



PROGRAM EVALUATION AND DEMOGRAPHICS REPORT

2019

A Summary of Outcomes, Results, and Conclusions



TABLE OF CONTENTS

SUMMARY3

WHO WE SUPPORT.....4

SATISFACTION6

OUTCOME MEASURES – DT&H PROGRAMS.....8

OUTCOME MEASURES – EMPLOYMENT PROGRAMS10

OUTCOME MEASURES – ALL PROGRAMS.....13

SERVICE ACCESS14

SUMMARY

2019 marked MSS' 70th year of doing business. It was also the year we began a new three-year Strategic Plan. The plan was a result of a multi-month collaborative process involving feedback from our stakeholders, persons served, staff, and community members. The plan is reflective of the data and trends in this report and addresses any areas of improvement we have.

2019 also brought the end of the multi-year banding protection on the rate-setting methodology for our services, which presented new budgeting complexity due to each person having an individualized rate. In addition, we increased the range and scope of our creative arts opportunities and we began exploring collaborations with other human services organizations to build capacity and serve more people.

The data in this report reflects continued extremely high satisfaction with our services from the people in our programs and our stakeholders. It also shows progress or maintenance on the majority of our goals.

Notably, we saw a 30% increase in opportunities to engage the people in our programs with the larger community. We also saw a 53% increase in community members volunteering in our programs.

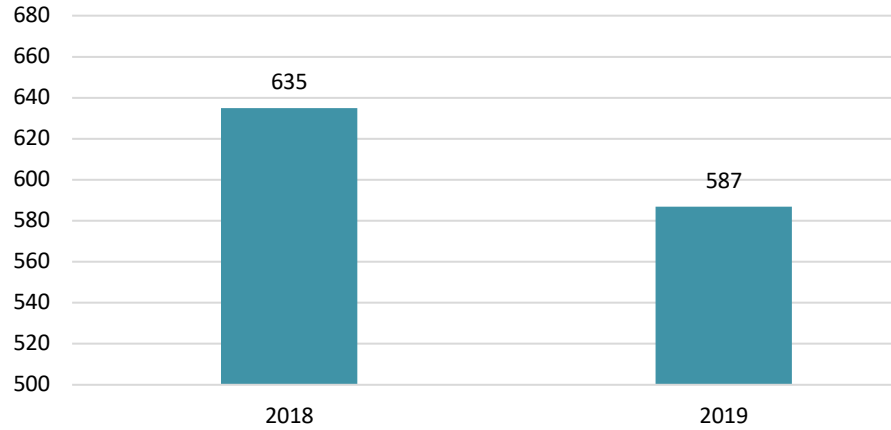
We saw a significant decrease (-10,395 hours) in the number of supervised community employment hours worked. This was due to the loss of several work sites for a variety of reasons. Some employers did not have enough work available, and some jobs did not align with the interests of our persons served. Our efforts to obtain additional worksites continue. The decrease in successful employment placements (p.10) was largely due to a shift in our focus away from the performance-based agreement (PBA) model and towards providing newly available employment exploration services to those who need training on basic work readiness concepts.

A five-year analysis of the demographics of the people in our programs largely showed no significant changes, except for an 8% increase in people in the 18-40-year-old range, and a 7% decrease in people in the 41-65-year-old range. This trend is likely to increase as we are exploring providing some introductory employment services to students with disabilities.

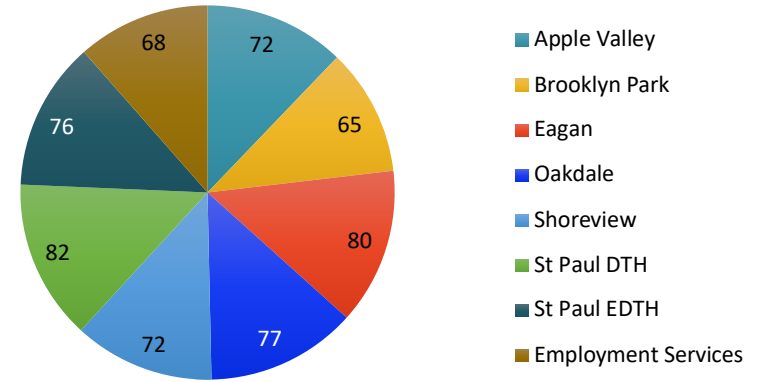
"My son has opened up creatively, verbally, and socially at MSS." - Parent

WHO WE SUPPORT

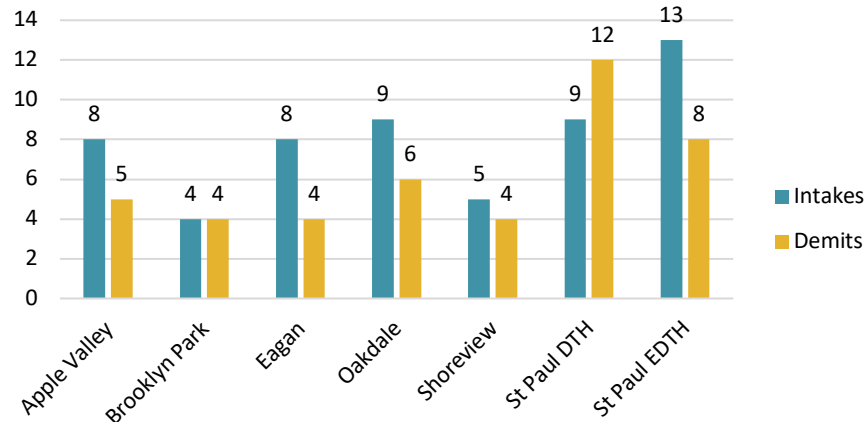
Total Persons Served



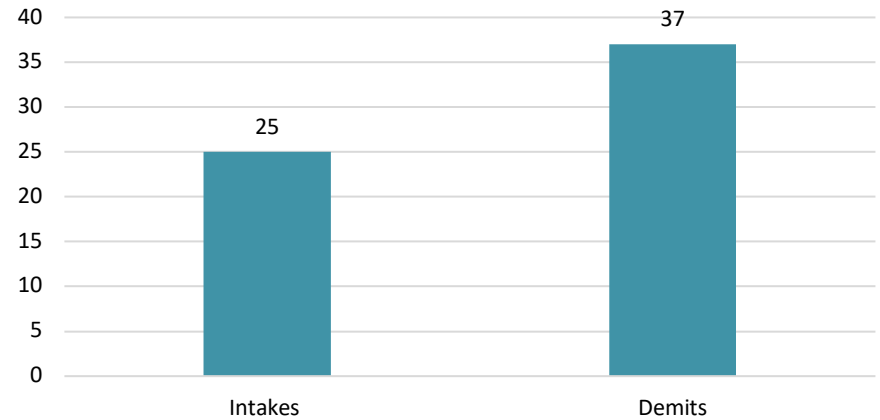
Served by Center/Program



Intakes & Demits - DTH Programs

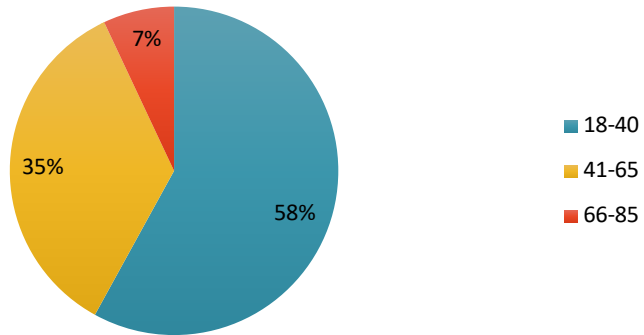


Intakes & Demits - Vocational Services

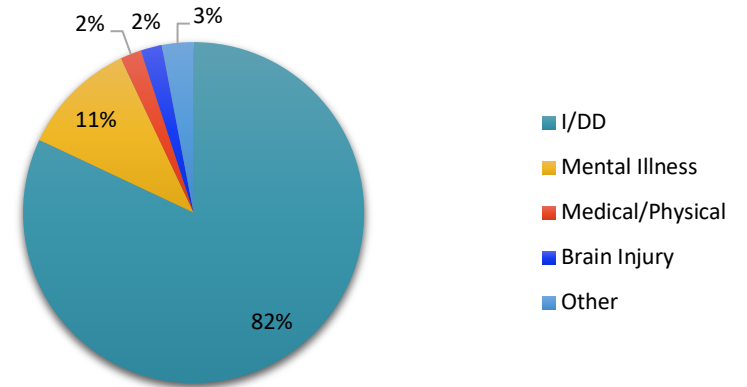


WHO WE SUPPORT

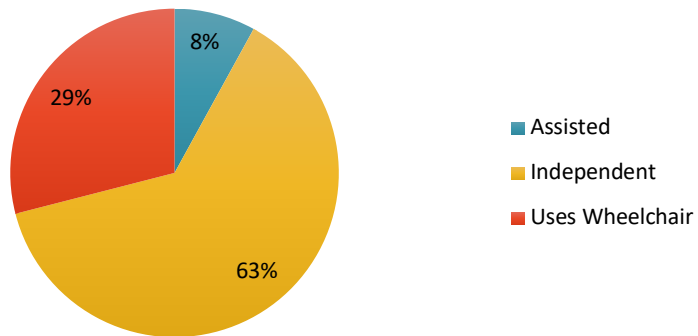
Age Range



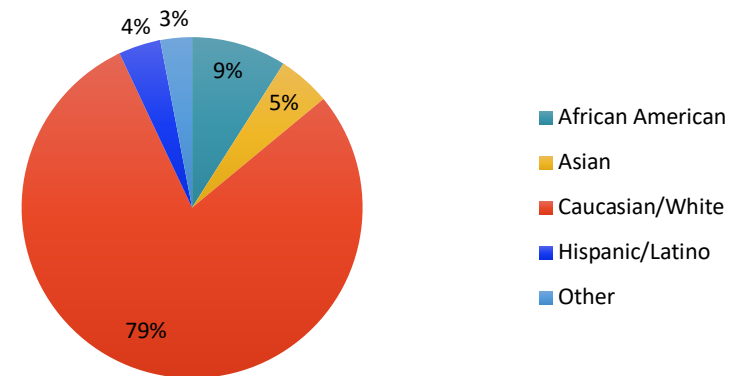
Primary Disability



Ambulation



Race



SATISFACTION

Individuals at MSS, as well as their Support Team members, are surveyed annually about their satisfaction with our services. Survey questions include topics such as safety, accessibility, community involvement, and culture. Respondents have the opportunity to elaborate on their answers, celebrate what is working well, and make suggestions to improve what is not.

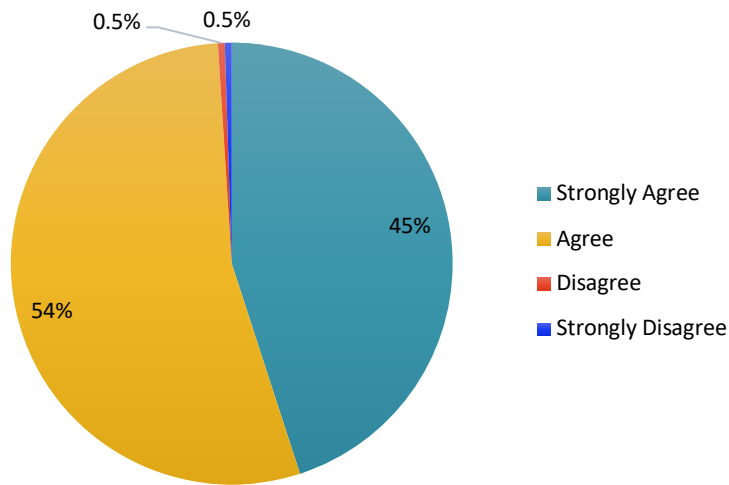
Survey Question	% of 132 Persons-Served answering “Strongly Agree” or “Agree” to all questions	% of 153 Support Team Members answering “Strongly Agree” or “Agree” to all questions
MSS considers what makes me feel happy, fulfilled, and comfortable when they are supporting me.	99%	99%
My culture: including language, ethnicity, religion, sexual orientation, sex/gender identity, socio-economic status, and age, is considered when MSS plans my services.	97%	100%
My life has improved as a result of the services received at MSS.	98%	99%
Overall, I am satisfied with the services I have received at MSS.	99%	99%
MSS allows me to control my environment when possible (where I choose to work, where I choose to eat lunch, who I choose to socialize with, etc.).	100%	99%
I have the opportunity to actively participate in planning my activities.	98%	96%
The physical environment at MSS supports my goals and needs (for example, does MSS provide spaces for large group activities as well as solitary activities?).	98%	99%
I am happy with the selection and quality of community activities that MSS provides.	100%	97%
MSS is the most integrated setting in which I can currently be best served.	100%	99%

“We have been very impressed with and appreciative of the high quality of staff working at MSS.” – Parent

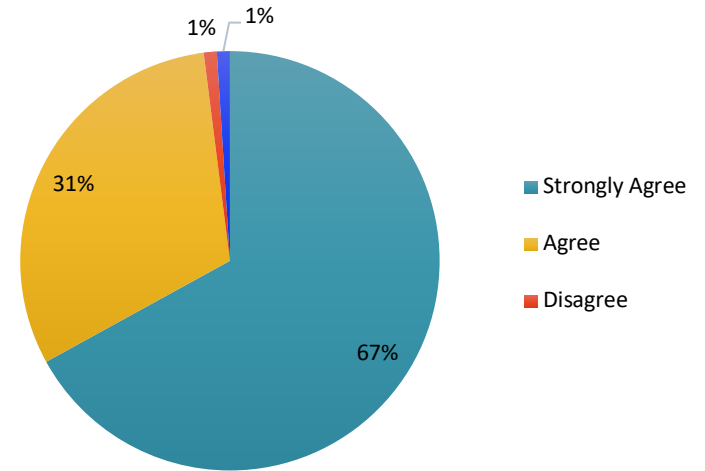
SATISFACTION

Average Responses to all Questions in our Satisfaction Surveys

Overall Satisfaction of Persons Served



Overall Satisfaction of Support Team



How Could we Improve?¹

- *Increase opportunities for community engagement*
- *Hire more staff and reduce turnover*
- *Find more work opportunities*
- *Provide more variety in employment options*
- *Improve reliability and scope of transportation*

¹ Summarized from multiple similar survey comments

OUTCOME MEASURES – DT&H PROGRAMS

Measures of Effectiveness

Objective	Measure	Data Source	Goal	2018	2019
Maximize "Person-centeredness" of Services for Persons Served and Support Team Members	Input of persons served: % of "agree" or "strongly agree" responses to satisfaction survey items "MSS takes into consideration what makes me feel happy, fulfilled, satisfied, and comfortable when providing supports." And "MSS takes my culture into consideration when planning/implementing services."	Annual Satisfaction Survey Results compiled by QA Director	≥ 95%	97%	98%
	Input of Support Team: % of "agree" or "strongly agree" responses to satisfaction survey item "MSS takes into consideration what makes this person feel happy, fulfilled, satisfied, and comfortable when providing supports." And "MSS takes this person's culture into consideration when planning/implementing services."	Annual Satisfaction Survey Results compiled by QA Director	≥ 95%	100%	100%
Maximize Achievement of Service Outcomes for Persons Served	MSS Service Coordinator input: % of "made progress" or "maintained" responses to survey assessment re: service outcomes.	Service Coordinator Assessment/ Survey	≥ 95% ²	97%	97%
Maximize Community Involvement for Persons Served	Total # of all community involvement hours (# of individuals x hours of community involvement) ³ .	Program Supervisors/tracking document	25,000	20,997	27,579
Increase Internal Community Involvement for Persons Served	Total # of only internal community involvement hours (# of persons served that participated x hours of internal community involvement).	Program Supervisors/tracking document	9,000	10,718	8,796

"Staff are always responsive and give feedback as needed. Couldn't ask for more!" – County Case Manager

² Goal revised.

³ This number includes *both* external community involvement (leaving the center and interacting in the larger community) and reverse Internal community involvement (bringing members from the larger community into our centers).

OUTCOME MEASURES – DT&H PROGRAMS

Measures of Efficiency

Objective	Measure	Data Source	Goal	2018	2019
Increase Volunteer Hours	# of volunteers from the larger community x # of hours spent volunteering with persons served.	Volunteer Coordinator/tracking document	≥1,800	1,732	2,664

Measures of Service Access

Objective	Measure	Data Source	Goal	2018	2019
Improve Service Access	In 2015, we identified six areas that are barriers to services access (baseline data). On page 14 we report our successes/struggles to overcome these barriers.	Leadership Team	Continual Improvement	See narrative on pg. 14	

Measures of Satisfaction

Objective	Measure	Data Source	Goal	2018	2019
Maximize Person Served and Stakeholder Satisfaction	Person Served input: % of “agree” or “strongly agree” responses to all ratable items on the satisfaction survey.	Satisfaction Surveys compiled by QA Director	≥ 95%	98%	99%
	Referral source input: % of “agree” or “strongly agree” responses to all ratable items on the satisfaction survey.			100%	100%
	Family member input: % of “agree” or “strongly agree” responses to all ratable items on the satisfaction survey.			96%	100%
	Residential input: % of “agree” or “strongly agree” responses to all ratable items on the satisfaction survey.			95%	88%
	Other support team member input: % of “agree” or “strongly agree” responses to all ratable items on the satisfaction survey.			N/A	98%

“I really like it at MSS – I can trust the people here.” – Person Served

OUTCOME MEASURES – EMPLOYMENT PROGRAMS

Measures of Effectiveness

Objective	Measure	Data Source	Goal	2018	2019
Maximize "Person-centeredness" of Services for persons served and Support Team members	Input of persons served: % of "agree" or "strongly agree" responses to satisfaction survey items "MSS takes into consideration what makes me feel happy, fulfilled, satisfied, and comfortable when providing supports." And "MSS takes my culture into consideration when planning/implementing services."	Annual Satisfaction Survey Results compiled by QA Director	≥ 95%	95%	100%
	Input of Support Team: % of "agree" or "strongly agree" responses to satisfaction survey item "MSS takes into consideration what makes this person feel happy, fulfilled, satisfied, and comfortable when providing supports." And "MSS takes this person's culture into consideration when planning/implementing services."	Annual Satisfaction Survey Results compiled by QA Director	≥ 95%	100%	100%
Maximize Achievement of Service Outcomes for Persons Served	MSS Service Coordinator input: % of "made progress" or "maintained" responses to survey assessment re: service outcomes.	Service Coordinator Assessment/Survey	≥ 90% ⁴	74%	92%
Increase Competitive Job Placements for Persons Served	# of persons served who secure competitive employment	Employment Services Manager/tracking document	30	40	4
Maximize Work Crew Opportunities for Persons Served	Difference in total annual Work Crew hours.	Payroll Specialist/SAGE report	Increase (hrs)	+616	-10,395
Maximize Job Retention of Persons Served	% of persons served placed in competitive employment who maintain employment for 90 days or more.	Employment Services Manager/tracking system	85%	83%	100%
Maximize Earnings of Persons Served	Average hourly wages of individuals who secure competitive employment.	Payroll Specialist/SAGE report	\$18.87 ⁵	\$15.08	\$16.87
	Average hourly wages of individuals who secure community-based employment (Supervised Work Crews).		\$10.00	\$9.27	\$9.60

⁴ Goal has been revised

⁵ Goal has been revised

OUTCOME MEASURES – EMPLOYMENT PROGRAMS

Measures of Efficiency

Objective	Measure	Data Source	Goal	2018	2019
Minimize Time to Job Placement for Persons Served	Average # of weeks from start of job search to competitive job placement.	Employment Services Manager/tracking document	12 wks	23 wks	21 wks

Measures of Service Access

Objective	Measure	Data Source	Goal	2018	2019
Improve Service Access	In 2015, we identified six areas that are barriers to services access (baseline data). On page 14 we report our successes/struggles to overcome these barriers.	Leadership Team	Continual Improvement	See narrative on pg. 14	

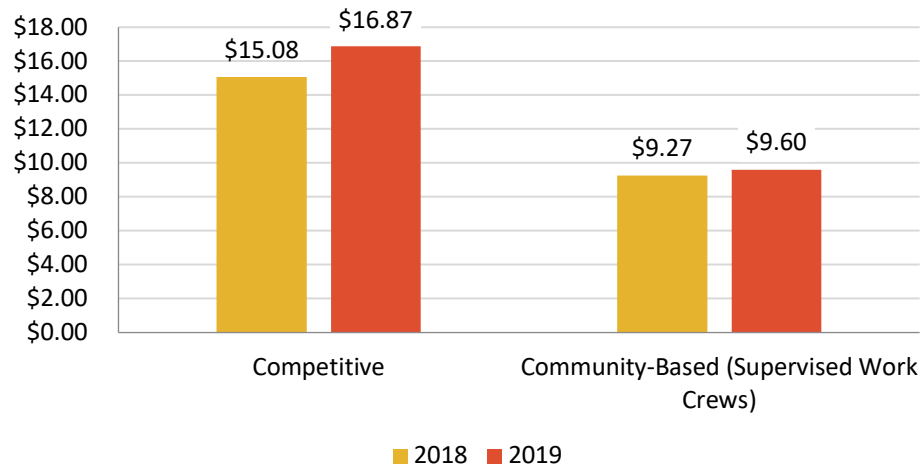
Measures of Customer Satisfaction

Objective	Measure	Data Source	Goal	2018	2019
Maximize Persons Served and Stakeholder Satisfaction	Person Served input: % of “agree” or “strongly agree” responses to all ratable items on the satisfaction survey.	Satisfaction Surveys compiled by QA Director	≥ 95%	96%	100%
	Referral source input: % of “agree” or “strongly agree” responses to all ratable items on the satisfaction survey.			100%	100%
	Family member input: % of “agree” or “strongly agree” responses to all ratable items on the satisfaction survey.			98%	100%
	Residential input: % of “agree” or “strongly agree” responses to all ratable items on the satisfaction survey.			100%	100%
	Other team member input: % of “agree” or “strongly agree” responses to all ratable items on the satisfaction survey.			100%	100%
	Supported Work Crew Employer input: % of “agree” or “strongly agree” responses to all ratable items on the satisfaction survey.			See note ⁶	100%

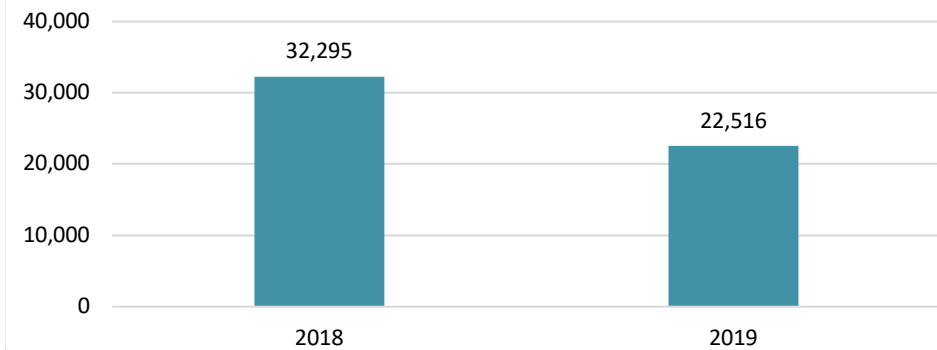
⁶ We did not receive formal survey responses in 2018. Instead, regular feedback is obtained through personal site visits to discuss results, identify areas of need and improvement, and explore opportunities for crew expansion. Overall feedback indicates partner site satisfaction meets expectations regarding crew productivity, quality of production output, and flexibility with service scheduling based on our current partners’ ever-changing demand for labor solutions.

OUTCOME MEASURES – EMPLOYMENT PROGRAMS

Wages by Employment Type



Persons Served Work Hours (Supported Work Crew Employment)



"Everyone here makes me laugh and is really friendly" – Person Served

"My son loves going to MSS. On Fridays he counts down the days until he can go back." – Family Member

"MSS has really given my daughter confidence." – Family Member

OUTCOME MEASURES – ALL PROGRAMS

Measures of Efficiency

Objective	Measure	Data Source	Goal	2018	2019
Minimize Staff Turnover	Agency-wide staff turnover (excluding internal transfers and promotions)	Director of HR/SAGE report	< 45%	32%	31%
	Direct Support Professional ⁷ staff turnover (excluding internal transfers and promotions)		< 45%	41%	34%

Measures of Business Function – All Programs

Objective (in priority order)	Measure	Data Source	Goal	2018	2019
Ensure Short Term Financial Viability as a Business	Maintain liquidity with current ratio (current assets/current liabilities)	Accounting Supervisor/financial analysis	At or above 2	2.69	2.63
Build Cash Reserve for the Agency	Create cash reserve for Agency to fund capital purchases and unplanned financial needs.	Accounting Supervisor/financial analysis	2 months of operational expenses (\$2,000,000)	\$574,200	\$754,262 ⁸
Fund New Innovation Through Increased Fundraising and Other Partnership Revenue	% increase of unrestricted fundraised dollars	Accounting Supervisor/Financial Audit	Increase of 10%	-58% \$136,433	-7% \$126,082 ⁹
Move Employment Program Toward Financial Self Sufficiency	Decrease program cost for the Employment Services Program	Accounting Supervisor/Financial Audit	See note ¹⁰	44% increase (\$359,344)	35% reduction (\$231,891)

⁷ For the purposes of this report, we define "Direct Support Professional" as those with the following job titles: Direct Support Professional, Service Coordinator, Job Coach, and Job Placement Specialist.

⁸ 3.5 cold days in 2019 caused us to have to use some of our reserves.

⁹ This decrease is not a concerning trend – negative number is due to large increase in 2017.

¹⁰ the employment program structure has been changing over the course of the next year in response to funding and service model design. Goal will be adjusted once new program structure is in place.

SERVICE ACCESS

“Service Access” refers to our capacity to provide services for those who desire them, thus the monitoring and assessment of services is ongoing at MSS. In 2015, staff members from each of our centers were asked to list existing barriers to Service Access. This list serves as a baseline, and subsequent Program Evaluation reports include ways in which MSS succeeded or struggled with overcoming these barriers.¹¹

FUNDING

- **2015 BASELINE:** The Disability Waiver Rate System (DWRS) is poised to decrease the individualized rates of many people. This will have limited effect until the system goes into full effect after the [banding¹²](#) period (projected to be 2020).
- **2016:** Statewide, significant effort was put into creating and championing legislation aimed at fixing components of DWRS which, if left as is, will lead to decreases in the individualized rates of many people. Even if it is improved, we continue to anticipate DWRS will reduce some individuals’ access to our services, based on rates that do not support the cost of our services (including building costs, staff wages, etc.).
- **2017:** Funding continues to present challenges for MSS. Efforts to mitigate the potential negative effects of DWRS, though robust, proved fruitless in 2017. More work will be done via our trade association (MOHR), in addition to other grassroots efforts in the next year. We see potential opportunities for additional waiver funding in the new employment services that will become available in 2018.
- **2018:** Rates within the DWRS were unexpectedly reduced by 7%. A significant effort was made state-wide to reverse this reduction, and legislation was introduced to add a new component into the system to mitigate losses. We will find out if this bill passes or not in 2019.
- **2019:** Our legislative efforts resulted in a factor in DWRS to increase staff compensation. Banding comes off of DWRS in 2020, potentially decreasing the individualized rates of many people, but a mechanism exists to request a higher rate for those with extraordinary needs. We will determine our success in receiving rate exceptions in 2020.

HIRING/RECRUITMENT

- **2015 BASELINE:** Turnover in the disability services field is high – especially in the Direct Support Professional (DSP) position.
- **2016:** Hiring and retaining high-quality DSPs remains a significant struggle in our field. Our rate of turnover increased in 2016 (as did the rates of providers throughout Minnesota). Legislative efforts to increase the wages of DSPs failed to pass. MSS is piloting some programs that we hope will lead to increased staff retention. These include a new, more comprehensive, training curriculum for incoming DSPs, and a mentorship program which pairs new DSPs with another staff member upon hire.

¹¹ We will revisit our approach to measuring service access in 2020.

¹² http://www.dhs.state.mn.us/main/idcplg?IdcService=GET_DYNAMIC_CONVERSION&dDocName=dhs16_182200&RevisionSelectionMethod=LatestReleased



- **2017:** While agency-wide turnover improved in 2017, DSP turnover continues to increase. Efforts to improve interviewing, onboarding, and mentoring, and staff development continue. Much of the problem is due to our inability to secure sufficient funding to increase starting wages.
- **2018:** We employed new techniques to attract candidates, including holding open interviews and attending job fairs. We saw a 9% decrease in turnover in the DSP position. Agency-wide turnover remained the same as in 2017.
- **2019:** Our retention efforts appear to be working - turnover decreased from last year. We created new job positions to increase the opportunities our staff have to find a fulfilling position and hopefully stay employed with us longer. These positions center on connecting the programming we offer and our schedules with interests expressed by the people we support. We began new recruitment efforts as well. We greatly increased the number of job fairs and other hiring events that MSS staff attended. We attended double the number of job fairs compared to 2018. We also attempted some new outreach including open interviews at the Eagan Community Center, attempts to work with local libraries and colleges to be a featured employer, and worked with local high schools and colleges to promote internship opportunities. In addition, we started using a new online applicant management system which allows applicants to apply much more easily from a mobile device.

BARRIERS TO COMMUNITY INVOLVEMENT

- **2015 BASELINE:** As we increase efforts to maximize the frequency and quality of experiences that persons served at MSS have in the larger community, we are frequently met with barriers to accessibility.
- **2016:** We have been collecting and sharing data on which areas of the community are fully accessible, and which areas are not. Rather than each center learning these things themselves, they can access this information when planning experiences in the larger community to maximize their success.
- **2017:** There was a significant drop in overall Community Involvement (though 2017 is close to where we were in 2015), but there was also a marked increase in bringing members of the larger community into our centers. Overall, this is expected as a result of the staffing issues in our field. The significant increase in reverse integration hours (people from the larger community engaging with individuals from MSS at our locations) is largely due to increase efforts in recruiting volunteers.
- **2018:** While we had an overall decrease in total hours, there was an increase of over 2,000 hours of us bringing members of the larger community into our programs.
- **2019:** This year we had a 30% increase in total hours of community engagement compared to 2018. Efforts to maximize people's involvement with their community are paying off. Our 53% increase in volunteer hours from community members certainly helped with this.

BUILDING CAPACITY/WAITING LISTS

- **2015 BASELINE:** Five of our six program locations are at or very near their licensed capacity. There is currently little support from the government to increase licensed capacity or build additional centers.
- **2016:** We continue to have waiting lists at two of our locations, and providers are restricted from expanding services or building additional centers.

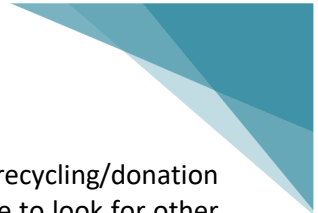
- **2017:** We continue to have waiting lists at some of our locations – the increase in turnover has resulted in instances of delaying some individuals from starting services due to lack of capacity to serve more people.
- **2018:** No significant change from last year.
- **2019:** While our waiting lists remain similar to previous years, we are exploring partnerships with other human service providers that, if successful, will build capacity and allow us to provide services to some on our waiting list.

TRANSPORTATION

- **2015 BASELINE:** Increasingly, people who live outside of our existing transportation areas are requesting our services.
- **2016:** When individuals outside of our transportation areas are seeking services, we are exploring solutions, including offering them admission at another MSS location that may fit more logically with our bus routes, utilizing alternate transportation services (usually Metro Mobility), or asking family members or residential staff to provide transportation to our center, or on occasion to meet us in a location near one of our existing routes.
- **2017:** We have had some instances of individuals transferring centers to make transportation more logical. We are still working to identify and utilize alternative transportation providers- no significant progress in 2017.
- **2018:** This year brought a renewed push for collaboration among transportation providers to better, more efficiently serve people with disabilities. MSS is pursuing transportation relationships with other agencies to better use our resources. Dakota and Washington Counties are starting initiatives to encourage collaborations and there is more support among all entities to make that happen. MSS is positioning itself as a leader in these collaboration efforts.
- **2019:** Extensive work was put into a project that would have MSS and two other Day and Employment Service providers share transportation duties when we have people from two or more of our programs living near each other or in the same residence. We have requested variances from current state laws that make a collaboration like this extremely difficult. We will hear soon if the variances are approved and work can begin on operationalizing this initiative. We are also working to diversify the transportation providers that we utilize. We anticipate working with an additional transportation provider starting in the first quarter of 2020.

EMPLOYMENT

- **2015 BASELINE:** Community employers have little incentive to hire individuals with a disability.
- **2016:** We received grant funding from MN Department of Human Services and the F.R. Bigelow and St Paul Foundations to support our pilot model of a Community Hub. A key component of this project is to offer local small businesses free or reduced rent, if they move operations into our now-vacant production area and hire some of our persons served at minimum wage or higher. We are quite hopeful that this incentive will be successful. If so, it could potentially be a model that other DTH providers could adopt, as they increasingly transition away from in-house production/sub-contract work.



- **2017:** Much progress has occurred in our Community Hub. Most notable is that we now have PCs for People, a local computer recycling/donation business, operating out of our building. They employ a number of individuals from MSS at minimum wage or higher. We continue to look for other businesses that would be a good fit for this new model.
- **2018:** We continued our relationship with PCs for People, and we added Valley Installation as a new partner. However, we continue to struggle to find additional businesses that want to utilize space in our Community Hub.
- **2019:** Our Community Hub model has evolved, focusing more on engaging with the larger community in any capacity, rather than focusing on employment. There are new services that we are beginning to provide that increase the scope of how we prepare people for employment and support them once they find a job. These services include working with students in high schools to provide them with initial education and experience with employment concepts to better prepare them to join the workforce after graduation. The Department of Human Services has been supportive of us using the range of these new services to support people in non-traditional employment such as becoming a self-employed artist.

QUESTIONS OR COMMENTS?

Contact Director of Quality Assurance, Chris Salter, at csalter@mssmn.org