GOODWILL COLUMBUS

WORK & COMMUNITY SERVICES

Innovative Business Strategies Grant 2019

- Sheltered workshop in Groveport Ohio

- Provides Voc Hab and Day Services

- Specialize in high behavioral challenges and dual-diagnosed mental health

- Serve 175 people / 2 shifts

- 30% individuals served live at the Developmental Center

- Have reduced 14C work by 71%, will phase out all 14c work by 12/2020

Work & Community Services

Identified Areas of Improvement

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.

CQL - The Council on Quality & Leadership

CQL assists communities, systems and organizations to help people discover and define their own quality of life, measure personal quality of life for individuals, organizations and systems and improve the quality of life for people with disabilities, people with mental illness and older adults — and the people, organizations and communities that support them.

Assessment

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.

Assessment consisted of:

- Policy reviews
- Topical discussions
- Focus groups (Staff & Individuals served)
- Staff training survey

Assessment Recommendations:

- **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.

Assessment Recommendations:

- **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.

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.

Assessment Recommendations:

- **Business Engagement**

- The organization currently has a business advisory committee that the organization stated isn't functioning to its full potential.

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.

Assessment Recommendations:

- **Discovery and Assessment**

- The organization currently uses an assessment called the Success Factors assessment to determine whether people are ready for employment.

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.

Assessment Recommendations:

- **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.

Business Plan Contents:

- **Vision of Transformation**
- **Company History/ Programs**
- **Executive Summary**
- **Market Research and Competition**

- **Programmatic Changes/ Strengths, Weaknesses & Opportunities**

  Job Placement Model

  Transition to Medicaid

  Assessments

  Resources & Collaborations

  Communication

  Staffing Plan

  Ongoing Assessment

  Key Performance Indicators Plan

  Financial Forecasting

Business Plan Contents:

Future Concepts

Technology

Transitional Youth

Growth

Business Plan Contents:

Project Monitoring

Risk Management

Change Management Process

Success Statement(s)

The transformation plan will be a success when people that Goodwill supports are able to choose where they work after proper education exposure and experience have been provided.

When the use of subminimum wages under the 14c certificate has been eliminated and people are working in integrated employment settings.

Vision of the Transformation Philosophy

- 100% inclusion, the core belief that that all persons with a disability, who want to work, can work at competitive jobs in the community and that everyone should be provided the appropriate supports for this opportunity.

- You are ready to work, just as you are- zero exclusion, the core belief that that all persons with a disability, who want to work, can work at competitive jobs in the community and that no one should be excluded from this opportunity.

- Competitive Employment is the goal, competitive employment is defined as paying at least minimum wage and equal to the pay of those employees without disabilities who are performing the same work. Jobs are based in community settings alongside others without disabilities.

Business Plan:

Work looks different for everyone.

Person-Centered Services, services are based on people's preferences and choices, rather than providers' judgments. People's preferences help determine the type of job that is sought, and the nature of support provided by the employment specialist and team.

Choice Focused Programming, individuals with disabilities should have control over their own day, including which job, educational and leisure activities they pursue

Business Plan Documents:

Competitive Analysis Form/ Research

Communication Plan

Project Monitoring Form

Overview of Process

Stakeholder Committee

Timeline:

- Phase One: Planning and Initiation; August-November 2019
- Phase Two: Project Definition and Planning; August-October 2019
- Phase Three: Launch of Execution; September 2019 - June 2020 (and beyond)
- Phase Four: Project Performance & Control; November 2019 - January 2020
- Phase Five: Project Continues/2nd Shift Execution/Transition to Medicaid; October 2019 - June 2020 (and beyond)

Roadmap

WCS Transformation Timeline

	Q3 2019									Q4 2019											
	July			August			September			October			November			December			January		

PHASE ONE — *Planning and Initiation*
- Business Innovations Grant Roadmap Due 7/30
- Research Job Placement Models
- Create Project Timeline
- IPS Training/Management Staff

PHASE TWO — *Project Definition and Planning*
- Evaluate process for Benefits Counseling
- Create Budget Model
- Evaluate Assessment Models
- Create Discovery and Assessment Procedures
- Creation of Handbook & P&P for Day Programming
- Create Communication Plan
- Create New Table of Organization
- Create New Job Descriptions

PHASE THREE — *Launch of Execution*
- Evaluate peoples path to employment
- Provide Benefits Counseling to Current People
- Train on Day Programming Handbook & P&P
- Train on Data Management
- Implement Data Collection
- Transition POD 1
- Transition POD 2
- Transition POD 3
- Transition POD 4 & RWGJ Second shift transition by 12/31/2020
- ACTIVE CBDG STARTED July 1
- CBDG START #3
- CBDG START #4
- CBDG START #5
- CBDG START #6
- CBDG START #7
- Create Staff Training on Discovery and Assessments
- Create Training on New Day Programming Model

PHASE FOUR — *Project Performance & Control*
- Determine KPI's for the Program
- Access Data Management Needs
- Set up data management system

PHASE FIVE — *Project Continues/ and Shift Execution / Transition to Medicaid*
- Access Medicaid Billing Gaps & Needs
- Create a Timeline to execute medicaid best practices
- Execute Medicaid Best Practices Procedures
- Create Transition Plan for 2nd Shift
- Model Medicaid Transition
- Voc Hab Service model ends - new service model begins 3/1
- Create Medicaid Transition Timeline
- Subminimum wage for 1st shift ends 3/1 - 2nd Shift ends 12/31/2020

Transformation Update

Management and Job Coach trained IPS (Individual Placement & Supports)	**Financial Forecasting**	**Transitioning current work "pods"**	**Transitioned jobs to minimum wage +**
Increased mobile work crews, integrated work opportunities in retail and janitorial	**Developing relationships with employers**	**Onsite private company/ paid training- Lopaus Point Waffles**	**Vocational Habilitation/ Life skills Curriculum**
Mental Health Counseling/ Emotion Regulation at work	**Increase outings/ focused on "work"**	**Communication Plan created** • CEO Columbus article/ Social Media articles/ Having the discussion	**Marketing/Communication Card for community**

Transformation Update

Benefits Counseling Offered

Accessing income and 50% rule

Exploring opportunities to transition youth from high school programs to Voc Hab to Employment

Creating new handbook/ policies & procedures

Community-Based programming for Day Program

Cultural shift

Strategic Planning

- **One Front Door**
- **Restructuring Mission Services to provide optimum choice**
- **Workforce Development**
- **The Community Experience- Community-Based Day Programming**

Individual Placement & Support (IPS)

- **Individual Placement and Support (IPS) is a model of supported employment for people with serious mental illness. IPS supported employment helps people living with behavioral health conditions work at regular jobs of their choosing. Although variations of supported employment exist, IPS refers to the evidence-based practice of supported employment. Mainstream education and technical training are included as ways to advance career paths.**

TRANSFORMATION TEAM

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Columbus

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