

Tennessee QuILTSS Workforce Initiative Organizational Self-Assessment Workbook

October 2021



INSTITUTE on COMMUNITY INTEGRATION
UNIVERSITY OF MINNESOTA



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Issue editors Amy Hewitt, Barbara Kleist

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By Amy S Hewitt, Katie Keiling, John K Sauer, Nancy J McCulloh, Marijo McBride

Co-published by the Research and Training Center on Community Living, Institute on Community Integration, University of Minnesota and the Department of Disability and Human Development, University of Illinois at Chicago

Staff Recruitment, Retention, and Training Strategies for Community Human Service Organizations

By Sheryl A. Larson & Amy S. Hewitt, Eds.

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Adapted from the Minnesota Person-Centered Organizational Development Tool (2014).

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2021 Understanding Your Data and Workforce Strategies Kick-Off Workshop and Coach Details

Workshop Topics and Schedule Options

Session 1: Getting Started: Tennessee Workforce Initiative Overview and Understanding DSP Workforce Issues and Understanding Your Data: Overview of Survey Results Profile and Interpreting Data

1. Wednesday, October 27, 9 a.m.–12 p.m. CDT (10 a.m. – 1 p.m. EDT)
2. Wednesday, October 27, 1 p.m.–4 p.m. CDT (2 p.m. – 5 p.m. EDT)

Session 2: Snapshot of TennCare Workforce Toolkit: Recruitment, Selection and Retention and Planning your Next Steps

1. Wednesday, November 3, 9 a.m.–12 pm CDT (10 a.m.–1 p.m. EDT)
2. Wednesday, November 3, 1 p.m.–4 pm CDT (2 p.m.–5 p.m. EDT)

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Organization Preparation for Technical Assistance

Our organization's mission, vision, and/or values are:

After session 1 of the kickoff, what questions do I have? What do I want to know more about?

After session 2 of the kickoff, what questions do I have? What do I want to know more about?

Organizational Workforce Data

	Our Organization	State of Tennessee	Our Region	My Notes
Percentage of on call/temporary DSPs				
Percentage of not distinguished DSPs				
Percentage of part-time DSPs				
Percentage of full-time DSPs				
Percentage of overall DSP vacancy				
Percentage of overall annual DSP turnover				
Percentage of DSPs who left within 0-6 months of hire				
Percentage of DSPs who left within 6-12 months of hire				
Starting DSP hourly wage				
Average DSP hourly wage				
Highest DSP hourly wage				
Percentage of DSPs enrolled in healthcare plans				
Starting FLS wage				
Average FLS wage				
Highest FLS wage				
Percentage of annual FLS turnover				
Percentage of FLS who left within 0-6 months of hire				
Percentage of FLS who left within 6-12 months of hire				
Percentage of overall FLS vacancy				

Things to figure out:

1. Assessment and Using Workforce Data

Regular, useful assessment can provide important information about your workforce practices. It can help you increase the efficacy and quality of your efforts. Assessments can help you focus your attention on supporting your workforce by indicating your areas of strength and desired areas for improvement. These can help you identify areas where additional attention and new strategies to address your workforce challenges may be needed.

At our agency...	Never Evident 0	Sometimes Evident 1	Consistently Evident 2
1.1. We collect information about staff satisfaction.			
1.2. We intentionally measure the engagement of our DSPs.			
1.3. We use strategies and tools to assess DSPs attitudes or opinions about various aspects of our organization.			
1.4. We have identified performance or training standards for DSP and FLS positions, and we collect information related to their progress.			
1.5. We track and transparently share with staff, board and people served retention trends (turnover, vacancy and tenure).			
1.6. We conduct cost/benefit market analyses on wage and benefits.			
1.7. We know the characteristics of our most successful and ideal staff and we use this in our workforce development efforts.			
1.8. The quality of supports and services is routinely measured and data are used in organizational planning for workforce development.			
1.9. We provide opportunities for DSPs to provide input on policies and practices that will affect them.			
1.10. We use feedback from people who receive services and their families to inform decisions about workforce development improvements.			

Reflections on Assessment and Using Workforce Data

What have you tried regarding assessment and using our data to drive workforce decisions and practices?	What have you learned?
What are you pleased about?	What are you concerned about?

Based on what we know, what should we do next?

Action steps
Current partners
Potential partners
Technical assistance needs

2. Organizational Capacity and Processes

There are organizational practices and processes that can support your efforts and provide a supportive context to address your workforce challenges. These are related to structure, support, policy, staff and stakeholder support.

At our agency...	Never Evident 0	Sometimes Evident 1	Consistently Evident 2
2.1. Our mission, vision, and values help us integrate best practices in workforce development throughout the organization.			
2.2. We have dedicated resources to implement workforce toolkit strategies designed to improve our retention outcomes.			
2.3. We are willing to change policies and practices to ensure direct support professionals are valued in our organization.			
2.4. Supervisors and managers are specifically trained in and are using workforce interventions designed to engage the workforce and increase retention.			
2.5. We provide opportunities for individuals and their families to engage in leadership roles or to shape our workforce development efforts in meaningful ways.			
2.6. We provide opportunities for direct support professionals to engage in leadership roles or to shape our workforce development efforts in meaningful ways			

Reflections on Organizational Capacity and Processes

What have you tried regarding organizational capacity and processes?	What have you learned?
What are you pleased about?	What are you concerned about?

Based on what we know, what should we do next?**Action steps****Current partners****Potential partners****Technical assistance needs**

3. Recruitment Practices

Recruitment involves practices of communicating opportunities and gathering interested individuals to fill open positions. Recruitment of direct support professionals and frontline supervisors can be a significant challenge in our industry. There are practices that can increase the quality and efficiency of our recruitment efforts.

At our agency...	Never Evident 0	Sometimes Evident 1	Consistently Evident 2
3.1. We know from where all our direct support professionals are recruited.			
3.2. We use public service announcements to recruit and promote the value of DSPs.			
3.3. We have a marketing plan for recruiting DSPs.			
3.4. We use a referral bonus system in our recruitment efforts.			
3.5. We offer a hiring bonus for new DSPs.			
3.6. We are engaged in a formal pipeline program to bring DSPs to our organization (e.g. secondary schools, workforce agencies, college courses/professors).			
3.7. We rely primarily on inside recruitment sources beyond current staff referrals such as our board of directors, families of people served, volunteers, alumni staff, etc.			
3.8. We use what we know about the characteristics of our most successful DSPs and we use this information to help us recruit new DSPs.			

Reflections on Recruitment Practices

What have you tried?	What have you learned?

Reflections on Recruitment Practices

What are you pleased about?	What are you concerned about?

Based on what we know, what should we do next?

Action steps
Current partners
Potential partners
Technical assistance needs

4. Selection Practices

Selecting direct support professionals and frontline supervisors with appropriate expectations and readiness to increase knowledge, skills and attitudes needed in these jobs is an important area to increase the likelihood that your hiring efforts will result in employees who stay on the job and provide high quality supports. There are practices that can increase the quality and efficiency of our selection efforts.

At our agency...	Never Evident 0	Sometimes Evident 1	Consistently Evident 2
4.1. We use a realistic job preview in our selection process.			
4.2. We use structured behavioral interview questions when interviewing DSPs.			
4.3. We score answers to interviews and offer positions to people who meet a designated numeric criteria.			
4.4. DSPs have a specific role in the interview and selection process of all new DSPs			
4.5. Individuals who receive services from our organization are a part of interview teams.			
4.6. Supervisors help select and approve all decisions about new hires they will supervise.			

Reflections on Selection Practices

What have you tried?	What have you learned?
What are you pleased about?	What are you concerned about?

Based on what we know, what should we do next?

Action steps
Current partners
Potential partners
Technical assistance needs

5. Retention Practices

Retention involves our efforts to train, support, and develop employees so that they are engaged in work and want to stay in this field. Retaining or keeping high quality direct support professionals and frontline supervisors on the job can be a significant workforce challenge. There are practices that can increase the quality and efficiency related to retaining these staff.

At our agency...	Never Evident 0	Sometimes Evident 1	Consistently Evident 2
5.1. Newly hired DSPs receive an intentional orientation of at least 20 hours.			
5.2. DSPs receive annual training of at least 40 hours.			
5.3. DSPs have opportunities for professional development each year (beyond regulatory required training).			
5.4. We provide a career pathway for DSPs with associated pay increases based on demonstrated completion of competency based training and years of service.			
5.5. We have a DSP peer mentoring program.			
5.6. We use the Center for Medicare and Medicaid Services (CMS) DSW core competencies to guide and direct the content of our training for DSPs.			
5.7. We use a hybrid blended-learning model for training (on-line, in person, and work based learning).			

Reflections on Retention Practices

What have you tried?	What have you learned?
What are you pleased about?	What are you concerned about?

Based on what we know, what should we do next?

Action steps
Current partners
Potential partners
Technical assistance needs

6. Evaluation Practices

Evaluating any implemented workforce strategy is essential to ensure the efficacy of your efforts. It provides needed feedback for your implementation team about your progress toward your desired outcome and your goals. Collecting baseline information that is useful for informing your efforts and regularly collecting and reflecting as a team upon information related to your progress is needed. This practice will help you determine when you need additional support, to shift directions, or to stay the course so that you can remain on track to achieve your goals.

At our agency...	Never Evident 0	Sometimes Evident 1	Consistently Evident 2
6.1. The quality of supports and services is routinely measured and data are used in organizational planning for workforce development.			
6.2. We intentionally measure the engagement of our DSPs.			
6.3. We provide opportunities for DSPs to provide input on policies and practices that will affect them.			
6.4. We use feedback from people who receive services and their families to inform decisions about workforce development improvements.			
6.5. When we try a new workforce strategy, we set measurable and achievable goals before we start implementing.			
6.6. When we try a new workforce strategy, we determine how we will evaluate it before, during, and after implementing. We make a plan for evaluation.			
6.7. When we try a new workforce strategy, we consider the data we are already collecting (see section 1 on Assessment and Using Workforce Data), and assess how they might be useful for evaluating our new efforts.			
6.8. When we try a new workforce strategy, we identify and use evaluation practices that are aligned with the goal(s) or outcome(s) we wish to see impacted by the strategy.			
6.9. When we try a new workforce strategy, we identify the team members who will collect and summarize evaluation information to help us evaluate our progress toward our goals.			
6.10. When we try a new workforce strategy, we use our evaluation information to inform our efforts.			
6.11. When we try a new workforce strategy, we identify benchmarks towards our goals where we celebrate our progress toward those goals.			
6.12. When we try a new workforce strategy, we communicate to stakeholders our positive progress toward our goals.			
6.13. When we try a new workforce strategy, we have a way for all stakeholders to provide us with feedback on our efforts. We have a process for regularly reviewing and resolving feedback.			

Reflections on Evaluation Practices

What have you tried?	What have you learned?
What are you pleased about?	What are you concerned about?

Based on what we know, what should we do next?

Action steps
Current partners
Potential partners
Technical assistance needs

Moving Towards Improvement

Reflections for Improvement

As you review and reflect on the notes and ratings you recorded in your workbook, use the questions below to guide you in a deeper exploration of your workforce development practice and next steps that your organization can take toward continuous improvement.

1. What area(s) of workforce development seem to already be very strong at my agency? Name 2-3 best practices in workforce development that you're currently using and want to keep strong. Identify specific commitments you will make to keep these successful strategies going strong into the future.
2. What area(s) seem to need the most improvement in order to address workforce challenges? Identify 2-3 strategies you might want use to make improvements in this area?
3. How will you know your agency is making improvements? What outcomes would you expect to see if you implemented the strategies you identified above?

Workforce Initiative Timeline for Cohort 3

OCTOBER 2021	NOVEMBER 2021	DECEMBER 2021	JANUARY-FEBRUARY 2022	MARCH-JULY 2022	AUGUST 2022 and beyond
<p>GETTING STARTED</p> <ul style="list-style-type: none"> Email invitation to kick-off events Identify key contacts, potential team members <p>SESSION ONE: Kickoff workshop</p> <ul style="list-style-type: none"> Workforce Initiatives Overview Understanding your data: Overview of Survey Results, Profiles and Interpreting Data Introduce Self-Assessment Workbook & Eight Steps of Implementation 	<p>SESSION TWO: Kickoff workshop (cont'd)</p> <ul style="list-style-type: none"> Assess your needs: Evidence Based Practices and Organizational Capacity Overview of TennCare Workforce Toolkit: Recruitment, Selection and Retention Planning your next steps: Measuring Outcomes of Implementation and Creating a Practical Action Plan for Change Collaborative Consultation Conference 	<p>SELF-PACED AND ENGAGEMENT</p> <ul style="list-style-type: none"> Complete Self-Assessment Workbook Review toolkit & view webinars Confirm organizational readiness (begins) Collaborative Consultation Conference (cont'd) Participate in Community of Practice 	<p>ENGAGEMENT</p> <ul style="list-style-type: none"> Organization consultation virtual meetings begin Participate in Workforce Development Workshops 	<ul style="list-style-type: none"> Organization consultation virtual meetings Organization Team implement the strategy (begins) Participate in Regional Community of Practice Participate in Year 4 2021 Survey 	<ul style="list-style-type: none"> Participation in Community of Practice Year 4 2021 Survey Results Participate in webinar to review Year 4 – 2021 Survey Organizational Profile

8 Steps for Implementing Workforce Strategies

Step 1: Identify and assess the problem

- What problem or challenge will your organization address?
- How big is the challenge?
- What is the baseline level of performance at your site in regard to this challenge?

Step 2: Select an intervention strategy

- What strategy do you propose to address this challenge?

Step 3: Identify components of the strategy.

- What are the major components of the intervention strategy?
- What will you do?
- What are the steps involved in this intervention?
- Who will be involved in developing, implementing, and evaluating the intervention/ What roles will each person play?
- What are the costs associated with this intervention (e.g., time, resources)?

Step 4: Identify barriers to implementation

- What are the main barriers to using this intervention?
- Who needs to know about and/or be involved in decision making (e.g., board of directors, administration, staff, individuals who receive supports, family members, other stakeholders)?

Step 5: Identify support for the strategy

- What are the arguments the planning team will use to support use of this intervention strategy?
- How will these arguments enlist support from various stakeholders?

Step 6: Set goals, measure progress & establish a time frame

- What do you want to see impacted and when?
- What are the outcomes you would like to see?
- How will you monitor the progress?
- Who needs to be involved in collecting and summarizing data on your progress?
- What are the timelines and the benchmarks?

Step 7: Implement the strategy

- What are the first steps on your action plan?
- How and when will you meet with your team to report on implementation?

Step 8: Evaluate success

- When will you meet with your implementation team to review your progress?
- Are you making progress as expected?
- How will you celebrate your successes?
- How will you communicate your successes?

Retention Trends and Summary Worksheet

Year: _____ Specific/program site: _____ Supervisor: _____

Please fill in the blanks for your agency focusing on direct support professionals (DSPs). These formulas assume you are making computations based on the calendar year. The same formulas can be used to compute these numbers for other employee groups. In the calculations below, "N" stands for the number or headcount of DSPs.

1. Turnover (crude separation rate) for DSPs

Turnover =

$$\frac{\text{Total N of DSPs who left in the calendar year}}{\text{Total N of DSP positions as of Dec 31}} \times 100$$

$$\frac{\boxed{} \text{ Total N of leavers}}{\boxed{} \text{ Current staff} + \boxed{} \text{ Vacant positions}}$$

$$\times 100 = \boxed{}$$

2. Percent of DSP leavers with less than 6 months tenure

% of leavers w/lt 6 mons. tenure =

$$\frac{\text{Total N of DSPs who left in the calendar year and left before working 6 months}}{\text{Total N of DSPs who worked in the calendar and resigned by Dec. 31}} \times 100$$

$$\frac{\boxed{} \text{ Total N of DSPs left before 6 months}}{\boxed{} \text{ Total N of DSPs leavers}}$$

$$\times 100 = \boxed{}$$

3. Vacancy rate for DSPs

Vacancy rate =

$$\frac{\text{Total N of vacant DSP positions as of Dec 31}}{\text{Total N of DSP positions as of Dec. 31}} \times 100$$

$$\frac{\boxed{} \text{ Total N of leavers}}{\boxed{} \text{ Current staff} + \boxed{} \text{ Vacant positions}}$$

$$\times 100 = \boxed{}$$

4. Average tenure of current DSPs

Average tenure of current employees =

$$\frac{\text{Sum of tenure (months) for all current DSPs}}{\text{Total N of current DSPs}} \times 100$$

$$\frac{\boxed{} \text{ Sum of tenure (months) of all current employees}}{\boxed{} \text{ Total N of current DSPs}}$$

$$\times 100 = \boxed{}$$

5. Percentage of current DSPs with 13+ months tenure

% of current DSPs 13+ months tenure =

$$\frac{\text{Total N of DSPs with 13+ months tenure}}{\text{Total N current DSPs}} \times 100$$

$$\frac{\boxed{} \text{ Total N of current DSPs with 13+ tenure}}{\boxed{} \text{ Total N of current DSPs}}$$

$$\times 100 = \boxed{}$$

Assessing Workforce Challenges

Problem and Assessment Guide

Identified Problem	Assessment Area
<ul style="list-style-type: none"> • Trouble finding new employees • Difficulties recruiting qualified direct support professionals 	<ul style="list-style-type: none"> • Recruitment source cost-benefit analysis • Vacancy rates • Wage/benefit market analysis • Recruitment and hiring bonuses effectiveness analysis
<ul style="list-style-type: none"> • New hires quit in the first six months • Constantly hiring new employees to replace those who have left 	<ul style="list-style-type: none"> • Tenure of leavers • Tenure of current employees • Turnover rates • Staff satisfaction survey • New staff survey • Exit interviews or surveys
<ul style="list-style-type: none"> • New employees are unsure of job roles and functions 	<ul style="list-style-type: none"> • Job description review • Training needs assessment (new hires)
<ul style="list-style-type: none"> • Difficulty finding training that addresses the skills needed by employees 	<ul style="list-style-type: none"> • Training needs assessment • Inventory of current employee skills
<ul style="list-style-type: none"> • Poor performance • Training doesn't produce desired results 	<ul style="list-style-type: none"> • Competency assessments • Performance review system
<ul style="list-style-type: none"> • Morale problems 	<ul style="list-style-type: none"> • Staff satisfaction survey • Organizational commitment survey
<ul style="list-style-type: none"> • Conflict between staff and supervisors or managers • Employees complain about their supervisor 	<ul style="list-style-type: none"> • Teamwork assessment • Supervisor training needs assessment • Staff satisfaction survey
<ul style="list-style-type: none"> • Co-workers don't get along 	<ul style="list-style-type: none"> • Teamwork assessment • Staff satisfaction survey • Personality or style inventories
<ul style="list-style-type: none"> • Long-term staff are dissatisfied or quit the organization 	<ul style="list-style-type: none"> • Staff satisfaction survey • Training needs assessment • Exit interview or surveys

Challenge/Intervention Strategy Matrix

Challenge	Strategy	Area of Need to Explore
Few qualified applicants Trouble finding new workers	<ul style="list-style-type: none"> • Expand recruitment sources • Inside sources for recruitment • Implement recruitment bonuses • Advertise and implement hiring bonuses • Long-term recruitment strategies • Regional recruitment consortia • Market the organization • Implement internship programs for students 	
Turnover rates are too high New hires quit in the first three to six months	<ul style="list-style-type: none"> • Inside recruitment sources/recruitment bonuses • Realistic job previews • Improve selection practices • Structured interviewing • Effective orientation • Improve socialization practices • Mentoring programs 	
New staff unsure of job roles and functions	<ul style="list-style-type: none"> • Effective orientation • Mentoring • Improve co-worker support for new hires 	
Supervisors have difficulty finding time to coach and mentor new employees.	<ul style="list-style-type: none"> • Develop peer mentoring programs • Cooperate or collaborate with other organizations to share training resources so that the supervisor can focus on coaching and mentoring • Implement a strategy to reduce turnover so there are fewer new employees to coach and mentor 	
Lack of training opportunities	<ul style="list-style-type: none"> • Web based training or Distance learning • Develop a training calendar • Cooperate or collaborate with other organizations to share training resources • Create a staff development culture instead of offering only regulatory driven training opportunities 	
Poor performance Training doesn't produce desired results	<ul style="list-style-type: none"> • Competency based training • Performance evaluations • Progressive discipline 	
Supervisors report being overwhelmed, don't know how to do their job	<ul style="list-style-type: none"> • Support and train supervisors • Mentoring for supervisors • Realistic job previews for supervisors 	
Morale problems	<ul style="list-style-type: none"> • Participatory management • Recognition • Rewarding long-term employees 	
Conflict between staff and supervisors or managers	<ul style="list-style-type: none"> • Teams/team building • Networking • Support and train supervisors • Implement high performance supervision practices 	
Co-workers don't get along	<ul style="list-style-type: none"> • Teams/team building • Improved selection practices • Supervisor training • Training on conflict resolution 	

Summary Overview of the Workforce Toolkit

ICI created this online DSP Workforce Toolkit for Tennessee organizations. This toolkit is a collection of evidenced-based tools and strategies that assist organizations in finding, choosing, and keeping quality DSPs. To learn about the tools and strategies available in the Tennessee DSP Workforce Toolkit, view the following Introduction to the Workforce Toolkit webinar.

Organizational Readiness

- Annual Survey
- Data Profiles
- Self-Assessment Workbook and Action Plan
- Kick-off Workshops
- Resources

Recruitment Strategies

- Public Service Announcements (PSA)
- Targeted Marketing Flyers /Tools
- Hiring and Recruitment Bonuses
- Orientation and onboarding

Selection Strategies

- Structured Behavioral Interviews
- Realistic Job Preview

Retention Strategies

- DSP and FLS Core Competency Sets
- Competency-based training
- Employee Development
- Recognition Programs
- Coaching & Mentoring
 - » Mentoring
 - » Performance coaching
 - » Networking
- Employee Engagement & Organizational Participation
- Professionalism
 - » Developing Career Paths
 - » Professionalizing DSP Roles
 - » Wage and Benefit Policy Change

Action Planning Worksheet

Action Planning for: _____ Date: _____

Desired Outcome #1:

What needs to be done to accomplish this?	How often?	How long?	Who is responsible?

How will we know we are making progress? Please document how this desired outcome will be evaluated.

Desired Outcome #2:

What needs to be done to accomplish this?	How often?	How long?	Who is responsible?

How will we know we are making progress? Please document how this desired outcome will be evaluated.

Desired Outcome #3:

What needs to be done to accomplish this?	How often?	How long?	Who is responsible?

How will we know we are making progress? Please document how this desired outcome will be evaluated.

Desired Outcome #4:

What needs to be done to accomplish this?	How often?	How long?	Who is responsible?

How will we know we are making progress? Please document how this desired outcome will be evaluated.

