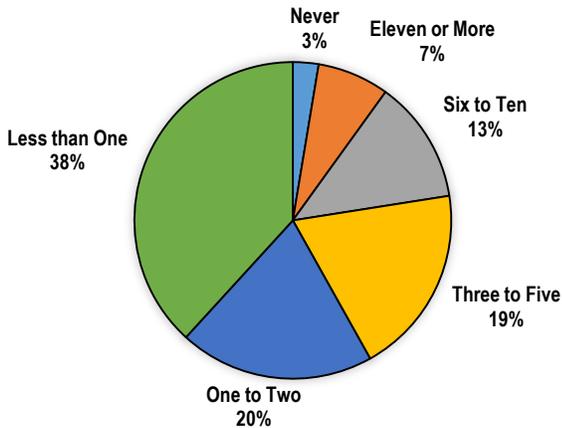
ETHNICITY



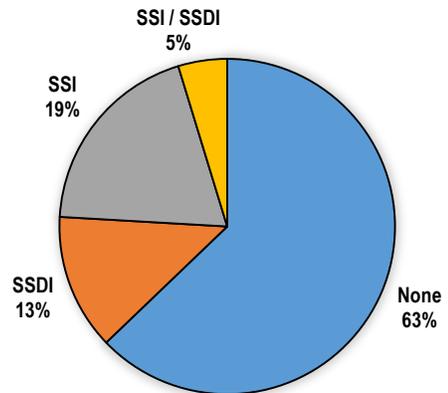
DIAGNOSIS



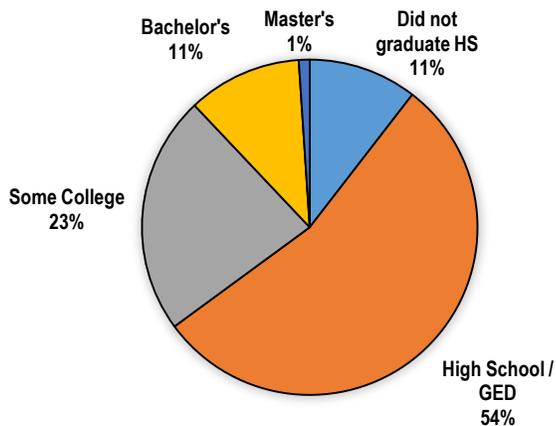
YEARS SINCE LAST WORKED



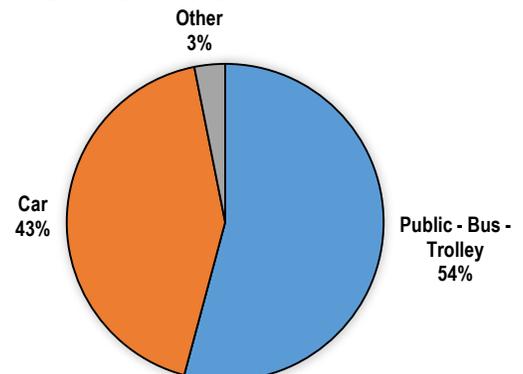
SSA BENEFITS



EDUCATION



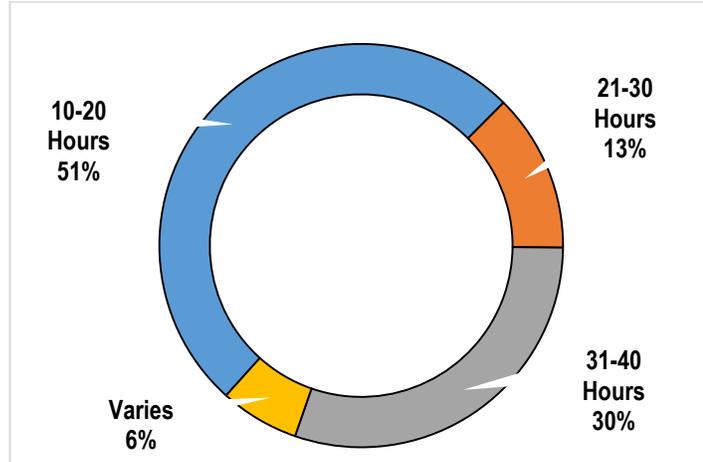
METHOD OF TRANSPORTATION



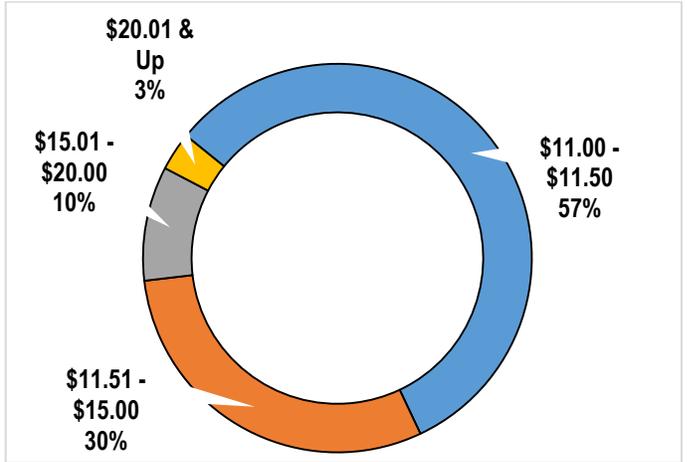
MHS Employment Services FY 2017-2018

61 Participants Placed

HOURS PER WEEK



WAGES PER HOUR



77% (47) of all Placed Participants worked 90 + days before Closure

Types of Jobs 2017-2018

Admin Assistant	Customer Service Rep - Grocery	Mess Hall Attendant
Appointment Setter	Deli Worker	Merchandise Associate
Assistant Event Coordinator	Digital Marketing	Nurse
Baker	Dishwasher	Peer Support Specialist
Bartender	Driver	Production/Donation Clerk
Bus Boy	Eyelash Technician	Resident Service Assistant
Car Sales	Event Staff	Retail Manager
Caregiver	General Labor	Security Guard
Cashier	Grounds Keeper	Stocker
Case Manager	Housekeeper	Telemarketer
Call Center Rep	IT Field Service Tech	Usher
Clubhouse Generalist	Mechanical Assembler	UX Consultant

FY 17-18 EMPLOYMENT SERVICES GOALS AND OUTCOMES SUMMARY

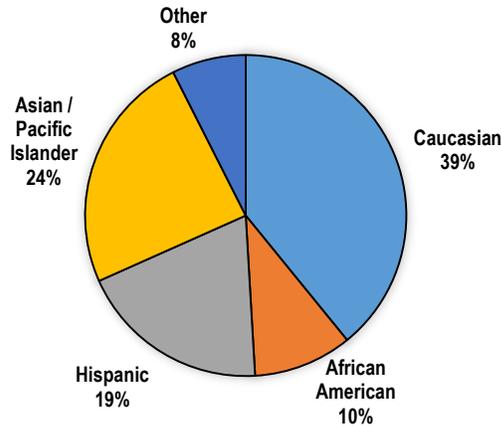
Categories of Measure/ Objective	Performance Indicator / Goal	Who Applied to / Time of Measure	Obtained By / Data Source	Actual Performance	Extenuating Circumstances / Plan
				FY 17/18	
Satisfaction					
Increase High Overall Satisfaction	Strongly Agree / Agree: 100%	Clients – during services Clients – at closure Partners – annually Employers – at contact	ES staff gather feedback during services; Admin Staff Mail & Email Surveys	FY 17/18: Clients Closed: 69% Strongly Agree/ Agree Partners: 100% Strongly Agree/ Agree Employer: 100% Strongly Agree/ Agree FY 16/17: 90% Clients Closed: Strongly Agree/ Agree Partners: 80% Strongly Agree/ Agree Employer: % N/A Strongly Agree/ Agree	Plan: Increase all clients' satisfaction even if not closed successfully. Keep focus on high-level customer service. MHS's Customer Service Policy will be discussed 2x per year and all survey results 4x per year during Staff meetings. Employees will state during each client Intake this is an important goal to achieve at ES. Program Manager's individual staff supervisions will ask about efforts to increase quality and quantity of feedback from all stakeholders.
Increase Survey Responses	Survey Responses: 33% of closed clients	Clients– All closed clients	Admin Staff Surveys Mailed & Emailed Direct Staff- in office availability	FY 17/18 14% Clients at closure FY 16/17 30% Clients at Closure	Extenuating Circumstances: Clients do not complete surveys. Plan: ES staff will gather feedback during services by mailing and have available a survey at the beginning of each quarter. Admin. Will mail & send a SurveyMonkey to all closed clients on a monthly basis. Direct staff will ask clients to complete surveys as they are helpful and needed for improvements to program and staff.
Access					
Increase Referrals	189 new referrals	SD County Behavioral Health Clients - FY 18-19	ES Admin Staff / All Referrals	FY 17/18 164 New Referrals FY 16/17 173 New Referrals	Extenuating circumstances: Referrals have decreased as each clinic and clubhouse is offering employment services and has hired designated staff to provide job development and placement services. Plan: Provide consistent outreach and attend all County planning meetings re: the County's efforts continue with this implementation.
Efficiency & Efficacy					
Achieve contract obligation of 81 Clients maintaining employment for 90+days, & Closed Rehab	81 Clients Placed / Closed Rehab	All Client Placed FY 18-19	Monitor Daily; Report Monthly; Measure Annually ES Database & DOR Client Listing Report	FY 17/18 47 Placed / Closed Rehab FY 16/17 41 Placed / Closed Rehab	Extenuating Circumstances: Each client needs to be in IPE Status and in one consecutive job for 6 months before successful closure can occur. Some clients did not stay consecutively employed with the same job but were successful at the 2 nd or 3 rd attempt at a job after acquiring skills and confidence. Plan: Continue to keep community job development a focus and continue to discuss preparation services with all referral sources.
Minimize length of service from Intake to Closed Rehab	6 months	All Client Placed FY 18-19	Measure Annually/ ES Database	FY 17/18 Average 11 Months FY 16/17 Average 9 Months	Extenuating Circumstances: It's an ongoing goal to reduce time into placement. Plan: Employment Specialist will continue to serve clients with a timeframe that is collaborative; however, clients make the decision about rapid vs. slower pace for job search.

San Diego Employment Solutions FY 2017-2018

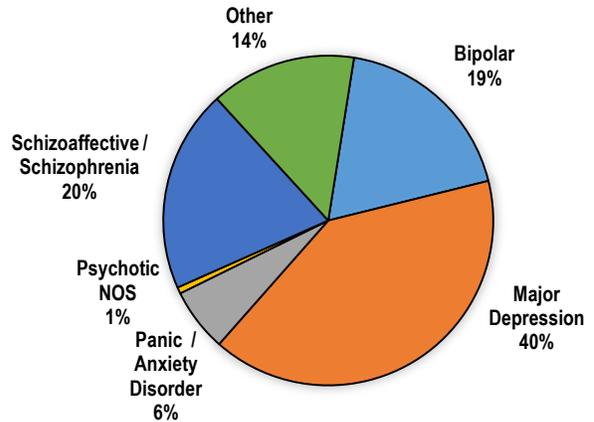
161 Total Participants Served

Female 45%	Male 55%	Co-Occuring Condition 46%
18 – 25 years of age 3%	26 – 55 years of age 74%	Re-Entry Individuals (person with a criminal record conviction) 33%
56 years + 23%		Undomiciled 21%

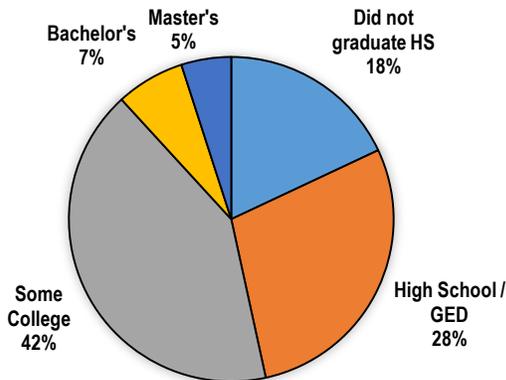
ETHNICITY



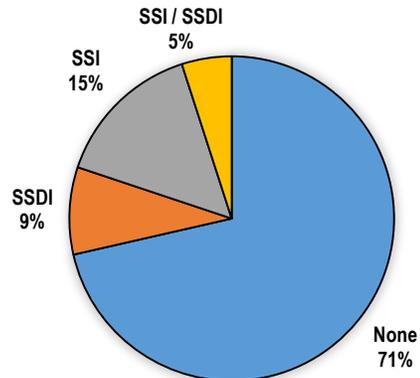
DIAGNOSIS



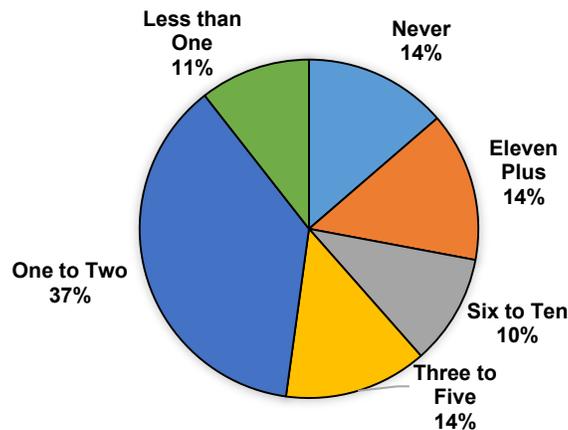
EDUCATION



SSA BENEFITS



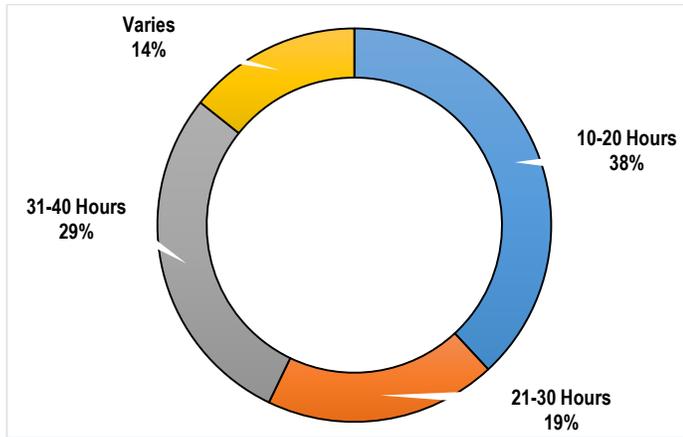
YEARS SINCE LAST WORKED



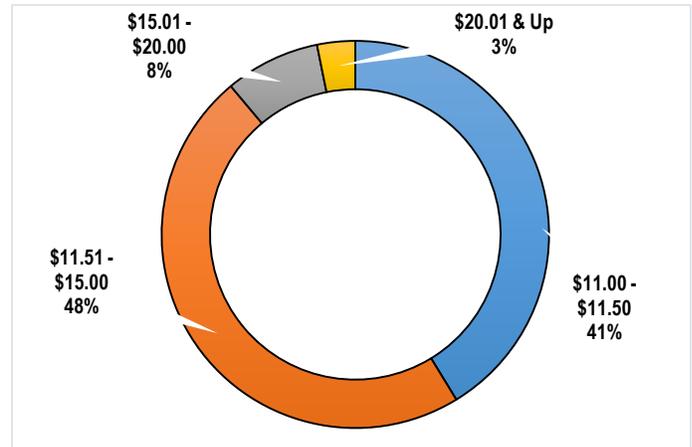
San Diego Employment Solutions FY 2017-2018

63 Participants Placed

HOURS PER WEEK



WAGES PER HOUR



70% (44) of all Placed Participants worked 90 + days

Types of Jobs 2017-2018

Admin Assistant	Deli Worker	Peer Support Specialist
Assistant Professional Support	Dishwasher	Photographer
Behavior Intervention Counselor	Electronic Assembler	Security Guard
Banquet Service	General Labor	Tailoring & Alterations
Bus Operator	Greeter	Taxi Driver
Car Wash Staff	Housekeeper	Tradesman
Caregiver	Janitor	Translator
Cashier	Mess Hall Attendant	Tutor
Customer Service Rep - Grocery	Nail Technician	Team Member, Restaurant
Deli Worker	Office Manager	Telemarketing
Data Collection Clerk	Park Operations	Dog Walker

FY 17-18 SAN DIEGO EMPLOYMENT SOLUTIONS GOALS AND OUTCOMES SUMMARY

Categories of Measure/ Objective	Performance Indicator / Goal	Who Applied to / Time of Measure	Obtained By / Data Source	Actual Performance		Extenuating Circumstances / Plan
				FY 17/18	FY 16/17	
Satisfaction						
High overall client satisfaction with services received at San Diego Employment Solutions:	Strongly Agree/ Agree: 100%	All Clients / Bi-annual surveys provided to clients (Nov/Jun) and quarterly PAG meetings	Administrative Staff, Survey Monkey, and PAG	FY 17/18: 77% Strongly Agree 20% Agree = 97%	FY 16/17 73% Strongly Agree & 20% Agree = 93%	Plan: Keep focus on high-level customer-service. MHS's Customer Service Policy and all survey results will be discussed 2x per year during Staff meetings. New hires will be trained to the agency's standards of customer service and expected outcomes
Access						
Increase integrated treatment efforts	Score of 3 or more on SAMHSA Supported Employment Fidelity Tool Switched to IPS Fidelity Scale per Contract Revisions	All Clients / Monitor daily; report monthly; measure annually	SDES Integrated Treatment Form and IPS Fidelity Rating Tool	FY 17/18 Internal Fidelity Review Score: 1	FY 16/17 Internal Fidelity Review Score: 1	Extenuating Circumstances: Clinics have been augmented with Employment Specialists, making it difficult to integrate SDES employment team within mental health treatment teams.
						Plan: Continue collaborating with community clinics for more integration per fidelity tool requirements with goal of reaching fidelity scale level of 3 minimum. Program will collaborate with clinics to attend at least one treatment team meeting a month to achieve
Efficiency & Efficacy						
Achieve contract obligation of obtaining 77 unique placements per fiscal year	77	All placed clients / Monitor daily; report monthly; measure annually	SDES Access data and Excel Tracking Placements / Employment Specialists report to Administration	FY 17/18 63	FY 16/17 38	Plan: Continue collaborating with employers and strive to place 80% of participants in competitive employment 90-days after enrollment into program for FY18-19.
At least 30% of persons who became competitively employed in prior fiscal year will be competitively employed for at least 25% of the subsequent fiscal year	30%	All Client Placed FY 17-18	Measure annually/ SDES Database	FY 17/18 49% retained, 164% of goal achieved	FY 16/17 51% retained, 171% of goal achieved	Plan: Continue following up with participants to ensure high retention rates even after deactivation from program

**EMPLOYMENT SERVICES & SAN DIEGO EMPLOYMENT SOLUTIONS
RISKS AND ACCESSIBILITY GOALS FY 18/19**

	Program Risk & Accessibility Issues	Action to be taken	Estimated Date of Completion / Actual Date of Completion
Attitudinal <i>(Moderate)</i>	Client stigma: Employers hesitant to work with participants with mental health symptoms	ES & SDES: Continue to have 1 employer per month present to both ES & SDES job seekers at ES about their company. SDES to continue to have employer events at program and invite ES clients as appropriate. ES: Increase debriefing at the monthly employer presentations to address any questions or employer suggestions for accommodations typically requested, for better job performance with employees with mental health conditions	Ongoing FY 18/19
Access/ Architectural <i>(High)</i>	Program integration: Expected to increase fidelity rating for IPS model for Supported Employment	SDES: Pursue an increase to the subcontractor's caseload, and for SDES to be integrated with a large outpatient clinic to increase fidelity with IPS standard in order to have an integrated site with a treatment provider.	June 2019
Communication <i>(High)</i>	Limited input from mental health providers	ES & SDES: Invite mental health staff to attend an employment team meeting to increase referrals and collaboration with referral sources. Request to attend quarterly treatment team meetings at mental health clinics, with dual goal to increase fidelity to IPS Supported Employment model.	Ongoing FY 18/19
Transportation <i>(Low)</i>	Bus pass money not immediately accessible to some job seekers	ES: Pursue mini-grants and donations for daily bus-passes from clients who do not have DOR transportation funds. ES has no petty cash or approval for this budget expense.	Ongoing FY 18-19
Health <i>(Moderate)</i>	More integration with primary care clinics Access for all clients to healthcare through primary care clinics	ES & SDES: Invite staff from a FQHC to attend staff meetings, conduct outreach at FQHCs; attend Annual Integration Summit for Primary Care & Behavioral Health Continue to encourage Hepatitis A vaccines as needed to help control the SD outbreak. Provide resources & posting of services as needed.	December 2018 Ongoing FY 18/19
Financial <i>(High)</i>	Limited donations and funds available, as well as restricted line items and limited budgets for programs' unmet needs, such as updated office equipment. Increase wages/salaries to avoid turnover and have better staff retention	ES: Purchase a new phone system, copy machine and one video camera for client mock interviews ES & SDES: Continue to advocate with funders for increase in budget, based on San Diego and CA minimum wage increases, and explore changes in current staffing patterns while still meeting contract goals and outcomes to facilitate competitive salary increases for staff.	March 2019 Ongoing FY 18/19

**EMPLOYMENT SERVICES & SAN DIEGO EMPLOYMENT SOLUTIONS
AREAS OF RISK FY 18/19**

<u>Areas of Risk</u>	<u>Program</u> 1 -ES 2 -SDES	<u>Risk Occurrence</u> 1-rare 2-unlikely 3-moderate 4-likely 5-almost certain	<u>Risk Impact</u> 1-insignificant 2-minor 3-moderate 4-major 5-catastrophic	<u>Mitigation Plan FY 17/18</u>	<u>Results FY 17/18</u>	<u>Mitigation Plan FY 18/19</u>
<u>Staff turnover</u>	1, 2	3-4	3-4	1, 2 -Increase recruitment opportunities by networking at each event attended by employment specialists 1, 2-Increase retention by advocating for budget increase based on impact of San Diego, California, and federal Exempt and Non-Exempt minimum wage increase on all salaries	1-ES Continued with this focus and goal during meetings throughout 17/18 2- SDES, collaborated with funding source COR approved restructured program staffing to allow for increased wages with static budget	1, 2 - Continue efforts stated
<u>IPS Implementation</u>	1, 2	4-5	3-4	1, 2 - MHS started an "All Employment Specialists" meeting/training to allow other MHS staff to become familiar with ES & SDES and understand the IPS (Individual Placement & Support) best-practice model	1,2 - MHS started an "All Employment Specialists" meeting/training to allow other MHS staff to become familiar with ES & SDES services and potential job opportunities	1, 2 - Continue efforts stated
<u>Referrals</u>	1,2	3-4	3-4	2 – SDES started a waitlist at the end of FY 1718 to target smaller caseloads of 20 clients per Employment Specialist, abiding by IPS model of Supported Employment	1- More program presentations to all referral sources 2 – Referring waitlisted clients to other employment programs who do not have waitlists	1 - Continue to attend SBCM / ACT Meetings and all regional Collaborative meetings 1, 2 - Continue efforts stated
<u>Financial</u> Lack of funding, donations, & corporate reserves for equipment needs: monthly wireless budget for direct staff's laptop & Wi-Fi access at each program site.	1	3	3	1 - Donation requests from various industries where job development was emphasized 1- Reviewed budget for addition of wireless expense for 1 Job Developer 1-Receive available equipment from other programs whenever inventory allows, such as during program transitions	1-No, donations were pursued due to CARF year and moderate staff turnover 1- Mini grant cards were received FY 16/17 used for Target items for job seekers, but no Grant was available for FY 17/18. 1-Budget was reviewed but funds not available per DOR to add phones as it was 3 rd year in a 3-year budget. 1- A computer & a printer was received.	1-Review budget for addition of wireless expense for 1 Job Developer for FY 18/19 & other direct staff for future years. Teach E. Specialist how to use iPhone as a hotspot option when working in the community 1-Work with MHS IT to plan a process and budget to implement Wi-Fi at ES.

EMPLOYMENT SERVICES	SAN DIEGO EMPLOYMENT SOLUTIONS
Short Term Ongoing Goals for 2018- 2019	Short Term Ongoing Goals for 2018-2019
<p data-bbox="142 174 719 233">Long Term Goal: Quality Assurance- Highest Clinical Outcomes</p> <p data-bbox="110 268 695 296">Objective 1: Increase TAY referrals and services</p> <ul data-bbox="110 300 695 359" style="list-style-type: none"> • to meet growing need of this population in our community per BHS and DOR <p data-bbox="110 394 751 478">Objective 2: Improve program outcomes by having every client meet an employer within their first 30-days of Intake</p> <ul data-bbox="110 483 751 730" style="list-style-type: none"> • to get clients on track more quickly in the job search process and enhance competitive placements and outcomes by building momentum during the first month of services • to engender hope for long-term prospects for employment from the start of program participation and help motivate and educate clients about what is expected from an employee 	<p data-bbox="833 174 1409 233">Long Term Goal: Quality Assurance- Highest Clinical Outcomes</p> <p data-bbox="784 268 1360 296">Objective 1: Increase TAY referrals and services</p> <ul data-bbox="784 300 1369 359" style="list-style-type: none"> • to meet growing need of this population in our community per BHS <p data-bbox="784 394 1450 478">Objective 2: Improve program outcomes by having every client meet an employer within their first 30-days of Intake</p> <ul data-bbox="784 483 1450 695" style="list-style-type: none"> • to get clients focused on employment more quickly and abide by Supported Employment tenet of Rapid Job Search • to enhance competitive placements and engender hope for long-term prospects for employment • to enhance program fidelity and meet momentum for clients
Long Term Goals – Ongoing 2017-2020	Long Term Goals – Ongoing 2017-2020
<p data-bbox="126 829 735 919">Goal 1: Diversify Funding/New Business Development- Optimize workforce retention and program resources</p> <p data-bbox="110 951 751 1073">Objective 1: Mitigate financial limitations from program budget by finding alternate or increased funding and resources/ optimizing allocation of budgeted funds in our budget</p> <ul data-bbox="110 1077 743 1224" style="list-style-type: none"> • to maintain qualified staffing and offer competitive wages with cost of living increase allowances • to meet client needs with more community-based service by providing wireless laptop access for all direct staff <p data-bbox="110 1262 751 1318">Objective 2: Discuss/ evaluate positives and negatives of an ES central program site relocation</p> <ul data-bbox="110 1323 703 1442" style="list-style-type: none"> • to mitigate financial risks based on increasing rents • to keep access to main referral source & good transportation 	<p data-bbox="816 829 1425 919">Goal 1: Diversify Funding/New Business Development- Optimize workforce retention and program resources</p> <p data-bbox="784 951 1450 1073">Objective 1: Mitigate financial limitations from program budget by finding alternate or increased funding and resources/ optimizing allocation of budgeted funds in our budget</p> <ul data-bbox="784 1077 1417 1192" style="list-style-type: none"> • to maintain qualified staffing and offer competitive wages with cost of living increase allowances • to provide incentives to employers who hire our consumers
<p data-bbox="159 1446 711 1503">Goal 2: Quality Assurance- Highest Clinical Outcomes</p> <p data-bbox="110 1539 751 1661">Objective 1: Evaluate IPS fidelity to be implemented at ES. Consult with MHS IPS Trainer and other counties using IPS who partner with DOR to evaluate using a DOR & IPS model of service delivery</p> <ul data-bbox="110 1665 751 1896" style="list-style-type: none"> • to continue to have mid-high level of program excellence by having scores of 2-3 or more on all areas, with goal of 4 • to participate in treatment teams or portion of, wherever possible, in order to reach a score of 2 or more on Integration by attending 1 treatment team meeting per quarter and increase to monthly in following 2 years. 	<p data-bbox="841 1446 1393 1503">Goal 2: Quality Assurance- Highest Clinical Outcomes</p> <p data-bbox="784 1539 1450 1623">Objective 1: Evaluate new external IPS fidelity review tool to be conducted by third party, addressing challenge in integration with mental health treatment</p> <ul data-bbox="784 1627 1450 1843" style="list-style-type: none"> • to continue to have highest level of program excellence by having scores of 3 or more on all areas, with goal of 5. • to participate in treatment teams or portion of, wherever possible, to reach a score of 3 or more on Integration by attending 1 treatment team meeting per month.