

2021

Performance

Outcome

Report

WRC PERFORMANCE ANALYSIS AND IMPROVEMENT PLAN

For the period of Fiscal Year 2021

1. Community Employment Services (CES)

- a. **Program Effectiveness:** In FY2021 the total number of referrals was down from previous the previous year from 1045 to 320. The number of individuals referred from Alabama Depart of Rehabilitation Services for CES was 131. Sixty-nine of those were placed in employment, and 57 successfully closed working 90 days or more. The goal for placing CES referrals was 75% placement; we attained 52%. This indicates a decline in placement by 23% below targeted goal. The goal for closing individuals from placement status was 80% and WRC obtained 83% which was above the targeted goal. Additionally, effectiveness was measured by the percentage of Person Served that were placed in a job and closed in retention. The goal was 80% and WRC had a percentage of 83%. For the 2nd straight year referrals were affected by COVID both at the ADRS not working out of their offices and at WRC, Inc being affected by the lack of referrals. The numbers continue to drop below expected outcomes due to the inability to meet people in person, offices shutting down and a surplus of stimulus monies in the economy causing people to not have to find employment.
- b. **Program Efficiency:** Program efficiency was measured by the percentage of Person Served that were contacted at least 10 days after the referral was made by ADRS. The goal for WRS was 90% and 98% of that goal was met. Every Wednesday a meeting was held to conduct intake of referrals that were made the week prior. Some referrals would go inadvertently unnoticed and would be staffed as soon as it was realized.
- c. **Experience:** Person Served experience was measured using several variables. The first was the percentage of Person Served that felt their privacy was respected. The WRC goal for this was 95% and WRC scored a 96%. The second Service Access indicator was how Person Served felt in receiving services in a timely fashion. WRC's goal for answering yes to the question "were services delivered in a timely manner" was 90% and the actual percentage for WRC was 87%.
- d. **Evaluation of Person Served participation:** Persons Served participating in services felt they were able to make informed choices regarding their plans and goals, this was measured on a survey by answering yes or no on the question "percent of Person Served who responded yes to being involved in developing community employment plan and given choice to the they were performing." WRC's goal was 85% and WRC's actual score was 83%. Another goal was to have 85% of Person Served responded positively to the question that they felt they had the opportunity to voice concerns about services provided at WRC. WRC scored favorably at 85%. Experience of other stakeholders was measured by asking families were the consumer's goals and objectives meaningful. WRC fell below the benchmark of 90% with a score of 85%.

2. Comprehensive Vocational Evaluation

- a. Effectiveness: effectiveness was measured using survey data, specifically looking at whether a person felt they were actively involved in the development of their community plan. WRC's benchmark for this question was 95% and 100% responded positively. Person Served were asked additionally whether they felt they were given choice regarding their evaluation and 100% said that that they were meeting the benchmark of 95%.
- b. Efficiency: Efficiency was measured by asking those that had completed the vocational evaluation, whether they thought the length of the evaluation was adequate. WRC's goal was 95% and 92% actually thought the length of the evaluation was adequate.
- c. Service Access: To measure access to service a survey question was used "were you asked about any assistive devices and or accommodations you might need int the workplace." WRC set a benchmark of 90% positive response rate benchmark for this question. The final result was that 85% responded positively. Additionally, service access was measured by evaluating the percentage of persons served that they understood the purpose of the evaluation. The benchmark was set at 95% and the measured percentage was 100%.
- d. Experience of Services: Other stakeholders/family were asked has life improved for the Person Served as a result of services received? A positive response to the question would indicate that a respondent felt the Person Served's life has improved as a result of services received through Vocational Evaluation. The benchmark for this question was 90% and the actual received percentage was 85%. Additionally, the Person Served was asked if they felt like they had the opportunity to voice concerns about the services provided at WRC. The benchmark was set at 90% and 85% was measured.

3. Business Function Analysis

- a. Established increase of program service revenue by service for current and future years- 21% increase projected. Established profit margin in program services for current and future years-15% increase projected. Established % of program services revenue compared to overall company revenue for current and future years-increase from 4% to pre pandemic levels of 6%.

4. Implications of Data

- a. Several issues with the data need to be addressed. Enrollment is significantly down compared to past years and continues to trend downward. There are several reasons for that, the first is that WRC is no longer working in Georgia or Florida. Rather WRC has decided to work on Alabama referrals and centralize our efforts in our home state. The second reason for a lack of referrals is the Alabama Department of Rehabilitation Services has been affected by COVID and many are working from their home, not meeting with Person Served face to face. With all of these things considered a low enrollment rate should be expected which translates into a low response rate for surveys.
- b. Bias in survey – It should be mentioned that there were some biases in the data. First the surveys were used for only ones who finished the evaluation or other services. This

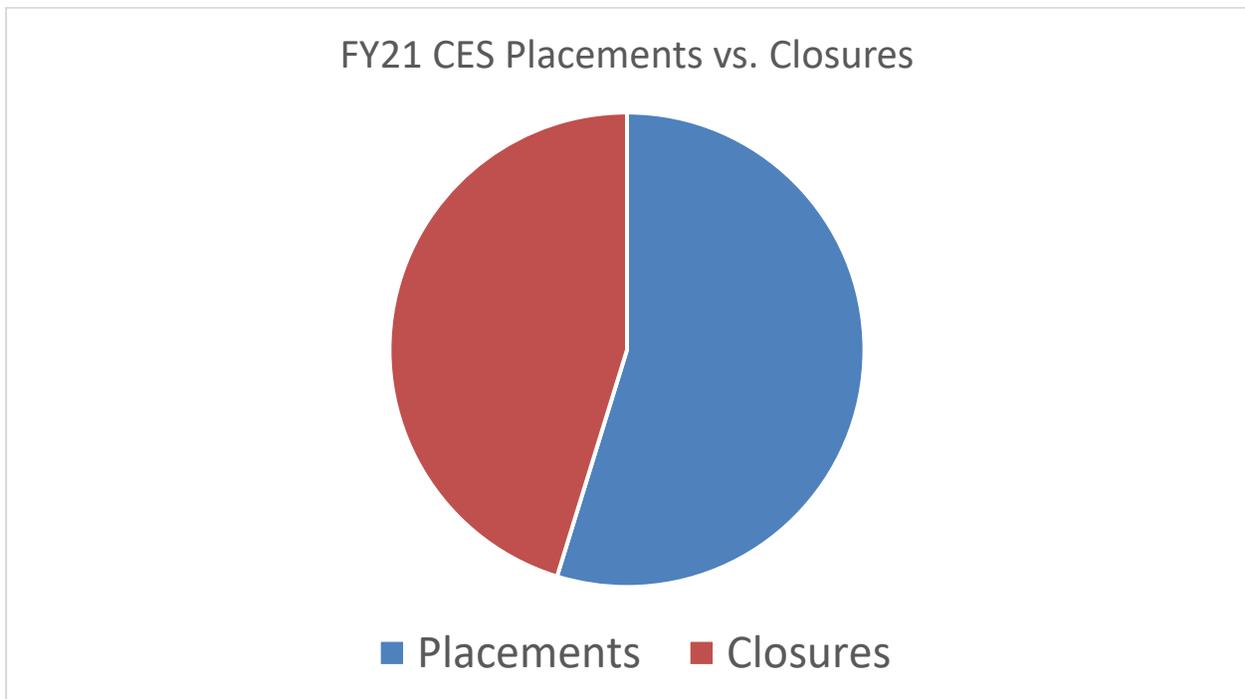
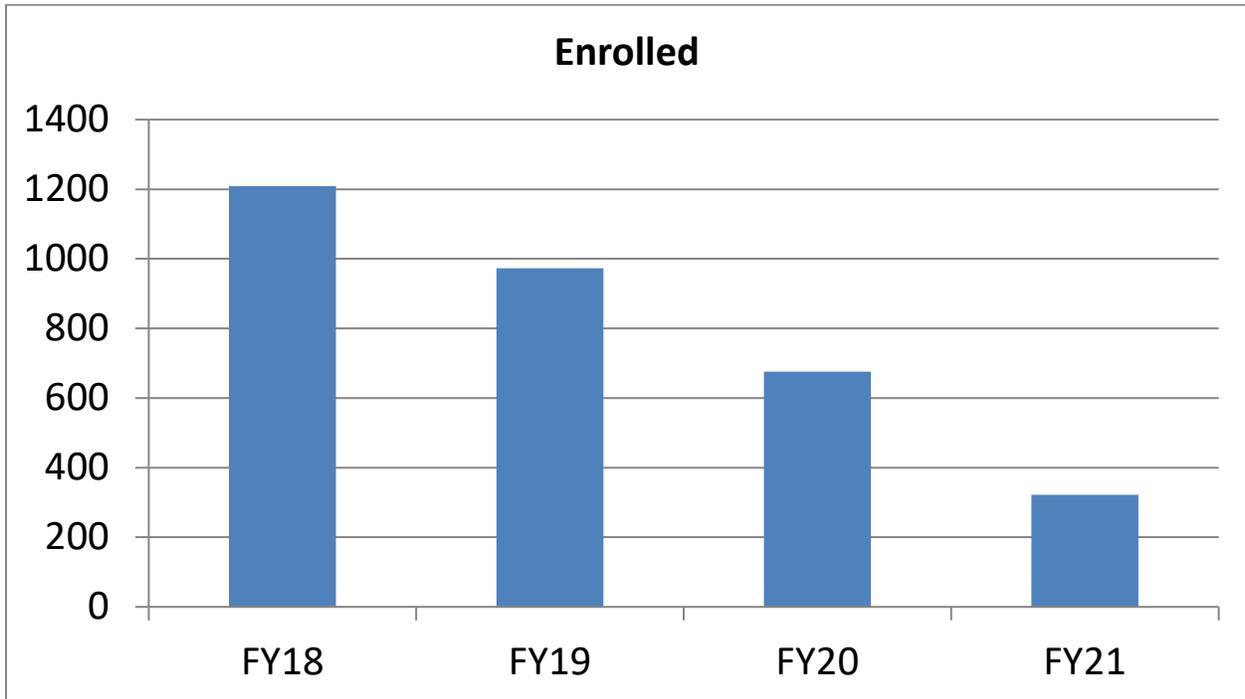
presents as a sampling bias where the selection of those surveys was not random and only taken from a population that were intrinsically satisfied when completing the survey. The second issue with the data was a low number of responses. This nonresponse bias occurs when either a low number of participants were included, or a low number of subgroups were responding. In the case of Vocational Evaluations, a low number of surveys (N) were collected and those that were collected were only ones that finished the survey, supporting the sampling bias.

- c. Benchmarks – Benchmarks were not set against any industry standard, rather they were set using historical data used at WRC based on a history of survey data collection.

5. Action Plan

Action Steps	Time Frame	Person(s) Responsible	Benchmarks	Results
Work with local VR to increase the number of referrals	FY22	Program Director	Number of enrollments trends upward for FY22	Ongoing
Work with employment specialists in placing persons served in community employment.	FY22	Program Director	Meet the 75% of enrollments placed in community employment	Currently at 60%
Develop more meaningful goals for persons served.	FY22	Program Director/ Employment Specialists	Meet the 90% benchmark for persons served reporting that goals are meaningful	Currently at 85%
Increase the opportunity for Persons Served to voice concerns about Vocational Evaluation	FY22	Program Director/ Vocational Evaluator	Meet the 90% benchmark.	Currently at 85%
Change survey over to uSPEQ questionnaires and begin aggregating data.	FY22	Program Director	Have new questionnaires in place for staff usage.	ongoing

6. Metrics



Performance Measurement and Management and Improvement Plan for Business Function

Goals

To develop a business model that allows for WRC to be self-sufficient and not reliant on any single income source as the predominant funding source for the center. Financial targets are established annually for each department as well as program. Program services establishes additional targets for persons served based on historical data and program needs. Each area is critical in that the data points and financial planning that goes into making the center a success. Each area is reviewed monthly to determine if progress is being made toward goals established, course corrections and modifications are made to insure solvency and performance.

Objectives

To establish budgets for each department based on past years' experience, factoring in any changes to contracts for upcoming years. Compare those budgets monthly to actual results. Analyze any unexpected variances and make necessary changes.

To complete integration of IMS software. This software should enhance overall financial reporting efficiency and flexibility. The improvement in effectiveness will be measured by comparing the timeliness of financial statement preparation to prior years.

Develop a financial snapshot of to include relevant financial ratios for each department to use in a timely manner.

These improvements will improve accountability throughout the organization because each department will be able to see their financial contribution to the Mission of the organization.

Performance Indicators

Percentage of change in program services revenue by service from prior year
Percentage of change in profit margin in program services from prior year
Percentage of change in program services revenue compared to overall company revenue from prior year

Performance Targets

Established increase of program service revenue by service for current and future years- 21% increase projected
Established profit margin in program services for current and future years-15% increase projected
Established % of program services revenue compared to overall company revenue for current and future years-increase from 4% to pre pandemic levels of 6%

Tools used to measure

Annual budgets
Monthly comparative financial statements

Three-Year projections

Projection of Program Services growth anticipated in current and future years

Anticipated % of Program Services revenue compared to overall company revenue for current and future years

Timeframe of Analysis and who is responsible

Budget-Annually

Controller and all department directors, Managing Director, and Executive Director

Projections-Annually

Controller and all department directors, Managing Director, and Executive Director

Monthly Financials-Monthly

Controller and all department directors, Managing Director, and Executive Director

Projected Overall Revenue for company-Annually

Controller and all department directors, Managing Director, and Executive Director

Projected Program Services revenue-Annually

Program Services Director, Controller, Managing Director, Executive Director

Analysis of Results

After analysis of results, Management will update plan and expectations, as necessary.

Action Plans

1. Integrate into our Strategic Plan a sustainability goals that would strengthen our financial stability.
2. Develop projections for Program Services and the company as a whole and compare to actual results at least annually. See three-year projections. Specific objective is to increase program services revenue by 21% and increase profit margin by 15% by EOY 22 by participating in the GEER II program and the A-RESET program. As of the 5/4/22, WRC is a recipient of the GEER II grant. WRC will begin participating in the A-RESET program starting 1/1/23.
3. Improve timeliness of monthly financials for each department and assist each department head with interpreting the financial information and reconcile any unexpected variance.
4. Develop a financial snapshot that is meaningful for each department.
5. Continue to improve efficiencies though implementing new integrated software. WRC expects to reduce administrative costs by 15% during the 22/23 FY with full integration.

6. Managing Director will assist Program Services Director with aggressively seeking new and/or program services potential funding opportunities. GEER II (5/22), A-RESET (1/23) and any other funding opportunities that arise.
7. Monthly meetings between Controller and Department heads to discuss financial information for their department and a snapshot of the overall business