



**2020-2021**

**PEOPLE SERVICES  
IMPACT REPORT**

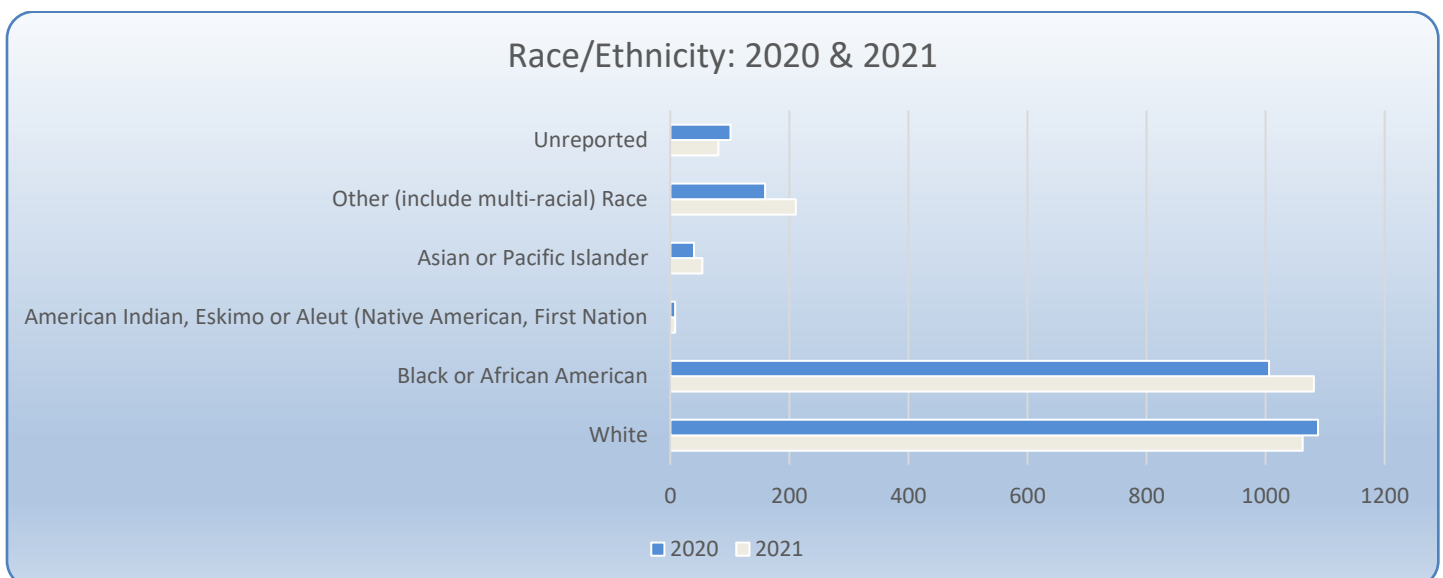
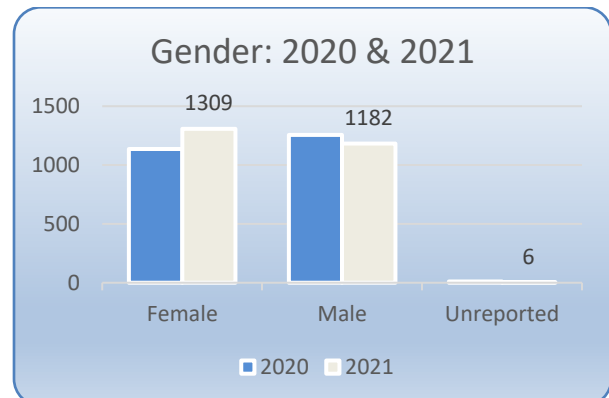
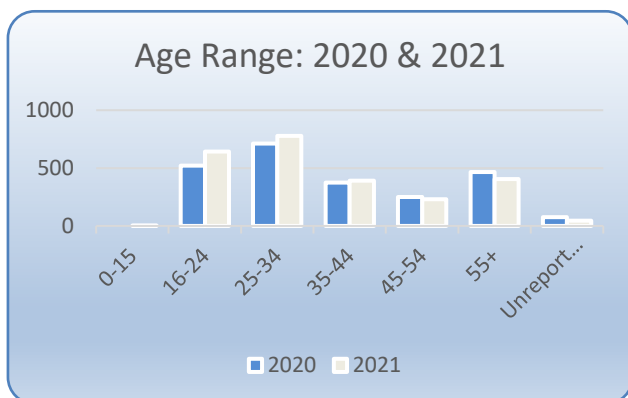
**Transforming the lives of individuals  
through pathways to independence  
and the power of work**

## Our Impact.

In 2020, Goodwill Columbus launched an aggressive 10-year strategic plan to “Equip 100,000 people with the tools to advance economic mobility through the POWER OF WORK by 2030”. We continued to provide a continuum of services that provided opportunities to EQUIP and ADVANCE individuals.

Individuals served:		
	2020	2021*
Workforce Development (*includes partnerships with OMJ & OTW)	2396	6003
Adult Day Services	335	303
Work and Community Services	152	157
Supported Recreation & Education	151	137
Supported Living	94	84
Non-Medical Transportation	144	134
<b>TOTAL</b>	<b>3272</b>	<b>6818</b>

The following charts do not include partnership demographics (OMJ, OTW)



## Our 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/lodging, and retail sectors (see credentialing list below). Despite the COVID-19 pandemic during the 2020-2021 years, **254** individuals earned industry recognized credentials and there were **940** competitive employment job placements (between Goodwill and our partnerships).

Next Best Job Average Wage	2020	2021
IT & Business Services	\$15.49	\$16.97
Healthcare	\$13.65	\$15.52
Other	\$14.30	\$15.48
First Job Average Wage	2020	2021
Hospitality/Lodging & Retail	\$11.07	\$12.69

CREDENTIALING OPTIONS in 2020/2021			
Information Technology (IT)		Healthcare	Hospitality/Lodging & Retail <small>(AHLEI = Association Hotel, Lodging &amp; Education Institute)</small>
COMPTIA-A+	Network+	Medical Billing & Coding	AHLEI Front Desk Representative
Security+	Project+	State Tested Nurse's Aide (STNA)	AHLEI Kitchen Cook
Microsoft Office Specialist	Microsoft Technology Associate	Pharmacy Technician	AHLEI Maintenance Employee
Google IT Professional	Google IT Automation with Python		AHLEI Restaurant Server
Google IT/Cloud	Data Analytics		AHLEI Guest Services Gold (Customer Service)
Certified Ethical Hacker			AHLEI Guest Room Attendant
			NRF Rise Up: Retail Industry Fundamentals

### Developmental Disabilities Programs

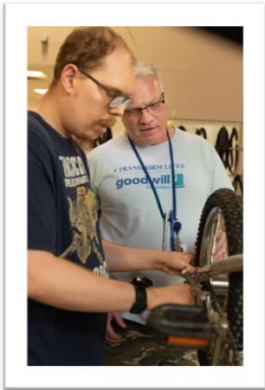
- During these two pandemic years, smaller groups were offered to return in-person (after the initial pandemic shutdown) and increase virtual services as well as STEP services. While this was a difficult time for all, it allowed ADS the opportunity to gear up for transitioning to primarily community-based services. In 2021, the transition ramped up and ADS supported individuals to receive services in their communities, make lasting community connections and become comfortable feeling part of their community by accessing community resources. Another component of these services is to give back to the community through volunteer opportunities.
- Work and Community Services (WCS) person centered services continued to move from a “sheltered workshop” to services that help individuals achieve competitive integrated employment. In March 2020, WCS completely stopped paying the 14c subminimum wage. Minimum wage and higher, job opportunities replaced the 14c work. WCS received a grant, revamped their vocational rehabilitation services, and added new skill building opportunities which include carpentry, bicycle, computer, gross motor skills, and fine

motor skills/ life skills training pods, which allow individuals to make choices daily on how they spend their day between paid work (minimum wage or higher) jobs, skill building, community outings, and volunteer opportunities. WCS expanded paid work opportunities for individuals to learn job skills and earn a paycheck at 2 janitorial sites and 2 collating jobs, all serving community nonprofit organizations. During the pandemic, the fabric production pod made over 7000 face covers for Goodwill staff, participants and community members including children and those without housing.

- Throughout 2020-2021, the Supported Living Department provided services to individuals in new ways following the onset of a pandemic that struck the world. They created new partnerships both internally and externally to ensure proper protective equipment and staffing was available to keep our employees and individuals served safe. They quickly started learning and pivoting through all the safety guideline updates, provided training, and shifted gears to maintaining engagement and positive mental focus.

**2022 – Mission Services Areas of Focus/Opportunities/Recommendations**

- WFD – Continue building on hybrid service model including in person and virtual services. Work towards building a self-service portal to expand service delivery.
- Day Services – Build training and support to continue opportunities for employment exploration. Begin tracking path to employment steps to assess if our services are helping individuals build interest and skills related to employment. Transition to offering Non-Medical Transportation to majority of those served. Final transition to community-based services for remaining individuals served at our Edgemoor location.
- Work & Community Services – Build community partnerships to provide additional paid vocational training options within the community, create new community-based skill labs, build relationships with businesses who will hire those we serve and/or support mobile work crews, teach technology skills and advocate for human rights and community inclusion.
- Supported Living – Research and utilize new technology solutions to better support our service delivery efforts, equip employees with tools to advance their skillsets and opportunities for growth, expand remote support services to increase independence and workforce possibilities.



## 2020 Key Mission Performance Indicators

WFD - Evaluation Objectives	Measure	Goal	Actual
Maximize # enrolled in Work Readiness Training	% of customers enrolled in Work Readiness Training	25%	<b>61%</b>
<i>Extenuating Factors: Due to COVID, WFD researched and implemented micro-trainings that focused on work-readiness skills remotely that would assist individuals and also cohort groups. Because of our remote accessibility, that increased enrollment with a more person-centered approach.</i>			
Increase accessibility of service locations to customers	Zip Code proximity (neighboring zip codes) for customers in relation to service locations	25%	<b>N/A</b>
<i>Extenuating Factors: Service delivery at all locations was limited and difficult to evaluate accessibility due to remote service delivery. Many facilities remained closed for up to 6 months during COVID-19.</i>			
Maximize # of persons completing Work Readiness Training	% completing Work Readiness Training	50%	<b>65%</b>
<i>Extenuating Factors: Due to remote delivery and the person-centered approach of meeting clients where they were, clients were engaged with micro-trainings that only required them to complete one course with a specific skill (resumes, interviewing, networking, etc.) based on specific needs in relation to the current job market.</i>			
Maximize # of customers who are satisfied or very satisfied with WFD services.	% of customers who are satisfied or very satisfied with WFD services	85%	<b>83%</b>
<i>Extenuating Factors: GWC continues to utilize Survey Monkey to reach a larger group of stakeholders via email. In 2020 WFD did away with sending surveys by standard US mail due to the lack on responses they received and the overall cost. Based on the outcome of the 2020 survey WFD will not send surveys out each quarter to those customers who have exited the program during that specific quarter. In addition, the department is looking to add a short 3 question survey that customers can answer at the end of any appointment or contact with staff to help the department get a better understanding satisfied customers are in real time.</i>			
Maximize # of stakeholders who are satisfied or very satisfied with WFD services.	% of stakeholders who are satisfied or very satisfied with WFD services	85%	<b>88%</b>
<i>Extenuating Factors: GWC continues to utilize Survey Monkey to reach a larger group of stakeholders via email. In 2020 the goal is to review the current survey questions and determine if there is a need to narrow the focus more or develop a survey specifically for Employers versus Community Partners. It is important to note that our response rate could have been higher but was impacted by the overall effect of COVID-19. Many of our established contacts with both employer and community partners were displaced or transferred to a new role.</i>			
Maximize hourly wage of customers placed into employment	% of placed customer with an average hourly wage of \$13.00 or more.	25%	<b>56%</b>
<i>Extenuating Factors: A strong focus on building employer partnerships and providing training that leads to industry recognized credentials drives higher wages resulting in placements for our clients in their first job and continued follow up for our client's next best job leading to a higher level of economic mobility.</i>			
Maximize # enrolled in Credentialing program	% of customer enrolled in Credentialing.	10%	<b>36%</b>
<i>Extenuating Factors: The continued increase in enrollment in our credentialed training programs can be directly related to marketing campaigns, efficient screening and assessments, and individualized career planning that helps our clients understand our career pathways the opportunities for upward career mobility.</i>			
Increase accessibility of service locations to customers	Zip Code proximity (neighboring zip codes) for customers in relation to service locations	25%	<b>N/A</b>
<i>Extenuating Factors: Service delivery at all locations was limited and difficult to evaluate accessibility due to remote service delivery. Many facilities remained closed for up to 6 months during COVID-19.</i>			
Maximize the # of customers completing credential training	% of enrollees completing credential training	75%	<b>72%</b>

<i>Extenuating Factors: Due to Covid-19 GWC-WFD moved their Credentialing training primarily to a virtual format. With this change in how services are provided this had an impact on the number of customers who completed their training. In addition of those who enrolled in 2020 there are still 32 customers who are still working toward completing their course work.</i>			
Maximize the # of customers attaining credentials	% of enrollees attaining credentials	50%	<b>49%</b>
<i>Extenuating Factors: Due to Covid-19 GWC-WFD moved their Credentialing training primarily to an virtual format. With this change in how services are provided this had an impact on the number of customers who went on to obtain their credential after completing training. In 2020 a total of 106 credentials were attained by customers, while a total of 215 customers completed credentialing training. It is important to note that testing centers were closed for an extended period of time in 2020 and even when re-opened there was limited availability due to safety restrictions.</i>			
Maximize retention for customers placed in jobs	% of customers who retain job placement for at least 30 days.	25%	<b>81%</b>
<i>Extenuating Factors: In 2020 Compliance and WFD worked together to improve the departments overall customer follow-up and retention documentation. Compliance conducted a review and presented the results to the WFD leadership team. As a result, there are now monthly Retention check ins between Compliance and WFD leadership and a Monthly Retention report is sent out to leadership for staff to conduct any updates that are outstanding. In addition, a new report was developed for staff that allows them to run their own retention report so they can stay on top of their case load.</i>			
<b>Dev. Disabilities - Evaluation Objectives</b>	<b>Measure</b>	<b>Goal</b>	<b>Actual</b>
Maximize # of adults showing improvement on their program goals	FCBDD Funded ADS and WCS participants	90%	<b>99%</b>
<i>Extenuating Factors: This objective was tracked for those persons paid through the FCBDD contract. We served 205 individuals under the FCBDD contract, 197 whom had an Individual Service Plan meeting. This data is collected at the time of the ISP meeting. Of the 197, 196 showed improvements on their program goals.</i>			
End the use of 14c for employment by December 2020	WCS participant workers	December	<b>3/29/2020</b>
<i>Extenuating Factors: Due to the COVID-19 pandemic, we were able to stop the use of 14c MONTHS before our goal. Since we experienced a shutdown of work/services, it was a very natural time to phase out. Participant workers are now paid minimum wage.</i>			
Increase number of individuals receiving services in The Community Experience	ADS participants	350	<b>193</b>
<i>Extenuating Factors: We are still serving around 140 people in our more traditional day service model (center-based services); due to COVID and unexpected closures, we were not able to transition more individuals as planned to the community experience model. However even individuals served in the traditional model, are offered community opportunities.</i>			
Increase activities that are community based	Community Activities available	6500	<b>3572</b>
<i>Extenuating Factors: In March 2020, Day Services was shut down due to COVID-19. Slowly in the months to follow, Ohio allowed smaller groups to gather for services. By the end of 2020, ADS and WCS were still not operating at full capacity.</i>			



## 2021 Key Mission Performance Indicators

WFD - Evaluation Objectives	Measure	Goal	Actual
Maximize # enrolled in Work Readiness Training	% of customers enrolled in Work Readiness Training	25%	<b>33%</b>
<i>Extenuating Factors: Work Readiness trainings were offered in community-based locations across central Ohio which allowed for greater access to services.</i>			
Increase accessibility of service locations to customers	Zip Code proximity (neighboring zip codes) for customers in relation to service locations	25%	<b>46%</b>
<i>Extenuating Factors: 59 reported zip codes. While services are available throughout the community, the Edgehill office houses many of the services offered. Using only this service location (43212) to evaluate close proximity, it is noted that 46% of people reporting zip codes were within close proximity of the Edgehill office.</i>			
Maximize # of persons completing Work Readiness Training	% completing Work Readiness Training	50%	<b>70%</b>
<i>Extenuating Factors: Increased in-person facilitation of Work Readiness trainings allowed for more individualized support and completion.</i>			
Maximize # of customers who are satisfied or very satisfied with WFD services.	% of customers who are satisfied or very satisfied with WFD services	85%	<b>79%</b>
<i>Extenuating Factors: A low number of customer responses could have attributed to a lower number of respondents who were satisfied or very satisfied with WFD services.</i>			
Maximize # of stakeholders who are satisfied or very satisfied with WFD services.	% of stakeholders who are satisfied or very satisfied with WFD services	85%	<b>63%</b>
<i>Extenuating Factors: On the partner survey, there were 5 categories to rate satisfaction as related to interacting with Goodwill employees in WFD. The categories were Effectiveness, Customer Service, Follow Through, Professionalism, and Communications. The average for those 5 categories was a 65% satisfaction. The two highest rated categories were Follow Through and Professionalism. While this is important data to consider, it also is noted that there were only 15 responses.</i>			
Maximize hourly wage of customers placed into employment	% of placed customer with an average hourly wage of \$13.00 or more.	25%	<b>63%</b>
<i>Extenuating Factors: An increased focus on employer connections and placements of job seekers with credentials in IT and Healthcare increased the average wage above \$13.00.</i>			
Maximize # enrolled in Credentialing program	% of customer enrolled in Credentialing.	10%	<b>24%</b>
<i>Extenuating Factors: Increased social media advertising drove enrollment in credentialed training programs.</i>			
Increase accessibility of service locations to customers	Zip Code proximity (neighboring zip codes) for customers in relation to service locations	25%	<b>46%</b>
<i>Extenuating Factors: 59 reported zip codes. While services are available throughout the community, the Edgehill office houses many of the services offered. Using only this service location (43212) to evaluate close proximity, it is noted that 46% of people reporting zip codes were within close proximity of the Edgehill office. We may be expanding this to include a look at all service locations.</i>			
Maximize the # of customers completing credential training	% of enrollees completing credential training	75%	<b>97%</b>
<i>Extenuating Factors: Returning to in-person facilitation with increased supportive services increased the number of individuals completing their credentialed training.</i>			
Maximize the # of customers attaining credentials	% of enrollees attaining credentials	50%	<b>53%</b>
<i>Extenuating Factors: Returning to in-person facilitation and creating an internal testing center increased the number of individuals attaining their credentials</i>			
Maximize # of customers who are satisfied or very satisfied with WFD services.	% of customers who are satisfied or very satisfied with WFD services	85%	<b>79%</b>
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Maximize retention for customers placed in jobs	% of customers who retain job placement for at least 30 days.	25%	<b>77%</b>
<i>Extenuating Factors: Increasing our employer connections resulted in better understanding the career opportunities that were available and thus creating a better match between employers and our customers.</i>			
Dev. Disabilities - Evaluation Objectives	Measure	Goal	Actual
Maximize # of adults showing improvement on their program goals	FCBDD Funded ADS and WCS participants	90%	91%
<i>Extenuating Factors: This goal only measured those served who had an ISP during the year. This objective is also reported to FCBDD through the MFR.</i>			

Maximize # of adults participating in their ISP development (FCBDD funded only)	FCBDD Funded ADS and WCS participants	n/a	186
<i>Extenuating Factors: Under the FCBDD contract, 205 persons were served. Of those 205, 186 had their ISP held in 2021. The main factor on why an individual didn't have an ISP is termination of services prior to ISP date (which includes death).</i>			
Exposure to opportunities to build relationships within their communities (ADS)	ADS participants	60%	72%
<i>Extenuating Factors: Data was only tracked from Sept.-Dec. 2021. This applied to 176 people served. 127 people had at least one community opportunity. Overall, there were 4,081 documented community opportunities.</i>			
Exposure to opportunities to explore work opportunities (ADS)	ADS participants	90%	83%
<i>Extenuating Factors: Data was only tracked from Sept.-Dec. 2021. This applied to 176 people served. 146 people had at least one work exploration. Overall there were 2,164 employment exploration opportunities documented.</i>			
Engage in volunteering (ADS)	ADS participants	60%	30%
<i>Extenuating Factors: Data was only tracked from Sept.-Dec. 2021. This applied to 176 people served. 52 people served engaged in at least one volunteer experience. Overall, there were 270 volunteer opportunities documented.</i>			



## **Safety – Person Served Incidents**

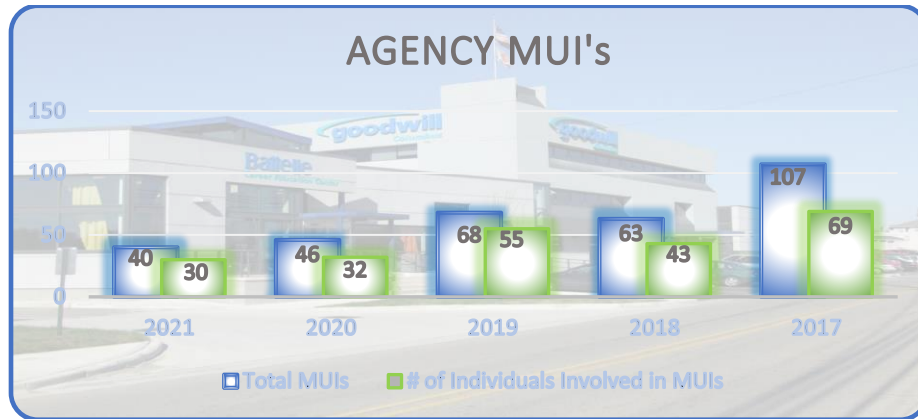
A MUI, or Major Unusual Incident, is defined as any alleged, suspected, or actual occurrence of an incident that adversely affects the health and welfare of an individual receiving services. Goodwill employees providing services to individuals with developmental disabilities receive initial and annual training on UI/MUI (reporting responsibilities as well as prevention), Rights of Ohioans with DD, Health and Welfare Alerts, and Abuser Registry training.

Over the most recent 5-year period, we had a 62% decrease in total MUIs with a corresponding 56% decrease in individuals involved.

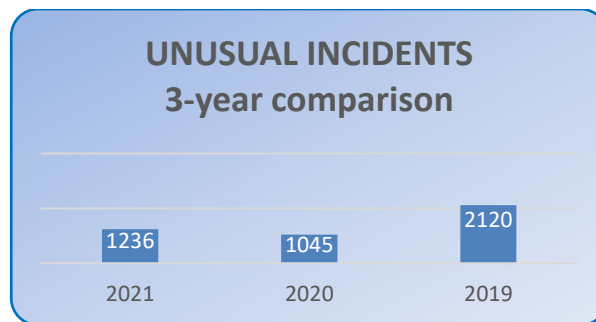
- The number of MUI's decreased by 13% in 2021 from 2020. COVID-19 continued to play a role in the decrease in MUI's as we continued to serve less participants over the past two years.
- Three individuals had MUI's coded to more than one category for the specific incident.
- UBS and Unanticipated Hospitalization were the highest category in 2021 with 12 in each category. UBS consistently has been Goodwill's highest category but has been dropping the past two years due to lower attendance rates at WCS (serving individuals with dual diagnosis).



- 30 individuals served were involved with the 40 MUI's. This is a small decrease in individuals involved and # of MUI's from 2020.
- Four substantiated MUI's: Neglect-Supervision (1 – SL); Abuse-Verbal (1 – SL); Exploitation (2 – WCS). The exploitation MUI's were related to unemployment claims filed for two people Goodwill served. Goodwill was able to deny the claims with ODJFS.
- Five unsubstantiated MUI's: Alleged Abuse/Physical (2), Alleged Abuse/Verbal (1), Alleged Neglect (1), and Exploitation (1).



- MUI's account for only 3% of all incidents. Over the past 3 years, we continued evaluating our agency total for unusual incidents and are pleased that the majority of all participant incidents did not elevate to MUI's.



## **Accessibility**

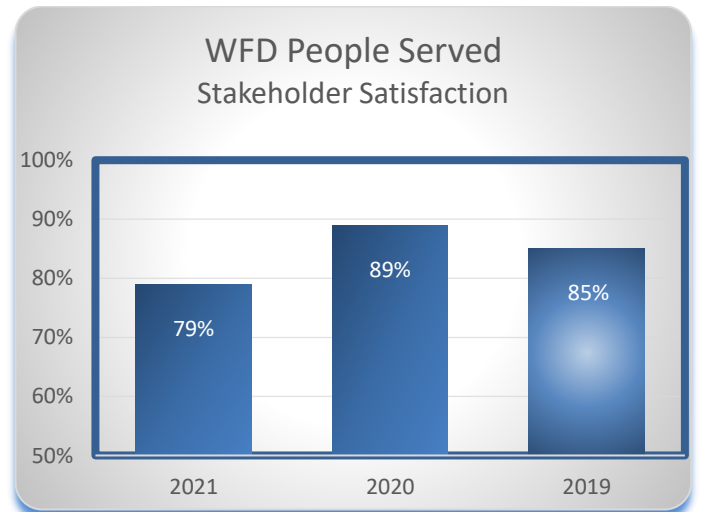
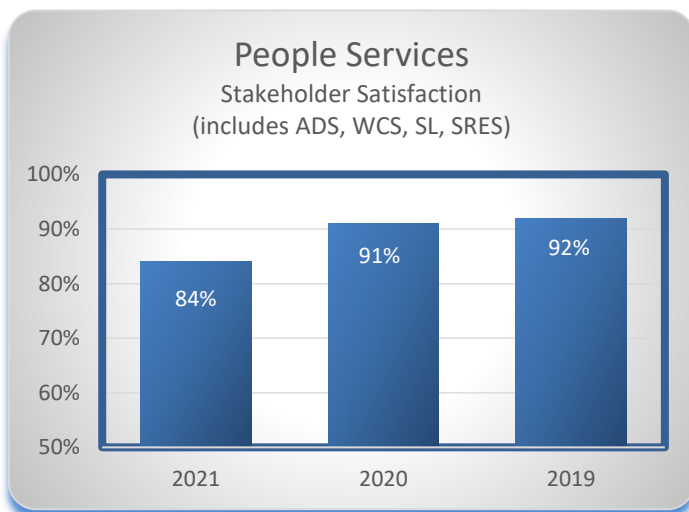
In 2020- 2021 the Accessibility and Safety Committee continued to work through the identified barriers in our Accessibility plan. Improvements were made around accessibility, such as: ensuring an accessibility link be added to our website, identifying processes for individuals to gain access to accessibility tools for job performance, continued efforts in increasing community awareness, and including accessibility in training enhancements.

### **2022 Goals**

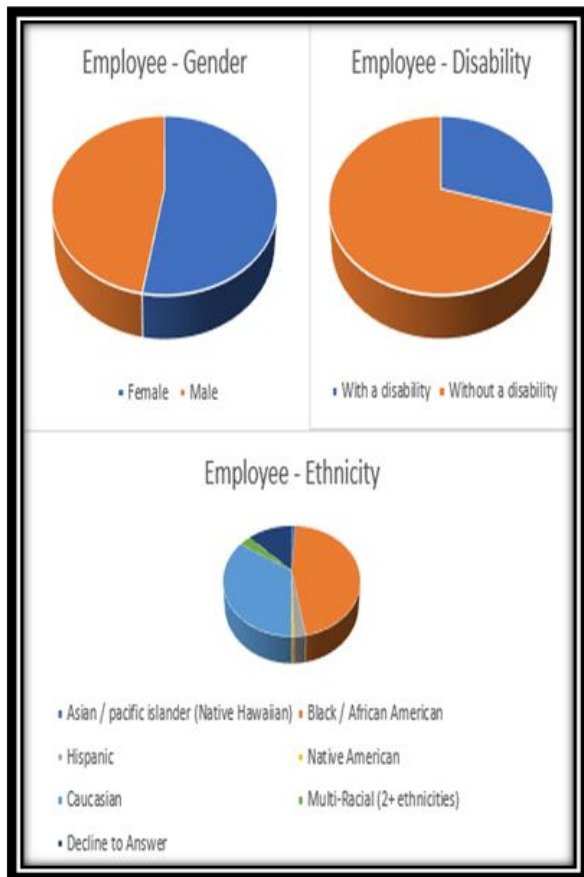
- Roll out a strategy to utilize updated and more user-friendly platforms to gain feedback regarding the organization's accessibility
- Re-frame committee organization to address accessibility challenges in an efficient and outcome-based manner
- Collaborate with the group in charge of building transition plan to ensure accessibility stays a priority throughout remote and relocated sites.

## **Annual Stakeholder Satisfaction Survey**

In both 2020 and 2021, we continued to conduct our stakeholder survey during the 4<sup>th</sup> quarter. We greatly value input from our stakeholders. 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. We kept that same format where one survey was sent 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).



## 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. Goodwill leverages Blue Ocean Brain micro-learnings with a DEI focus to communicate messages of inclusivity via Good Vibes. DEI will be an important component of the Learning Management System that Goodwill began implementing Q4 2021.

Additionally, Goodwill Management uses structured interview guides to reduce unconscious bias and ensure Competency Based Selection when interviewing and hiring. Goodwill's Talent Acquisition team makes a concerted effort to reach out to diverse candidates and offer career opportunities accordingly.

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 2020 and 2021, we received no formal complaints or grievances. Departments were able to work with persons served and their teams to effectively work through concerns without it going to the formal process.



## Stakeholder Feedback to Celebrate

During this particular time of Covid 19 being able to come into Goodwill and see these people every Wednesday is a real lifesaver. I so appreciate you (everyone). It lifts the pall of isolation we are all feeling. Thank you.

All the care givers are friendly. Supported living has worked to get my son the adaptive equipment he needs.

The staff take good care of me. I enjoy my meals and the caregivers that stay with me and take care of me.

Keep up the great work. Communication is the most important thing in keeping us connected, especially during the pandemic

The facilitators are just amazing at what they do. They go above and beyond. In a good way the work and program pushed me very hard. I am very happy that I got to attend and the results I received.

I enjoyed the ability to interact with other students and the individualized attention when I was working on my resume.

The thing that I liked most about the program was the wide array of resources that are available to achieve success. For example, transportation assistance, which brought tears to my eyes knowing that my success is truly important to someone else. I genuinely feel cared for and supported.

Very beneficial and useful information given, many worksheets I can utilize long term. Great hands-on activities that took me out of my comfort zone. Being pushed to accomplish things and realizing I really needed that push and motivation because the outcome was great!



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