

Division of Vocational Rehabilitation

Department of Social and Health
Services

**Strategic Plan
Metrics
2023-2025**

Division of Vocational Rehabilitation

Success
Measure #

Provide a Pathway Out of Poverty and Become Healthier

V1.1	Percentage of program participants who are successfully rehabilitated, achieving an employment outcome	1.1.1
VX.11	Percent of DVR customers who are students with disabilities entering post-secondary education or employment within one year of exiting secondary education (In Process)	1.2.1
VX.10	Percent of DVR participants who exit services earning income at or above 200% of FPL (In Process)	1.3.1

Increase Organizational Efficiency, Performance and Effectiveness

VX.6	Percent of participants who report satisfaction with DVR services	2.1.1
VX.8	Percentage of Individualized Plans for Employment (IPEs) developed within 90 days of customer's eligibility determination date or appropriately extended	2.1.2
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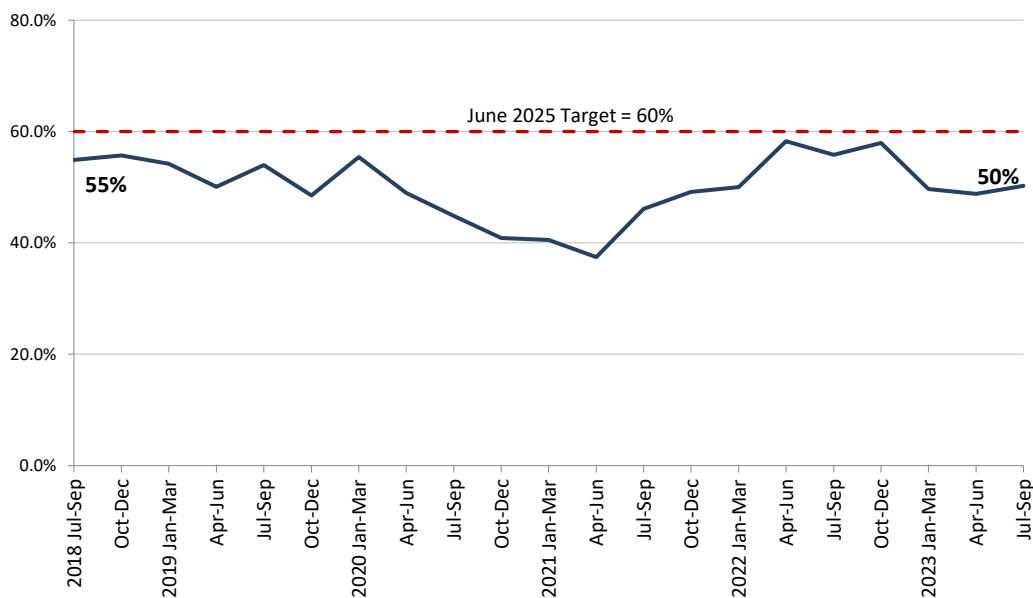
Division of Vocational Rehabilitation



Provide a Pathway Out of Poverty and Become Healthier

Percentage of program participants who are successfully rehabilitated, achieving an employment outcome

Statewide



DATA SOURCE: DVR case management system.

MEASURE DEFINITION: Rehabilitation Rate: Of the customers who exit the Vocational Rehabilitation program after receiving Individualized Plan for Employment (IPE) services, the percent who achieve an employment outcome.

DATA NOTES:

TO DATA: <https://www.dshs.wa.gov/data/metrics/V1.1.xlsx>

SUMMARY

- Employment contributes to a person's ability to live independently, attain a higher quality of life, and participate fully in their community. People with disabilities who want to work can face substantial barriers to finding or keeping a job.
- Success Measure: Increase the percent of DVR participants who achieve successful employment outcomes from 56% to 60% by June 2025.

ACTION PLAN

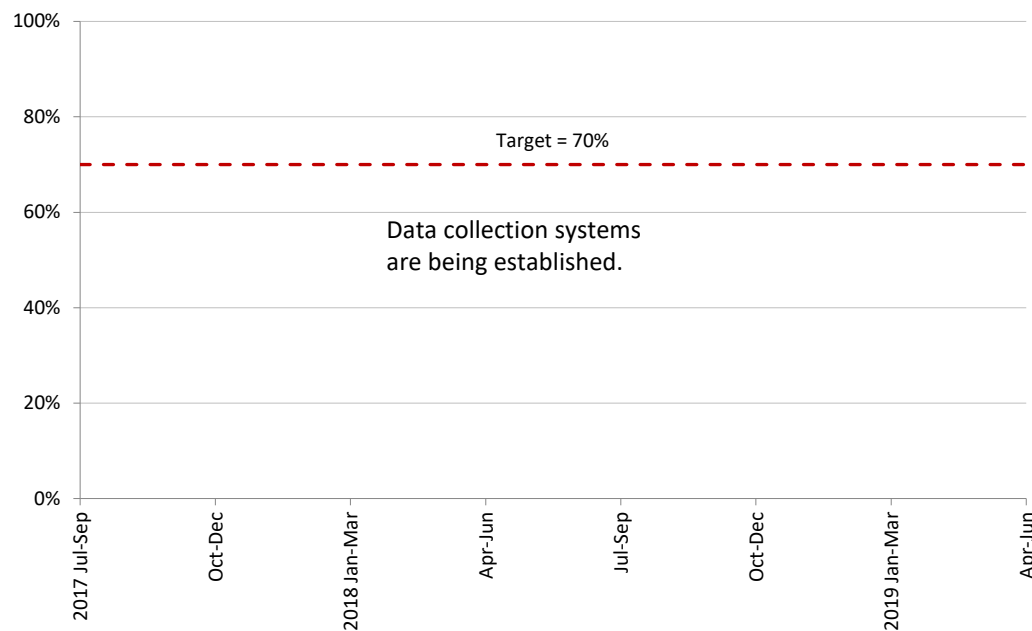
- Identify career pathways and increase customer participation in post-secondary training that leads to employment in their field of study.
- Develop effective job search, job placement and other services that are readily available to all customers when they are job ready.
- Provide training through the VR Institute, regional trainer team and new counselor cohort program to ensure that staff have the knowledge and skills needed to equitably deliver high-quality vocational rehabilitation services to customers with diverse needs, abilities and interests.
- Increase coordination and collaboration with DSHS agencies, workforce development and community partners to develop integrated service delivery models and expand access to the services and supports customers need for job success.
- Provide staff training and support to ensure that staff have the knowledge and skills needed to equitably deliver high-quality vocational rehabilitation services to customers with diverse needs, abilities, and interests.
- Increase business outreach and engagement to expand employment opportunities for individuals with disabilities, in collaboration with Local Workforce Development Boards.

Division of Vocational Rehabilitation



Provide a Pathway Out of Poverty and Become Healthier

Percent of DVR customers who are students with disabilities entering post-secondary education or employment within one year of exiting secondary education



DATA SOURCE: Washington State Education, Research and Data Center data sharing agreement.

MEASURE DEFINITION: Number of customers who enter post-secondary education or employment within one year of exiting secondary education divided by total customers who exit secondary education.

DATA NOTES:

TO DATA:

SUMMARY

- Students with disabilities often leave school without a path to further education or employment. Youth are often unprepared to navigate the complex array of services available to adults.
- Comprehensive planning and coordination of school-based and vocational services help students achieve their vocational goals and live as independently as possible after high school. DVR coordinates with education and workforce development agencies to offer group services for students with disabilities so they can learn about the world of work, develop work-readiness skills, and find employment. Eligible students may also receive individualized services from DVR.
- Success Measure: Attain a 70% rate of entering post-secondary education or employment within one year of exiting secondary education for students with disabilities who are DVR customers.

ACTION PLAN

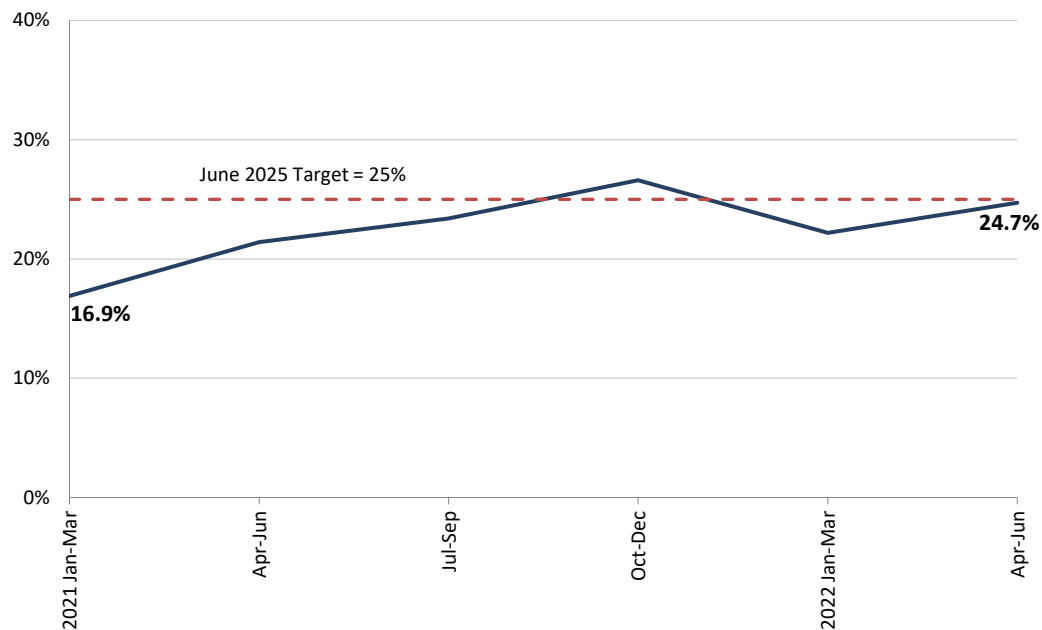
- Expand the scope and availability of pre-employment transition services through new and extended contracts with Washington’s community rehabilitation programs, Workforce Development Councils, community and technical colleges and educational service districts. Emphasize work-based learning experiences and work-based readiness training.
- Lead collaboration with individual school districts to identify service gaps and establish a seamless continuum of services for students with disabilities throughout Washington.
- Strengthen DVR knowledge and application of transition planning and practices that support positive post-secondary outcomes for youth.

Division of Vocational Rehabilitation



Provide a Pathway Out of Poverty and Become Healthier

Percent of DVR participants who exit services earning income at or above 200% of FPL



DATA SOURCE: DSHS Research and Data Analysis Division data sharing agreement.

MEASURE DEFINITION: Number of participants who exit services at or above 200% of the Federal Poverty Level divided by total number of participants exiting services.

DATA NOTES:

TO DATA: <https://www.dshs.wa.gov/data/metrics/VX.10.xlsx>

SUMMARY

- Poverty impacts the disability community at rates nearly double that of individuals without disabilities.
- DVR provides access to services that support labor force participation and education and training that workers with disabilities need to pursue in-demand and well-paying occupations. DVR also supports policy reforms to address barriers to economic success for Washingtonians with disabilities.
- Success Measure: Increase the percentage of DVR participants who exit DVR services with incomes at or above 200% of federal poverty level from 18% to 25% by June 2025.

ACTION PLAN

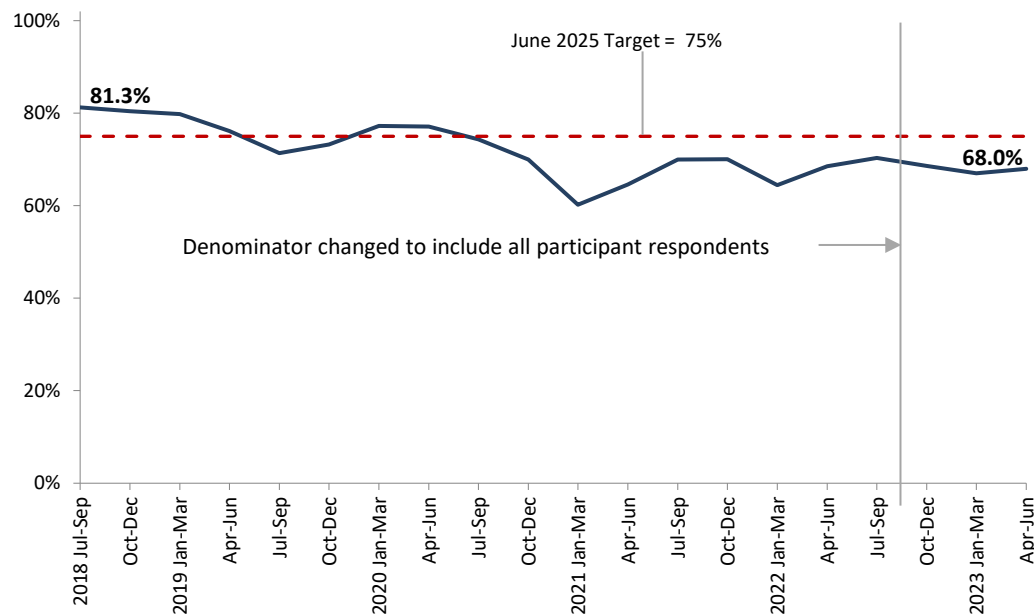
- Increase the rate of customers with job goals leading to self-sufficiency, using the following strategies: identify career pathways and increase customer participation in post-secondary training that leads to employment in their field of study; educate customers about well-paying career options and encourage participation in educational and workforce training programs that prepare job-seekers for careers that pay a living wage; ensure that customers are well-informed of pay scales of occupational options and the match to their desired standard of living.
- Collaborate with Community Rehabilitation Programs on contract changes that incentivize higher-quality outcomes based on established outcome measures.
- Increase coordination and collaboration with DSHS, workforce development, and community partners to develop integrated service delivery models and expand access to the services and supports

Division of Vocational Rehabilitation



Increase Organizational Efficiency, Performance and Effectiveness

Percent of participants who report satisfaction with DVR services



DATA SOURCE: Washington State Rehabilitation Council's Customer Satisfaction Survey.

MEASURE DEFINITION: The percentage of customer satisfaction survey respondents who report satisfaction with DVR and its services of all survey respondents whose survey responses were received by DVR during the reporting period.

DATA NOTES: 1 Starting with the 2022 Oct-Dec quarter's data, the denominator now includes all participant respondents, not limited to only those who have closed. 2 Results will be available 4-5 months after the end of the quarter.

TO DATA: <https://www.dshs.wa.gov/data/metrics/VX.6.xlsx>

SUMMARY

- DVR is committed to acting with integrity in its relationships and being receptive and responsive to customer and other stakeholder input. DVR solicits stakeholder participation in its strategic and operational planning and receives feedback from customer satisfaction surveys and focus groups sponsored by the Washington State Rehabilitation Council.

- Success Measure: Increase customer satisfaction rates from 70% to 75% by June 2025.

ACTION PLAN

- Develop strategies to improve timely and continuous case progress and reduce the time customers are wait-listed for services. Establish customer contact and response standards as performance measures for counseling staff. Establish an approach for reducing the impact to customers' case progress when staff transitions and vacancies occur.

- Modernize the case management system to improve the effectiveness of service delivery and agency capability to assess program effectiveness and continuous improvement.

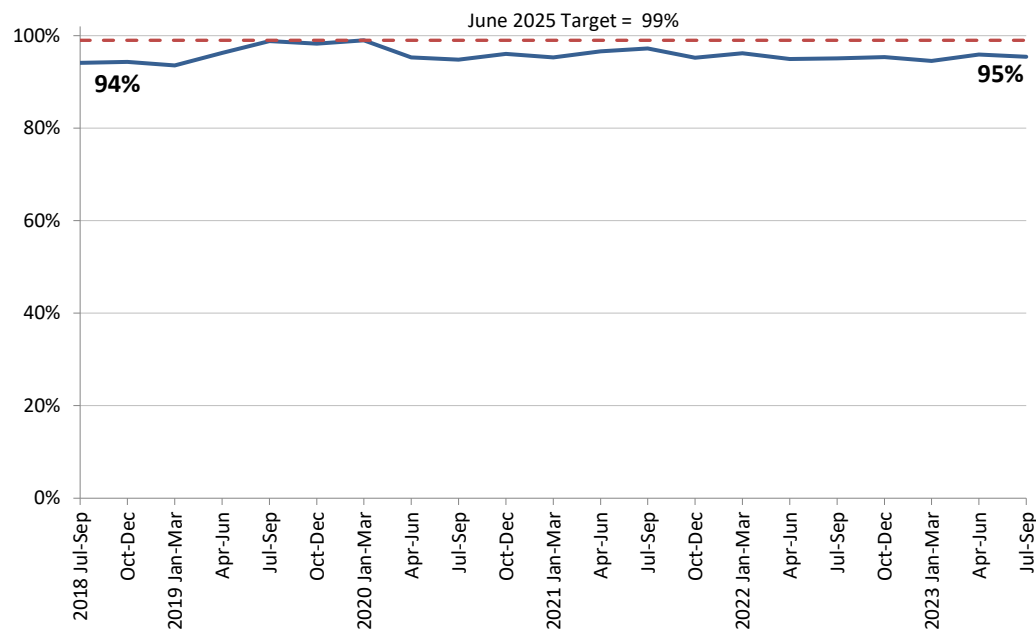
- Fully implement the Washington State Rehabilitation Council's Customer Satisfaction Survey. Evaluate and address concerns conveyed through that survey, focus groups and employee surveys.

Division of Vocational Rehabilitation



Increase Organizational Efficiency, Performance and Effectiveness

Percentage of Individualized Plans for Employment (IPEs) developed within 90 days of customer’s eligibility determination date or appropriately extended



DATA SOURCE: DVR case management system.

MEASURE DEFINITION: The percentage of Individualized Plans for Employment (IPEs) developed or extended with signed consent within 90 days of customers' eligibility determination date or appropriately extended (per 34 CFR 361.45(e)).

DATA NOTES: 1 Quarterly percentage calculations: Numerator: all new IPEs developed in the quarter that were developed or extended with signed consent within 90 days of the customer's eligibility determination date or appropriately extended. Denominator: All new IPEs developed in the quarter.

TO DATA: <https://www.dshs.wa.gov/data/metrics/VX.8.xlsx>

SUMMARY

- An individualized plan for employment (IPE) describes the customer’s employment goal and the nature and scope of vocational rehabilitation services needed to achieve the goal. The IPE is designed to ensure that individuals with disabilities receive customer-driven and individualized services necessary to obtain a job.

- **Success Measure:** Increase timely completion of individual plans for employment from 97% to 99% by June 2025.

ACTION PLAN

- Develop strategies to improve timely and continuous case progress and reduce the time customers are wait-listed for services. Establish customer contact and response standards as performance measures for counseling staff. Establish an approach for reducing the impact to customers’ case progress when staff transitions and vacancies occur.

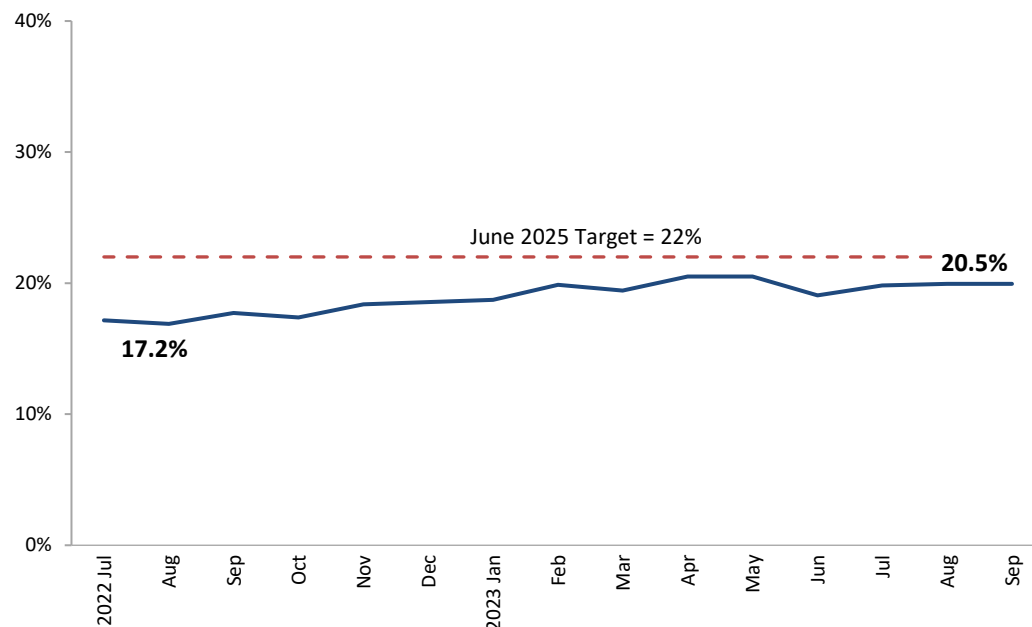
- Enhance tools and skills for performance monitoring, evaluation and continuous improvement: establish key performance measures; evaluate and coach staff using performance reports; conduct case reviews to identify practices that need improvement; implement standard operating procedures and Lean techniques to achieve quality improvements; build capacity throughout DVR for continuous improvement and innovation; and provide training to address knowledge and skills gaps.

Division of Vocational Rehabilitation



Increase Organizational Efficiency, Performance and Effectiveness

Percentage of people with disabilities in DVR's workforce



DATA SOURCE: HRIS Data Warehouse.

MEASURE DEFINITION: Division of Vocational Rehabilitation (DVR) employees who have identified as a person with a disability in HR records.

DATA NOTES: 1 VX.12 data submission cycle was changed June 2023 from annual to monthly. June 2022 data had minor updates resulting from this data cycle change.

TO DATA: <https://www.dshs.wa.gov/data/metrics/VX.12.xlsx>

SUMMARY

- A diverse and inclusive workforce is at the heart of DVR's mission and the integrity of the Division's work is demonstrated, in part, by the extent to which it employs individuals with disabilities. DVR strives to be a model employer for people with disabilities and recognizes that a diverse workforce can better meet the need of its customers.
- Success Measure: Increase the percentage of people with disabilities in DVR's workforce from 18% to at least 22% by June 2025.

ACTION PLAN

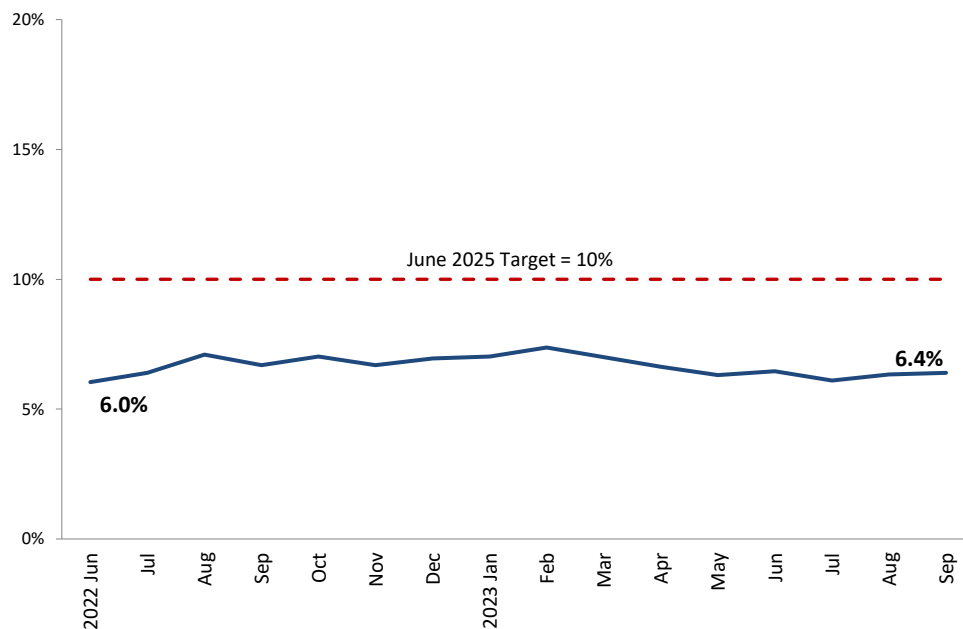
- Create and implement a consistent and repeatable statewide process to ensure consistency in hiring practices for the purpose of mitigating bias in the review, interview and hiring process.
- Increase network relationships through Human Resources Development recruiters, administration leadership and State Business Resource Groups.
- Develop a process to engage potential applicants to answer questions or provide follow-up information on DVR employment.
- Publicize the work and successes of DVR to targeted audiences through media and events.
- Establish internship programs for students for staff recruitment purposes and encourage post-secondary students to pursue careers in vocational rehabilitation.
- Promote a more inclusive work environment by providing opportunities for modified job duties, flexible work sites and flexible schedules.
- Increase understanding and adherence to language access and ADA plans through training, communication and accountability practices in collaboration with leadership, DVR Language Access Advisor and ADA Advisor.
- Obtain CDE and CDP credentialing for key staff to support and promote EDI objectives in the workplace.

Division of Vocational Rehabilitation



Increase Organizational Efficiency, Performance and Effectiveness

Percentage of people in DVR's workforce who identify as Black/African American



DATA SOURCE: HRIS Data Warehouse demographic data; supplied by Jamie Rasmussen.

MEASURE DEFINITION: Number of DVR staff who identify as Black/African American, divided by the total number of employees.

DATA NOTES: Monthly percentage calculations.

TO DATA: <https://www.dshs.wa.gov/data/metrics/VX.13.xlsx>

SUMMARY

- A diverse and inclusive workforce is at the heart of DVR's mission.
- Success Measure: Increase the percentage of people in DVR's workforce who identify as Black/African American from 5.5% to 10% by June 2025.

ACTION PLAN

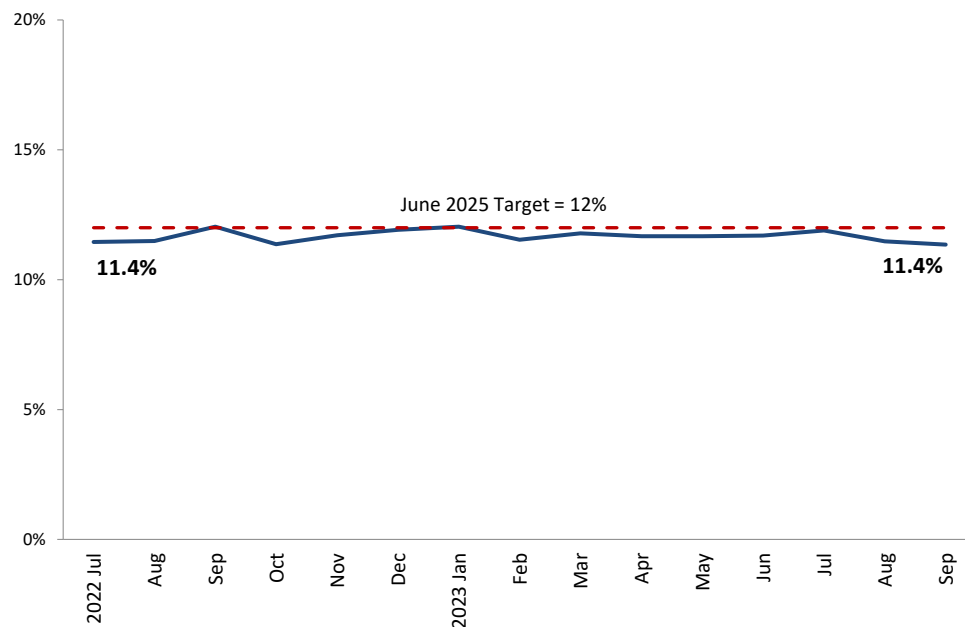
- Create and implement a consistent and repeatable statewide process to ensure consistency in hiring practices for the purpose of mitigating bias in the review, interview and hiring process.
- Increase network relationships through Human Resources Development recruiters, administration leadership and State Business Resource Groups.
- Develop relationships with career centers and counselors at HBCUs and other diverse institutions with VR/counseling programs and comparable programs nationwide. Share job announcements for circulation at these institutions.
- Develop a process to engage potential applicants to answer questions or provide follow-up information on DVR employment.
- Obtain Certified Diversity Executive and Certified Diversity Professional credentialing for key staff and interested staff to support and promote EDAI objectives in the workplace.
- Publicize the work and successes of DVR to targeted audiences through media and events.
- Establish internship programs for students for staff recruitment purposes and encourage post-secondary students to pursue careers in vocational rehabilitation.

Division of Vocational Rehabilitation



Increase Organizational Efficiency, Performance and Effectiveness

Percentage of people in DVR's workforce who identify as Hispanic/Latinx



DATA SOURCE: HRIS Data Warehouse demographic data; supplied by Jamie Rasmussen.

MEASURE DEFINITION: Number of DVR staff who identify as Hispanic/Latinx, divided by the total number of employees.

DATA NOTES: Monthly percentage calculations.

TO DATA: <https://www.dshs.wa.gov/data/metrics/VX.14.xlsx>

SUMMARY

- A diverse and inclusive workforce is at the heart of DVR's mission.
- Success Measure: Increase the percentage of people in DVR's workforce who identify as Hispanic/Latinx from 9.7% to 12% by June 2025.

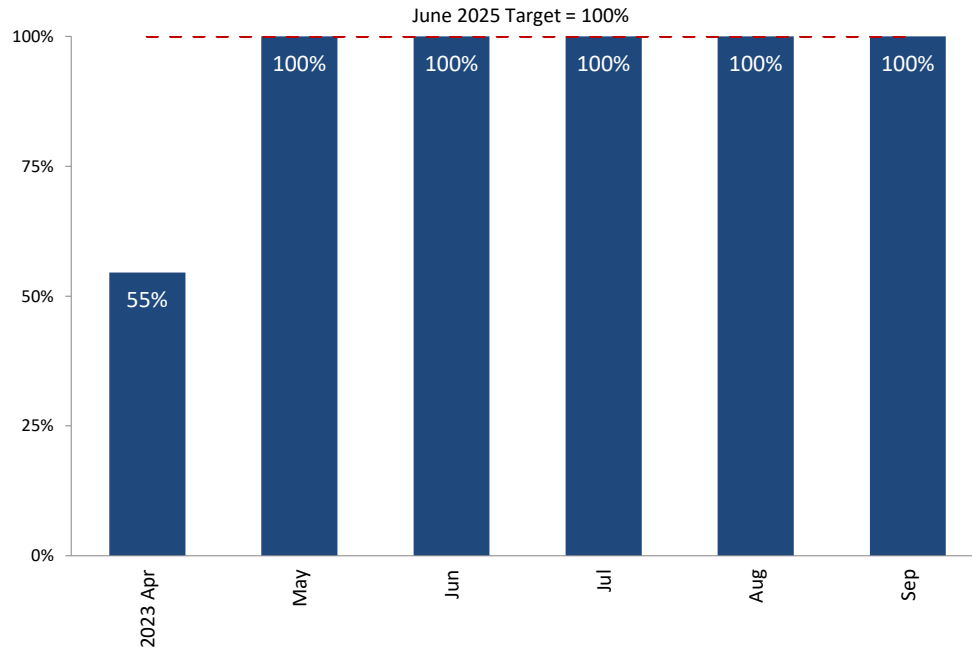
ACTION PLAN

- Create and implement a consistent and repeatable statewide process to ensure consistency in hiring practices for the purpose of mitigating bias in the review, interview and hiring process.
- Increase network relationships through Human Resources Development recruiters, administration leadership and State Business Resource Groups.
- Develop a process to engage potential applicants to answer questions or provide follow-up information on DVR employment.
- Obtain Certified Diversity Executive and Certified Diversity Professional credentialing for key staff and interested staff to support and promote EDAI objectives in the workplace.
- Publicize the work and successes of DVR to targeted audiences through media and events.
- Establish internship programs for students for staff recruitment purposes and encourage post-secondary students to pursue careers in vocational rehabilitation.

Division of Vocational Rehabilitation

Increase Organizational Efficiency, Performance and Effectiveness

Percentage of DVR staff who complete EDAI Cultural Competency Training within six months of hire



SUMMARY

- DVR's work is most effective when trust, respect, inclusion and belonging are the foundation of our interactions with customers, staff, and the community.
- Success Measure: All newly hired staff will complete EDAI Cultural Competency Training within six months of hire.

DATA SOURCE: DVR; supplied by Jamie Rasmussen.

MEASURE DEFINITION: Total number of new staff who completed EDAI Cultural Competency Training within the six months of hire, divided by the total number of staff hired that month.

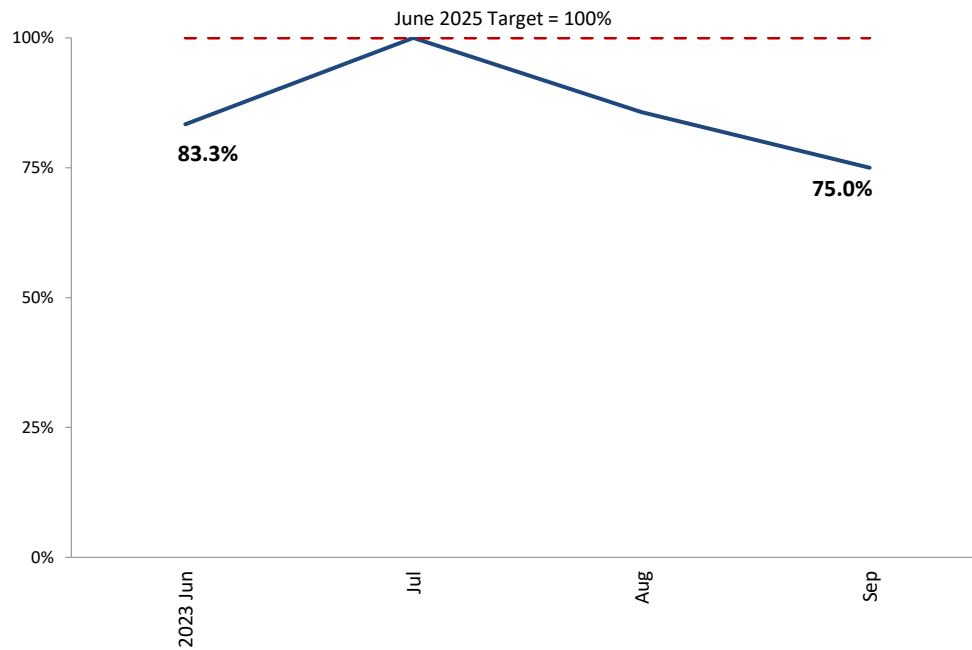
DATA NOTES: Monthly percentage calculations.

TO DATA: <https://www.dshs.wa.gov/data/metrics/VX.15.xlsx>

Division of Vocational Rehabilitation

Increase Organizational Efficiency, Performance and Effectiveness

Percentage of DVR staff who complete New Employee Orientation within six months of hire



SUMMARY

- DVR strives to be a data-driven, learning organization.
- Success Measure: All newly hired staff will complete New Employee Orientation within six months of hire.

DATA SOURCE: DVR; supplied by Jamie Rasmussen.

MEASURE DEFINITION: Total number of new staff who completed New Employee Orientation within the six months of hire, divided by the total number of staff hired that month.

DATA NOTES: Monthly percentage calculations will begin with June 2023 data.

TO DATA: <https://www.dshs.wa.gov/data/metrics/VX.16.xlsx>

Division of Vocational Rehabilitation



Increase Organizational Efficiency, Performance and Effectiveness

Percent of positive responses to questions in the EDAI index of the Employee Engagement Survey



SUMMARY

- DVR's work is most effective when trust, respect, inclusion and belonging are the foundation of our interactions with customers, staff, and the community.

ACTION PLAN

- Center staff voices through listening sessions, regular EDAI conversations and surveys to further develop a culture of belonging and respect.
- Improve onboarding plans for all new employees and implement exit interviews for staff who self-terminate from DVR.
- Encourage staff to dedicate time weekly to growth and learning about racism, oppression, caste norms, power, and how these are embedded in DSHS systems. Compile resources on SharePoint for staff to use.
- Improve mentorship and leadership development opportunities for all DVR staff and encourage staff to further their professional development.
- Improve communications around personal and professional development opportunities and EDAI engagement in Business Resource Groups, summits, conferences, external trainings and other related activities.

DATA SOURCE: Employee Engagement Survey; supplied by Jamie Rasmussen.

MEASURE DEFINITION: Average of the percentages of all EDAI questions included in the annual DSHS Employee Engagement Survey.

DATA NOTES: Annual percentage calculations.

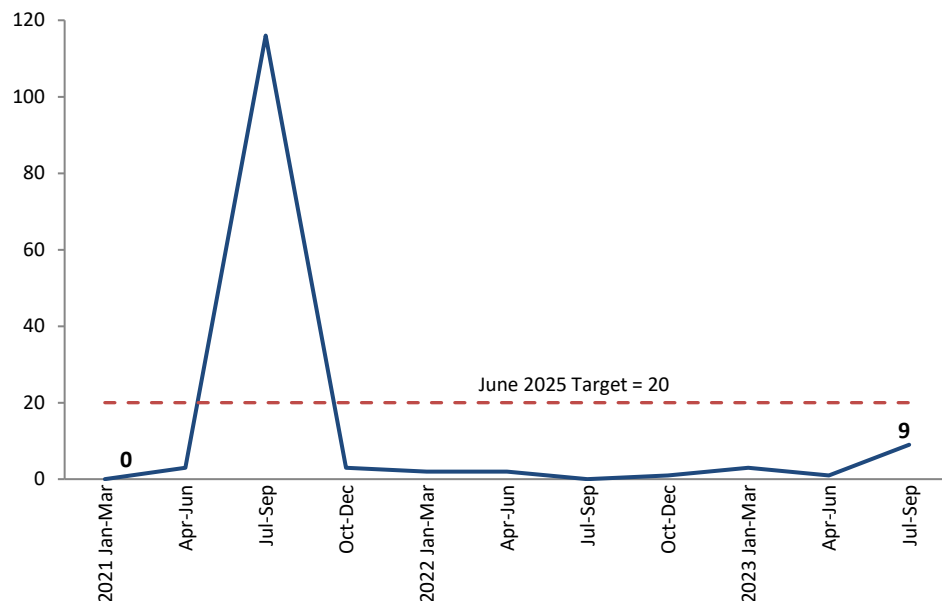
TO DATA:

Division of Vocational Rehabilitation



Increase Organizational Efficiency, Performance and Effectiveness

Number of customers who identify as Native American or Alaska Native, who are referred to Tribal Vocational Rehabilitation (TVR) programs



DATA SOURCE: DVR STARS Warehouse; supplied by Taylor Pelchat.

MEASURE DEFINITION: Quarterly count of STARS case management system case note entries with the title, "Referred to AIVRS/TVR."

DATA NOTES: Quarterly count.

TO DATA: <https://www.dshs.wa.gov/data/metrics/VX.18.xlsx>

SUMMARY

- DVR strives for strong partnerships with Tribes. Service excellence can be achieved through collaborative partnerships.
- Success Measure: Increase referrals of customers who identify as Native American or Alaska Native, who are referred to Tribal Vocational Rehabilitation Programs by 25% by June 2025.

ACTION PLAN

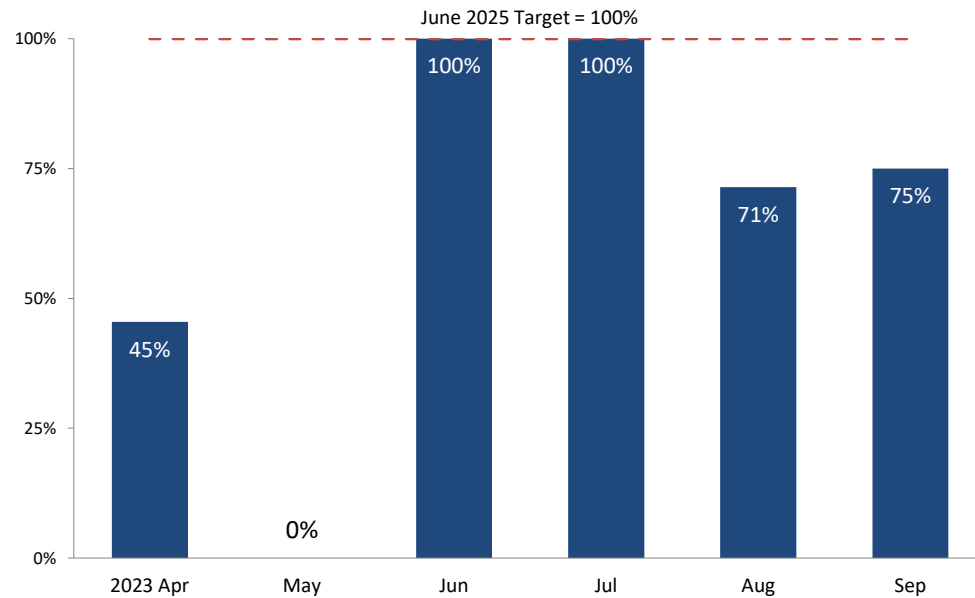
- Work with OIP Staff to provide 7.01 training to all staff on a quarterly or as needed basis.
- Assess need for improvements to procedures addressed in the joint memorandum of understanding with Washington's Tribal VR programs for referrals, joint cases, financial responsibility, shared training opportunities, information sharing and communication.
- Provide Cooperative Agreement training for all staff, highlighting the importance of working with Tribal VR programs and providing culturally relevant services. Implement quarterly tribal liaison meetings statewide with DVR Liaisons and invite Tribal VR program staff to attend.
- Provide quarterly data reports to Tribal VR program partners related to referral rates and status of self-identified Native American or Alaska Native customers.
- Identify training resources and experiential opportunities to develop DVR staff cultural awareness in working with individuals with disabilities with Native American or Alaska Native heritage.

Division of Vocational Rehabilitation



Increase Organizational Efficiency, Performance and Effectiveness

Percent of DVR staff who complete 7.01 training within six months of hire



DATA SOURCE: DVR; supplied by Jamie Rasmussen.

MEASURE DEFINITION: Total number of new staff who completed 7.01 training Training within the six months of hire, divided by the total number of staff hired that month.

DATA NOTES: Monthly percentage calculations.

TO DATA: <https://www.dshs.wa.gov/data/metrics/VX.19.xlsx>

SUMMARY

- DVR strives for strong partnerships with Tribes. Service excellence can be achieved through collaborative partnerships.
- Success Measure: All new DVR staff will complete 7.01 training within six months of hire date.

ACTION PLAN

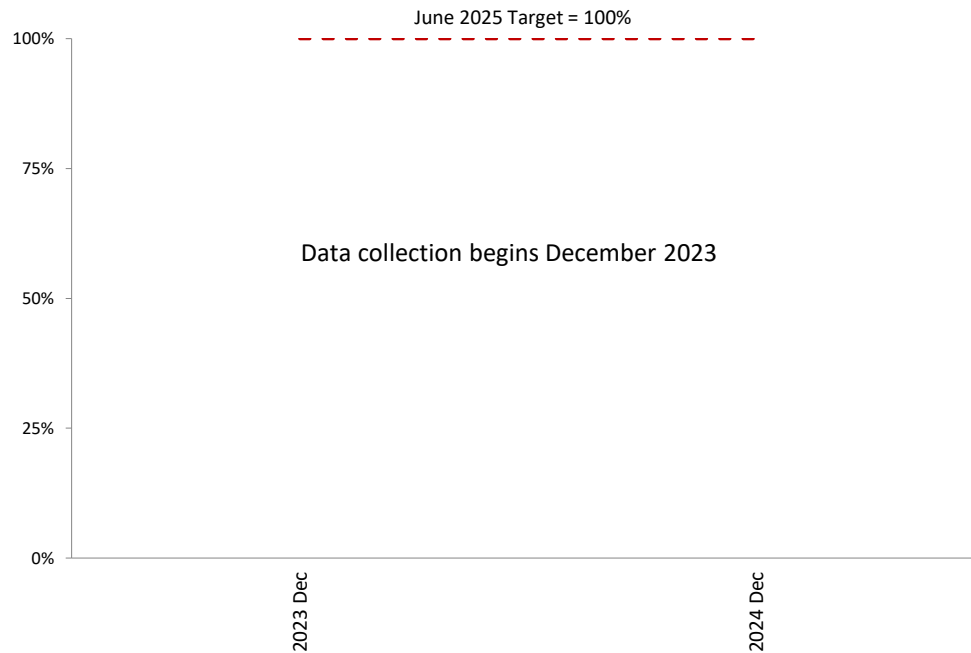
- Work with OIP Staff to provide 7.01 training to all staff on a quarterly or as needed basis.
- Identify training resources and experiential opportunities to develop DVR staff cultural awareness in working with individuals with disabilities with Native American or Alaska Native heritage.

Division of Vocational Rehabilitation



Increase Organizational Efficiency, Performance and Effectiveness

Percent of DVR staff who have attested to reviewing emergency preparedness plans annually



DATA SOURCE: DVR; supplied by Jamie Rasmussen.

MEASURE DEFINITION: Number of annual attestations during performance evaluation period divided by total FTEs.

DATA NOTES: Annual percentage calculations, beginning December 2023.

SUMMARY

- Efficient and effective technology services help streamline DVR's work.
- **Success Measure:** All employees will be knowledgeable of emergency preparedness plans by December 2023, and annually thereafter.

ACTION PLAN

- Revise standard operating procedures for emergency preparedness and recovery.
- Develop an emergency preparedness and recovery plan for all standalone DVR facilities, consistent with DSHS and other state policies. Include accident prevention, emergency response and worksite physical security in the scope of the plan. Review annually and revise as needed.
- Ensure that staff co-located with DSHS or other agency facilities are aware of emergency plans and procedures for their location.
- Develop emergency preparedness and recovery training materials. Develop and implement a training plan to address training needs for current employees, new employees and annual updates. Provide reports on training completion to supervisors.

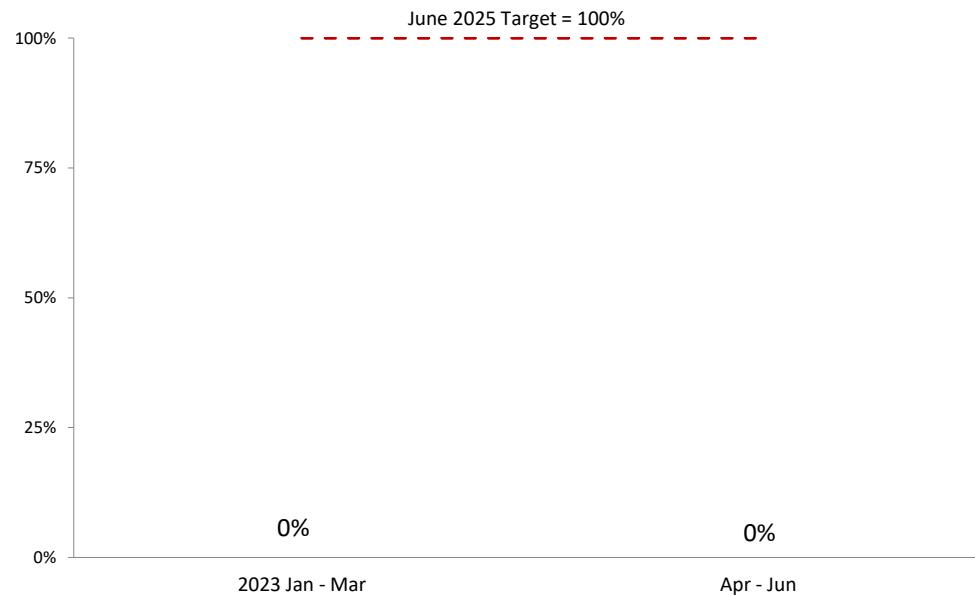
TO DATA: <https://www.dshs.wa.gov/data/metrics/VX.20.xlsx>

Division of Vocational Rehabilitation



Increase Organizational Efficiency, Performance and Effectiveness

Percent of tasks completed towards case management system cloud-based vendor and partner portal upgrades



SUMMARY

- Efficient and effective technology services help streamline DVR's work.
- Success Measure: DVR's statewide case management system, Waves, will be upgraded to have a cloud-based portal for select types of vendors and partners by June 2024.

ACTION PLAN

- Develop business need case and business requirements for external stakeholder access to Waves.
- Implement new portal functionality in Waves.

DATA SOURCE: DVR; supplied by Jamie Rasmussen.

MEASURE DEFINITION: Number of completed tasks divided by total identified tasks to completion. There are 15 total tasks identified.

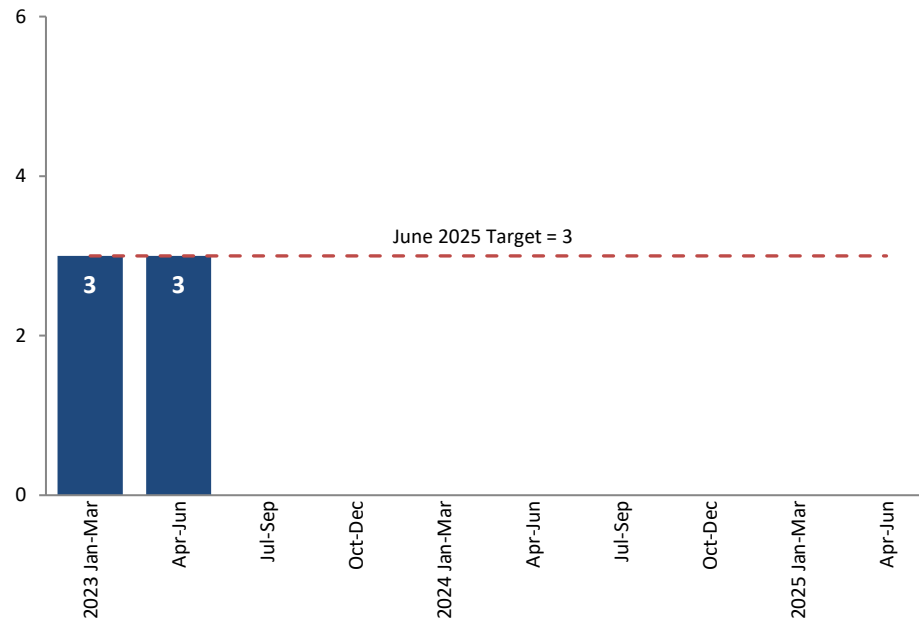
DATA NOTES: Quarterly percentage calculations.

TO DATA: <https://www.dshs.wa.gov/data/metrics/VX.21.xlsx>

Division of Vocational Rehabilitation

Increase Organizational Efficiency, Performance and Effectiveness

Number of DVR IT staff who support cloud-based operations who have completed Azure Cloud training



SUMMARY

- Efficient and effective technology services help streamline DVR's work.
- Success Measure: At least three DVR IT staff who support cloud-based operations will be trained in Azure Cloud systems by June 2025.

ACTION PLAN

- Develop and implement Azure training plan for staff.

DATA SOURCE: DVR; supplied by Jamie Rasmussen.

MEASURE DEFINITION: Total number of TIA staff, who support DVR, who have completed at least the first three tiers of Azure Cloud training at quarter's end.

DATA NOTES: Quarterly count.

TO DATA: <https://www.dshs.wa.gov/data/metrics/VX.22.xlsx>