



**FY 2018
Program Evaluation
Results**

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1) General Summary

A. Introduction

This report will summarize activities and outcomes of programs operating within Huntsville Rehabilitation Foundation (HRF) doing business as Phoenix. It is intended to give an accurate picture of the year's activities and serve as a planning tool. The report is offered to meet accreditation requirements as well as reporting requirements of referral sources, the Huntsville Rehabilitation Foundation Board of Directors and the community at large.

B. Specific Program Overview

Counties Served:

Madison, Jackson,

Cullman, Morgan, Limestone, Franklin, Marshall, Colbert and Lauderdale
(Tennessee Valley)

Marion, Winston and Walker (Tri-County)

Vocational Evaluation (Comprehensive Vocational Evaluation Services)

Current Staff

Samantha Baugher, Program Coordinator

Stephen Davis, Evaluator

Melba Tate, Evaluator

Services Offered:

- Comprehensive Vocational Assessment
- Microsoft Office Assessment
- College Prep Assessment
- Educational Services: Career Assessment
- ADRS FLPA Assessment

Adjustment Services (Employee Development Services)

Current Staff

Tavaris Dale, Employment Specialist/Job Coach

Services Offered:

- Basic Work Skills Training and Work Hardening
- Job Preparation Services
- Intense support and training to include: interpersonal skills, communication skills, attendance, work performance, physical stamina, work behaviors, grooming/hygiene, job retention skills, employer expectations, workplace accommodations, assertiveness, interviewing and listening skills.
- Situational assessments

Partners with Industry (Job Development)

Current Staff:

Madison County

Rachel Mason, Program Coordinator
Pat Pope, Employment Specialist
Janella Morgan, Employment Specialist/Job Coach
Jay Cavender, Employment Specialist/Job Coach

Tennessee Valley, Tri-County

Carolyn Harkins, Program Coordinator
Crystal Pugh, Employment Specialist/Job Coach
Victoria Vaughn, Employment Specialist/Job Coach

Jackson County

Mike Harrison, Program Coordinator
Sonja Kirby, Employment Specialist/Job Coach

Services Offered:

- Job Readiness / Placement / Follow-up
- Job Coach Services
- Community Employment Services
- Administrative Experience (Admin Tract)
- Paid Work Experiences

Milestones (Employment Supports)

Current Staff

Madison County

Rachel Mason, Program Coordinator
Jay Cavender, Employment Specialist/Job Coach
Janella Morgan, Employment Specialist/Job Coach

Tennessee Valley, Tri-County

Carolyn Harkins, Program Coordinator
Anna Jean Selsvik, Employment Specialist/Job Coach

Services Offered:

- Milestones / Supported Employment
- Drivers Permit Training
- Job Coach Services
- Employer Work Incentives

Educational Services

Current Staff

Madison County

Samantha Baugher, Program Coordinator
Melba Tate, Employment Specialist/Job Coach
Earl Grilliot, Employment Specialist/Job Coach

Jackson County

Mike Harrison, Program Coordinator
Sonja Kirby, Employment Specialist/Job Coach

Tennessee Valley/Tri-County

Carolyn Harkins, Program Coordinator
Cieara Hitt, Employment Specialist/Job Coach
Jessica Dyson, Employment Specialist/Job Coach

Services Offered:

- Job Exploration and Counseling
- Work based learning experiences
- Workplace and College Tours
- Money Management Skills
- Counseling for post-secondary education
- Workplace readiness
- Instruction in self-advocacy
- Smart Work Ethics job readiness training
- College Prep
- JETS (Job Readiness Immersion)

Employee Support Services (Organizational Employment)

Current Staff

Veronica Averhart, Program Coordinator
Starla Brandon, Program Manager
Ross Justice, Program Manager
Treaver Blowe, Employment Specialist/Job Coach
Jackualyn Deanes – AbilityOne Coordinator

Services Offered:

- Case Management for Phoenix Employees
- Job Coaching for Employees
- Employee Assistance to all staff and employees of Phoenix
- Ability One Employee Certification
- Referral Source for Alabama Department of Rehabilitation Services, Veterans Administration Services, and Department of Human Resources.
- Job Placement Services

C. Community/Professional Affiliations

Phoenix continues to be active in the local community and continues to promote professional growth by encouraging membership in professional organizations. This section notes staff involvement over the past year as well as historical involvement:

Alabama A & M Rehabilitation Counselor Education Advisory Board, Board Member
Alabama Association of Multicultural Rehabilitation Concerns, President
Alabama Association for Persons in Supported Employment, Board Member
Alabama Association of Rehabilitation Facilities, President 2016-18 and Secretary 2017
Alabama Board of Examiners in Counseling
Alabama Counseling Association
Alabama Department of Rehabilitation Services Council, Board Member
Alabama Department of Human Resources
Alabama Department Veterans Affairs
Alabama Hispanic Association
Alabama Non-Violent Offenders Organization
Alabama Institute for the Deaf and Blind
Alabama Rehabilitation Association, Board Member
American Counseling Association
Appleton Learning, Board Member
Athens Limestone Family Resource Center
Autism Society
BB&T Bank Local Advisory Board, Member
Better Business Bureau of North Alabama member and Board Member
Community Free Clinic Board of Directors
Alabama State Black Chamber of Commerce
Chamber of Commerce (Athens, Cullman, Decatur, Hartselle, Huntsville Madison County & Limestone)
Chamber of Commerce Foundation (Huntsville Madison County), Board of Directors
Chamber of Commerce - North Alabama African-American
Career Center (Decatur, Hanceville)
Community Free Clinic Board of Directors
EPIC (Exceptional People in Community, Inc.)
Down's Syndrome Society
Governor's Committee on Employment for People with Disabilities, Board Chair (Huntsville) and annual sponsor (Madison, Cullman, Morgan, Limestone, Jackson Counties)
HEALS
Huntsville City Transportation Advisory Board, Past Chair
Huntsville Housing Authority
Huntsville Madison County Leadership, 5 Graduates, 1 enrollee
Chair, Advisory board, Huntsville-Madison County Marina Authority (Ditto Landing Recreation Area)
Huntsville Madison County Mental Health Center
Huntsville Madison County Transportation Coalition
Huntsville Wall That Heals Committee (traveling Vietnam Memorial) Corporate Sponsor/Media Chair
Madison City Disability Advisory Board
Madison County Transportation Technical Steering Committee
MS Society Leadership Class, Past Graduate
National Rehabilitation Association
NASHRM, SHRM
North Alabama Mental Health Coalition
Outrun Hunger, Founding Member
Parachute Industry Association
Partners for Athletes and Leaders in Schools, Vice President
Prevention of Elder Abuse and Criminal Exploitation (PEACE) Coalition
Source America, Current National Board Member
Southern Disability Foundation, Board Member

UNCF, Member, Annual Sponsor, Past Chairman, Huntsville Committee
United Way Executive Directors Association, Board Member and Past Chairperson
United Way/Combined Federal Campaign/Alabama State Campaign, Board Member 2005
United Way Leadership 5 Graduates, 1 enrollee
Walter Jones Annual Turkey Bowl
Wheels4Working Transportation Coalition, Member

D. Community Outreach

Public Relations and Community Education continued as an organizational focus for FY18. During this year, Phoenix participated in numerous presentations and hosted numerous groups. The following is a summary of those activities and an estimated number of those involved in the activities:

9/11 Honor Walk at U.S. Space & Rocket Center – 200 attendees
Ability Career Fair – 50 attendees
ADRS Muscle Shoals and unit supervisor tour – 20 attendees
AIDB Disabilities Awareness Rally - 50
Alabama State Black Chamber of Commerce (ASBCC) annual meeting – 75 attendees
AL.com video article - statewide
ASBCC meeting – 2 meetings, 150 attendees
Autism Walk – Public Event
Buddy Walk – Public Event
City of Huntsville TV Program – North Alabama Coverage
Civic Clubs (8) – 200
DAU Tours(ongoing) - >250
Decatur Area Committee on Employment of People with Disabilities Awards Luncheon – 100 attendees
EPIC Annual Dinner – 50 attendees
Friends, Inc Annual Dinner – 100 attendees
HEALS, Walter Jones Turkey Bowl – Public Event
Huntsville Area Committee on Employment of People with Disabilities Awards Luncheon and Job Fair – 110 attendees
Huntsville City School’s IREGISTER Event – 300 attendees
Huntsville Madison County Chamber of Commerce Business Expo – 7200 attendees
Huntsville Madison County Chamber Updates Sponsor with federal, state, county and city officials with >1,000 attending each event
Huntsville Social Services Leadership – 20 events
Leadership Huntsville Events (9) 450 attendees
Local and National Media Activities including Television, Radio, Print, and Electronic forums (see archives for print activities)
NAAACC Annual Conference – 75 attendees
NAAACC meeting – 6 meetings, 240 attendees
NASHERM Youth Career Training event -2 events 80 attendees
National Disability Employment Awareness Month Observance on RSA >150 attendees
North Alabama African-American Chamber of Commerce (NAAACC) meeting; Community Faith
Not One More Huntsville Walk – 250 attendees
Out run Hunger - 500
Overview of Alabama’s strategic opioid plan (Attorney Steve Marshall) – 50 attendees
Rocket City Pride – 200 attendees
RSA contractor orientation - 8
Schmoosa Palooza – 150 attendees
Silverlinings Neurodevelopment Center – Phoenix tour and service overview – 2 attendees
SMDC Veteran Job Fair – Public Event

Source America Grassroots Summit – Met with key Congressional staff
 The Power of the Purse (DHR Commissioner) – 50 attendees
 Thrive Alabama panel on HIV criminalization - 30 attendees
 Tri-County Committee on Employment of People with Disabilities Awards Luncheon – 100
 Tri-System Transition Expo – 300 attendees
 UAH Educational Department (tour and service overview) – 30 attendees
 UAH Human Resource Young Professionals Group (tour and service overview) – 10 attendees
 UAH: National Disability Employment Awareness Month presentation – 15 attendees
 UAH: Rise Center – 100 attendees
 UNCF Gala Sponsor – 500 attendees
 UNCF planning meeting – 3 meetings- 30 attendees
 United Way Tours – Ongoing, 50
 WAFF Interviews (1)
 Warrior to Workplace Event – public event
 WJOU (2nd Chance Program) – 8 attendees

E. Certifications

The following illustrates current certification and educational attainment of Phoenix programmatic staff:

Bachelor’s Degrees-18
 Master’s Degrees-9
 CRC-3
 CVE-1
 CESP-2
 Collaborative Special Education Teaching License-1
 Licensed Professional Counselor-1
 Certificate of Gerontology -1
 Post Graduate Certificate of Contemporary Theory in Addictive Behavior -1
 Post Graduate Certificate in Mental Health Services-1

F. Employer Placement Sites

The following reflects the employers and their respective counties that provided consumer employment and assessment during FY18:

Athens	Direct Home Care Hampton Inn McDonalds Pet Depot Staples State Farm Taco Bell Tuesday Mornings Walmart
Cullman	Applebees Buetner Brothers Classy Lady CiCi’s Pizza Cracker Barrell Cullman Regional Medical Center Dollar General Fancher Educational Services Jack’s Link’s NARE Home Medical North AL Wholesaler

	Publix Topre America Walmart Yutaka
Decatur	AL Cleaning Services A&K Heavenly Homes Academy Sports American Thrift Store Arby's Automation at Russell Forest Autozone Barrios Big Lots Burning Tree Country Club Bradford Health Captain D's Carmike 10 Cici's pizza Center for Developmentally Disabled Chuck E Cheese City of Decatur Parks and Recreation Cooks Pest Control Country Inn Suites Cracker Barrel Decatur General West Decatur Mall Decatur Morgan Hospital Decatur Nursery Double Tree EPSCO Family Dollar Functional Pathway General Electric Green Matters Gutter Guard Hardees Havoline Oil Express Health Care Services Holloway's Meat Market J Lodge Jack's J&S Homes Jimson Manufacturing Kohls Kroger LaQuinta Inn Lewisgoetz Little Ceasars Lowes Lyons HR Matsu McDonalds Murray Guard NARCOG Neely Vending Oh Bryans Steak House National Packaging Company Papa Murphy's Pizza Perry Company

	<p>Pilot Travel Center Pizza Hut Publix Quality Inn River City Ruby's Cleaning Service Russell Forrest Products Quality Inn Sally's Beauty Supply Steak Out Steele Case Summit Tree Stands TN Valley Training Center Walmart Wayne's Farms Wendy's Woodbridge Apartments</p>
Hartselle	<p>Busche Machinery Cracker Barrel Hartselle Library Jack's Log Cabin and Tea Slate Security</p>
Huntsville	<p>A-1 Cleaning Service Ability Plus Agile Services AIDB Alorica AMC Angela's Daycare Ark of Madison County Baron Services Baumhower's Blue Plate Café Bobbie Brown Make up Bradford Health Services Brookshire Health Care Buffalo Rock Burger King (Hazel Green) CASA Gardens CASA of Madison County Chicken Salad Chick Cinram Chicken Salad Chick Coast Corporate Selections Crestwood Hospital Dollar General Market Donato's Pizza Downtown Rescue Mission Downtown Rescue Thrift Store Dunkin Doughnuts Earth Fare Earth Link EFI Janitorial Embassy Suites Huntleigh at Epsco Express Personal</p>

Fairfield Inn
Friends of Rescue
Gs4 Security Services
H&M
Hampton Inn
Harris Home for Children
Heavenly Janitorial
Hilton Garden Inn
Holiday Inn Holy Family School
Home Goods
Home 2 Suites
Huntsville Airport
Huntsville City Schools
Huntsville Humane Society
Huntsville Madison County Senior Center
Iron Mountain Solutions
Jack's
Jason's Deli
JC Penny
J.I.T. Military Sales
Kelly Services
Kohl's
Kroger (Drake, Hwy 72 West, Logan, and Oakwood)
Krystal's
Landrum Janitorial
Lewter's Hardware
Little Caesar's Pizza
Lowe's
Lyons H.R
Madison City Senior Center
Madison Thrift Store
Marshall's
Monaco Pictures
New Hope Elementary School
Onin Staffing
Reed's Contracting
Phoenix
Polaris
Publix
Raytheon
Residence Inn
Richard's Lighting
Rolo's Café
Ross Dress for Less
Restore Care
S3
Sanmina SCI
Securitas
Security Engineers
SCIC
Shaggy's Tacos
Sigmatech
Sneed's Cleaners
Stanlieo's
Sonic
Spherion
TARCOG
Target
Ted's Barbecue

	<p>T.J Maxx Town Place Suites UAH United Cerebral Palsy Us. Space & Rocket Center Valley Hill Country Club Valley View Rehab Center Volunteers of America Wal-Mart Walton's Southern Table Wendy's The Westin Hotel & Spa Whitesburg Baptist Center Will Technology Wyle CAS YMCA – Southeast TruGreen</p>
<p>Jackson County</p>	<p>AutoZone Beaulieu of America Buccaneer Rope Burger King B&B Cleaning Services Chevron Dollar General Elwood Staffing Engineered Floors Hardees Haymon Homes Highlands Medical Center Huddle House Imperial Aluminum Krystal L&L Lumber Little Caesar's Lozier Corporation Madison County School System Manpower Staffing Maples Industries Mohawk Industries NCI Manufacturing Oral Arts Dental Laboratories Papa John's Pizza Pilgrim's Pride Quality Inn Rosewood Manor Security Engineers Taco Bell The Children's Place Tri-County Group Homes Wal-Mart Supercenter Wendy's Zaxby's</p>

Tri County Area	American Thrift America Wholesale Books C.R Gibson Warehouse Store - Jasper Al Dollar General Store - Parish Gary's Mobile Homes Goody's Hough Rd Walmart Huntsville Hospital Jack's Mc Donald's – Jasper Professional Transport Repair- Haleyville Ridgewood Health Services SITEL Walmart - Florence Walmart-Jasper Walmart-Jasper
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G. Training Summary

Phoenix hosted numerous trainings throughout the year. The following reflects the in house staff and consumer trainings conducted or sponsored (See individual Training Competency Forms for out of facility trainings attended by staff):

STAFF

- Diversity Training (Holistic Performance Group) – June 2018
- Phoenix Mission, Vision and Values (CEO, Bryan Dodson) – March 2018
- Corporate Compliance (David Perez) – February 2018
- Grounds and RSA Janitorial Front Line Supervisor training: Stepping up to a Leadership Mindset, Communicating the right message, How to be a better Team Player, Smart Leaders Value Their Employees - October 2017-September 2018
- Fire Suppression Training (Jude Jennings, Huntsville Fire & Rescue) – April 2018

*Not reflected are numerous security clearance, cyber security, equipment, Safety (Email, LINK and Classroom Presentations), technical and OSHA related trainings conducted by various operating divisions of Phoenix.

PROGRAMMATIC TRAINING - provided in daily programmatic activities (Adjustment, Job Readiness and Educational Services):

- Grooming/Hygiene
- Transportation
- Personal Management
- Medication Management
- Job Accommodations
- Job seeking
- Interviewing
- Sexuality in the Workplace
- Application Completion
- Time Clock Use
- Workplace Safety
- Shuttle Riding and Safety
- Substance Abuse
- Personal Hygiene
- Conflict Management- (Resolving conflict, responding to conflict, etc.)
- Workplace Bullying
- Personal Space (Boundaries)
- Change (Adjusting to & Adapting to Change)
- Following Directions
- Attention to Task
- What Makes a Good Employee (Characteristics & Traits)

Positive Attitude
Problem solving, creative thinking
Personal Appearance
Work Ethics
Resume Building
Money Management

College Prep

How College is Different
Accommodations Review
How to Use a Syllabus, Daily Planner, Semester Planner, etc.
Money, Stress, and Self-Esteem
Test Taking Strategies and Coping with Test Anxiety
Staying Focused, Note Taking, Reviewing Notes
Math Strategies
Public Speaking
Reading Strategies
Self-Advocacy
Campus Navigation
Problem Solving

JETS (Job Exploration Training)

Application Completion
Interviewing
Time Clock Use
Workplace Safety
What Makes a Good Employee (Characteristics & Traits)
Personal Appearance
Work Ethics

Smart Work Ethics

Personal strengths
Personal stressors
Recognizing values in others and self
Ethics/Commitment/Honesty/Integrity
Attendance/Punctuality/Dependability/Responsibility
Digital footprint
Gossip
Appearance/Dress Code
Hygiene/grooming
Personal space
Body language
Rapport
Listening skills/Following and giving directions
Problem solving/Making effective choices
Creative thinking
Initiative
Goal setting
Time management
Emotional intelligence/Impulse control

Educational Services

Career Assessment
Money management
Verbal and Nonverbal Communication
Networking

Time and Stress Management
Social Media
Community Resources
Healthy Relationships
Work/Home Balance
Self Determination
Independent Living
What makes a good boss?
Problem solving and critical thinking skills
Mock Interviews
Job Retention and Advancement
Intermediate and Practical Money Skills
Job Exploration
Workplace and College Tours

2) PROGRAM EVALUATION / PROGRAM OUTCOME SUMMARY

A. Overview

The Commission of Accreditation of Rehabilitation Facilities (CARF) has provided a framework around which our program evaluation system has been developed. The CARF publication, Program Evaluation: A First Step states: "Program evaluation measures outcomes rather than effort and thus needs to be supplemented by appropriate process measures to permit appropriate managerial action.... Program evaluation typically focuses on the total program and examines aggregate data in order to account for what happens to all persons as a result of the rehabilitation services offered. Program evaluation does not reflect the application of specific concepts rather the degree to which all persons achieved benefits described in the program objectives, at some point in time after cessation of services. The point in time must be soon enough to support an assumption that the services account for the benefits, and late enough to support an assumption that the benefits are stable and enduring." Beginning in 1979, the Vocational Development Program implemented program evaluation. The system began based on the approach used by Walker and Associates, Minneapolis, Minnesota and through ongoing modification has reached its present format. The system is currently based on the organization's strategic plan, which addresses specific outcome goals and objectives. By utilizing the MBO content of the strategic plan and the outcome focus of the current Program Evaluation System, Phoenix Vocational Services is able to assess and achieve continuous quality improvement. The current Program Evaluation process includes a formal analysis of:

Program Effectiveness (Program Outcomes)
Program Efficiency (Financial Performance / Overall Quality)
Process Integrity (Overall Quality)
Program Access
Customer Satisfaction (Consumer Feedback, Referral Source Evaluation, Employer Satisfaction Survey)
Community Return (Dollars Spent versus Dollars Returned)
Demographics

These various analyses provide the main component of the overall Program Evaluation System. Included is information related to process (process integrity) but the primary emphasis is on outcomes, which include program effectiveness, program efficiency, program access, customer satisfaction and community return. It is assumed that satisfactory results in the above areas reflect satisfactory programming. It is also assumed that satisfaction must be consistent throughout the customer base to have validity. The approach is multi-dimensional and includes several different measures, which are synthesized and reported quarterly and yearly. This approach conforms to CARF guidelines and is the result of continual analysis and modification.

Major elements of the system are:
Agency Mission (purpose) Statement
Definitions
Measures

Consumer Demographics

The primary purposes, resulting specific objectives and resulting 2018 outcomes of our system are as follows:

Goals	Results
1. To improve program effectiveness by increasing # closed to Employment in the Milestones program:	
<i>Via Milestones Huntsville close (MS4) to employment – 28 per year (43, 34, 34, 28)</i>	<i>Achieved - 28 (60, 37, 43, 28)</i>
<i>Via Milestones close Tenn. Valley (MS4) to employment – 13 per year (20, 15, 15, 13)</i>	<i>Not Achieved - 6 (10, 9, 9, 6)</i>
<i>Via Milestones close Jasper (MS4) to employment – 4 per year (5, 5, 5, 4)</i>	<i>Not Achieved - 2 (4, 4, 4, 2)</i>
2. Maintain Accreditation	
<i>Maintain Ability One compliance at 75% or above</i>	<i>Achieved – 84.82% (Sept. 2018)</i>
<i>Maintain CARF Accreditation 12/2015</i>	<i>Review scheduled for Dec. 2018</i>
3. To increase program efficiency / process integrity	
<i>Maintain unit cost below \$3000</i>	<i>Achieved - \$1,349</i>
<i>Maintain Record Review score above 90%</i>	<i>Achieved</i>
4. To improve program access	
<i>Maintain # served in Career Services at 390 or above</i>	<i>Not achieved due to increased focus on Educational Services</i>
<i>Maintain # served in Milestones at 53 or above</i>	<i>Achieved</i>
<i>Maintain ADRS Referral Source Satisfaction in regard to referral-service initiation timeframe</i>	<i>Achieved</i>
5. To improve customer satisfaction	
<i>Maintain at least 95% consumer satisfaction</i>	<i>Achieved - 96%</i>
<i>Improve Referral Source Responses to >50</i>	<i>Not achieved - 20</i>
<i>Maintain referral source satisfaction of at least 95%.</i>	<i>Not achieved - 92%</i>
<i>Maintain at least 90% the number of referring counselors who “felt that the services available at HRF meet all the needs for a Community Based Rehabilitation Program”</i>	<i>Not achieved - 88%</i>
<i>Obtain employer satisfaction of at least 90% (Tell Phoenix)</i>	<i>Achieved - 90%</i>

B. Program Effectiveness

Summary

Total Served and Closed.....1129
 Only outcome desired was Completion of Service...860
 Remaining Served.....269
 Employed.....65% (176)
 Unsuccessful Outcomes...34% (92) [Self termination 23% (21), Medical 18% (17)
 Other/Circumstantial 59% (54)]

Total Positive Outcomes 90% (1018)

By Employment Outcome

	FY15	FY16	FY17	FY18
Served / Employed Phoenix	58	83	20	2
Non ADRS consumers placed in Phoenix employment	-	-	48	90
Served / Employed Community	182	196	199	138
Total Closed Employed Milestones	38	28	36	36
Total Served / Closed to Employment	278	307	255	176
Total Leaving Phoenix to Competitive Employment	27	13	13	8

By Referral Source

ADRS

Total Served and Closed.....1129

Ranking by ADRS Referring Counselor by total number of services provided:

Huntsville/Jackson County

- 1) Sales 221
- 2) Lawson 169
- 3) Edwards 146
- 4) Williams 106
- 5) Robinson 89
- 6) Chandler 42
- 7) James 39
- 8) Gurley 32
- 9) McBryde 13
- 10) Dodd 5
- 11) Shropshire 3

Tennessee Valley

1) Jackson	127
2) Cain	89
3) Boyd	54
4) Marshall	33
5) Mitchell	21
6) Reed	10

Tri-County

1) Franks	16
2) Hayes	18
3) Robinson	13
4) McGuire	9
5) Miles	5
6) Maupin	1

Ranking by ADRS Referring Counselor by total positive closures by Step 3's (VE's) **:

Huntsville/Jackson County

1) Robinson	29 (7)
2) Lawson	28 (19)
3) Williams	26 (8)
4) Chandler	14 (7)
5) James	12 (5)
6) Gurley	11 (9)
7) Wright	10 (5)
8) Edwards	7 (9)
9) Sales	4 (5)
10) McBryde	(10)
11) Shropshire	1

Decatur

1) Boyd	33 (14)
2) Marshall	16 (10)
3) Jackson	10 (10)
4) Mitchell	10 (2)
5) Cain	7 (2)
6) Williams	6 (3)
7) Reed	5
8) Dodd	3 (1)

Tri-County

1) Hayes	7
2) Miles	5
3) Franks	3 (1)
4) McGuire	2 (3)
5) Robinson	1
6) Maupin	1

Ranking by ADRS Referring Counselor by total positive closures - Milestone 4's:**

Huntsville

1) Lawson	14
2) Sales	10
3) Edwards	10
4) James	7

5) Wright	6
6) Gurley	5
7) Chandler	4
8) Robinson	3
9) Dodd	1

Decatur

1) Reed	5
2) Williams	3
3) Cain	3
4) Jackson	2
5) Boyd	2
6) Marshall	1

Jasper

1) Franks	2
1) Robinson	1
2) McGuire	1

*Outcome numbers reflect persons closed in FY 2018, which were actually served from 7/2017 – through 9/2018. Outcomes are typically measured at closure period as determined by the referral source unless it is determined that a different time period is more representative of the actual outcome as measured by CATS. Employment outcomes reflect a period 90 days after placement. Reporting data is based on a selected time period. Any additions to data after sample time frame will alter results. Error of measurement is estimated at +- 5.

**Data Source Intacct based on billing

C. Program Efficiency / Service Access

Phoenix Vocational Services ended the year in a financially solvent position. 1129 consumers were provided programs in 2018. This figure will be used as the basis of an efficiency measure calculated by dividing FY18 Community Cost (dollars expended by referring agencies plus dollars donated) by consumers served.

Yearly Average Consumer Cost Comparison (ACCC)

<u>FY13</u>	<u>FY14*</u>	<u>FY15*</u>	<u>FY16*</u>	<u>FY17*</u>	<u>FY18*</u>
\$2864	\$2606	\$2673	\$2563	\$1623	\$1349

* Excludes State Wide Welfare Counselors

Efficiency measures also addressed timeliness of final reports. This measure is derived from referral source satisfaction surveys. Measures indicated a 91% timeliness of report generation.

Service Access is defined as the time between referral and enrollment. As with Report Timeliness, this measure is derived from referral source satisfaction surveys. Measures indicate a 95% of enrollments occurring within acceptable time periods from admission

D. Process Integrity

Case Record Review / Quality Assurance Summary

>200 cases were reviewed. The objective of Case Record Review is twofold. First, it is to provide feedback to staff on Case File condition to facilitate immediate corrective action. Secondly, it is to identify problem trends or system issues, which are dealt with through proactive training or other organizational or strategic interventions. Cases are reviewed at several points along the life of a program. This continuous process improvement format has drastically improved overall case file status. A score of 90% is thus offered based on analysis of problems cited versus potential problems as this year's score. The measure for this outcome is calculated by the percentage of satisfactory responses compared to the total possible responses on Case Record Review Form.

See quarterly Program Evaluation reports for specific outcomes.

E. Customer Satisfaction

Consumers

486 consumer and staff assessments were returned for 2018. The following summarizes the responses:

99% were pleased with their programs

97% left with a clear idea of their personal work related strengths and limitations including job skills and accommodations they need

93% knew what their next step would be and what kind of support they would need/receive

95% felt their program manager and other staff helped them make vocational plans

94% were very involved in decision making about their programs

98% understood recommendations from their program manager

96% felt they were treated with dignity and respect by the program managers and staff

97% felt their time was well used

98% would recommend HRC services to other individuals with disabilities and their families

98% found all aspects of their program accessible

94% were satisfied with their referring Counselor / Case Worker

Specific comments are available in previously published Quarterly Reports.

Referral Source:

Feedback was solicited quarterly from referral sources for 2018. The following is a summary of that obtained:

94% felt that HRF staff were responsive to their needs and dealt with them in a professional and courteous manner.

91% felt that that persons referred to HRF were satisfied with the services received

88% felt that the services available at HRF meet all the needs for a Community Based Rehabilitation Center.

96% felt that the costs for services were reasonable and appropriate.

91% felt that services provided were appropriate in content and duration.

Specific comments are available in previously published Quarterly Reports

F. Community Return

In 2018, 176 persons were employed with an average wage of at least \$9.79 per hour at an average of 29.4 hours per week. Below is the annual amount in wages:

\$2,634,184

Estimating an average federal, state and local tax rate of 29.8%, these individuals will contribute to the tax base:

\$784,987

15.3% Social Security contribution:

\$403,030

It is estimated that 33% of these 176 persons, are receiving or are eligible to receive public assistance. At an average payment of \$400 per month, this equates to a potential yearly reduction of:

\$278,784

Total Yearly Community Contribution:

\$1,466,801

G. Demographics

The following will summarize program participant information and program activity outcomes for FY18. The information is intended to identify program strengths, weaknesses and trends to analyze overall service impact to assure program quality, relevance and ongoing improvement.

Program Participation Analysis

	FY15	FY16	FY17	FY18
# persons receiving services in at least one program area	593	683	989	1129
# persons gaining competitive Employment	278	307	255	176
Average Competitive Salary gained	\$10.02	\$11.05	\$10.04	\$9.79

Total Services by Department

<u>Vocational Evaluation</u>	231	254	251	122
<u>Adjustment Services</u>	128	148	82	64
<u>Job Coaching</u>	14	51	50	-
<u>Milestones/ Supported Employment</u>	65	58	77	76
<u>Placement Services</u>	316	332	345	214
<u>Educational Services</u>	-	-	-	784

Program Participant Descriptors

	FY15	FY16	FY17	FY18
Male	54%	56%	57%	58%
Female	46%	44%	43%	42%
Black	38%	38%	39%	40%
White	60%	60%	59%	58%
Hispanic	1%	1%	1%	1%
Other	1%	1%	1%	1%
Age 15 and under	2%	2%	0%	3%
Age 16-21	28%	31%	40%	47%
Age 22-44	47%	44%	33%	30%
Age 45 and above	23%	24%	27%	20%
Have Visual Impairment	1%	1%	1%	1%
Have Hearing Impairment	1%	1%	1%	1%
Have Orthopedic / Physical Impairment	12%	9%	12%	11%
Have Mental Illness	30%	28%	26%	31%
Have Drug / Alcohol Addiction	4%	6%	5%	4%
Have Drug Addition/MI	5%	4%	3%	5%
Have Mental Retardation	6%	4%	4%	5%
Have a Learning Disability	30%	31%	35%	32%
Have a Traumatic Brain Injury	<1%	<1%	<1%	<1%
Have Other Health Conditions	8%	12%	<1%	3%
Have No Disability	0%	0%	<1%	<1%
Have Autism	4%	4%	5%	5%
Have Multiple Disabilities	0%	0%	<1%	<1%

H. Analysis / Action Taken/ Extenuating Circumstances

- Vocational Evaluation continues to experience a slow decline in referrals. As a whole, many counselors use this service as a way to determine if an individual can obtain and maintain a job or if social security assistance is a more feasible goal.
- During this fiscal year, we began providing services in Franklin, Lauderdale and Colbert counties.
- The Tennessee Valley/Tri County team faced staff turnover throughout the year. This resulted in difficulty maintaining continuity with consumer cases, slowed services provided and decreased referrals. The Program Coordinator worked through all of these issues maintaining open communication with the unit supervisors, counselors, families, teachers and consumers. We ended this fiscal year almost fully staffed,

back to providing in-depth case management services and placing individuals into employment.

- Case Record Review proved that overall, files were in good condition. There were isolated occurrences that were handled during each quarterly review process.
- The AbilityOne Coordinator has worked diligently throughout the year to improve the hiring process for Phoenix employment. Because referrals from VR to Phoenix employment ceased, many processes and procedures had to be revamped. The coordinator has helped to refine the process of hiring qualified individuals for AbilityOne contracts.
- There was an increase in the number of individuals served during this fiscal year. This was due to the large numbers of Educational Services provided in the high schools. The outcome of these services are not employment based so even though there was an increase in number served, the number closed to employment did not increase.
- Provided Educational Services in 40 high schools.
- We continue to surpass the 75% AbilityOne agency wide ratio. As of the end of the fiscal year, we were at greater than 84%.
- 486 consumer assessments were completed for FY18. This number has almost doubled since last fiscal year.
- Continue to face difficulties in receiving VR counselor feedback. We plan to look into alternative ways of soliciting feedback.
- Served 1,129 individuals with disabilities with approximately half being high school students.
- X number of people placed into Phoenix employment by the AbilityOne Coordinator.
- Referrals tend to possess the same overall demographics as in previous years with the exception of an increase in individuals who fall within the 16-21 age category. This is because of Educational Services being provided in the high schools.
- Even though not all goals were reached, most were and were reflective of excellent performance.

I. Goals for FY 2019

6. To improve program effectiveness by increasing # closed to

Employment in the Milestones program:

Via Milestones Huntsville close (MS4) to employment - 28 per year (43, 34, 34, 28)

Via Milestones close Tenn. Valley (MS4) to employment - 13 per year (20, 15, 15, 13)

Via Milestones close Jasper (MS4) to employment – 4 per year (5,5,5,4)

7. **Maintain Accreditation**

Maintain Ability One compliance at 75% or above

Maintain CARF Accreditation

8. To increase program efficiency / process integrity

Maintain unit cost below \$3000

Maintain Record Review score above 90%

9. To improve program access

Maintain # served in Career Services at 250 or above

Maintain # served in Milestones at 53 or above

Maintain ADRS Referral Source Satisfaction in regard to referral-service initiation timeframe

10. To improve customer satisfaction

Maintain at least 95% consumer satisfaction

Improve Referral Source Responses to >50

Maintain referral source satisfaction of at least 95%.

Maintain at least 90% the number of referring counselors who “felt that the services available at HRF meet all the needs for a Community Based Rehabilitation Program”

Obtain employer satisfaction of at least 90% (Tell Phoenix)