



# 2016 Outcomes Management Report



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## OVERVIEW OF OUTCOMES MANAGEMENT SYSTEM

In order to ensure the persons served by Weaver Industries meet their desired outcomes, the agency has developed an Outcomes Management System. Without a system for managing data results, even the highest quality program may lose focus and no longer meet the needs of program participants. The Outcomes Management System is used to monitor on-going quality improvement efforts. This collection, dissemination and utilization of outcome information is conducted annually and is presented in an understandable manner to the governance authority, staff members, persons served, funding sources, stake holders, and regulatory agencies.

The purpose of the Outcomes Management System is to:

- Identify the results of consumer satisfaction with services and effects of services on persons served;
- Gather and utilize input from stakeholders;
- Assist the organization in managing its services more efficiently and effectively;
- Ensure that the organization's services meet the goals and objectives of persons served other stakeholders and contracting agencies;
- Meet the standards as established by the Commission on Accreditation of Rehabilitation Facilities (CARF) and the Ohio Department of Developmental Disabilities, (CMS) Centers for Medicare and Medicaid, and various other funding agencies; and
- Guide management decision making related to strategic planning, resources allocation, modification of service delivery, staff training, marketing, and other areas as needed.

The Outcomes Management Report is reviewed and evaluated annually by the Leadership Team and the Board of Directors. Information presented in the Outcomes Management Report is made available to employees, persons served and other interested stakeholders. All data collected for the present report will be kept for a minimum of three years from the date of the report. The Executive Director and designated individuals are responsible for overseeing data collection, aggregation and analysis and for ascertaining the accuracy, completeness, relevance and timeliness of the data used in the present report.

For more information or a copy of the annual Outcomes Management Report, please contact Denise Balko, marketing and communications manager, at [dbalko@weaverindustries.org](mailto:dbalko@weaverindustries.org) or (330) 379-3660.

## Organizational Goals and Objectives FY2016

2016 Objective	Description	Measure	Responsibility	2016 Outcomes
<b>Strategic Priority:</b>				
Implement mechanisms to assess the needs of persons served, and their families, and the impact of our services.				
Survey clients, families and/or guardians through the annual ISP process.	Seek input from individuals served and their families by developing and implementing a questionnaire which can be presented at the individual's annual team meeting.	Client/employee satisfaction with Weaver as an employer and service provider.	<p><b>Denise Balko</b> (WI Administration)</p> <p><b>Carol Flunoy</b> (WI Administration)</p> <p><b>Kevin Werthmuller</b> (WI Administration)</p>	<p>The "2016 Client Satisfaction Survey" was developed and, on March 8, 2016, Carol Flunoy implemented the process of surveying clients during their annual ISP meetings.</p> <p>YTD (12/1/16), 76 out of 135 (56%) clients have been surveyed. (A summary of survey results has been prepared for board review.)</p> <p>We have found that the logistics surrounding conducting the surveys at the annual ISP meetings will require some "fine-tuning," as it is not always possible for Carol Flunoy or another Weaver representative to attend each and every meeting.</p> <p>For 2017, we will investigate the possibility of client's SSAs conducting the survey during those meeting where Weaver representatives are unable to be present.</p>

2016 Objective	Description	Measure	Responsibility	2016 Outcomes
<b>Strategic Priority:</b> Consistently provide a variety of meaningful work to persons with disabilities.				
Improve production contract diversity.	Introducing a variety of jobs and tasks in the ProPak division helps to create a meaningful and challenging work environment. A diversified core contract base also reduces the vulnerability and repetition of the KONG contract. Diversification through State of Ohio or Federal (Source-America) contracts is a priority.	Client work hours on new accounts versus hours spent on existing accounts (i.e. KONG). 5% DL hours on new accounts.	<b>Joe Buit</b> (ProPak)  <b>John Moll</b> (ProPak)	YTD (12/1/16), client work hours spent on new jobs vs. existing jobs at ProPak is 3% (or 2,275 hours).
<b>Strategic Priority:</b> Create strategic partnerships and alliances that expand employment opportunities for persons with disabilities.				
Strengthen connections with local universities, corporations and business/economic development entities to gain ideas for more ways to provide employment for persons with disabilities.	Identify opportunities to interact with various local entities in a variety of arenas. Build relationships that will assist Weaver Industries with promoting its mission, marketing the services of its business divisions, and discovering new and innovative ways to increase the number of vocational options offered for persons served.	Number of new partnerships/alliances	<b>Jeff Johnson</b> (WI Administration)	Worked extensively on developing a strong relationship with the Better Business Bureau of Akron (BBB). Employees attended various events and workshops provided by the BBB and all of Weaver's divisions have received sales leads from this entity. EarthCare obtained a contract for grounds maintenance at the BBB location.  Developed a relationship with Dr. Steven Ash, chairperson for the department of Management, College of Business, University of Akron. Dr. Ash was one of two presenters at Weaver Industries' employ retreat held October 10, 2017.

2016 Objective	Description	Measure	Responsibility	2016 Outcomes
<b>Strategic Priority:</b> Promote the importance and benefits of employment for persons with disabilities. Affirm and promote Weaver Industries' commitment to providing employment to persons with disabilities.				
Improve community connections and brand recognition.	Identify ways to promote WI and its divisions to / interact with our target audiences (i.e. current/potential clients and their supports, current/potential division customers, our community at-large) via advertising, chamber participation, sponsorships, website, etc.	Output, touch points and responses. 100 hours on new touch points.	<b>Denise Balko</b> (WI Administration)  <b>Jeff Johnson</b> (WI Administration)	YTD (12/1/16), we have made 93 out of 100 touch points.  Weaver representatives have been attending various Chamber and community events.  In addition, we have been focusing on building relationships with the Autism Society of Greater Akron and the Up Side of Downs.
<b>Strategic Priority:</b> Secure, maintain and grow external customers through the delivery of high quality services and a focus on continuous improvement.				
Implement new Camp Ravenna grounds maintenance contract	Implement all requirements within the SOW including: defining jobs and schedules for client positions and other staff supports, identify and secure appropriate equipment and tools.	Implementation and customer satisfaction. Status reports to board.	<b>Dan Brainard</b> (Employment Services)  <b>Brad Haben</b> (EarthCare)	Customer is very satisfied with our performance; however, the DODD suspension limited our ability to add expand crews and purchase equipment. This hampered our productivity.  Through the 3 <sup>rd</sup> and 4 <sup>th</sup> quarters of 2016, we have been able to put additional client crews and equipment in place.
<b>Strategic Priority:</b> Secure, maintain and grow external customers through the delivery of high quality services and a focus on continuous improvement.				
Ensure ProPak productivity is consistent with production standards and pricing models.	For client training purposes and sustainability; it is imperative that production output is consistent with time studies and costing standards	Productivity of workers, production standards and revenue generated. DL/Sales ratio: goal 80%.	<b>Joe Buit</b> (ProPak)	Direct Labor to Sales is 81.5%. The goal is 80%. This number includes both first and second shifts at Marc Drive and Osceola.  The decrease from 120% is due to streamlining throughput and measuring accountability.

2016 Objective	Description	Measure	Responsibility	2016 Outcomes
<b>Strategic Priority:</b> Be ready to take advantage of opportunities.				
Prepare for CARF Accreditation: Implement policies & procedures.	CARF Accreditation is equivalent to ISO Certification for the rehabilitation industry. The accreditation assures that the agency and its practices and procedures are facing the mission, not just business practices.	Implement policies and procedures in preparation for accreditation in 2017.	<b>Jeff Johnson</b> (WI Administration)	<p>A “CARF Accreditation” committee has been established.</p> <p>The committee has been meeting weekly and has identified areas in which we feel would accreditation would be beneficial, including:            ASPIRE to Excellence            Community Employment Services (Job Development and Employment Supports            Affirmative Business Enterprise (for SecurShred)</p> <p>Throughout the year, the committee has been working to identify and collect the policies, procedures and documents necessary for accreditation, as well as those items that we will need create.</p> <p>We are anticipating applying by the May 31<sup>st</sup> deadline for a survey in September or October.</p> <p>At the beginning of 2017, the committee will reach out to our CARF resource specialist for assistance moving this project forward.</p>

2016 Objective	Description	Measure	Responsibility	2016 Outcomes
<b>Strategic Priority:</b> Build financial sustainability through revenue growth and diversification. Build financial systems to ensure accountability, transparency and long-term sustainability				
Develop a dashboard to report operating objectives status.	Create a dashboard that will easily summarize the status of operational goals.	Present operations dashboard along with financial dashboard on a monthly basis.	<b>Carla McDonald</b> (WI Administration)	75% Complete.  Outlined, on a consolidated and per division basis, key operating objectives that would be displayed on a monthly basis in a dashboard format. Identified metrics such as Waiver Revenue, Direct Labor as a % of Sales, Work Availability, Client Wages, Paper Sales Commodity Pricing, and Growth by Service Revenue that will be quantified and put in a visual format. The dashboard will be completed using data from year-end 2016 once December is closed, and we will report this dashboard on a monthly basis in 2017 (along with the Financial Package).
<b>Strategic Priority:</b> Develop and maintain effective leadership and a high-performing workforce.				
Conduct a team building and training day for all staff.	Plan a training retreat to bring all staff together to discuss the mission, industry changes, review the strategic plan, etc.	Deliverables and expectations of a dedicated training day.	<b>Kevin Werthmuller</b> (WI Administration)	100% Complete.  Weaver's first annual Team Building event was held on October 10th. The event included two guest speakers and a chance for division employees to meet, learn new ideas and prepare for 2017.

2016 Objective	Description	Measure	Responsibility	2016 Outcomes
<b>Strategic Priority:</b> Develop and maintain effective leadership and a high-performing workforce.				
Evaluate feasibility of retirement plan options.	Assemble ad hoc committee to explore retirement plan options, service providers and costs.	Present study results and recommendations to board of directors.	<b>Carla McDonald</b> (WI Administration)	25% Complete.  Identified the need for a third party consultant to prepare qualified plan options for Weaver Industries and its employees, and have begun negotiations with CBIZ Retirement Services to prepare the options. Before the end of the year, Weaver will identify a board committee that will review the options presented and the financial implications. We hope to implement the updated retirement options with a 7/1/17 enrollment date.



## 2016 Client Satisfaction Survey

From March 8, 2016, to November 30, 2016,  
76 clients participated in the  
2016 Client Satisfaction Survey

The ongoing client satisfaction survey is one means of measuring the level of satisfaction of our employees with their work and position. This confidential survey is a direct measurement method that involves asking client employees about their level of satisfaction. The results are analyzed by management and then findings and recommendations are presented to the Board of Directors.

Weaver industries is always looking for ways to improve the services we provide. One way for us to do this is to seek input and feedback from all our employees. This survey is a way for us to learn about what is important to you (and to your family/guardian) about your job, the skills that you are learning and your future career goals.

Overall, the majority of persons served (92%) are very satisfied the work that they do and that they (89%) are given the opportunity to learn a variety of job skills. They (99%) understand how their wages are set and they (92%) feel that the amount of money they earn for the work that they do is fair.

Just over half (53%) of the clients surveyed stated that they would like to have a job in the community. Knowing this information, Weaver has added “job development” to it menu of services.

1	The Weaver Industries division where you are employed: <b>Admin: 1      EarthCare: 9      ProPak: 33      SecurShred: 3      TruClean: 30</b>			
2	Do you like the work that you do?	Yes: <b>92%</b>	Sometimes: <b>5%</b>	No: <b>3%</b>
3	Do you feel you would want to do different work?	Yes: <b>41%</b>	Sometimes: <b>1%</b>	No: <b>48%</b>
4	Do you feel you would want to work somewhere else?	Yes: <b>30%</b>	Sometimes: <b>8%</b>	No: <b>62%</b>

5	Are you given opportunities to train on/learn a variety of job skills?	Yes: <b>89%</b>	Sometimes: <b>1%</b>	No: <b>9%</b>
6	Do you want to someday have an independent job in the community?	Yes: <b>53%</b>		No: <b>47%</b>
7	Do you feel that there are barriers keeping you from getting an independent job in the community?  *One respondent stated that the barrier was his/her "criminal record."	Yes: <b>34%*</b>		No: <b>66%</b>
8	Do you feel that our customers know why the work you do is important?	Yes: <b>99%</b>	Sometimes:	No: <b>1%</b>
9	Do you want to work:	More hours? <b>34%</b>	Less hours? <b>62%</b>	Same hours? <b>4%</b>
10	Do you feel that your working conditions are healthy and safe?	Yes: <b>96%</b>	Sometimes: <b>1%</b>	No: <b>3%</b>
11	Do you feel that you have been trained about work and safety rules and what is expected of you?	Yes: <b>100%</b>	Sometimes:	No:
12	Do you feel challenged to stay on task to complete your work?	Yes: <b>84%</b>	Sometimes: <b>7%</b>	No: <b>9%</b>
13	Do you feel that your questions about your work are answered?	Yes: <b>91%</b>	Sometimes: <b>5%</b>	No: <b>4%</b>
14	Is it easy for you to find your supervisor?	Yes: <b>85%</b>	Sometimes: <b>12%</b>	No: <b>3%</b>
15	Do you feel that you are treated well at work?	Yes: <b>96%</b>	Sometimes: <b>4%</b>	No:
16	Do you feel that you are listened to, understood and supported at work?	Yes: <b>95%</b>	Sometimes: <b>1%</b>	No: <b>4%</b>
17	Do you know how your wages are set to earn your paycheck?	Yes: <b>99%*</b>	Sometimes:	No:

	*1% did not answer this question.			
18	Do you feel the money you earn is fair for the work you complete?	Yes: <b>92%</b>	Sometimes: <b>4%</b>	No: <b>4%</b>
19	If applicable, does Weaver Industries' transportation services adequately meet your needs?  Forty-eight (48 out of 76) clients responded to this question.	Yes: <b>98%</b>	Sometimes: <b>2%</b>	No:
20	Do you want to continue with Weaver Industries as your employment provider?	Yes: <b>99%</b>	No: <b>1%</b>	
21	Would you recommend Weaver Industries to others?  Seventy-four (74 out of 76) clients responded to this question.	Yes: <b>93%</b>	No: <b>7%</b>	
22	Are there any other supports Weaver Industries could provide to you to help you be successfully in your job?  Out of 76 clients, 7% responded "Yes," there are other supports Weaver could provide. However, only a few gave examples, including: <ul style="list-style-type: none"> <li>• Flexible work hours – to work around school/classes schedule</li> <li>• Assistance obtaining a job in the community</li> <li>• Vocational training to learn a trade (auto mechanic)</li> </ul>			
23	Do you have any additional comments or concerns? <ul style="list-style-type: none"> <li>• Like everyone she works with.</li> <li>• Everything is good.</li> <li>• Very grateful to have this job.</li> <li>• Sign Language.</li> <li>• Supervisor to keep her on task.</li> <li>• One client stated that he will soon be 60 and that he would like to continue to work at the rest area until he is 67.</li> <li>• Better communication.</li> <li>• Would like to see more people work 2nd shift.</li> <li>• Reminders to stay on task.</li> <li>• Follow along.</li> <li>• Stay Focused.</li> </ul>			



## 2016 Direct-care Staff Input

Throughout 2016, the executive director met with the direct-care staff at Weaver Industries' business divisions.

Because we believe that open communication between our staff at all levels is significant to our agency's success, the executive director holds "face-to-face" meetings with the direct-care at each business division.

This time is used for the executive director to share:

- Current information regarding our industry
- Current information as it pertains to the Summit County Board of DD
- Things that are happening in our different divisions
- Our strategic planning process/update, and
- Other pertinent information

This is also an opportunity for staff to discuss how things are going for them on a day-to-day basis:

- Do they feel that they are getting all the supports that they need?
- Do they feel that they have/receive the necessary information fulfill their work responsibilities effective?

If there is something in the system that they do not feel comfortable with, this is an opportunity for them to let management know.

In 2016, meeting were held:

- June 29, 2016 – ProPak (Marc Drive)
- June 30, 2016 – ProPak (Osceola)
- July 14, 2016 – TruClean (1st shift)
- July 19, 2016 – TruClean (2nd shift)

Findings include:

- Staff stated that they could use more carts to move product to client workstations
- Staff stated that some of the production equipment was not working properly – pallet jack
- The creation of a Transportation department to provide NMT to ProPak clients, freeing up time for direct-care staff to complete necessary paperwork, as well as time in the morning to set-up work stations for the current day
- Could use a system to request assistive technology or adaptive devices for clients