



Willmar & Hutchinson
Minnesota

2024

Annual Program Analysis
with Outcome and
Satisfaction Measures

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MISSION

Our Mission at WCI is to enhance quality of life through individualized support, training and employment. Our letters stand for Work Community Integration.

VALUE STATEMENTS

Acceptance – We value all people and create an environment of acceptance, dignity and respect;

Compassion – We are motivated by the desire to help others and empower their individual growth, independence and integration into the community; and

Teamwork – We bring our best self to work every day and actively promote teamwork, communication and effectiveness.

ACKNOWLEDGEMENTS

The 2024 Annual Program Analysis for WCI reflects the collaborative efforts of numerous individuals, both within the organization and throughout our broader community. Data was gathered from staff members who continuously collect and report program information, as well as from persons served, their legal representatives, and external stakeholders who provided feedback through satisfaction surveys. The findings and insights from these sources are summarized in the following report.

Data is collected continuously through the “WCI Change of Status Form,” which is completed by Employment Advisors and Designated Coordinators whenever there is a change in a person’s served status—such as a job or wage adjustment or a program advancement. The resulting database, maintained by the Office Administrator, generates reports that illustrate service activities and highlight program outcomes. Additionally, earnings information for persons served is provided by the DEED Audit Report, Procure HR, and Westberg Eischens PLLP.

The second source of information comes from responses to the annual satisfaction surveys, which were distributed to all persons served, their legal representatives, and key stakeholders—including referring agencies, customers, and employers. In addition, program exit surveys completed by persons served provided valuable, program-specific feedback. The Office Administrator coordinated the preparation and mailing of approximately 596 surveys, of which 183 were returned. Special thanks to the Office Administrator as well for reviewing, formatting, and producing both the PowerPoint summary and the full printed version of this report.

The analysis of this information and the development of this report were performed by the Director of Extended Employment and Placement Services.

INTRODUCTION & YEAR IN REVIEW

Each year, WCI conducts a comprehensive analysis of outcomes and satisfaction among persons served, focusing on both the services they receive and those provided on their behalf. This evaluation reflects the considerable resources dedicated throughout the year to support individuals in reaching their employment goals. The results not only assess progress but also inform ongoing improvements to our service delivery plan. In this year's report, most data points are presented with five-year trend comparisons to highlight patterns and progress over time.

Our persons served and stakeholders continue to express strong approval of the services we provide. Satisfaction scores remain high, with persons served reporting a 96% satisfaction rate and stakeholders close behind at 95%. Feedback highlighted the deep respect our staff consistently show toward those we support, while stakeholders gave top marks for professionalism and the quality of our services.

Program Services, encompassing Pre-Employment Transition Services (PreETS), Individual Placement and Supports (IPS), Employment Planning Services (EPS), Performance-Based Agreements (PBA), Extended Employment (EE), and other Vocational Rehabilitation Services (VRS) contracted programs, continued to receive strong satisfaction ratings from both persons served and stakeholders. The **Pre-Employment Transition Services (PreETS)** program experienced a notable decline toward the end of the year due to VRS funding reductions. Overspending by VRS led to scaled-back support, resulting in fewer youth work experiences. In contrast, the **Individual Placement and Supports (IPS)** program remained stable throughout the year. IPS—an evidence-based initiative delivered in partnership with WCI, Vocational Rehabilitation Services, and Woodland Centers—supports individuals with mental illness in securing and sustaining employment. **Performance-Based Agreements (PBA)** referrals increased by nine across the Willmar and Hutchinson sites, and overall job placements rose by 27 compared to 2023, indicating strong program momentum. The **Extended Employment (EE)** program, which offers long-term employment support to individuals working in the community without waiver funding, remained consistent. Participants transition from the program once they feel confident managing their employment independently. WCI also continues to support a small EE Crew of four individuals at the Willmar site.

Waivered Services Waivered Services continues to deliver a wide array of supports, including Day Support Services, Pre-Vocational Services, Employment Development, Employment Exploration, and both individual and group Employment Supports, in addition to E1MN services. In September 2024, as required, WIOA Career Counseling meetings were conducted for persons served earning subminimum wages. During these meetings, 17 individuals expressed interest in exploring community employment, compared to 21 in the previous year. WCI has remained committed to supporting these individuals by meeting with them, their support teams, and the ILS Center to outline steps toward achieving their employment goals. Among the 17, six individuals later clarified their preference for crew-based work, which they initially believed qualified as community employment. Seven were already employed in the community at the time of their meeting. Three others participating in Employment Exploration and Employment Development programs successfully gained community employment. Additionally, two individuals who had not originally expressed interest in community employment during their annual meetings later became employed in the community. In total, five individuals achieved community employment in 2024, bringing the number of persons served who are now community-employed and receiving long-term job coaching support to 38.

Cultural Competency Plan Analysis: A Cultural Competency Plan outlines the objectives that will be reviewed annually. The plan is used to ensure that services delivered to all persons are of a culturally sensitive manner. The persons' served satisfaction rating for 2024 was reported to be 99% for WCI being sensitive to persons' served overall diversity and accepting of their cultural differences including age, gender, sexual orientation, spiritual beliefs, socioeconomic status, and language. At this time, no concerns have been expressed by either persons served or their supporting stakeholders. WCI continues to provide annual training to staff, follow an Affirmative Action Plan and provide Person-Centered Planning.

WCI
2024 PROGRAM SUMMARY

PERSONS SERVED					
	2020	2021	2022	2023	2024
Willmar	263	257	259	259	283
Hutchinson	52	61	58	69	78
TOTAL	315	318	317	328	361

OUTCOMES WITH ADVANCEMENTS									
2020		2021		2022		2023		2024	
<u>Total</u> 118	<u>Advanced</u> 37%	<u>Total</u> 96	<u>Advanced</u> (30%)	<u>Total</u> 110	<u>Advanced</u> (28%)	<u>Total</u> 99	<u>Advanced</u> (40%)	<u>Total</u> 136	<u>Advanced</u> 51 (38%)
Placement	6	Placement	4	Placement	4	Placement	7	Placement	8
EDS	1	EDS	0	EDS	0	EDS	0	EDS	0
Crew	N/A	Crew	N/A	Crew	N/A	Crew	N/A	Crew	N/A
ISE	14	ISE	11	ISE	9	ISE	9	ISE	11
Comp	22	Comp	14	Comp	16	Comp	23	Comp	32
IPS	1	IPS	0	IPS	2	IPS	1	IPS	0

WCI
2024 PROGRAM SUMMARY

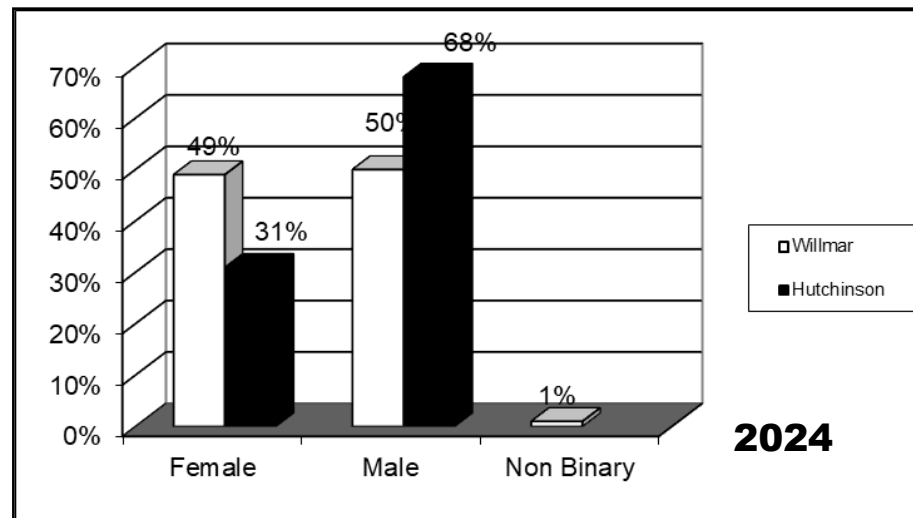
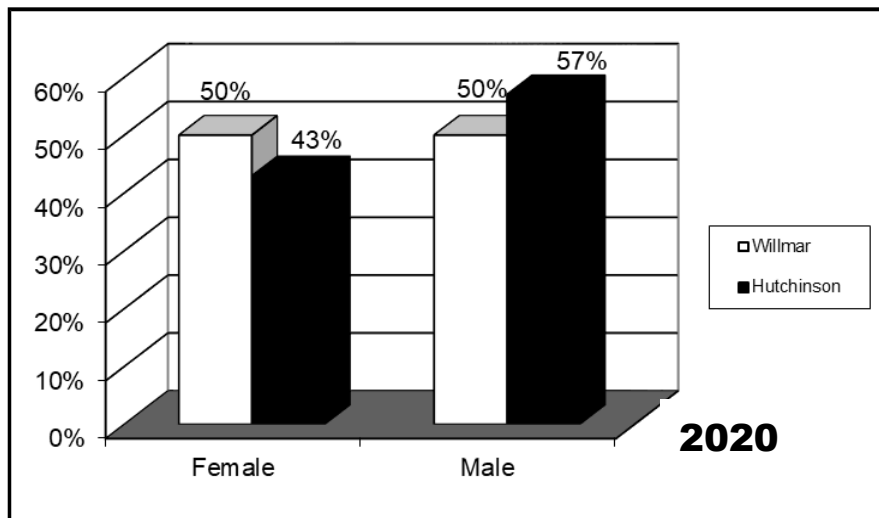
JOB PLACEMENTS		
	Willmar	Hutchinson
IPS	33	N/A
Placements – (all programs)	46	19
Total	98	

AVERAGE WAGE RATES (with highest average wage earned)					
	Willmar and Hutchinson Combined				
	2020	2021	2022	2023	2024
Crew	\$10.08 `	\$10.33	\$10.59	\$10.59	\$10.85
ISE	\$13.00 (\$18.06)	\$13.96 (\$24.38)	\$15.81 (\$29.11)	\$15.88 (\$29.26)	\$16.99 (\$29.22)

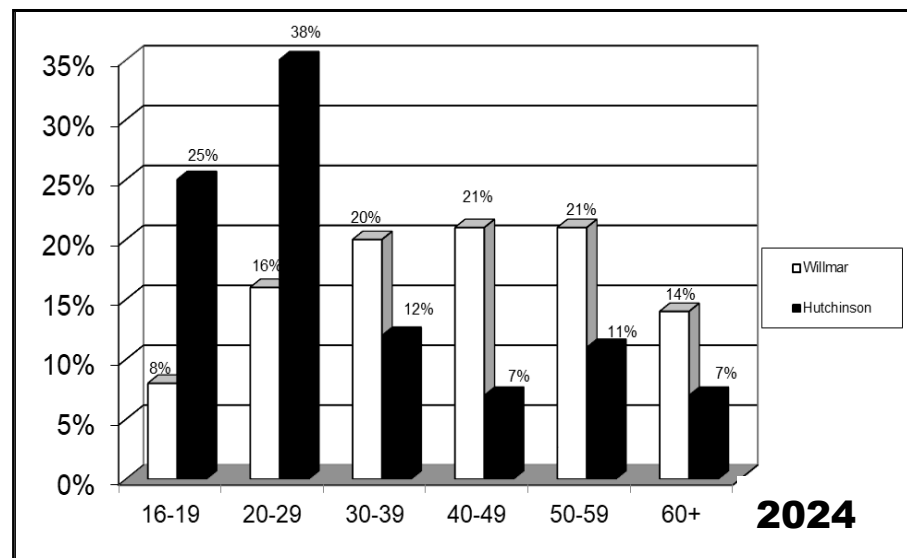
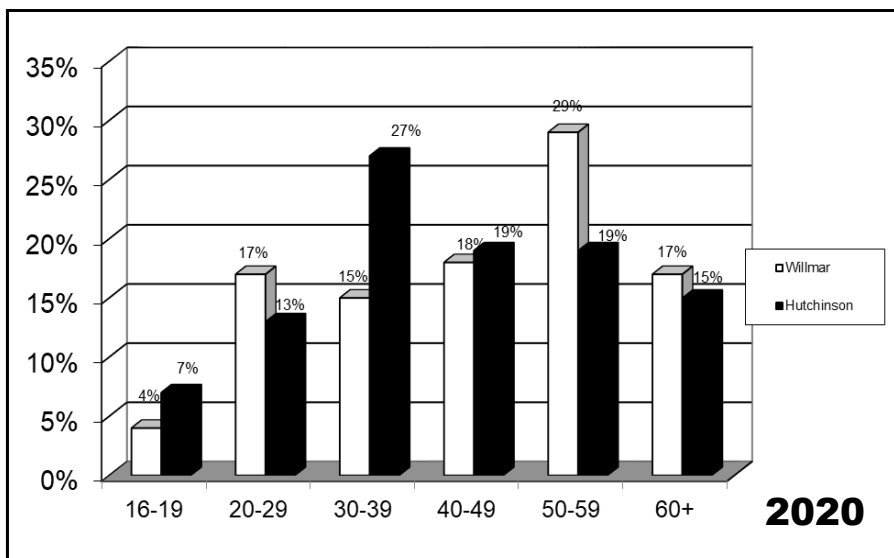
OVERALL SATISFACTION SCORES (100 % MAXIMUM)																			
PERSONS SERVED					STAKEHOLDERS					PERSONS SERVED AT PROGRAM EXIT					LEGAL REPRESENTATIVES				
2020	2021	2022	2023	2024	2020	2021	2022	2023	2024	2020	2021	2022	2023	2024	2020	2021	2022	2023	2024
93%	91%	96%	96%	96%	86%	91%	91%	95%	94%	97%	89%	96%	95%	98%	86%	88%	86%	89%	86%

DEMOGRAPHICS

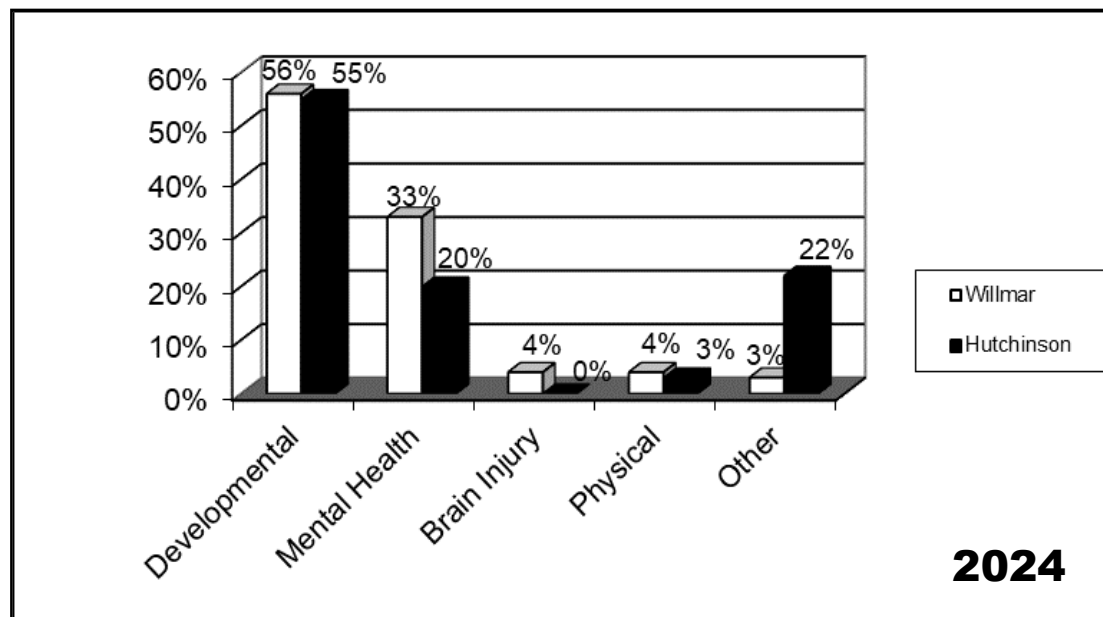
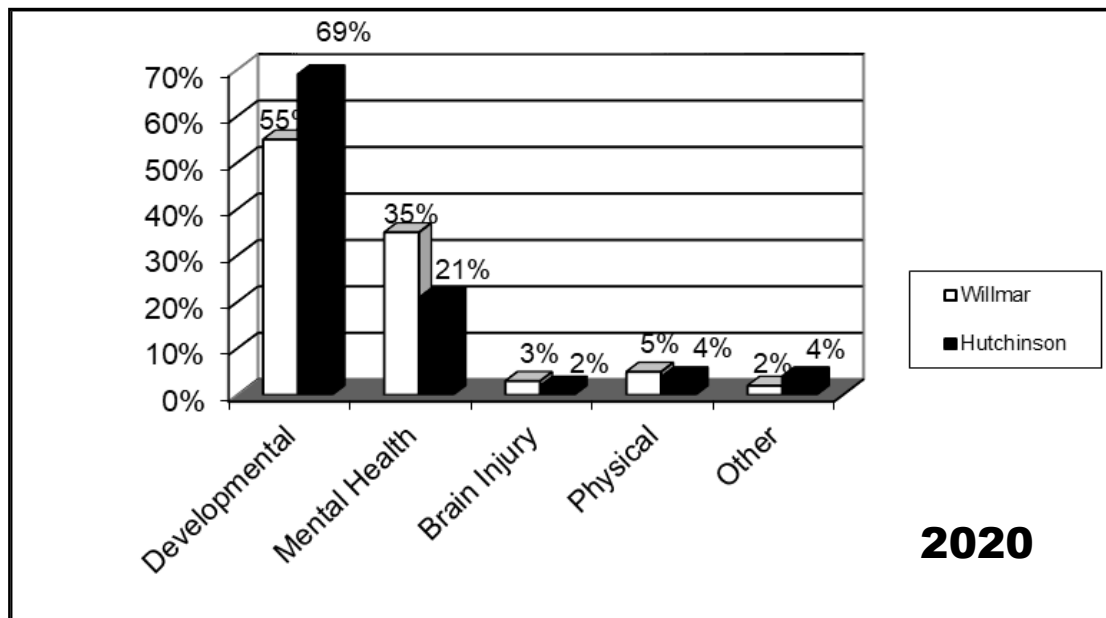
Gender



Age



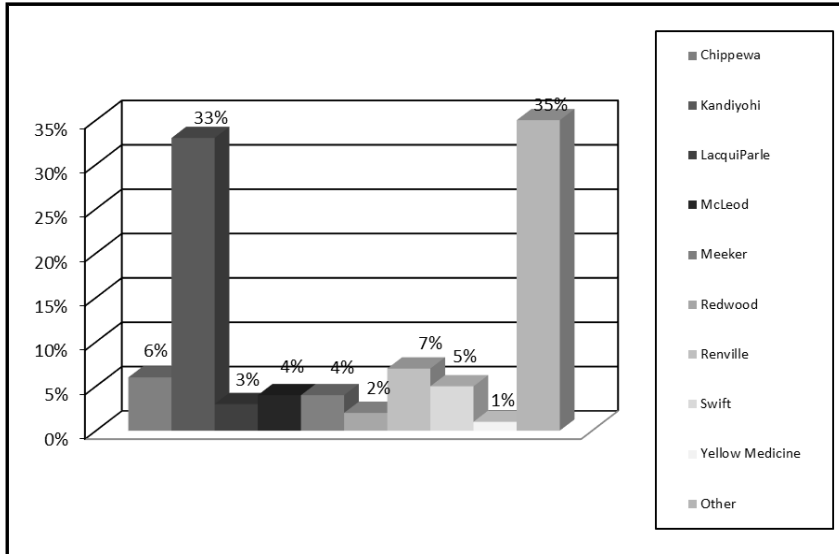
Primary Disability



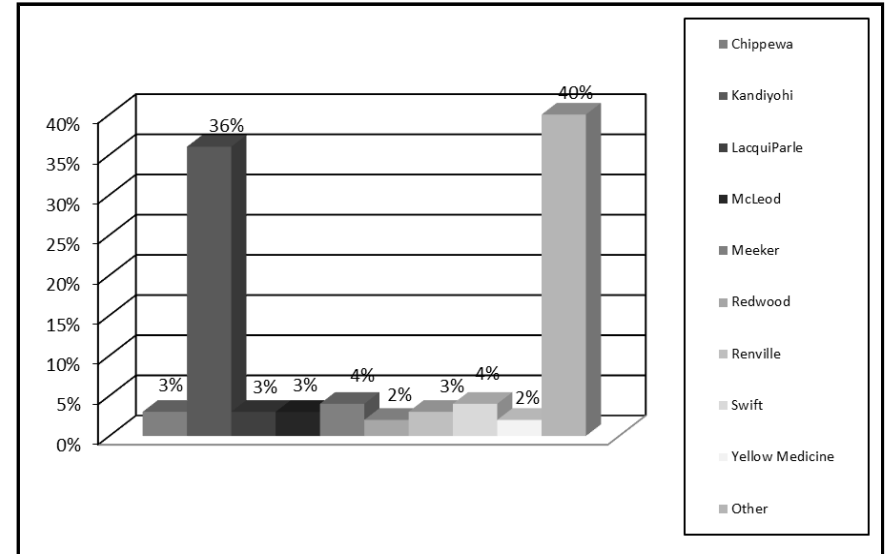
Financial Responsibility

WILLMAR

2020

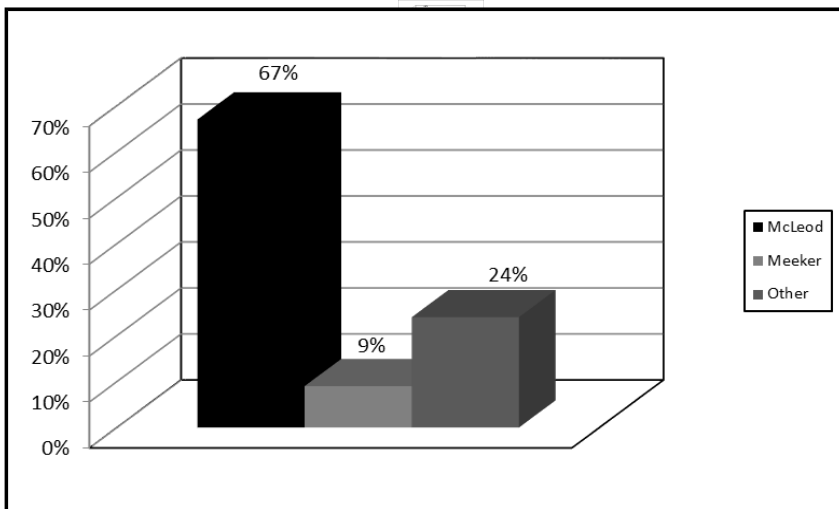


2024

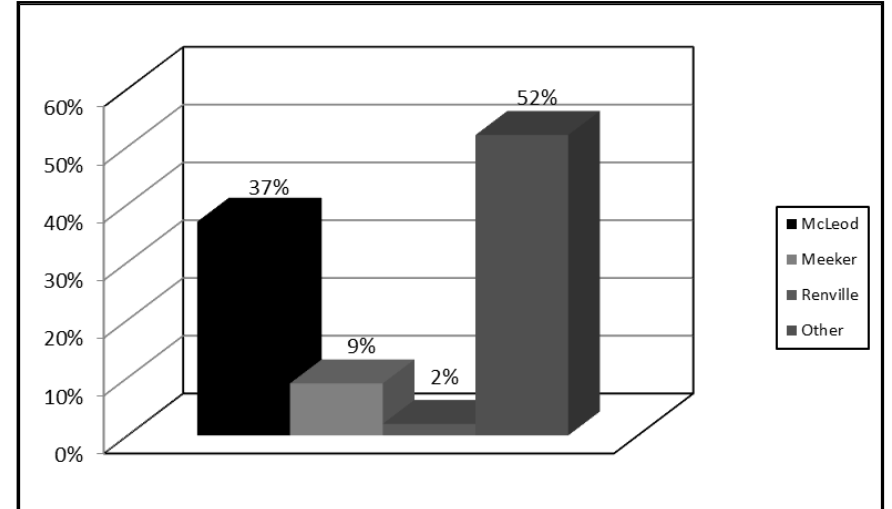


HUTCHINSON

2020



2024



EMPLOYMENT PLANNING SERVICE, EMPLOYEE DEVELOPMENT SERVICE & PLACEMENT

Employee Development Services (EDS) are comprehensive, individualized services designed to assist persons seeking employment to develop or re-establish skills, attitudes, and work behaviors so that they may achieve positive employment outcomes. These services are primarily provided through community work sites with crew/enclaves being the preferred alternative. Employment Planning Services (EPS) is to provide assistance to persons served who are interested in seeking employment, but are uncertain as to what direction to go. The goal of placement-only services is to assist employment-ready individuals in securing and retaining Individual Supported or Competitive Employment. The placement services have been divided by PBA and IPS Programs.

PERSONS SERVED IN EDS									
2020		2021		2022		2023		2024	
Willmar	Hutch	Willmar	Hutch	Willmar	Hutch	Willmar	Hutch	Willmar	Hutch
3	1	1	2	0	0	2	1	2	3

PERSONS SERVED IN EPS									
2020		2021		2022		2023		2024	
Willmar	Hutch	Willmar	Hutch	Willmar	Hutch	Willmar	Hutch	Willmar	Hutch
1	1	1	1	0	0	2	4	2	9
		PE 22	PE 16	PE 35	PE 12	PE 34	PE 23	PE 32	PE 22

*PreETS running under EPS

PERSONS SERVED IN PLACEMENT (includes IPS)									
2020*		2021		2022		2023		2024	
Willmar	Hutch	Willmar	Hutch	Willmar	Hutch	Willmar	Hutch	Willmar	Hutch
69 PBA 32 IPS	18 PBA 0 IPS	36 PBA 28 IPS	13 PBA 0 IPS	20 PBA 34 IPS	11 PBA 0 IPS	24 PBA 48 IPS	20 PBA N/A IPS	31 PBA 47 IPS	22 PBA N/A IPS

* 2020 Contract Placement Staff Ended

COMBINED TOTALS				
2020	2021	2022	2023	2024
125	119	113	158	170

EMPLOYMENT PLANNING SERVICE, EMPLOYEE DEVELOPMENT SERVICE & PLACEMENT

(Continued)

EFFECTIVENESS: This includes results and/or achievements for persons receiving services.

PROGRAM OUTCOMES										
	Willmar					Hutchinson				
	2020	2021	2022	2023	2024	2020	2021	2022	2023	2024

Program Advancements	34 (52%)	14 (37%)	20 (43%)	15 (75%)	30 (45%)	5 (50%)	7 (41%)	5 (31%)	6 (67%)	13 (65%)
EDS/Plac	2	0	4	6	5	2	2	0	0	3
ISE	12	4	6	2	5	1	3	3	3	1
Employed	20	10	10	7	20	2	2	2	3	9

Other Outcomes	31 (48%)	24 (63%)	27 (57%)	5 (25%)	37 (55%)	5 (50%)	11 (59%)	13 (69%)	3 (33%)	7 (35%)
Medical	4	0	1	0	2	0	0	2	0	0
Quit	23	14	11	2	12	3	2	2	1	0
Moved/Other	3	8	4	2	3	2	5	2	1	0
Completed Program	1	2	11	1	20	0	4	7	1	7

EMPLOYMENT PLANNING SERVICE, EMPLOYEE DEVELOPMENT SERVICE & PLACEMENT

(Continued)

SATISFACTION/PERSON SERVED: This is aggregated service satisfaction data which reflects persons' served responses regarding how they feel about the services.

PERSONS' SERVED SATISFACTION RATINGS					
Willmar & Hutchinson Combined					
	2020	2021	2022	2023	2024
Respondents Program Conclusion	6	20	9	13	17
Satisfaction Rating	94%	90%	96%	92%	95%

SATISFACTION/STAKEHOLDERS: These are aggregated responses from persons, i.e., case workers, VRS Counselors, persons who refer individuals for service. (It should be noted, however, that this score also reflects the overall satisfaction this group of stakeholders has for all WCI services.)

	2020	2021	2022	2023	2024
Number of Respondents	1	31	16	19	20
Satisfaction Rating	86%	93%	91%	95%	94%
Access Rating	81%	90%	90%	93%	95%
Highest Rating	88% Quality of communication & responsiveness	96% Quality of communication & responsiveness	96% Quality of communication & responsiveness	100% Level of Professionalism	95% Level of Professionalism
Lowest Rating	81% Remove Barriers	89% Meeting needs	88% Level of Professionalism	91% Opportunity to be involved in program planning	92% Meeting needs

**EMPLOYMENT PLANNING SERVICE, EMPLOYEE DEVELOPMENT SERVICE,
PLACEMENT & INDIVIDUAL PLACEMENT SERVICES (IPS)**

(Continued)

Measurement Category	To Whom Applied	Objective	Data Source	Goal	Result/s	Goal Met / Not Met
Effectiveness	EPS/EDS Persons Served	Develop new assessment sites	Employment Advisors	Willmar – Increase by 1 Hutchinson – Increase by 1	Willmar – 22 Hutchinson – 9	Willmar – Met Hutchinson – Met
	EPS/EDS/PBA Persons Served	Increase advancements	Database	Willmar – Increase by 2 Hutchinson – Increase by 1	Willmar – 5 Hutchinson – 4	Willmar – Not Met Hutchinson – Not Met
	EPS/EDS/PBA Persons Served	Increase Person Served satisfaction	Surveys	Combined Sites – Increase by 1%	Combined Sites – 1% Increase 100%	Met
	EPS/EDS/PBA Persons Served	Decrease “quitting” service	Database	Willmar – Reduce by 1% Hutchinson – Reduce by 2% from previous year	Willmar – 22 outcomes; 4 quit 18% Hutchinson – 20 outcomes; 0 quit 0%	Willmar – Not Met Hutchinson – Met
Effectiveness	PBA Persons Served <i>(doesn't include IPS)</i>	Increase PBA referrals	Database	Willmar – Increase by 1 Hutchinson – Increase by 1	Willmar – 31 Hutchinson – 22	Willmar – Met Hutchinson – Met
Efficiency	EPS Referrals- <i>not include PreETS</i>	Minimize time to start assessments	Case Notes Person Served Records	Combined Sites – 50% within 3 weeks from intake	Combined Sites – 3 out of 4 75%	Met
Service Access	EPS/EDS/ PBA/IPS Persons Served	Minimize wait time for services	Referral letter and email correspondence.	Combined Sites – 100% all referrals contacted to set up intake within 3 days of receiving referral	Combined Sites – 100%	Met

* Discontinuation of Contract Placement staff in 2020

* PreETS new program in 2020 – running under EPS

COMMUNITY EMPLOYMENT SERVICES

Community Employment Services (CES) is designed to assist individuals seeking employment to choose, obtain, and retain integrated employment in the community. Those individuals receive support either through a crew supervisor or a job coach. Ultimately an individual will remain employed in a community setting where natural supports help the individual maintain employment.

	Crews		ISE	
	Willmar	Hutchinson	Willmar	Hutchinson
2024	6	0	63	31
2023	6	0	59	28
2022	6	10	64	28
2021	7	13	61	25
2020	15	16	59	26

EFFECTIVENESS: This includes results and/or achievements for persons receiving services.

PROGRAM OUTCOMES										
	Willmar					Hutchinson				
	2020	2021	2022	2023	2024	2020	2021	2022	2023	2024
Program Advancements	5	2	7	2	3	4	2	2	2	1
Crew to ISE or Other Advancement	5	0	0	1	0	1	2	0	1	N/A
SE to Employed/Closed	0	2	7	1	3	3	0	0	1	1
Other Outcomes	9	4	9	2	4	3	5	13	3	1
Medical	0	1	2	0	0	0	1	1	0	0
Quit	6	2	5	0	3	1	2	4	1	0
Moved/Other	0	0	2	2	1	2	2	9	2	1
Waivered Services	3	1	0	0	0	N/A	N/A	N/A	N/A	N/A

COMMUNITY EMPLOYMENT SERVICES
(Continued)

EFFICIENCY: This includes responsiveness, use of resources to achieve outcomes, and timeliness.

Willmar						Hutchinson				
	2020	2021	2022	2023	2024	2020	2021	2022	2023	2024
Additional Work Options – Crews	2	2	2	2	1	0	0	0	0	N/A
Individual Jobs (not a site in previous year)	16	22	18	19	18	4	5	7	7	5

SATISFACTION/PERSONS SERVED: This is aggregated service satisfaction data which reflects persons’ served responses regarding how they feel about the services they received.

PERSONS’ SERVED SATISFACTION RATINGS - CREW					
	Willmar and Hutchinson Combined				
	2020	2021	2022	2023	2024
Number of Respondents	12	7	2	2	1
Satisfaction Rating	07%	93%	100%	98%	100%
	2023			2024	
Highest Rating	100% Treated with respect by Employment Advisor			100% in all categories	
Lowest Rating	83% People at work let me know when I do a good job			100% in all categories	

COMMUNITY EMPLOYMENT SERVICES

(Continued)

PERSONS' SERVED SATISFACTION RATINGS – INDIVIDUAL SUPPORTED EMPLOYMENT (ISE)					
	Willmar and Hutchinson Combined				
	2020	2021	2022	2023	2024
Number of Respondents	30	26	21	28	25
Satisfaction Rating	96%	92%	96%	97%	97%
	2023			2024	
Highest Rating	100% Treated with respect by Employment Advisor			100% Treated with respect by Employment Advisor	
Lowest Rating	90% I was involved in finding my job			92% Help finding ways to advance	

SATISFACTION/STAKEHOLDER: These are aggregated responses from individuals who represent themselves or businesses for which we provided a crew and/or an individual supported employee, e.g., Stang Precision, Chappell Central, Wal-Mart.

STAKEHOLDER SATISFACTION RATINGS - CREW					
	Willmar & Hutchinson Combined				
	2020	2021	2022	2023	2024
Number of Respondents	13	13	9	10	5
Satisfaction Rating	88%	84%	89%	90%	73
	2023			2024	
Highest Rating	95% Responsive and Communication			80% Professionalism	
Lowest Rating	89% Cost of Service			60% Quality	

STAKEHOLDER SATISFACTION RATINGS – INDIVIDUAL SUPPORTED EMPLOYMENT (ISE)					
	Willmar & Hutchinson Combined				
	2020	2021	2022	2023	2024
Number of Respondents	12	8	16	18	10
Satisfaction Rating	92%	84%	84%	90%	93%
	2023			2024	
Highest Rating	92% Responsiveness			97% Quality of Services	
Lowest Rating	86% Support Services			90% Communication and Responsiveness	

COMMUNITY EMPLOYMENT SERVICES

(Continued)

Measurement Category	To Whom Applied	Objective	Data Source	Goal	Result/s	Goal Met / Not Met
Effectiveness	Work Crew Persons Served	Increase advancements	Database	Willmar – Increase by 2	Willmar – 0	Willmar – Not Met
	Work Crew Persons Served	Increase crew employer satisfaction rating	Surveys	Increase by 1%	Decreased 17%	Not Met
	Persons Served in Placement	Increase new ISE sites	Database	Willmar – Increase by 1 Hutchinson – Increase by 1	Willmar – 0 Hutchinson – 0	Willmar – Not Met Hutchinson – Not Met
Efficiency	Persons Served referred for Placement in IPS Program	Minimize time to contact employers	Database Case Notes	Goal 50% within in 30 days of intake	50%	Met
Service Access	Participants in CES	Minimize wait time for services	Intake Records Referral Letter Case Notes	Referral source contacted within 3 days of referral to set up intake	100% all referrals are contacted to set up intake within 3 days of receiving referral	Met

WAIVERED SERVICES

Formerly: Day Training & Habilitation & Pre-Vocational Services
(Services provided in Willmar Only)

Waivered Services is designed to provide a high level of supervision and support to individuals who perform both center-based, crew work and community employment.

PERSONS SERVED IN WAIVERED SERVICES				
2020	2021	2022	2023	2024
Willmar 107	Willmar 105 *4 didn't return due to Covid (109)	Willmar 111	Willmar 107	Willmar 120

EFFECTIVENESS: This includes results and /or achievements for persons receiving services.

PROGRAM OUTCOMES		
Outcomes	2023	2024
Ending Services Total	6	20
Medical	0	3
Alternative Services	0	0
Persons Served Choice	5	14
Moved	0	3
Other	1	0

EFFICIENCY: This includes responsiveness, use of resources to achieve outcomes, and timeliness.

PERSONS SERVED WHO WORKED ON CREWS				
2020	2021	2022	2023	2024
76 out of 107	34 out of 109	41 out of 111	44 out of 107	38 out of 120

WAIVERED SERVICES

(Continued)

SATISFACTION/PERSONS SERVED: This is aggregated service satisfaction data which reflects persons' served responses regarding how they feel about the services they received.

PERSONS' SERVED SATISFACTION RATINGS					
	2020	2021	2022	2023	2024
Number of Respondents	41	49	43	52	44
Satisfaction Rating	92%	91%	91%	94%	93
	2023		2024		
Highest Rating	99% Treated with respect		98% Barriers, both physical and others, such as transportation, medical services and funding are addressed.		
Lowest Rating	74% I like doing other activities rather than work		75% I like doing other activities rather than work		

SATISFACTION/STAKEHOLDER: This section represents aggregated responses from both those who refer individuals to WCI and those who have work performed by Waivered Services persons served. This satisfaction data is included in the EDS and ISE sections of this report.

WAIVERED SERVICES

(Continued)

Measurement Category	To Whom Applied	Objective	Data Source	Goal	Result/s	Goal Met / Not Met
Effectiveness	Waivered Services Persons Served	Minimize number of persons “quitting” services	Database	Reduce by 2 from previous year	6 in 2023 14 in 2024	Met
	Waivered Services Persons Served	Increase crew work opportunities	Database	Increase by 1 per year	1 new 2023 2 new 2024	Met
Efficiency	Waivered Services Persons Served expressing interest in community employment	Minimize time to begin job exploration	Change of Status	To begin job exploration within 30 days of noted request.	15/15; 100% in 2024	Met
Service Access	Waivered Services Persons Served	Minimize wait time for services	Intake records & tracking form	100% enter within 30 days of completed referral information	15/16; 94% in 2024	Not met