

Beacon Group

Quarterly Service Delivery Performance Improvement Report

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Prepared By

Sheltered Employment
Program

Second
Quarter

2004-05
Year

Analysis of Program Objectives

During the second quarter of the current fiscal year, both the current index score (122.62) and the cumulative index score (111.90) were well above the overall Sheltered Employment program goal of 100. During the quarter, eight of the ten primary objectives were accomplished at or above established goal levels, while two were not. During the next quarter, additional emphasis needs to be placed in the following areas: maximizing client productivity and minimizing the program time for clients to be referred to supported employment.

Characteristics of Clients (Beginning of Services):

For those clients beginning services during the quarter, we served a higher percentage of clients having no prior work experience, clients receiving public assistance, and clients having less than a high school degree or equivalent; while serving a lower percentage of clients under the age of 22 than we have traditionally served. From a disability standpoint for those clients beginning services during the quarter, we served a higher percentage of developmentally disabled; and a lower percentage of mentally ill and traumatically brain injured clients than we have historically seen. In terms of client ethnicity characteristics for those clients beginning services during the quarter, we served a higher percentage of Anglo clients; and a lower percentage of Hispanic, African American, Native American, and Asian/Pacific Islander clients than we have in the past.

Characteristics of Clients (Receiving Services):

For those clients receiving services during the quarter, we served a higher percentage of clients having no prior work experience and clients over the age of 55; while serving a lower percentage of clients receiving public assistance, clients having less than a high school degree or equivalent, and clients having a post secondary education than we have traditionally served. From a disability standpoint for those clients receiving services during the quarter, we served a higher percentage of physically disabled and developmentally disabled clients; and a lower percentage of mentally ill, learning disabled, deaf/hearing impaired, and blind/visually impaired clients than we have historically seen. In terms of client ethnicity characteristics for those clients receiving services during the quarter, we served a higher percentage of Anglo clients; and a lower percentage of Hispanic, African American, and Native American clients than we have in the past.

Characteristics of Clients (End of Services):

During the quarter, for those clients exiting services, we served a higher percentage of clients having no prior work experience, clients receiving public assistance, and clients over the age of 55; and a lower percentage of clients having less than a high school degree or equivalent, clients under the age of 22, and clients having a post-secondary education than we have traditionally served. From a disability standpoint for those clients exiting the program, we served a higher percentage of deaf/hearing impaired and traumatically brain injured clients; and a lower percentage of physically disabled, developmentally disabled, mentally ill, learning disabled, and blind/visually impaired than we have historically seen. In terms of client ethnicity characteristics for those clients exiting the program, we served a higher percentage of Anglo clients; and a lower percentage of Hispanic, African American, Native American, and clients of another ethnic background than we have in the past.

Performance Analysis

Action taken or changes made to improve performance during the quarter:

Discussions with staff members were conducted on a number of occasions regarding general outcomes improvement. In addition after first quarter data was available for the current fiscal year, a formal meeting was held with all appropriate Tucson Office staff members at both sites to review overall performance and to discuss specific actions to improve performance in the four primary objectives that was being accomplished at below goal levels. A similar meeting will be conducted as soon as second quarter data are finalized. That meeting is tentatively scheduled for Friday, May 13th.

Areas needing performance improvements during the next quarter:

During the quarter, client productivity was only 37% compared to a program goal of 40%. Given the nature of the clients we seem to continue to serve, this may not appreciably change much in the near future. New referrals have been typically “lower functioning” than those we have historically served. During the quarter, 2 clients transitioned to the Supported Employment program. On average, the clients who transitioned had been in the Sheltered Employment for a number of years. As a result, those outcomes skewed the data in the negative for the program time objective.

Quarterly action plan to improve performance:

Continued emphasis needs to be placed on moving clients from Sheltered Employment to Group Supported Employment. Continued monitoring of client productivity figures on a bi-weekly basis should also be completed. In meetings with Program Managers who serve clients in the supported employment program, emphasis should be continually placed on establishing only a minimal number of objectives for each client and/or adequately following through with production supervisors and job coaches to ensure that appropriate techniques are consistently being implemented to accomplish ISP objectives.

**BEACON GROUP
PERFORMANCE IMPROVEMENT REPORT**

PROGRAM: Sheltered Employment

Second Quarter – Year 2004-05

Current Index Score: 122.62

Cumulative Index Score: 111.90

Primary Objectives	Current Quarter			Goal	Relative Weight	Cumulative		
	Raw Score	Index Data	Actual Data			Raw Score	Index Data	Actual Data
1. Maximize the # of clients who are Referred to supported employment	10	100	2	2.0/qtr.	10	15	150	7
2. Maximize the # of clients who are Referred for day treatment and Training or other pre-voc. services.	12	150	3	2.0/qtr.	8	12	150	7
3. Maximize client productivity.	4.9	70	37%	40%	7	4.9	70	37%
4. Maximize the accomplishment of I.S.P. objectives.	18.75	50	44 of 52 85%	80%	15	7.5	50	70 of 115 61%
5. Minimize the program time for Clients referred to supported employment.	2.5	50	378.00 weeks	104 wks	5	2.5	50	276.77 weeks
6. Minimize the program time for clients referred to day treatment and training or other pre-voc. services.	5.5	110	72.60 weeks	78 wks	5	2.5	50	143.39 weeks
7. Minimize downtime	16.5	110	14%	15%	15	16.5	110	14%
8. Maximize the percentage of “valuable” response at 3 month follow-up.	15	150	7 of 7 100%	95%	10	15	150	11 of 11 100%
9. Maximize the percentage of “favorable” responses on consumer satisfaction questionnaires.	22.5	150	45 of 45 100%	95%	15	21	140	84 of 85 99%
10. Maximize the percentage of “favorable” responses on referral source questionnaires	15	150	5 of 5 100%	95%	10	15	150	9 of 9 100%

PERFORMANCE IMPROVEMENT REPORT

SUPPLEMENTAL MEASURES

PROGRAM: Sheltered Employment

Second Quarter – Year 2004-05

SUPPLEMENTAL MEASURES	BASE PERIOD	CURRENT QUARTER	CUMULATIVE
1. Clients terminated for medical reasons.	25 of 287 9%	2 of 7 29%	2 of 19 11%
2. Clients terminated due to moving.	22 of 287 8%	0 of 7 0%	2 of 19 11%
3. Clients terminated as not appropriate for Beacon Group services.	29 of 287 10%	0 of 7 0%	0 of 19 0%
4. Clients terminated for dropping out of program.	56 of 287 20%	0 of 7 0%	1 of 19 5%
5. Average hourly wage.	\$2.05	\$2.36	\$2.37
6. % of reviewed case records with no identified quality assessment deficiencies.	459 of 498 92%	19 of 20 95%	38 of 40 95%
7. COST DATA:			
Average cost of services to be referred to supported employment.	\$ <u>46,598.32</u>	\$ <u>42,356.79</u>	\$ <u>41,005.51</u>
Average cost of services to be referred to day treatment and training or other pre-voc. services.	\$ <u>40,789.52</u>	\$ <u>26,872.58</u>	\$ <u>26,348.08</u>
8. Percentage of clients denied access to services.	N/A	0 of 8 0%	0 of 17 0%

**PERFORMANCE IMPROVEMENT REPORT
CLIENT DESCRIPTORS**

PROGRAM: Sheltered Employment

Second Quarter – Year 2004-05

CLIENT DESCRIPTORS EXITING SERVICES	BASE PERIOD	CURRENT QUARTER	CUMULATIVE
1. % clients having no prior work experience.	171 of 308 56%	5 of 7 71%	14 of 19 74%
2. % of clients receiving public assistance.	277 of 308 90%	7 of 7 100%	19 of 19 100%
3. % of clients having less than a high school degree or equivalent.	180 of 308 58%	2 of 7 29%	8 of 19 42%
4. % of clients under the age of 22.	19 of 308 6%	0 of 7 0%	1 of 19 5%
5. % of clients over the age of 55.	8 of 308 3%	1 of 7 14%	1 of 19 5%
6. % of clients having a post-secondary education.	4 of 308 1%	0 of 7 0%	0 of 19 0%
7. % of clients diagnosed as physically disabled. (primary)	15 of 308 5%	0 of 7 0%	0 of 19 0%
8. % of clients diagnosed as developmentally disabled. (primary)	182 of 308 59%	4 of 7 57%	13 of 19 68%
9. % of clients diagnosed as mentally ill or emotionally disabled.(primary)	45 of 308 15%	1 of 7 14%	1 of 19 5%
10. % of clients diagnosed as learning disabled. (primary)	2 of 308 .6%	0 of 7 0%	0 of 19 0%
11. % of clients diagnosed as deaf or hearing impaired. (primary)	3 of 308 1%	1 of 7 14%	1 of 19 5%
12. % of clients diagnosed as blind or visually impaired. (primary)	7 of 308 2%	0 of 7 0%	2 of 19 11%

PROGRAM: Sheltered Employment

CLIENT DESCRIPTORS EXITING SERVICES	BASE PERIOD	CURRENT QUARTER	CUMULATIVE
13. % of clients diagnosed as substance abusers (primary)	0 of 237 0%	0 of 7 0%	0 of 19 0%
14. % of clients diagnosed as traumatically brain injured (primary)	22 of 237 9%	1 of 7 14%	2 of 19 11%
15. % of clients diagnosed as physically disabled. (secondary)	25 of 237 11%	0 of 7 0%	0 of 19 0%
16. % of clients diagnosed as developmentally disabled. (secondary)	23 of 237 10%	1 of 7 14%	1 of 19 5%
17. % of clients diagnosed as mentally ill or emotionally disabled. (secondary)	36 of 237 15%	2 of 7 29%	4 of 19 21%
18. % of clients diagnosed as learning disabled. (secondary)	14 of 237 6%	0 of 7 0%	0 of 19 0%
19. % of clients diagnosed as deaf or hearing impaired. (secondary)	7 of 237 3%	0 of 7 0%	0 of 19 0%
20. % of clients diagnosed as blind or visually impaired. (secondary)	5 of 237 2%	0 of 7 0%	0 of 19 0%
21. % clients diagnosed as substance abusers. (secondary)	4 of 237 2%	0 of 7 0%	0 of 19 0%
22. % clients diagnosed as traumatically brain injured. (secondary)	2 of 237 .8%	1 of 7 14%	1 of 19 5%
23. % of clients who are Anglo	71 of 117 61%	6 of 7 86%	17 of 19 89%
24. % of clients who are Hispanic/Latino	26 of 117 22%	1 of 7 14%	2 of 19 11%
25. % of clients who are African American	11 of 117 9%	0 of 7 0%	0 of 19 0%
26. % of clients who are Native American	6 of 117 5%	0 of 7 0%	0 of 19 0%
27. % of client who are Asian/Pacific Islander	0 of 117 0%	0 of 7 0%	0 of 19 0%

28. % of clients who are of another ethnic background	3 of 117 3%	0 of 7 0%	0 of 19 0%
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PERFORMANCE IMPROVEMENT REPORT

CLIENT DESCRIPTORS

PROGRAM: Sheltered Employment

Second Quarter – Year 2004-05

CLIENT DESCRIPTORS RECEIVING SERVICES	BASE PERIOD	CURRENT QUARTER	CUMULATIVE
1. % of clients having no prior work experience.	1529 of 1818 84%	151 of 175 86%	311 of 353 88%
2. % of clients receiving public assistance.	1783 of 1818 98%	164 of 175 94%	336 of 353 95%
3. % of clients having less than a high school degree or equivalent.	1446 of 1818 80%	139 of 175 79%	284 of 353 80%
4. % of clients under the age of 22.	15 of 1818 .8%	1 of 175 .6%	2 of 353 .6%
5. % of clients over the age of 55.	79 of 1818 4%	12 of 175 7%	21 of 353 6%
6. % of clients having a post-secondary education.	8 of 1818 .4%	0 of 175 0%	0 of 353 0%
7. % of clients diagnosed as physically disabled. (primary)	20 of 1818 1%	3 of 175 2%	5 of 353 1%
8. % of clients diagnosed as developmentally disabled. (primary)	1375 of 1818 76%	155 of 175 89%	314 of 353 89%
9. % of clients diagnosed as mentally ill or emotionally disabled.(primary)	180 of 1818 10%	5 of 175 3%	11 of 353 3%
10. % of clients diagnosed as learning disabled. (primary)	46 of 1818 3%	0 of 175 0%	0 of 353 0%
11. % of clients diagnosed as deaf or hearing impaired. (primary)	22 of 1818 1%	0 of 175 0%	1 of 353 .3%
12. % of clients diagnosed as blind or visually impaired. (primary)	66 of 1818 4%	2 of 175 1%	6 of 353 2%

PROGRAM: Sheltered Employment

CLIENT DESCRIPTORS RECEIVING SERVICES	BASE PERIOD	CURRENT QUARTER	CUMULATIVE
13. % of clients diagnosed as substance abusers (primary)	2 of 1818 .1%	0 of 175 0%	0 of 353 0%
14. % of clients diagnosed as traumatically brain injured (primary)	114 of 1818 6%	10 of 175 6%	16 of 353 5%
15. % of clients diagnosed as physically disabled. (secondary)	82 of 1818 5%	6 of 175 3%	13 of 353 4%
16. % of clients diagnosed as developmentally disabled. (secondary)	47 of 1818 3%	8 of 175 5%	16 of 353 5%
17. % of clients diagnosed as mentally ill or emotionally disabled. (secondary)	105 of 1818 6%	3 of 175 2%	8 of 353 2%
18. % of clients diagnosed as learning disabled. (secondary)	84 of 1818 5%	0 of 175 0%	0 of 353 0%
19. % of clients diagnosed as deaf or hearing impaired. (secondary)	56 of 1818 3%	3 of 175 2%	9 of 353 3%
20. % of clients diagnosed as blind or visually impaired. (secondary)	31 of 1818 2%	5 of 175 3%	11 of 353 3%
21. % clients diagnosed as substance abusers. (secondary)	14 of 1818 .8%	2 of 175 1%	5 of 353 1%
22. % clients diagnosed as traumatically brain injured. (secondary)	17 of 1818 .9%	2 of 175 1%	3 of 353 .8%
23. % of clients who are Anglo	1200 of 1818 66%	122 of 175 70%	246 of 353 70%
24. % of clients who are Hispanic/Latino	445 of 1818 24%	39 of 175 22%	80 of 353 23%
25. % of clients who are African American	66 of 1818 4%	6 of 175 3%	12 of 353 3%
26. % of clients who are Native American	46 of 1818 3%	4 of 175 2%	7 of 353 2%
27. % of client who are Asian/Pacific Islander	34 of 1818 2%	4 of 175 2%	8 of 353 2%

28. % of clients who are of another ethnic background	28 of 1818 2%	0 of 175 0%	0 of 353 0%
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**PERFORMANCE IMPROVEMENT REPORT
CLIENT DESCRIPTORS**

PROGRAM: Sheltered Employment

Second Quarter – Year 2004-05

CLIENT DESCRIPTORS BEGINNING SERVICES	BASE PERIOD	CURRENT QUARTER	CUMULATIVE
1. % of clients having no prior work experience.	25 of 39 64%	8 of 8 100%	12 of 17 71%
2. % of clients receiving public assistance.	38 of 39 97%	8 of 8 100%	17 of 17 100%
3. % of clients having less than a high school degree or equivalent.	23 of 39 59%	8 of 8 100%	17 of 17 100%
4. % of clients under the age of 22.	6 of 39 15%	0 of 8 0%	0 of 17 0%
5. % of clients over the age of 55.	0 of 39 0%	0 of 8 0%	0 of 17 0%
6. % of clients having a post-secondary education.	0 of 39 0%	0 of 8 0%	0 of 17 0%
7. % of clients diagnosed as physically disabled. (primary)	0 of 39 0%	0 of 8 0%	0 of 17 0%
8. % of clients diagnosed as developmentally disabled. (primary)	26 of 39 67%	8 of 8 100%	16 of 17 94%
9. % of clients diagnosed as mentally ill or emotionally disabled.(primary)	8 of 39 21%	0 of 8 0%	0 of 17 0%
10. % of clients diagnosed as learning disabled. (primary)	0 of 39 0%	0 of 8 0%	0 of 17 0%
11. % of clients diagnosed as deaf or hearing impaired. (primary)	0 of 39 0%	0 of 8 0%	0 of 17 0%
12. % of clients diagnosed as blind or visually impaired. (primary)	0 of 39 0%	0 of 8 0%	0 of 17 0%

PROGRAM: Sheltered Employment

CLIENT DESCRIPTORS BEGINNING SERVICES	BASE PERIOD	CURRENT QUARTER	CUMULATIVE
13. % of clients diagnosed as substance abusers (primary)	0 of 39 0%	0 of 8 0%	0 of 17 0%
14. % of clients diagnosed as traumatically brain injured (primary)	5 of 39 13%	0 of 8 0%	1 of 17 6%
15. % of clients diagnosed as physically disabled. (secondary)	2 of 39 5%	0 of 8 0%	0 of 17 0%
16. % of clients diagnosed as developmentally disabled. (secondary)	2 of 39 5%	0 of 8 0%	0 of 17 0%
17. % of clients diagnosed as mentally ill or emotionally disabled. (secondary)	7 of 39 18%	3 of 8 38%	3 of 17 18%
18. % of clients diagnosed as learning disabled. (secondary)	0 of 39 0%	0 of 8 0%	0 of 17 0%
19. % of clients diagnosed as deaf or hearing impaired. (secondary)	1 of 39 3%	0 of 8 0%	0 of 17 0%
20. % of clients diagnosed as blind or visually impaired. (secondary)	0 of 39 0%	0 of 8 0%	0 of 17 0%
21. % clients diagnosed as substance abusers. (secondary)	1 of 39 3%	0 of 8 0%	1 of 17 6%
22. % clients diagnosed as traumatically brain injured. (secondary)	0 of 39 0%	0 of 8 0%	0 of 17 0%
23. % of clients who are Anglo	23 of 39 59%	7 of 8 88%	13 of 17 76%
24. % of clients who are Hispanic/Latino	8 of 39 21%	1 of 8 12%	3 of 17 18%
25. % of clients who are African American	5 of 39 13%	0 of 8 0%	0 of 17 0%
26. % of clients who are Native American	2 of 39 5%	0 of 8 0%	1 of 17 6%
27. % of client who are Asian/Pacific Islander	1 of 39 3%	0 of 8 0%	0 of 17 0%

28. % of clients who are of another ethnic background	0 of 39 0%	0 of 8 0%	0 of 17 0%
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