



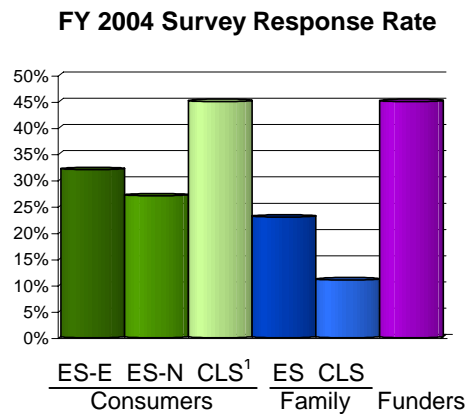
*FY 2004
Stakeholder Survey Summary*

In July and August, 2004, ICON conducted satisfaction surveys with five major groups of stakeholders: consumers of community living services, consumers of employment services (with separate questionnaires for those who are employed and those who aren't), family members of both groups, and funders of our services¹.

Over the last few years we have departed from the 'scale of 1 to 5' format in most of our stakeholder surveys. We believe that a more free-form questionnaire elicits more meaningful responses, even though it makes it more difficult to summarize and present the responses, which range from basic yes/no answers to comments which fill both sides of the page.

The survey instruments may be found on our website at <http://iconservices.org/pig.html>.

Surveys for consumers of community living services and families of both groups were free-form. The two surveys for consumers of employment services were somewhat more structured, offering "yes", "most of the time" and "no" options for the majority of questions. All surveys were distributed by mail, with a stamped return envelope. Response rates from consumers and family members ranged from 11% to 45%.



The funders' survey combined both 'scale of 1 to 5' and free-form questions. While the overall response rate was very good (45%),

we were disappointed that we received no responses from funders of Community Living services.

Number Responding

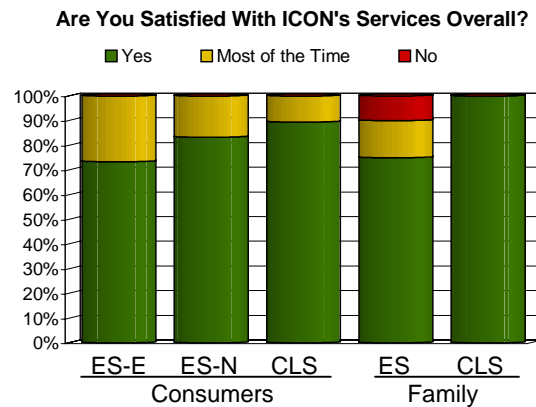
| | |
|-------------------|----|
| ES - Employed | 15 |
| ES - Not Employed | 7 |
| CLS | 19 |
| ES - Family | 20 |
| CLS - Family | 4 |
| Funders | 10 |

Overall Satisfaction

The first question on all six surveys was, "Are you satisfied with ICON's services, overall?" Eighty-three percent of consumers and 84% of family members responded with an unequivocal "yes". If we include those who said they were satisfied most of the time, the surveys indicate we achieve an overall satisfaction rate of 100% among our

¹ Names of the various constituent groups may be abbreviated as follows: ES stands for Employment Services; -E indicates employed consumers and -N is used for those not currently employed. CLS stands for Community Living Services. With both groups, -C may be used to identify primary consumers and -F for family members.

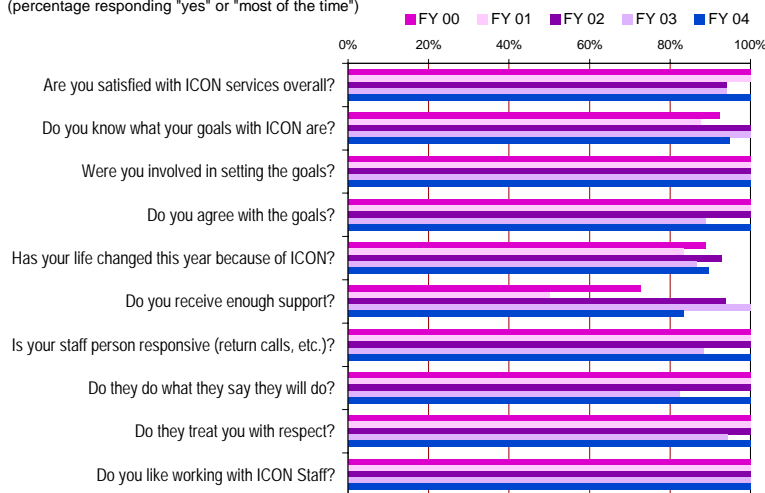
consumers and 94% from their families. Funders were asked to rate their satisfaction on a scale of one to five. They were also asked to rate their satisfaction separately for three different categories – long-term employment services, short-term employment services, and community living services – so the ten persons responding were responsible for a total of 12 rankings: seven funders of short-term services, five who fund long-term services and, as noted, none from purchasers of community living services. Only 25% of funders report unequivocal satisfaction but an additional 42% state that they are satisfied most of the time. "About half the time" was the response from 17%, and the remaining 17% said "rarely." The reasons for such low satisfaction among funders will be discussed later in this document.



Has Life Changed Because of ICON's Services?

Eighty-nine percent of consumers of community living services report that their life has changed in the past year because of ICON's services. None of their family members reported any change over the current year (but only four families responded). We didn't ask this question of consumers of employment services, but we did ask their family members; 56% reported seeing changes over the course of the year.

Satisfaction of CLS Consumers
(percentage responding "yes" or "most of the time")



Consumer Involvement in Determining Goals

Most long-term consumers of ICON's services have goals and objectives which determine the shape of the services they receive, particularly with respect to community living services. We asked CLS consumers whether they know what their goals are, whether they were instrumental in choosing those goals, and whether they agree with the goals. All but one indicated that they

did know what their goals are, and all said that they were both involved in determining the goals and in agreement with the goals.

We asked consumers of employment services who are currently looking for a job whether they had participated in the development of their individual service plan, and whether ICON staff had worked with them to clarify their long-term employment goals. To both questions, all but one person answered “yes”.

Family of employment services consumers were asked whether the service was what they had expected. Seventy-five percent said "yes" and 5% said "most of the time"; most of the remaining 20% were disappointed that it has taken so long to find a job for their family member.

Listening to the Customer

We asked consumers of employment services, "Do ICON staff respond to your questions and concerns?" and 86% responded with an unequivocal "yes"; 9% said "most of the time" and one person gave a flat "no".

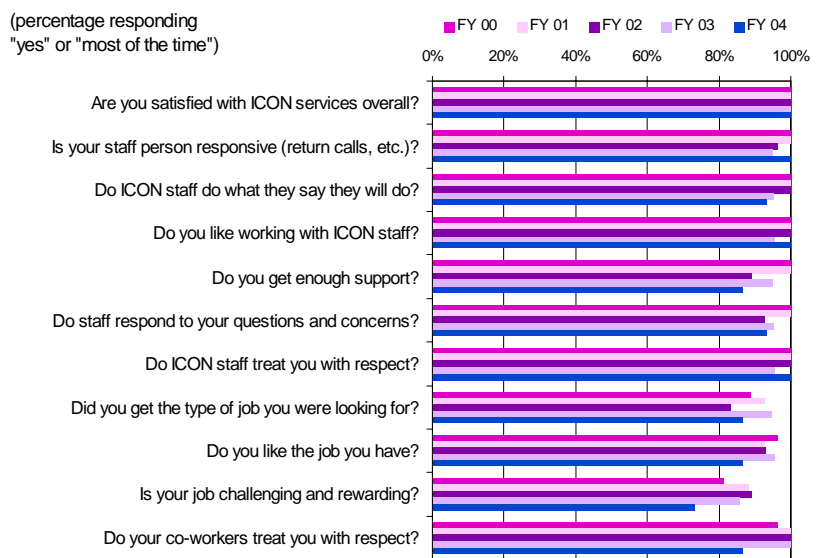
We asked the same question of funders. Twenty-five percent said "yes" and an additional 67% said "most of the time". The remaining person felt that we respond "about half the time".

Followthrough

In Community Living Services, 74% of consumers and 75% of family members report that ICON staff do what they say they will do; the

rest said we do “most of the time”. In Employment Services, 91% of consumers said that ICON staff do follow through, and an additional 5% said we do most of the time. Seventy-six percent of family members said that employment services staff follow through consistently, 11% said they do “most of the time”, and 11% considered followthrough unacceptable.

Satisfaction of ES Consumers who are Employed



Adequacy of Support

We asked consumers of community living services and their family members how many hours of services they were receiving per week, and whether that was enough. Weekly hours of service ranged from two to 32. Last year, 97% of consumers felt they were receiving enough support. This year, that number had fallen to 72%; 11% feel they get enough support most of the time, and 17% feel they absolutely do not get enough support. This reflects the severe tightening of the Fairfax-Falls Church CSB budget for these services, which in turn reduced ICON's budget for these services by 30% at the beginning of FY '04. As mentioned, only four family members of people receiving community living services responded to our survey; three felt their family member was receiving enough support and one did not.

We didn't ask consumers of employment services how many hours of service they were receiving, since this can vary widely depending upon what stage of the process they happened to be in, but we did ask whether they considered that they were receiving enough support. Seventy percent of those who are employed said yes, 7% responded "most of the time", and 13% did not feel they get enough support. All of the jobseekers felt that they were receiving enough support, although many of their family members did not, as reflected in the repeated concern over how long it has taken in some cases to find a job. One factor is the sharply reduced funding for these services, which takes its toll on the number of hours authorized by both long-term and short-term funders, coupled with the increased paperwork and justification required to get authorizations for short-term services, the concomitant increase in waiting time between authorizations, and the smaller size of each individual authorization, causing the process to have to be repeated more often.

Respect Shown Toward Stakeholders

We asked all of our customers whether they feel that ICON staff treat them with respect. We also asked family members and funders whether they consider that we treat our primary consumers (their family members or clients) with respect.

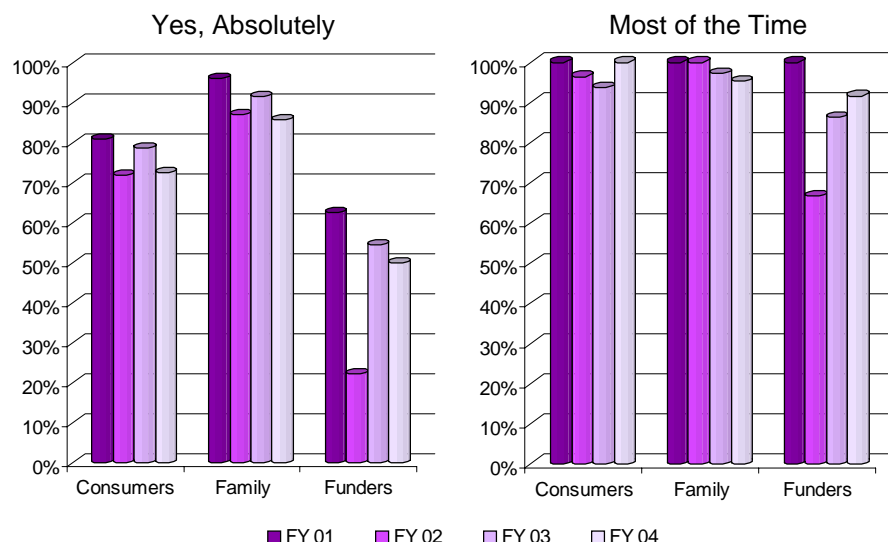
Eighty-seven percent of all respondents said without qualification that we treat our consumers with respect, 100% of family members and 83% of funding agents said that they themselves get respect from ICON staff. If we include those who said "most of the time", the figures are 99%, 100%, and 92%, respectively.

In a related question, 87% of employed consumers reported that their co-workers treat them with respect.

All five groups were asked whether ICON staff are responsive, i.e., whether they return phone calls, arrive on time for scheduled appointments, etc. The various groups had various responses to this question:

| Are ICON Staff responsive? | number responding | yes | most of the time | half the time or less |
|------------------------------------|-------------------|------|------------------|-----------------------|
| Employment Services - Employed | 15 | 73% | 27% | |
| Employment Services - Not Employed | 7 | 57% | 43% | |
| Community Living Services | 18 | 78% | 22% | |
| Employment Services - Family | 17 | 82% | 12% | 6% |
| Community Living Services - Family | 4 | 100% | | |
| Funders | 12 | 50% | 42% | 8% |
| Overall | 53 | 73% | 25% | 3% |

Are ICON Staff Responsive?



Two years ago, in FY '02, only 59% of employment services consumers who were employed and only 22% of funders found ICON staff responsive all the time. This was targeted as a primary area for improvement. Both areas improved markedly in FY '03 but this year's response shows that the level of absolute satisfaction in this –

one of the most basic measures of customer service – has slipped, indicating that we must renew our efforts in this area. (It should be noted that some of this fluctuation may be attributed to the fact that the samples are small – the 3% who indicate complete dissatisfaction represents just two persons, one family member and one funder.)

Outcomes of Employment Services

Among consumers of employment services who were working at the time of the survey, 87% (13 out of 15) reported that they got the type of job they had wanted; 67% said that they like the job that they have and an additional 20% said they like it most of the time. While only 60% indicated that their current job was challenging and rewarding all of the time, 73% allowed that it was at least most of the time. This is the lowest rate recorded in several years, but we suspect it is still substantially higher than that of the general population.

When asked how long they would like to keep their current job, six said they'd like to keep this job forever, another six said they'd like to get a new job within the next few years, and one person indicated that they'd like to get a new job immediately. Employed consumers of employment services were also asked how many hours per week they are currently working, and how many hours per week they would like to work. Of those who responded to this question, 50% said they are happy with their current hours; 40% would prefer to be working more hours, and 10% would like to be working less.

Do Our Consumers Like Us?

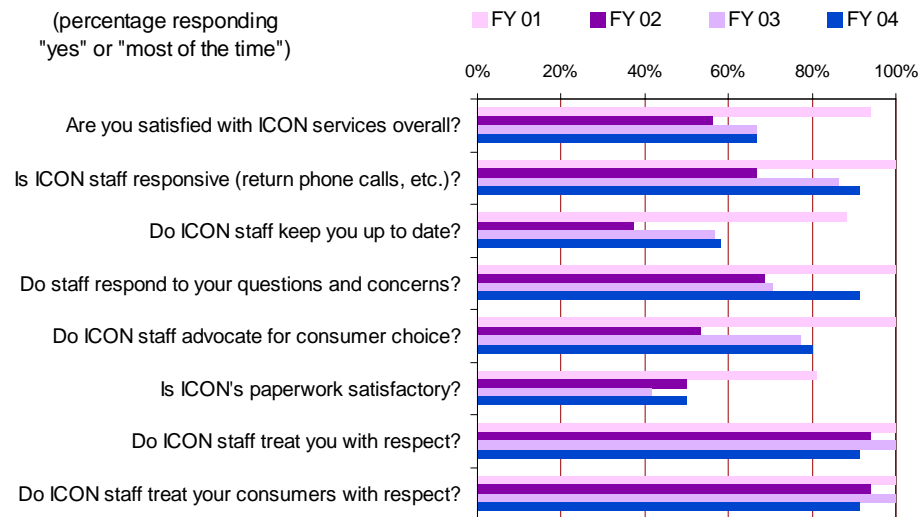
In a final, general question, 88% of consumers say that they like working with ICON staff, and the remainder checked "most of the time".

Funders' Experience With ICON

Questions which were asked of funders as well as other groups have been reported on throughout this document. In addition, we asked our funders what they like most about

Funder Satisfaction

(percentage responding "yes" or "most of the time")



ICON, and in what areas we could improve.

On the strengths side, many factors were mentioned, including ICON's philosophy and vision, flexibility, and quality of work.

The number-one failing cited was "paperwork" – most often the timeliness of submission.

Communication and

time management were also cited. The full text of these responses is included below at the end of the Comments section.

Other Stakeholder Groups

ICON recognizes that its staff are stakeholders too. In prior years, ICON has conducted a survey to gauge staff's opinion of the management team. This year, we plan to

expand this to ask about other aspects of the employment experience. This survey will likely be conducted in the October-November time frame. Results will be posted on the ICON website under 'Quality Documents' when they become available.

ICON also plans an in-depth survey of employers of individuals supported by ICON in employment services. The target date for this survey is January 2005.

Comments

All questionnaires asked respondents for their comments. Most of the general comments from consumers and their family members are included below; we have omitted a few because of extensive personal references or because of their length.

| | |
|--|--|
| Community Living Services Consumers | Do you have anyone that is experienced in a computer? I would like to see results of the survey please. I'm curious in others' answers. |
| | I really enjoyed working with [my two staff people], there really nice. |
| | I really miss going horse back riding and Special Olympics [because of the most recent funding crisis, ICON is no longer allowed to support recreational activities]. |
| | [I wish] ICON could help me find a job. I wanted more responsibility but the employer would not allow a job coach. [The employer] did [not?] give me enough training (plants, flowers, customer service). Would like to work for Fairfax County M-F cafeteria or school bus [aide on bus]. |
| | Personal shopping -- staff strict = clean first then go shopping. I want to be able to go shopping before cleaning. [Staff person] worries about gas bills (for her car). We don't do anything fun anymore, [she] doesn't take us out. |
| | [I] want a new job -- custodian/hospitality kind of work. And work harder on savings to buy my hovercraft; get a job and a place to live closer to mother. |
| | Your staff is fine. |
| | Want more [hours of service] for out-of-the-house activities. |
| | [My staff person] treats me as an adult. |
| | I would go nuts if I don't work with [my staff person] and have fun with her too at the same time. I like the way she teases me and jokes with me too. |
| Yes I do [like working with ICON]. Wonderful service. My mom likes it too. | |
| CLS Family | [My daughter's] meeting goals is always dependent on her counselor's ability to do her job. |
| | ICON adds stability and independence to [my daughter's] lifestyle. |
| Employment Services - Employed | I really like this job, but I might want to try something completely different within the next few years |
| | Lately I haven't felt the service is flexible enough, I've felt pushed away because I had a crisis in my life and had to put my new job search on hold after it was already funded. |
| | Looking for job placement assistance (ASAP). |
| | Thanks to [my staff people] for their help. |
| | The job coach I have is good. The backup job coaches needs to improve. |

| | |
|---------------------------------------|---|
| Employment Services - Not Employed | I think that they do help me. |
| | [My staff person] is a great counselor. She help me the best she can. I am happy to work with her. |
| | If DBVI didn't have to be involved things would be smoother. |
| | I have been working with ICON for a long time. I have enjoyed working with all of the different job coaches. But I hope that I will get a paying job soon! Maybe at the Library Foundation, or at a place that is part of the Government Center. That is where I do work a couple times a week. |
| | Wish she'd find me a job here in the area. Something I wanna do, not just because of the money. Roy Rogers is too far out. Not money-hungry, would rather do what I wanna do. |
| Employment Services Family | Having a job is very important to [my son]. [ICON staff] and I have good communication and I try to enforce any suggestions she might offer to help [my son] with his job. [She] is doing a wonderful job. She is a delight to work with. |
| | We are now and have been very happy with ICON. The staff has been helpful, understanding, and kind with our daughter. |
| | [ICON staff] were really friendly and totally had my son's interest at heart. He has gained employment and is doing well. |
| | My daughter's job coach shares concern, sympathy and insight into my daughter's needs beyond what might be expected. |
| | We are extremely satisfied with ICON's services. |
| | Absolutely satisfied!! 3 cheers for Robyn and her staff -- In the past many, many years my son has grown and matured and takes on so many, many responsibilities -- as his mother I'm so proud of him and ICON. It is much more than we expected! What ICON really needs is <u>more support & money</u> from the state of Virginia and Maryland and less <u>government talk!!</u> |
| | We are very satisfied and appreciative. [Our son] is more oriented towards his job tasks and more willing to share information on his job performance. |
| | Our son is glad that [ICON staff] tries to meet with him once a week. |
| | She makes fewer mistakes at her job because you are teaching her how to do it. |
| | [ICON staff is] reliable, interested, supportive, and seems to have a good relationship with employer, as well as with all of us. There have been issues that were minor, but resolved -- possibly preventing them from becoming major. We are pleased with ICON services; we had no expectation prior. |
| | Job coaching has allowed her to continue employment. |
| | I had been satisfied until this past year. The job coaching is fine. [But] it took so long to find [my daughter] employment that I felt the job coaches must not have given much undivided attention to the job search. Perhaps they are stretched too thin. I was shocked that it took 1.5 years to find [my daughter] a job. Even after DRS provided adequate funds, it seems the job coaches are uncertain how to approach prospective employers. [But my daughter] FINALLY GOT A JOB. She was provided a good volunteer job while she waited for a job. |
| | The service is better than I expected. |
| | I expect <u>more</u> job placement assistance. |

| | |
|----------------------------|--|
| Employment Services Family | We are disappointed in the job placement. We have worked with ICON since March [4 months] and he still isn't in a job ... I expected [my son] to have a job and then be supported by ICON during this time period. We cannot continue due to money reasons -- & he still doesn't have a job! |
| | More satisfied than at last survey, but [my daughter] needs a new volunteer job. On-the-job counselor seems to be absent for the past few months |
| | Very hard to reach staff. Very long between messages. Very, very slow in searching for jobs. ICON seems unresponsive to needs -- does not understand situation. Expects client to do most of the work. |
| | [They do what they say they will] eventually. I guess they have heavy caseloads. They're very responsive on job coaching. |

In the free-form area of the funders' survey we asked for input in three areas:

| | <i>What do you like most about ICON?</i> | <i>In what areas could we improve?</i> | <i>Concerns, suggestions, general comments:</i> |
|---|---|--|--|
| Funders of Long-Term Services | The diversity of employers sought for the individuals you serve. | Consistency among individuals in relation to sending quarterly paperwork on time. | |
| | I like that ICON is willing to think "outside the box" and adapt to individuals' wants and needs. | Improvement on paperwork and submitting quarterlies in a timely manner. | Christine Heiby has been an excellent advocate for an individual that has proved to be difficult to serve. |
| | Management is excellent. Philosophy and vision of organization. Overall staffing. | Time management. Progress notes / evaluations. | |
| | Their ability to be flexible. | | |
| Funders of Short-term Employment Services | Reports are thorough. Upfront intake gathers a lot of useful information. | Once case is assigned, communication falters. Rarely do I receive an update unless the job coach is requesting additional hours. | |
| | The individuals who I have worked with from ICON. | N/A at the present time. | The reports I have been receiving are thorough. |

| | | | |
|--|--|--|--|
| <p>Funders of Short-term Employment Services</p> | | <p>Communication in monthly reports. Job development strategies for special needs populations. Timeliness of service delivery.</p> | <p>Training of staff in active vs. passive strategies of job development. Allocating more staff for direct service perhaps reducing staff to client ratios. Improve quality of service delivery.</p> |
|--|--|--|--|