



Employment First

Quality Assurance/Quality Improvement Plan

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I. Introduction

Oregon has long been a leader in providing employment services to individuals with intellectual and developmental disabilities (I/DD). Oregon adopted its Employment First Policy in 2008, making integrated employment the goal for all Oregonians with I/DD. In 2013, Oregon moved this policy forward by adopting legislation that incorporated it into Oregon law: “The employment of individuals with developmental disabilities in fully integrated work settings is the highest priority over unemployment, segregated employment, facility-based employment or day habilitation.” ORS 427.007(1)(b).

The Governor’s Executive Order 13-04, along with resources provided in the Department of Human Services (DHS) 2013-15 Legislatively Approved Budget, has provided the opportunity to move ahead more quickly with implementation of Oregon’s Employment First Initiative. DHS and the Oregon Department of Education (ODE) are working together to implement strategies and actions that are targeted to increase and improve the delivery of employment services to individuals with I/DD with the goal of increasing integrated employment. Quality assurance and quality improvement play a pivotal role in ensuring the success of these efforts.

This plan was developed in part to fulfill the requirement in Section XII of Executive Order No. 13-04, which states:

“By July 1, 2014, DHS will develop and implement a quality improvement initiative that is designed to promote Employment Services developed in accordance with this Order and to evaluate the quality of Employment Services provided to persons with I/DD under this Order statewide.”

However, even without the Executive Order, this plan would exist because the many individuals involved in implementation of the Employment First Initiative recognize that quality assurance and continuous quality improvement are key to the success and sustainability of Oregon’s Employment First Initiative, now and into the future.

II. What is “Quality Assurance?”

As defined in the Integrated Employment Plan for the Employment First Initiative, “quality assurance” is: “A general term used to refer to a set of planned activities designed to determine whether the defined requirements or outcomes of a program or service are met.”

There are generally two kinds of quality assurance measures:

- *Process measures*: Those that focus on how services are provided; those that are concerned with fidelity to process.
- *Outcome measures*: Those that focus on the program's results.

III. What is “Quality Improvement?”

Part of the charge of any quality assurance program is to also look for ways to continuously improve existing processes in order to better achieve identified outcomes. This continuous improvement process is known as “quality improvement.” Throughout this plan are quality improvement projects that have been identified to be studied and potentially moved forward as part of this effort.

As we investigate some of the potential quality improvement strategies identified in the longer term, we may determine they are not feasible to implement, but we are committed to evaluating these ideas and giving them due consideration for implementation.

IV. Approach for Developing this Plan

This plan was developed as a result of a very deliberative process undertaken by a cross-agency group of individuals involved in the quality assurance efforts of their various agencies or organizations including the DHS Office of Developmental Disability Services (ODDS), DHS Vocational Rehabilitation (VR), and the Oregon Department of Education (ODE), with participation by the Oregon Council on Developmental Disabilities (OCDD). Each agency shared information about its existing quality assurance and quality improvement activities, and agency quality assurance processes were documented at a high level in chart form.

This cross-agency group then shifted its focus to the “street view” and gathered information that would help it understand the individual consumer experience in accessing employment services across our systems and agencies. What are the barriers to accessing employment services? What do we do well, and what are the areas in which we could improve?

Finally, the group identified focal areas for the Employment First Quality Assurance efforts (see chart on page six), as well as specific goals and strategies within each of those focal areas that are designed to measure whether we are successful in improving the delivery of employment services to individuals with I/DD with the goal of increasing integrated employment.

V. Resources Dedicated to Quality Assurance

As implementation of this system-wide change effort continues, it should become apparent that there are more people involved in working to increase integrated employment opportunities for individuals with I/DD as well as the other outcomes we're targeting. Because of the Executive Order and the dedication of resources to this effort, we have been able to devote additional state staff both in the agencies and as "boots on the ground" in the field to move this effort forward, and some of these human resources are specifically devoted to quality assurance activities. We will see additional resources to monitor quality assurance efforts continuing to come online through the end of the 2013-2015 biennium.

The quality assurance and quality improvement activities contained in this plan will rely on these additional resources to monitor and provide important quantitative and qualitative feedback as to what the individual consumer experience is in accessing employment services across our systems.

Each agency involved in these efforts has resources specifically devoted to implementation of the Employment First effort. ODE has dedicated staff specialists that are focused on systems-change efforts in schools and communities. ODDS is adding to its number of quality assurance staff (QA Staff) to assure more focus in conducting and implementing its existing and expanded quality assurance activities. VR received legislative approval for eight additional vocational rehabilitation counselors to specialize in serving individuals experiencing intellectual and developmental disabilities, as well as a Policy Analyst with a developmental disabilities focus.

Input from—and collaboration with—all of the additional human and other resources that are dedicated to this effort will help monitor implementation of the Employment First Initiative at the ground level and will help us modify and build on existing quality assurance practices to ensure successful implementation moving forward.

VI. Monitoring Outcomes and Trends

One of the primary functions of the DHS Employment First QA Staff will be to monitor outcomes against already-identified program metrics and outcomes. QA Staff, working closely with the DHS Employment First Data Analyst and data analysts from each program, will regularly and closely monitor program outcomes and targets to look for trends to inform the quality assurance and quality improvement efforts.

Data will be collected and analyzed to meet the data collection and reporting requirements in the Executive Order No. 13-04 and to determine if the specified targets for delivery of

employment services in the Executive Order are being met. QA Staff will also be involved in monitoring and reviewing progress against the Integrated Employment Plan metrics set by the Statewide Executive Order Policy Group and any additional metrics that may be established relating to the Employment First Initiative's strategic priorities.

Reporting and analysis of progress against all of the above program outcomes and metrics will appear in the semi-annual data reports published by the DHS Employment First Data Analyst for the Employment First Initiative.

In addition to closely monitoring progress against these established program outcomes, this plan describes a variety of additional quality assurance activities and quality improvement initiatives that have been identified specific to the Employment First Initiative that will be implemented and around which metrics and outcomes will be developed and reported as program implementation proceeds.

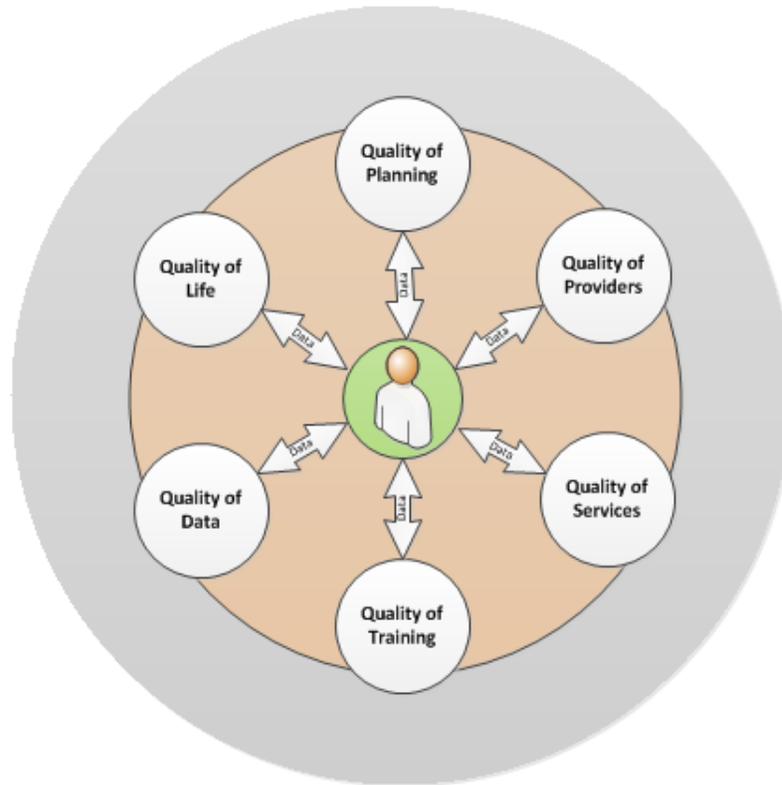
The quality assurance activities and quality improvement initiatives identified in this plan will be implemented in phases as follows:

- Phase I: July 1, 2014 to December 31, 2014
- Phase II: January 1, 2015 to June 30, 2015
- Phase III: July 1, 2015 and beyond

VII. Employment First Quality Assurance/Quality Improvement Focal Areas

The diagram below depicts the structural framework being utilized to highlight the quality assurance and quality improvement focal areas for the Employment First Initiative. Consistent with the national trend for transforming quality assurance systems for provision of services to persons with developmental disabilities¹, Oregon's system is focused on outcomes and, ultimately, on whether our efforts are making a difference in people's lives. Achieving quality outcomes in each of these focal areas will be the key to our ultimate success in improving the employment outcomes for individuals with intellectual and developmental disabilities.

¹ "These systems tend to be characterized by an increased emphasis on *quality of life* and *consumer-centeredness* and a decreasing emphasis on process compliance and prescriptive rules and standards. The new systems are likely to involve more contact with individuals who receive services, and they tend to *focus more on consumers, their satisfaction and choices, than on the provider agency*. Other emerging trends include increased decentralization of quality assurance activities, tying quality assurance reform to managed care and using cross-disability quality indicators." From "A Review of Current Trends in Quality Assurance of Services Provided to Persons with Developmental Disabilities," Prepared by Gary L. Siegel, Ph.D, Institute of Applied Research, St. Louis, Missouri, July 2000.



Using the above structural framework, this plan will detail the initial Quality Assurance Activities and Quality Improvement Initiatives that will be undertaken as part of the Employment First Initiative in each of these important focal areas.

It is important to keep in mind two things: 1) Each agency will continue to perform the quality assurance and quality improvement activities that it already performs as part of its business operations, and that information will also feed into these efforts, and 2) This is a living, breathing document, and the activities identified in this plan for the Employment First Initiative are simply a starting point; they can and will change as the needs of the system change and implementation of the Employment First Initiative proceeds.

One final point is that there may be external changes that could influence the plan. One such example is regulatory changes at the federal level. The Centers for Medicare and Medicaid Services (CMS) is expected to issue future sub-regulatory guidance to its recently released final Federal Home and Community-Based Services (HCBS) regulations that will help states better determine how to apply those regulations to *non-residential service settings*, such as settings where employment services are provided. Additional quality assurance measures and monitoring associated with HCBS settings compliance will be developed after sub-regulatory guidance is issued by CMS to further define what those efforts should be.

Another example of a change that could influence the plan is the implementation of new, significant strategies that are part of the Employment First Initiative, such as the large-scale project to support transformation of facility-based providers. As this work moves forward, QA Staff will be involved in developing a plan for quality assurance-related activities associated with monitoring transformation of facility-based employment providers who elect to become integrated employment service providers.

A. Quality of Planning

If we are successful in achieving quality in this area, what does that success look like?

Service planning documents across ODDS, VR and ODE reflect the needs and desires of individual; planning includes discussion and documentation around employment; plans across agencies reflect the same outcome and are coordinated and complementary. Success is more than just planning for and delivering the needed services. Quality of Planning is ultimately demonstrated by the outcomes individuals achieve. One likely visible sign of success will be that subsequent year services and costs for individuals are reduced, rather than increased.

Key questions that will guide our work:

- Do plans, and does the planning process, meaningfully address employment services and reflect the expectation of integrated employment?
- Is planning and the documentation generated as consistent as possible across agencies to minimize the time the individual has to spend “starting over” or duplicating information or activities?
- What additional documentation would be helpful to have to ensure seamless transition between agencies?
- What monitoring system(s) will we rely on to for oversight of planning documents?
- Do we provide our services in as timely a manner as possible across all service segments?

1. Quality Assurance Activities

| Goal 1: Continue to MONITOR AND EVALUATE employment service planning across all agencies to assure informed choice and compliance with integrated employment service expectations | | | |
|--|--|---|-------------------|
| Strategies | Outcomes/Metrics | Data Source | Timing |
| 1. Continue to monitor and evaluate <u>timeliness</u> of <u>service planning</u> across all agencies (ODDS, VR, ODE). | 1. Utilize data available across all agencies to: (a) determine key time frames to monitor; (b) develop data and analyze; (c) establish metrics; (d) adopt policy to reflect expectations regarding key service timelines. | ODDS: Plan of Care (POC) VR: Oregon Rehabilitation Casework Automation (ORCA) ODE: Secondary Procedural Compliance Transition Standards (SPR&I) | Phase I |
| 2. Work with ODDS QA Staff to enhance the monitoring of the employment-related aspects of the current ODDS QA Field Reviews | Improved process compliance monitoring of ODDS employment service planning. Monitoring will focus on: -Discussions around employment -Employment goals and service planning -Career Development Plan and career planning | ODDS QA Staff reports from QA Reviews | Phase I |
| 3. Work with VR QA Staff to develop data to support continued analysis and evaluation of effectiveness of program activities. | Outcomes: (numbers served, numbers obtaining employment outcome, average wage, hours worked, etc.) | VR ORCA data VR Quarterly Administrative File Reviews (ad hoc) | Phase I (ongoing) |

| | | | |
|---|--|---|----------------|
| <p>4. Monitor and evaluate data available from ODE related to effectiveness of employment service planning.</p> | <ul style="list-style-type: none"> -Number of students with job prior to school exit -Number of students who had a job within one year of school exit -Number/percent of IEPs that contain employment goal -Number/percent of IEPs that show Agency providers invited to IEP meetings -Number/percent of students receiving help from agency provider within one year of leaving school | <p>ODE: SPR&I ODE: PSO (Post-School Outcomes)—Exit interview and survey</p> | <p>Phase I</p> |
|---|--|---|----------------|

Goal 2: Develop and implement TARGETED MONITORING strategies to help evaluate the quality of employment service planning across all agencies

| Strategies | Outcomes/Metrics | Data Source | Timing |
|--|--|---|---|
| <p>1. Work with ODDS QA Staff to develop checklist and procedures for in depth qualitative file review by ODDS and EF field staff</p> <p>2. Pursue coursework or additional training on qualitative research techniques for QA Staff who will be conducting qualitative field reviews.</p> | <p>Will focus on:</p> <ul style="list-style-type: none"> -Is individual working? -Type of work? -Employment goal in ISP? - Career Development Plan completed? -Are the services selected appropriate and consistent with the employment goal? - Evaluate quality and effectiveness of new planning documents (Career Development Plan and Discovery Profile), if utilized. -Review progress notes in file on monitoring/delivery of employment services -File documents continuing discussions about employment and/or career advancement? | <p>EF QA Staff/ ODDS Employment staff</p> | <p>Phase I: Develop tools and process Sept-Dec. 2014; EF QA Staff to deploy starting March 2015</p> |

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|---|--|---------------------------------------|--|
| 3. Develop plan for monitoring and evaluating effectiveness of new Career Development Plan (CDP) form and planning process. | Methodology and baseline data/targets to be established: -Number/percent of individuals who received a CDP -Comparison of employment outcomes (those who received CDP versus those who did not). | EF QA Staff/ ODDS Employment staff | Phase I: - Starting July 1, 2014. -CDP will become part of one ISP in Jan 2015 |
| 4. Work with VR to analyze effectiveness of VR strategy to assign ODDS consumers to specially-trained VR Counselors (DD Specialists). | Analyze employment outcomes achieved by new VR Counselors who are DD Specialists as compared to other VR counselors (number/percent of successful closures in integrated employment) | ODDS: POC VR: ORCA | Phase I |
| 5. Develop and implement strategy for monitoring ODDS time-limited services and reviewing time in status | Methodology and baseline data/targets to be established for evaluating progress on path toward integrated employment. | ODDS VR | Phase II |

2. Quality Improvement Initiatives

| Project | Expected Outcome | Timing |
|---|--|---------|
| 1. Work with ODE to evaluate feasibility of enhancing the requirements for the Summary of Performance to be a more robust “school leaving” document (consider modeling after National | Will ensure consistency and uniformity in the documentation about the student that is transferred to the adult service providers; eliminates the need to “start over.” | Phase I |

| | | |
|---|---|---------|
| Transition Documentation Summit). | | |
| 2. Work with ODE to evaluate feasibility of requiring that a Summary of Performance be provided to <u>all individuals in the Target Population</u> under Executive Order No. 13-04 instead of just those students who graduate with a regular diploma or who exceed the age of eligibility. | Will ensure consistency and uniformity in the documentation about students in the Executive Order Target Population that is transferred to the adult service providers. | Phase I |

B. Quality of Providers

If we are successful in achieving quality in this area, what does that success look like?

Providers embrace the belief that individuals with I/DD can work in integrated settings; there is consistency in qualifications and credentialing by position across agencies, and core competencies are in place. There is support for transformation of providers who wish to transition from facility-based services to community-based services. Benchmark performance standards for providers (i.e., outcomes relating to wages, hours, length of time in job) are established and used to evaluate performance and quality of outcomes achieved for individuals.

Key questions that will guide our work:

- What competencies will we require of individuals or organizations providing employment services?
- What performance-based measurements can we put in place to measure provider productivity and quality?
- What strategies are we going to use to monitor providers?
- How can we facilitate the sharing of best practices among providers?

1. Quality Assurance Activities

| GOAL 1: Monitor implementation of CORE COMPETENCIES for employment service providers | | | |
|---|--|--------------------------------------|-----------------|
| Strategies | Outcomes/Metrics | Data Source | Timing |
| 1. Work with ODDS and Office of Licensing and Regulatory Oversight (OLRO) to support implementation of core competency-based qualifications for ODDS independent and agency employment service providers. | 100 percent of Employment Service providers meet core competency-based qualifications by July 1, 2016. | ODDS: POC OLRO: Provider database | Phases I to III |

| GOAL 2: Develop and implement TARGETED MONITORING strategies to help evaluate the quality of employment services providers and delivery of employment services | | | |
|---|--|--|---------------|
| Strategies | Outcomes/Metrics | Data Source | Timing |
| 1. Work with OLRO Staff to revise licensing and certification regulatory requirements and field review process, as needed, to reflect integrated employment expectations. | Improved monitoring of employment service providers | OLRO Staff reports from QA Reviews (every five years) EF QA Staff | Phase I |
| 2. Work with OLRO Staff to develop and implemented enhanced monitoring strategies specific to providers of employment services (random quality checks, on-site inspections) | -Improved monitoring of employment service providers -Target number of providers/sites/year -Follow-up with informational letters to field to improve performance. | OLRO QA Staff EF QA Staff ODDS QA Staff | Phase I |

| GOAL 3: Develop and implement PERFORMANCE-BASED TOOLS to evaluate employment service providers, incorporating customer feedback where possible | | | |
|---|--|---|---------------|
| Strategies | Outcomes/Metrics | Data Source | Timing |
| 1. Support implementation of VR Job Development Vendor Report Card (including feedback from job developer customer satisfaction survey, if possible) | Focus on quality outcomes, such as living wage, hours, health benefits and advancement | VR—ORCA | Phase I |
| 2. Develop common benchmark performance-based standards for ODDS employment service providers and monitor performance against those standards | Focus on outcomes achieved for the individual: wages, hours worked, retention in job, etc. | ODDS—Employment Outcome System (EOS), POC | Phase I |
| 3. Monitor performance of school districts through Post-School Outcomes (PSO) data on school report cards. | -Number of students who had integrated employment prior to leaving school -Number of students who had integrated employment within one year of leaving school | ODE—PSO data and Exit Interview Data | Phase I |

2. Quality Improvement Initiatives

| Strategy | Desired Outcome | Timing |
|---|--|---------------|
| 1. Work within DHS (ODDS, VR and OLRO) to evaluate existing requirements for provider quality assurance programs to determine whether changes are needed to standards, monitoring, reporting, and other requirements to support implementation of the | 1. Providers are responsible for their own quality assurance efforts. Need to ensure there is a free flow of information between providers and DHS' quality assurance systems. 2. Development of state template would make data collection, benchmarking, | Phase II |

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| <p>Employment First Initiative. 2. Support development of a state template to collect quality assurance program data from providers.</p> | <p>performance improvement and corrective actions uniform.</p> | |
| <p>3. Evaluate feasibility and desirability of supporting development of a mentoring program that matches experienced and successful employment specialists with newly certified employment specialists. 4. If a mentoring program is implemented, consider waiver amendments to classify mentoring employment specialists as experts, which could enable them to receive additional pay as a mentor-classified Employment Specialist.</p> | <p>1. Provide ongoing support and training for new employment specialists to improve service quality. 2. Reduce attrition. 3. Incentivize participation by having mentor contact hours counts toward continuing education requirement for employment specialists. 4. Incentivize participation by providing method (through waiver and built into rates) of additional compensation for mentoring efforts.</p> | <p>Phase II</p> |

C. Quality of Services

If we are successful in achieving quality in this area, what does that success look like?

Program outcomes are achieved; more individuals are working in integrated jobs in their communities. Focus is on delivery of employment services in the most integrated setting possible, not enrollment and involvement in an employment program. Funding paid to providers of services is tied to service quality and outcomes.

Key questions that will guide our work:

- How will we evaluate whether we are providing the right services?
- How will we evaluate the quality of services provided?
- How do we assess whether we are incentivizing the provision of integrated employment services?
- Are we providing services in as timely a manner as possible?

1. Quality Assurance Activities

| GOAL 1: Continue to MONITOR AND EVALUATE OUTCOMES across all agencies and in all service settings to assure compliance with integrated employment service expectations | | | |
|---|---|--|---------------------|
| Strategies | Outcomes/Metrics | Data Source | Timing |
| 1. Monitor established program outcomes and targets to look for trends to inform Employment First quality assurance and quality improvement efforts | -Requirements and metrics in Executive Order 13-04 -Metrics in Integrated Employment Plan -Metrics established for EF Strategic priorities | ODDS: EOS; POC VR: ORCA ODE: PSO and SPR&I Oregon Employment Department (OED): OED data | Phase I and ongoing |
| 2. Monitor and evaluate <u>timeliness of service delivery</u> across all agencies (ODDS, VR, ODE). | Utilize data available across all agencies to: (a) determine key time frames to monitor; (b) develop data and analyze; (c) establish metrics; (d) adopt policy to reflect expectations regarding key service timelines. | ODDS: POC VR: ORCA ODE: SPR&I | Phase I and ongoing |
| 3. Determine feasibility and availability of data for establishing additional outcome measures for service quality to inform Employment First quality assurance and quality improvement efforts | Consider additional outcomes including: -Changes in scores on National Core Indicators data (see Quality of Life) -Changes in annual plan costs -Monitor changes in Supports Intensity Scale (SIS) scores | ODDS—EOS, POC VR—ORCA ODE OED | Phase I and ongoing |

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| 4. Develop additional quality assurance measures upon issuance of sub-regulatory guidance by CMS to ensure compliance with HCBS community-based settings rules in non-residential service settings such as where employment services are provided. | Additional quality assurance measures and monitoring associated with HCBS settings compliance will be developed as additional guidance is issued from CMS to further define what those efforts should be. | ODDS—EOS, POC VR—ORCA ODE OED | T.B.D. following issuance of guidance by CMS |
|--|---|--|--|

| <i>GOAL 2: Develop and implement TARGETED MONITORING strategies to help evaluate the quality of employment services being provided to individuals with I/DD</i> | | | |
|--|--|---------------------------------------|---|
| Strategies | Outcomes/Metrics | Data Source | Timing |
| <p>1. Work with ODDS QA Staff to develop checklist and procedures for in-depth (qualitative) file review by ODDS and EF field staff</p> <p>2. Pursue coursework or additional training on qualitative research techniques for QA Staff who will be conducting qualitative field reviews.</p> | <p>Will focus on:</p> <ul style="list-style-type: none"> -Is individual working? -Type of work? -Employment goal in ISP? - Career Development Plan completed? -Are the services selected appropriate and consistent with the employment goal? - Evaluate quality and effectiveness of new planning documents (Career Development Plan and Discovery Profile), if utilized. | EF QA Staff/ ODDS Employment staff | <p>Phase I: Develop tools and process Sept-Dec. 2014</p> <p>Phase II: EF QA Staff to deploy starting March 2015</p> |

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| | <ul style="list-style-type: none"> -Review progress notes in file on monitoring/delivery of employment services -File documents continuing discussions about employment and/or career advancement? | | |
| 3. Develop plan for monitoring and evaluating effectiveness of new <u>Discovery/Career Exploration</u> service in improving employment outcomes. | <ul style="list-style-type: none"> -Number/percent of individuals who accessed service -Comparison of employment outcomes (those who received service versus those who did not). | EF QA Staff/ ODDS Employment staff | Phase I: Starting July 1, 2014. |
| 4.Improve monitoring and evaluation as individuals move between systems to ensure people maintain employment and needed supports (e.g., monitor outcomes after VR closes an individual as rehabilitated and the individual transitions to ODDS long-term employment supports and services). | <p>Potential outcome measures post-transfer:</p> <ul style="list-style-type: none"> -Length of employment retention -Average hours worked -Average hourly wage | ODDS: EOS, POC VR: ORCA | Phase I |

GOAL 3: Monitor success of school districts in achieving integrated employment outcomes for transition students and monitor satisfaction of students with transition services

| Strategies | Outcomes/Metrics | Data Source | Timing |
|--|--|--------------------------------|---|
| 1. Analyze Post-School Outcomes data to identify districts <u>meeting</u> and <u>not meeting</u> state engagement targets for competitive employment | Focus efforts on districts that show both high and low performance to discover best practice and provide training and technical assistance as needed | ODE: Post-School Outcomes Data | Phase I and ongoing: Interviews conducted one year after exiting (June-Sept); data published the following summer |
| 2. Perform qualitative analysis of Post-School Outcomes data to review responses to prompt “If you could tell your school one thing, what would you tell them to help better prepare transition students for life after high school?” (Prompt: What was most helpful or could have been done better?)” | Use feedback to inform policy and practice changes. | ODE: PSO data | Interviews conducted one year after exiting (June-Sept); data published the following summer. |

2. Quality Improvement Initiatives

| Strategy | Desired Outcome | Timing |
|---|--|---------|
| Develop and implement process or system that improves our ability to track and more uniformly monitor and report on <u>complaints involving employment services</u> that are filed and resolved at the local/field level across all agencies (ODE/VR/ODDS). | Improve information available on employment service complaints that are made and resolved at the local level to better inform Employment First quality assurance and quality improvement activities. | Phase I |

D. Quality of Training

If we are successful in achieving quality in this area, what does that success look like?

Training utilizes emerging, best or evidence-based practices, is available in a variety of formats, and there is ample availability to providers, stakeholders and community partners. Individuals who receive training improve their ability to help people achieve integrated employment outcomes.

Key questions that will guide our work:

- How do we ensure that people are not just trained but that they're competent to provide employment services?
- How do we determine whether we are providing enough training in the areas where it is needed?
- How do we measure the effectiveness of the training being conducted?
- How can we facilitate the sharing of best practices among Vocational Rehabilitation Counselors, Service Coordinators, Personal Agents, and Providers?

1. Quality Assurance Activities

| GOAL 1: Monitor progress in providing foundational Employment First training to staff and other individuals involved in providing employment services (to help build culture and expectation for integrated employment) | | | |
|---|---|--|---|
| Strategies | Outcomes/Metrics | Data Source | Timing |
| 1. Compile and analyze attendance data on trainings being offered to staff and individuals involved in employment service planning for individuals with I/DD (“EF 101”—vision, values, history) to determine reach and coverage of messaging. 2. Review post-training survey data to determine impact. | ODDS: Percent of completion rate of SCs and PAs participating in training VR: Percent of completion rate of VR Counselors participating in training ODE: Percent of completion rate of Transition teachers participating in training | ODDS VR ODE Employment First (EF) | Phase I: Trainings in process across all agencies Summer 2014; data to be compiled Sept. 2014 |

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| 3. Ensure trainings are conducted in such a way as to provide data for tracking reach (i.e., number of attendees). | | | |
|--|--|--|--|

| GOAL 2: Evaluate effectiveness of core competency training being provided for employment specialists. | | | |
|--|---|--------------------|---------------|
| Strategies | Outcomes/Metrics | Data Source | Timing |
| 1. Monitor outcomes achieved by individuals who attended training compared to those who did not. | ODDS: Percent of providers participating in training; outcomes achieved; | ODDS | Phase I |
| 2. Monitor whether individuals attending training were able to demonstrate competency post-training in order to attain an Association for Persons in Supported Employment (APSE) or other certification. | qualification obtained? VR: Percent of providers participating in training; outcomes achieved; | VR ODE EF | Phase II |
| 3. In longer term, evaluate feasibility of implementing portfolio method to demonstrate competency as a performance tool for employment specialists cross agencies. | qualification obtained? ODE: Percent of providers participating in training; outcomes achieved; | | Phase III |
| | qualification obtained? | | |

2. Quality Improvement Initiatives

| Description | Desired Outcome | Timing |
|---|--|---------------|
| <u>1. Communities of Practice</u> — evaluate feasibility and desirability of implementing facilitated, multi-level Employment First Communities of Practice for collaboration and | Promote better consistency of services within and across agencies, sharing of best practices, mentoring and support. | Phase II |

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| dissemination of information (listserv+) | | |
| 2. Investigate feasibility and advisability of including funding for training in the rate paid to direct service personnel; utilization would be reported in a voluntary compliance audit at fiscal year's end. | Providing resources to support attendance at training will increase the number of direct service personnel who are able to access training | Phase III |

E. Quality of Data

If we are successful in achieving quality in this area, what does that success look like?

Data collection, sharing and analysis allows QA Staff to monitor and evaluate activities, informs key policy and strategy decisions and quality improvement efforts, and helps monitor progress in implementing the Executive Order.

Key questions that will guide our work:

- How do we track and measure our progress in implementing the Executive Order? What outcomes; what metrics?
- Are we using available data to inform policy and program changes as needed and to continuously improve provision of employment services to individuals with I/DD across agencies?
- Bottom line: Are we increasing the number of individuals with I/DD getting integrated jobs?

1. Quality Assurance Activities

| GOAL 1: Create integrated, cross-agency data collection and reporting system to improve reporting on employment outcomes | | | |
|---|---|--------------------------|---------------|
| Strategies | Outcomes/Metrics | Data Source | Timing |
| 1. Enter into data sharing agreements with key agency partners to improve reporting on outcomes | Data sharing agreements in place with VR, ODDS, ODE and OED | ODDS VR ODE OED | Completed |

| | | | |
|---|--------------------------------|--------------------------|---------|
| 2. Revise data sharing agreements as needed to continuously improve the quality of the available data | Agreements revised, as needed. | ODDS VR ODE OED | Ongoing |
|---|--------------------------------|--------------------------|---------|

| GOAL 2: Collaborate with ODDS to Improve reporting and available data on ODDS employment service planning, utilization and outcomes through implementation of Plan of Care system in eXPRS. | | | |
|--|--|--------------------|---------------|
| Strategies | Outcomes/Metrics | Data Source | Timing |
| 1. Migrate data collection and reporting from EOS to Plan of Care (POC) when POC comes on line. | - More detailed data by service element and by hour - More uniformity in data from Comprehensive and Support Services Waivers - More data on providers | ODDS—EOS; POC | Phase I |
| 2. Work with ODDS to analyze needed changes to EOS system after POC comes on line. | -Improve quality of data collected from providers | ODDS—EOS | Phase I |

2. Quality Improvement Initiatives

| Description | Desired Outcome | Timing |
|---|---|---------------|
| <i>Collaborate with ODE, VR and ODDS to do further analysis on recommendation to increase the Post-School Outcomes Survey to be a 100 percent sample of school leavers each year. Develop plan for implementation of recommendation.</i> | - More accurate data on outcomes of Transition students. - Would give the ability to track individual students in a longitudinal database through their post-school experiences. | Phase II |

F. Quality of Life

If we are successful in achieving quality in this area, what does that success look like?

Our efforts are making a difference in people's lives. Individuals who have integrated, community employment report high satisfaction with life; health and happiness; engagement in their community; income, increased opportunities and the potential for development of wealth. Demand for employment services by self-advocates and families increases. Individuals are moving from isolation to inclusion in the life of the community through employment.

Key questions that will guide our work:

- How do we recognize, value and communicate that the benefits of employment impact the whole life of a person?

1. Quality Assurance Activities

| GOAL: Ensure that our efforts to improve delivery of employment services to individuals with I/DD are making a positive difference in their quality of life. | | | |
|--|---|--|---|
| Strategies | Outcomes/Metrics | Data Source | Timing |
| 1. Analyze outcomes using key quality of life indicators from ODDS's National Core Indicators (NCI) Survey Data for individuals reporting integrated employment versus sheltered employment or not employed. | <ul style="list-style-type: none"> - In integrated employment - Earning minimum wage or above - High degree of life satisfaction - Good health (BMI) - Good perception of well-being - Has friends - Less lonely - Exercises regularly - Takes vacations | NCI Adult Consumer Survey: -Analyze OR data -Compare to National NCI data -Need to establish baseline data and set targets. | Phase I: 2012-13 data available in June 2014 (initial year for baseline data) |

2. Quality Improvement Initiatives

| Description | Desired Outcome | Timing |
|--|---|---------------|
| 1. Work closely with ODDS to look for ways to continuously improve the relevance and utility of the NCI data | Continuous improvement in key data source to benchmark our program nationally and inform key policy and practice decisions. | Ongoing |

VIII. The Way Ahead

The DHS Employment First Quality Assurance Analyst, the Employment First QA/QI Workstream, and QA leadership and staff from each of the participating agencies (ODDS, VR and ODE) will collaborate to achieve the goals and implement the strategies identified in this DHS Employment First Quality Assurance/Quality Improvement Plan, under the supervision of the Employment First Statewide Coordinator. The Plan will be reviewed with stakeholders, and progress reported on an annual basis, in July of each year.

As mentioned at the outset, the initial quality assurance and quality improvement measures identified in this plan are simply a starting point for the activities that will be undertaken in support of the Employment First Initiative. This plan is a living document that will evolve and change to meet the demands of the program as implementation of the Employment First Initiative moves ahead.

Questions or any feedback on this plan can be directed to the Employment First Team at employment.first@state.or.us.