



Day & Employment Services

Project Transformation Comprehensive Plan

6/17/15

Introduction

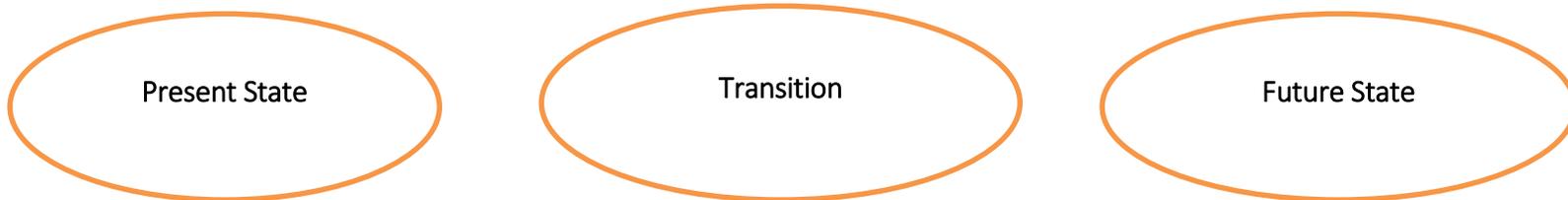
Several emerging national/state trends and regulations are providing opportunities for governmental, non-profit, and for-profit organizations to change the ways that services for people with disabilities receive services in Ohio.

The Ohio Department of Developmental Disabilities (DODD) initiated a collaborative effort with several Providers of services to work with national consultants to develop and submit a comprehensive transition plan to create a new service delivery model which incorporates the national/state changes to better serve individuals with disabilities.

Under a grant awarded to ViaQuest Day Services (VDS), technical assistance has been provided by DODD assigned subject matter experts, TransCen Inc. to develop implementation plans to transform segregated employment settings to integrated settings using fiscally sustainable methods. The enclosed ViaQuest plan will provide the foundation which will require adjustments as the state DODD system changes are approved at the federal and state level.

VDS has developed a comprehensive transformation plan which is focused on the following definition:

Transformation planning is a process of developing a [strategic] plan for modifying an enterprise's business processes through the modification of policies, procedures, and processes to move the organization from an "as is" state to a "to be" state.



The enclosed comprehensive transformation plan incorporates these three areas into the model ViaQuest Day & Employment Services will achieve over the next few years. The plan will require all stakeholders to let go of existing behaviors and attitudes and move to new behaviors and attitudes that achieve and sustain the desired business outcomes. Through these efforts, ViaQuest will continue to be the **Provider of Choice**.

PRESENT STATE

Overview of ViaQuest Day & Employment Services

ViaQuest Day Services (VDS), formerly known as Quest for Independence opened its doors in October of 2006 to provide day array programs and employment services to individuals with developmental disabilities. Some participants had been on waiting lists, others had been dismissed from programs because of behavioral issues, still others were bored or under stimulated by their employment or day array settings- we designed our program around the needs of these individuals. We provide a structured and stimulating environment, complete with educational opportunities and community outings.

ViaQuest Day Services accepts individuals in Ohio who receive a Level One or Individual Options Waiver, ICF/MR residential services, or other county board of DD services. We also accept individuals who are transitioning from special education programs to the adult system.

Our diverse employment and day array programs gives the opportunity for each individual with a developmental disability to lead a more fulfilling life. VDS offers community integration through fun and exciting social events, as well as job opportunities that earn the individual at least minimum wage.

Any person coming to ViaQuest Day Services can work a few hours a week while taking advantage of a menu of community and social events to make their day fun, exciting and provide opportunities to make friends and lasting friendships. If an individual would rather work on employment skills, VDS offers opportunities in our program locations as well as in the community to learn new skills and practice skills you have while earning a paycheck. That hard work could pay off by earning a space on one of our work crews or perhaps a job working for a different company, all the while ViaQuest Day Services is providing encouragement and support for the individual's success. In 2014, VDS began serving individuals using funding resources made available from Opportunities for Ohioans with Disabilities, the state vocational rehabilitation agency to assist individuals reach their employment dreams. ViaQuest Day Services now has another division within VDS which focuses on employment services.

Accreditation

ViaQuest Day Services is certified by the Ohio Department of Developmental Disabilities to receive payment for services delivered. The local monitoring authority is the County Board of DD. In addition, we are CARF accredited for community integration programs. Our sister companies, ViaQuest HealthCare Central and ViaQuest Psychiatric & Behavioral Solutions, also boast CARF accreditations for their respective programs.

Current Model of Service

ViaQuest Day and Employment Services operate our current model of service focused on several key elements:

- Adult Day Support Services
- Vocational Training
- Community Integration
- Transportation Services
- Client Advocacy

Adult Day Support Services:

Within these services, VDS provides customized and structured curricula for individuals throughout the day. Services are provided in group and/or independent activities. Based on our customer's desires, services are focused on computer training, arts/crafts, cooking classes, and money basics. In addition, a variety of opportunities are provided which focus on fitness/exercise, personal and dental hygiene, medication management, as well as wellness assessments and group or individual counseling sessions.

Vocational Training:

Services within VDS are designed to teach and reinforce habilitation concepts related to work including responsibility, attendance, task completion, problem solving, social interaction, motor skill development, and safety. It is our expectation that the vocational habilitation offered will result in an individuals' employment in an integrated community setting. Here are the steps individuals undergo to achieve employment goals:

- Assessments
- Developing a plan of instruction and support inclusive of task analysis.
- Supporting and training on the use of public/institutionalized transportation services.
- Providing services and training with problem solving and meeting job expectations.
- Assisting the individual to use natural supports and generic community resources.
- Providing training to: maintain current skills, enhance personal hygiene, learn new work skills, attain self-determination goals, improve social skills, and modify behavior that can interfere with work, etc.
- Develop and implement plans to transition into competitive employment that emphasizes natural supports.
- Job development services are provided for those individuals seeking community employment.
- Once the individual is placed into a job, job coaching services are provided to assimilate the individual to the employer and job duties they will perform.

GEARS Program (Gain Employment And Retention Skills)

Within the vocational programming at ViaQuest, a program called GEARS was developed in response to individual's needs. GEARS provides the opportunity for individuals to work with professional vocational coordinators, job coaches and job developers to further each participant's personal progress toward gainful employment, while continuing to actively engage in meaningful adult social and recreational activities.

The GEARS program is designed with two key components. A weekly one-hour individualized program and a monthly group session. The weekly program is laid out in three phases; assessment, pre-employment, and job development. These phases are designed to move a job seeker quickly and efficiently through the pre-employment stage and move into job acquisition. Assessments and pre-employment phases are designed to assist the job coach in tailoring a customized individual Work Plan (IWP), not to set up criteria which need to be met before job development can begin. The monthly session is a rotating set of sessions based on community involvement with ViaQuest Partner Businesses. Those monthly sessions include; industry speaker events, industry tours, HR development days, and benefit planning information sessions.

Employment Training Crews:

Individuals desiring to gain work experience are often given an opportunity to generate wages (at least minimum wage) paid by ViaQuest through revenue producing contracts. These work opportunities are considered training crews and individuals work up to 3 hours per day. Work assignments can be completed within our facilities or at our customer's place of business. Our training crews are stepping stones to supported employment.

Wages paid to individuals are associated with skill development or skill maintenance. The individual's skill set is not where it needs to be in order to gain or maintain competitive employment.

Community Activities:

The ViaQuest Day & Employment Services programming includes a host of off-site opportunities for individuals to participate in community activities. Each month a calendar is developed with individuals input and arrangements are made to attend the many activities. From bowling, visits to grocery stores, public libraries, art exhibits, fire stations, parks, zoos, etc., individuals are encouraged to be involved.

Transportation Services:

ViaQuest knows that transportation is a major concern for many parents/guardians and individuals. Therefore, ViaQuest provides pick-up and drop-off services door-to-door for participants in full-size or accessible vans. Our vehicles are equipped with push-to-talk phones and GPS tracking systems to transport individuals efficiently and safely.

Client Advocacy:

ViaQuest Day & Employment Services provides a foundational pillar to empower adults with disabilities to live their best lives while achieving optimum health and independence. At ViaQuest, we provide opportunities for individuals and family members to have a voice outside day services. Through the ViaQuest Foundation, individuals and family members have direct access to an independent advocate.

Future State

Transforming the current ViaQuest Day and Employment Services to a new service delivery model which focuses on community integration and employment has been initiated where possible within the current program. During the fall of 2014, a series of internal meetings were held to develop a framework on the process to get to our goal and align our services with the anticipated changes within the DODD system.

From January 2015 through the end of May 2015, these sub-committees (Programming Services, Public Relations & Marketing, and Administration) worked to develop a framework with recommendations for the new model to deliver day and employment services in accordance with current regulations and with changes to the current system in mind. As changes occur within the DODD system, ViaQuest will review practices/policies and adjust our programs to reflect these changes.

Some of the changes we identify in the transformation process will be termed “low hanging fruit” or items that will take little effort to change and can be integrated into the existing model of service delivery. Others will be more complex and need time to implement for various reasons or they will be dependent on changes in the DODD regulations/funding.

Based on recommendations we receive from the three sub-committees and decisions we make, VDS will then begin to identify the tools needed, technology available and needed, and reward systems (if any), as well as the training needed to implement the recommendations for a new model of day and employment services. We expect to begin making changes to our model of service delivery in 2015 and remain committed to be in full compliance at all times during the transition period. Therefore, until certain regulations and funding systems change, VDS will hold off implementing portions of our plan. We anticipate on migrating our current programming services to the new model as DODD regulations change.

ViaQuest Day Services Short and Long-term Goals

Short-term Goals:

1. Short-term goal: Examine current regulations, funding, policies and procedures and begin to modify ViaQuest policies/procedures to remain in compliance with current administrative regulations but move VDS closer toward programming services which stress community integration and employment. These activities will occur in 2015/2016 and VDS will modify and add additional information to track and measure outcomes and achievements.
 - Community activities and outings will include a vocational component for each individual according to an individuals goals. For instance, a group or an individual will travel to a mall. They will have opportunities to shop but one or several pre-scheduled meetings

with various store managers will be set so the store manager can discuss the types of jobs they offer, the expectations of their employees, the work environment, etc. ViaQuest staff will document individual's interest in this profession, work on pre-determined goals such as social behavior, etc. during these outings.

- Based on an individual's Positive Personal Profile, specific work experiences will be developed to build upon an individual's goals. Potentially, a community-based assessment (CBA) might be scheduled with an employer that matches an individual's employment goal. The CBA will help the individual experience a work opportunity and documentation will be gathered as to their strengths, weaknesses, abilities, etc. so further personal development can be pursued.
- If an individual is not interested in employment currently, goals with appropriate programming will be delivered to the individual to foster greater independence, skills, and knowledge so they can be involved in their community as they desire.

2. Short-term goal: In 2015/2016, review current brochures, website and modify the contents to reflect our current services as well as our intended future changes toward integrated day and employment services.

- Explore utilizing the VDS website and/or new technologies to keep our customers informed on changes and other pertinent information.
- Examine ways to improve outreach efforts to families.
- VDS will continue to build our relationships with employers. Continuing to develop partnerships with the business community will be a key factor in our future success of placing persons with disabilities into competitive jobs. In addition, we will explore a name change from ViaQuest Day Services to more accurately reflect our new business model.

3. Short-term goal: During 2015/2016, examine how shifting our day services to a more community-based and employment focused model will impact areas of our business including; buildings, vehicles, human resources, budgetary/financials and information technology. VDS is faced with needing to address some of these areas such as building leases in 2015 because leases are often signed for multiple years and changes can be costly. VDS will move an office in July 2015 which takes into consideration a new model of service delivery. In November 2015, a second office will be moved with a new model of service delivery being used.

VDS is exploring and making internal recommendations on our staffing levels, modifying position descriptions and examining our organizational structure to support our current service delivery system as well as our future anticipated system. However, changes will be implemented as DODD regulations and funding systems change. No specific goals have been set in this area at this time.

Programmatic Goals:

1. ViaQuest will expand our number of employer partnership agreements by 5% in 2015 and increase the available jobs database within the employer partnership agreements by 6% in 2015, 6% in 2016, 8% in 2017.
2. VDS will train 100% of the employment staff on critical areas of job coaching and job development. The day services staff will receive additional Employment First and employment related training in 2015/2016.
3. VDS will increase the number of persons placed into competitive employment settings. In 2016, job placements are estimated to increase 15% and another 20% in 2017 from the previous year's number of job placements.
4. Average hourly wages of persons employed through ViaQuest services are projected to be \$10.13 in 2015, with a 3% increase in 2016 over the average wage in 2015, and a 4% increase in average wages in 2017 over 2016.
5. Average hours worked per week of persons employed through ViaQuest services will be 30 in 2015, 32 in 2016, and 35 in 2017.
6. ViaQuest will maintain a database of the types of jobs and industries persons are placed into jobs and use the information to track, report and further develop employment services and programming.
7. ViaQuest will develop, implement, and monitor a customer satisfaction system (Quality of Life Survey) in 2015 and attain an average rating of 85% on individual's satisfaction with their employment services experience with ViaQuest.

Long-term Goals:

1. Long-term goal: Implement changes to policies and procedures to reflect a new service delivery system which focuses on person-centered planning, community integration and employment as regulations and funding formulas change. ViaQuest will examine ways to incorporate new services and functions into our business model including: informed choice process, employment navigation, supported employment-individual, integrated pre-vocational skill building, integrated community supports and possibly supported employment-small groups.
2. Long-term goal: From 2016 onward, VDS will modify materials to reflect DODD systems changes which provide opportunities for VDS to fully move toward community integrated programming with an emphasis on employment. Using electronic media to provide information to our customers on services offered, outcomes achieved, etc. will be a desired outcome as we move forward.
3. Long-term goal: The buildings, vehicles, human resources, budgetary/financials and information technology areas of our business will require reviews and changes as the DODD regulations and funding re-design changes occur in 2016 and beyond. DODD regulations and systems changes will greatly impact many of these areas. As a business, we need to be involved with those discussions and have opportunities for input to make the service delivery model work as intended.

As for our buildings and leases, ViaQuest has a huge investment in properties and leases which often are 5-7 year commitments. Through the anticipated changes to Ohio's integrated day array services, VDS anticipates on seeing our building occupancy rates change as the new regulations are implemented.

Currently, individuals in our day programming receive services 70% of the time within our facility walls and the remaining 30% in the community through activities. During 2015, we are shifting the ratio to 60% of the time within our facility walls and 40% within the community. The 40% of out-of-our-facility activities is also shifting toward community integrated opportunities that allow individuals to work on employment, independence and social skills.

By July 1, 2016, new waiver recipients will fully be engaged in integrated community supports such as; identifying interests, preferences and support needs; participation in community activities; opportunities for development of social skills; join and/or support community organizations; travel training; volunteering; money management/budgeting; activities to build social capital; peer support and mentorship; problem-solving supports; assistance in developing and maintaining meaningful social life/relationships; supports participation that build self-advocacy skills.

For those individuals in our existing day services programming, they will be afforded the opportunity to transition to the new model by as set by the Department of Developmental Disabilities regulations and system. During this time, ViaQuest will work with participants to shift them toward integrated community supports in accordance with their personal goals.

VDS anticipates that we will see a continued effort to reduce facility based programming and more community based integrated programming as DODD system regulations change. As a result, VDS is now factoring anticipated building occupancy into any new leases for existing or new buildings. Under our new business model, we remain committed to transporting individuals to our facilities. The facilities will serve as a base location for many of the individuals we serve. From the base location, we'll provide the majority of services within the community with individual goals established and outcomes and other measurements tracked. However, VDS will explore an opportunities to meet individuals we serve within the community versus having them come to our facilities then go to the community for services.

Summary:

Transforming the current ViaQuest Day and Employment service delivery system will not occur overnight but will evolve as we move through our **Present** and **Transition** states to reach the **Future** state. Based on our comprehensive plan, ViaQuest will move swiftly to initiate efforts to pilot a number of day array and employment services to shift our focus to community integration across all aspects of our delivery of services. These pilots must be conducted within the current regulations and be compliant with existing policy/procedures. VDS also needs to be able to explain our changes to existing and future participants, families, and other stakeholders.

ViaQuest Day and Employment Services future plans will require us to braid our operations to be able to offer individuals with disabilities a menu of options for services which meet their needs and allows them the flexibility to choose new services as they desire over time. The person-centered approach will become a critical element for meeting the needs of the individuals we serve.

Adult Support Services: Individuals receiving these services will not just participate in facility-based physical, social, and learning opportunities with their peers but will be offered ample opportunities through community integration initiatives to receive services which are employment/volunteer, physically, socially based within their community of persons with and without disabilities.

Such integrated activities will be identified through a person-centered planning process to establish goals. At ViaQuest, we have already begun to pilot a series of opportunities which encourage participants to integrate into their respective community. They are afforded opportunities to meet persons without disabilities with similar likes and interest.

Although many current adult day services participants wish to remain with peers, we anticipate that over time individuals will adapt to these changes and expand their knowledge and opportunities as we move forward in the coming years to a more community oriented approach.

For those not ready to make the adjustment, we continue to offer community and training opportunities to prepare them for a time they wish to become more involved with community integration and possibly employment. Operating on the premise that individuals will be at various stages on the Path to Community Employment will align our programming with anticipated DODD regulations.

As for our buildings which house our operations, we believe we will see a reduction in the amount of square footage in our facilities we lease over time. Based on several preliminary projections and pilot attempts to integrate people into the community on a regular basis, we now see approximately 30% of our program participants in the community and out of our buildings at any given time. Over the next few years, we would expect to see a significant increase in this percentage. We defer to set a goal at this time until we see the final DODD regulations.

At ViaQuest, we're able to offer an array of additional services to support individuals in the community. Through ViaQuest Residential Services and Psychiatric & Behavioral Solutions, we see an opportunity to develop creative and integrated solutions that empower people to achieve success. We anticipate strengthening our efforts to provide behavioral and mental health services and alcohol and substance abuse services to participants in need of these services. Preparing treatment plans and addressing these issues within our day services programming make it possible for persons to fully engage in community integration and employment opportunities.

Vocational Services: In 2014, ViaQuest Day Services began to offer employment training and placement services. In 2015 and into the future, ViaQuest Day Services will integrate those employment services into our day services program and this will become a major part of our focus. Individuals with disabilities will be offered the opportunity to explore work and careers, participate in community-based employment opportunities, opportunities to learn and practice work skills within the community and be placed into a job in an integrated setting working alongside others receiving the same pay and benefits. Through our unique job placement agreements with employers in which we serve as the employers hiring

partner for any persons with disabilities, ViaQuest acts as the employment referral source and provider of job coaching services with that employer. Our professional job coaches are trained by the employer and we are very familiar with the employer's expectations and can translate the information in a way that truly assist the job seeker be successful on the job. This segment of our operations continues to grow as we develop new partnerships with employers. Since 2014, we've seen a dramatic increase in employers wanting to partner with ViaQuest.

Over the course of the last year, we have seen participants in our day programming pursue jobs in integrated settings and still remain engaged in our day services activities when not working. We believe we will continue to develop and see a blending by our day services participants in utilizing ViaQuest employment services and day services as they transition into the community.

Transportation Services: ViaQuest Day Services currently offers non-medical transportation services to participants and we expect to maintain this service in the future. VDS may explore efforts to develop independent transportation services, such as public transportation and/or family/friend/co-worker resources for those individuals deemed appropriate. Working with individuals in our day programming to build their skills to develop independent travel resources will be a focus of future programming and strengthen participant's abilities to become more independent. At the same time, we also desire to maintain our current transportation supports for individuals to use as they currently do.

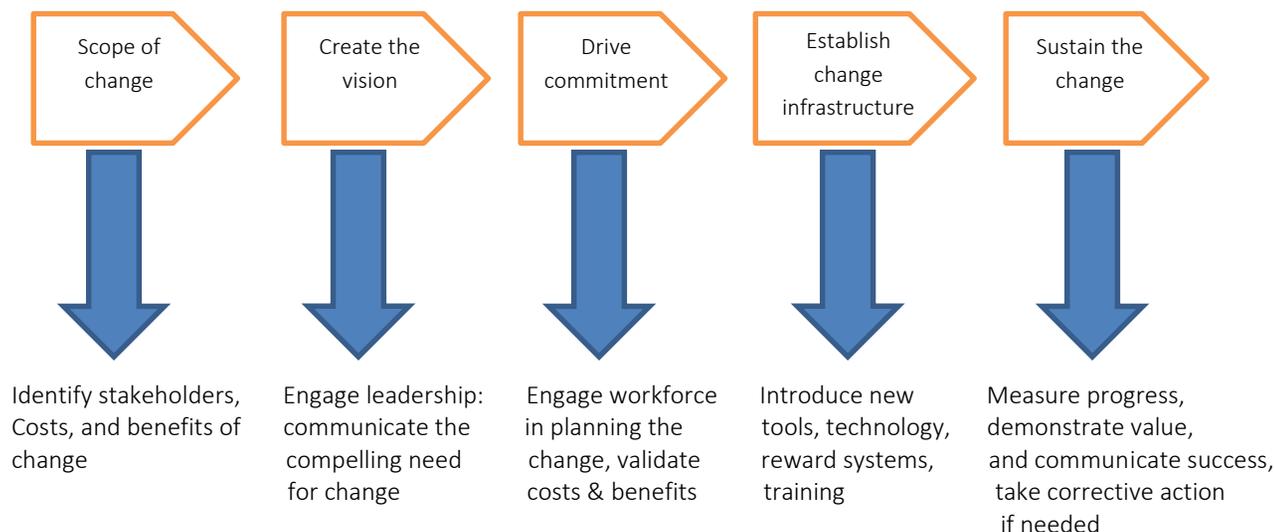
Residential Services: Through the ViaQuest residential services, we anticipate engaging our supported living programs to assist and teach individuals to live independently in their communities while ensuring their health and safety are intact. Together, the ViaQuest day services, vocational services, transportation services, and residential services will offer an array of services that can be matched with an individual's needs to give them the best chance at becoming an important part of their community. Through these initiatives and focus on independence in the community, we believe ViaQuest will remain as a Provider of Choice.

Conclusion:

Conclusion, how ViaQuest Day Services shifts from our current State to the Future state will require us to undergo a Transition State. During the Transition State, VDS has planned and is implementing a series of steps to move toward a community-based setting which has an emphasis on employment and outcomes. Here is how we plan to transition our service delivery system.

Transition State

The ViaQuest Day and Employment Services are navigating the change process through this comprehensive transformation plan. The change process outlined below is designed to help assess where ViaQuest Day and Employment Services are in the change process and to determine what we need to do as we move through the process.



Scope of Change: ViaQuest continues to gather information surrounding the federal and state changes being imposed on the current service delivery model as described. We do not see dramatic changes in who the stakeholders will be in the future other than we may see additional stakeholders that come to the table. We believe that the funding associated with the changes will greatly enhance individual's independence and integration into the community. Funding the fundamental changes and compensating providers for providing services that encourage community integration and employment will be a significant part of any plan. Much of the ViaQuest Day Services plan is based on that assumption.

Create a vision: VDS has formed a Project Transformation Workgroup made up of various staff members to discuss the transformation of VDS. The workgroup established several over-arching goals:

1. Establish a single structure of administrative oversight that will merge ViaQuest Day Services and vocational resources together.
2. Assess all funding streams that participants have access to, in order to enhance the services we provide to each individual.
3. Develop programming for small community groups at a 1:4 or 2:8 ratio of staff: participants to take place at integrated volunteer sites that can provide instruction, personal growth, and work experiences. Services need to be meaningful, purposeful, and goal oriented. VDS wants

to provide opportunities for individuals to truly learn skills and apply them to their daily lives versus just participating in field trips and activities with no or limited instruction, personal growth or work experiences.

4. Modify our vocational individual service plan to more clearly spell out objectives that will enhance and improve the opportunity for individuals to be employed and increase their independence. Through developing and offering individuals opportunities to volunteer, individuals can gain experience and practice communications skills, build work stamina abilities, learn to interact with co-workers and bosses, provide a service that is worthwhile to themselves and the community. The outcome of volunteering is based on the premise that the volunteer work prepares the individual for paid employment or the volunteer experience provides the individual with an opportunity to contribute within their community in a meaningful way.

Timeline of events leading to transformation of
the ViaQuest Day & Employment Services

<u>Step 1</u> (6/15/2014-6/30/2015)	<u>Step 2</u> 8/2014-1/2015	<u>Step 3</u> 6/2014-5/31/2015	<u>Step 4</u> 6/1/2015-9/31/2015	<u>Step 5</u> 10/1/2015-forward
<i>12.5 months</i>	<i>5 months</i>	<i>5 months</i>	<i>3 months</i>	<i>n/a</i>
DODD Grant Awarded 5/15/14 to 6/30/15	Form ViaQuest Project Transformation Committee.	Three (3) committees are formed to address changes to current Day & Employment Services: <ol style="list-style-type: none"> 1. Programming & Services 2. Public Relations & Marketing: 3. Administration 	Recommendations will be reviewed and we will begin to modify existing policies/procedures and moving toward the goal of transforming the VDS/VES Services. At this stage, we anticipate we will encounter areas in which we want to make changes but federal/state or county regulations prohibit us from moving forward. We will monitor and address as these areas of concern arise.	Continue efforts to implement changes, review and monitor impact; make any adjustments for services, etc.
-Learn sustainable fiscal strategies to support competitive integrated employment.	Project Transformation Committee meets and analyses current operations and processes in broad text and discusses ideas on change.	Each committee has a mixture of personnel to address overlap areas of discussion. In addition, other ViaQuest staff who are subject experts (example: accountant and/or business development staff) will be involved as well.		
-Commit to technical assistance/guidance by subject matter experts.	Project Transformation Committee brings on additional management and direct care staff to discuss current day-to-day operations and what it might look like in the future.	GOALS: Each of the 3 sub-committees will produce an outline with recommendations of what the VDS/VES Services will look like and how we will operate with competitive integrated employment being the primary goal.		

Vision Statement:

In addition, the workgroup created a vision statement which will guide the process of change for us. Our vision statement reads:

“Providing choice and opportunity through being fully immersed in our community.”

Mission Statement:

ViaQuest Works for You!

For employers, we propose to market the following vision statement:

Providing opportunities, options, and outcomes

ViaQuest Programming, Public Relations & Marketing, and Administration sub-committees:

Drive Commitment: In order to engage our employees in the planning process and to create buy-in from internal stakeholders, ViaQuest has formed three (3) sub-committees under the Project Transformation Workgroup to target areas which need to be changed to create the new model for service delivery based on the goals set and the vision we hope to achieve.

These sub-committees began meeting in January 2015 with general instructions on building programming around several key words – community integration and competitive employment. The sub-committees also have to factor in those individuals who are not interested in employment now and how they will continue to receive services on their respective path toward community integration and possible employment.

One of the greatest challenges facing the sub-committees work is the fact that VDS is trying to develop a comprehensive plan for the delivery of services in which changes to administrative rules and regulations as well as funding have not changed. Therefore, the sub-committees planning can only begin to focus on what VDS sees as opportunities to shift current programming to focus on community integration and employment. How VDS moves to the specific details of providing these services will need to be addressed as changes occur and rules/regulations are codified. Therefore, the sub-committees work is designed to begin to build the framework which will undergo regular updating and changes as the changes occur at the federal/state/county levels.

1. Programming services sub-committee:

This sub-committee was formulated in January 2015 and began focusing efforts on what our day and employment services should offer individuals. It is critical that this sub-committee chart a course of action before the other two sub-committees can accomplish their task. Programming and services will drive the work of the other two sub-committees (Public Relations & Marketing; Administration).

The key theme day and employment services will focus on centers around integration in programming and employment with an individual's local community. ViaQuest may continue to offer a menu of services but individuals will be able to select from the menu, community opportunities as well as "in-house" opportunities which best meet their needs.

ViaQuest currently is experiencing changes within our system as we have been able to place individuals into jobs within the community and offer them other social or physical activities either within our facilities or in integrated settings within the community. The sub-committee is also exploring the current policies/procedures and regulations to see what can be changed (while maintaining compliance with current regulations) to help facilitate our new model of service delivery.

Based on preliminary discussions, individuals will have options to gain computer training, participate in arts/crafts, attend cooking classes, participate in physical fitness activities, develop work skills, etc. How and where individuals receive these services will begin to change in 2015 but are dependent on final changes to the DODD system regulations and funding re-design efforts.

Individuals will be offered opportunities to engage in these types of activities in integrated settings within the community. For instance, instead of having an individual participate in an arts/craft project in our current setting which is segregated, they will participate in an art/craft project or class at an integrated community center, arts museum, etc. and that opportunity may have a career development goal tied to the project.

As for employment, individuals will not work on segregated work crews but will be placed into community volunteer, internship and competitive employment experiences based on the individual's interest, aptitudes and abilities. Using the integrated volunteer and internship opportunities to practice and build employability skills will be a crucial part of employment programming. For those not interested in competitive employment now, the integrated volunteer and internship experiences offer the individuals exposure to actively engaging in their communities and in personal areas of interest. Many of these practices are being implemented in 2015 on a limited basis until DODD regulation changes and funding re-design issues are addressed. Once addressed, we expect to move quickly to fully integrate these principles.

2. Public Relations & Marketing sub-committee:

This sub-committee began a process in March 2015 to explore how best to improve our current communications with all stakeholders as well as look for ways to communicate our progress toward a new service delivery model to existing and new stakeholders. Reviews of current brochures and other literature as well as exploring what we might be able to accomplish with the ViaQuest website are certainly targeted items for discussion. VDS also wants to be able to share more information with stakeholders that measure ViaQuest outcomes. Making information readily accessible will only strengthen our ability to show the effectiveness of our service delivery model as we shift in the coming years.

ViaQuest will continue our efforts to also reach out to employers by providing diversity and inclusion training programs to employers and their staff. Our team will also continue to develop exclusive relationships with employers to serve as their “one-stop” source for hiring persons with disabilities whether or not the individual is being served by ViaQuest Day Services.

Finally, the sub-committee discussed the need for a name change from ViaQuest Day Services and ViaQuest Employment Services to more accurately reflect our new business model. No decision has been reached on a name change at this time.

3. Administration sub-committee:

The sub-committee began work in March 2015 to examine critical operational needs now and anticipated needs in the future. Questions regarding our current facilities and leases are being discussed. Do we need the current square footage to house our operations or does the space need to be reduced or increased? Based on the current staffing level DODD regulations, how will we staff community outings, in-facility activities, employment initiatives, etc. as we move toward a fully community integrated and employment focused service delivery model? How will we continue to transport individuals and what types as well as how many vehicles will be needed to administer the new model of services? What certifications will we require of our staff and what employment certifications will be needed of our employment services staff? These are a few of the many questions we are asking ourselves as we move through this process of change. No goals have been established surrounding the number of vehicles needed, and/or buildings needed until we get more details on what the DODD regulations and funding will allow.

Additionally, developing braided funding streams to support individuals and utilize various funding resources will enhance the individuals we serve and provide funders with better efficiencies in the dollars they allocate for services. For instance, if an individual currently receives waiver dollars and those dollars are used to support the individual’s non-medical transportation, day, and employment programming, they may face limits in any of these areas over the course of a year. However, if the individual is eligible for the state vocational rehabilitation agency, Opportunities for Ohioans with Disabilities (OOD), the individual may be able to secure additional funding to support the employment portion of their programming thereby freeing up waiver dollars for other eligible uses. VDS is currently utilizing a braided funding formula with DODD and OOD to provide services to individuals. We expect to increase this approach as we refer individuals enrolled in our day services programming to OOD when the individual is ready to move toward employment. We also anticipate on seeing an increase in the number of individuals referred to us for employment related services.

Additionally, the workgroup will augment in 2015, the framework for outcomes and measurements in compliance with existing regulations and anticipated requirements as they are developed. VDS will utilize the DODD Employment Tracking System to collect data as well as report data. In addition, VDS will capture any additional information OOD may require.

ViaQuest will continue to collect data such as; number placed into competitive jobs, employer, industry, wages earned, benefits, types of jobs attained, etc. Information regarding volunteer experiences will be collected and maintained as well. Other day programming data is currently collected and will continue to be collected to reflect goal accomplishments for individuals. VDS plans to use data to also drive our Quality Improvement Plan which is assembled each year and sets goals, objectives and measurements for accomplishment for all aspects of our operations.

Establish change infrastructure: ViaQuest continues to devote resources toward our common goals to introduce new technologies to our operations which will benefit the individuals we serve as well as address the stakeholder's needs. Through upgrades in information technology department, website and changes in our Caretracker (documenting station) participant kiosk and tablet information documentation system, ViaQuest will see increased efficiencies and outcome measurement information. Increasing the skill set of our employees to be able to provide optimum levels of service and understand the information we're collecting will become a vital part of our operations. It will be important to make our data gathering and reporting flexible so that staff can record information while in our facilities as well as within the community.

Sustain the change: During 2015, ViaQuest will explore many opportunities the new service delivery system will provide us. We will change our current processes, make adjustments to our service delivery model, and measure the effectiveness as we move forward into 2016. At ViaQuest, we expect the day and employment services model to evolve as changes occur within the industry. Remaining committed to our vision, open to change, strong communications with all stakeholders, and measurement of our outcomes will be of utmost importance.

The ViaQuest Day Services Goal

Finally, ViaQuest Day & Employment Services will shift our philosophy to an outcome based service delivery system. Whether an individual is learning personal hygiene skills, learning employment soft skills, or learning to navigate within their community, ViaQuest plans to be a Provider of Choice to get individuals to their goals. Along the way, we will provide guidance and support in setting goals, develop plans to achieve those goals, and then monitor and follow the results to evaluate the effectiveness of our services to achieve the goals.

We envision a ViaQuest Day & Employment Services which will allow individuals to have a menu of options they choose to target to achieve their goals. We believe our new vision statement sums up our intentions and goals as an organization:

“Providing choice and opportunity through being fully immersed in our community.”