 

**Provider Agency Self-Analysis Tool**

**Agency Name and Main Office Address**

**Agency President/CEO**

**Agency Point of Contact**

**\*\*Developed by Genni Sasnett for ODEP/USDOL EFSLMP Activities\*\***

**SME Initial Review (off-site)**

Access and review:

Agency 990s (reviewer will obtain)

Agency website and other marketing materials - brochures, videos, annual report, solicitations, etc. (provided by agency)

Agency mission, vision and values statements (provided by agency if not

available on website)

Agency organizational charts (provided by agency)

Agency description (provided by agency)

Agency’s most recent business or strategic plans (provided by agency)

List of agency funding sources (provided by agency)

All facility sites remotely via Google Earth (reviewer will access)

**Internal Agency Self-Analysis**

The following information will be gathered and recorded by the agency’s change management leadership team. The purpose is to provide the leadership with an opportunity to perform a review of the agency’s status relative to change towards competitive integrated employment, community integrated pre-employment training and meaningful inclusion though community integrated day supports. The completed self-analysis will be shared with the SME prior to his or her site visit. The agency leadership team and SME will review the analysis together and discuss the results during the initial site visit.

**Leadership**

**Outreach**

Awareness of and receptivity to the movement towards competitive integrated work, community integrated pre-employment and other meaningful community integrated day supports among the following groups is: *Please rank 1 (lowest) to 5 (highest).*

|  |  |  |  |
| --- | --- | --- | --- |
|  | Awareness  Rating | Receptivity  Rating | Comments |
| Individuals supported |  |  |  |
| Families/guardians |  |  |  |
| Residential staff  (where appropriate) |  |  |  |
| Other key people in the person’s life |  |  |  |
| Agency CEO/ED |  |  |  |
| Board of Directors |  |  |  |
| Other senior staff |  |  |  |
| Middle managers |  |  |  |
| Direct support Professionals |  |  |  |

We have done the following outreach regarding our commitment to competitive integrated employment, community integrated pre-employment and other meaningful community day supports to these groups:

| Group | Method of outreach | Success of outreach | Additional outreach planned |
| --- | --- | --- | --- |
| Individuals supported |  |  |  |
| Families or guardians |  |  |  |
| Direct staff |  |  |  |
| Managers |  |  |  |
| Government referral sources |  |  |  |
| Board of Directors |  |  |  |
| others |  |  |  |
|  |  |  |  |
|  |  |  |  |

Additional Comments:

**Marketing and Communication**

***Mission***

Our mission statement has been evaluated recently and we feel that it appropriately communicates the values of our agency regarding competitive, integrated employment and other meaningful community integrated engagement.

Yes

If yes, please explain how.

No

If no, we plan to do the following to revise.

We promote our mission to the people we support, staff, board members and others external to the agency using the following strategies:

***Marketing***

Our marketing reflects our commitment to competitive, integrated employment and meaningful community integration through the language and images used.

|  |  |  |  |
| --- | --- | --- | --- |
|  | Yes/no | If yes, how | If no, how will you address |
| Website |  |  |  |
| Annual reports |  |  |  |
| Brochures |  |  |  |
| Other marketing material |  |  |  |

We describe our supports in the following way: (brief “elevator speech “description)

We are confident staff describe our services in the same manner.

Yes

If yes, how do you know?

No

If no, how will this be addressed?

We are confident our board members describe our services in the same manner.

Yes

If yes, how do you know?

No

If no, how will this be addressed?

***Communication***

We communicate routinely with our stakeholders using the following methods and frequency.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Constituency | Method of Communication | Frequency of Communication | Feedback loop?  Yes - No | Feedback provided how? |
| Individuals served |  |  |  |  |
| Families/guardians |  |  |  |  |
| Staff |  |  |  |  |
| Funders |  |  |  |  |
| Community partners |  |  |  |  |
| Employers |  |  |  |  |

We have a comprehensive communications plan through which we keep our customers, both internal and external, informed of changes in our state and our agency and reflects our commitment to competitive, integrated employment and other forms of meaningful community integration.

Yes

If yes, please attached or describe

No

If no, how will this be addressed?

Additional Comments

**Strategic, Business or Transformation Plans**

We have a current strategic plan, business or any other type of agency plan that addresses movement towards greater competitive, integrated employment, community integrated pre-employment training and meaningful community integrated day supports.

Yes

It was developed in what year?

Who was involved in the development? How?

What is the duration of the plan?

Are there specific outcomes and benchmarks with timelines about increased numbers of people working in the community? If yes, please state what those outcomes and benchmarks are.

Does the plan include consideration of decentralization of services and resource re-allocation as the agency moves more into community integrated services?

Does the plan include strategies for diversification of funding streams? If so, how?

Who is responsible for carrying out the plan(s)?

Who has the plan been shared with? How are these stakeholders informed of progress?

No

We don’t currently have a specific plan.

If no, how will this be addressed?

Additional comments

**Customer Focus**

***In-take and Individual Service Planning***

We discuss our agency’s commitment to competitive, integrated employment as a preferred option with all new referrals.

Yes

If yes, please explain.

No

If no, why not?

We discuss our agency’s commitment to using community integrated pre-employment activities (job shadowing, internships, work trials, volunteerism) to assist people to develop their knowledge, interest and skills for the acquisition of work and career advancement in competitive, integrated employment.

Yes

If yes, please explain how.

No

If no, why not?

We discuss our agency’s commitment to using community integrated day supports, if provided, to assist people to develop their knowledge, interest and skills for the acquisition of work or to otherwise make meaningful contributions, to develop relationships with non-disabled peers and to become fully included, valued members of their communities.

Yes

If yes, please explain how.

No

If no, why not?

We discuss our agency’s commitment to using meaningful community integrated day supports, if provided, as a wraparound service for those not employed full time who require such supports.

Yes

If yes, please explain how?

No

If no, why not?

All people we support have person-centered plans that address competitive integrated employment.

Yes

If yes, please describe how this is assured.

No

If not, why not?

People are afforded opportunities to explore integrated work options in the community using job shadowing, internships, work trials, volunteerism and other methods.

Yes

If yes, please describe.

No

If not, why not?

All the people we support who are pursuing employment have a Career Profile and Job Search Plan or the equivalents.

Yes

If yes, briefly describe.

No

If no, describe your process for identifying job interests and pursuing them.

We provide general benefits information for all individuals and their families, where appropriate, referred for pre-employment training or employment placement services.

Yes

If yes, who provides? What training have they had? How is the counseling funded?

No

If no, how will this be addressed?

We encourage individualized, professional benefits counseling for individuals who are offered employment.

Yes

If yes, to whom are individuals referred?

No

If no, how do people get information on the impact of work on their benefits?

Additional comments

**Operations Focus**

***Services Provided***

We support the following **unduplicated** number of people served in employment, pre-employment and day services in our agency. *Please provide total number of people served whether in multiple services or a single service. \_\_\_\_\_\_\_\_\_\_\_\_*

List of services provided with number of people served in each service area:

**Note that unlike the question above the total number served will result a duplicated number.**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Service | Funding source(s) | # served | Quality  1 (serious concerns) – 5 (no concerns) | Comments |
| Individual placement integrated employment |  |  |  |  |
| Group community Employment (at or above minimum wage) |  |  |  |  |
| Group community employment (below minimum wage) |  |  |  |  |
| Facility based work (at or above minimum wage) |  |  |  |  |
| Facility based work (below minimum wage) |  |  |  |  |
| Community-Integrated Pre-voc  75-100% of time in community |  |  |  |  |
| Facility based Pre-voc  25% or less of time in community |  |  |  |  |
| Community integrated day 75-100% of time in community |  |  |  |  |
| Facility based day  25% or less of time in community |  |  |  |  |
| Other employment or day service |  |  |  |  |
| Other employment or day service |  |  |  |  |
| Total served #  (**duplicated**) = | | | |  |

***Funding and Relationships***

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Referral Source | Status of Relationship  (1 no relationship- 5 excellent relationship) | Is this entity pleased with outcomes for referrals?  yes/no/not sure | Do you receive ample referrals for employment services? | Comments |
| State Vocational Rehabilitation Agency |  |  |  |  |
| State or local IDD Agency |  |  |  |  |
| State or local MH Agency |  |  |  |  |
| MCO or ASO |  |  |  |  |
| Independent case management agency |  |  |  |  |
| Other |  |  |  |  |

***Transition Services***

We work closely with local school districts to facilitate smooth transitions for youth from school to competitive, integrated employment or community integrated pre-employment training.

Yes

If yes, how?

No

If no, why not?

We provide community integrated pre-employment training, including paid internships or other community integrated work experience for youth referred by the local school districts while they are still in school.

Yes

If yes, describe the training and indicate the % of time spent in the community.

No

If no, why not? Please indicate plans to increase training in the community, if any.

As members of the student’s transition team, we strongly promote referral for all necessary services, e.g. Vocational Rehabilitation Services, Medicaid waiver, if that has not been done.

Yes

No

If no, why not?

***Finance***

The overall annual budget for the agency is –

The percentage of total revenue budgeted in each employment and day support program and profitability (budgeted revenue vs expenses) is:

| Service | % total revenue | Funding Source | Billing unit and rate (note cap on service, if any) | Profitability  0 (losses) - 5 (high) |
| --- | --- | --- | --- | --- |
| Competitive integrated employment – individual placement |  |  |  |  |
| Group community employment |  |  |  |  |
| Facility based work |  |  |  |  |
| Facility based pre-employment |  |  |  |  |
| Facility based day support |  |  |  |  |
| Community integrated pre-employment |  |  |  |  |
| Community integrated day support |  |  |  |  |
| Transportation – emp/day related only |  |  |  |  |
| Other relevant services |  |  |  |  |

We are currently an Employment Network (EN) under the Ticket to Work program.

Yes

If yes, what is your annual income under the Ticket to Work?

Is this a profitable program for your agency?

No

If no, does your agency have plans to become an EN?

If not, why?

We operate out of facilities at the following addresses: (note, please indicate whether facility is owned or leased)

The following is something important to note about our agency’s finances:

***Development***

Our agency raises private funds

Yes

If so, what % of your annual budget do these funds represent?

No

No, but we have plans to do so.

No, we have no plans to raise private funds.

Our agency has designated development or fund-raising staff.

Yes

If yes, provide title and scope of duties

No

No, but we have plans to hire or designate someone.

No, we have no plans to hire or designate someone.

Our agency seeks grants, both private and government funded.

Yes

If so, do you have any such grants currently that are focused on competitive integrated employment?

If yes, please describe.

No

We have plans to do so in the future.

We have no plans to do so.

Additional comments

**Workforce Development**

***Human Resources***

The table below shows identifies our agency’s employment, pre-employment and day supports departments and the number of staff positions in each.

| Program or Department | FT DSPs | PT DSPs | Managers | Other Key Staff (name position) | % of time in community |
| --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

We have identified the qualities and skills required by staff to fill positions in the agency that are either entirely or primarily focused on competitive integrated employment or community integrated services.

Yes

If yes, what are some of them?

No

If no, how will this be addressed?

Our agency is hiring staff to fill either new or vacant positions that have the skills necessary to facilitate full community inclusion through competitive integrated employment and meaningful integrated day supports.

Yes

If yes, how are making this determination?

No

If no, how will this be addressed?

We have changed our agency’s recruitment strategies to attract staff who exhibit the qualities and characteristics needed to implement competitive, employment and meaningful community integrated day services.

Yes

If yes, how?

No

If no, how will this be addressed?

Our agency’s Interview process been enhanced by including questions about values, personal ability to make connections in the community, flexibility in work hours and other characteristics required to provide high quality community integrated services.

Yes

If yes, please list the job description titles for which this change has occurred and the briefly describe the change in process.

No

If no, how will this be addressed?

Our Job descriptions have been revised to address the changing expectations for staff.

Yes

For what positions?

What changes have been made?

No

If no, how will this be addressed?

Our orientation process for all staff include a focus on competitive, integrated employment and meaningful community inclusion.

Yes

If yes, please briefly describe.

No

If no, how will this be addressed?

Below is a list of all the training we provide related to competitive, integrated employment and meaningful community integration along with the categories of staff (senior managers, middle managers and direct support professionals) who have participated in the training.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Topic | Staff category | Timeframe  Duration of training in hours or days | Follow-up provided? If so, please describe. | Comments |
| Person Centered Planning |  |  |  |  |
| Supported Employment |  |  |  |  |
| Customized Employment |  |  |  |  |
| Community integrated day supports |  |  |  |  |
| Community integrated pre-employment supports |  |  |  |  |
| Systematic Instruction  (task analysis & step by step instruction) |  |  |  |  |
| other |  |  |  |  |
|  |  |  |  |  |

The percentage of our annual budget devoted to staff development is:

Our agency has changed the expectations and practice for supervisors as they provide support to our field-based staff.

Yes

If yes, describe how.

No

If no, how will this be addressed?

We have instituted a decentralized staffing plan in response to the increasing numbers of people we currently serve primarily in community integrated services. (Decentralized staffing plan means staff are exclusively or primarily in the community to provide services and are not required to be on-site at a facility operated by the agency every day).

Yes

If yes, please describe.

No

If no, do you anticipate the need for such a plan soon?

What considerations will you have to make to facilitate such a plan?

Our community integrated day and competitive integrated employment staff wages have been changed to reflect their increased responsibility and level of expertise.

Yes

If yes, which positions?

No

If no, do you have plans under consideration?

Employment staff are well versed in Customized Employment and use it extensively.

Yes

If yes, how many job placements were made by your agency using CE strategies in the past 12 months?

No

If no, why not?

Additional Comments

**Results**

***Data and Benchmarking***

We use the following method(s) to record service delivery data:

We maintain the following data regarding employment outcomes, including movement between all employment, pre-employment and other day services:

We use data collected for benchmarking (measuring current performance against previous performance, e.g., numbers of people per month acquiring jobs now verses a year ago, number of Customized jobs acquired this month verses the number in the same month in the prior year).

Yes

If yes, what are some of the benchmarks set by the agency?

How will progress towards those benchmarks be measured?

No

If not, we have the following plans to address.

***Information Technology***

We have an electronic data-base system for data collection either in the facility or in the field.

Yes

If yes, please describe

No

If no, our staff use the following method(s):

Our agency uses the following strategies to communicate with staff both in the facility and in the field:

Our field based staff have cell phones.

Yes

If yes, are they provided by the agency or are staff compensated for use of their personal phones?

No

If no, are there plans to address?

Our staff use agency issued electronic devices (I-Pads, tablets, smart phones)?

Yes

If so, which? What are the expectations for use?

No

If no, are there plans to address?

Additional comments

**Measurement, Analysis and Knowledge Management**

***Quality Assurance***

We are accredited by an entity external to our state, i.e., CARF, CQI

Yes

If yes, what entity

No

The results of our most recent surveys of quality and compliance by our funding sources were positive regarding competitive integrated employment and community integrated pre-employment services as well as meaningful community integrated day supports.

Yes

If yes, please summarize the highlights in a few sentences

No

If no, please summarize the concerns in a few sentences

Our areas of highest quality are as follows:

Our areas where we have some quality concerns are:

Improvements in those areas will be addressed and measured in the following manner:

Individuals served, families, case managers and other key constituents served are surveyed routinely to assess their satisfaction with services provided.

Yes

If yes, describe process, briefly, including how feedback is provided.

No

If no, how will this be addressed?

Staff is surveyed routinely to assess their satisfaction with their jobs, the support they receive from the agency and their training needs.

Yes

If yes, describe process, briefly, including how feedback is provided.

No

If no, how will this be addressed?

We have a designated position or positions at our agency that oversees quality.

Yes

If so, what are those positions?

No

If no, who is responsible for the oversight of quality?

We assure quality within our agency using the following strategies:

We use data and quality assurance activities to establish longer term agency benchmarks and measure performance against them, e.g., % increase in people served by the agency 75% of the time in community integrated services, numbers of Customized jobs acquired.

Yes

If yes, provide an example.

No

If no, how will you begin to address?

We use knowledge gained from data and quality assurance analysis to update our strategic or business plans on a routine basis.

Yes

If yes, how are those updates shared with stakeholders?

Do the updates provide information which will promote continued support from constituents?

No

If no, how will you address?

**Summary**

Based on our analysis and knowledge of our agency, we see the following opportunities for increasing competitive, integrated employment, community integrated pre-employment services and meaningful community integrated day supports:

Correspondingly, we see the following as the challenges:

Based on this analysis and other knowledge of our organization we believe we need support in the following areas to best assist us as we move forward.