



Job Connection, Inc.
Connecting People to Work & Community

2006-2007
Annual Report
Job Connection, Inc.
Connecting People to Work & Community

Our VISION

Job Connection, Inc. will be well known for excellence in the execution of services provided to clients, employers, and our community.

Job Connection, Inc. will expand and deliver flexible services, which command and exceed the expectations of valued stakeholders.

We will use a holistic approach to offer growth for adults with barriers to employment and the community.

Our MISSION

Enhancing lives by connecting people to work and community, and helping people with disabilities to live meaningful and productive lives.

Board of Directors (2006-2007)

Donovan Kelly, President

Jean Bradford, Vice President

Bernice Korwald, Secretary

Rita Schilling, Treasurer

Joni Michels

Pam Bailey

Director's Note

We had a very interesting year. The state is continuing to evolve the new payment system. We now know that the new rate system is better for facility bases services such as group homes and work day centers. It seems that programs with 24 hour services for a client are doing quite well. Programs that are providing mostly integrated and individualized services are having a much more difficult time. The system is still refining the payment for supported employment which is our primary line of service and we are therefore still trying to decide exactly what this new system will mean for us. We do know our agency will not be growing in the area of hourly supported living as the state payment does not allow us to pay our staff a competitive wage in our community.

We are proud to commend our staff for their professionalism in the face of all the changes they have had to face. The state has implemented many new procedures and our agency has also implemented many new procedures. The staff has put forth a great effort to keep up the daily care for their clients while learning many new processes and procedures. Our clients earned a great deal more than the previous year despite the chaos in the administrative background. We are very fortunate to have such great people working here. We continue to work with the state to improve upon the rate system.

Rita Schilling

During the past fiscal year we have accomplished many of our strategic plan objectives in our quest to meet our two main goals. Two goals that continue to move Job Connection into the future are:

“To protect, maintain and grow our viability as a business in our community, region and state.”

and

“To maintain a high level of customer care and satisfaction through growth and change of services.”

In our Annual Report as well as our Strategic Plan, we have broken down our objectives into six strategies:

Strategies and Objectives

Financial & Management Strategy

To acquire stable, broad based, financial and non-financial resources to support the programs and growth envisioned in this strategic plan as well as to develop and maintain an effective, active, and informed Board of Directors whose governance and support role helps the achievement of Job Connection's mission

Human Resource Strategy

To attract and retain qualified staff that will enhance services and activities

Infrastructure & Technology Strategy

To increase the operational management efficiency and effectiveness of Job Connection

Marketing Strategy

To increase the visibility and community awareness of Job Connection and to make sure that Job Connection is properly recognized for its achievements and closely identified as a premier provider to people with developmental disabilities

Network & Collaboration Strategy

To attain closer communication with other agencies in order to maximize community involvement and ensure increased coordination and collaboration among similar service providers.

Program Performance & Planning Strategy

To guarantee that we meet the needs of our constituencies and that all programs provide the highest level of service to our clients. JCI analyzes our outcome measurements, satisfaction surveys, accessibility reports, financial records, allocation strategies, human resource reports and incident reports and input from client groups to develop programming.

Each of the above strategies is achieved through actions that are specific, measurable, achievable, realistic and time bound. The following are our achievements in these areas.

Achievements/ Business improvements

Finance/ Management/

Legislative session brought many stressful days but in the end increase in funding for the DD system was passed. Most of the increases went to pay increases for providers staff who had not been paid a competitive wage. These increases did not help our corporation because we have always paid better wages.

The drastic changes being implemented by the state DPHHS took a toll on our ability to vary our service depending on the need of the client. Previously, funding was on an enrollment basis and clients that were enrolled received service. We signed a contract that served slots and all slots paid the same amount. Supported was given out depending on the needs of the client. If they needed a lot of help, they received it. If they didn't need much, we respected that lesser need.

The new system implemented for this past fiscal year is dependent on us guessing in advance approximately how many hours of service a client may need. If they continue to be stable and don't need too much intervention for retrain or reminders, then it doesn't pay enough but if they lose their job or end up with a long retrain they might not have enough funding if we didn't request enough in the cost plan.

In order to comply with the state's requirements of logging date, time, hours served (staff), # of contacts and type of contacts, we felt we needed to create a tracking system. Our current system tracked the contacts but not the hours. With Supported Employment being such a variable service we knew this would be one of our major challenges with regard to expense. In order to keep up with the new system we have had to develop technology that more closely aligns our services and earning dollars. We have developed a data management system that has allowed billing to be tied very directly to each client in preparation for new audit requirements. This system has provided JCI with the tools we need to "learn to earn" in this new system. It has created a viable audit trail.

The other factor that presented a challenge was only receiving 80 percent of the new rate as it was agreed that providers would only gain or lose 5 percent from the previous year until the rate was fully implemented in July of 2007.

There are still many questions on the new system.

We have been able to expand the numbers of businesses that we use for assessment sites and also expand the number of persons served, but the number of staff hours limits us to billing only to that number.

EE income was up slightly.

IN order to better keep track of all of the details in this new system we are looking into purchasing a different accounting package. The Board will need to review finance to determine when such a package will be a good return on our investment.

We did replace one vehicle this year. Our investments did well and the Board was pleased with the rate of return over the previous year. Our in house accounting has improved over last year so that the auditors are pleased with reports on investments that we have provided to them. The data base we are developing will increase our ability to withstand any audit scrutiny as well as become more productive and efficient as an agency. This product may also be marketable to other companies that are having to develop compliance procedures for Medicaid. The Board received an in service during the development of our product. They are discussing business models for selling this product.

We had no adverse compliance issues with regard to the DD system, incident management or our financial audit. Our risk management planning has increased our viability as a company. We have had a few minor complaints but no allegations of policy or right violations.

Human Resources

Our staff here at Job Connection continues to be very stable. The changes in the system are taking its toll on all involved. Staff training was conducted in “yoga in a chair” for stress relief. A slight increase in wages plus bonuses was given to all staff. Management has tried to communicate continually regarding the changes and we have been very pleased with the staff response. We have added upgraded some office equipment that has improved staff satisfaction and limited frustrations with technology.

JCI conducts a survey of staff that is correlated to productivity, customer satisfaction, staff retention and profitability. Our company rated highest in productivity and staff retention. These are the same areas that we scored well in last year although so far the company has had pretty high scores in all areas.

We have little turnover at Job Connection and had only one supported living staff turn over. In the future we will be looking for ways to keep JCI competitive in pay and benefits. The unemployment rate in our area is continually under 2% and competent reliable staffing appears to be the largest challenge we face according to our risk analysis.

Staff are involved in the strategic planning for our agency. This input is highly valuable to JCI>

The Board has discussed the new rate systems limitations in regard to our recruitment and retention and compensation efforts. JCI will be reviewing its total compensation strategies over the next year or so in order to fit in with the new rate system. The result may very well be that we limit growth in DD services and look at other markets.

We worked with MSU Billings to conduct training on salesmanship and marketing for our job developers. We have had 2 sessions. Staff attended training on autism. We are preparing for the future in that area. Staff also attended conferences for preparation for CARF.

Infrastructure & Technology

Our corporation has grown in leaps and bounds in the use of technology to face the challenges of the new era of accountability. This system is also much easier to manage for quality control purposes in many programmatic areas. The Board agreed to spend the dollars necessary to use technology to keep us efficient and viable as a company. The future includes further development of our data base and possibly marketing our product to create another revenue stream. WE are projecting further expenditures in the use of technology for business improvement. We continue to add more depth and ease of use to the modules we have created and we have many more features on the schedule to develop. The information management system ties into our long term plan for growth..

We have updated servers and printers. We have increasingly replaced paper and pencils and phone conversation with e mails and faxes. We are using outlook as a management tool that has helped with office communication and scheduling and resource management. WE have organized much of our paperwork and processes through use of shared files on the computer. This has improved communication and access to information. It has impacted human resources as we now have to hire for some computer skills.

Marketing

We continue to market our services to employers through community events, the Chamber of Commerce newsletter advertising, our celebration and radio advertising. We have brochures and information to leave with employers. We have some presence in the Special Olympics as an employee is highly involved.

We market our services to clients and families by maintaining relationships with the disability community and referral sources. We now visit many clients before they decide to accept services and we have improved our presentation for families through practice. We have developed some added value services such as drivers training and “ Interesting Community Jaunts” .

Network & Collaboration

Our staff continues to join community groups and present when asked. Staff have attended the committee on transportation, Montana Association of Rehabilitation, Montana Association of Community Disability Services, and the mental health advocacy group.

The Director belongs to a joint issue task force and is chair of the Work Day committee for MACDS.

We presented at the legislative hearing and were involved in efforts to educate public officials.

Program Performance & Planning

Supported Living Measures

Report Period: **Annual**

Measures	Time of Measure	Applied to	Data Source	Obtained by	Goals	Actual
Effectiveness* 90% of clients will have an opportunity to try new things	Yearly	People in life supports (Not vocational)	Yearly survey	Surveyor Admin	90%	100%
Efficiency 90% of clients will feel we give them the right amount of service -- not too much and not too little	Yearly	People in life supports	Yearly survey	Surveyor Admin	90%	85%
Service Access ** JCI will have staff budgeted and resources organized so people can have services start without waiting for us to hire staff	Yearly	People in life supports plans with separate staffing	Yearly intake and start dates	Director Administrative Coordinator	90% of people will not have to wait.	100%
Satisfaction *** 90% of people will report overall satisfaction with services	Yearly	People in life supports	Yearly survey	Administrative Coordinator	90%	91%
Satisfaction*** 80% of people exiting will report satisfaction at time of exit.	Yearly	People in life supports	Exit Surveys	Director	80%	NA

Effectiveness*

Efficiency**

Satisfaction***

Organizational issues: We are developing better safety, disaster and emergency preparedness systems. The information management system will help efficiency in this area. We have grown our living services by 2 people in 2007. One new person had a large cost plan so this increased our budget for living dramatically. However, the new DD rate system is based on a lower pay scale than JCI has developed for our staff compensation strategy. The rate system will negatively impact our plans for further growth in this area.

Work Related Measures

Report Period: **Annual**

Measures	Time of Measure	Applied to	Data Source	Obtained by	Goals	Actual
<i>Effectiveness*</i> 1a. Maintain 80% retention of long-term support people working over the year.	Yearly	People available for work	Database Client files	Administrative Coordinator	90%	97%
Find resources for people with mental illness .	Yearly	VR referrals	Human resources	Director	New approaches	Staff trained
1c. 35% of replacements are an upgrade or more desirable position and a choice to change	Yearly	Currently Employed but requested better job	Database	Director Administrative Coordinator	35%	27%
1d. Find and train 45 or more jobs	Yearly	We trained 45 different job descriptions	Database	Administrative coordinator	45	65
<i>Efficiency**</i> 2a. Ratio of client earnings per dollars spent in SE program will be under \$1.00	Yearly	Work history of all clients in work	Bookkeeping Database	Bookkeeper Administrative Coordinator	<\$1.00	\$.77
2b. Use data base to increase billing and accuracy of turnarounds and hours for billing. .	Yearly	VR turnarounds	Database	Administrative Coordinator	Completed system in 2006-2007	done
<i>Satisfaction***</i> 3a. Aggregated individual service satisfaction is at least 95%	Yearly	All Clients	Individual Outcomes Satisfaction Survey	Surveyor	95%	89%
3b. 90% of employers would rehire through our program or recommend us to another business.	Yearly	All Employers	New Placement Surveys	Administrative Coordinator	90%	98%
3c. 90% of clients will feel their work is important.	Yearly	All clients in work	Survey	Surveyor	90%	90%

Effectiveness* We continue to excel in keeping people in long term supports working. We continue to struggle with people with mental illness. We did send a staff person to specialized training in helping people with Mental Illness. We talked with the MH department in Helena regarding delegating resources and we obtained a new curriculum. The job market is very good here and we can locate positions. We continue to struggle with short term clients that start a job search and then change their mind about working. We continue to work with VR to get more successful 26's in the short term placements.

Efficiency** Because of the job market we are able to keep people working steadily. This increased our efficiency. Using the data base system has decreased staff error in asking for billable time and has made the process more efficient for staff.

Satisfaction*** We are in a portable system now and so far no one has left our services and we have had people port into our services. Clients seem quite satisfied with jobs and staff and the reliability of our services. We continue to obtain staff survey information that correlates staff satisfaction to customer satisfaction and we score quite high.

Organizational Issues - resulting from input and performance results

We use Community Based assessments to a much greater degree than we did a few years ago. We found 22 different assessments this year. This year we carved out some positions for people we had not been successful with when using a train and fade model. We reorganized positions with a no- fade model available for these people and it has been successful. We sent a staff person for specialized training in working with people with mental illness as that population gets little support in Billings from the Mental Health Center. We purchased an activity based curriculum that may help us with people who are referred and who are not following through with job search issues. We continue to explore with the VR system the reason why so many job search assistance only people do not end up with successful outcomes. The new data base is giving us much more complete information for our work program and management will be better able to plan resource allocation.

Demographics

Clients Served in 2007 Fiscal Year - 163

Gender		Race		Living Status	
Male	89	White	133	No Residential Support	86
Female	72	Native American	16	Family/Friends Support	43
Age		Hispanic	2	Paid Staff Support	28
< 18	1	Black	2	Primary Disabilities	
18-30	58	Asian	2	Mental Illness	20
31-50	73			Traumatic Brain Injury	5
51 +	31			Learning Disability	10
		Living Area		Other	11
		Billings	151	Mild Mental Retardation	75
		Laurel	5	Moderate Mental Retardation	1
		Molt	1	Depression	11
		Shepherd	6	Attention Deficit Disorder	5
				Physical Disability	11
				Visual Impairment	5
				Deafness	3
				Autism/Aspergers	4

Demographics

Clients Exited in 2006 Fiscal Year - 45

Gender		Race		Living Status	
Male	22	White	39	No Residential Support	33
Female	23	Native American	3	Family/Friends Support	8
Age		Hispanic	1	Paid Staff Support	4
< 18	1	Black	1	Primary Disabilities	
18-30	16	Asian	1	Mental Illness	11
31-50	22			Attention Deficit Disorder	4
51 +	7			Traumatic Brain Injury	2
		Living Area		Learning Disability	1
		Billings	44	Other	7
		Laurel	1	Mild Mental Retardation	7
				Depression	6
				Physical Disability	6
				Visual Impairment	1
				Deafness	1

Reasons these clients exited our program are as follows:

- 20 people were successfully employed and no longer needed services
- 2 persons moved out of area.
- 2 classes or CBA
- 6 Needed more experience, No contact from client, Not able to job match
- 11 not ready for work
- 5 people had medical issues

Statistics

Annual Wages

In the 2007 fiscal year, all JCI clients earned a combined total of \$786,705.17.

In the 2007 fiscal year, JCI clients with Supported Employment and Supported Employment-XIX funding earned a combined total of \$435,763.24.

Clients with funding through the DPHHS Developmental Disabilities Division had an average wage of \$6.64 an hour and worked an average of 22.15 hours per week.

Clients with funding through the Rocky Mountain Rehab Extended Employment program had an average wage of \$7.34 an hour and worked an average of 20.46 hours per week.

The combined average wage for all clients in fiscal year 2007 was \$6.87 an hour, and all clients worked an average of 21.68 hours per week.

Raises During the Year

In the 2007 fiscal year, all JCI clients received a total of 56 raises.

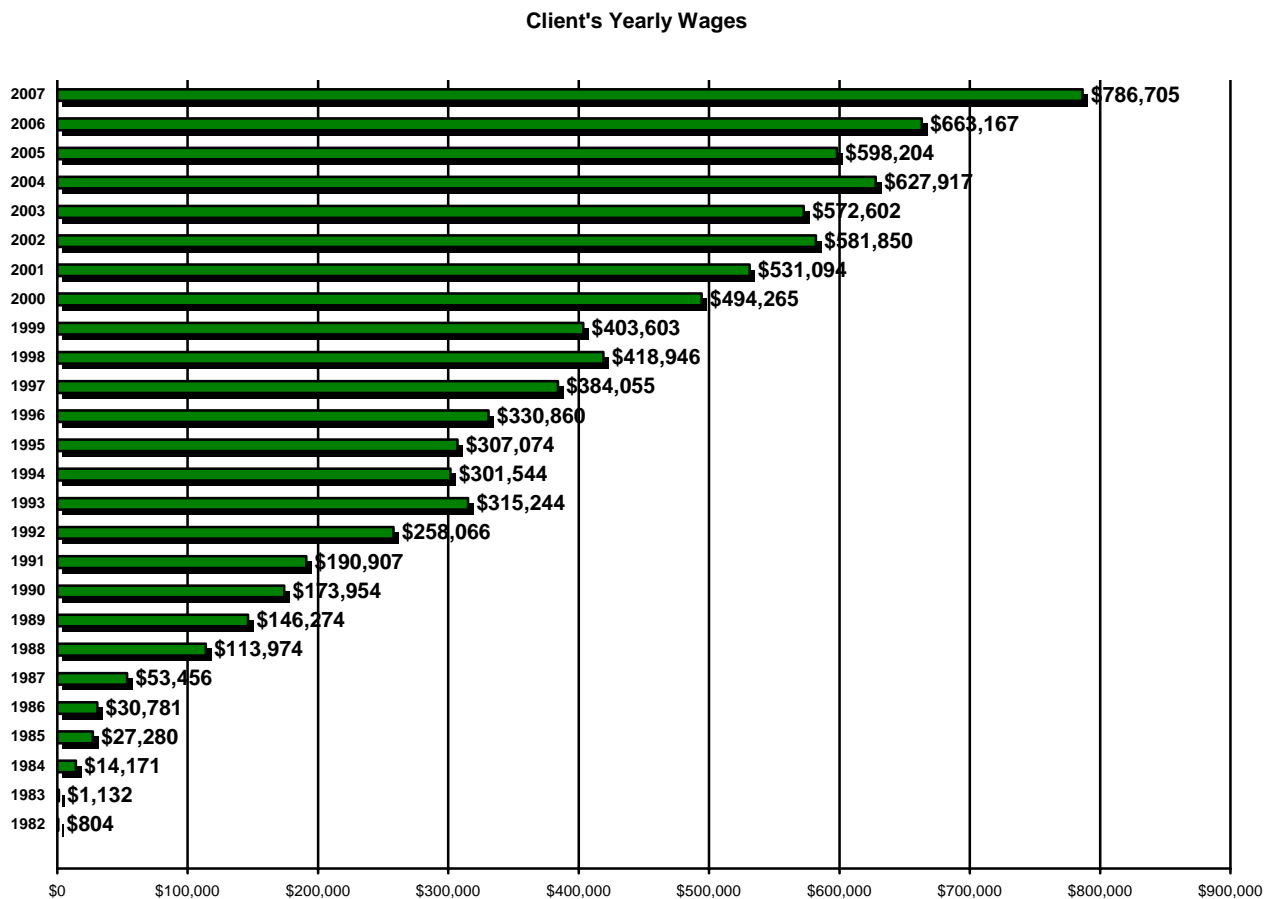
VR Status Changes

In the 2007 fiscal year, JCI clients were placed in VR Status 26 a total of 36 times.

VR Average Days to Job Placement

In the 2007 fiscal year, the average time between a client's intake date and the date of their first job placement was 79 days.

Wage Report



Wages this year were \$ 786,705.17

The total wages clients have earned since JCI's inception is now over 8.25 million dollars.

Incident Reports and Trends

We have had people involved in the following incidents over the year.

Medical 10
Exploitation, Abuse or Neglect 2
Trouble in community 2
Missing Person 1
Accidents ---4

Health and Safety

We have created a log book for people in supported living that goes with our phone system so that emergency information is more available. Our staff are all passing their med certification tests. Staff have reviewed disaster procedures. Staff had only two workman's compensation claims this year.

Complaints/ Comments and input from the community. The Board responded to client input for more activities by creating a program called "Interesting Community Jaunts". This was a program that clients had to pay for. We hired a coordinator and advertised the activities. Unfortunately the costs have seemed prohibitive for many of our clients. They prefer activities that are free to them.

Other Job Connection, Inc. documents available.

Accessibility Plan

Strategic Plan 2004-2009

Disaster and Recovery Plan

Technology Plan

Risk Analysis Report