MSS

PROGRAM EVALUATION AND DEMOGRAPHICS REPORT
2018

A Summary of Outcomes, Results, and Conclusions

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SUMMARY

2018 brought a number of challenges and opportunities to MSS. The industry-wide staffing shortage and the 7% reduction in rates were the central obstacles we faced. The added complexity of new employment services becoming available also took up a significant portion of the year. Additionally, the Workforce Innovation and Opportunity Act (WIOA) resulted in individuals with different skill sets and needs being referred for our employment services, this has increased the average time between referral and job placement.

Despite these challenges, we are in a strong position with much to celebrate. Satisfaction of persons served and other stakeholders remains extremely high. Our work of redesigning the way we recruit, onboard, and support our staff are starting to bear fruit, though there is much work in this area yet to be done. Our efforts to show the legislature that the rate-setting methodology for programs like MSS is not producing sufficient rates made headway, with numerous bills introduced to address this problem. Improvements were made in the way we assess people's changing interests over time, and the information we gather drives the activities and programs we offer.
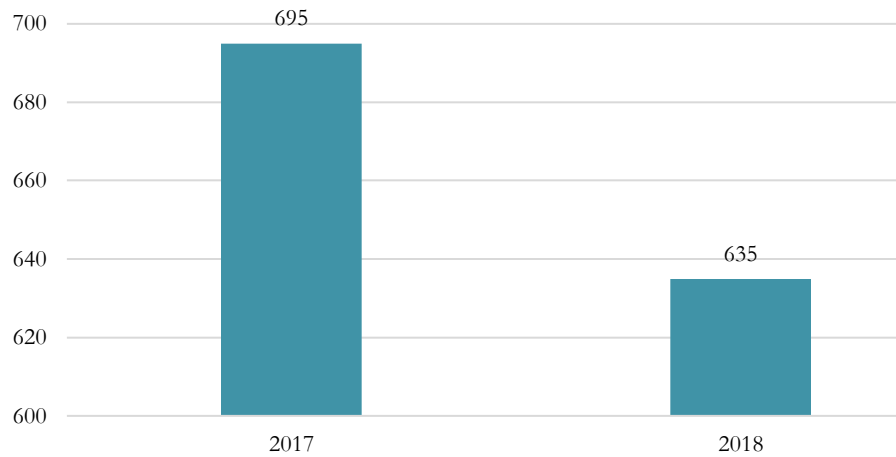
Demographics of persons served remain very similar to past years. We saw an increase in the success/maintenance rate of service outcomes for our DT&H programs. We are applying a person-centered process when working with individuals to create their outcomes – this process may have resulted in the increase, as outcomes become more individualized and motivating for each person.

2019 will bring our current Strategic Plan to a close, and the information in this report will help guide our work in creating a new plan.
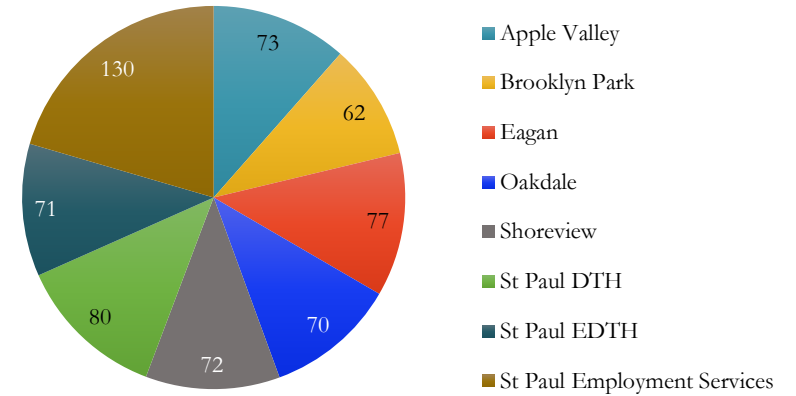
"I notice they treat every person with dignity and respect and I really like seeing that, it means a lot to me. I feel comfortable having my daughter go there." - Parent
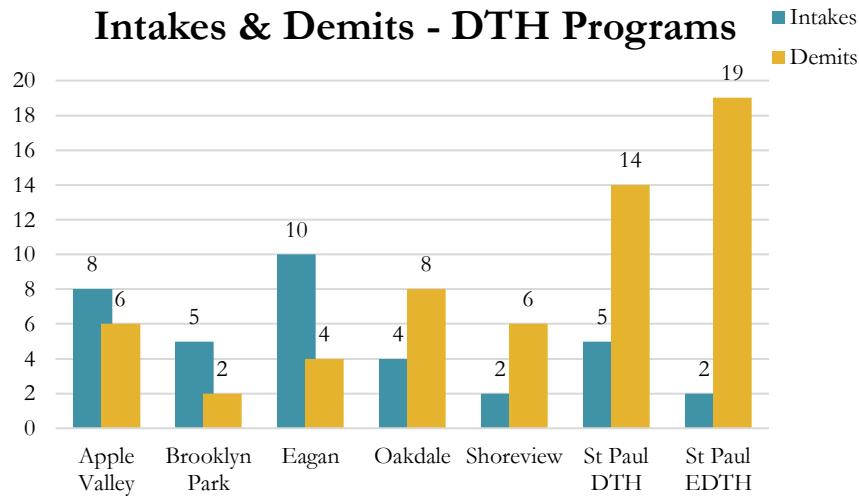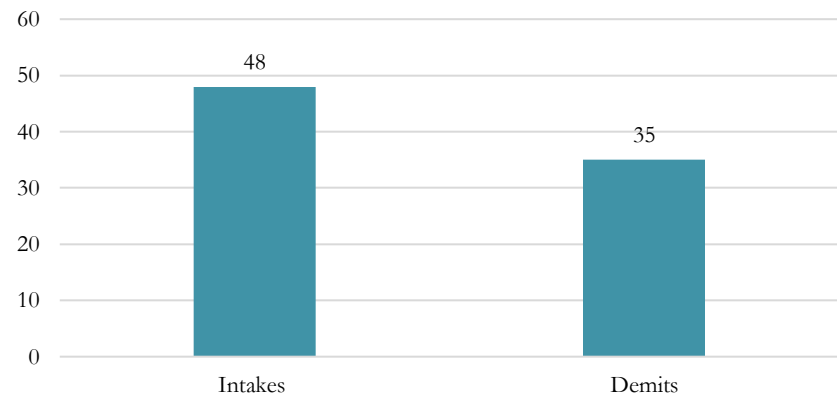
WHO WE SUPPORT

Total Persons Served

Year	Persons Served
2017	695
2018	635

Served by Center/Program

Center/Program	# Served
Apple Valley	73
Brooklyn Park	62
Eagan	77
Oakdale	70
Shoreview	72
St Paul DTH	80
St Paul EDTH	71
St Paul Employment Services	130

Intakes & Demits - DTH Programs

Center	Intakes	Demits
Apple Valley	8	6
Brooklyn Park	5	2
Eagan	10	4
Oakdale	4	8
Shoreview	2	6
St Paul DTH	5	14
St Paul EDTH	2	19

Intakes & Demits - Employment Services

	Count
Intakes	48
Demits	35

WHO WE SUPPORT

Age Range

- 18-40 — 58%
- 41-65 — 36%
- 66-85 — 6%

Primary Disability

- I/DD — 82%
- Mental Illness — 11%
- Medical/Physical — 3%
- Brain Injury — 2%
- Other — 2%

Ambulation

- Assisted — 8%
- Independent — 64%
- Uses Wheelchair — 28%

Race

- African American — 10%
- Asian — 4%
- Caucasian/White — 80%
- Hispanic/Latino — 3%
- Other — 3%
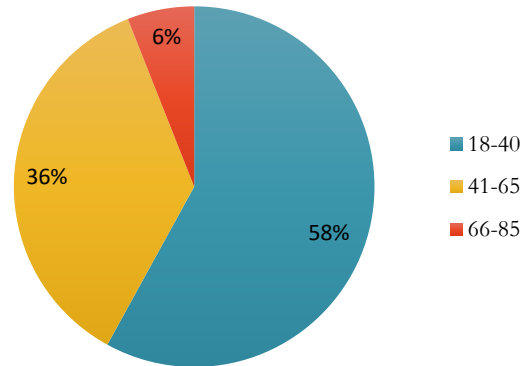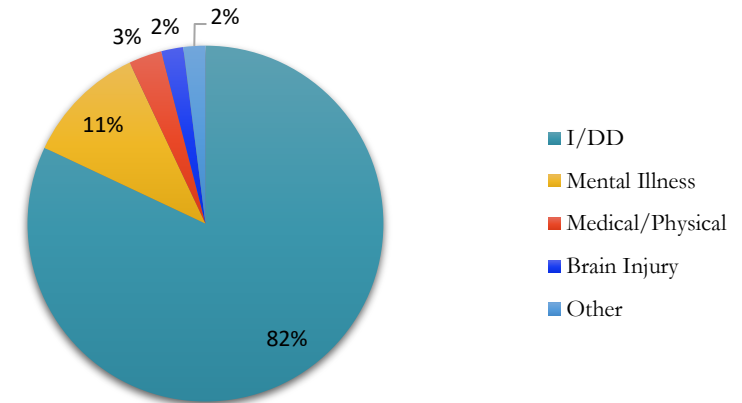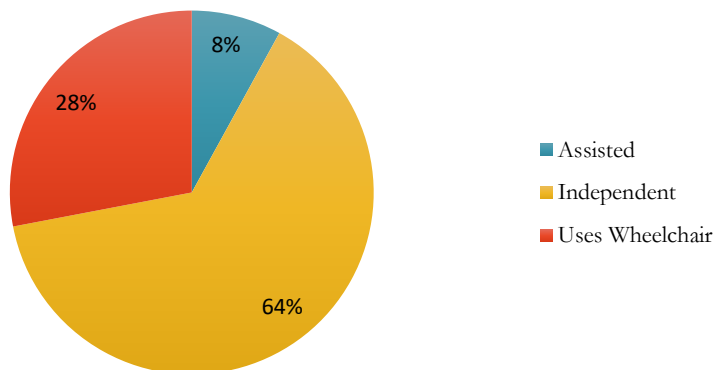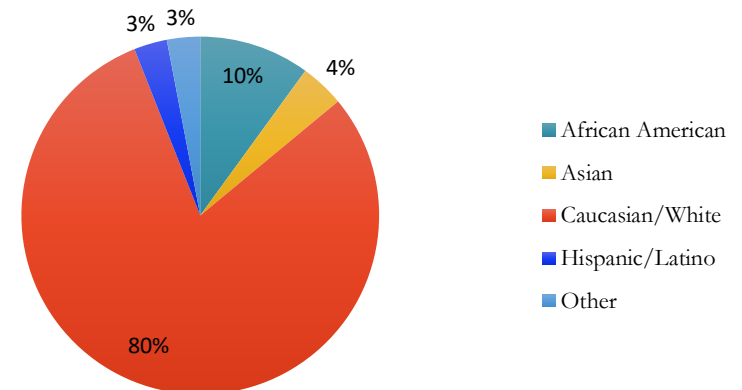
SATISFACTION

Individuals at MSS, as well as their Support Team members, are surveyed annually about their satisfaction with our services. Survey questions include topics such as safety, accessibility, community involvement, and culture. Respondents have the opportunity to elaborate on their answers, celebrate what is working well, and make suggestions to improve what is not. All 2018 ratings were within 3% of the data from 2017.

Survey Question	% of **199** Persons-Served answering "Strongly Agree" or "Agree" to all questions	% of **147** Support Team Members answering "Strongly Agree" or "Agree" to all questions
MSS considers what makes me feel happy, fulfilled, and comfortable when they are supporting me.	99%	100%
My culture: including language, ethnicity, religion, sexual orientation, sex/gender identity, socio-economic status, and age, is considered when MSS plans my services.	94%	100%
My life has improved as a result of the services received at MSS.	98%	99%
Overall, I am satisfied with the services I have received at MSS.	99%	99%
MSS allows me to control my environment when possible (where I choose to work, where I choose to eat lunch, who I choose to socialize with, etc.).	99%	99%
MSS provides me with chances for meaningful activities.	97%	99%
The physical environment at MSS supports my goals and needs (for example, does MSS provide spaces for large group activities as well as solitary activities?).	94%	99%
I am happy with the selection and quality of community activities that MSS provides.	96%	97%
MSS is the most integrated setting in which I can currently be best served.	99%	99%

"The computer classes changed my son's life!" – Parent

SATISFACTION

Average Responses to all Questions in our Satisfaction Surveys

Overall Satisfaction of Persons Served

2%   1%

35%

62%

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
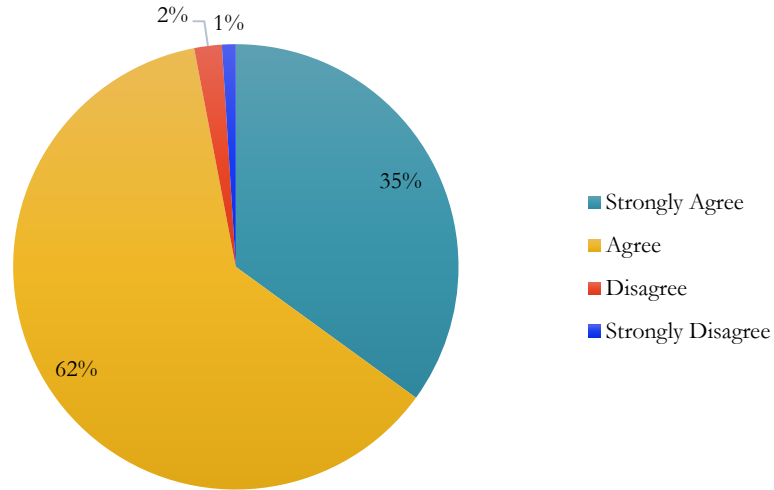
Overall Satisfaction of Support Team

.5%   .5%

36%

63%

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
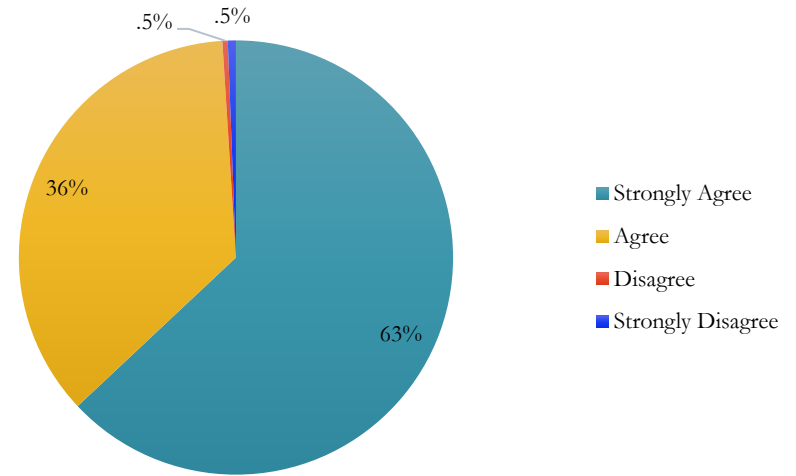
How Could we Improve?[1]

- Increase opportunities for community engagement
- Hire more staff
- Find more work opportunities
- Schedule more music-related activities
- Find additional opportunities to volunteer
- Shorten waiting lists
- Increase consistency of communication with support teams

[1] Summarized from multiple similar survey comments

OUTCOME MEASURES – DT&H PROGRAMS

Measures of Effectiveness

Objective	Measure	Data Source	Goal	2017	2018
Maximize "Person-centeredness" of Services	Input of persons served: % of "agree" or "strongly agree" responses to satisfaction survey items "MSS takes into consideration what makes me feel happy, fulfilled, satisfied, and comfortable when providing supports." And "MSS takes my culture into consideration when planning/implementing services.".	Annual Satisfaction Survey Results	≥ 95%	99%	97%
	Input of Support Team: % of "agree" or "strongly agree" responses to satisfaction survey item "MSS takes into consideration what makes this person feel happy, fulfilled, satisfied, and comfortable when providing supports." And "MSS takes this person's culture into consideration when planning/implementing services.".	Annual Satisfaction Survey Results	≥ 95%	100%	100%
Maximize Achievement of Service Outcomes	MSS Service Coordinator input: % of "made progress" or "maintained" responses to survey assessment re: service outcomes.	Service Coordinator Assessment/ Survey	≥ 90%	86%	97%
Maximize Community Involvement	Total # of all community involvement hours (# of individuals x hours of community involvement)[2].	Program Supervisors	25,000	24,326	20,997
Increase Internal Community Involvement	Total # of only internal community involvement hours (# of persons served that participated x hours of internal community involvement).	Program Supervisors	9,000	8,494	10,718

> *"The staff I have worked with use extremely creative approaches to individualize services and to make sure the participants have the best possible experience." – County Case Manager*

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[2] This number includes *both* external community involvement (leaving the center and interacting in the larger community) and reverse Internal community involvement (bringing members from the larger community into our centers).

OUTCOME MEASURES – DT&H PROGRAMS

Measures of Efficiency

Objective	Measure	Data Source	Goal	2017	2018
Increase Volunteer Hours	# of volunteers from the larger community x # of hours spent volunteering.	Volunteer Coordinator	1,800	1,747	1,732

Measures of Service Access

Objective	Measure	Data Source	Goal	2017	2018
Improve Service Access	In 2015, we identified six areas that are barriers to services access (baseline data). On page 14 we report our successes/struggles to overcome these barriers.	Leadership Team	Continual Improvement	See narrative on pg. 14	

Measures of Satisfaction

Objective	Measure	Data Source	Goal	2017	2018
Maximize Person Served and Stakeholder Satisfaction	**Person Served** input: % of "agree" or "strongly agree" responses to all ratable items on the satisfaction survey.	Satisfaction Surveys	≥ 95%	98%	98%
	Referral source input: % of "agree" or "strongly agree" responses to all ratable items on the satisfaction survey.			100%	100%
	Family member input: % of "agree" or "strongly agree" responses to all ratable items on the satisfaction survey.			100%	96%
	Residential input: % of "agree" or "strongly agree" responses to all ratable items on the satisfaction survey.			99%	95%
	Other support team member input: % of "agree" or "strongly agree" responses to all ratable items on the satisfaction survey.			99%	N/A[3]

> *"MSS provides many different opportunities to engage in activities of each individuals, interest." – Person Served*

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[3] We received no feedback from "other" support team members in 2018.

OUTCOME MEASURES – EMPLOYMENT PROGRAMS

Measures of Effectiveness

Objective	Measure	Data Source	Goal	2017	2018
Maximize "Person-centeredness" of Services	Input of persons served: % of "agree" or "strongly agree" responses to satisfaction survey items "MSS takes into consideration what makes me feel happy, fulfilled, satisfied, and comfortable when providing supports." And "MSS takes my culture into consideration when planning/implementing services.".	Annual Satisfaction Survey Results	≥ 95%	98%	95%
	Input of Support Team: % of "agree" or "strongly agree" responses to satisfaction survey item "MSS takes into consideration what makes this person feel happy, fulfilled, satisfied, and comfortable when providing supports." And "MSS takes this person's culture into consideration when planning/implementing services.".	Annual Satisfaction Survey Results	≥ 95%	98%	100%
Maximize Achievement of Service Outcomes	MSS Service Coordinator input: % of "made progress" or "maintained" responses to survey assessment re: service outcomes.	Service Coordinator Assessment/ Survey	90%	86%	74%
Increase Competitive Job Placements	# of persons served who secure competitive employment	Employment Services Manager	60	48	40
Maximize Work Crew Opportunities	Difference in total annual Work Crew hours.	Accounting Dept.	Increase (hrs)	-3,448	+616 [4]
Maximize Job Retention	% of persons served placed in competitive employment who maintain employment for 90 days or more.	Employment Services Manager	75%[5]	80%	83%
Maximize Earnings of Persons Served	Average hourly wages of individuals who secure **competitive** employment.	Accounting Dept.	$15.30[6]	$12.22	$15.08
	Average hourly wages of individuals who secure **community-based** employment (Supervised Work Crews).		$10.00[5]	$9.21	$9.27

[4] 32,911 hours in 2018

[5] This goal will be revised to 85% in 2019

[6] These goals have been updated since the last report

OUTCOME MEASURES – EMPLOYMENT PROGRAMS

Measures of Efficiency

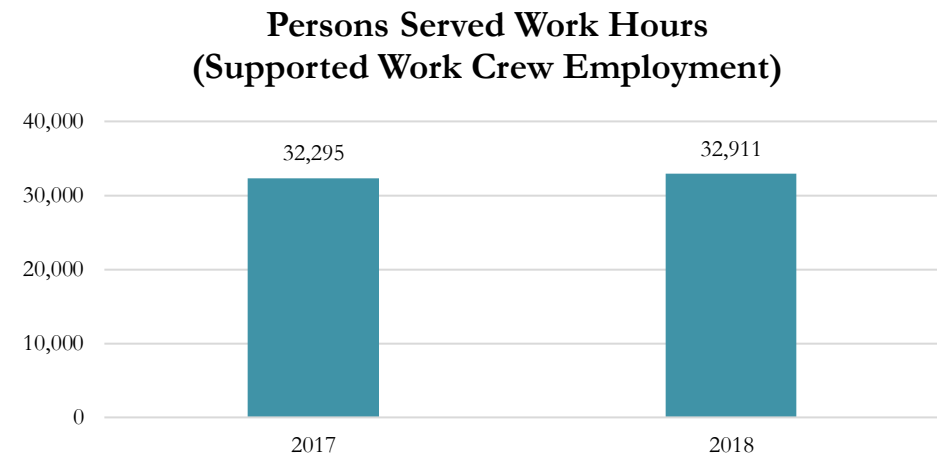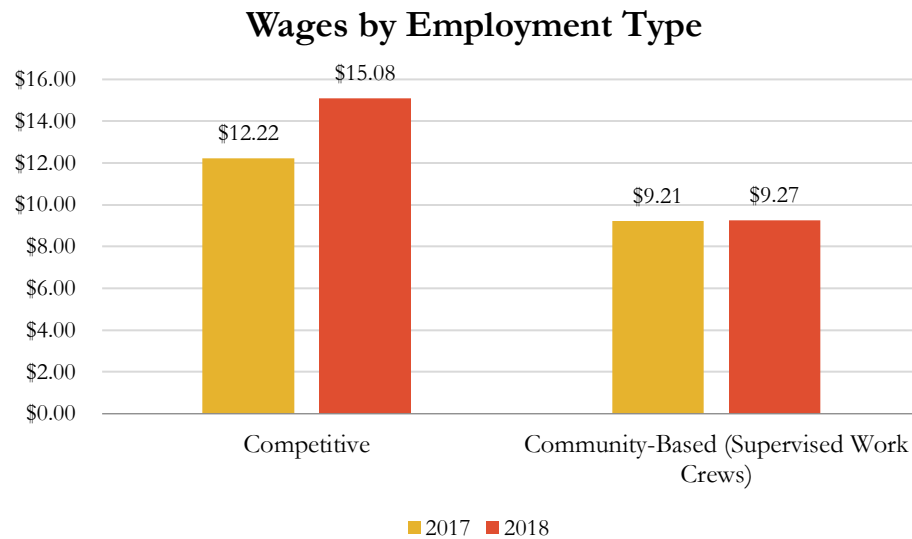| Objective	Measure	Data Source	Goal	2017	2018
Minimize Time to Job Placement	Average # of weeks from start of job search to competitive job placement.	Employment Services Manager	12 wks	17 wks	23 wks

Measures of Service Access

Objective	Measure	Data Source	Goal	2017	2018
Improve Service Access	In 2015, we identified six areas that are barriers to services access (baseline data). On page 14 we report our successes/struggles to overcome these barriers.	Leadership Team	Continual Improvement	See narrative on pg. 14	

Measures of Customer Satisfaction

Objective	Measure	Data Source	Goal	2017	2018
Maximize Person Served and Stakeholder Satisfaction	**Person Served** input: % of "agree" or "strongly agree" responses to all ratable items on the satisfaction survey.	Satisfaction Surveys	≥ 95%	97%	96%
	Referral source input: % of "agree" or "strongly agree" responses to all ratable items on the satisfaction survey.			99%	100%
	Family member input: % of "agree" or "strongly agree" responses to all ratable items on the satisfaction survey.			99%	98%
	Residential input: % of "agree" or "strongly agree" responses to all ratable items on the satisfaction survey.			100%	100%
	Other team member input: % of "agree" or "strongly agree" responses to all ratable items on the satisfaction survey.			97%	100%
	Supported Work Crew Employer input: % of "agree" or "strongly agree" responses to all ratable items on the satisfaction survey.			89%	See note[7]

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[7] We did not receive formal survey responses in 2018. Instead, regular feedback is obtained through personal site visits to discuss results, identify areas of need and improvement, and explore opportunities for crew expansion. Overall feedback indicates partner site satisfaction meets expectations regarding crew productivity, quality of production output, and flexibility with service scheduling based on our current partners' ever-changing demand for labor solutions.

OUTCOME MEASURES – EMPLOYMENT PROGRAMS

Wages by Employment Type

	2017	2018
Competitive	$12.22	$15.08
Community-Based (Supervised Work Crews)	$9.21	$9.27

■ 2017 ■ 2018

Persons Served Work Hours (Supported Work Crew Employment)

2017	2018
32,295	32,911

"MSS does a good job at providing me with work opportunities." – Person Served

"My sister is absolutely thriving, in large part due to her days spent at MSS." – Family Member

"I don't know what I'd do if I didn't have this place." – Person Served

OUTCOME MEASURES – ALL PROGRAMS

Measures of Efficiency

Objective	Measure	Data Source	Goal	2017	2018
Minimize staff turnover	Agency-wide staff turnover (excluding internal transfers and promotions)	Director of HR	< 45%	33%	32%
	Direct Support Professional[8] staff turnover (excluding internal transfers and promotions)		< 45%	50%	41%

Measures of Business Function – All Programs

Objective	Measure	Data Source	Goal	2017	2018
Fund new innovation through increased fundraising and other partnership revenue	% increase of unrestricted fundraised dollars	Accounting Department – Financial Audit	Increase of 10%	+357% $326,290 [9]	-58% $136,433[10]
Ensure short term financial viability as a business	Maintain liquidity with current ratio (current assets/current liabilities)	Accounting Department	At or above 2	2.47	2.69
Build cash reserve for the agency[11]	Create cash reserve for Agency to fund capital purchases and unplanned financial needs.	Accounting Department	2 months of operational expenses ($2,000,000)	N/A	$574,200
Move Employment Program toward financial self sufficiency	Decrease program cost for the Employment Services Program	Accounting Department – Financial Audit	See note[12]	43% reduction ($248,598)	44% increase ($359,344)

[8] For the purposes of this report, we define "Direct Support Professional" as those with the following job titles: Direct Support Professional, Designated Coordinator, Job Coach, and Job Placement Specialist.

[9] In 2017, we received $2,680 of ongoing partnerships/space revenue for our Community Hub.

[10] This decrease is not a concerning trend – negative number is due to large increase in 2017.

[11] This is a new objective.

[12] the employment program structure will be changing over the course of the next 2 years in response to funding and service model design. Goal will be adjusted once new program structure is in place.

SERVICE ACCESS

"Service Access" refers to our capacity to provide services for those who desire them, thus the monitoring and assessment of services is ongoing at MSS. In 2015, staff members from each of our centers were asked to list existing barriers to Service Access. This list serves as a baseline, and subsequent Program Evaluation reports include ways in which MSS succeeded or struggled with overcoming these barriers. **For our 2019 report, will begin using data showing average time from referral to start of service as a Service Access measure.**

FUNDING

- **2015 BASELINE**: The Disability Waiver Rate System (DWRS) is poised to decrease the individualized rates of many people. This will have limited effect until the system goes into full effect after the banding[13] period (projected to be 2020).

- **2016**: Statewide, significant effort was put into creating and championing legislation aimed at fixing components of DWRS which, if left as is, will lead to decreases in the individualized rates of many people. Even if it is improved, we continue to anticipate DWRS will reduce some individuals' access to our services, based on rates that do not support the cost of our services (including building costs, staff wages, etc.).

- **2017:** Funding continues to present challenges for MSS. Efforts to mitigate the potential negative effects of DWRS, though robust, proved fruitless in 2017. More work will be done via our trade association (MOHR), in addition to other grassroot efforts in the next year. We see potential opportunities for additional waiver funding in the new employment services that will become available in 2018.

- **2018:** Rates within the DWRS were unexpectedly reduced by 7%. A significant effort was made state-wide to reverse this reduction, and legislation was introduced to add a new component into the system to mitigate losses. We will find out if this bill passes or not in 2019.

HIRING/RECRUITMENT

- **2015 BASELINE**: Turnover in the disability services field is high – especially in the Direct Support Professional (DSP) position.
- **2016**: Hiring and retaining high-quality DSPs remains a significant struggle in our field. Our rate of turnover increased in 2016 (as did the rates of providers throughout Minnesota). Legislative efforts to increase the wages of DSPs failed to pass. MSS is piloting some programs that we hope will lead to increased staff retention. These include a new, more comprehensive, training curriculum for incoming DSPs, and a mentorship program which pairs new DSPs with another staff member upon hire.
- **2017:** While agency-wide turnover improved in 2017, DSP turnover continues to increase. Efforts to improve interviewing, onboarding, and mentoring, and staff development continue. Much of the problem is due to our inability to secure sufficient funding to increase starting wages.
- **2018:** We employed new techniques to attract candidates, including holding open interviews and attending job fairs. We saw a 9% decrease in turnover in the DSP position. Agency-wide turnover remained the same as in 2017.

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[13]http://www.dhs.state.mn.us/main/idcplg?IdcService=GET_DYNAMIC_CONVERSION&dDocName=dhs16_182200&RevisionSelectionMethod=LatestReleased

BARRIERS TO COMMUNITY INVOLVEMENT

- **2015 BASELINE**: As we increase efforts to maximize the frequency and quality of experiences that persons served at MSS have in the larger community, we are frequently met with barriers to accessibility.

- **2016**: We have been collecting and sharing data on which areas of the community are fully accessible, and which areas are not. Rather than each center learning these things themselves, they can access this information when planning experiences in the larger community to maximize their success.

- **2017**: There was a significant drop in overall Community Involvement (though 2017 is close to where we were in 2015), but there was also a marked increase in bringing members of the larger community into our centers. Overall, this is expected as a result of the staffing issues in our field. The significant increase in reverse integration hours (people from the larger community engaging with individuals from MSS at our locations) is largely due to increase efforts in recruiting volunteers.

- **2018:** While we had an overall decrease in total hours, there was an increase of over 2,000 hours of us bringing members of the larger community into our programs.

BUILDING CAPACITY/WAITING LISTS

- **2015 BASELINE**: Five of our six program locations are at or very near their licensed capacity. There is currently little support from the government to increase licensed capacity or build additional centers.

- **2016**: We continue to have waiting lists at two of our locations, and providers are restricted from expanding services or building additional centers.

- **2017:** We continue to have waiting lists at some of our locations – the increase in turnover has resulted in instances of delaying some individuals from starting services due to lack of capacity to serve more people.

- **2018:** No significant change from last year.

TRANSPORTATION

- **2015 BASELINE**: Increasingly, people who live outside of our existing transportation areas are requesting our services.

- **2016**: When individuals outside of our transportation areas are seeking services, we are exploring solutions, including offering them admission at another MSS location that may fit more logically with our bus routes, utilizing alternate transportation services (usually Metro Mobility), or asking family members or residential staff to provide transportation to our center, or on occasion to meet us in a location near one of our existing routes.

- **2017:** We have had some instances of individuals transferring centers to make transportation more logical. We are still working to identify and utilize alternative transportation providers- no significant progress in 2017.

- **2018:** This year brought a renewed push for collaboration among transportation providers to better, more efficiently serve people with disabilities. MSS is pursuing transportation relationships with other agencies to better use our resources. Dakota and Washington Counties are starting initiatives to encourage collaborations and there is more support among all entities to make that happen. MSS is positioning itself as a leader in these collaboration efforts.

EMPLOYMENT

- **2015 BASELINE**: Community employers have little incentive to hire individuals with a disability.

- **2016:** We received grant funding from MN Department of Human Services and the F.R. Bigelow and St Paul Foundations to support our pilot model of a Community Hub. A key component of this project is to offer local small businesses free or reduced rent, if they move operations into our now-vacant production area and hire some of our persons served at minimum wage or higher. We are quite hopeful that this incentive will be successful. If so, it could potentially be a model that other DTH providers could adopt, as they increasingly transition away from in-house production/sub-contract work.

- **2017:** Much progress has occurred in our Community Hub. Most notable is that we now have PCs for People, a local computer recycling/donation business, operating out of our building. They employ a number of individuals from MSS at minimum wage or higher. We continue to look for other businesses that would be a good fit for this new model.

- **2018:** We continued our relationship with PCs for People, and we added Valley Installation as a new partner. However, we continue to struggle to find additional businesses that want to utilize space in our Community Hub.

QUESTIONS OR COMMENTS?

Contact Director of Quality Assurance, Chris Salter, at csalter@mssmn.org