

FY 2022 PERFORMANCE PLAN

Job Avenue Employment Service		BHD/MH	Nova Washington, x4914		
Program Purpose	Assist clients with mental illnesses to obtain and maintain employment				
Program Information	<ul style="list-style-type: none"> Serves Behavioral Healthcare clients in three phases: <ul style="list-style-type: none"> Assessment Phase – receive referrals; determine eligibility and employment needs; initiate services. This phase lasts approximately one month. Active Phase – assist with resumes; prepare for interviews; link to training; provide job placement; develop jobs. Can be intensive or moderate service level. Also provide academic assessments, training, accommodations and support for clients seeking further education. This phase lasts three to six months. Monitoring Phase – provide periodic support to maintain jobs. Once the client has obtained employment and is comfortable with the job, the job coach provides support via telephone calls, job-site visits, office face-to-face meetings and rapid response to emergencies that may arise at the job. This phase lasts six months to two years. Supported Education: Individualized or group assistance that helps clients with disabilities achieve their educational goals. Services include assisting students to identify and access reasonable and appropriate accommodations and providing educational support services in the community and at school sites. Partners: PRS, Inc. (a vendor providing staff embedded in the Job Avenue team), multiple Arlington employers. Effective at the beginning of FY 2021, the county supervisory/program coordinator position was replaced with a PRS supervisor. Job Avenue continued a collaboration with the Arlington Employment Center, including the attendance at each other’s meetings, the identification of shared resources, and collaboration on job fairs. Job Avenue worked with continued to identify clients eligible for Virginia Department of Rehabilitative Services (DRS), to achieve reimbursement when and if funds are available. 				
Service Delivery Model	<ul style="list-style-type: none"> The COVID-19 pandemic had a notable impact on Job Avenue starting in the third quarter of FY 2020. While staff continued receiving referrals and supporting clients still looking for employment and working, the reduced availability of jobs and client interest reduced utilization and employment. In FY 2022, the program utilized a hybrid model, providing in-person, video, and phone check-ins to clients. In FY 2023, the hybrid model is expected to continue. However, staff are discussing ways to increase time spent in-person in the community with clients. 				
PM1: How much did we do?					
Staff	<ul style="list-style-type: none"> 6.5 FTE contract staff 				
Customers and Service Data		FY 2019	FY 2020	FY 2021	FY 2022
	Number of clients served (unduplicated)	313	269	257	175
	Number of clients employed	136	90	70	84
	Number of new clients	83	58	64	60

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	Number of clients receiving supported education	62	57	24	31
	Number of clients served in each phase (duplicated)				
	Assessment Phase	157	105	129	23
	Active phase	208	149	155	166
	Monitoring phase	19	24	29	15

PM2: How well did we do it?

2.1	Fidelity to evidence-based model
2.2	Client satisfaction with services
2.3	Referrals to Job Avenue – measure of outcome of outreach efforts

PM3: Is anyone better off?

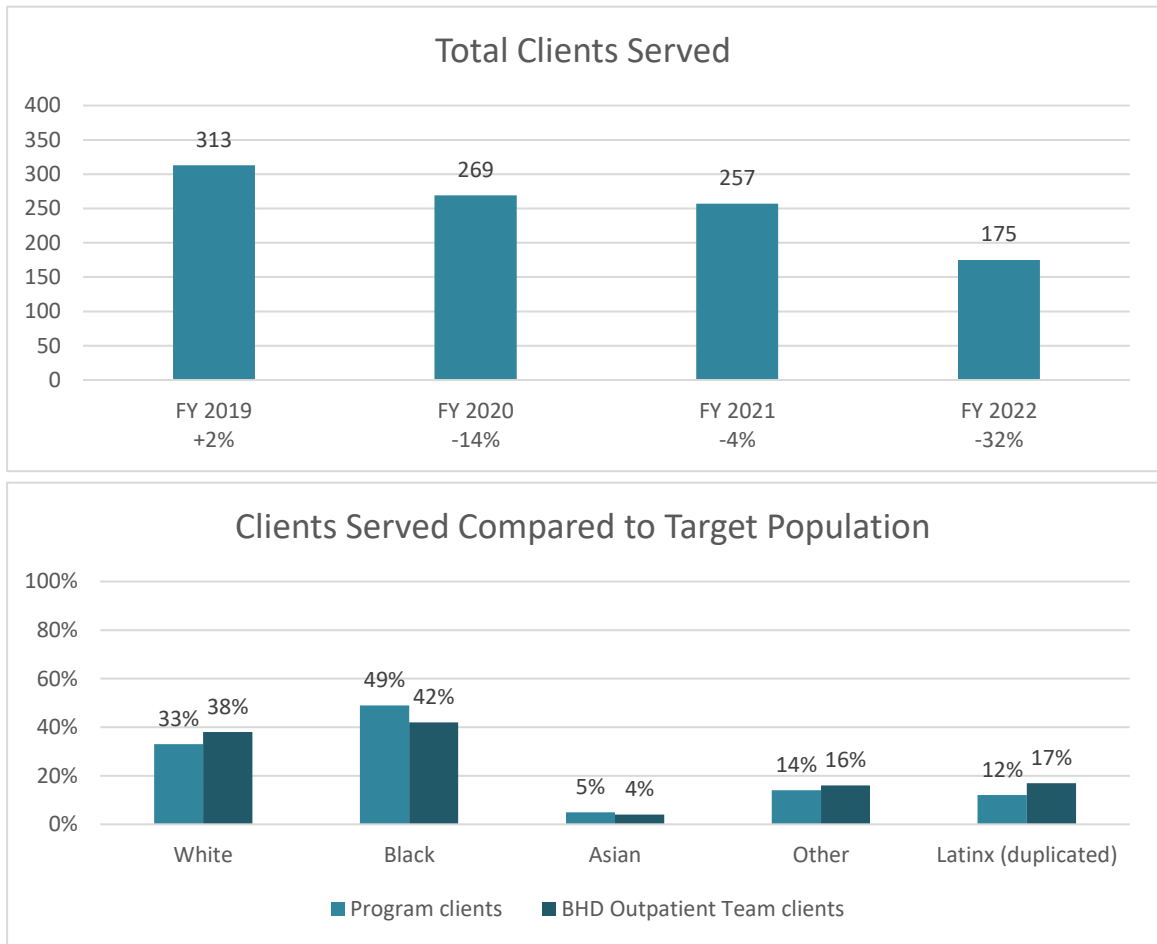
3.1	Clients who obtain employment
3.2	Clients who maintain employment in a single job for 90 days or more

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Measure 1 Total clients served (unduplicated)

Data



Data Summary

- From FY 2019 to FY 2022, the number of clients served decreased 44%.
- The selected comparison population for the racial equity analysis is BHD Outpatient Team clients. This is to determine how program trends match up against clients who could potentially be referred to the program. Latinx data is not available for this comparison population.
- Data for this measure is collected in the agency’s electronic health record.
- 4% of program clients (7) are missing data on race and 8% of program clients (14) are missing data on ethnicity. They have been excluded from the race and Latinx calculations.

What is the story behind the data?

- Program clients continued to decline in FY 2022. This may be attributable to the pandemic, as multiple clients may have felt hesitation to seek out employment for fear of putting themselves at risk. As FY 2022 progressed, the program began to see an increase in referrals, which may signal an end to significant pandemic impacts.
- While overall clients decreased, the supported education program increased in size in FY 2022. The program has found that there are multiple individuals seeking connection and support to GED programs and local universities.

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- There are a higher proportion of Black individuals enrolled in the program than in the outpatient teams as a whole. This may speak to systemic obstacles this population faces when job seeking. The Job Avenue program works to help clients overcome those obstacles.
- In FY 2022, a higher percentage of Job Avenue clients had documented substance use challenges than the agency as a whole. These individuals may face additional barriers to procuring and maintaining employment.

Recommendations

Target Dates

- To increase referrals, program manager will attend the meetings of other Behavioral Healthcare teams at the agency to remind staff about the services that Job Avenue provides.
- Include BHD Substance Use Outpatient clients in the comparison population.

- FY 2023 Q2
- FY 2023 Q4

Forecast

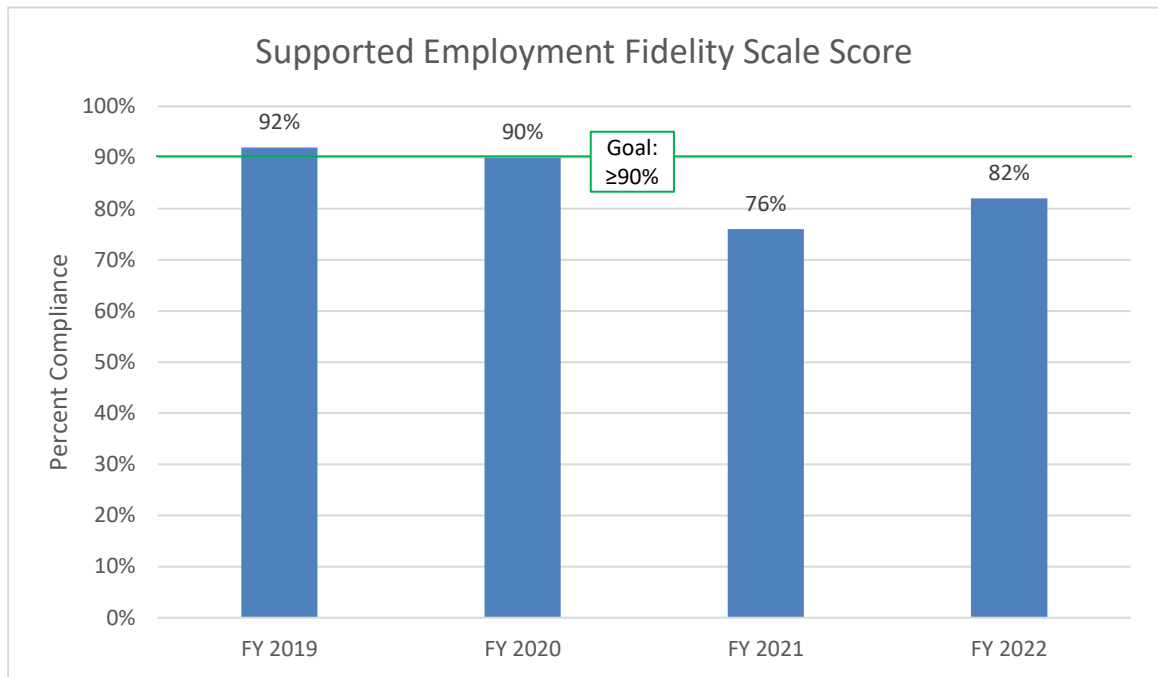
- In FY 2023, the program projects serving 250 clients.

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Measure 2.1 Fidelity to evidence-based model

Data



Data Summary

- Fidelity scale score in FY 2022 (82%) was higher than the score for FY 2021.
- [Supported Employment Fidelity Scale Score](#) from the Individual Placement and Support (IPS) Employment Center provides evidence-based service standards using a 14-item rating to assess caseload size, staff qualification, integration with referring clinical teams, service accessibility, rapid job searches, diversity of jobs, job permanence, and follow-along supports.
- Program coordinator determines ratings by annually reviewing program documentation and procedures.

What is the story behind the data?

- In FY 2021, the new program manager identified additional areas for improvement. Progress was made in FY 2022 on improving program fidelity in the following six domains:
 - Staff: Employment services staff
 - Organization: Integration of rehabilitation with mental health, executive team support
 - Services: Ongoing work-based vocational assessment, diversity of job types, diversity of employers
- Ratings were predominantly 3-4 versus 4-5s. While most items were rated satisfactory or better, few were rated exceptional.
- Some items that were notable as needing improvement were more frequent attendance at MH Team meetings and the general, continued improvement across items.
- Following a recommendation from 2 years ago, the program identified an external expert reviewer and proposed a contract. COVID-19 postponed the external reviewer.

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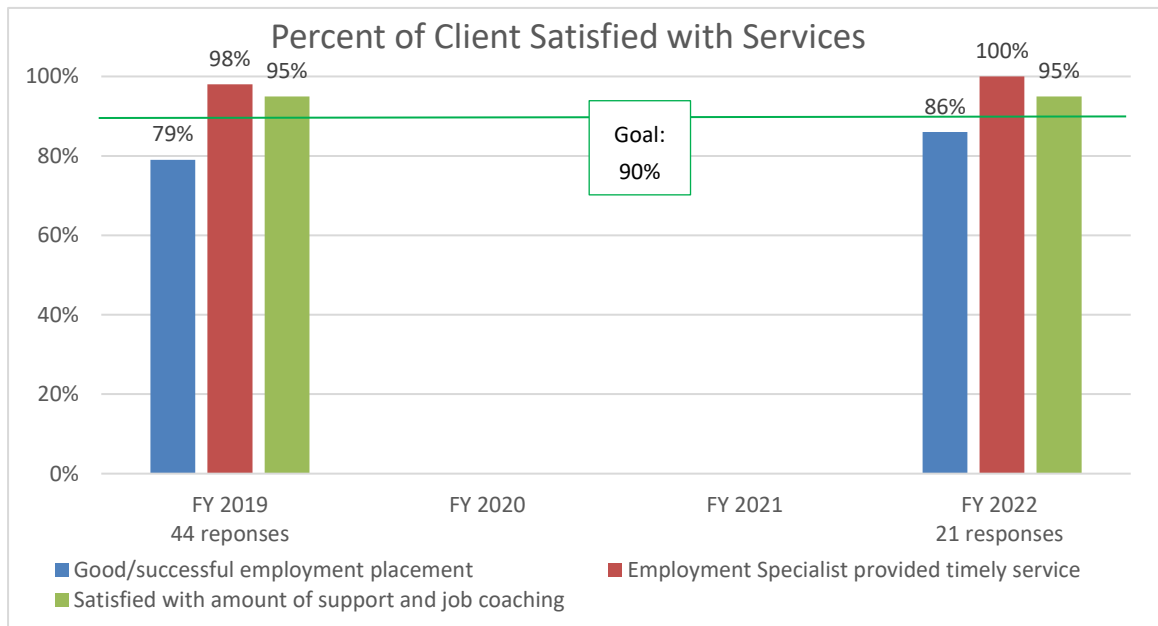
Recommendations	Target Dates
<ul style="list-style-type: none">Develop a short- and long-term action plan identifying priority fidelity items and improvement actions.	<ul style="list-style-type: none">FY 2023 Q2
Forecast	
<ul style="list-style-type: none">It is anticipated that fidelity scale scores will increase to 87% in FY 2023.	

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Measure 2.2 Client satisfaction

Data



Data Summary

- A point-in-time survey is administered for one month to obtain a sample of the intake program effectiveness.
- Results are based on responses to questions asking about their satisfaction with employment placement, timeliness of services, and amount of services.

What is the story behind the data?

- Overall satisfaction was high in FY 2022, with respondents reporting equal or higher satisfaction than in previous years.
- Satisfaction rates were lowest for successful employment placement in FY 2022. This survey is administered to all clients receiving Job Avenue services, including those who may not have been placed in a job that fits their skills yet.
- In the comments section of the survey, clients reported they understood the service and the role of their employment specialist, and were grateful for their support.

Recommendations

Target Dates

- | | |
|--|--------------|
| • Explore revising the customer service survey questions and format to best capture client experiences. | • FY 2023 Q3 |
| • Consider other methods of capturing client feedback, including focus groups, feedback cards, secret shopper programs, and reaching out to a sample of clients to hear about their experiences. | • FY 2023 Q3 |
| • Capture response rate to this client survey | • FY 2023 Q2 |
| • Administer the survey twice a year to better gather client feedback. | • FY 2023 Q2 |

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Forecast

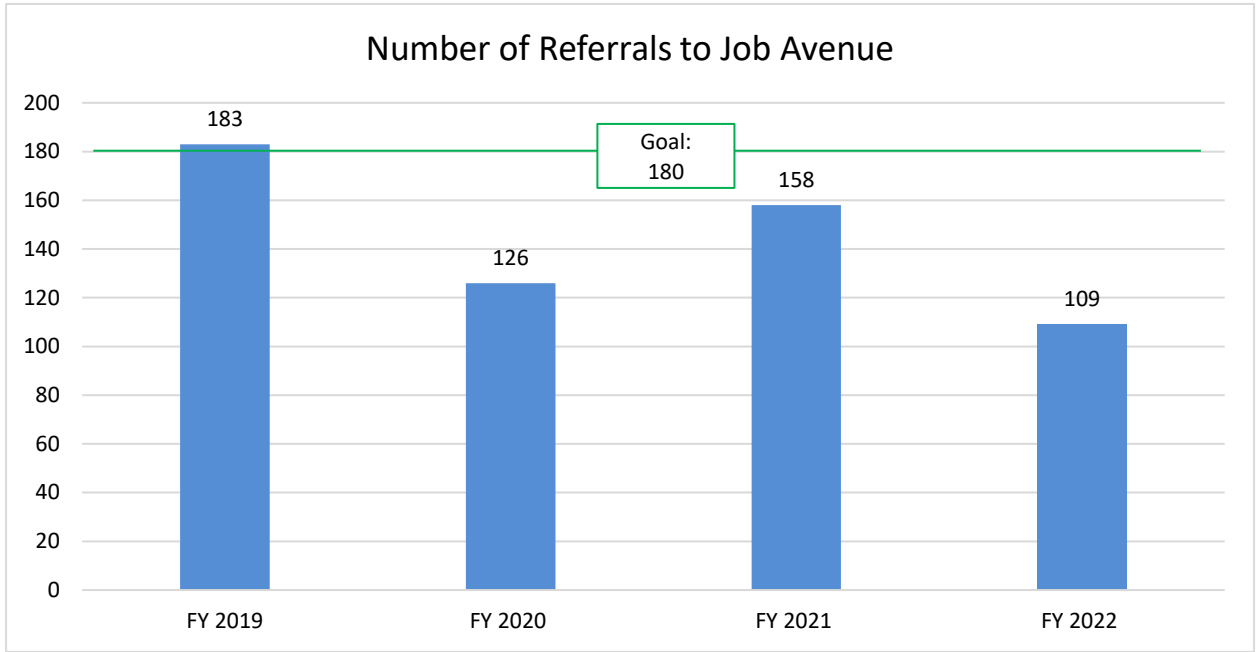
- In FY 2023, it is anticipated that all three areas will show 95% satisfaction.

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Measure 2.3 Outreach effectiveness

Data



Data Summary The number of referrals in FY 2022 (109) decreased by 31% compared to FY 2021 (158) and remained below historical averages.

What is the story behind the data?

- BHD case managers make referrals based on a client’s expression of interest in work.
- There are two key drivers to the decrease in referrals for FY 2022. One is the continued impacts of the pandemic, particularly the rise of the Omicron variant, which depressed service demand. Some clients were not interested in pursuing employment when virus infection rates were high.
- The other significant driver in FY 2022 was the adoption of a new electronic health record system in September 2021. While this record system has a comprehensive referral module, staff using it faced a significant learning curve. As such, some referrals may have been done through informal methods not captured in the above chart.

Recommendations

Target Dates

- Continue to receive referrals for interested clients, provide needed support, and anticipate an improved job market with an economic recovery.

- Ongoing

- Program manager will attend the meetings of other Behavioral Healthcare teams at the agency to remind staff about the services that Job Avenue provides, leading to an increase in referrals. At these meetings, she will review the referral process in the new electronic health record.

- FY 2023 Q1

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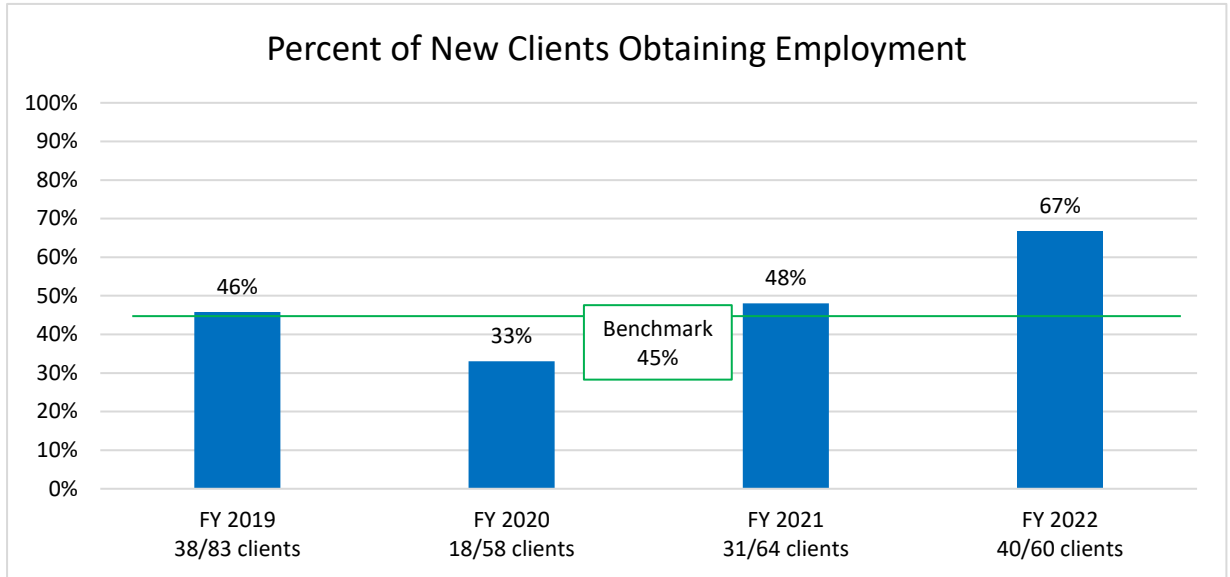
<ul style="list-style-type: none">• Begin a biannual process of reviewing DLA-20 scores of clients on the outpatient teams to determine possible candidates for Job Avenue services.	<ul style="list-style-type: none">• FY 2023 Q2
<ul style="list-style-type: none">• Job Avenue Manager and the CMs will review current procedures for follow-up, to improve the determination of why clients referred did not connect and to engage these clients with employment services.	<ul style="list-style-type: none">• Ongoing
Forecast	
<ul style="list-style-type: none">• It is anticipated that the program will receive 158 referrals in FY 2023.	

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Measure 3.1 Client who obtain employment

Data



Data Summary

- In FY 2022, 67% of new clients obtained employment, an increase from FY 2021 (48%) and exceeding the 45% benchmark
- Clients are considered employed if they have obtained a job within three months after the fiscal year ends.

What is the story behind the data?

- This improvement reflects the opening of business and economic recovery in the region during the latter part of FY 2021 and into FY 2022. There were many businesses hiring, which allowed clients to seek out the right occupational opportunity for them.
- A 16-year longitudinal study conducted by the Individual Placement and Support Employment Center indicates that approximately 45% of seriously mentally ill persons who receive supported employment services obtain competitive employment.

Recommendations

- Continue to partner with employers and clients to identify new job types and opportunities that arise.

Target Dates

- Ongoing

Forecast

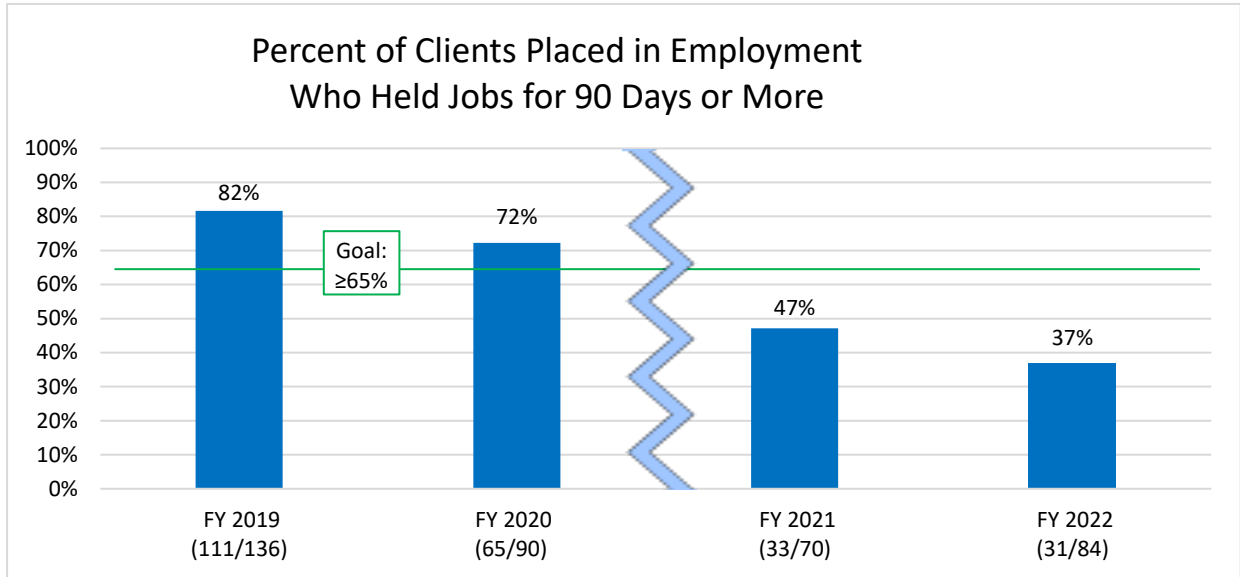
- In FY 2023, it is anticipated that at least 50% of new clients will obtain employment. This number, while still strong, reflects a possible slowdown to the number of job openings each month.

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Measure	3.2	Client who maintain employment in a single job for 90 days or more
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Data



Data Summary

- In FY 2022, the percent of clients placed in employment who maintained employment in a single job for 90 days or more was 37%. This continued the drop that began in FY 2021 and was below the goal (65%).
- In FY 2021, calculation methodology was improved leading to a more accurate count for this measure.

What is the story behind the data?

- The FY 2022 data reflects a relatively high dropout rate among individuals who found employment. This could relate to client concerns about the risk of contracting COVID. Additionally, the jobs offered by businesses when they reopened may have been different than the jobs previously held by some clients, which could lead to a poor job match and client dissatisfaction.
- Factors contributing to maintaining employment include utilizing intense follow-along services and educating case managers in how to support clients seeking employment.
- Job Avenue clients benefit from strong, wrap-around support. While clients may have received this from the program, some employers may not have had the capacity to support all employees while facing their own staffing shortages in FY 2022. This may have led to clients leaving or being terminated from their positions.
- A review of the literature indicates that there is no national standard for this measure.

Recommendations

- Continue to provide support to keep clients engaged
- Encourage clients to be more open about problems in their workplaces, so they can be addressed before they rise to the level of job separation.

Target Dates

- Ongoing
- Ongoing

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<ul style="list-style-type: none">• Complete a review of the cases who lost jobs in FY 2022 to see if there were common factors leading to losing their jobs.	<ul style="list-style-type: none">• FY 2023 Q2
<ul style="list-style-type: none">• Ask clients who lose their jobs more questions to better understand the circumstances that led to their separation and consider adding a survey question asking about this topic.	<ul style="list-style-type: none">• FY 2023 Q2
Forecast	
<ul style="list-style-type: none">• In FY 2023, it is anticipated that 50% of clients in employment will maintain placements for at least 90 days.	