

GOODWILL INDUSTRIES OF CENTRAL OHIO, INC.

SITE-BASED SERVICES ASSESSMENT REPORT



CQL OVERVIEW

CQL | The Council on Quality and Leadership is dedicated to the definition, measurement, and improvement of personal quality of life. CQL provides accreditation, training, certification, research, and customized consultation services to organizations and systems that share our vision of dignity, opportunity and community for all people.

For 50 years, CQL has taken the leadership initiative in developing progressive measures and indicators of quality in services and supports and personal quality of life outcome measures.

CQL has collaborated with state systems for over four decades to design and deliver statewide quality management models that are person-centered, integrated, evidence-based, focused on capacity building, and accountable.

PROJECT OVERVIEW

The Ohio Department of Developmental Disabilities (DODD) contracted with CQL as a Subject Matter Expert (SME) to work with Goodwill Industries of Central Ohio, Inc. to provide assessment and planning toward the expansion of innovative business strategies.

DODD has provided funding for this project to assist certified providers to transform their organizational structures and service delivery models from facility based to community-based service delivery models, with a focus on supporting the transformation of business practices and financial strategies.

CQL worked with Goodwill through a comprehensive process that included an analysis and assessment Goodwill's current business practices as no current business plan is in place. Understanding that changing an organization's service delivery impacts more than just how they deliver services, CQL assessed the following areas:

- **Organizational Structure and capabilities**
Utilizing industry best practice for community-based day services and community-based supported employment services, an assessment of overall organization structure assists the organization to identify inefficiencies and plan for change.
- **Human Resources**
Review of what specific plans the organization has made for staff recruitment, training and retention.

- **Resource Allocation**
Review to determine financial stability and flexibility with intermittent service provision, review for effective forecasting plans and if planning for proper transformation of resource allocation is in place.
- **Quality Assurance and Enhancement**
Review of what is in place to ensure systems changes will be stable and long lasting as well as inclusion of strategies for monitoring key performance and quality indicators.

ORGANIZATIONAL INFORMATION

Name: Goodwill Industries of Central Ohio Inc

Full Address: 1331 Edgehill Rd Columbus, OH 43212

Phone Number: 614-274-5296

Number of people Supported: 2,600

CEO/Director: Marjorie Pizzuti

Project Contact: Tiffany Martin

Organizational Profile

Goodwill Columbus is the sixth largest nonprofit organization in central Ohio and among the top 50 employers. Each year, we provide 1.6 million hours of training, job placement programs and work programs for individuals with developmental disabilities. Our diverse, mission driven programming ranges from specialized rehabilitation programs to career services and commercial operations – all designed so individuals with disabilities and other barriers can be embraced as valued and dignified members of our community.

Goodwill Columbus has been serving the central Ohio community since 1939 with the mission of transforming lives of individuals with disabilities and other barriers through pathways to independence and the power of work. We offer a diverse set of programs that range from specialized rehabilitation programs to career services and commercial operations, all designed so individuals with disabilities and other barriers can be embraced as valued and dignified members of our community. Services are offered to individuals residing in Franklin and Madison counties.

Goodwill Columbus' Health and Wellness program includes group activities, one on one exercise support, nutritional education, competitive activities and peer support, and assists our participants with their physical health. The Goodwill Art Studio and Gallery is home to an

extensive collection of fine art and crafts created by the artists in our program. For the artists who work here, the studio is a place of self-expression and personal growth. Our Sage Senior Services program is designed to help people expand their horizons and explore rewarding employment opportunities that build self-worth and provide supplemental income. Our Day Services program is designed to empower people to live independently, while getting the most out of their lives. Through our Creative Employment Solutions program we reach out to individuals with developmental disabilities, the majority of whom have been dually diagnosed with a developmental disability and mental illness, to provide adult day support, community integrated work and activity opportunities, vocational habilitation, activity groups and socialization programs, all in a safe, structured and caring environment. In our Young Adult Services program participants are empowered to become more independent, working closely with our dedicated staff members who teach and reinforce daily living skills including self-care, cooking, dishwashing, laundry, and more. Finally, our Workforce Development program provides work readiness training, occupational skills training, career coaching, and case management services.

Most participants we serve across our programs receive services on a daily ongoing basis. Last year our programs served over 2,600 individuals representing more than 1.6 million hours of intensive service.

Some of our accomplishments and outcomes include:

- Workforce Development served 1,032 individuals.
- Workforce Development placed 239 individuals into competitive employment in 2017.
- Goodwill's Day programs served more than 600 people with developmental disabilities and is the most comprehensive in the greater Columbus area.
- Our Art Studio and Gallery served 73 people.
- Health and Wellness served 668.
- Onsite Residence served 24.
- Sage Senior Services served 347.
- Supported Living served 110.
- Creative Employment Solutions served 184.
- Young Adult Services served 144.

ORGANIZATIONAL SELF-ASSESSMENT

Goodwill Columbus' leadership staff chose to apply for this grant because of their clear desire to transform their facility-based services in a sustainable and person directed manner.

Goodwill identified several key areas of opportunity

Goodwill's measurable Transformation Goal: Transition all facility-based, subminimum wage, 14c certificate work to community-based employment by December 2020.

Goodwill Columbus has identified the following as areas of improvement for its WCS program:

1. Learn specific strategies to support people with both mental health and intellectual and developmental disabilities.
2. Obtain assistance to transition from County Board funding to Medicaid payments.
3. Look for a different foundation for community employment programs. The organization defines this as looking at a variety of supported employment philosophies and methodologies to determine the best fit for the people they support.
4. Support to make the 14c work transition.

CURRENT BUSINESS PLAN ASSESSMENT

The organization does not have a current business plan related to services in their WCS program. This assessment will focus on their current business practices as reviewed through policy review and process evaluation.

ASSESSMENT SITE VISIT

CQL conducted an onsite assessment with Goodwill of Columbus staff on April 22-23, 2019. The schedule of this onsite assessment is attached for reference. During this time, many departments and positions within Goodwill were represented. The assessment consisted of policy reviews, topical discussions, focus groups, and a staff training survey.

Philosophy

One activity during the onsite visit was a facilitated discussion regarding the organization's philosophy around work. Currently people are required to pass a Success Factors assessment that discusses stamina, dress, timeliness and where they are on the path to employment.

Recommendations:

The organization is encouraged to move away from the philosophy that people need to prove their ability to work, to a belief and acknowledgement that people can be supported to work as long as they have the desire and motivation to work.

Organizational Structure

Currently, the organization is compartmentalized into multiple departments under the Senior Vice President of Mission and Strategy. The organization identified some areas of opportunity to eliminate programmatic silos and better integrate its Workforce Development department and their WCS department. Currently, the Workforce Development department helps people obtain and maintain employment in the community and operates independently of the WCS department, which supports people in the Goodwill sheltered workshop. Previous technical assistance support has helped the Workforce development program in providing training and support around best practice in community-based employment.

Recommendations:

The organization is encouraged to eliminate programmatic silos, integrating their site based and community-based work programs. This will allow for people supported in the site-based 14c department to benefit from support provided by skilled community-based providers already employed by the organization.

Business Engagement

The organization currently has a business advisory committee that the organization stated isn't functioning to its full potential. The organization has an advantage in the area that they have the structure to effectively utilize the business community in supporting their transformation. The organization doesn't currently integrate their marketing, fund raising and job development efforts. Combining these efforts will prove beneficial to the organization by maximizing community contacts and coordinating efforts to eliminate duplicate work. The organization also identified that they currently do not maximize their value-added efforts. Value-added efforts are essential in developing partnerships with the community.

Recommendations:

Develop a Business Engagement plan that details and coordinates all community engagement efforts. Develop an interagency development team that works together to increase community engagement and eliminates duplicate efforts in connecting community members to the mission of Goodwill Columbus.

Discovery and Assessment

The organization currently uses an assessment called the Success Factors assessment to determine whether people are ready for employment. After review of this form along with discussion with the staff, it would appear this form is used to determine perceived employability. The organization does not currently keep any data on the percentage of people who pass this assessment and move on to community employment. They assume that this number is low.

Recommendations:

The organization is encouraged to use assessments as a means to identify support needs and not as a gatekeeper. This area is strongly aligned with the philosophy that people should be seen as able to work and then the discovery process or other planning and evaluation system is used to identify people's unique skills, abilities and interest.

Communication/ Marketing plan

There is currently no communication plan to effectively share values, action plans, and address objections.

Recommendations:

The organization is encouraged to develop a written communication plan to use during this transformation process. Effective communication requires that the organization address a variety of areas when developing this plan. The organization should identify the most appropriate person to deliver each message. For example, it's important that a champion self-advocate assist in the delivery of information to family members and other people supported. This will allow the person to give personal experience and increase people's receptiveness to the message. Another aspect that the organization needs to address is who are the people that need to hear each message. Essential people to hear messages associated with this transformation are employees, people supported, funding sources, case managers, guardians, family members, board members, community members, school personnel and others with a connection to the organization

The delivery method of the communication is essential in making sure that the message is received in a manner that it is intended. The delivery method chosen must suit the circumstances and the needs of both the sender and the receiver. Utilizing a variety of methods and mediums is most effective.

SELF-ADVOCATE FOCUS GROUP SUMMARY

Focus groups were held with self-advocates supported by Goodwill of Columbus, Ohio on April 22 and 23, 2019. There were two sessions to accommodate for the different shifts that people work. Nineteen people supported by the organization participated in the focus group activity. Members of the groups had received services from the organization for periods ranging from about two months to about seven years. All the people participating receive WCS support from the organization. Below are the questions and responses:

What is one thing you value about this organization, that you hope will never change?

- I enjoy hanging clothes up and working in the kitchen.
- I like that they showed me how to work in the waffles kitchen and I was able to do it.
- I get what I need to be successful here.
- I am proud that I graduated from Project Stir.
- I like that I am paid by the hour.
- I am proud that I get paid when I work here.
- We have the best staff.
- I like making money.
- I enjoy that I get to make new friends.
- I really enjoy having the sensory room available.
- I like the options that I have when I work here.

If you could make one change to make this a better organization, what would you do?

- I want to make more money.
- I need to learn to read and write to get a job.
- I want to prove to them that I can work.
- I want people to see that I am not violent. I am a new person.
- I would help everyone to get jobs outside of here.
- They should hire more staff and pay staff better
- Hire more hardworking staff.
- Make staff more accountable.
- Get people working in the community garden.
- Help us learn life skills.
- Ask us what we want to do.
- Encourage people to use their imagination.
- Give us benefits like sick days, holidays and vacation.
- No more physical interventions.
- Change the dress code and enforce a dress code for staff.

- We want name tags with our picture on them.
- People supported should have potlucks too.
- Open the kitchen again so we can have a cafeteria.
- Bring in food trucks.
- More parties with ice cream.
- Buy more supplies for the workshop.
- Put an arcade in here.
- Add a swing to the sensory room.

What is your impression of your staff and how they carry out their duties?

- Staff does a good job.
- I like all my staff.
- I wish they were more accountable.
- They need more training.
- They need to learn more about how to work with someone with Autism.

If you were the leader, what is the first thing you would do?

- Make sure there are more things to do.
- We want to try more things to do.
- We would like to do more in the area of construction work.
- Buy a soda stream.

Recommendations:

The organization is encouraged to increase the variety of opportunities for the people they support and branch outside of the retail and food industries. They are also encouraged to include the people they support in planning, evaluating and developing programs. Ongoing input from people supported will assist in the continued success of the transformation project. It is also recommended that the organization modify its current recruitment, training and retaining programs to include input from people supported. The focus group participants were insightful, dedicated and committed to the continued success of Goodwill Columbus.

STAFF FOCUS GROUP SUMMARY

Focus groups were held with direct support staff employed by Goodwill of Columbus, Ohio on April 22 and 23, 2019. There were two sessions to accommodate for the different shifts that people work. There were sixteen people in total employed by the organization who participated in these groups. People participating had worked for the organization for periods ranging from about one month to twenty-five years. No supervisors were present for these focus groups. Below are the questions and responses:

What is one thing you value about this organization. that you hope will never change?

- I love the diversity of the organization.
- I was attracted to the organization's mission.
- I enjoy working with the people we support here.
- We have a great team here. The best I have ever worked with.
- The organization helps people in a lot of different ways.
- I enjoy making a difference in the lives of others.
- I enjoy the positivity.
- It feels like I am part of a family here.
- Management is very helpful
- I love that they offer different hours.
- I like the recognition.
- Tiffany is an amazing person.
- The impact award is inspiring.
- The organization has taken positive steps to recognize others.
- The increased square footage in the warehouse has really helped.
- I enjoy the structure of the workshop.
- Every day of work is different, and I like that.
- We are encouraged to think outside the box.
- Great teamwork.

What are some advantages this organization has in this transformation process?

- We have a lot of positive community connections.
- The workforce development department his highly skilled.
- We are willing to try new things even if it seems like they won't work.
- We don't give up on people who have more challenges.
- We give people plenty of chances.

What things worry you about the transformation?

- I worry about the profitability of the organization, and if we will be profitable after the change.
- Will Goodwill stop providing services?
- Do we have enough training and internal competencies to make the change?
- How will the people we support react, and will they get enough support for their behavioral barriers?
- Will people get fired?
- What will jobs look like for people?
- I am worried we will fail.
- I am worried the process is too slow.
- We need more of a direct vision of how this will look.
- We haven't seen a lot of success in people getting jobs in the community.

If you could make one change to make this a better organization, what would you do?

- Clarify job duties more.
- More paid mental health days.
- Allow staff to leave for lunch.
- Change the worker's comp policies.
- Be more lenient with medical time off.
- Start the transformation now.
- More training on how to develop a curriculum.
- Latasha's training is not effective.
- We shouldn't be focusing on teaching people to count to 10.
- More structured training.
- On the job, training checklists need to be revived.
- Communication is good, but there is no follow through.
- We don't have a voice on committees and no sense of shared leadership.
- People have switched around a lot, and we are not given proper notice to prepare.
- Change it so that it is less of a top down organization.
- I would work to decrease turnover.
- Raise wages.
- Make sure that new employees have an effective, realistic job preview.
- Increase the options for person centered planning.

Recommendations:

The organization is encouraged to include direct support staff in more areas to increase shared leadership concepts and to develop a realistic job preview so that new employees are better prepared for the conditions and skills needed to be successful in the job. This will decrease some of the turnover that occurs before 3 months of employment. The organization is strongly encouraged to increase customized employment trainings for the staff working in site-based services as well as community-based employment so that transition to community employment is more seamless and cohesive.

STAFF TRAINING AND SUPPORT EVALUATION

Staff Community Integrated Employment Competencies Survey Results

Goodwill Columbus was provided with an online survey that was developed using APSE's Supported Employment Competencies document (<https://www.apse.org/wp-content/uploads/2014/01/APSE-Supported-Employment-Competencies11.pdf>)

35 staff completed the survey with an average years of experience of 8.54 years.

The staff completed an extensive survey scoring their competencies in each area based on a scale of 1-5. The highest areas average scores were still in the limited knowledge range showing the need for the organization to increase overall competency through training and mentoring. Integrating the organization's community based employment department with the WCS program will help this some however it is recommended that a specific training and mentoring program be developed utilizing outside resources as available.

More data can be accessed at the following link <https://www.surveymonkey.com/results/SM-3GXHZSF3V/>

10 Highest Competency areas based on a 5 point scale:

- Rights and responsibilities of individuals in supported employment ... **2.3333**
- Identify how support strategies can enhance or detract from the image of a worker with a disability ... **2**
- Discuss the benefits of integration at the workplace for people with disabilities ... **2.083**
- Informed choice, self-determination, and active participation throughout the employment process ... **2.083**
- Encourage the active participation and decision making of the person served in the career planning process ... **2**
- Observe the individual in his or her current daily routines and environments. f) explore nonwork needs that may impact the achievement and maintenance of employment outcomes ... **2**
- How to handle job stress and burnout ... **2**

- How to support people with mental illness ... **2.2222**
- How to support people with physical disabilities ... **2**
- Roles and responsibilities of employment specialists, families and friends, and employers in providing and facilitating supported employment opportunities ... **2.083**

10 Lowest Competency area based on a 5 point scale:

- Develop a viable Employer Advisory Committee ... **0.66667**
- Develop a system for compiling and organizing information on businesses ... **0.75**
- Maintain updated information on new area businesses, type of jobs available, and locations of job sites within the community ... **0.8333**
- Analyze the gathered information to identify trends in the local job market ... **0.8333**
- Work incentive provisions available to employers for hiring employees with disabilities, including: Work Opportunity Tax Credit, Arc Wage Reimbursement Program, Disabled Access Tax Credit, Architecture/Transportation Tax Deduction, VR On-the-Job Training Wage ... **0.83333**
- How to close employer contact meetings that result in a job or interview offer ... **0.83333**
- Understand methods of reinforcement procedures, including DRO, DRI, DRL and Alt-R. Stabilization ... **0.6667**
- Write a PASS plan ... **0.3333**
- Apply for an IRWE ... **0.333**
- Strategies for human resource practices that promote and reward integrated employment outcomes ... **0.75**

Recommendations:

The organization is encouraged to provide additional training to staff on the topics or work incentives, including PASS plans and IRWEs. The organization is highly encouraged to increase training in the area of on-the-job supports, including systematic instruction. An integrated training and mentoring plan is highly needed maximizing internal competencies and identifying areas where external support and training is needed.

RECOMMENDATIONS

1. Organizational structure and resources

- a. Better align the services of the workshop with community-based employment, drawing on the expertise of staff in the community-based employment programs to facilitate a smooth transition into community employment for people.
- b. Complete a full evaluation of current buildings, vehicles, and tools. This would include computer hardware and software, meeting spaces and transportation options.
- c. Integrate business development activities across departments including marketing, fund raising and community employment.
- d. Develop a system to identify Waiver funding opportunities and take advantage of braided funding from a variety of sources.
- e. Invest in a Computer Information System that allows program metrics to be tracked along with employer contacts.

2. Staff development

- a. Highly recommend Individual Placement and Support (ipsworks.org) training for staff.
- b. Research and implement Group Discovery (Griffin Hammis and Associates) in day and group employment settings. (resources have been uploaded into Goodwill's One Drive folder)
- c. Train all staff on Discovery.
- d. Enhance the onboarding and on-the-job training to include minimum staff competencies around community employment
- e. Train current staff and leadership in customized employment principles and techniques.
- f. Develop transition plans for staff to decrease anxiety and increase career development opportunities.
- g. Train all staff about business networking.

3. Transformation Plan

- a. Develop a Communication Plan around the end to 14c and transformation into community-based employment
- b. Develop a funding structure transition plan that assists the organization in taking advantage of all funding sources and transitions them to Waiver funding.
- c. Evaluate the organization's capacity for technology utilization.
- d. Identify anticipated barriers to transformation in order to plan for these.

4. Person-Centered Planning and Assessment

- a. Evaluate and adjust the current intake and assessment process. Ensure that this process evaluates support needs and desires around employment and leads to increased employment outcomes.
- b. Develop employment first policies and procedures that detail the organization's commitment to employment first.
- c. Develop a system to group people in group-based services in a more meaningful way according to employment interests. This will allow for increased usage of informational interviews to develop skills and interests.

5. Data and Documentation

- a. Identify Key Performance Indicators for the transformation
- b. Research and implement a data collection system that includes identified Key program performance indicators including employer contacts.
- c. Develop a transformation specific plan to monitor and assess data in a meaningful way to inform programmatic decisions.

Conclusion

Goodwill of Central Ohio Inc has worked tirelessly towards creating internal systems that enhance the lives of the people they support. Their dedication to best practice and innovative solutions is commendable. With areas of high internal competence as well as a willingness to research and include external supports as needed, Goodwill of Central Ohio is well positioned to excel in their transformation journey.

Next steps of this Transformation Project will include developing a comprehensive business plan that identifies key action steps, available resources, possible barriers as well as identifies action leaders to ensure steady progress towards the goal of transforming site based subminimum wage jobs into community employment opportunities for people. Goodwill's consultant Lauren Edwards of Next Step Consulting Services will provide additional resources to create a functional business plan that will assist Goodwill Columbus in moving forward with the transformation process.