

# Community Involvement Council

## Employment Outcomes Project

London-Middlesex  
Elgin-Oxford  
Huron-Perth  
Grey-Bruce  
Windsor-Essex



**Prepared for:**  
**Community Involvement Council**  
**Employment Outcomes Committee**

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# Foreword

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## Employment Outcomes Project

Research and program evaluation have not played a major role in shaping health and human services in Canada, including services for people who have disabilities. Program planners and decision-makers have relied more on personal experience and opinions than on evaluation data that is systematically gathered and analyzed. This situation has slowly begun to improve with a recent emphasis among academics and policy makers on “knowledge transfer”, and the popularization of management practices such as “continuous quality improvement” and “learning organizations”. However, few organizations providing direct service have yet to institutionalize program evaluation, accountability and continuous quality improvement practices.

The Community Involvement Council, comprised of community agencies serving people who have disabilities operating in Southwestern Ontario, represent a clear exception to the rule and an excellent example of how to build and sustain an outstanding culture for evaluation at an organizational and regional system level. Having had the good fortune to be one of the consultants and developers of the initial Employment Outcomes Project, I continue to be impressed not only with the new level of technology for information gathering and reporting but, more importantly, the real commitment to continuous quality enhancement and actual use of the resulting data to improve peoples employment outcomes and quality of life.

# Foreword

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Indeed, referring to this as a “project” has become a bit of a misnomer as it exemplifies a state-of-the-art performance measurement and outcome monitoring system that is completely interwoven into the fabric of routine practice. This is an ideal which few health or human services have been able to accomplish amid all the rhetoric of the need for more evaluation and systematic performance measurement.

Dr. Brian Rush  
Centre for Addiction and Mental Health  
and  
Dept. Of Public Health Sciences  
University of Toronto

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# Introduction

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## Employment Outcomes Project

### History

*This project is about measuring and evaluating services and determining ways to improve upon those services.*

The Employment Outcomes Project, originally the *Supported Employment Outcomes Project*, began in 1993. It was initiated by a number of community agencies that operate supported employment services in Southwestern Ontario. Although most of these organizations believed they were doing a good job, they were concerned about their ability to demonstrate the quality of their services and the level of outcomes achieved for their clientele.

The Employment Outcomes Project is guided by a steering committee that operates as a sub-committee of the Community Involvement Council [CIC]. The CIC is comprised of community agencies that operate in Southwestern Ontario. This is one of several special undertakings of the CIC.

The Employment Outcomes Project is about measuring and evaluating services and determining ways to improve upon those services.

### A Three-step Model

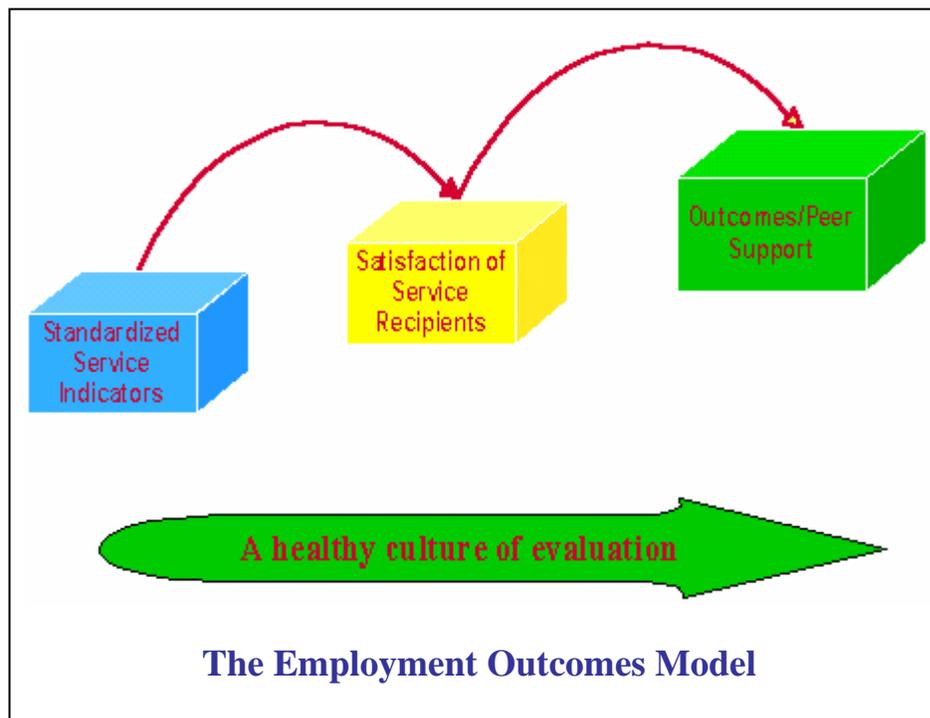
The steering committee, with the help and support of evaluation experts Dr. John Lord and Dr. Brian Rush, devised a three-step model to measure and evaluate employment services.

- Collection and analysis of outcomes data - information about the number of people served, jobs obtained, earnings, hours of work, support needs, etc.
- Annual satisfaction surveys of service recipients - their level of satisfaction with their job and the supports they received.
- Peer review process - trained evaluators from within the service agencies review each other's services and report on areas needing improvement.

# Introduction

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## A Three-step Model



Through the employment outcomes model, it has been determined that many organizations developed a healthy culture of evaluation, eliminating the fear and intimidation that commonly accompanies most evaluation processes.

# Executive Summary

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## Outcomes for People

### Utilization of Employment Programs

- Following modest growth of 5% in 2000/01, employment programs experienced a 24% increase from the beginning of April 2001 to the end of March 2002.
- Over the four-year tracking period, employment programs have experienced growth of 30%, 30%, 5% and 24% respectively.
- Of the 2,551 people who accessed the 16 employment programs, 1,317 or 52% were new admissions to the services.
- New admissions have been consistently high at 46%, 49%, 41% and 52% over the four-year period.
- Of the same 2,551 people served, 1,021 or 40% had their case closed during the period.
- Closed cases have increased steadily over the four-year period, from 30% in 98/99 to 34% in 99/00, 38% in 00/01 and 40% in 01/02.
- Of the 1,021 cases that were closed, 226 or 22% were closed because people had achieved independence on the job.
- 720 or 70% of people had their cases closed because they either dropped out of the service or the reason for closure was not identified.

### About the People

- People who have a developmental disability continue to represent the largest group served at 32%, followed by people with psychiatric disabilities at 28%, physical disabilities at 14%, learning disabilities at 13%, hearing at 3%, visual at 2% and cognitive at 1%.
- This represents a significant change from previous years where people who have a developmental disability represented between 49 and 51% in each of the past three years.
- Of the 2,551 people engaged in employment services, 57% were in receipt of ODSP Income Support, 31% Employment Insurance and 12% Ontario Works.

# Executive Summary

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## Jobs – People Employed

- The number of individuals employed decreased from 1,625 served by 26 agencies in 00/01 to 1,236 people served by 16 agencies in 01/02. Proportionately, this represents a decrease in successful employment from 64% of individuals accessing services in 00/01 to 49% of people accessing services in 01/02.
- This is the most significant decrease in the proportionate number of candidates employed over the four-year period. Employment, as a proportion of people served was reported at 67% in 98/99, 58% in 99/00, and 64% in 00/01.
- Individuals in continuous or on-going employment at year-end also dropped from 47% in 98/99, 44% in 99/00 and 46% in 00/01 to 34% in 01/02.
- This drop in employment is particularly concerning, since the Canadian and Ontario economies were very strong during this period with relatively low rates of unemployment.

## Jobs – Success Rates

- People who have a developmental disability were the most successful at achieving employment with 64% obtaining any employment, and 52% obtaining on-going employment.
- People with psychiatric disabilities ranked next with 48% obtaining any employment, although only 25% were able to achieve continuous or on-going employment.
- This was followed by people with hearing impairments at 40% and 29% respectively, although this group represented a relatively small number of people served at 73 or 3%.
- 40% of people with learning disabilities found jobs with 27% being on-going or continuous
- 35% of people with physical disabilities were employed with 24% being on-going or continuous
- People with cognitive disabilities fared the worst with only 27% achieving any employment and 20% achieving continuous or on-going employment

*People who have a developmental disability were the most successful at achieving employment...*

# Executive Summary

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*Individuals who have a disability tend to work in the sales and services sector an average of 17.5 hours per week. At \$8.66 per hour, they earn an average of \$7,888 per year.*

## **Jobs – Job Characteristics**

- 67% of people who have a disability work in the Sales and Services sector as compared to 24% of the general population for the same region.
- This has grown steadily since 1998/99 when it was 57%, except for a slight dip in 99/00 when 52% of people who have a disability worked in this sector.
- The only sector where people who have a disability came close to the general population is in the Trades and Transportation sector where 11% of people who have a disability work as compared to 14% of the general population.
- Most jobs were part-time and averaged 17.5 hours per week, an increase of 1 hour per week over the 2000/01 year.
- Wages remained consistent this year at an average of \$8.66 per hour.

## **Financial Benefits to Workers**

- Working an average of 17.5 hours per week at \$8.66 per hour, the average person with a disability earned \$7,888 per year.

*74 % of those working for more than 1 year are supported for less than 10% of their work time, up from only 40% in the previous year.*

## **Supports**

- 36% of people in continuous or on-going employment were working independently at year-end, requiring nominal follow up only. This has increased from 30% in 1999/00 and 35% in 2000/01.
- Of all those working more than one year, with supports, 74% were receiving support for less than 10% of their work time. This is a dramatic improvement from the previous year where only 40% of people working more than one year had achieved this level of independence.

# Executive Summary

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## Systems Outcomes

*Each client was tracked according to the government program that financed his/her supports.*

Some agencies access funding from only one source while others access several different sources. This study includes agencies that receive funding from one or more of the following sources:

- MCFCS Developmental Services
- MCFCS Ontario Disability Support Program – Employment Supports
- HRDC Opportunities Fund
- HRDC Employment Assistance Supports
- Ontario Works
- Ontario Ministry of Health

Each funding source has its own specific rules and regulations with respect to its application. There are significant variations in terms of: client eligibility; subsidies provided – amount of subsidy and the way it is administered (block grants vs. payment for individuals and/or individual services provided); management and term of grants; range of eligible services that can be provided; and, reporting requirements.

The employment programs that participated in this study have tracked and reported their data according to which funding source was used to provide services for each individual served. In other words, the source of the money was attached to the individual and outcomes were measured and analyzed accordingly.

In tracking the data in this way, we get a sense of how the various funding sources and service delivery models compare to each other and the difference in the way they impact on the outcomes for the individuals receiving services. A number of significant differences were reported for people with disabilities, depending on which funding source financed the services they received.

*...significant differences were reported for people, depending on who financed the services they received.*

For the purposes of the Executive Summary, systems outcomes will be divided into two parts – Systems Outcomes for Individuals and Outcomes that relate to the systems themselves.

# Executive Summary

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## Systems Outcomes for Individuals

*People supported by programs funded by HRDC-EAS most closely reflect the general population with respect to job sector representation.*

### Types of Jobs

- MCFCS Developmental Services:
  - ✓ 81% of people who received services funded by MCFCS Developmental Services work in the Sales and Services sector
  - ✓ The next largest group is 5.4% who work in the Primary Services sector
  - ✓ Less than 1% of people receiving services funded by MSFCS DSA work in the Applied Sciences, Health or Arts, Culture and Recreation sectors
- MCFCS ODSP-Employment Services:
  - ✓ 66% of people who received services funded by MCFCS ODSP-ES work in the Sales and Services sector
  - ✓ 15% work in the Trades and Transportation sector, close to the general population at almost 14%.
  - ✓ Less than 1% of people receiving services funded by MSFCS ODSP-ES work in the Applied Sciences, Health, Social Sciences or Arts, Culture and Recreation sectors
- HRDC Employment Assistance Supports:
  - ✓ 35% of people who received services funded by HRDC EAS work in the Sales and Services sector
  - ✓ This group most closely reflects the general population for this sector of all disability funded groups
  - ✓ 22% work in the Business & Finance sector compared to 16 % of the general population
  - ✓ 17.5% work in the Trades and Transportation sector compared to 14% of the general population
  - ✓ 15.7% work in the Manufacturing & Processing sector compared to 10.6% of the general population
  - ✓ While this group generally has better representation across sectors they still have less than 1% representation in each of the Applied Sciences, Health and Primary Industries sectors

# Executive Summary

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## Types of Jobs - continued

- HRDC Opportunities Fund:
  - ✓ 54% of people who received services funded by HRDC Opportunities Fund work in the Sales and Services sector
  - ✓ 22% work in the Trades & Transportation sector
  - ✓ 10% work in the Business & Finance sector
  - ✓ 6.5% work in the Manufacturing & Processing sector
  - ✓ Again, less than 1% are represented in each of the Applied Sciences, Arts, Culture and Recreation and Primary Industries sectors
- Ontario Works:
  - ✓ 57% of people who received services funded by Ontario Works work in the Sales and Services sector
  - ✓ The next largest group, 18%, work in the Manufacturing & Processing sector
  - ✓ 13% work in the Business & Finance sector compared to 16 % of the general population
  - ✓ 6.5% work in the Trades & Transportation sectors
  - ✓ Although this group has representation across more sectors, less than 1% of this group is represented in each of the Applied Sciences and Social Sciences sectors and only nominal participation (1.6%) in each of the Health and Primary Industries sectors
- Ontario Ministry of Health:
  - ✓ 100% of people who received services funded by the Ontario Ministry of Health work in the Sales and Services Sector
  - ✓ Although this data only reflects one specific employment agency, it represents a total of 160 people with psychiatric disabilities.

# Executive Summary

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## Hours Worked

- A significant variation was reported in the average number of hours worked each week by people with disabilities, depending on which funding source financed the services they received.
- The average number of hours worked each week was:
  - ✓ MCFCS Developmental Services – 14.7 hours per week
  - ✓ MCFCS ODSP-Employment Services – 13.7 hours per week
  - ✓ HRDC Employment Assistance Supports – 29 hours per week
  - ✓ HRDC Opportunities Fund – 25 hours per week
  - ✓ Ontario Works – 25 hours per week

## Wages

- Again, a significant variation was reported in the average hourly wage reported by people with disabilities, depending on which funding source financed the services they received.
- The average hourly wage was:
  - ✓ MCFCS Developmental Services – \$7.69 per hour
  - ✓ MCFCS ODSP-Employment Services – \$7.69 per hour
  - ✓ HRDC Employment Assistance Supports – \$10.93 per hour
  - ✓ HRDC Opportunities Fund – \$10.07 per hour
  - ✓ Ontario Works – \$8.93 per hour

## Earnings

- The differences in average wage rates and hours worked translate to the annual earnings of people who have a disability and are working, depending on which funding source financed the services they received.
- The average annual income for people who have disabilities was:
  - ✓ MCFCS Developmental Services – \$5,872 per year
  - ✓ MCFCS ODSP-Employment Services – \$5,491 per year
  - ✓ HRDC Employment Assistance Supports – \$16,677 per year
  - ✓ HRDC Opportunities Fund – \$13,048 per year
  - ✓ Ontario Works – \$11,699 per year
- This takes both HRDC-funded groups completely off the income support system and represents almost 49% of those served
- Additionally, Ontario Works funded clients are also off the income support system in terms of the cash benefits paid out

*At an average of \$16,677 and \$13,048 per year, those working with the support of HRDC EAS and Opportunity Fund are completely off the income support system.*

# Executive Summary

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## Financial Benefit to Workers

Typically, people who have a disability derive their income support from three different sources: Ontario Disability Support Program Income Supports, Employment Insurance and Ontario Works. Each of these has a somewhat different formula for how income support is calculated and reduced when someone enters the labour force.

In calculating the financial benefit to workers, we have identified how much more money they would have after working, than if they had not worked and simply stayed on their income support benefits.

- ODSP Income Support recipients would have \$235 per month or \$2,825 per year more income based on an average annual income from employment of \$5,768.
- Employment Insurance recipients would have \$539 per month or \$6,474 per year more income, based on an average annual income from employment of \$14,274.
- Ontario Works recipients would have \$343 per month or \$4,111 per year more income based on an average annual income from employment of \$11,699.



# Executive Summary

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*...only 5% of those who achieved independence on the job, and were supported by MCFCS Developmental Services, were able to do so in less than one year.*

## **Independence on the Job**

- Overall, people engaged in HRDC-funded programs fare the best at achieving independence on the job (able to maintain employment without supports), although there is some variation between the two funding streams – Opportunity Fund and EAS.
  - ✓ At year-end, 71% of those working who had accessed EAS-funded supports had achieved independence with 35% having done so in less than one year from the time they entered service.
  - ✓ 62% of those working, who had accessed Opportunities Fund supports had achieved independence with 57% having done so in less than one year.
- 39% of candidates supported by Ontario Works-funded services achieved independence on the job. 20% did so in less than one year.
- 35% of people supported by ODSP Employment Supports achieved independence on the job with 31% having done so in less than one year.
- 19% of people supported by the Ministry of Health achieved independence on the job with 8% having done so in less than one year.
- 19% of people supported by MCFCS Developmental Services also achieved independence on the job, although only 5% were able to do so in less than one year.

# Executive Summary

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*73% of individuals who have been working for more than one year, and are supported by Developmental Services, receive support for less than 10% of their work time.*

## Supports

Many people who have a disability require some degree of support, even after they have begun to work. As a way to measure this support, it is calculated based on the amount of support hours as a percentage of work hours. I.E. If an individual works 20 hours per week and receives an average of 2 hours per week of supports, this would be considered 10% supports.

The following data on supports applies to those individuals who have been working for more than one year. In this way we can assess the on-going support needs of people and the subsequent resource implications.

- HRDC EAS does not provide supports to candidates who have been working for more than one year.
- Of those candidates who have been working for more than one year, and are still receiving supports funded by HRDC Opportunities Fund, Ontario Works or the Ministry of Health, all are receiving support for 10% or less of their work time.
- Of those candidates who have been working for more than one year, and are still receiving supports funded by MCFCS Developmental Services, 73% are receiving support for 10% or less of their work time, 21% receive support between 11% and 50% of their work time and 6% receive support between 51% and 100% of their work time.
- Of those candidates who have been working for more than one year, and are still receiving supports funded by MCFCS ODSP Employment Supports, 53% are receiving support for 10% or less of their work time, 3% receive support between 11% and 50% of their work time and 44% receive support between 51% and 100% of their work time.

# Executive Summary

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## Outcomes for the System

### Source of Funding

- 13 agencies reported their funding for employment services, totaling \$2,619,710 to support 1,368 people in the period.
- Together, MCFCS, through Developmental Services and ODSP Employment Services, provided \$1.542 million, or 59% of the funding, to support 745 people, 59% of all people served.
  - ✓ Individually, Developmental Services provided \$1.048 million, or 40% of the funding, to support 351 people or 26% of those served.
  - ✓ ODSP Employment Supports provided \$.493 million, or 19% of the funding, to support 394 people or 29% of those served.
- HRDC, between the EAS and Opportunities Fund programs, provided \$.876 million, or 33% of the funding, to support 420 people or 31% of those served.
  - ✓ Individually, the EAS program provided \$.664 million, or 25% of the funding, to support 350 people or 26% of those served.
  - ✓ The Opportunities Fund provided \$.212 million, or 8% of the funding, to support 70 people or 5% of those served.
- Ontario works provided \$.073 million, or 3% of the funding, to support 32 people or 2.5% of those served.
- The Ministry of Health provided \$.123 million, or 5% of the funding, to support 160 people or 12% of those served.

*Subsidy per person ranges from a low of \$766 per person per year from the Ministry of Health to a high of \$3,034 from HRDC Opportunities Fund.*

### Subsidy per Person

➤ MCFCS Developmental Services	\$2,986 per year
➤ MCFCS ODSP Employment Services	\$1,253 per year
➤ HRDC EAS	\$1,896 per year
➤ HRDC Opportunities Fund	\$3,034 per year
➤ Ontario Works	\$2,278 per year
➤ Ministry of Health	\$ 766 per year

# Executive Summary

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*72% of those who engaged MCFCS Developmental Services funded services obtained some employment, while 61% gained continuous or long-term employment.*

## Successful Employment

As previously noted, the governing body of each funding source has different criteria and parameters around who they provide funding for, what services they will fund and how funding is administered for employment services.

A significant range of successful employment, expressed as the percent of people who obtained jobs relative to those who engaged service providers, was noted, between the various funding bodies.

- 100% of those who engaged the Ministry of Health funded employment services obtained some employment, while 30% maintained continuous or on-going employment. This means that 70% obtained casual, contract, or seasonal jobs, or had jobs that did not last.
- 72% of those who engaged MCFCS Developmental Services funded employment services obtained some employment, while 61% obtained continuous or on-going employment.
- 47% of those who engaged Ontario Works funded employment services obtained some employment, while 40% obtained continuous or on-going employment.
- 39% of those who engaged HRDC Opportunities Fund funded employment services obtained some employment, while 25% obtained continuous or on-going employment.
- 37% of those who engaged MCFCS ODSP Employment Services funded employment services obtained some employment, while 25% obtained continuous or on-going employment.
- 33% of those who engaged HRDC EAS funded employment services obtained some employment, while 23% obtained continuous or on-going employment.

# Executive Summary

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## Savings to the System

In most cases, people who have a disability who gain employment have their income supports reduced or eliminated depending on the amount of their employment income. These reductions to the three primary income support programs are considered savings to the service system.

- Total, estimated annual savings to the service system would be \$4,038,879 for the 853 people working and supported by the 16 participating employment agencies.
- The estimated cost of the 16 reporting agencies was \$4,851,400, meaning that the net cost, after income support savings, was \$812,521.
- Based on 483 people working, with an average annual income of \$5,768 and who were in receipt of ODSP Income Support, the annual reduction of income support would be \$2,715 per worker or \$1,310,985.
- Based on 268 people working, with an average annual income of \$14,274 and who were in receipt of Employment Insurance, the annual reduction of income benefits would be \$7,800 per worker or \$2,089,168.
- Based on 102 people working, with an average annual income of \$11,699 and who were in receipt of Ontario Works, the annual reduction of income support would be \$6,240 per worker or \$638,726.

*The estimated annual income support savings was \$4,038,879.*



# Executive Summary

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## Customer Satisfaction

*The leading motivator of work is the social aspect and developing friends.*

- 16 agencies submitted 152 satisfaction surveys, supplied by clients who were successfully employed.

## Job Satisfaction

- 94% of clients reported that they were satisfied, or very satisfied, with their job.
- 6% stated that they were dissatisfied, or very dissatisfied, with their job.

## Supports

- Similarly 95.5% reported that they were satisfied, or very satisfied, with their supervisor and/or co-workers.
- 93% reported that they were satisfied, or very satisfied, with the help they received from family or friends.
- 96% of people surveyed, reported that they were satisfied, or very satisfied, with their job coaches.
- 58% of those people still receiving supports from the agency stated that they would like more support from their job coach.
- 20% of respondents stated that they depend on family and/or friends for transportation to and from work.

## Additional Findings

- The leading motivator of work is the social aspect and developing friends
- Employers have greater expectations of employees who have a disability
- Natural supports are more apparent in the workplace

# Project Overview

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## 2001 – 2002 Report

### Introduction

This report represents the culmination of over nine years work. It is the fourth year that the outcomes data has been consolidated, analyzed and prepared in a report format of this type.

Each employment agency that participated in this project, collected data during the fiscal period of April 1, 2001 to March 31, 2002. The data was forwarded to Joe Dale, an independent consultant, who consolidated and analyzed the data and wrote this report.

For the first time, each agency collected the source data separately for each of the major funding sources. This has allowed us to look more closely at outcomes for people based on the systems of support that are available to them.

### Steering Committee

The Employment Outcomes Project is directed by a steering committee. Current members of the Steering Committee are:

Greg Bruckler, Community Living Tillsonburg  
Sonja Burke, The Career Center - London Goodwill Industries  
Robert Collins, The Career Center - London Goodwill Industries  
Mary Angela Coderre, LEADS Employment Services  
Joe Dale, (Analyst & Author) Independent Consultant  
Marty Graf (Chair), Community Living Tillsonburg  
Michelle Graham, Ontario March of Dimes  
Deb Hotchkiss, Partners in Employment  
Cheryl Massa, Community Living London  
Steve Morris, Woodstock and District Developmental Support Services  
Tim Murphy, Alice Saddy Association  
Bruce Rankin, Community Living London  
Bob Vansickle, Community Living Sarnia-Lambton  
Jeff Withers, LEADS Employment Services

# Project Overview

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## Geographic Area Covered

All the source data comes from non-profit employment programs:

- Operating in 4 geographic areas – Area 1: London-Middlesex, Area 2: Elgin-Oxford, Area 3: Huron-Perth, Area 4: Other Southwest Agencies
- Funded by:
  - ✓ The Ministry of Community, Family and Children's Services (MCFCS) through the Developmental Services Act and the Ontario Disability Support Program - Employment Supports.
  - ✓ Human Resources Development Canada (HRDC) through the Opportunities Fund or Human Resource Investment Fund (Employment Assistance Support or Targeted Wage Subsidy programs).
  - ✓ Ontario Works and/or,
  - ✓ The Ontario Ministry of Health



# Project Overview

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## Geographic Area Covered

The geographic areas and participating organizations are listed below.

### Area 1: London - Middlesex

- Accommodation, Training and Networking
- Community Living London
- Career Centre, London Goodwill
- LEADS Employment Services
- Middlesex Community Living
- Quad County Support Services
- WOTCH [London]

### Area 2: Elgin - Oxford

- Elgin Association for Community Living
- Community Living Tillsonburg
- Woodstock and District Developmental Services

### Area 3: Huron - Perth

- Community Living – Central Huron
- Community Living North Perth
- Partners in Employment, Huron-Perth
- Wingham and District Community Living Association

### Area 4: Other

- Community Living Essex County
- Community Living Walkerton and District

# Project Overview

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## **Who is Included:**

All individuals with disabilities who accessed employment supports through these organizations or who were enrolled in employment programs and had a competitive employment goal were included in the data. The descriptions of disabilities include developmental, psychiatric, physical, visual, hearing, learning and cognitive.

No restriction was placed on the number of hours per week an individual worked provided they met the definition of employment, according to the Employment Standards Act.

## **Time Frame:**

Most of the data was collected for the period April 1, 2001 to March 31, 2002. This is the fourth year the data has been collected and, where possible, year over year analysis has been included.

Two data elements were based on a more restricted time frame, giving a “snap shot” for the longer period. The analysis of *Hours Worked* and *Earnings* used a five-week period in March 2002. To make these two elements more helpful, *Hours Worked & Remuneration* were assumed to be representative of the whole year for those individuals in continuous or on-going employment.

The Supported Employment Outcomes Committee acknowledges that many people who work in temporary or seasonal employment are not included in these data elements.

# Project Overview

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## Employment Programs:

*...employment is defined in accordance with the Employment Standards Act, including the payment of at least minimum wage.*

Throughout this document, employment is defined in accordance with the Employment Standards Act, including the payment of at least minimum wage and meeting all the requirements of an employer-employee relationship.

Employment programs may provide services that include the development of an individualized employment plan, job development and ongoing training and support as required. They may also provide other work-related supports, i.e. arranging for and/or the provision of special equipment or workplace modifications, transportation or transportation training, teaching functional skills related to the social climate of the workplace, arranging for proper clothing or teaching personal hygiene.

While many employment programs use the *Supported Employment* model, this is not a criteria for inclusion in the study.

## The Source Data:

Each organization included in the study, collected the data over the one-year period of April 1 to March 31, based on common criteria and a standard set of definitions. This data was then summarized in an annual report. The summary data was then forwarded to an independent consultant who consolidated the data and prepared the analysis.

*Each organization collected the data over a one-year period from April 1 to March 31, based on common criteria.*

The source data was consolidated for each of the four areas and then combined to create a picture of the whole region. Once consolidated, the data provides area and regional averages or benchmarks. Each agency can then compare their individual results to the benchmarks.

The consolidated data is contained in Appendices 1, 2 and 3.

# Project Overview

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## Customer Satisfaction:

*...the model builds on both quantitative and qualitative data.*

Each of the 16 organizations included in stage one - data collection - was invited to participate in stage two - customer satisfaction surveys. While it is recommended that organizations survey all clients on an annual basis, the Employment Outcomes committee requested that, at least, 10% of clients who had engaged their employment services be surveyed for the sake of this project and report.

A standardized customer satisfaction survey had been designed with input from Dr. John Lord and Dr. Brian Rush. In addition, guidelines were developed and training was provided to staff on how to complete the surveys without undue bias.



152 surveys were submitted and the resulting data was consolidated and analyzed. Since much of the information is qualitative and some is anecdotal, a sub-committee of 5 individuals performed the analysis and final reporting.

All organizations are encouraged to incorporate the Customer Satisfaction Survey into their annual planning process so that all customers would be included in their data. In this way, the model builds on both quantitative and qualitative information.

# Project Overview

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## **Assumptions / Limitations:**

The source data was aggregated by geographic area to protect the confidentiality of individual agencies. As noted, hours of work and earnings data were annualized from a sample period.

The data submitted by the agencies was assumed to be complete and accurate. The parameters for the preparation of this report did not include verification of the source data.

Several changes of participating agencies over the four reporting periods have made some aspects of year over year analysis difficult or impossible. Only those elements, where comparisons can be made with reasonable accuracy, have been included in year over year analysis.

## **Value of the data:**

This data has three primary uses – evaluation, improvement and planning for the future. It will be of value to all stakeholders including community organizations, local funders and policy makers. The ultimate result will be better services for the most important stakeholder, people with disabilities.

In the past, an individual agency only had access to its own data to determine how it was doing from one period to another or in achieving pre-set targets and goals. Using this study, it can now compare its own results to either its local survey area or to the region as a whole.

*The result will be better services for the most important stakeholder, people with disabilities.*

For example, an agency can compare the average hourly wage and average hours worked per week for the people it supports to area or regional averages. This kind of analysis helps isolate strengths and weaknesses in various facets of the organization's operation such as its job preparation and/or job development strategies.

# Project Overview

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*Ultimately, agencies want to improve their services and the outcomes for their clientele.*

This data can also identify disability groups that are underrepresented in their client base or employment sectors not penetrated by individuals with disabilities. The agency can then create plans to conduct community outreach to attract those underrepresented groups, and develop training and marketing programs to help find more jobs in specific employment sectors.

Ultimately, agencies want to improve their services and the outcomes achieved for their clientele.

From a regional or systems perspective, local government offices such as HRDC, Ontario Works and MCFCS can use the data to identify strengths as well as gaps in services, either in the region or in particular communities. The information gives government a sense of how the system is performing.

Indicators include:

- Number of people served
- Which disability groups are accessing employment programs
- Number of people employed
- Number of people employed according to their disability
- Duration of employment
- Average hours worked each week
- Average hourly wages
- Kinds of jobs people are obtaining
- Amount of support people require
- Flow-through of employment services
- Number of new people entering programs and services
- Number of people achieving independence on the job
- Reduction of income support to those people employed (ODSP Income Support, Employment Insurance and Ontario Works)
  
- Each of the above based on which government agent finances the employment agency or service.

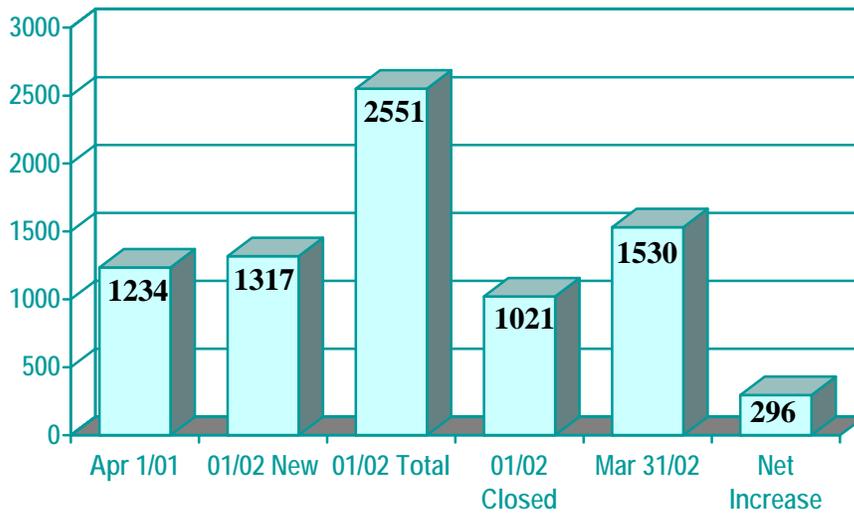
## **Section II**

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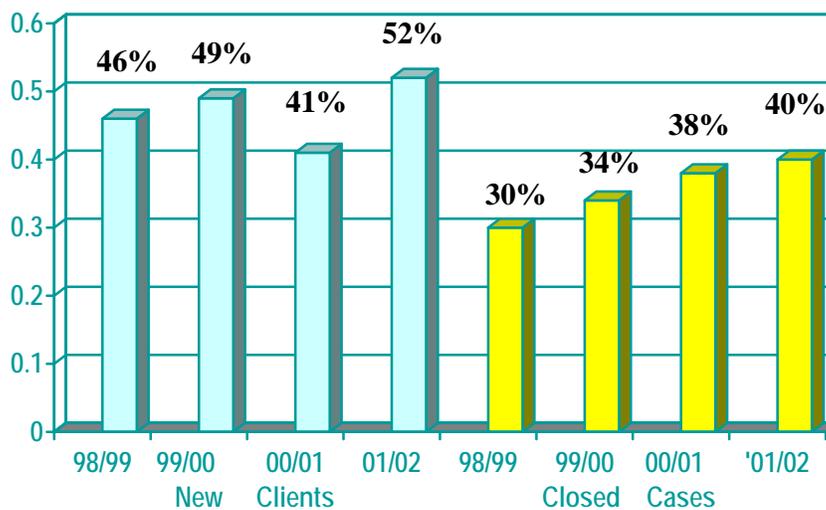
# **Key Findings – Outcomes for People**

# Key Findings – People

### Number of People Served



### Year over Year Changes – New & Closed Cases



# Key Findings – People

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## Utilization of Employment Services

*28% of people served left the service without achieving their employment goal.*

### 2001-2002 Data

During the 12-month reporting period, 2,551 people accessed 16 employment programs. 1,317 or 52% of these cases were newly opened in the period while 1,021 or 40% of all cases were closed.

At year-end the net increase in the utilization of employment services (illustrated by the change in number from the beginning to the end of the year) was 24%, representing an increase of 296 individuals.

Of the 1,021 cases that were closed, 226 or 22% were closed because people had achieved independence on the job and 75 or 7% chose another service option rather than employment. 720 cases – 70% of people whose cases were closed (28% of people served) – left the service completely, or did not identify why their case was closed.

### Year over Year Changes

Utilization of employment services has increased steadily over the four-year period of the study.

- ✓ 1998/99 30% increase
- ✓ 1999/00 30% increase
- ✓ 2000/01 5% increase
- ✓ 2001/02 24% increase

Employment programs have seen significant flow through in the system as demonstrated by the number of new cases and closed cases each year.

	<b>New Cases</b>	<b>Closed Cases</b>
1998/99	46%	30%
1999/00	49%	34%
2000/01	41%	38%
2001/02	52%	40%

## Key Findings – People

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### Closed Cases

Reason for Closure	Number	% - closed cases	% - total served
Independent on the job	226	22%	9%
Chose another service option	75	7%	3%
Left services	400	39%	16%
Other	<u>320</u>	<u>31%</u>	<u>13%</u>
Total	1,021	100%	41%

# Key Findings – People

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## Utilization of Employment Services

### Points for Discussion

*While many employment agencies are now accessing funding from multiple sources, ODSP Employment Supports has been the only new resource added to the sector.*

Having experienced significant growth over the four-year period, there is still no sense of true capacity within this service sector.

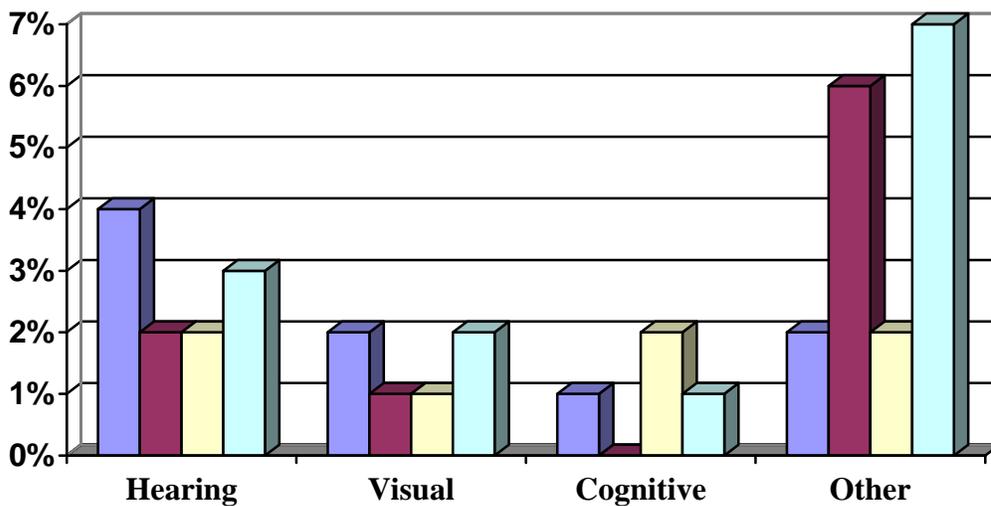
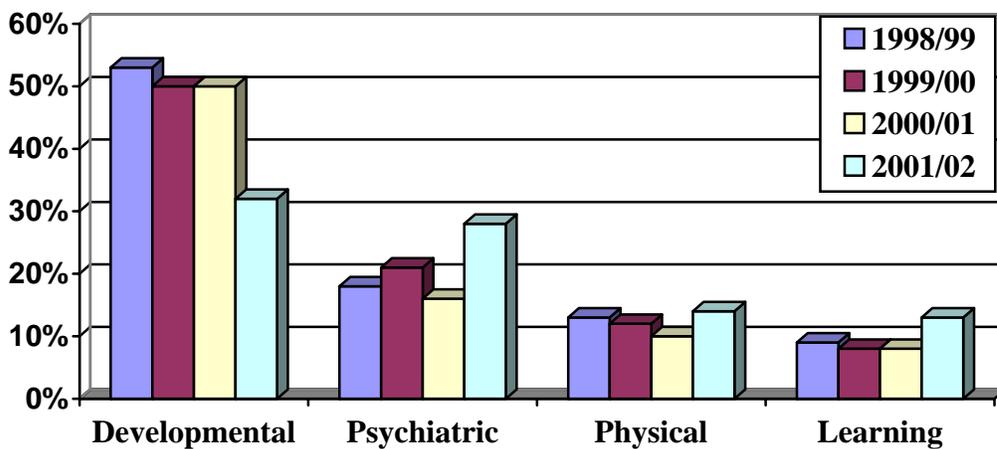
While many employment agencies are now accessing funding from multiple sources where, in the past, they were primarily funded from a single source, ODSP Employment Supports has been the only new resource added to the sector. This will need to be addressed in future, particularly as it relates to the resources needed to sustain further growth in the sector.

The increase in demand may have contributed, although not exclusively, to two other outcomes illustrated by the data: 1) the significant drop in the level of employment outcomes this year (see Employment Outcomes – Page 35), and 2) the large number of closed cases.

The significant number of closed cases – 720 people – without achieving an employment goal should be investigated further. It is important to track these individuals and to determine why their cases were closed. We should attempt to establish whether or not this is due to a failure of the services or of the system and what can be done in the future to reduce this dropout rate.

# Key Findings – People

## Nature of Disability – People Served



# Key Findings – People

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## People Served

### 2001-2002 Data

- People who have a developmental disability represented the largest group accessing employment services at 32% of those served.
- Following closely were people with psychiatric disabilities at 28%.
- People with physical disabilities comprised 14% of those served
- People with learning disabilities made up 13% of those served
- Other disabilities at 7%
- Hearing impairments at 3%
- Visual impairments at 2%
- Cognitive disabilities (head injury, stroke, etc.) 1%

### Year over Year Changes

The most significant change noted this year is a substantial drop in representation by people who have a developmental disability. This group – at 32% – comprised between 50% and 53% of people served in each of the three previous years of the study.

### Points for Discussion

There was a dramatic change in the way that the data was collected in the 2001/02 period, identifying all people and outcomes separately by funding source. This caused 10 organizations to drop out of the study because their systems were not sophisticated enough to break their data out in this way.

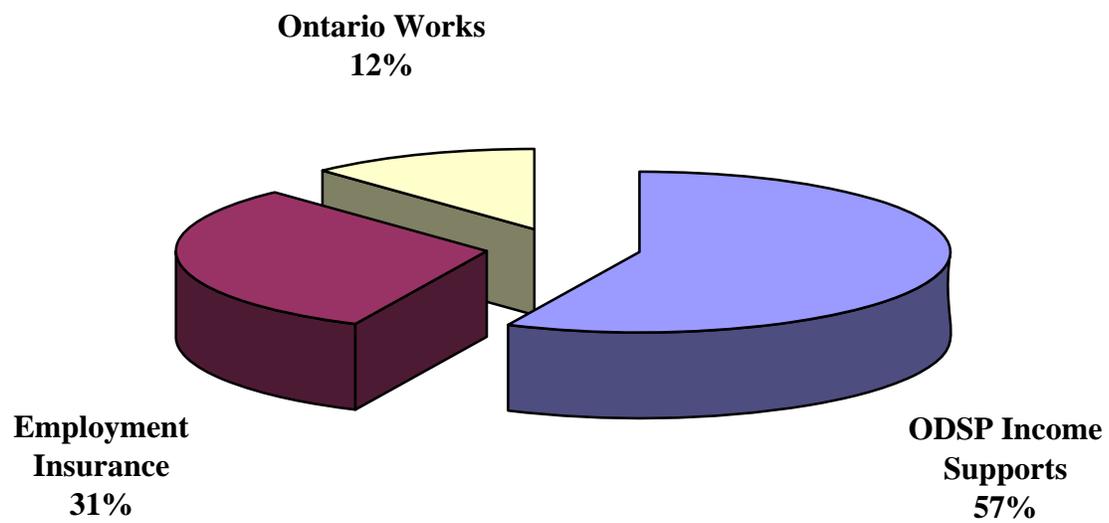
Each of the 10 organizations that dropped out of the study are Associations for Community Living, supporting primarily a population of people who have a developmental disability. We believe that this is the primary reason for the change in participation rates that is recorded in the data for this period.

The steering committee will work to assist these organizations to participate in the study in future years.

# Key Findings – People

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## Source of Personal Income



# Key Findings – People

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## Source of Personal Income

### 2001 – 2002 Data

- 1,454 individuals, or 57% of participants of employment program reported ODSP Income Supports as their primary source of income, prior to gaining employment.
- 791 individuals, or 31% of participants reported Employment Insurance as their primary source of income, prior to gaining employment.
- 306 individuals, or 12% of participants reported Ontario Works as their primary source of income, prior to gaining employment.

### Year over Year Changes

This was the first time this data was captured, therefore, no year over year analysis is possible.

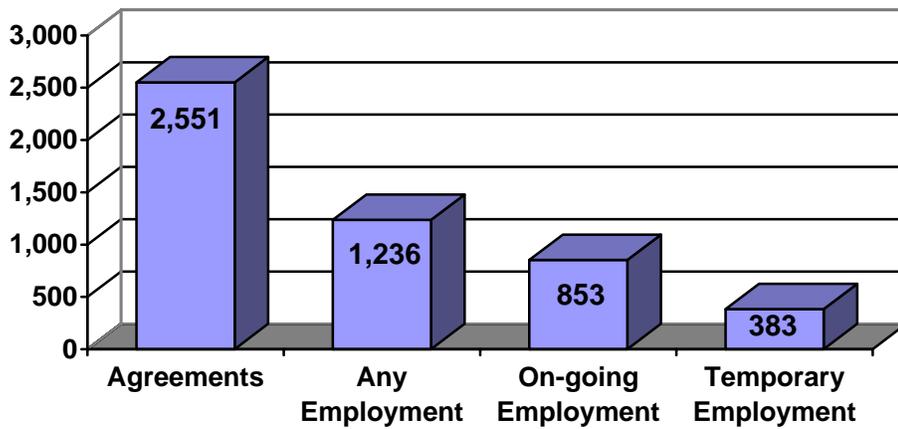
### Points for Discussion

Collecting this data gives us two primary benefits. It gives us a more complete picture of the people who are accessing employment services, including their disability benefits income levels and sources.

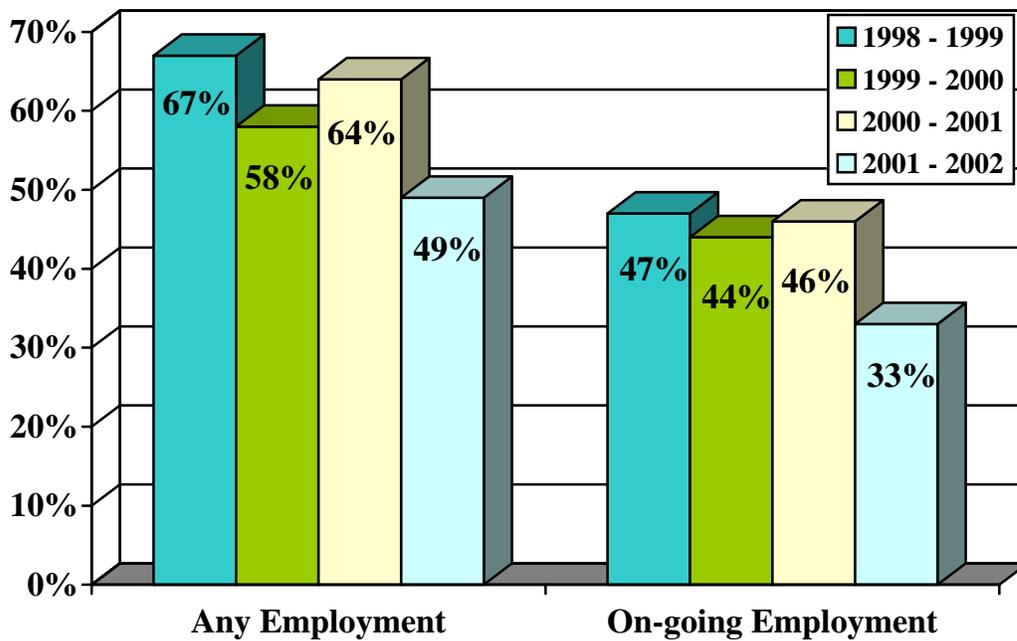
More importantly, this information enables us to more accurately reflect the savings to each of the income support systems. This is based on the ability of people to gain employment, thus reducing their dependency on the social safety net. This will be of considerable interest to the government departments who sponsor and finance employment programs.

# Key Findings – People

## Employment Outcomes – 2001/2002



## Employment Outcomes – Year over Year



# Key Findings – People

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## Employment Outcomes

*This represents a significant decrease in successful employment for the period...*

### 2001-2002 Data

Of the 2,551 individuals seeking employment with the assistance of community employment programs, 1,236 or 49% were employed during the period. Of these, 853 were still employed in continuous or on-going employment at year-end. This represents 69% of people who had any employment and 33% of all those who engaged employment services in the period.

Of the 1,236 people who had any employment during the period, 383 or 31% had temporary, seasonal or casual jobs, or unsuccessful job experiences.

### Year over Year Changes

This represents a significant decrease in successful employment for the period, where any employment has dropped from a range of 58% to 67% in the three previous years to 49% in 2001-2002.

Additionally, continuous or on-going employment dropped from a range of 44% to 47% in the three previous years to 33% in 2001 – 2002.

### Points for Discussion

The obvious question is why successful employment has dropped so significantly in 2001 – 2002. This is of particular concern since the economy of Ontario during this period was very buoyant and the unemployment rate for the general population was at its lowest level in several years.

In follow up discussions with field workers, two points emerge consistently from area to area. 1) Several workers reported that many individuals with less severe disabilities have already been placed in previous years and are now successfully employed. This has left employment agencies with a large number of individuals that require more intensive supports and are, therefore, taking longer to place.

## Key Findings – People

### Success Rates

Disability	Number Served	% of Total Served	Successful Employment			
			Any Employment		On-going Employment	
			No.	%	No.	%
Developmental	851	33%	547	64%	444	52%
Psychiatric	710	28%	340	48%	177	25%
Hearing	73	3%	29	40%	21	29%
Learning	329	13%	130	40%	89	27%
Physical	345	14%	119	35%	82	24%
Visual	44	2%	15	34%	12	27%
Cognitive	30	1%	8	27%	6	20%
Not Identified/Other	163	6%	48	29%	22	14%
Totals	2,545		1,236		853	

### Success Rates – Year over Year

Disability	2000 - 2001		2001 - 2002		On-going Employment	
	Any Employment		Any Employment		On-going Employment	
	No.	%	No.	%	No.	%
Developmental	878	71%	547	64%	444	52%
Psychiatric	304	74%	340	48%	177	25%
Hearing	35	59%	29	40%	21	29%
Learning	126	63%	130	40%	89	27%
Physical	142	58%	119	35%	82	24%
Visual	26	70%	15	34%	12	27%
Cognitive	16	38%	8	27%	6	20%
Not Identified/Other	88	30%	48	29%	22	14%
Totals	2,545		1,236		853	

# Key Findings – People

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*Irrespective of funding source, people who have a developmental disability are the most successful at achieving an employment.*

## Points for Discussion – continued

2) Employment agencies that are accessing new sources of funding, particularly from HRDC and ODSP Employment Supports, are finding these programs restrictive with respect to the length of time an individual can access services as well as the range of services available to them.

This issue needs further investigation, both in discussions with field staff and in terms of data, especially as it relates to the high dropout rate noted previously.

## Success by Disability

### 2001 – 2002 Data

- Irrespective of funding source, people who have a developmental disability are the most successful at achieving both any employment, at 64% of participants and on-going employment at 52% of participants.
- People with psychiatric disabilities are the next most successful, where 48% achieve any employment, although only 25% achieve on-going employment.
- People with hearing impairments had success at a rate of 40% for any employment and 29% for on-going employment, although this represents a relatively small group of only 73 people.

### Year over Year Changes

Based on the lower, overall rate of successful employment in this period, all disability groups saw a decline in the number of people with a successful employment outcome.

This is the second year this data has been collected and it may be premature to establish clear patterns and trends. Having said this, people who have a developmental disability and those with a psychiatric disability have been the two most successful groups each year recorded thus far.

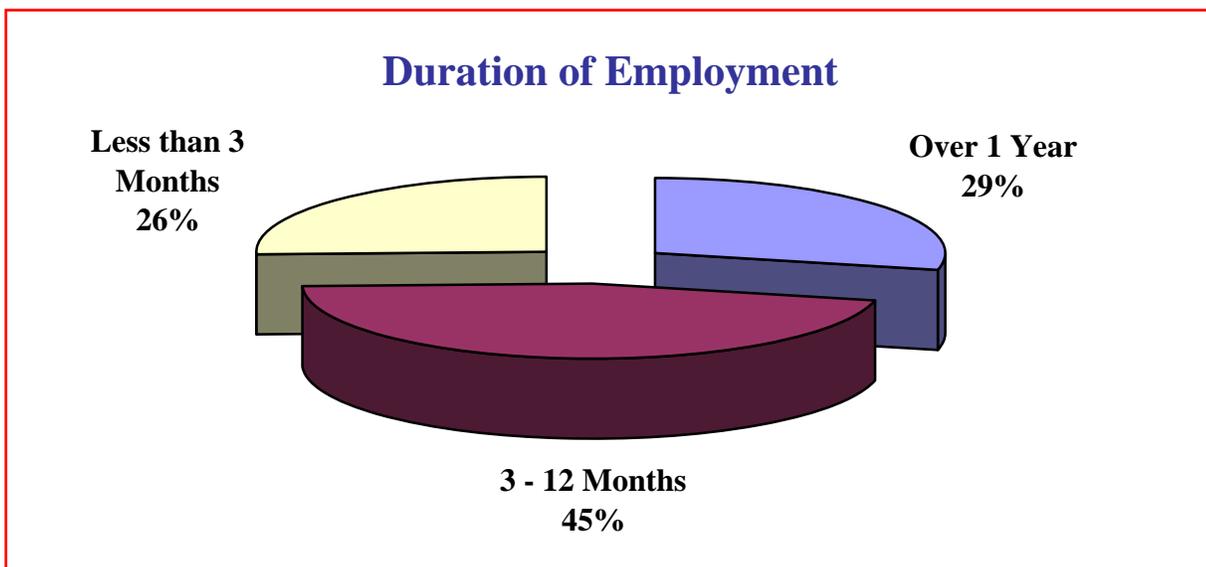
# Key Findings – People

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## Success Rates – Points for Discussion

People with psychiatric disabilities did not fare as well in 2001-2002 as they had in the previous period. One issue that continues to hinder this group is the considerable drop in the number who achieve on-going employment. Field workers consider this to be typical, based on the cyclical nature of the disability.

While nothing is proven, there is much speculation as to why people who have a developmental disability are the most successful group. Two key issues have been suggested. 1) People who have an intellectual disability and those who provide support to them have focused on employment for many years. This is based on the philosophical premise that employment is key to community inclusion and acceptance. At the same time, this group is more readily influenced by family, friends and professionals in the pursuit of this goal. 2) The systems of support for people who have a developmental disability tend to be more broad reaching and flexible. Often the key to successful employment lies outside of the employment milieu. (See Successful Employment: Points for Discussion, Pages 61-63 for more detail related to this issue.



# Key Findings – People

## Duration of Employment

### 2001 – 2002 Data

In terms of longevity on the job, at the time of reporting:

- 28% had been working for more than one year
- 45% had been working between 3 and 12 months
- 27% had been working for less than 3 months

### Year over Year Changes

Fiscal Period	Employed		
	Less than 3 Months	3 to 12 Months	Over 1 Year
1999 – 2000	25%	39%	36%
2000 – 2001	20%	32%	48%
2001 – 2002	27%	45%	28%

### Points for Discussion

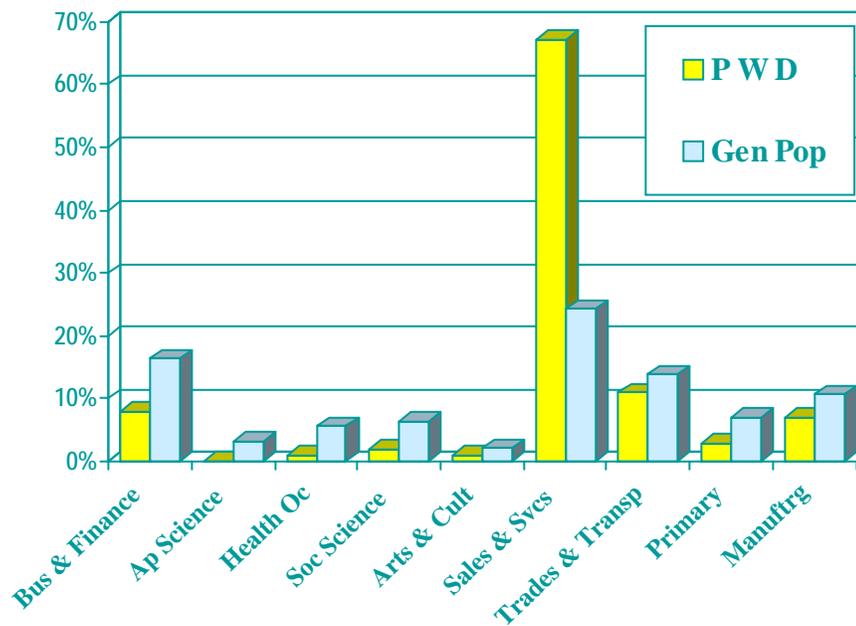
Year over year analysis does not lend itself to establishing any clear trends or conclusions. This is, in part, because many agencies do not track clients beyond one year after the client has reached independence on the job. And some agencies don't track their clients at all, once independence is achieved, regardless of the time frame.

Additionally, this data can be more reflective of the point of entry into the workforce for many people. With the bulk of individuals reported (as of March 31) to be in the 3 to 12 month range, this could be reflective of a strong job development market between March and December. Conversely, if a large percentage were reported in the less than 3-month category, this could simply mean that there were a lot of new jobs found just prior to the close of the reporting period.

This does, however, give us a picture of where the bulk of people are, in terms of their employment, at the time of reporting.

# Key Findings – People

## Types of Jobs



## Types of Jobs – Year over Year

	98/99	99/00	00/01	01/02	G.P.
Sales & Services	57%	52%	64%	67%	24%
Business & Finance	8%	11%	8%	8%	16%
Trades & Transportation	4%	8%	7%	11%	14%
Manufacturing & Processing	13%	11%	11%	7%	11%
Primary Industries	11%	13%	5%	3%	7%
Social Sciences	2%	2%	2%	2%	6%
Health Occupations	3%	1%	1%	1%	6%
Applied Sciences	1%	0%	1%	0%	3%
Arts, Culture & Recreation	1%	1%	1%	1%	2%

# Key Findings – People

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## Types of Jobs

*67% of people who have a disability work in the Sales and Services sector, compared to 24% of the general population.*

### 2001 – 2002 Data

- 67% of people who have a disability who are employed work in the Sales and Services sector, compared to 24% of the general population
- 11% work in Trades & Transportation compared to 14% of the general population
- 8% work in Business & Finance compared to 16%
- 7% work in Manufacturing & Processing compared to 11%
- 3% work in Primary Industries compared to 7%
- 2% work in Social Sciences compared to 6%
- 1% work in Arts, Culture & Recreation compared to 2%
- 1% work in Health Care compared to 6%
- 0% work in Applied Sciences compared to 6%

### Year over Year Changes

From a ranking standpoint, largest to smallest employment sectors, people with disabilities closely mirror the general population.

Having said that, participation in the Sales & Services sector by people with disabilities has grown steadily from a low in 1999/00 of 52% to 67% in 2001/02, 2.8 times the participation rate for the general population.

People with disabilities are consistently under-represented in the Social Sciences, Health Occupations, Arts Culture & Recreation and Applied Sciences. There has been virtually no change in these sectors over the four-year period.

People with disabilities come closest to the general population only in the Trades and Transportation sector where participation has grown steadily over the four-years from 4% to 11% vs. 14%. Participation in Manufacturing & Processing dropped 4% from the previous two-years to 7% vs. 11% for the general population.

# Key Findings - People

## Hours of Work / Remuneration

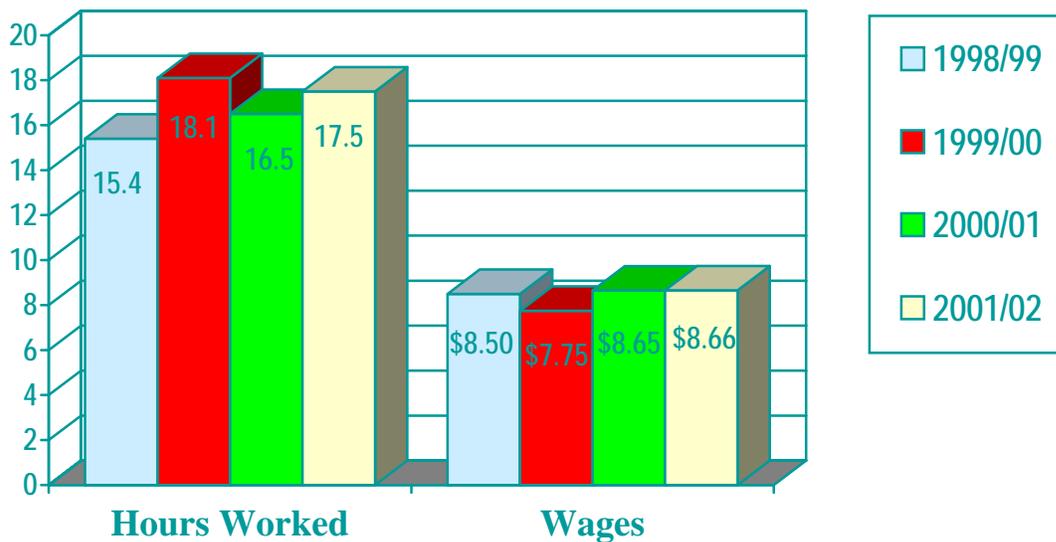
### 2001 – 2002 Data

- In a five-week reporting period, people with disabilities worked an average of 17.5 hours per week.
- During the same five-week period, approximately 560 people who have disabilities reported that they worked just over 49,000 hours during the period.
- The same 560 individuals earned \$424,300 in the same five-week period.
- This equates to an average wage rate of \$8.66 per hour.

### Year over Year Changes

Average hours worked per week increased by 1 hour in 2001/02 from 16.5 hours per week to 17.5 hours. Wage rates remained consistent at \$8.66 vs. \$8.65 per hour in the previous year.

### Hours Worked & Wages – Year over Year



# Key Findings – People

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## Hours Worked, Wages & Job Sectors

*There is a strong connection between job sector participation, hours worked and wages earned...*

### Points for Discussion

There is a strong connection between job sector participation, average hours worked and wages earned by people who have a disability.

The stereotypical employment scenario for people with disabilities is that they will:

- Work in the Sales & Services Sector
- Work part-time, an average of 17.5 hours per week and,
- Earn \$8.66 per hour or \$152 per week

Besides the large concentration in the Sales & Services sector (2.8 times the general population) the majority of these jobs are also part-time, entry level, non-union positions that lack medical and dental benefits and stability in general.

There are many factors that contribute to this problem:

**Income Support Programs** – People with disabilities fear the loss of their income supports, particularly ODSP Income Support, both the financial support and the health and dental benefits. Field workers report regularly situations where people have refused wage increases and/or offers of increased work hours, because they don't want to negatively impact their disability allowance.

Many people who have a disability express difficulty understanding, or simply dislike, frequent changes to their ODSP-IS payments caused by the reporting of their monthly employment income. Many prefer to receive a steady, reliable amount that they can depend on, even if it means less money overall.

*By working 17.5 hours per week, the average financial benefit for ODSP-IS recipients is \$54.33 or \$3.10 per hour.*

Many people also consider the ODSP-IS calculations for people who have some employment income to be a disincentive to work. The average financial benefit to ODSP-IS recipients, after mandatory deductions and the ODSP-IS calculation is \$54.33 per week. (See Annual Income/Financial Benefits, Page 71 for details.) This means that people work 17.5 hours per week at an hourly rate of \$3.10.

# Key Findings – People

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*There is a paradox between government's need to find employment for a lot of people quickly and with limited investment of resources vs. quality jobs that will ensure stable employment and long-term, self-sufficiency for people who have a disability.*

## **Points for Discussion - continued**

**Education & Work Experience** – One factor that contributes to job sector participation, entry-level jobs and wage rate is that people with disabilities lack post-secondary education and technical skills training. In addition, many have very limited work experience. Often the jobs acquired with the assistance of employment agencies are their first work experience.

**Self-advocacy** – Field workers regularly report that many people who have a disability will not advocate on their own behalf, once on the job. Many are thankful to have any job at all and/or lack the self-confidence to ask for wage increases or job advancement. This is also evident in their reluctance to demand that job developers assist them to find better jobs.

**Job Development** – One of the challenges to overcoming the ghettoizing of people who have a disability lies with job developers. Job developers must improve their marketing skills and move beyond the Sales & Services sector. The pattern of working within one's 'comfort zone' – getting a job at McDonald's went well so let's try Burger King – must be broken. Job developers need to examine all of the opportunities in all of the job sectors.

**Employment Funding Criteria** – Complicit with job developers are the major government agents that fund employment services. Criteria related to services that are eligible for funding and time limits on funding does not encourage employment agencies to pursue better job opportunities.

Organizations, that have attempted to market their services and clientele to large corporations and unionized environments, understand that this takes a lot more time, resources and marketing expertise. There is a paradox between government's need to find employment for a lot of people quickly and with limited investment of resources vs. quality jobs that will ensure stable employment and long-term, self-sufficiency for people who have a disability.

## Key Findings – People

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## Key Findings – People

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### Supports

Work Time Supported	1999 - 2000	2000 – 2001	2001 – 2002
Less than 10%		40%	74%
11 – 25% of work		19%	11%
26 – 50% of work		6%	5%
51 – 99% of work		24%	6%
100% of work		11%	4%
<b>Achieved Independence</b>	30%	35%	36%
<b>Achieved Independence in less than 1 year</b>			20%
<b>Employed longer than 1 year</b>	38%	48%	29%

# Key Findings – People

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## Supports

### 2001 – 2002 Data

- Of 853 people who hold 1,152 jobs, 74% are supported for less than 10% of their work time. In terms of ODSP Employment Supports, this is classified as job maintenance.
- 11% of those working are supported between 11 and 25% of their work time
- 5% are supported between 26 and 50% of work time
- 6% are supported between 51 and 99% of work time
- 4% are supported for 100% or more of their work time
  
- 36% of those working were able to achieve independence during the reporting period, while 20% were able to do so in less than one year from the time that they first engaged services.

### Year over Year Changes

We saw a large reduction in supports from the previous year, from only 40% to 74% of those employed being supported for less than 10% of their work time. The increase in number of people that fall into this support category, also translated into lower numbers of people receiving higher amounts of supports.

36% of people achieved independence on the job this year, up 1% from last year.

### Points for Discussion

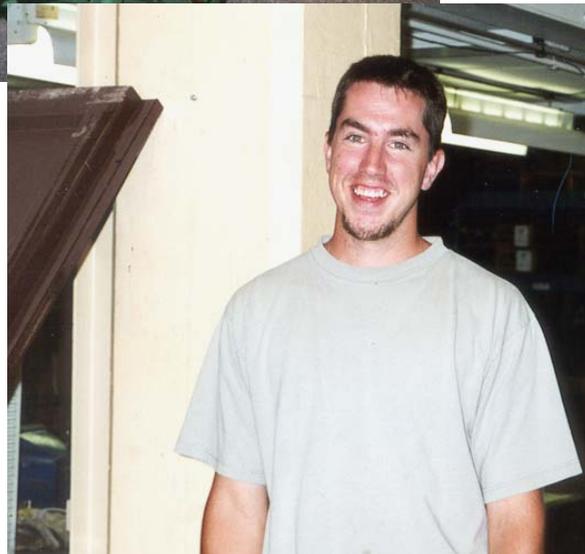
New data for this year shows that 20% of all those working were able to achieve independence in less than one year from the time that they first engaged services.

Of some concern is the drop from 48% to 29% of people working who were employed for more than one year. One wonders if the reduction in the amount of support has negatively impacted on this outcome.

*Has a reduction in the amount of support provided negatively affected the number of people who were able to maintain their jobs?*

## Key Findings – People

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## **Section III**

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### **Key Findings – Systems Outcomes**

## Key Findings - Systems

### ODSP Employment Services Provided

Service Codes	Agencies Delivering	Total Authorizations	Avg Author'n per Agency
740 Supports Coordination	1	4	4
741 Job Maintenance	4	43	10.8
766 Planning & Assessments	3	166	55.3
767 Travel & Mobility Training			
768 Communications Training			
769 Work Adjustment	2	88	44
770 Job Trials/Work Experience	2	8	4
771 Remediation/Voc. Life Skills			
772 Adaptive Tech Training	1	3	3
773 Skills Training	1	13	13
774 Computer Training	1	2	2
775 On the Job Training	1	1	1
776 Distance Education			
777 Driving Instruction			
778 Self-employ't Development	2	2	1
782 Training Supports	1	1	1
783 Interpreters/Intervenors	1	1	1
784 Transportation Assistance	1	10	10
785 Job Coaching	10	48	4.8
786 Job Placement	5	117	23.4
787 Innovative Projects			
789 Employment Related Home/Vehicle Modifications			
<b>Totals</b>	<b>13</b>	<b>507</b>	<b>39</b>

# Key Findings - Systems

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## Programs Utilized

### MCFCS Developmental Services Act

- Of the 16 participating organizations, 11 provided services with Developmental Services Act (DSA) funding
- These 11 agencies provided employment supports to 564 individuals, for an average of 51 people per agency
- Of the 564 people served, 532, or 94% reported a developmental disability as their primary disability
- 14 people reported a psychiatric disability, 10 learning, 5 physical and 3 hearing impairments as their primary disability
- All 11 organizations provide employment services using the Supported Employment model
- Eight of the 11 organizations also provide a range of non-employment related supports through other services within their agency. Only 3 of these organizations provide employment services exclusively

### MCFCS ODSP Employment Supports

- 13 of the 16 participating organizations provided services with ODSP Employment Supports funding
- These agencies provided employment supports to 688 people through bulk purchase agreements and 507 individual service authorizations
- This averages 53 people per agency or 39 service authorizations
- Of these, 241 or 35% reported a developmental disability and 192 or 28% reported a psychiatric disability as their primary disabilities.
- 86 or 13% reported having a learning disability and 76 or 11% a physical disability.
- 22 people reported having a visual disability, 21 a hearing impairment, 7 cognitive and 43 did not identify their disability.
- These 13 organizations each provided services according to the ODSP Employment Supports schedule of eligible goods and services (See table – opposite page).

## Key Findings – Systems

### People Served by Funding Source

		MCFCS		HRDC		Ontario	Min of
		DSA	ODSP	EAS	OP Fd	Works	Health
Individuals Served		564	688	546	471	116	160
No. of Service Providers		11	13	4	6	4	1
Avg. People / Agency		51	53	137	79	29	160
<b>Disability</b>	<b>Total</b>						
Developmental	851	532	241	27	45	6	0
Psychiatric	710	14	192	179	120	45	160
Physical	345	5	76	105	125	34	0
Learning	329	10	86	116	103	14	0
Hearing	73	3	21	28	18	3	0
Visual	44	0	22	13	8	1	0
Cognitive	30	0	7	17	6	0	0
Not Identified	163	0	43	61	46	13	0
<b>Totals</b>	<b>2,545</b>	<b>564</b>	<b>688</b>	<b>546</b>	<b>471</b>	<b>116</b>	<b>160</b>

People accessing multiple funding sources 371 14.5%

# Key Findings - Systems

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## Programs Utilized

### HRDC EAS

- Of the 16 participating organizations, 4 provided services with HRDC EAS funding
- These 4 agencies provided employment supports to 546 individuals, for an average of almost 137 people per agency
- Of the 546 people served, 179 or 33% reported a psychiatric disability as their primary disability
- 116 people or 21% reported a learning disability
- 105 or 19% reported a physical disability
- 28 or 5% reported a hearing impairment, 27 or 5% developmental disability, 17 or 3% cognitive, and 13 or 2% visual as their primary disability
- 61 or 11% did not identify their disability

### HRDC Opportunities Fund

- 6 of the 16 participating organizations provided services with the support of the HRDC Opportunities Fund
- These agencies provided employment supports to 471 people for an average of 79 people per agency
- Of these, 125 or 27% reported a physical disability and 120 or 25% reported a psychiatric disability as their primary disabilities.
- 103 or 22% reported having a learning disability
- 45 or 10% reported as having a developmental disability.
- 18 people or 4% reported having a hearing impairment, 8 or 2% a visual disability and 6 or 1% a cognitive disability
- 46 people or 10% did not identify their disability.

## Key Findings – Systems

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# Key Findings - Systems

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## Programs Utilized

### Ontario Works

- Of the 16 participating organizations, 4 provided services with Ontario Works funding
- These 4 agencies provided employment supports to 116 individuals, for an average of 29 people per agency
- Of the 116 people served, 45 or 39% reported a psychiatric disability as their primary disability
- 34 people or 29% reported having a physical disability
- 14 or 12% reported a learning disability
- 6 or 5% reported a developmental disability, 3 or 3% hearing impairments and 1 person with a visual disability
- No one was reported as having a cognitive disability
- 13 or 11% did not identify their disability
- All 116 individuals were provided with job placement assistance
- In addition, 14 of these people also received employment preparation assistance.

### Ministry of Health

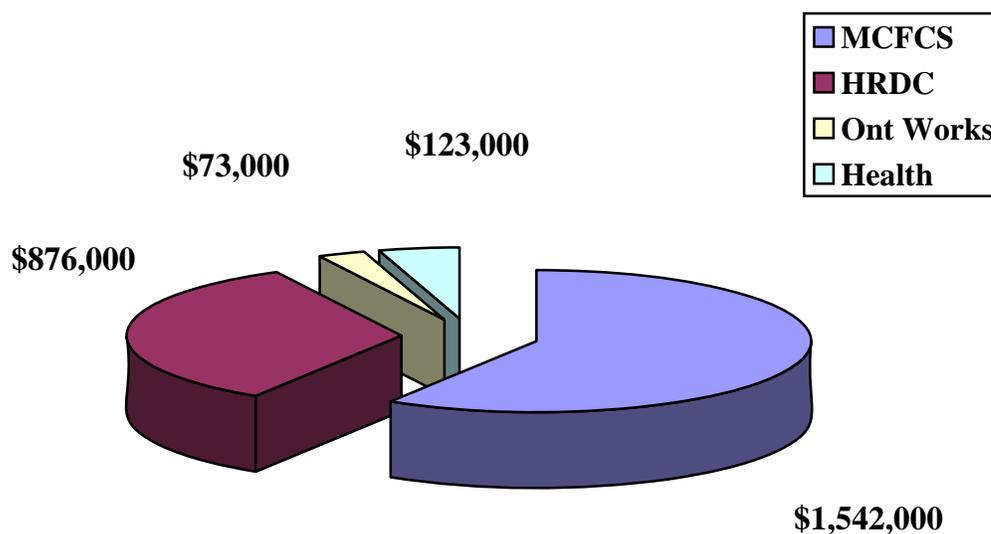
- Only 1 organization funded by the Ontario Ministry of Health participated in this study
- This agency provided employment supports to 160 people, all of whom had a psychiatric disability identified as their primary disability
- All 160 individuals were provided with job placement assistance
- 84 of these individuals also received assistance with employment preparation

### Multiple Funding

- 371 or 14.5% of the 2545 people, who accessed services, accessed them from more than one funding source during the year. In many cases, people exhausted eligibility for services from one funder and transferred to another within the same agency.

## Key Findings – Systems

### Source and Amount of Funding



### Source of Funding - Detailed

Source	Number Served	% of Total Served	Amount of Funding (in millions)	% of Total Funding
MCFCS: DSA	351	26%	\$1.048	40%
MCFCS: ODSP-ES	394	29%	\$.493	19%
<b>Sub Total – MCFCS</b>	<b>745</b>	<b>55%</b>	<b>\$1.542</b>	<b>59%</b>
HRDC: EAS	350	26%	\$.664	25%
HRDC: Op Fund	70	5%	\$.212	8%
<b>Sub Total – HRDC</b>	<b>420</b>	<b>31%</b>	<b>\$.876</b>	<b>33%</b>
Ontario Works	32	2.5%	\$.073	3%
Ministry of Health	160	12%	\$.123	5%
<b>Total</b>	<b>1,357</b>		<b>\$2,623,185</b>	

**Note:** Only 13 of the 16 participating agencies reported the amount of their funding.

# Key Findings - Systems

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## Source of Funding

*MCFCS DS provided 40% of the funding to support 26% of the people, whereas, MCFCS ODSP-ES provided 19% of the funding to support 29% of the people.*

### 2001 – 2002 Data

- 13 of the 16 participating organizations provided information about their subsidy amounts.
- For those 13 agencies, this amounted to \$2,613,185 to provide employment services for 1,357 people.
- By and large, the key government funding agents, federal and provincial, contributed proportionately according to the number of clients served
- Ontario provided 67% of the funding to support 69.5% of the people served, administered through:
  - ✓ MCFCS at 59% of the funding for 55% of the people
  - ✓ Ontario Works at 3% of the funding for 2.5% of the people
  - ✓ Ministry of Health at 5% of the funding for 12% of the people
- The Federal Government provided 33% of the funding for 31% of the people served, administered through:
  - ✓ HRDC EAS providing 25% of the funding for 26% of the people
  - ✓ HRDC Opportunities Fund providing 8% of the funding for 5% of the people

### Points for Discussion

While, on balance, there seems to be proportionate funding within the two major funding sources – HRDC providing 33% of funding for 31% of the people and MCFCS providing 59% of the funding for 55% of the people – there is a large discrepancy within the two MCFCS funding programs.

MCFCS Developmental Services provided 40% of the funding to support 26% of the people, whereas, MCFCS Ontario Disability Support Program Employment Supports provided 19% of the funding to support 29% of the people.

## Key Finding - Systems

### Points for Discussion - continued

This will have an obvious impact on the levels of subsidy per person (see next section) where people supported by DSA-funded services received 2.4 times the per person subsidy dollars of their counterparts who were served by ODSP-ES-funded services. Logically, this would also have an impact on the amount of service received.

### Subsidy per Person

Source of Funding	People Served	Total Subsidy (\$ millions)	Avg. Subsidy per Person
Developmental Services	351	1.048	\$2,986
ODSP Employment Supports	394	.493	\$1,253
<b>Sub Total – MCFCS</b>	<b>745</b>	<b>1.542</b>	<b>\$2,069</b>
HRDC: EAS	350	.664	\$1,896
HRDC: Opportunities Fund	70	.212	3,034
<b>Sub Total – HRDC</b>	<b>420</b>	<b>.876</b>	<b>\$2,086</b>
Ontario Works	32	.073	\$2,278
Ministry of Health	160	.123	\$766
<b>Total</b>	<b>1,357</b>	<b>\$2,613,185</b>	<b>\$1,915</b>

# Key Findings - Systems

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## Subsidy per Person

*... the greater the investment, the better the results ...*

### 2001 – 2002 Data

- HRDC Opportunities Fund provided the highest level of subsidy per person at an average of \$3,034, however this was applied to a relatively small number of people – 70 individuals
- MCFCS DSA followed closely at \$2,986 per person and supported 351 people
- HRDC EAS came next at \$1,896 per person for 350 individuals
- Ontario Works provided \$2,278 per person for a small group of 32 individuals
- ODSP-ES provided supports to the largest number of people, 394 at a modest per person subsidy of \$1,253
- The Ministry of Health provided the lowest level of subsidy at \$766 per person for 160 individuals.

### Points for Discussion

As previously noted, the subsidy per person will have an impact on the amount of service provided to each individual. People supported by DSA-funded services received 2.4 times the per person subsidy of their counterparts who were served by ODSP-ES-funded services.

One rationale for this could be that people who have a developmental disability – 94% of people served with DSA funding – require more intensive services and supports than others in order to achieve successful employment outcomes. This has not, however, been proven.

A caution for ODSP-ES, on the other hand, is that the employment outcomes statistics demonstrate that people supported by DSA-funded services are 2 times more successful at achieving any employment and 2.4 times more successful at achieving continuous or on-going employment. (See Successful Employment Outcomes, Pages 61-63 for details)

It would seem safe to say that, in this case, the greater the investment, the better the results in terms of the number of people who gain employment.

## Key Finding - Systems

### Successful Employment Outcomes

Source of Funding	People Served	Any Employment Number	%	On-going Employment Number	%
Developmental Services	564	403	72%	344	61%
ODSP Employment Supports	688	252	37%	170	25%
HRDC: EAS	546	181	33%	126	23%
HRDC: Opportunities Fund	471	185	39%	119	25%
Ontario Works	116	55	47%	46	40%
Ministry of Health	160	160	100%	48	30%
<b>Total</b>	<b>2,545</b>	<b>1,236</b>		<b>853</b>	

# Key Findings - Systems

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## Successful Employment Outcomes

*72% of people supported by Developmental Services funded programs and services achieved some employment, and 61% were considered to be continuous or on-going*

### 2001 – 2002 Data

- People with disabilities who engage support services funded by MCFCS Developmental Services were the most successful at achieving an employment outcome.
- While 100% of people supported by Ministry of Health funding achieved some employment, only 30% were able to maintain on-going employment
- 72% of people supported by Developmental Services funded programs and services achieved some employment, and 61% were considered to be continuous or on-going
- Ontario Works funded services were the next most successful where 47% of participants were able to attain employment and 40% were able to maintain those jobs
- HRDC Opportunities Fund programs and services were able to find employment for 39% of their candidates with 25% being able to maintain those jobs
- Services and programs funded by ODSP Employment Supports were able to attain jobs for 37% of participants with 25% being considered continuous or on-going.
- HRDC EAS funded services were able to help 33% of their participants to attain some employment with 23% gaining on-going employment

### Points for Discussion

In reviewing the data, it is equally important to look at areas of strength and to determine the factors that contribute to successful outcomes. In looking at employment success rates for the different funding models we have asked what factors contribute to the high level of outcomes for those services funded by the Developmental Services Act.

We believe several factors contribute to the high levels of success for this sector:

# Key Finding - Systems

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*...there are strong indications that having these other (non-employment) needs met positively impacts an individual's stability on the job*

## **Points for Discussion - continued**

**Amount of Funding** – It would appear that the amount of subsidy, consequently the amount and/or intensity of services available, has a positive affect on the outcomes achieved. Individuals accessing DSA funded services receive, on average, 2.4 times the per person subsidy that ODSP ES candidates receive. On the other hand, they are twice as successful at gaining employment. This seems to suggest that the greater the investment, the better the outcomes.

**Broader Range of Services** – Another factor that is believed to contribute to this is that most of the organizations that provide employment services with DSA funding also provide a range of other services within their organization – accommodations support, life skills, recreation and leisure, family support, etc. While these are not directly related to employment, there are strong indications that having these other needs met and a stable lifestyle positively impacts an individual's stability on the job.

**Familiarity with Clientele** – By providing a broader range of services, Developmental Service agencies also have greater familiarity with their clientele – a better understanding their strengths, skills and support needs.

**Administration of Funding** – Programs and services funded by the DSA have a more secure and stable funding base. Most Developmental Services are base-funded, with annualized, renewable block grants – all but guaranteed. This does two things: 1) allows agencies to plan ahead, beyond a one-year horizon, as opposed to HRDC funded services; and, 2) allows staff and management to focus on their employment objectives rather than worrying about where the money is coming from. This gives greater opportunity to spend efforts on strategic planning, partnership development and marketing of services.

# Key Findings - Systems

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## Points for Discussion – continued

### *Administration of Funding – continued*

Employment agencies that work with ODSP ES funding, on a fee-for-service basis, have the most difficulty in achieving financial stability.

No two people who have a disability are alike. The complexity of their employment barriers, the amount and type of supports needed and length of time it will take to achieve a successful employment outcome may vary significantly with each and every client. When the agency does not know who is coming in the door from day to day, or what their support costs will be, it is very difficult to establish stable revenues or to do any reasonable financial planning.

*Flexibility of Funding* – Accountability within the Developmental Sector is achieved much more directly. Annual funding levels are set and parameters are established around their use – number of people to be served, expected outcomes and type of service to be delivered (i.e. employment supports) within a generally accepted service delivery model.

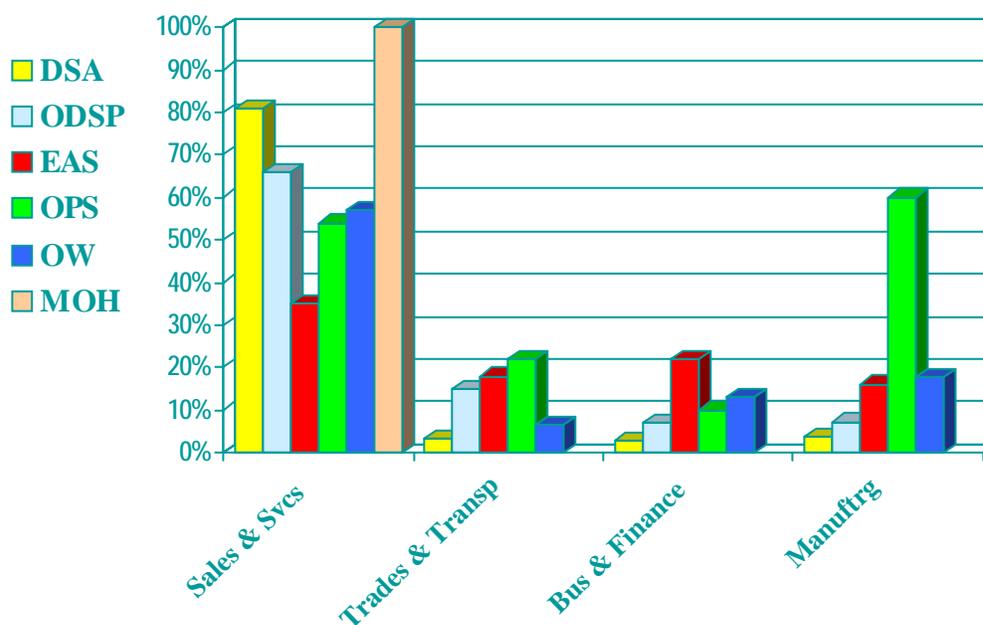
*No two people who have a disability are alike. The complexity of their employment barriers, the amount and type of supports needed and length of time it will take to achieve a successful employment outcome may vary significantly with each and every client.*

Once the funding is approved, service providers have the flexibility to do what they do best – find jobs for people. Rather than spending time and energy applying for funding on a person-by-person basis; completing large numbers of reports, invoicing, etc; and worrying about where the money is coming from, the services provider can focus on the employment goal. DSA funding allows both the service provider and the client to take as much time as needed to meet their goals, to establish the supports needed, and to deliver this support in whatever way makes the most sense and works best for each client.

Other funding sources tend to be more restrictive and limited in scope. In addition, the amount of time available to deliver certain services can be too restrictive and often unmanageable. When an employment agency lacks familiarity with the clientele – a strength reported for DSA agencies – it may, in fact, require more time with the individual, in order to achieve a successful employment goal.

## Key Findings – Systems

### Job Sector Participation – Top Four Sectors



### Job Sector Participation

	Services Funded by:					Gen. Pop.
	DSA	ODSP	EAS	OP Fd	O W	
Sales & Services	81%	66%	35%	54%	56.5%	24%
Trades & Transportation	5.4%	15%	17.5%	21.6%	6.5%	14%
Business & Finance	2.8%	7%	22%	10%	13%	16%
Manufacturing	3.8%	7%	15.7%	6.4%	17.7%	11%
Primary Industries	5.4%	3.7%	0.9%	1.1%	1.6%	7%
Social Sciences	2.4%	0.6%	2.6%	2.3%	0.0%	6%
Health Occupations	0.4%	0.3%	0.0%	3%	1.6%	6%
Arts, Culture & Rec.	0.8%	0.0%	5.7%	0.8%	3.2%	2%
Applied Sciences	0.2%	0.3%	0.4%	0.4%	0.0%	3%

# Key Findings - Systems

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## Job Sector Participation

*Of the 499 people who had any employment, with MCFCS DSA support, 81% work in the Sales & Services sector*

### 2001 – 2002 Data

Job sector participation for people who have a disability varied greatly, depending which funding source was accessed for employment supports.

### MCFCS Developmental Services Act

- Of the 499 people who had any employment, with MCFCS DSA support, 81% work in the Sales & Services sector
- The next largest group is 5.4% who work in the Primary Industries
- 3.8% work in Manufacturing & Processing, 3.2% work in Trades & Transportation, 2.8% work in Business & Finance and 2.4% work in Social Sciences
- Less than 1% work in each of the Applied Sciences, Health Occupations and Arts, Culture & Recreation sectors.

### MCFCS ODSP Employment Supports

- Of the 348 people who had any employment, with ODSP ES support, 66% work in the Sales & Services sector
- The next largest group, at 15%, work in the Trades & Transportation sector
- 7.2% work in Manufacturing & Processing, 6.9% in Business & Finance and 3.7% work in the Primary Industries
- Less than 1% work in each of the Applied Sciences, Health Occupations, Social Sciences and Arts, Culture & Recreation sectors.

# Key Finding - Systems

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## Job Sector Participation - continued

### HRDC EAS

*Overall, people who access services funded by HRDC EAS most closely mirror the general population with respect to job sector participation rates.*

- Of the 229 people who had any employment, with HRDC EAS support, 35% work in the Sales & Services sector
- The next largest group at 22% work in Business & Finance
- 17.5% work in the Trades & Transportation sector
- 16% work in Manufacturing & Processing
- Almost 6% work in the Arts, Culture & Recreation sector and 2.6% work in the Social Sciences
- Less than 1% work in each of the Applied Sciences, Health Occupations and Primary Industries.
- Overall, people who access services funded by HRDC EAS most closely mirror the general population with respect to job sector participation rates.

### HRDC Opportunities Fund

- Of the 264 people who had any employment, with HRDC Opportunities Fund support, 54% work in the Sales & Services sector
- The next largest group, at 22%, work in the Trades & Transportation sector
- Just over 10% work in the Business & Finance sector
- 6.4% work in Manufacturing & Processing, 3% work in Health Occupations, 2.3% in Social Sciences and 1.1% in the Primary Industries
- Less than 1% work in each of the Applied Sciences, and Arts, Culture & Recreation sectors.

# Key Findings - Systems

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## Job Sector Participation – continued

### Ontario Works

- Of the 62 people who had any employment, with Ontario Works support, 56.5% work in the Sales & Services sector
- The next largest group, at almost 18%, work in the Manufacturing & Processing sector
- 13% work in the Business & Finance sector
- 6.5% work in Trades & Transportation
- 3.2% work in Arts, Culture & Recreation and 1.6% work in each of the Health Occupations and Primary Industries
- Less than 1% work in each of the Applied Sciences, and Social Sciences sectors.

### Ministry of Health

- Of the 160 people who had any employment, 100% work in the Sales & Services sector

## Points for Discussion

Overall, people who have a disability and are receiving employment supports from programs and services that are funded by HRDC EAS, most closely mirror the general population with respect to job sector participation.

*Irrespective of funding source, people with disabilities are proportionately over-represented in the Sales & Services sector when compared to the general population.*

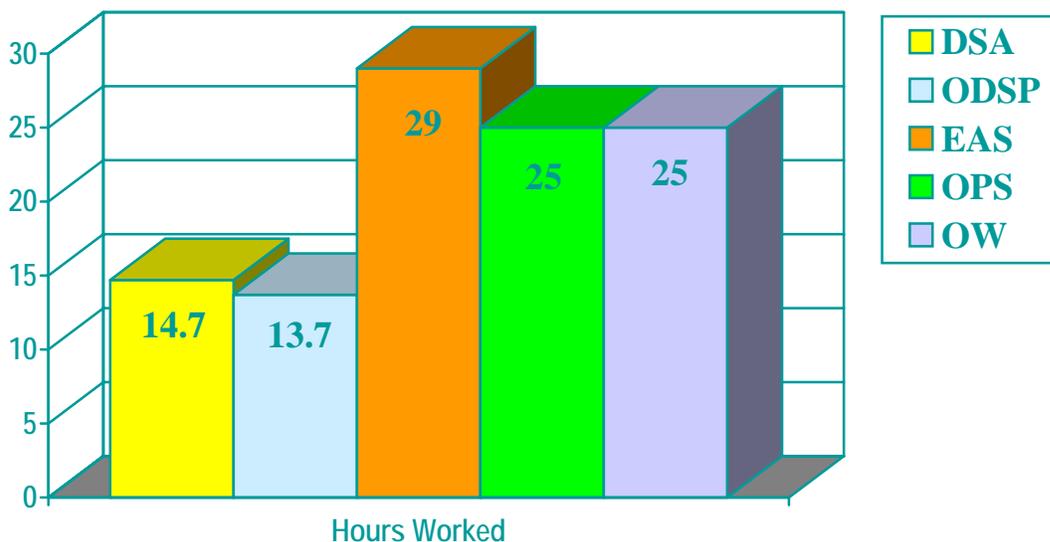
Those supported in Ministry of Health funded services work exclusively in the Sales & Services sector.

Irrespective of funding source, people with disabilities are proportionately over-represented in the Sales & Services sector when compared to the general population.

Consequently, people with disabilities are under-represented in all other sectors, but particularly in the Social Sciences, Health Occupations, Arts, Culture and Recreation and Applied Sciences.

# Key Findings – Systems

### Hours Worked



### Hourly Wage Rate



# Key Findings - Systems

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## Hours Worked and Wages

### 2001 – 2002 Data

- People who accessed services funded by HRDC EAS worked the most, at an average of 29 hours per week and earned the best wage at an average of \$10.93 per hour
- People who accessed services funded by HRDC Opportunities Fund came next at an average of 25 hours per week, with an average wage of \$10.07 per hour
- People who accessed services funded by Ontario Works worked an average of 25 hours per week at an average wage of \$8.93 per hour
- Those who accessed services funded by MCFCS Developmental Services worked an average of 14.7 hours per week at an average wage of \$7.69 per hour
- Candidates who accessed services funded by MCFCS ODSP Employment Supports worked an average of 13.7 hours per week at an average wage of \$7.69 per hour
- Candidates who accessed services funded by the Ministry of Health did not report their wages or hours worked

### Points for Discussion: Job Sector Participation, Hours Worked and Wages

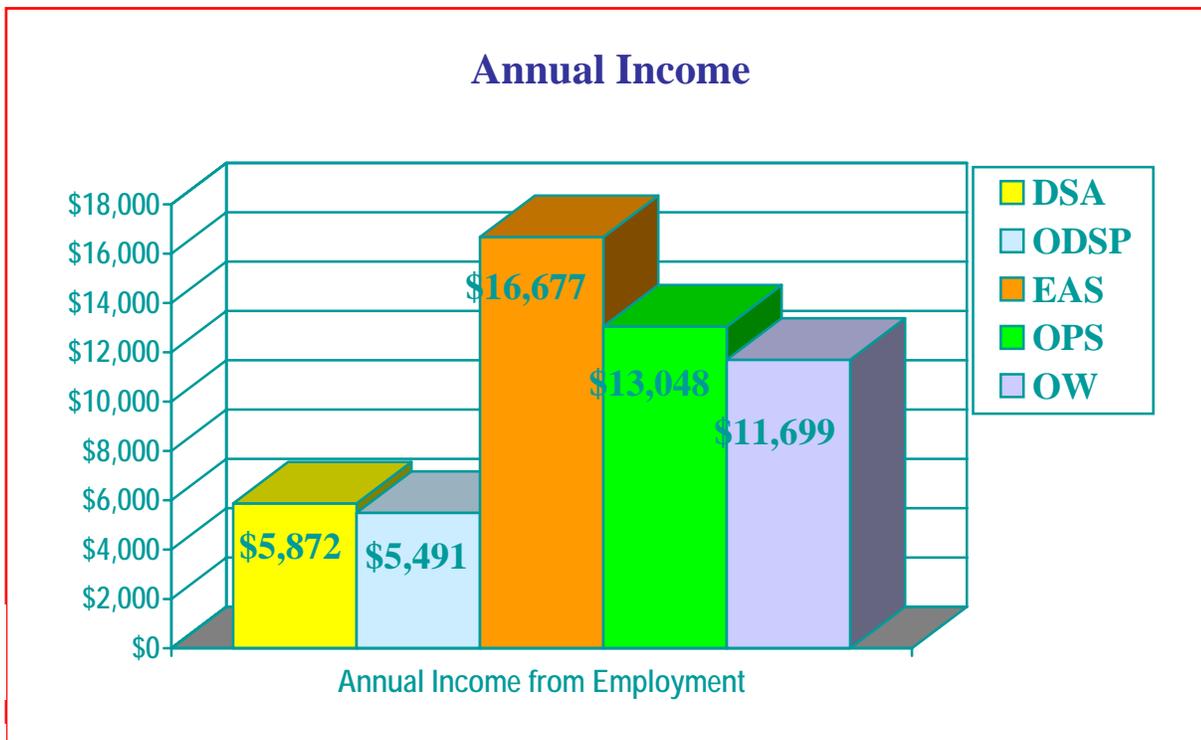
HRDC EAS supported candidates fared the best in terms of job sector participation, average hours worked per week and hourly wage rate. HRDC Opportunities Fund candidates did second best, again, in all three areas.

*HRDC EAS supported candidates fared the best in terms of job sector participation, average hours worked per week and hourly wage rate.*

It is presumed this is because candidates accessing these services – Employment Insurance recipients and Reach Back clients – all have prior work experience, higher levels of education and better qualifications.

Most people who accessed MCFCS Developmental Services and many who accessed MCFCS ODSP ES services are entering the workforce for the first time, without any prior work history.

# Key Findings – Systems



## Financial Benefit to Workers

Income Source	Monthly Benefit	Annual Benefit
ODSP Income Support	\$235.43	\$2,825
Employment Insurance	\$539.50	\$6,474
Ontario Works	\$342.59	\$4,111

**Note:** The monthly and annual financial benefit to workers represents how much more money people have after working, than if they had not worked and simply remained with their income support benefits.

# Key Findings - Systems

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## Annual Income / Financial Benefits

### 2001 – 2002 Data

The average annual income is calculated by multiplying the average wage times the average hours worked each week times 52 weeks. This is done for each group according to the funding source accessed for their employment supports.

- Participants of HRDC EAS funded services, who gained employment earned an average of \$16,677 per year
- Participants of HRDC Opportunities Fund services, earned an average of \$13,048 per year
- Those who accessed services funded by Ontario Works earned an average of \$11,699 per year
- Individuals who participated in MCFCS Developmental Services funded programs earned an average of \$5,872 per year
- ODSP ES sponsored candidates earned an average of \$5,491 per year

Three different sources of personal income were reported for people who have a disability – ODSP Income Support, Employment Insurance and Ontario Works. Each of these has a different formula for how this income support is reduced when a beneficiary enters the workforce and begins to earn an income.

In calculating the financial benefit to workers, we have identified how much more money they would have after working, than if they had not worked and simply stayed on their income support benefits.

- ODSP Income Support recipients would have \$235 per month or \$2,825 per year more income based on an average annual income from employment of \$5,768.
- Employment Insurance recipients would have \$539 per month or \$6,474 per year more income, based on an average annual income from employment of \$14,274.
- Ontario Works recipients would have \$343 per month or \$4,111 per year more income based on an average annual income from employment of \$11,699.

# Key Finding - Systems

*With an annual income of \$11,699 most people who accessed services funded by Ontario Works would have their cash benefits eliminated.*

## Points for Discussion

With annual incomes of \$16,677 and \$13,048 both groups of participants who accessed services funded by HRDC – EAS and Opportunities Fund respectively – would be completely removed from the income support system – Employment Insurance.

40% of people served access HRDC-funded services and programs. This represents 30% of all who gained employment and 31% of people according to their source of personal income.

With an annual income of \$11,699 most people who accessed services funded by Ontario Works would have their cash benefits eliminated. Some may still be in receipt of extended health and dental benefits.

With average annual incomes of \$5,872 and \$5,491 participants of both MCFCS DSA and ODSP ES funded programs would still be in receipt of income support through ODSP Income Support, although this would be reduced somewhat. (See Systems Savings, Page 77 for more details)

## Supports – Independence

Funding Source	On-going Employment	Working Independently	Independent in less than one year
HRDC EAS	126	89 71%	44 35%
HRDC Op Fund	119	74 62%	68 57%
Ontario Works	46	18 39%	9 20%
MCFCS ODSP ES	170	60 35%	53 31%
Min of Health	48	9 19%	4 8%
MCFCS DSA	345	66 19%	16 5%

# Key Findings - Systems

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## Supports - Independence

### 2001 – 2002 Data

- Of 126 people with on-going employment, who accessed HRDC EAS funded supports, 89 or 71% were reported as having achieved independence on the job. 44, or 35% were able to meet this goal in less than one year from the time they first engaged services
- 74 or 62% of the 119 people working with HRDC Opportunities Fund supports were able to achieve independence with 68 or 57% having done so in less than one year
- Of the 46 Ontario Works candidates working, 18 or 39% achieved independence in the reporting period with 9 or 20% having done so in less than one year
- Of 170 people working with ODSP ES support, 60 or 35% were able to achieve independence in the period while 53 or 31% reached this goal in less than one year
- 9 or 19% of the 48 people working with Ministry of Health funded supports achieved independence, with 4 or 8% having done so in less than one year
- Of the 345 people working with MCFCS DSA funded supports, 66 or 19% achieved independence on the job during the reporting period, with 16 or 5% having done so in less than one year from the time that they first engaged services

*...candidates who access HRDC services, both EAS and Opportunities Fund, were the most successful at achieving independence on the job.*

### Points for Discussion

Again, we see candidates who access HRDC services, both EAS and Opportunities Fund, as being the most successful at achieving independence in the reporting period and achieving independence in less than one year from the time that they first engaged services.

Not surprisingly, it takes longer for people accessing MCFCS DSA funded services (94% reported as having a developmental disability) to achieve independence on the job. Very few achieve this within their first year of service delivery.

## Key Finding - Systems

### Points for Discussion – continued

In addition to taking longer to achieve independence, it appears that individuals accessing DSA funded services also require more support than others at an annual cost of \$2,986 per person per year.

People who access HRDC funded services and programs, both EAS and Opportunities Fund, achieve similar levels of independence within the reporting period, although a significantly higher proportion of people accessing Opportunities Fund services achieve independence in less than one year.

- EAS – 68% at time of reporting and 27% within one year
- Ops Fund – 62% at time of reporting and 36% within one year

It should be noted, however, that people accessing Opportunities Fund were subsidized at a cost that is 50% more than clients accessing EAS – \$3,034 vs. \$1,896 per person per year.

This suggests that more initial supports lead to improved levels of independence on the job.

### Amount of Support For People Working More than One Year

Funding Source	Supported Less than 10%	Between 11% and 50%	Between 51% and 100%
MCFCFS DSA	73%	21%	6%
MCFCFS ODSP ES	53%	3%	44%
HRDC EAS	0%	0%	0%
HRDC Op Fund	100%	0%	0%
Ontario Works	100%	0%	0%
Ministry of Health	100%	0%	0%

# Key Findings - Systems

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## Amount of Support

### 2001 – 2002 Data

- There are no supports available to HRDC EAS clients who have been working for more than one year.
- 100% of people who have been working for more than one year with assistance from HRDC Opportunities Fund, Ontario Works and Ministry of Health funded services, and who continue to need support, are supported for less than 10% of their work hours.
- 73% of people supported through DSA funded services, and who continue to need support, are supported for less than 10% of their work hours. 21% are supported between 11% and 50% and 6% are supported between 51% and 100% of their work hours.
- 53% of people supported through ODSP ES funded services are supported for less than 10% of their work hours. 3% are supported between 11% and 50% and 44% are supported between 51% and 100% of their work hours.

### Points for Discussion

While some programs and services are designed to provide short-term supports and interventions only – HRDC, Ontario Works and Ministry of Health – this is likely related to the clientele that they provide service to. All HRDC candidates, based on eligibility, will have had previous work experience. Many Ontario Works and Ministry of Health candidates will also have had previous work experience and, in many cases, higher levels of education.

On the other hand, many Ministry of Community, Family and Children's Services candidates, both Developmental Services and ODSP Employment Services will, in general, have lower academic achievement and more limited work experience.

Of interest is, collectively, the data shows people accessing DSA services take much longer to achieve independence on the job and at higher per person subsidy rates – \$2,986 per year. This does seem to be offset by significantly higher levels of successful employment and lower levels of support after the first year of employment.

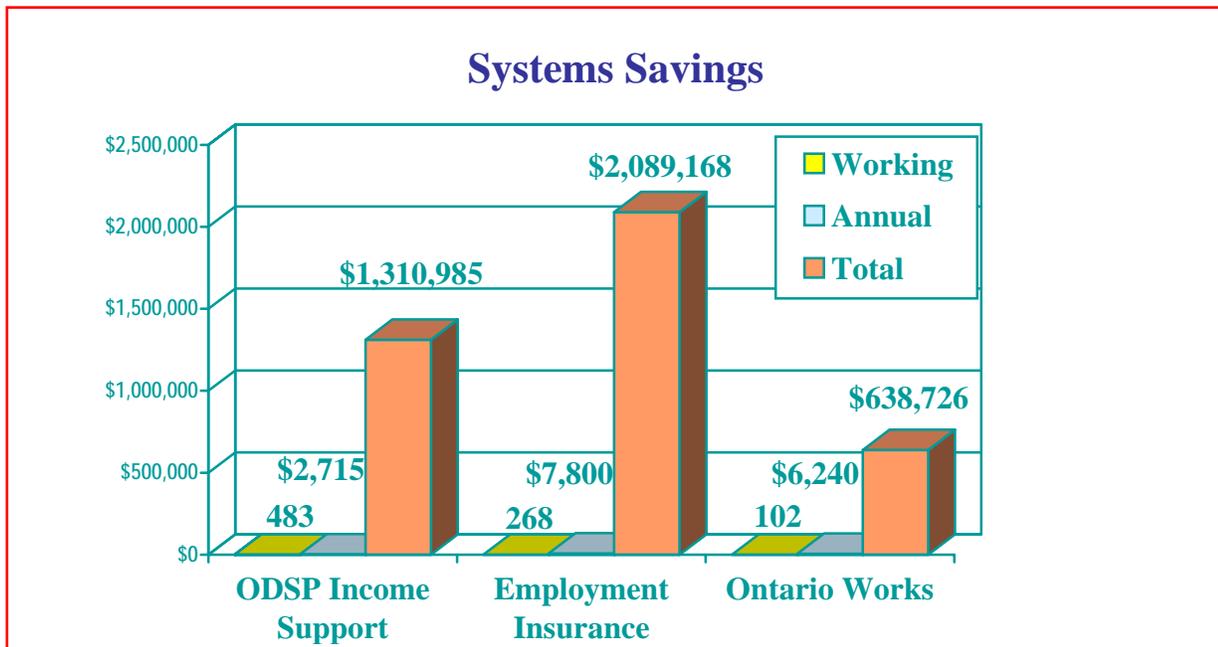
# Key Finding - Systems

## Points for Discussion – continued

ODSP ES clients, on the other hand, have higher rates of people achieving independence on the job at a lower subsidized rate – \$1,253 per person, but have a much greater number of people employed more than one year, who require more intensive, on-going support – 44% in the 51% plus range vs. 6% for DSA candidates.

This suggests two things: 1. People accessing MCFCS services, in general, have greater barriers to employment and, therefore, require more supports; and, 2. Over time, both MCFCS service programs will provide higher per person subsidies – DSA at the front end and ODSP ES at the back end.

Considering the significant difference in success rates for the two groups – 61% for DSA vs. 25% for ODSP ES (on-going employment) – one might conclude that the front-end supports are more critical to successful employment.



# Key Findings - Systems

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## Systems Savings

*With 853 people employed in continuous or on-going employment, the income support system would save \$4,038,879 per year.*

### 2001 – 2002 Data

- With 853 people employed in continuous or on-going employment, the income support system would save \$4,038,879 per year.
- Of the 853 people, 57% or 483 were in receipt of ODSP Income Support when they first engaged services. Based on an average monthly income of \$480.65, calculating all deductions and retainable earnings, each person would, on average, have his/her ODSP income support reduced by \$226.28 per month or \$2,715.39 per year. This equates to a total reduction in ODSP Income Support expenditures of \$1,310,985.
- With 32% or 268 of people employed in receipt of Employment Insurance, this income support program would save an average of \$2,089,168 annually. This is based on an average monthly reduction of \$650 per person employed.
- With 12% or 102 people employed, who were recipients of Ontario Works, this income support program would save an average of \$638,726 annually. This is based on an average monthly income of \$974.91 and a monthly reduction of income support of \$520 per worker.

### Points for Discussion

It is important to recognize that these income support savings only represent savings based on those people who are in continuous or on-going employment. People who worked temporary, seasonal or contract jobs are not included. These savings, therefore, represent a conservative interpretation of the data.

Furthermore, these savings are only representative of a one-year period. Those employed for longer periods would net further savings for the system.

# Key Finding - Systems

## Income Support Calculations

Gross Monthly Income	\$480.65
Less mandatory deductions	18.94
Less basic exemption	160.00
Net monthly income	301.71
Less 25% retainable	75.43
Monthly reduction per worker	\$226.28
<b>Annual reduction per worker</b>	<b>\$2,715.39</b>
Number working	483
<b>Annual reduction all workers</b>	<b>\$1,310,985.00</b>

## ODSP Income Support

Assume \$200 per week EI benefit	\$200.00
Less 25% retainable	50.00
Balance of EI claim	150.00
Average earnings /week/worker	274.50
Weekly reduction per worker	\$150.00
Monthly reduction per worker	\$650.00
<b>Annual reduction per worker</b>	<b>\$7,800.00</b>
Number Working	268
<b>Annual reduction all workers</b>	<b>\$2,089,168.00</b>

## Employment Insurance

Gross Monthly Income	\$974.91
Less mandatory deductions	111.32
Less basic exemption	143.00
Net monthly income	719.59
Less 25% retainable	179.90
Monthly reduction per worker	\$520.00
<b>Annual reduction per worker</b>	<b>\$6,240.00</b>
Number working	102
<b>Annual reduction all workers</b>	<b>\$638,726.00</b>

## Ontario Works

# Key Findings - Systems

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## Systems Savings

### Points for Discussion - continued

*...the net cost of the employment system for these 16 agencies and 2,551 people would be approximately \$812,521.*

This represents all those who were employed in continuous or on-going employment – 853 – with the assistance of 16 employment agencies in the Southwest Region.

Of the 16 agencies, 13 reported their annual subsidies. This amounted to a total of \$2,619,710 to support 1,368 people, 54% of all those served in the period by the 16 agencies. MCFCS provided \$1,541,740, HRDC \$876,041, Ontario Works \$72,889 and the Ministry of Health provided \$122,515.

If \$2.6 million supported 54% of the people, then we could estimate that it would cost approximately \$4,851,400 to support all 16 agencies and 2,551 people including the 853 who were employed.

With the cost of the system at \$4,851,400 and a net savings to the system of \$4,038,879 annually, the net cost of the employment system for these 16 agencies and 2,551 people would be approximately \$812,521.

From this we can conclude both that the employment service system is cost effective and that there is significant financial payoff to invest in employment supports for people who have disabilities.



## **Section IV**

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# **Customer Satisfaction**



# Customer Satisfaction

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## Introduction

### Survey Process

The Employment Outcomes Committee distributed the “Customer Satisfaction” survey to twenty-seven employment agencies in the Southwest Region. While it is recommended that agencies survey all their clients at least once a year, the committee asked that each agency survey at least 10% of the people supported in community employment settings for the purposes of this study.

In general, employment agencies are encouraged to survey all clients on an annual basis. It is recommended that agencies incorporate the “Customer Satisfaction Survey” into their annual planning process.

Sixteen agencies responded, providing 152 satisfaction surveys for review. These were analyzed by a review team.

This team comprised:

- Sheila Appleton, Community Living London
- Greg Bruckler, Community Living Tillsonburg
- Robert Collins, Goodwill Career Centre
- Marty Graf, Community Living Tillsonburg
- Tim Murphy, Alice Saddy Association
- Cindy Stoyles, Community Living Tillsonburg

The review team developed the analysis and noted key findings from the surveys.

# Customer Satisfaction

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## Customer Satisfaction – Survey Data

	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied
How satisfied are you with your job?	52%	47%	0%	1%
How satisfied are you with your supervisor/co-worker?	51%	44%	4%	1%
How satisfied are you with the help from family / friends?	37%	60%	1%	2%
How satisfied are you with your job coach?	42%	53%	4%	1%

# Customer Satisfaction

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## 2001 – 2002 Data

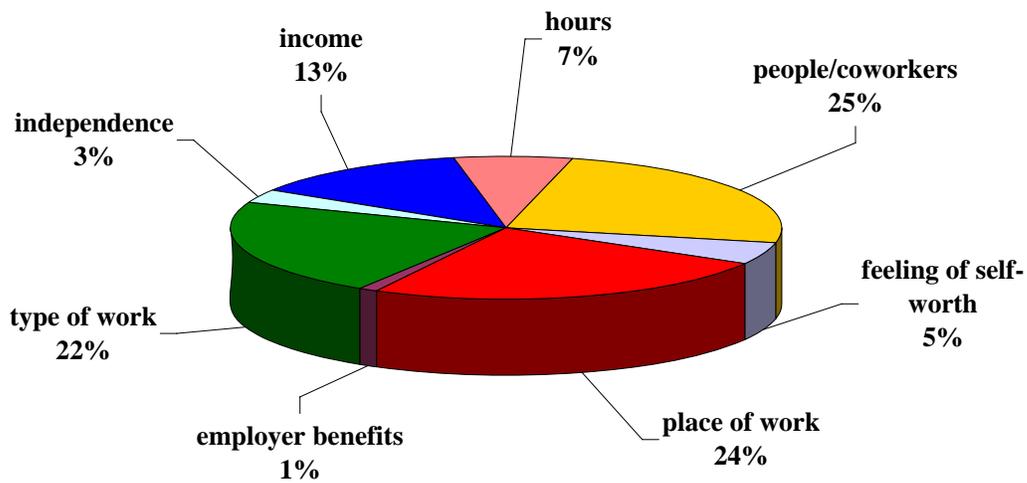
*...99% of those employed, who were surveyed, stated that they were satisfied or very satisfied with their job*

- The vast majority of those employed, who were surveyed, stated that they were satisfied or very satisfied with their job – 99%
- Only 1% of those surveyed were dissatisfied or very dissatisfied with their jobs
- 95% of people employed were satisfied or very satisfied with their immediate supervisor and their co-workers.
- Most people, 97% were satisfied or very satisfied with the help they received from their family and/or friends
- 95% of those surveyed were satisfied or very satisfied with the support they received from their job coaches. 4% were dissatisfied and 1% very dissatisfied.

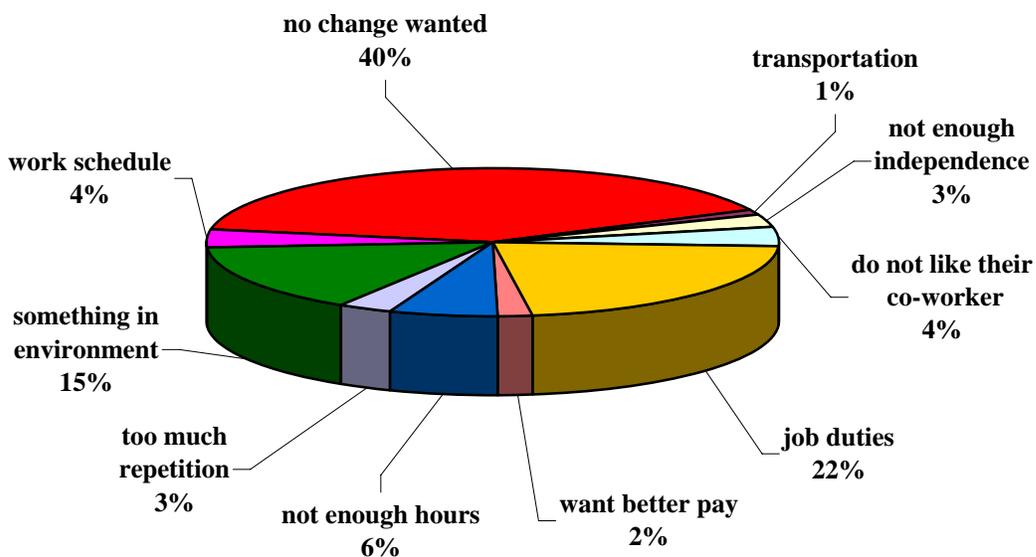


# Customer Satisfaction

## What Do You Like About Your Job?



## What Do You Dislike About Your Job?



# Customer Satisfaction

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## What do you like about your job?

*The leading motivator of work is the social aspects and personal relationships*

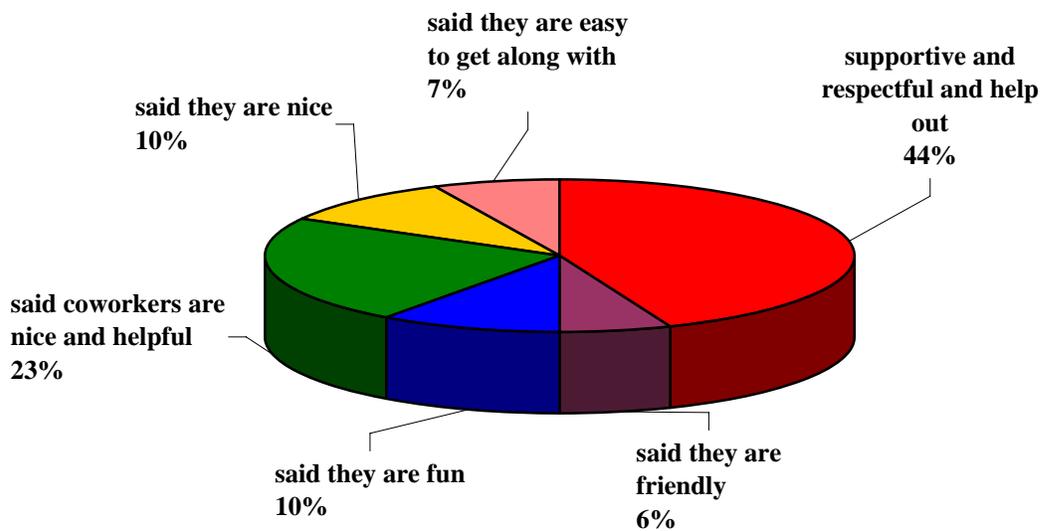
- 25% enjoy the people they are working with
- 24% like the environment or place of work
- 22% like the type of jobs/tasks they are doing
- 13% are happy with their income
- 7% are happy with their hours
- 5% expressed increased feelings of self-worth
- 3% liked being independent in the workplace
- 1% expressed satisfaction with the employer benefits

## What do you dislike about your job?

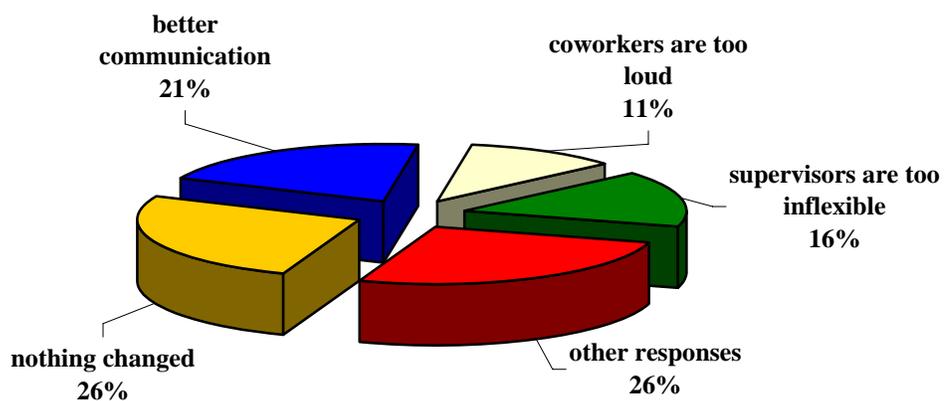
- 40% of people said there is nothing they would want to change
- 22% would like to change some or all of their job duties
- 15% of people were unhappy with something related to the workplace or work environment
- 6% of those surveyed stated that they were not getting enough hours
- 4% were not happy with their work schedule
- 4% do not like some of their co-workers
- 3% stated that there is too much repetition in their job tasks
- 2% said they are not making enough money
- 1% of people stated that transportation was a problem

# Customer Satisfaction

## What do You Like About Supervisor and Co-Workers?



## What You Want Changed About Your Supervisor and Co-Workers



# Customer Satisfaction

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## What are some of the things you like about your supervisor and co-workers?

- 44% of those surveyed said their supervisor is nice, they are supportive, respectful and helpful
- 23% stated that their co-workers are nice and helpful
- 10% said they are fun to work with
- 10% said they are nice
- 7% said they are easy to get along with
- 6% said they are friendly

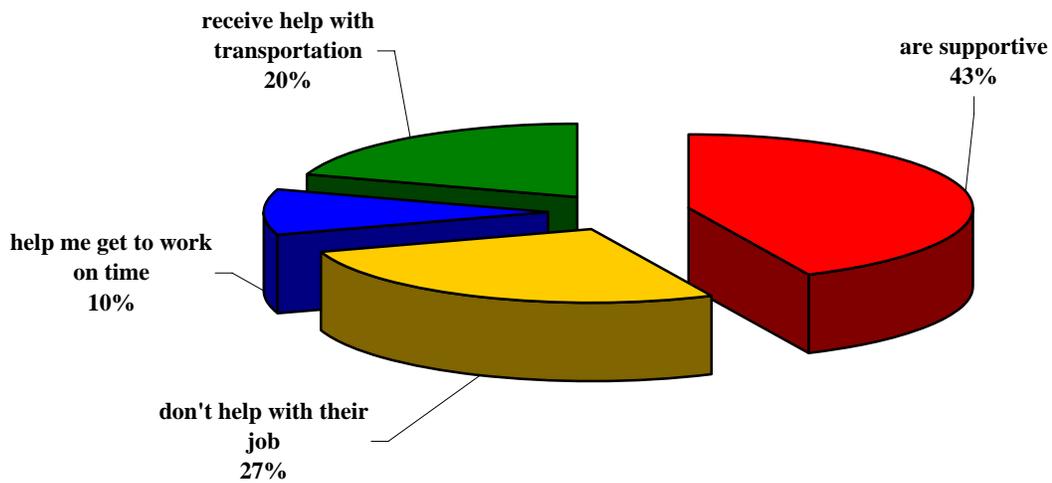
## Are there things about your supervisor and co-workers you would like to change?

- 26% of people said there is nothing they would want to change
- 21% said they would like an improvement in communication
- 16% feel their supervisors are too inflexible
- 11% say their co-workers are too loud
- 26% had other opinions
  - ❑ said their supervisor gets frustrated when they are late
  - ❑ said co-workers should be more reliable
  - ❑ feel they need more training

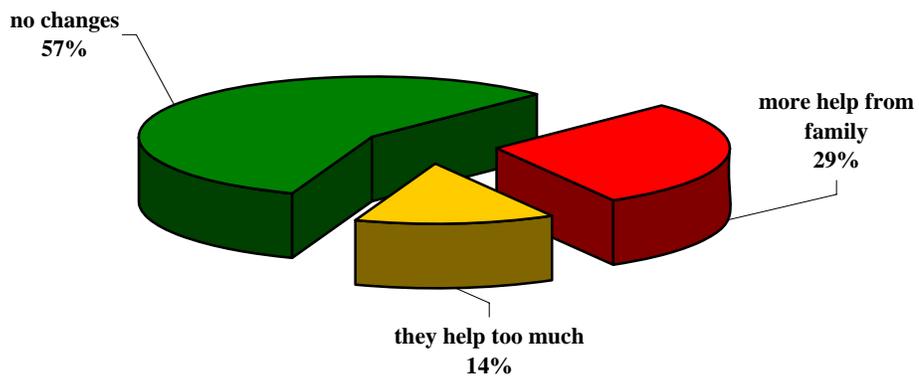
# Customer Satisfaction

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## How do Your Family and Friends Help With Your Job?



## What Help Would You Change From Your Family and Friends?



# Customer Satisfaction

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## **How do your family and friends help with your job?**

- 43% of those surveyed said their family and friends are supportive and encouraging
- 27% stated that their family and friends are not helpful
- 20% said they provide transportation getting to and from the job
- 10% said they help me get to work on time

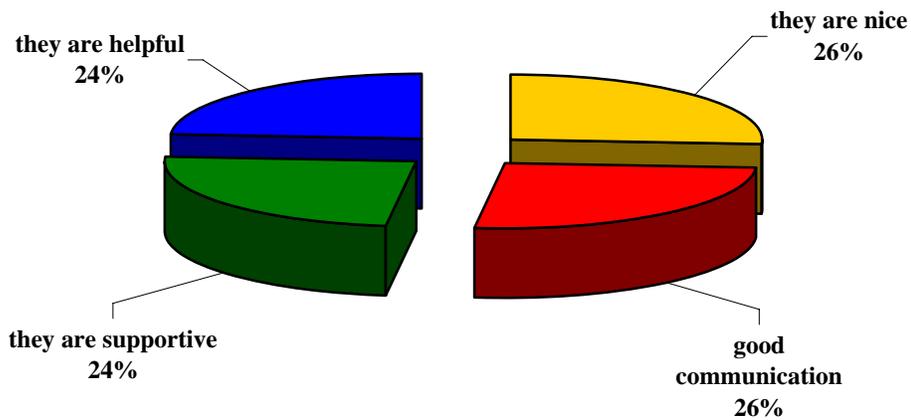
## **Are there things about the help you get from your family and friends you would like to change?**

- 57% of people said no, “I am satisfied with the support I receive”.
- 29% said they would like more help
- 14% said their family and friends help too much

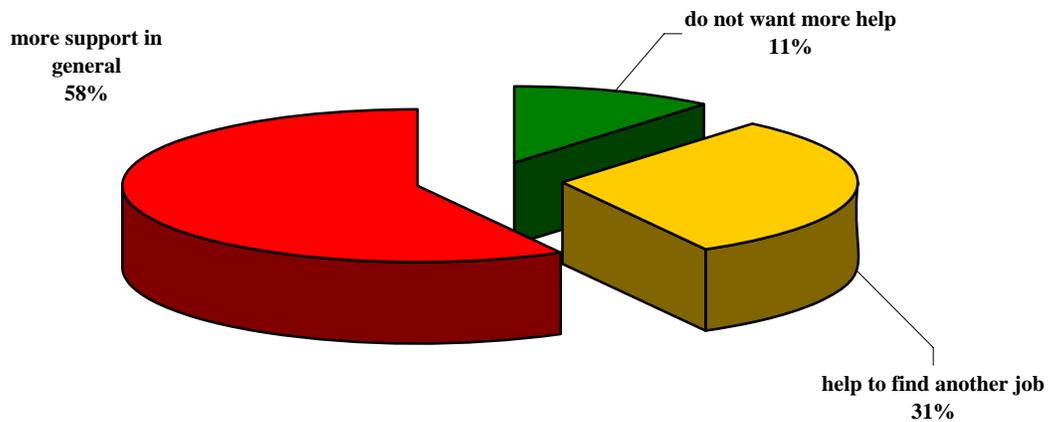
# Customer Satisfaction

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## What do You Like About Your Job Coach



## Would You Like More Help From Your Job Coach?



# Customer Satisfaction

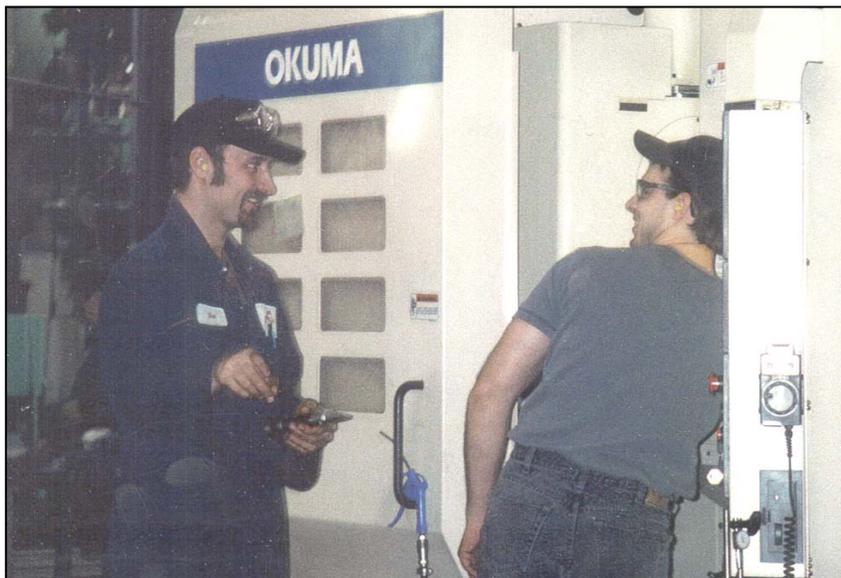
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## What are some of the things you like about your job coach?

- 26% of those surveyed said their job coach was nice
- 24% stated that their job coach was helpful
- 24% said they are supportive
- 26% said they have good communication

## Would you like more help from your job coach on some things?

- 58% of people said they would like more support
- 31% said they would like more help to find another job
- 11% said they do not want any changes made



# Customer Satisfaction

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## Key Findings

In addition to the hard data, anecdotal comments that were heard most often included:

- People are becoming more comfortable with the survey process. As this occurs, they are becoming more vocal in expressing their specific desires and concerns.
- The leading motivator of work is the social aspects and the relationships that have developed.
- Employees have higher expectations from their employment
  - ❑ More autonomy
  - ❑ More challenges
  - ❑ More money
  - ❑ Better benefits
- Employers have greater expectations of employees who have a disability
- Supervisory and co-worker relations are more positive and natural supports are more apparent in the workplace
- A large percentage of people want more support from their job coaches. 58% of those surveyed identified that they wanted more support compared to 12% last year.

# Customer Satisfaction

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*To reach the point where employers have higher expectations of employees with disabilities is a true measure of progress for people with disabilities in the workplace.*

## Points for Discussion

One of the weaknesses of the survey process is that only those who are successfully employed are surveyed. This contributes to the high degree of satisfaction in responses to most questions. The rationale for this is that, originally, employment service operators were seeking information specifically about how satisfied people were with their jobs and with the supports they received.

In future, efforts will be made to also survey service recipients who have not yet achieved an employment goal, as well as those who have left the service agencies all together. In this way, we will get a better look at total customer satisfaction with the service providers.

***Employers have greater expectations of employees who have a disability*** – This should be of particular interest to service providers and government funding agents. In the past many studies and surveys of employers who have hired people with a disability have demonstrated less than desirable outcomes.

Employers who, in the past, had lower expectations of employees with disabilities have stated that they hired for charitable reasons. Some have even stated that they believed that they had taken on the role of ‘*caregiver*’, rather than employer and were: “*doing the government a favour by looking after these individuals*”.

Not only is this contrary to the intent of seeking employment for people with disabilities – demonstrating that people can contribute economically to their community and take responsibility for their own well-being – but it also reduced the value of these employees in the eyes of the employer, their supervisors and co-workers. Often this resulted in layoffs and high turnover for people with disabilities.

To reach the point where employers have higher expectations of employees with disabilities is a true measure of progress for people with disabilities in the workplace.

# Customer Satisfaction

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## Points for Discussion – continued

*Natural Supports are apparent in the workplace* – This is also a significant step forward for people with disabilities in the workforce.

In the past, there has been a tremendous dependency on the employment agency to solve every problem that they encounter with their employees who have disabilities. Job coaches risk becoming a crutch to both the employee who has a disability and to their employer.

Employers have been reluctant to address issues of training and/or re-training, poor performance, unacceptable behaviour and common problems that may require some form of discipline. Instead of dealing with the employee who has a disability in the same manner that they would other employees, the tendency has been to call the job coach in to address these things.

Similarly, many supervisors and co-workers would refrain from getting involved with people who have a disability, thinking that only ‘trained professionals’ could support these individuals. This often led to an artificial work environment and employees who had a disability found themselves isolated in the workplace.

That natural supports are more evident in the workplace is a successful outcome onto itself and will undoubtedly lead to more successful long-term employment.

*Service recipients want more than entry-level positions* – Employment agencies need to develop strategies to provide more specific skill training for those who they support.

Additionally, agencies need to review their marketing and job development strategies, increasing their focus on finding jobs that offer higher salaries and better working conditions.

*That natural supports are more evident in the workplace is a successful outcome onto itself and will undoubtedly lead to more successful long-term employment*

# Customer Satisfaction

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## Future Directions

While many of the employees of community employment agencies have been trained in how to conduct customer satisfaction surveys, and it is recommended that job coaches and support staff not administer the surveys to the clients that they directly support, it is time to re-visit this issue.

Training has not been conducted in the past three years and it is important that those administering them do not bias the survey results.

As noted, the survey process should be adjusted to include those who are 'in process' with the employment service they are receiving, as well as those who have not been successful in achieving an employment goal. While this would require a complete overhaul of the survey itself, it would give a broader and more useful assessment of each employment agency.

Government funding agents also have periodic needs to survey the recipients of the services that they fund. It would be helpful and efficient to coordinate customer satisfaction surveys for each of the funding agents and the service providers. In this way, one survey could be administered and the results shared with the appropriate parties of interest.