



2018 OUTCOMES MANAGEMENT REPORT

PROVIDER EXCELLENCE

Continue to monitor Summit DD divesting of direct care services for community group employment and facility based services. Position Weaver to evaluate and convert community sites, if needed, to retain client employment.

As of January 1, 2019, the County of Summit Board of Developmental Disabilities (Summit DD) has fully divested of all direct care services. New providers, and capacity added by existing providers, have ensured that most clients have transitioned from Summit DD to a provider where they are receiving similar services.

Weaver created its Community Employment division. Weaver has successfully converted several contracts that were previously staffed by Summit DD to community sites under this division – including Custer Products, Metro Sign, the Rubber Ducks Stadium (cleaning) and The University of Akron Grounds Maintenance. Other contracts under this division include the Klaben Chrysler Service Center, Godfrey & Wing and Summit Metro Parks.

Develop systems and processes to determine where current employees are on the path to competitive employment. Create outcomes accordingly and develop processes to assist in the job development process.

The Employment First initiative, OAC 5123:2-2-05(D)(2)(a), mandates that all individuals of “working age” and each individual approaching completion of a program or service under Chapter 3323 of the ORC shall participate in a person-centered planning process in accordance with OAC 5123:2-1-11. OAC 5123:2-1-11 mandates that each individual’s Service and Support Administrator (SSA) shall, initially and at least every 12 months thereafter, coordinate an assessment of the individual – including identifying the individual’s place on the path to community employment. Using the information gathered from the assessment and person-centered planning, the SSA will develop the individual’s Individual Service Plan (ISP).

Summit DD SSAs have been working to transition their clients to new ISPs that identify each client’s place on the path to community employment. As this is identified, Weaver is working with the each client’s team to develop vocational outcomes and training to help each client progress along the pathway towards community employment.

Implement all actions/goals as outlined in the Accessibility Plan, the Diversity Plan, the Technology Plan and the Risk Management Plan.

Weaver administrative staff continue to evaluate and implement all actions/goals outlined in each of the plans, based upon the areas in which require the most attention. In the Accessibility Plan, we continue to improve accessibility within the organization, focused primarily on community integration, awareness and increased communications with clients that will result in a higher level of work satisfaction (both within their work settings as well as in the types of services and work that Weaver provides). In the Diversity Plan, the HR Director continually provides training and communication about diversity expectations within the recruitment, staffing, and promotions of positions within the organization, and will continue to utilize various resources to ensure that staff and clients are provided with interpretation services and reasonable accommodation services.

Assistive technology for clients has also been made a priority for 2018 (as outlined in the Technology Plan), with training provided to staff to encourage them to challenge and assess where clients may benefit from assistive and/or adaptive technology. Many areas of the Risk Management Plan remain in place for the organization, with ongoing efforts focused on the Health & Safety of our clients and staff, security of our facilities and company property, and monitoring the regulatory changes that could result in changes to our Program Services that are provided to clients and/or a loss in funding to the organization.

COMMUNITY CONNECTIONS

Develop mechanisms to leverage customer and vendor relationships to expand awareness and familiarity with Weaver's mission and the industry's need for independent work environments.

Weaver staff have reframed conversations with current business customers, as well as discussions during sales calls with potential new customers, to explore options for possible Community Employment sites. Conversations with at least five customers have resulted in one seasonal crew opportunity (Hess Printing). There have been ongoing discussions about a permanent crew at a second customer location.

Develop ways to leverage board member relationships and community connections.

The executive director has worked through board members for introductions to leaders of local businesses that could be potential Community Employment sites.

STAKEHOLDER ENGAGEMENT & INPUT

Utilize data from Service and Support Administrators' (SSA) survey to educate SSA's on Weaver's services and improve the communication of Weaver client position openings.

Thirty-one (about 30%) SSAs completed this survey; the results indicated that:

- The majority of SSAs (60%) indicated that they do not feel that they have a full understanding of the services offered by Weaver Industries
- 63% indicated that there is an opportunity for Weaver to improve client access to services
- 52% indicated that there is an opportunity for Weaver to improve communications concerning their clients' progress
- 68% indicated that Weaver handles MUIs/UIRs in a timely and professional manner
- 90% believe that Weaver is able to meet the needs of their clients by quickly providing appropriate services
- 61% indicated that there is an opportunity for Weaver to improve communications regarding new client positions and who to contact

Regarding communication of client position openings, Summit DD has discontinued using their Job Portal. Currently, we email all open client positions, along with contact information, to Summit DD's Director Community Supports and Development, who passes them on to the SSAs. Summit DD is working on developing a more "robust" provider/position portal for future use.

Conduct a survey of Weaver staff to collect data on topics related to their employment experience at Weaver Industries.

Thirty-nine (60%) staff members completed this survey, results indicated that:

Our staff work here because they love working with our clients, training them, teaching them, being a positive influence on their lives by working with them, not only on job-related tasks, but life skills, as well.

In addition:

- 82% feel that they are given adequate opportunities for professional development and career advancement, 18% believe that Weaver could do a better job navigating staff towards more outside training opportunities and better communicating with them about new positions and promotion opportunities
- 51% believe Weaver does a good job defining their position responsibilities, especially in the area of providing direct care services; but some expressed that they could benefit from more “business division-specific” training (i.e. best practices for cleaning, mowing, etc.).
- 56% indicated that they are given the tools and technology they need to do their jobs well
- 56% believe that their job utilizes their skills and abilities as much as possible

When asked how their manager or supervisor could better support them in their position, staff indicated that they would appreciate more frequent communication with their direct supervisors to discuss daily activities, get feedback on what they are doing well and in what areas they need to improve, and to get timelier answers to the questions that they ask.

In addition, staff indicated that they would appreciate increased, and more reliable, “top-down” communication, as it appears that not all messages filter down to all employees at all levels in a consistent manner.

BUSINESS GROWTH & INNOVATION

Develop production options and alternatives to address KONG Company’s growth while maintaining contract balance for ProPak workers.

The ProPak management team worked with engineering consultants to analyze the existing production layout for Kong and to develop new workflow/work pod options that will streamline and improve efficiency.

Establish an innovation committee to begin researching future growth opportunities and new ventures.

An innovation committee consisting of board members has been established. Weaver is working internally to determine ideas that could lead opportunities for future growth. As they are presented, these various options and strategies will be vetted through the innovation committee.

RISK MANAGEMENT

Develop a Risk Management/Disaster Recovery Plan to address identified priorities, such as staff contingency plans, NMT vehicle contingencies, IT systems and facility disaster contingency plans.

During 2018, Weaver staff worked to improve communications across all divisions, including the rollout of a mass-communication resource to inform all clients, staff, and families of service announcements (facility closures, weather delays, etc.). Division staff also continue to evaluate staff and NMT vehicle contingency plans, to best utilize Weaver resources in the most effective manner possible.

Complete a comprehensive analysis of EarthCare proper to determine opportunities to lower costs, improve efficiency and/or long-term viability.

After completing a comprehensive analysis, changes were made in several areas – especially in transportation routing – that effectively reduced overtime, improved efficiency and lowered overall costs.

TECHNOLOGY

Analyze enterprise software (payroll, accounting and waiver billing) assessment to establish recommendations and implement a multi-tiered transition.

The controller and the HR director evaluated seven different payroll processing systems to find a system (Paycom) that could eventually meet the needs of Weaver in two (payroll and waiver billing) of the three areas that were identified. Paycom's cloud-based software:

- Allows managers to review and approve payroll real-time
- Gives Weaver the ability to track and monitor payroll real-time, as staff “clock-in” and “clock-out” themselves
- Allows Weaver to utilize existing iPad and tablet devices
- Gives employees self-service options for accessing information, paystubs and requesting PTO

All Weaver employees began utilizing Paycom effective July 1, 2018. The first payroll was processed on July 28, 2018, with minimal issues.

CLIENT SATISFACTION SURVEY

One-hundred and twenty-seven (57%) clients completed this survey, results indicated that:

- 94% of the clients surveyed like where they work and like the work that they do
- 25% would like to do different work (56% said “no”)
- 11% would like to work for a different division of Weaver Industries
- The majority (97%) of the clients who answered this survey do not feel that there are barriers or issues keeping them from getting an independent job in the community.
- 91% would like to work less hours than they do now (33% would like to work more hours)
- 97% feel that their current working conditions are healthy and safe
- 95% feel that they are treated well at work
- 94% feel that they are listened to, understood, supported and that their opinion matters
- 94% know how their wages are set
- 85% feel that the money they earn is fair for the work that they do
- 21% are concerned that their earnings could impact their benefits (82% are not)
- 97% want to continue with Weaver Industries as their employment provider

87% said that they receive training at their current place of employment that helps them do a better job. When asked about the training they receive, clients offered the following examples:

- How to perform new, different or difficult jobs/tasks (56)
- How to operate equipment (16)
- How to use proper social skills (9)
- How to be safe/safety issues (4)
- How to use different chemicals (2)

61% indicated that they previously held a job in the community (competitive employment). When asked about what they liked about their community job(s), clients responded:

- Interacting with coworkers, customers (12)
- The pay (6)
- The job tasks (19)
- The work environment (5)
- The hours (3)
- Transportation (1)

In addition, clients stated that their community job(s) made them feel independent and important.

When asked what they didn't like about their community job(s), clients responded:

- Interacting with coworkers, customers (16)
- The pay (2)
- The job tasks (15)
- The work environment (13) – hot, dirty, stressful, high-pressure, demanding, etc.
- The hours (7)
- Transportation (2)
- Training / support (5) – not enough training, support, supervision

58% would like an independent job in the community. When asked what kind of job they would like, clients responded:

- Amusement center/park (2)
- Bank teller (1)
- Child care/work with children (4)
- Crafts. (3) – crochet, sewing
- Computer work/video game design (2)
- Construction (2)
- Entertainment industry (3) – acting, comedian
- Fine and professional arts (5) – writer, artist
- Fishing (1)
- Grounds maintenance/landscaping (7)
- Hospital (1)
- Janitorial work (5)
- Mechanic, work on cars/bikes/small motors (8)
- Nursing home/work with seniors (6)
- Office work, accounting (4)
- Other Weaver divisions (3)
- Police officer (1)
- Professional sports (1) – bowling
- Public speaker (1)
- Restaurant (6)
- Retail (12)
- Social services (3)
- Trash collector (1)
- Truck driver (1)
- Warehouse manager (1)
- Work with animals (4)
- Work with games, toys, puzzles (2)
- Work at Metro RTA (1)

Of the 80 clients who utilize Weaver Industries for non-medical transportation, 95% responded that this service adequately meets their needs.