



TRANSFORMING  
THE LIVES OF  
INDIVIDUALS WITH  
DISABILITIES AND  
OTHER BARRIERS  
THROUGH PATHWAYS  
TO INDEPENDENCE  
AND THE POWER  
OF WORK

## 2019 Mission Impact Report

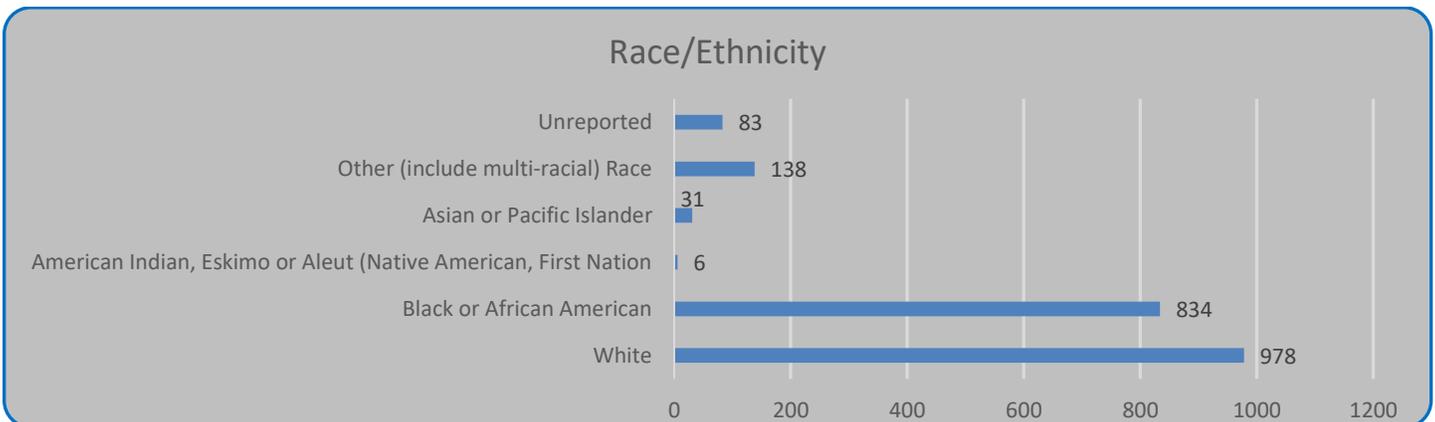
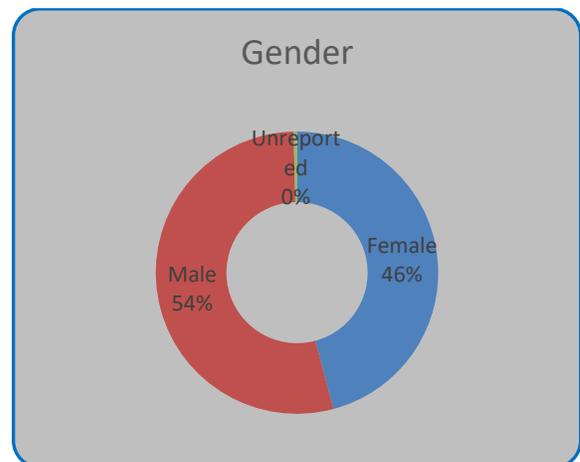
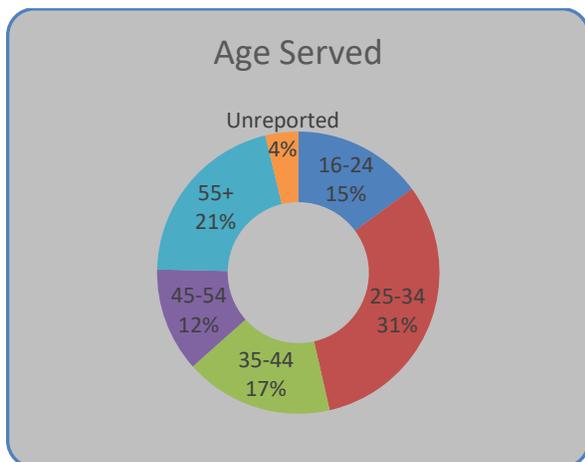
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## Mission Impact

Goodwill Columbus provides a continuum of services to help individuals develop **Pathways to Independence** and to develop through the **Power of Work**.

Individuals served in 2019 and hours of intensive services provided:		
Workforce Development	1414	188K total hours
Adult Day Services	300	152K total hours
Work and Community Services	170	146K total hours
Supported Recreation & Education	183	9K total hours
Supported Living	116	380K total hours
<b>TOTAL</b>	<b>2,322 served</b>	<b>1.03 million hours</b>



**Mission Services: Accomplishments**

**Workforce Development** is training the next generation of workers for their first job and next best job. We are committed to helping individuals achieve economic mobility by preparing them for in demand jobs in the healthcare, information technology, hospitality and retail sectors. In 2019, 139 individuals earned industry recognized credentials and 253 were placed into competitive employment.

Next Best Job Average Wage
IT - \$16.16
Healthcare, Business Services and Education - \$13.71
Warehouse and Manufacturing - \$13.79
First Job
Retail - \$10.94
Hospitality and Lodging - \$10.78

<i>Information Technology (IT)</i>	<i>Healthcare</i>	<i>Hospitality/Retail</i>
<i>COMPTIA-A+, Network+ &amp; Cyber Security</i>	<i>Medical Billing &amp; Coding</i>	<i>Association Hotel, Lodging &amp; Education Institute (AHLEI)</i>
<i>Microsoft Technology Associate</i>	<i>State Tested Nurse’s Aide (STNA)</i>	<i>AHLEI Restaurant Cook</i>
<i>Google IT Professional</i>	<i>Pharmacy Technician</i>	<i>AHLEI Maintenance</i>

**Developmental Disabilities Programs**

- In Adult Day Services, 140 individuals transitioned to community-based services. Community based services support individuals to receive services in their communities, make last community connections and become comfortable feeling part of their community by accessing the community resources. Another component of these services is to give back to the community through volunteer opportunities.
- Work and Community Services person centered services continued to move from a “sheltered workshop” to services that help individuals achieve competitive integrated employment. In 2019, 16 people began earning minimum wage! There were a variety of minimum wage job opportunities with various community partners (Mobile work crews through Goodwill, White Castle data entry, Sunny 95 fulfillment, Goodwill Retail special projects and sorting and Cintas).

**2020 – Mission Services Areas of Focus/Opportunities/Recommendations**

- WFD – Continue to evolve to a hybrid service model including in person and virtual services
- Day Services – Build training and support to continue to provide high quality community based services
- Work & Community Services – will stop offering any work under the 14c certificate. With this shift in employment/preparing persons for employment, we will work to secure additional minimum wage jobs to offered to those served.
- Supported Living – Continue to focus on operational efficiency and proactively supporting a large remote workforce to provide high quality residential services

## 2019 Key Mission Performance Indicators

Workforce Development Objectives	Measure	Goal	Actual
<b>Maximize # enrolled in programs</b>	Number enrolled in programs	800	<b>1414</b>
<i>Extenuating and/or Influencing Factors:</i> Through our continued commitment to strong community partnerships and targeted digital marketing, Goodwill Columbus continues to see a significant increase in program inquiries and participation.			
<b>Maximize the # of customers who were contacted within 2 days of receipt of referral.</b>	% of customer referrals contacted within 2 days of receipt of referral	90%	<b>100%</b>
<i>Extenuating and/or Influencing Factors:</i> Our Intake Coordinator has continued to provide a high level of customer service by communicating quickly and efficiently with potential clients regarding services by GWC and also referrals to community resources. As a result, we were able to close the gap from 98% (2018 actual) to 100%			
<b>Maximize hourly wage of customers placed into employment</b>	Average hourly wage of those who obtain employment	\$12.00	<b>\$13.23</b>
<i>Extenuating and/or Influencing Factors:</i> A strong focus on building employer partnerships and providing training that leads to industry recognized credential drives higher wages resulting in placements for our client's in their first job and continued follow up for our client's next best job leading to a higher level of economic mobility.			
<b>Maximize the # of customers who obtain employment</b>	Number of customers who obtain employment	225	246
<i>Extenuating and/or Influencing Factors:</i> GWC continues to build client relationships and employer partnerships through outstanding customer services. Central Ohio employers trust GWC to match individuals with open positions to ensure client/employer success along with continued communication and on the job supports for clients.			
<b>Increase % of customers placed into employment above \$12.00 per hour</b>	Number of customers who obtain employment	50%	54%
<i>Extenuating and/or Influencing Factors:</i> GWC place 246 individuals in 257 placements. Of those placements, 138 placements are above \$12.00/hr., 16 placements are at \$12.00/hr., 31 placements are between \$11.00-\$11.85 hr. We have 1 placement making \$30.00/hr and another making \$40.00/hr., both are fulltime positions.			
<b>Maximize # of customers who are satisfied or very satisfied with WFD services</b>	% of customers who are satisfied or very satisfied with WFD services	85%	<b>85%</b>
<i>Extenuating and/or Influencing Factors:</i> GWC decided to utilize Survey Monkey in mid-2019 to reach a larger group of stakeholders via email as well as standard US mail. By implementing this change, GWC did see an increased number of stakeholder responses. In addition to the utilization of Survey Monkey, GWC also adjusted the questions and scaled rating system that will allow us to better evaluate program and/or service delivery.			
<b>Maximize # of stakeholders who are satisfied or very satisfied with WFD services.</b>	% of stakeholders who are satisfied or very satisfied with WFD services	85%	<b>89%</b>
<i>Extenuating and/or Influencing Factors:</i> While GWC continues to be committed to outstanding customer service with all stakeholders, the increased response rate and resulting increased rate of recommendation is a combination of customer service and dedicated effort to the use of an online survey tool.			
Developmental Disability Services Objectives		Goal	Results
<b>Maximize # of adults showing improvement on their program goals (applied to those served under the FCBDD contract)</b>		90%	<b>100%</b>
<i>Extenuating and/or influencing factors:</i> While we served additional individuals, we only tracked this objective for those served under the FCBDD contract. This objective is measured for each person at the time of their ISP.			
<b>Minimize the use of 14(c) for employment</b>		90	<b>79</b>

*Extenuating and/or influencing factors:* We ended the year with a 12% reduction from our goal and look ahead to continue reductions (down to elimination) in 2020.

**Increase the number of individuals receiving services in The Community Experience**

174

**144**

*Extenuating and/or influencing factors:* This objective far surpassed our goal as we continued to transition individuals to this community service model.

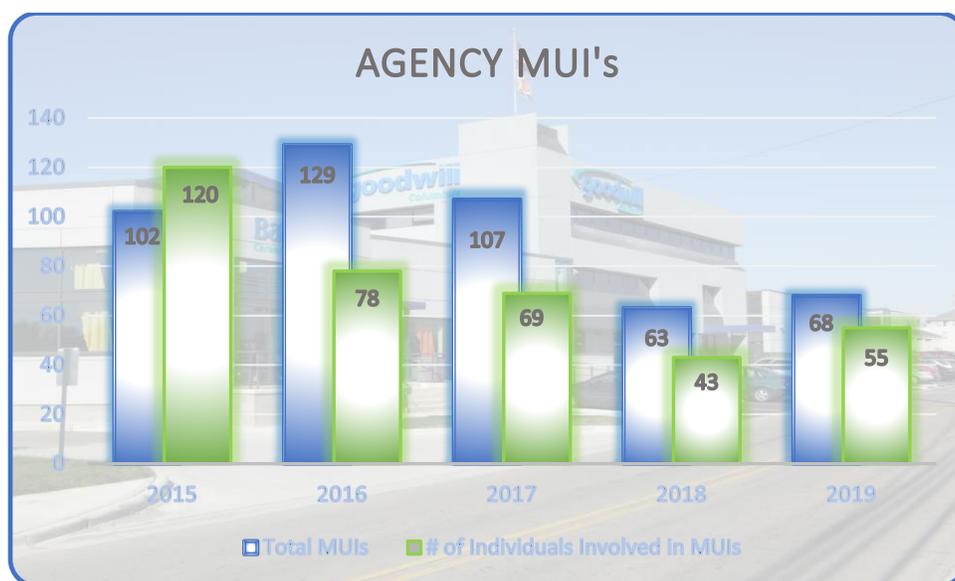


## Safety - Participant Incidents

A MUI, or Major Unusual Incident, is defined as any alleged, suspected, or actual occurrence of an incident that adversely affects the health and welfare of an individual receiving services.

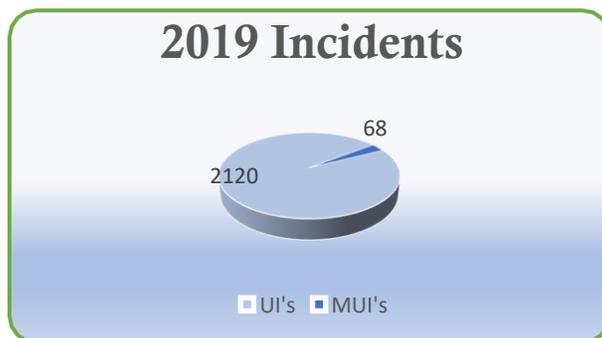
Over the most recent 5-year period, we had a 33% decrease in total MUIs with a corresponding 54% decrease in individuals involved.

- Data is fairly similar between 2019 and 2018. A slight increase (9%) in 2019 primarily due to incidents being able to be categorized in more than one category.
- 6% of our MUI's were coded to multiple categories.
- 96% of our MUI's were from SL and WCS combined.
- UBS continued to be the highest category (40%) and all took place in our WCS day program. WCS supports individuals with dual diagnosis.
- The next highest category was Unanticipated Hospitalization (16). Ten individuals served had UH. All of these MUI's were from our Supported Living department.
- 55 individuals served were involved with the 68 MUI's. This is up slightly from 2018 (43 individuals).
- We had six substantiated MUI's (four Verbal Abuse, 2 Neglect - Supervision). One of the VA was actually from a transportation company, but we contract with them for the person served.



## MUI's account for only 3% of all (2,188) Incidents

In 2019 we continued evaluating our agency total for Unusual Incidents. The chart shows the comparison between the number of UI's and MUI's in 2019. We are pleased to see that majority of all participant incidents were at the level of a UI and did not elevate to a more serious MUI. The % breakdown is similar to 2018.



## **Accessibility**

In 2019 the Accessibility and Safety Committee implemented a comprehensive survey to identify barriers within the different business units at our headquarters at 1331 Edgehill Road. The completed survey was phase one of our overall plan. The survey was completed by committee members that represent the following business units; Shared Services, WFD, Compliance, HR/Benefits, Adult Day Services, and Contract Services. The results were compiled and identified gaps in representation from Marketing/Development and IT, areas for improvement in communication between departments, a need for a more user friendly website, and a better working definition of categories in the survey to yield better informed results.

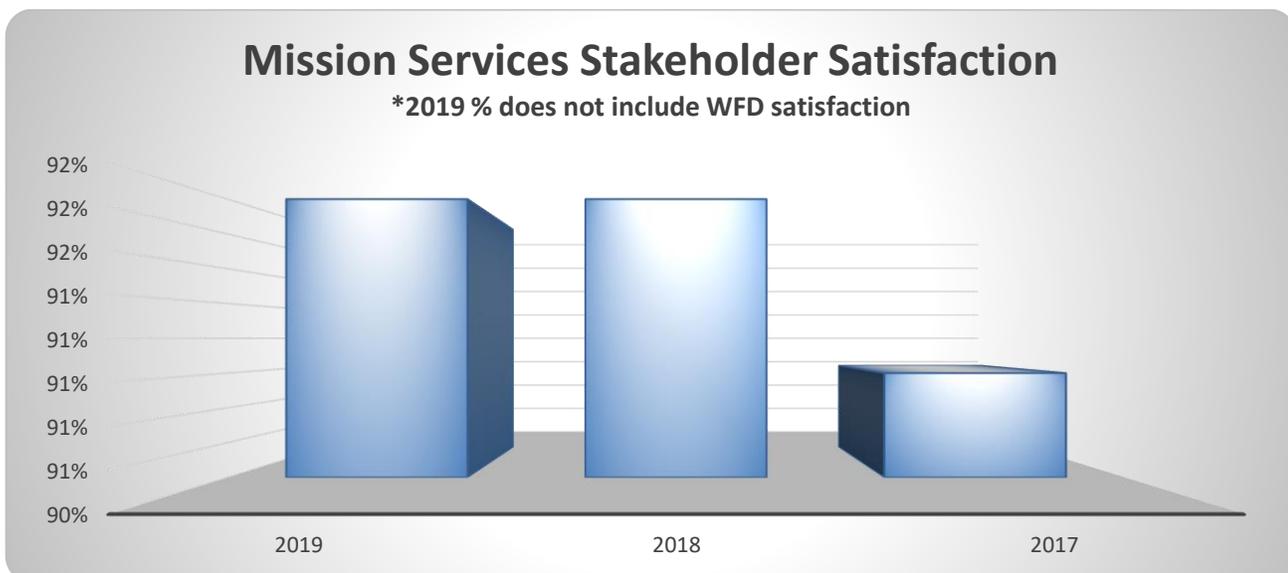
### **2020 Goals**

- Our phase 2, a quarterly survey completed by the committee members.
- Add additional committee members from business segments not represented.
- In light of COVID-19, we have updated our goals to include pertinent changes due to COVID-19
  - The committee will look at accessibility to also encompasses aspects of program and/or service delivery in a virtual environment.
  - In order to adapt to working remotely, there was a considerable amount of time training and preparing teams to utilize various types of technology in order to meet the needs of our clients.
  - Accessibility Committee to meet remotely and measure accessibility across all business units.

## **Annual Stakeholder Satisfaction Survey Sees 92% Satisfaction**

Goodwill values input from our stakeholders. During the 4<sup>th</sup> quarter, we conducted our annual stakeholder survey to gauge satisfaction and input on our programs and services. We defined stakeholders as those we serve, those that also serve the individual (i.e. residential providers, doctors, team members), community members, employers and essentially anyone who could offer us feedback on how they perceive our services. In an attempt to increase response rate, we had one survey for all Day and Residential type services and one survey for WFD services. WFD, due to the nature of their services, had two surveys (one for persons served and one for stakeholders)..

### **2019 Stakeholder Survey Mission Services (Adult Day Services, WCS, SL, SRES, NMT, and HealthCo)**



### Notes regarding 2019 Survey:

*In an attempt to increase return rate and make the survey more convenient for the stakeholders, the Mission Services Survey was consolidated into one survey. Surveying six areas proved to have some challenges with survey format and ease of answering questions for various program areas. WFD made the decision to do a separate survey for 2019 to see if their return rate would increase. With this being the first year of the combined survey, it is difficult to compare return rate from previous years although it seems that the **19% return rate** is lower than what was expected. A total of **804 surveys were sent** out with **150 being returned**.*

## Diversity, Inclusion & Cultural Competency

Fostering Diversity Equity & Inclusion (DEI) has been and continues to be a significant focus of Goodwill Columbus' talent and leadership development efforts.

DEI content is the major learning focus for Goodwill's managers, directors and ELT at quarterly manager meetings. A comprehensive DEI module is also part of each New Hire Orientation. DEI content is also a regular and important component of development activities throughout Goodwill business units.

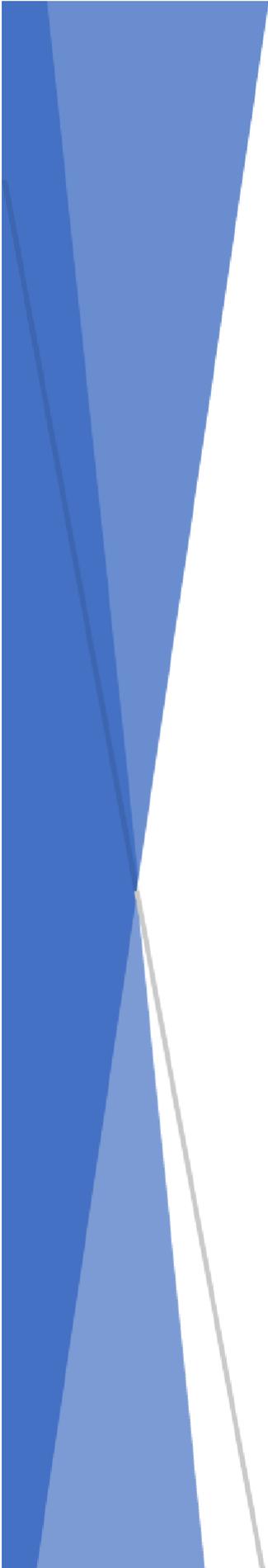
Additionally, Goodwill Management use structured interview guides to reduce unconscious bias and ensure Competency Based Selection when interviewing and hiring.

Performance Review Tool Development: We have developed performance review tools customized for the most common roles across our workforce. These tools incorporate the key competencies, essential functions and describe in behavioral terms Inconsistent Performance – Skilled Performance – Talented Performance.



## Review of Grievances

It is our policy to provide an effective, acceptable, readily available, and understandable means for participants to bring problems and complaints concerning their well-being while in programming or at work, to the attention of management. Any participant who feels that he/she has been treated unjustly or has issues pertaining to his/her human rights may submit complaints. This includes but is not limited to: grievances regarding breach of confidentiality (Personal Health Information PHI); discrimination regarding admission, eligibility, access to or treatment in programs or activities, and/or reduction or termination of services, on the basis of one's disability, sex, sexual orientation, race, color, national origin, religion, age, or for any other reason. Goodwill Columbus will, at all times, maintain confidentiality of all parties involved. This action will not result in retaliation or create a barrier to services. In 2019, we received no formal complaints or grievances and therefore we did not need to review the grievances to ensure the complaints were adequately handled/resolved. In 2020, we hope to make the paperwork more accessible so persons served can access it without having to request it.



## Stakeholder Feedback to Celebrate

Career development at Goodwill does not only prepare one for the job market. It also teaches one to make the world a better place by motivating and positively impact others.

Personable and friendly staff. Smaller classes and just enough facilitators and staff per student ratios. The knowledge on the subjects covered was excellent and was put in ways for even people with little to no education or with a higher education level could understand.

I love the services Goodwill offers.

I consider time spent with the staff and participants in the art studio as time spent very well. I have learned a great deal from the art program as well as from the participants.

The art studio is a delightful experience where art and artists are treated with seriousness and a respect that I have only found very rarely outside of that environment.

People who have had no encouragement or experience in the area of visual art are given the extraordinary gift of expression by sensitive and caring instruction.

Goodwill is certainly needed in the community. We need these programs in order to help our family members learn and grow.

I appreciate every employee there because it takes a special person to devote the kind of love, dedication and time they provide. Thank you!

“During the past year, Goodwill Supported Living has done a great job of increasing the quality of services for those served.”

WCS does a great job implementing Behavior Support Services with my client. They have been proactive at informing me when staff need trained prior to them working with my client. I've always found those I've worked with efficient and accountable when issues arise.

Goodwill gave me the chance to stay focused and find programs, tools, and great ways to get back in the workforce.



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