



GOODWILL OF THE HEARTLAND
Mission Services

Services Manual

SERVICES MANUAL

The purpose of Goodwill is to advance the well-being of persons who experience social and economic barriers to independence. To achieve this purpose, Goodwill provides a variety of training, employment, and support services. We attempt to minimize the effects of disabling and disadvantaging conditions on those receiving services and to maximize the individual's functioning by utilizing services within the agency and by linking with other agencies. Programming is designed to enhance independence, self-sufficiency and productivity of those receiving services.

OUR PRINCIPLES

Goodwill's philosophy is based on the belief in the right of every individual to defined and pursue fulfillment in his or her life. Work plays a critical role in this pursuit. Work is a cornerstone for meeting economic needs, developing interpersonal relationships and forming a healthy self-concept. Four principles guide our mission of working toward successful outcomes for the people we serve.

Integration The conditions and opportunities of everyday life typically available to the majority of the population should be available to people with disabilities. Goodwill believes that everyone benefits when people with disabilities work and live together with people who do not have disabilities. We will work with each person to attain the most integrated environment consistent with her or his preferences, strengths and needs.

Empowerment Respect for freedom of choice and individual preference guides Goodwill's approach to all persons. We will assist individuals receiving services to make effective, informed choices in decisions regarding programming. We will provide support as they experience the rewards and consequences of their decisions.

Individuality Each person is unique with individual interests, abilities, preferences, needs and personalities. Goodwill values this diversity and will tailor services, including work assignments and service plans, to respond to each individual.

Comprehensive Approach Each person has preferences, strengths and needs in a variety of life areas, including physical and mental health, social, financial, recreational, and interpersonal, as well as vocational areas. We recognize that it is difficult to help our clients be successful when one part of their lives are out of balance; as a result, we work closely with their teams to identify and address as many needs as possible, referring for other services as needed.

INTRODUCTION

This manual is intended to provide information for internal use and also for our current and potential customers including referral sources, clients and collateral agencies. Questions should be directed to our Program Directors in our Cedar Rapids, Iowa City, Eastern and Southern Regions.

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The services described in this manual are referred to in a generic fashion. We have many specifically named programs that may be offered as a grant funded program, or for a specific population or in a designated area. For example, *Career Connections* is the name we use for some but not all of our School to Work Services.

ACCESSIBILITY

It is the policy of Goodwill of the Heartland to provide full accessibility for all individuals to all areas and functions of the organization, and to promote full accessibility to all facets of community life and activities for all persons. This policy supports the commitment of Goodwill to promote compliance with the letter and spirit the Americans with Disabilities Act.

Goodwill provides equal opportunities without regard to race, creed, color, religion, national origin, sex, marital status, sexual orientation and gender identity.

HUMAN RIGHTS

The Goodwill *Client Rights Committee* is charged with ensuring that the human rights of all clients are promoted and protected. The Goodwill *Client Rights Committee*, composed of selected staff members and persons receiving services, is responsible for ensuring that any restrictions placed upon the rights of persons receiving services are evaluated regularly. This committee reviews and approves/amends/rejects service plans that contain restrictive procedures ensuring that full rights are restored as soon as possible.

CONFIDENTIALITY

In all exchanges of information between Goodwill and other agencies and individuals, confidentiality of information about clients is maintained in accordance with HIPAA. Explanations are given to clients regarding the reasons for exchanging information of a personal nature and prior permission is obtained and documented.

INPUT OF AND PARTICIPATION BY PEOPLE RECEIVING SERVICES

It is the policy of Goodwill of the Heartland to actively solicit input from persons receiving services. This input is then utilized to create an environment that is designed around the needs of the persons receiving services and is responsive to their expectations. Input received is used to improve the current organizational environment and to enhance our strategic planning process.

Our system to collect and utilize input from persons receiving services contains the following elements:

Informal Meetings. These routinely occur among the person receiving services, the counselor and the instructor/supervisor or job coach. Relevant information is communicated to the appropriate management team member for action.

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Interdisciplinary Team Meetings. These staffings occur on an annual basis, at minimum, and involve the person receiving services, the counselor, I/S or job coach, funding personnel, family members and other service personnel, if appropriate. Participant satisfaction information is solicited at these meetings. Relevant input is communicated to the appropriate management team member for action.

Continuous Improvement System. Persons receiving services may give counselors, trainers or any staff member suggestions or concerns and staff will submit it using the Continuous Improvement system. Suggestions are referred to the Senior Leadership Team or appropriate department head for consideration.

Satisfaction Surveys of Persons Receiving Services. Twice a year, all persons receiving services are asked to complete a brief anonymous survey that queries their level of satisfaction with their services and the organization. The results of these surveys are reviewed and summarized by the Vice President and then communicated to the Board, staff and persons receiving services in the annual report on the status of services. An anonymous satisfaction survey is also mailed yearly to the home of any guardians and emailed to all of our funders. Results are analyzed and distributed in the Annual Report.

GOODWILL SERVICES

Goodwill of the Heartland offers the following menu of services:

- Assessment (Discovery, Workplace Readiness, Career Exploration, Job Shadowing).
- Community Employment Services (Job Placement, Supported Employment, School-to-Work Transition).
- Formal Skills Training.
- Supported Community Living Services.
- Day Habilitation Services.

CLIENTELE RECEIVING SERVICES

Goodwill serves individuals who experience a variety of disabling or disadvantaging conditions. All, however, have one thing in common - less than satisfactory performance in the areas of personal, social, emotional or vocational adjustment. They require assistance specifically designed to meet personal goals, build on strengths, and remove barriers to employment and/or other quality of life areas.

The following list is not all-inclusive but is representative of the types of individuals who would be appropriately referred to Goodwill. Individuals with needs or barriers in these areas:

- interpersonal/social skills
- self-concept
- appropriate goals or self-direction
- work habits
- marketable skills
- work history

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- job seeking skills
- Independent living skills
- homelessness

GOODWILL ELIGIBILITY REQUIREMENTS

- 16 years of age or older (exceptions will be made on a case-by-case basis by the Vice President for Mission Services)
- Documentation of a disability or a disadvantaging condition.
- Availability of services and supports that match the individual's preferences, strengths and needs.
- Not harmful to self or others.
- Capable of, or can arrange transportation.
- Capable of, or can arrange, physical care
- Participation at full potential.
- Third party funding or self-sponsorship.

REFERRAL PROCEDURE

1. Contact the respective Program Director or designee to discuss the referral and establish introductory meeting date.
2. Provide necessary referral information to include:
 - A completed "Request for Services" form.
 - Signed documentation of disability (psychiatric, physical, neurological, etc.), when available.
 - A psychological report, social history, prior evaluation summary, when available.
 - A funding agreement between the sponsoring agency and Goodwill plus a long-term funding plan (if necessary), the details of which are agreed upon by the sponsoring agency and Goodwill intake personnel.
3. Tour of service center, when appropriate.
4. Introductory meeting with client and interested parties present. Decision on admission will be made at this meeting or as soon thereafter as possible; this decision is made by the appropriate Program Director or a designate. If accepted, a starting date will be determined, if possible. If an opening is not available, the individual will be added to the waiting list.

WAITING LIST GUIDELINES

Each of Goodwill's locations and services maintains separate waiting lists. We use the "first come, first served" principle to determine order of entry into each of our services. However, presence of one or more of the following factors may influence the order of entry. An individual may be admitted to a service at an earlier date than his/her position on the waiting list would dictate if:

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- She or he is at imminent risk of institutionalization or incarceration.
- He or she is in dire financial need.
- She or he is currently employed or becomes employed while on the waiting list and is at risk of losing the position. (If the person is admitted earlier than the position on the waiting list would indicate and loses the position, he or she returns to the previous spot on the waiting list).
- She or he is at risk of severe mental or physical deterioration due to lack of access to meaningful or productive activities.
- She or he is scheduled to begin or currently participates in residential programming which requires day programming.
- She or he is transitioning from school to work.
- He or she has an urgent need, determined by needing a greater number of service hours (SCL).
- Other emergency situations that may arise (e.g., transition from institutionalization to community living.)

If an appropriate job with sufficient levels of support is available which we are unable to fill with current program participants or persons who hold a higher position on the waiting list, the individual may enter a vocational program earlier than the position on the waiting list would indicate. Conversely, if a job or training position which is consistent with the person's preferences, strengths, and needs is not available when the individual's name comes to the top of the waiting list, he or she must wait until the appropriate job or training position is available.

Transfer Criteria

Between Services:

If an individual meets the requested service's admission criteria, the person served or the program manager may request a transfer to another of Goodwill's services. If the service that the individual wishes to enter has a waiting list, the waiting list criteria listed above are in effect. As soon as interest in or appropriateness for another Goodwill service is identified, the counselor should make a referral in order to place the person's name on the waiting list.

Between Service Regions:

A transfer between Service Regions is not subject to waiting list procedures. If the individual meets the requested program's admission criteria, the person served should be admitted at the next available opening after the person's date of availability.

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RESPONSIBILITIES OF PURCHASERS OF SERVICES

- To prepare the client for referral.
- To provide related background information and materials.
- To maintain follow-up contact with the service and the client by personal visits, telephone and written contacts.
- To respond to recommendations made by the service.
- To provide counseling and other necessary supportive services for the individual and act as a resource person to the service when necessary.
- To provide feedback on client outcome/results to Goodwill personnel to facilitate outcome measurement and follow up efforts.
- To promptly process claims for payment.

RESPONSIBILITIES OF GOODWILL PERSONNEL

- An early decision on acceptance or non-acceptance of the referral. Those referrals not accepted will be notified in writing with the reasons for non-acceptance, recommendations for other service options, and information about the appeals process.
- Enrollment of the client in the shortest possible period of time.
- Provision of information regarding Goodwill procedures, policies and capacity to work effectively with the individual.
- Ready availability for consultation and participation in conferences.
- Provision of appropriate, high quality services that allow the individual to reach his/her highest level of independence.
- Provision of clear, comprehensive, accurate and timely reports on service results.

REPORTS TO PURCHASING AGENCY

Requested reporting formats vary with the needs of the purchasing agency, some of which provide report forms for Goodwill's use. Nevertheless, certain standard procedures are followed. Among these are:

- Every effort is made to answer the specific questions raised by the referring agency. For this reason, it is important that the referring agency be as specific as possible about the reasons for referral to Goodwill.
- Progress reports are designed to keep sponsoring agencies fully informed of client progress.
- The final report for each service is designed to give a summary of the client's Goodwill programming.

INTERAGENCY RELATIONSHIPS

Consistent with our principle of treating the whole person with a comprehensive approach, referrals for additional services may be provided for Goodwill clients through arrangements made with a variety of

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agencies. These services include other employment agencies, mental health centers, hospitals and medical centers, community colleges and universities, recreation services, residential programs, homeless shelters.

SERVICES DESCRIPTIONS

I. ASSESSMENT SERVICES

A. Community Assessment

Community Worksite Assessment is a person-centered process designed to assist persons with disabilities or disadvantaging conditions with career exploration and development, knowledge of employment opportunities within the community, and the skills, education, and/or training requirements of their chosen employment objectives.

1. Entrance Criteria:

- a. Meet agency admission criteria. Referral into this involves the funder completing the Goodwill referral form.

2. Services:

Community Assessment may include the following components:

Discovery. Discovery involves an entire team discussing the job candidate's interests, preferences, skills and successes as necessary to identify potential employment options, work tasks and career pathways. The team looks at an individual's living, learning and working environments to discuss what information is missing and how to facilitate learning so the individual can make an informed decision.

Career Planning. This component helps the individual to assess his/her capabilities, interests, and dreams while developing focused career goals. Often career planning includes meeting with non-traditional interdisciplinary team members based on client invitation.

Job Exploration. During job exploration an individual gains detailed information about employment opportunities that meet his/her interests and capabilities and are available in the community. He/she may participate in tours of businesses, job shadowing, or informational interviews with employers.

Work-Site Assessments. Work sites are developed in businesses that offer positions related to the individual's career goals. At one or more work sites, the Employment Specialist thoroughly evaluates an individual's job performance, including the identification of any supports or accommodations needed for success in future employment.

3. Exit Criteria

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- a. Skills Training Program
- b. Job Development services
- c. Supported Placement
- d. Competitive Placement
- e. Referral to Other Program
- f. Client Drops Out
- g. Not Feasible for Programming
- h. Lack of Funding

II. COMMUNITY EMPLOYMENT SERVICES

Employment Services are community-based services that provide work assessment, work adjustment, employment services, job placement and follow-up services to persons with disabilities or disadvantaging conditions, and help them acquire positive work habits, attitudes and behaviors. "Community" is defined as locations other than Goodwill's centers and stores except when the person receiving services is hired as a Goodwill staff member. Services are provided by Employment Specialists, Job Placement Specialists and Job Coaches at work-sites located in local businesses and industries.

A. Job Placement

This service results in a competitive community job for the individual.

1. Entrance Criteria:
 - a. Meet agency admission criteria, and
 - b. The client has an identified job or job family goal that is available in the local labor market and
 - c. Funding is secured.
2. Services:

Personal goal setting and a review of vocational interests create a foundation for the provision of services. Participants have the opportunity to explore vocational interests through participation in job shadowing, community-based assessment or Discovery services. Job seeking skills training is provided in individual or group settings. Services that are provided include job-seeking skills training (resume building, interviewing skills training, networking), job development, employer education, and short term follow up. A Job Coach is available to provide short-term training and support after a job is obtained. Goodwill Job Placement Specialists assist clients with the process of finding community employment. At times, this may involve carving a specific job out of already existing job descriptions or customized employment.
3. Exit Criteria:
 - a. Community Placement
 - Client, employer, referring agency, and counselor are satisfied with current job performance and do not foresee the need for further services, and

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- Client receives competitive job opportunity
- b. Client Drops Out - No criteria, however, counselor should try to determine reason for drop out
- c. Not feasible for Service.
 - Client can no longer meet admission criteria
 - Evidence exists of lack of cooperation or motivation to actively participate in the service
 - Client is in need of other services (external or internal) before he/she is able to benefit from service
- d. Lack of funding

B. Supported Employment

Supported employment services are intended to assist persons receiving services to retain employment in the community or in their own business. This service is intended for the person who needs longer-term supports to retain employment and/or reach career goals.

1. Entrance Criteria:

- Meet agency admission criteria
- Client expresses interest in or agrees to community-based employment.
- Funding is secured.

2. Services:

Each individual who has secured community-based employment has the opportunity to work with an Employment Specialist and a Job Coach. This team approach helps individuals to:

- Assess current preferences, strengths and needs;
- Identify current barriers to maintaining successful employment;
- Develop strategies to eliminate or reduce barriers in the workplace;
- Develop systems of support in the workplace and community.

For persons with chronic mental illness, supported employment may focus on work and activities that promote symptom management and adjustment to the disability. In addition, the staff attempts to dispel some of the myths surrounding disabilities and helps to educate and increase public awareness through community activities.

3. Exit Criteria

- a. Client, employer, referring agency, and counselor are satisfied with current job performance and do not foresee the need for further support services
- b. Client Drops Out - No criteria, however, counselor should try to determine reason for drop out
- c. Not feasible for service
 - Client can no longer meet admission criteria
 - Evidence exists of lack of cooperation or motivation to actively participate in the service.

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- Client is in need of other services (external or internal) before he/she is able to benefit from service
- d. Lack of funding

C. Youth Services

School to Work Transition services are job readiness, career exploration, job placement or supported employment services tailored to the needs of secondary education students. These services are designed to result in a job that is consistent with the person's preferences, strengths and needs. This job will be available for the person before and/or after he or she graduates from high school.

1. Entrance Criteria:

- Meet agency admission criteria
- The client is a secondary education student
- Client expresses interest in or agrees to community-based employment.
- Funding is secured

2. Services:

Career exploration, job readiness , job placement and/or supported employment services (as described above) are available to persons while in school or transitioning from school. Some of these services include participation in Individual Education Plan conferences as early as the sophomore or junior year of high school.

3. Exit Criteria:

- a. Competitive Placement
 - Student, employer, referring agency, and counselor are satisfied with current job performance and do not foresee the need for further support services, and
 - Student receives competitive job opportunity
- b. Student Drops Out - No criteria, however, counselor should try to determine reason for drop out
- c. Not feasible for service
 - Student can no longer meet admission criteria
 - Evidence exists of lack of cooperation or motivation to actively participate in the service
 - Student is in need of other services (external or internal) before he/she is able to benefit from service
- d. Lack of funding

D. Veterans Services

This grant funded program (DOL and V.A.) offers an array of services designed to assist the homeless veteran to obtain and maintain competitive employment.

1. Entrance Criteria:

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- a. Meet agency admission criteria.
- b. Meet the grant's definition of homeless.
- c. Meet the discharge status as defined by the grants.

2. Services:

Services offered include assessment, case management, counseling, classroom training, internships at Goodwill's retail stores (work adjustment) and employment services

Employment services include job-seeking skills training (resume building, interviewing skills training, networking), job development, employer education, and short term follow up. A Job Coach is available to provide short-term training and support after a job is obtained.

3. Exit Criteria

- a. Competitive Placement - Veteran receives competitive job opportunity and maintains employment for 90 days.
- b. Veteran Drops Out - No criteria, however, counselor should try to determine reason for drop out
- c. Not feasible for Service.
 - Veteran can no longer meet admission criteria.
 - Evidence exists of lack of cooperation or motivation to actively participate in the service.
 - Veteran is in need of other services (external or internal) before he/she is able to benefit from service

E. Occupational Skills Training Services

Goodwill offers a number of skills training program to help participants acquire and develop work skills. These programs are time-limited and follow a formal curriculum and partner with a community employer (e.g. Walgreen's, Retail Certification, Light Manufacturing and Hospitality Certification.)

1. Entrance Criteria:

- a. Meet agency admission criteria
- b. The client meets reading and writing level requirements
- c. Client expresses interest in or agrees to pursue a job in the associated or related job family
- d. Funding is secured
- e. The client meets employer work industry requirements

2. Services:

Approximately half of the time is spent in classroom training and half in on the job training at community sites. The typical training length is 6-8 weeks. Successful completion earns the participant a certificate.

3. Exit Criteria.

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- a. Client completes training program; and if a certificate program, takes certificate exam when desired.
- b. Client Drops Out - No criteria, however, counselor should try to determine reason for drop out.
- c. Not feasible for service.
 - Client can no longer meet admission criteria.
 - Evidence exists of lack of cooperation or motivation to actively participate in the service.
 - Client is in need of other services (external or internal) before he/she is able to benefit from service.
- d. Lack of funding.

V. SUPPORTED COMMUNITY LIVING SERVICES

The Supported Community Living Service at Goodwill provides assistance to individuals with disabilities and disadvantaging conditions in their communities to maximize and maintain individual independence and self-direction through support of residential strengths, needs and interests.

1. Entrance Criteria:

- a. Meet agency admission criteria
- b. The client must be able to function in a community setting without 24-hour supervision.

2. Services:

The Supported Community Living Specialist assists with all aspects of skill development. These services include: meal planning and preparation, household chore planning and completion, emergency numbers, emergency planning, weekly or monthly planning and scheduling, transportation, grocery shopping, other shopping, recreational and socialization activities, budgeting, and assistance with paying bills, advocacy and services coordination. For persons with chronic mental illness, Supported Community Living services may focus on activities that promote symptom management and adjustment to the disability.

At the beginning of the service, we provide an assessment to determine areas in which the individual needs assistance.

3. Exit Criteria:

- a. The individual is able to independently integrate into a community living setting
- b. Failure to meet program admission criteria
- c. Lack of funding

VI. DAY HABILITATION SERVICES

1. Entrance Criteria:

- a. Meet agency admission criteria

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2. Services

The program provides training regarding communication and socialization skills, academics, community skills, recreational and leisure skills for persons who may have significant barriers to independence. Training occurs at sites in the community and on-site at our centers. Training occurs one-to-one and in small groups. Staff will use an accessible van, minivan or their own cars to transport small groups of clients to community resources and outings.

Skills training may include the following:

- Communication activities
- Leisure and recreation activities
- Cultural activities
- Development of work attitudes and behaviors
- Volunteer opportunities
- Educational activities
- Development of living skills
- Health and wellness promotion
- Orientation to space and destination training
- Utilization of public transportation

Staff develops individualized weekly schedules of activities tailored to the person's expressed preferences and interests. Some clients may also participate in a work program on a part time basis.

3. Exit Criteria:

- a. Referral to Other Programs
- b. Client Drops out
- c. Not feasible for Program
- d. Lack of funding
- e. Individual achieves goals and no longer requires the service

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Goodwill of the Heartland Locations

Burlington Service Center

165 W. Burlington Ave.
Burlington, IA 52601

Cedar Rapids Center

1441 Blairs Ferry Rd. NE
Cedar Rapids, IA 52402

Cedar Rapids Day Habilitation

5303 N. Park Place
Cedar Rapids, IA 52402

Clinton Service Center

1015 N. 13th Ave.
Clinton, IA 52732

Iowa City Center

1410 S. 1st Ave.
Iowa City, IA 52240

Iowa City Day Habilitation

1470 S. 1st Ave
Iowa City, IA 52240

Helms Career Center

4805 22nd Ave.
Moline, IL 61265

Muscatine Employment Services

427 Lake Park Blvd.
Muscatine, IA 52761

Helms Career Center

2001 Cedar Plaza Dr.
Muscatine, IA 52761

Quad Cities Center

805 W. 35th St.
Davenport, IA 52806

Call toll free: 866-466-7369 for all office and store locations

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