

TDH ENTERPRISES, INC.  
**OUTCOMES MANAGEMENT REPORT**  
2018 - 2019



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# Introduction

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## Purpose

The Outcomes Management System, that has been developed for TDH Enterprises, Inc., is a formal system established to measure and manage results for the agency. It has been designed to collate and assess data to determine overall responsiveness and effectiveness of service delivery in the programs seeking accreditation, especially the Community Rehabilitation Program. The Outcomes Management System is intended to be a helpful tool for agency decision makers in identifying and implementing program and organizational improvements that better meet the needs of individual clients and the community.

The Outcomes Management Report lays the groundwork for what will become a regular series of reports, based on continuous data collection by the agency. It offers a summary of the results and recommended action plans for improvements.

The Outcomes Management Report will provide the basis for the agency's annual strategic planning process, and results of the report will also be used as a planning tool for program development and improvement.

The Outcomes Management Report is written by the Chief Executive Officer, and data is collected by the Director of Business Operations. Individual input is collected by the staff of TDH Enterprises, Inc.

## The Company

Founded in 1994, TDH Enterprises Inc. is a privately owned corporation in the business of helping job seekers and employers meet their training and employment needs. As a for-profit corporation, TDH understands the importance of managing contracts and performance, and building strong community partnerships.

Qualified staff is the cornerstone of TDH's success. The owner and associates at TDH combine over 50 years of administering and implementing various government and non-government training and employment programs, including programs for economically disadvantaged and persons with disabilities.

TDH has evolved over time from a job development organization to one with the capacity to help individuals and businesses achieve success. The individuals are matched with jobs that provide satisfaction and career development pathways. Businesses are able to take advantage of Workforce Development and other government options to screen and hire employees with the added benefit of job coaching and life coaching provided by TDH.

## Mission Statement

**Mission:** Providing client-focused services for individuals and the community that result in self-confidence, success and independence.

**We Value:** Individuals, Community, Self-Sufficiency, Work Readiness, Independence, Education, Training, Referral, Advocacy, Imagination, and Collaboration.

## Service Delivery Area

TDH provides services to people with disabilities residing in the Cuyahoga, Erie, Huron, Lorain, Ottawa, Sandusky, and Seneca Counties. Services are *subject to program eligibility and availability of funding*.

## Sponsor Agency

### **Ohio Opportunities for Ohioans with Disabilities (OOD)**

The OOD is Ohio's state agency that provides vocational rehabilitation (VR) services to help people with disabilities become employed and independent. TDH Enterprises Inc. deals with two of the three OOD bureaus that provide vocational rehabilitation:

**1) Bureau of Vocational Rehabilitation** which provides services leading to employment for people with physical, mental and emotional disabilities. Eligibility is based on three factors:

1. You have a physical, mental or emotional impairment which creates or results in a substantial barrier to employment.
2. You can benefit from vocational rehabilitation services in terms of employment outcome.
3. RSC's vocational rehabilitation services must help you get and keep a job.

**2) The Bureau of Services for the Visually Impaired** helps Ohioans who have low vision and blindness succeed in the workforce. Individuals do not have to be totally blind to qualify for services. Eligibility is based on three factors:

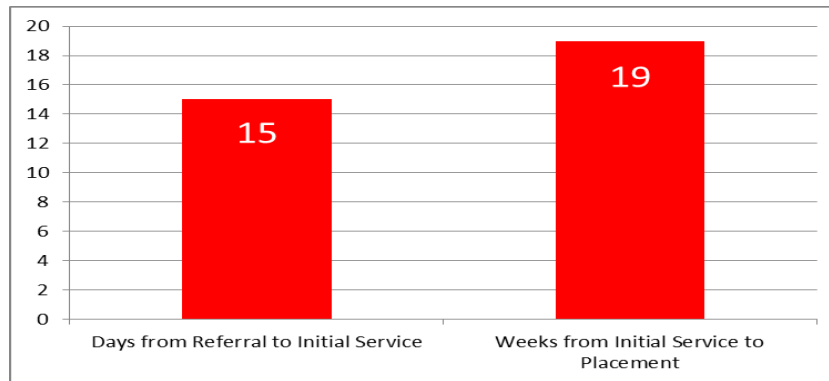
- Your visual impairment creates or results in a substantial barrier to employment.
- You can benefit from vocational rehabilitation services in terms of employment.
- Vocational rehabilitation services must help you get and keep a job.

## Accreditation

Since 1996, we have been accredited by the Commission on Accreditation of Rehabilitation Facilities for “Employment Services: Community Employment Services” for job development, job supports, and job site training. Accreditation demonstrates *“TDH’s commitment to developing and delivering quality and professional programs and services”*.

# Access to Services

As an agency dedicated to helping an individual meet their self-sufficiency goals, TDH Enterprises, Inc. strives to collect the proper data that would allow for management to analyze the individual's access to services, as provided by the agency.



In this reporting period, an individual waited an average of 15 days from the date of referral to the initial service date. This wait time was due to staff scheduling, individual's availability, and the fact that the first meeting date was scheduled with advisors, parents and guardians, and the remainder of the individual's support team. Due to the organization process needed for fulfilling the meeting needs, the wait period decreased slightly, as compared to the last reporting period, which had an average wait time of 17 days. Furthermore, TDH Enterprises, Inc. found that the average days needed for placement after the initial service was 128 days, or 19 weeks. This is an decrease from 148 days, or 21 weeks, that was reported for the previous program year.

To further help determine individual's access to service, as provided by TDH Enterprises, Inc., data was collected concerning Individuals who refused services. Of the 202 individuals served during the reporting period, zero refused services, representing 0% of the individual base. This percentage was the same that was found in the 2017-2018 reporting period.

Objective	Goal	Outcome
<b>Access</b> To reduce waiting time from date of referral to the date in which the initial service is received.	<b>Under 20 Days</b>	<b>15 Days</b>
To minimize the number of refused services by the individual base	<b>5%</b>	<b>0%</b>

# Individual Characteristics

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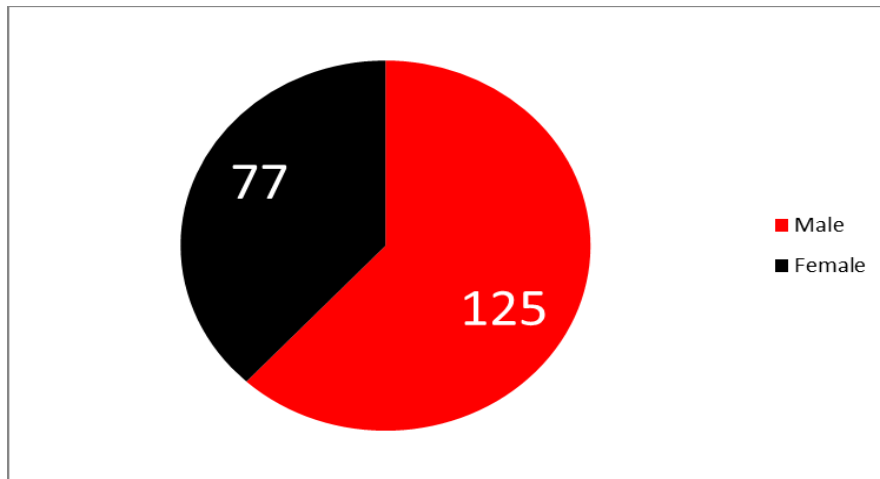
This section summarizes the results of TDH Enterprises, Inc.'s compilation of individual demographic information in the programs seeking accreditation.

The individual characteristics that the agency has reviewed for this report includes: gender, age, ethnic background, disability, and service areas. These following summaries are based on information collected on the 202 individuals who received services during the current reporting period (October 1, 2018 to September 30, 2019).

## Gender

Of the 202 individuals served during the reporting period, 60.00% were of male gender while the remaining 40.00% were female.

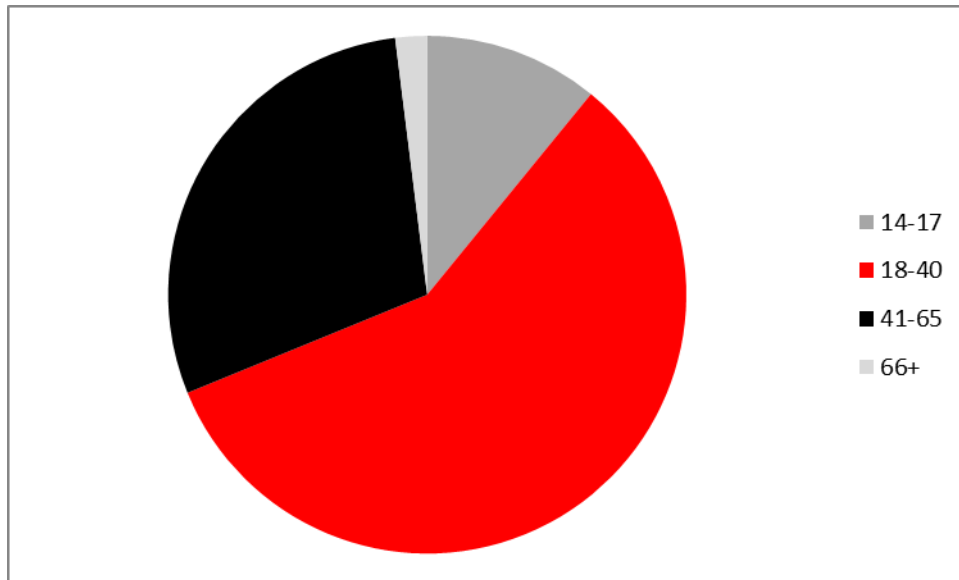
Gender	# of Individuals	Percentage
Male	125	62.00%
Female	77	38.00%



While a 24.00% difference between male and female individuals exists, it was determined by the agency that this difference is insignificant, as it is an uncontrollable characteristic. This is due to the fact that individuals have a choice of vendor and TDH Enterprises, Inc. accepts all referrals based on the *Acceptance Into Services* Policy. During the previous reporting period, a difference of 20.00% existed between male and female individuals.

## Age

According to the information collected from the 202 individuals served during the reporting period, it was found that 57.92% of the individuals who received services were between the ages of 18 and 40. Additionally, 29.21% of individuals were found to be between the ages of 41 and 65, and 10.89% of individuals were between the ages of 14 and 17. A total of 1.98% of individuals served were over 65 years of age.



This is a slight difference from the previous period, in which 57.41% of individuals receiving services were between the ages of 18 and 40. In addition, there has been an increase of 1.94% of individuals between the age of 14 and 17, as compared to the last reporting period. This is due to the Opportunities for Ohioans with Disabilities Agency's goal of serving more transitional youth. The Opportunities for Ohioans with Disabilities Agency has contracted with the Ohio Department of Education to increase transitional youth referrals and TDH Enterprises, Inc. has developed a relationship with Lorain County School System to more aggressively serve this population.



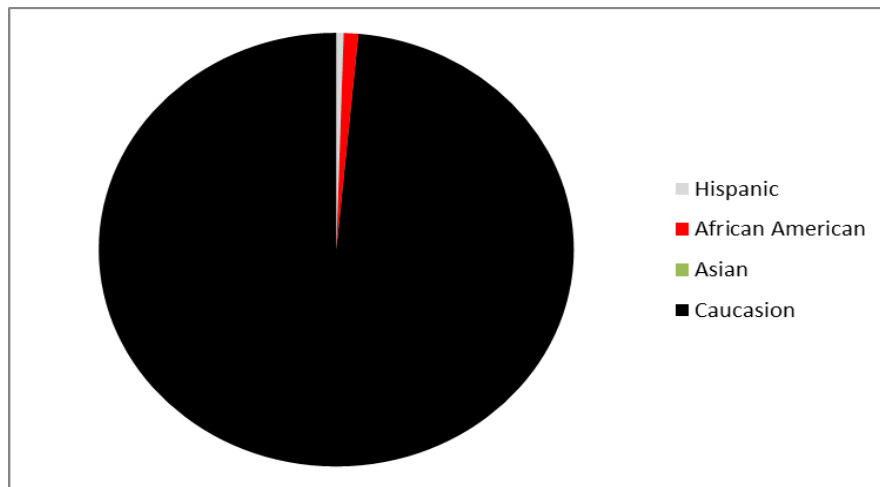
# Ethnic Background

While data is collected concerning the ethnic background of individuals who receive services, it is difficult to make any conclusive statements about this particular characteristic. This is due to the fact that the term “White” does not necessarily reveal individual cultural differences and that the rural service area in which the agency operates does not offer a diversity of ethnicities like many other larger urban service areas.

RACE/ETHNICITY	202
African American/Black	2
Asian	0
Hispanic or Latino	1
White	199

As the numbers above indicate, over 98.51% of the individuals served during the 2018 – 2019 reporting period were of “White” ethnicity. The remaining percentage was made of Hispanic or Latino (0.50%), a 0.18% increase from the last program year, Asian 0.0%, and African American (0.99%), a 0.35% increase from the previous reporting period.

This distribution of ethnicity accurately reflects the communities and service area in which the area operates. The Northwest Ohio area is primarily “White”, and the most significantly visible minority group is African American/Black. TDH Enterprises, Inc. is pursuing methods to increase the number of Hispanics or Latinos individual base by looking to hire a more diversified staff and pursuing potential trainings. It is anticipated that this demographic distribution will change once the agency is more established in Lorain and Cuyahoga Counties.



## Disability

In order to ensure a firm grasp of the individuals served during the reporting period, information was collected concerning the primary disabilities of those served during the program year. This information was collected based on the referral to facility and authorizations that indicates the primary disability of the individual referred.

<b>OTHER DEMOGRAPHICS</b>	<b>202</b>
A) HIV Positive/AIDS	0
B) Homeless Individuals	0
C) New Immigrants	0
D) Hard of Hearing/Deaf	8
E) Acquired/Traumatic Brain Injury	2
F) Dementia	0
G) Developmental Disabilities	104
H) Other: Communication	1
I) Other	0
J) Dual Diagnosis (AOD/MI)*	1
K) Mental Disorders	60
L) Physical Disabilities	21
M) Substance Abuse or Other Addictions	2
N) Visual Impairments/Blind	3
O) Unemployed/underemployed	0

As the above table indicates, a majority of the individuals served during the reporting period possessed a developmental disability (51.49%). Furthermore, mental disorders made up 29.70% of the individuals. The remaining percentages consisted of physical disabilities (10.40%), Hard of Hearing/Deaf (3.96%), Visual Impairments/Blind (1.49%), Traumatic Brain Injuries (0.99%), Substance Abuse or other addiction (0.99%), Dual Diagnosis (0.50%) and Other: Communication (0.50%).

## Service Area

Program services have been classified into eleven distinct categories based on geographical county boundaries, including Cuyahoga County, Crawford County, Erie County, Hancock County, Huron County, Lorain County, Ottawa County, Sandusky County, Seneca County, and Wyandot County. This information was collected in order to give a clearer and more detailed picture of the distribution of services within the ten areas. It is of interest to note that a majority of the services were delivered in Huron County and Lorain County, the same counties in which TDH has promoted its services. The picture provided by this comparison is a useful tool in planning and developing services and has provided an avenue in which service offerings can be expanded.

	2017-2018		2018-2019	
SERVICE AREA	314	100%	202	100%
Cuyahoga	10	3.18%	4	1.98%
Crawford	1	0.32%	0	0.00%
Erie	21	6.69%	7	3.47%
Hamilton	0	0.00%	0	0.00%
Hancock	1	0.32%	0	0.00%
Huron	94	29.94%	50	24.75%
Lorain	62	19.75%	28	13.86%
Ottawa	32	10.19%	29	14.36%
Richland	0	0.00%	0	0.00%
Sandusky	40	12.74%	37	18.32%
Seneca	52	16.56%	47	23.27%
Wood	0	0.00%	0	0.00%
Wyandot	1	0.32%	0	0.00%

As the above table indicates, TDH Enterprises, Inc. showed significant decreases in the number of served individuals in all counties. It is believed that, due to the improvement in the local economy, there is a decrease in the need of services across the service area.



## Action Plan

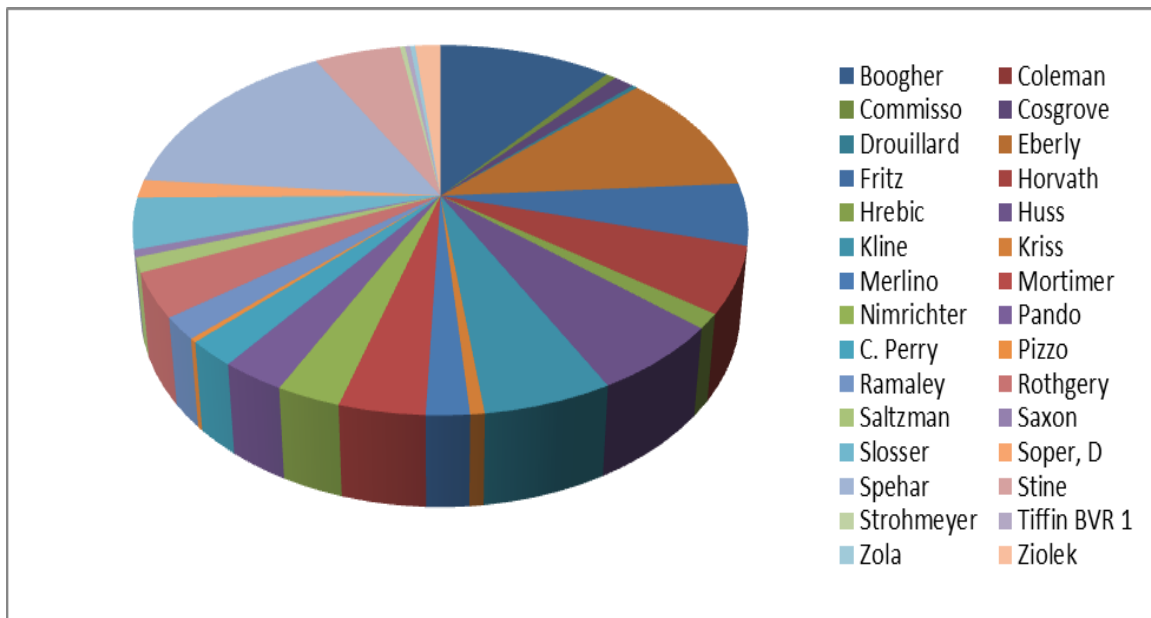
**To Continue to develop and foster relationships that will allow TDH Enterprises, Inc. to serve more individuals:**

- Develop more integrated relationships with VRC contacts in Cuyahoga and Lorain Counties offices that will help to generate referrals for the cities of Cleveland and Lorain, as well as to increase consumers served over service area.
- Increase referrals from Erie, Huron, Ottawa, Sandusky, and Seneca Counties

# Analysis of Services Provided

## Counselors

Data was collected in order to help with the analysis of services provided by counselors. Of the 202 individuals served during the reporting period, TDH Enterprises, Inc. received authorizations from twenty-six Vocational Rehabilitation Counselors. This is three fewer counselors as compared to the previous reporting period.



As of the 2018 – 2019 reporting period, a majority of the referrals came from Counselor Eberly with 40 referrals, followed by Counselors Spehar (29) and Kline (16). It is interesting to note that the agency only 36 referrals from Counselors Fritz and Spehar. In the past, these two counselors provided a majority of the agency referrals. TDH Enterprises, Inc. needs to continue to develop relationships with both existing and new counselors to increase the referral base.

## Services Provided

As an agency that specializes in helping job seekers and employers meet their training and employment needs, it seems appropriate that a majority of the authorizations received were for Job Placement and Benefits Analysis. The remaining authorizations were for Job Seeking Skills Training, Career Exploration, Community Based Assessment, Educational Services, Job Coaching, and Summer Youth Work Experience.

<b>SERVICES DELIVERED</b>	
Job Placement	60
Job Follow-Up	22
Career Exploration	17
Community Base Work Experience	15
Summer Youth Work Experience	28
Personal Adjustment	2
Job Coaching	6
Educational Services	7
Job Seeking Skills Training	2
Benefits Analysis	42

Of the 60 individuals referred to the agency for Job Placement services, 52 individuals became employed within the 2018-2019 reporting period, which represents an 86.67% employment rate. This rate is a 3.81% decrease, as compared to the previous reporting period, but is still a very commendable feat by the agency's Employment Specialists. Further analysis of the Job Placement service revealed that the average hourly wage of the employed was \$11.22. This was \$2.22 per hour more than our anticipated outcome of \$9.00 per hour. Additionally, those individuals that found employment during the 2018-2019 reporting period averaged 29 working hours per week. A total of eighteen individuals who were placed also received fringe benefits from employment, one more individual than the previous reporting period.

<b>Objective</b>	<b>Goal</b>	<b>Outcome</b>
<i>Efficiency</i> To reduce the number of weeks from Initial Service to Placement	<b>14 Weeks</b>	<b>18 Weeks</b>

In order to track individuals through their new placement, TDH Enterprises, Inc. continued to maintain contact with the individuals and their supervisors for ninety days after the hire date. This is a continuing tradition of the agency, despite the fact that the Opportunities with Ohioans with Disabilities Agency has reduced the number of Job Retention authorizations as counselors began providing the service in-house. Of the 52 individuals employed during the 2018-2019 reporting period, 40 were still employed after 90 days and 5 individuals will complete their 90 days retention rate during the next reporting period. These individuals had an average work week of 30 hours and at the average wage of \$11.92 per hour.

Objective	Goal	Outcome
<i>Effectiveness</i>		
To increase the average hourly rate	<b>\$9.00</b>	<b>\$11.22</b>
To maintain threshold of percentage of individuals who maintain jobs throughout 90 Day Follow-Up Period	<b>80%</b>	<b>85%</b>
To increase the average hours worked per week	<b>25 Hours</b>	<b>30 Hours</b>



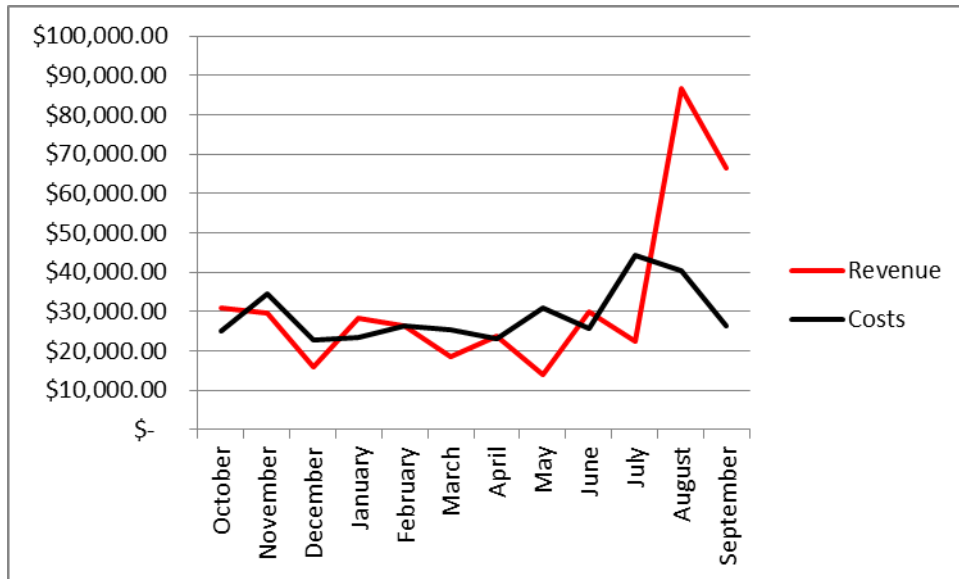
## Action Plan

### To continue to improve on efficiency and effectiveness measures:

- Reduce the number of days from Initial Service to Placement goal to 14 Weeks
- Increase the average hourly rate goal to \$9.50
- Maintain the percentage of individuals who maintain employment throughout 90 Day Follow-Up Period
- Maintain the average hours worked per week (25 Hour)

## Staffing & Budget

During the 2018 – 2019 reporting period, TDH Enterprises, Inc. was able to collect data that would be used to analyze the agency current staffing and budget processes.



During the current reporting period, TDH Enterprises, Inc. invoiced in the amount of \$392,914.00 which is a 7.87% decrease from the previous reporting period revenue of \$426,469.00. Total expenses for the program year were \$348,024.00, a decrease of 14.02% from the previous reporting period costs of \$404,753.00. This resulted in a net profit of \$44,890.00, as compared to the net profit of \$21,716.00 in the previous reporting period.

# Recommendations

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## Quality Improvement Plan

- 1) TDH Enterprises, Inc. should explore methods and procedures that would allow the agency to expand service delivery options, including expanding the agency's service areas and to provide vocational evaluation assessments.
- 2) To continue to develop and foster relationships that will allow TDH Enterprises, Inc. to serve more individuals in a wider service area, including Cuyahoga and Lorain County Areas:
  - Develop more integrated relationships with ORSC offices in Cuyahoga and Lorain Counties.
  - Increase referrals from Erie, Huron, Lorain, Ottawa, and Sandusky Counties.
  - Explore other service options in order to help maintain and potentially increase individual case load.
- 3) Increase training for Employment Specialists that will allow for more advanced and updated service delivery.
- 4) Review internal annual goals and adjust appropriately.

## Performance Plan

- 1) To continue to improve on efficiency measures:
  - Reduce the cost per individual receiving services.
  - Reduce the number of days from Initial Service to Placement goal to 14 Weeks.
- 2) To continue to improve on effectiveness measures:
  - Maintain the percentage of individuals who maintain employment throughout 90 Day Follow-Up Period.
  - Maintain the average hours worked per week (25 Hours).
- 3) Increase the number of successful closures.



**TDH Enterprises Inc.**  
**Outcomes Management Report : Community Employment Services**  
**FFY 2019: October 1, 2018 through September 30, 2019**

	YTD	%
<b>SPONSOR AGENCY</b>	<b>202</b>	<b>100%</b>
OOD (BVR, BSVI)	202	100.00%
BWC	0	0.00%
Private	0	0.00%
Board of MR/DD	0	0.00%
<b>COUNSELORS</b>	<b>202</b>	<b>100%</b>
Boogher	13	6.44%
Budinger	1	0.50%
Commisso	1	0.50%
Cosgrove	6	2.97%
Drouillard	3	1.49%
Eberly	40	19.80%
Fritz	15	7.43%
Heyman	3	1.49%
Holtzberger	2	0.99%
Horvath	3	1.49%
Hrebic	5	2.48%
Huss	4	1.98%
Khan	3	1.49%
Kline	16	7.92%
Mortimer	10	4.95%
Nimrichter	1	0.50%
Pando	6	2.97%
Perry	0	0.00%
Pizzo	0	0.00%
Ramaley	3	1.49%
Rothgery	4	1.98%
Saxon	9	4.46%
Scaccia	1	0.50%
Soper	5	2.48%
Spehar	21	10.40%
Stine	8	3.96%
Strohmeyer	6	2.97%
Roberts	13	6.44%

<b>SERVICES DELIVERED</b>	*	*
Job Placement	60	
Job Follow-Up	22	
Career Exploration	17	
Comm Base Work Experience	15	
Work Adjustment	0	
Personal Adjustment	2	
Summer Work Experience	28	
Job Coaching	6	
Educational Services	7	
Job Seeking Skills	2	
Benefits Analysis	42	

<b>SERVICE AREA</b>	202	100%
Cuyahoga	4	1.98%
Crawford	0	0.00%
Erie	7	3.47%
Hancock	0	0.00%
Huron	50	24.75%
Lorain	28	13.86%
Ottawa	29	14.36%
Richland	0	0.00%
Sandusky	37	18.32%
Seneca	47	23.27%
Wood	0	0.00%
Wyandot	0	0.00%

**NOTES**  
 \* AOD/MI: is a diagnosis of alcohol and other drug abuse/mental illness.

	YTD	%
<b>CONSUMERS SERVED</b>	<b>202</b>	<b>100%</b>
Carry-Overs from Previous FFY	79	39.11%
New Referrals for Current FFY	123	60.89%
<b>GENDER</b>	<b>202</b>	<b>100%</b>
Male	125	61.88%
Female	77	38.12%
<b>AGE</b>	<b>202</b>	<b>100%</b>
00-05 (Children)	0	0.00%
06-17 (Adolescents)	22	10.89%
18-40 (Adults)	117	57.92%
41-65 (Adults)	59	29.21%
66-85 (Adults)	4	1.98%
86+ (Adults)	0	0.00%
Other Age Group	0	0.00%
<b>RACE/ETHNICITY</b>	<b>202</b>	<b>100%</b>
Aboriginal Canadians (First Nation)	0	0.00%
African American/Black	2	0.99%
Asian	0	0.00%
Hispanic or Latino	1	0.50%
Native (American or Alaskan)	0	0.00%
Native Hawaiian or Pacific Islander	0	0.00%
White	199	98.51%
Other	0	0.00%
<b>OTHER DEMOGRAPHICS</b>	<b>202</b>	<b>100%</b>
A) HIV Positive/AIDS	0	0.00%
B) Homeless Individuals	0	0.00%
C) New Immigrants	0	0.00%
D) Hard of Hearing/Deaf	8	3.96%
E) Acquired/Traumatic Brain Injury	2	0.99%
F) Dementia	0	0.00%
G) Developmental Disabilities	104	51.49%
H) Other	1	0.50%
I) Other	0	0.00%
J) Dual Diagnosis (AOD/MI)*	1	0.50%
K) Mental Disorders	60	29.70%
L) Physical Disabilities	21	10.40%
M) Substance Abuse or Other Addictions	2	0.99%
N) Visual Impairments/Blind	3	1.49%
O) Unemployed/underemployed	0	0.00%

**TDH Enterprises Inc.**

**Outcomes Management Report : Community Employment Services**

**FFY 2019: October 1, 2018 through September 30, 2019**

		YTD	%	<b>EMPLOYER PARTICIPATION</b>		
<b>PROGRAM EXITS</b>		<b>164</b>	<b>123%</b>	ABC INOAC Exterior Systems	Home Shopping Network	Parkhurst Dining
1) Successful		115	70.12%	Adriel	ICI	Promedica
2) Un-Successful (See Reasons)		49	29.88%	American Plastics	InfoCision Management Corp	Reino Linen Services
Administrative Separation		5		Avon Oaks Country Club	JT's Catawba Café	Rue 21
Closed by Sponsor Agency		11		Bassett's IGA	Kalahari Resorts	Rumpke
Family Issues		5		Bob Evan's	KFC	Sandusky Artisan Recovery
Health Issues		11		Borgers Inc	Kimco Cleaning Services	Sandusky Mall
Moved From Area		8		Burger King	Kroger Fuel Center	St. Catherine's Manor of Fostoria
Poor Attendance		9		Cardinal Staffing @ Woodbridge	Le Centre Conference and Banquet	Standard Technologies
Refused To Continue		0		Clean Team	Little Hugo's	STEPS
Transportation Issues		0		Corso's Flower and Garden Center	Lowe's	Style Crest
3) Carry-Overs To Next FFY		38	23.17%	CVS	Marc's	Taco Bell
<b>JOB PLACEMENT</b>		*	*	Days Inn	Maritzcx	Taino Corporation
Number Employed		52		ECI	Market District (Starbucks)	The Cleveland Plain Dealer
Average Hourly Wage Rate		\$11.22		Elmwood Assisted Living	McDonald's	The Hotel at Oberlin
Employment Rate		86.67%		Flex Pack (Spherion)	Meijers	Tiffin Seneca Public Library
Average Hours Per Week		29		Frisch's Big Boy	Menards	TJ Willy's
Number Receiving Fringe Benefits		18		Gibson's Lawncare Services	National Machinery	Tyson Foods
Average Weeks From Initial Service To Placement		18		Goodwill Industries Retail	Northern Mfg	United Health Group-Optum
Average Direct Job Coaching Hours		15		Habitat for Humanity/Restore	Norwalk Recreation Center	Walmart
<b>ACCESS TO SERVICES</b>		*	*	Henry W. Bergman Inc.	OshKosh B'gosh	Whirlpool/Kelly Services
Average Days from Referral to Initial Service		15		<b>TYPES OF JOBS</b>		
<b>FOLLOW-UP</b>		*	*	Activities Assistant	Hand Welder	Store Associate
Follow-Ups Completed		47		Barista	Heavy Equipment Operator	Team Member - Dishwasher
Number Employed		40		Carryout	Housekeeping	Truck Unloader
Average Wage		\$11.92		Cashier	Information Service Assistant	Valet
Employment Rate		85.11%		Cleaner	Janitor	Welder
Average Hours Per Week		30		Commercial Cleaner	Loader/Unloader	
Number Receiving Fringe Benefits		19		Crew Member	Machine Operator	
Number Unemployed (See Reasons)		7		Cust. Service Attendant/Server	Operator	
Administrative Separation		0		Custodian	Packer	
Closed by Sponsor Agency		0		Customer Service Rep	Peer Supporter Contract Worker	
Family Issues		1		Direct Support Professional	Prep Cook	
Health Issues		1		Dishwasher	Production Laborer	
Laid-Off		3		Family Preservation Specialist	Production Operator	
Moved From Area		2		Finisher	Puller/Material Handler	
Poor Attendance		1		Front Desk Agent	Quality Assurance	
Refused To Continue		0		Fuel Clerk	RN On-Call	
Transportation Issues		0		General Labor/Assembly	Server	
Other (HOLD)		0		Greater	Step Technician	