

# Division of Vocational Rehabilitation

## STATE PLAN

Federal Fiscal Year 2015  
(October 1, 2014 – September 30, 2015)

### Summary of Attachments

- [p. 3-5] [Attachment 4.2\(c\) – Summary of Input and Recommendations of the State Rehabilitation Council AND Response by DVR](#)

This attachment identifies the input and recommendations made by the SRC to DVR during FFY 2014, including DVR's response to each item.

- [p. 6-11] [Attachment 4.8\(b\)\(1\) – Cooperation with Other Agencies](#)

This attachment identifies the federal and state agencies with which DVR coordinates service delivery.

- [p. 12-15] [Attachment 4.8\(b\)\(2\) – Coordination with Education](#)

This attachment describes how DVR coordinates services with the Office of the Superintendent of Public Instruction.

- [p. 16-18] [Attachment 4.8\(b\)\(3\) – Cooperative Agreements with Non-Profit VR Service Providers](#)

This attachment describes how DVR contracts with Community Rehabilitation Programs (CRPs) as well as the VR services CRPs provide.

- [p. 19-20] [Attachment 4.8\(b\)\(4\) – Arrangements for the Provision of Supported Employment](#)

This attachment describes how DVR provides Supported Employment.

- [p. 21-29] [Attachment 4.10 – Comprehensive System of Personnel Development](#)

This attachment identifies DVR's direct service staffing levels and VR Counselor qualifications.

# DVR STATE PLAN

**[p. 30-39]** [Attachment 4.11\(a\) – Results of Comprehensive Statewide Needs Assessment](#)

This attachment reports results of the Comprehensive Statewide Needs Assessment conducted between May 2013 and April 2014.

**[p. 40-43]** [Attachment 4.11\(b\) – Annual Estimates of Individuals to be Served and Costs of Services](#)

This attachment identifies the number of customers DVR expects to serve in FFY 2015 and the projected cost of VR services.

**[p. 44-50]** [Attachment 4.11\(c\)\(1\) – Goals & Priorities](#)

This attachment identifies the service delivery goals and priorities that DVR intends to achieve during FFY 2015.

**[p. 51-52]** [Attachment 4.11\(c\)\(4\) – Use of Supported Employment Funds](#)

This attachment identifies the projected number of Supported Employment cases that will be funded by the federal Title VI, Part B Grant.

**[p. 53-62]** [Attachment 4.11\(d\) – Strategies to Achieve Goals & Priorities AND Innovation & Expansion Activities](#)

This attachment identifies the strategies to achieve the Goals and Priorities in Attachment 4.11(c)(1) as well as the innovation and expansion activities that DVR will implement in FFY 2015.

**[p. 63-70]** [Attachment 4.11\(e\)\(2\) – Evaluation & Report of Progress during FFY 2013](#)

This attachment reports DVR's progress towards achieving goals and priorities identified in the FFY 2013 State Plan.

**[p. 71-72]** [Attachment 6.3 – Quality, Scope & Extent of Supported Employment Services](#)

This attachment describes the Supported Employment services that DVR will provide in FFY 2015.

# DVR STATE PLAN

Federal Fiscal Year 2015

(October 1, 2014 - September 30, 2015)

## Attachment 4.2(c)

# Input and Recommendations of the State Rehabilitation Council and Response by DVR

This attachment identifies the input and recommendations made by SRC to DVR during FFY 2014, including DVR's response to each item

[Pages 3-5]

# DVR STATE PLAN

This report is required annually by all agencies except those agencies that are independent consumer-controlled commissions.

The Washington State Rehabilitation Council (WSRC) met on a quarterly basis during the reporting period. Customer forums were held at each WSRC meeting to obtain direct customer input at the local level. Local DSHS/DVR staff and the DSHS/DVR Director joined us at each quarterly meeting. The WSRC continues to advise DSHS/DVR on a variety of issues.

## **WSRC Recommendations for fiscal year 2014:**

1. We recommend that leadership use the State Plan as a living document that guides the agency in its decision-making process, as a useful tool to help VR staff in their daily decision making.
  - a. DSHS/DVR has regularly scheduled meetings throughout the year to review, evaluate, and make adjustments to the State Plan goals and objectives.
  - b. DSHS/DVR implement a system of feedback to the field on plan progress.
  - c. State Plan measurement outcomes on goals and objectives will be provided to the WSRC at each quarterly meeting.

## **DSHS/DVR Response:**

DSHS/DVR attempted to implement the 2014 State Plan as a “living document” but was not as successful as intended. The State Plan goals, priorities and strategies served as primary activities that guided decision-making throughout the year. However, a system of regular meetings and feedback that tracked the measurement of outcomes was not fully implemented. DSHS/DVR leadership remains committed to fulfilling this WSRC recommendation during implementation of the 2015 State Plan by providing regular quarterly progress reports.

2. From 2009 until 2013 DSHS/DVR had an interim Director. This interim director is now the permanent Director. Having an interim director for this length of time communicated an implied message to the staff about the limited value of the agency. Now that Mr. Aguirre is the permanent Director we expect him to provide the strong leadership and direction the agency needs to be successful.
  - a. Create a system that clearly communicates the mission to all DSHS/DVR staff using measurable outcomes that track how the mission is being implemented in the field.
  - b. The DSHS/DVR Director will fill the vacancies in key leadership positions.

## **DSHS/DVR Response:**

- a. The DSHS/DVR Director sends a weekly electronic message to DSHS/DVR staff that is intended to communicate the mission and outcomes being implemented in the field. This is augmented by an online performance dashboard that shows DSHS/DVR outcomes,

# DVR STATE PLAN

including progress on federal Standards and Indicators, which is available to all DSHS/DVR staff.

- b. During the past year, there have been two key leadership vacancies on the DSHS Senior Leadership Team which included the Chief of Field Services (CFS) position and Area 2 Manager (AM) position. The DSHS/DVR Director appointed a permanent CFS in March 2014. The CFS is now recruiting for a permanent AM in Area 2 (an interim appointee remains in place until a permanent appointment is made). Other key leadership positions that are currently vacant include three VR Statewide Program Manager positions, two VR Program Specialist positions, and two VR Supervisor positions. All of these vacancies will be filled and are in varying stages of recruitment at the time of this writing. It is expected that future key leadership vacancies will be regularly filled as they occur.
3. The WSRC wants to ensure that DSHS/DVR (Designated State Unit) maintain its autonomy by having a direct line of communication between the DSHS/DVR Director and the Secretary of the Department of Social and Health Services (Designated State Agency). The DSHS/DVR Director will report back at each quarterly WSRC meetings how this is being implemented.

## **DSHS/DVR Response:**

The DSHS/DVR Director reports on this item at each WSRC meeting along with other matters of interest to the Council.

4. DSHS/DVR will complete the corrective actions given by Rehabilitation Services Administration and report progress on those at quarterly WSRC meetings.

## **DSHS/DVR Response:**

The DSHS/DVR Director has periodically updated the WSRC on development and implementation of the corrective action plan that is underway in response to the 2013 Section 107 Review that was conducted by RSA. Progress has been reported as is it occurs.

**This concludes Attachment 4.2(c) Summary of Input and Recommendations of the State Rehabilitation Council; Response of Designated State Unit; and Explanation of Input or Recommendations.**

# DVR STATE PLAN

Federal Fiscal Year 2015

(October 1, 2014 - September 30, 2015)

## Attachment 4.8(b)(1)

### Cooperation with Other Agencies

This attachment identifies the federal and state agencies that DVR coordinates service delivery with

[Pages 6-11]

# DVR STATE PLAN

## **Washington State Department of Veterans Affairs (WSDVA)**

DSHS/DVR and WSDVA have procedures for referring DSHS/DVR customers with military service to WSDVA to determine whether the individual is eligible for any state or Federal Veterans' benefits. If so, WSDVA assists the individual to obtain available benefits. This collaboration has increased the use of Veterans' benefits as comparable services in cases where DSHS/DVR customers experience military-connected disabilities.

## **United States Veterans Administration (USVA)**

DSHS/DVR is collaborating with the regional USVA to establish a cooperative agreement to facilitate improved service delivery for customers receiving USVA benefits by formalizing referral procedures, designating local referral liaisons, and coordinating services that contribute to the Individualized Plan for Employment.

## **Washington State Department of Social & Health Services**

Washington DSHS/DVR is housed within the Department of Social and Health Services (DSHS) which is an umbrella agency for Medicaid services, alcohol and substance abuse recovery, long term care and disability services, children's services, and economic assistance services. DSHS/DVR continues to work closely with the following DSHS programs.

- Community Services Division (CSD) The CSD administers the Temporary Assistance to Needy Families (TANF) Program and the Aged, Blind, Disabled (ABD) Program [formerly known as the General Assistance – Unemployable (GAU) Program], both of which provide time-limited income assistance and other support services to low-income families and individuals. Washington DSHS/DVR continues to have an interagency agreement with the CSD that defines mutual roles and practices for serving joint customers.
- Division of Behavioral Health and Recovery (DBHR). DBHR combines the former Division of Alcohol and Substance Abuse, referred to as DBHR –Chemical Dependency (DBHR-CD) with the Mental Health Division, referred to as DBHR – MH (DBHR-MH). DBHR-CD contracts with counties for the delivery of outpatient chemical dependency treatment and directly contracts for residential treatment services. DBHR-MH contracts with regional entities for the delivery of community mental health services and directly operates two state psychiatric hospitals. The following are examples of our strong partnership:
  - DSHS/DVR maintains active referral relationships with treatment providers at the local level that are funded through DBHR-CD contracts with each County in the state.
  - DBHR-MH contracts with regional entities for the delivery of community mental health services and directly operates two state psychiatric hospitals.
  - DSHS/DVR and DBHR-MH have jointly conducted cross-training between VR Counselors and mental health practitioners at locations across the state to highlight

# DVR STATE PLAN

the key elements of both service delivery systems and support better coordination on the employment needs of MH consumers.

- DSHS/DVR and DBHR-MH continue a mutual collaboration to explore ways that mental health agencies can effectively become Employment Networks and build a revenue stream from the Ticket to Work Program that will fund extended services for those mental health consumers who require a supported employment model.
- DSHS/DVR has assigned liaison VR Counselors that work itinerantly from several Mental Health agencies across the state. A VR Counselor works from the mental health center at least one day per week, facilitating access to VR services for mental health consumers.
- Developmental Disabilities Administration The DSHS Developmental Disabilities Administration (DDA) is the primary agency that funds extended services for individuals with developmental disabilities who require supported employment. DDA contracts for these services with Washington counties, and counties sub- contract with community rehabilitation programs to provide the direct services.

DSHS/DVR and DDA leadership meet on a regular basis, and are co-sponsoring several initiatives aimed at improving employment outcomes for transition youth with developmental disabilities and advancing the skills of community rehabilitation programs that serve joint DSHS/DVR and DDA customers.

DSHS/DVR is represented as a member of the Washington State Developmental Disabilities Council.

- Aging and Long Term Care Support Administration (AL TSA) Washington DSHS/DVR continues to coordinate closely with the broad spectrum of services provided through the AL TSA care system. These services include long term care through personal care attendant services, Kinship Care, Roads to Community Living, “money follows the person” policies, New Freedom Services, the Traumatic Brain Injury (TBI) Council, and the Title V Senior Community Services Employment Program (SCSEP). Washington DSHS/DVR and DSHS/AL TSA in partnership through their Strategic Business Plan have agreed to coordinate employment services for individuals with disabilities.
- Health Care Authority (HCA) All individuals served by Washington DSHS/DVR who receive Medicaid obtain their services through MPA. DSHS/DVR coordinates closely with MPA to assure that individuals receive medical services necessary to achieve their employment goal.
- Office of Deaf and Hard of Hearing (ODHH) DSHS/DVR’s Statewide Deaf Services Coordinator participates on the ODHH Advisory Committee as DSHS/DVR’s representative. This position strengthens the division’s partnership with ODHH. DSHS/DVR is working to implement the nationally recognized model state plan for serving individuals who are deaf, deaf- blind, or hearing impaired. ODHH manages the Sign Language

# DVR STATE PLAN

Interpreter Contract and values feedback from all sources to improve the quality of interpreter services. ODHH is also going to be the managing agency for DSHS/DVR's contract for Video Relay System (VRS) and Video Remote Interpreting (VRI) technologies. DSHS/DVR and ODHH continue to collaborate to increase communication access for the staff who serve this population and to provide greater accommodations for rural customers.

- Health Care for Workers with Disabilities (HWD) The HWD is a Medicaid Buy-in Program administered by DSHS. Washington DSHS/DVR coordinates closely with HWD to assist qualified individuals in continuing to receive medical benefits after they become employed.

## **Tribal Programs**

DSHS/DVR and the Department of Services for the Blind have a joint memorandum of understanding with Washington's eight Tribal 121 programs that outlines how these parties and their employees work together to ensure effective communication, collaboration, coordination and cooperation in serving individuals with disabilities who are tribal members in Washington State. The agreement, updated on an annual basis, outlines procedures for referrals, joint cases, financial responsibility, shared training opportunities, information sharing and communication. Tribal 121 Directors meet annually with DSHS/DVR and DSB Directors in a government-to-government collaboration to promote partnership, to maximize resources, and to ensure high quality services for individuals with disabilities who are tribal members. DSHS/DVR continues to provide data to its Tribal partners to assist in provision of services and collaboration.

At the DSHS level, the division continues its cooperative working relationships and service delivery commitments with all Federally Recognized Washington Tribes, including those that do not operate federally funded Tribal VR programs. DSHS/DVR participates as a member on the DSHS Indian Policy Advisory Committee. This includes annual and quarterly meetings to review our partnership, consultation, and the provision of services to Federally Recognized Washington Tribes, individual American Indians, and Alaska Natives residing in Washington State.

## **Governor's Committee on Disability Issues and Employment**

The DSHS/DVR Director participates as a member of the Governor's Committee and partners with the Committee on various efforts.

## **Centers for Independent Living**

DSHS/DVR currently contracts Title VII, Part B funds to four independent living centers throughout Washington State. Centers use Part B funds to enhance and expand core independent living services with a focus on youth with significant disabilities. In addition to core services, IL Centers have been focusing on outreach to increase services in unserved or underserved geographic areas. Additional outreach efforts include targeted disability groups, minority groups, and urban or rural populations with the focus on youth with significant disabilities and 504 plans. The goal is to create a safe environment for youth with disabilities in

# DVR STATE PLAN

which youth feel comfortable and confident when talking to allies. This goal will be accomplished by enhancing youth understanding of IL philosophy, successful self-advocacy, and how engage with legislators about disability issues.

## **Washington State Business Leadership Network (WSBLN)**

The WSBLN is a network of employers who educate and support businesses to hire, retain, and improve customer service for people with disabilities.

## **Community Employment Alliance**

The Community Employment Alliance is a membership organization comprised of community rehabilitation programs. DSHS/DVR participates in meetings to share information, hear concerns and collaborate on issues affecting employment services for individuals referred to providers by the Division.

## **Traumatic Brain Injury Strategic Partnership Advisory Council**

In the late 1990s, DSHS/DVR was the primary sponsor of a demonstration grant to identify gaps in providing services to individuals who sustained a traumatic brain injury (TBI). DSHS/DVR continues to be a represented member of the TBI Strategic Partnership Advisory Council. This group discusses TBI-related policy issues, system development, and/or the need for services to meet the needs of TBI survivors, family members, prospective employers and community members. The TBI Strategic Partnership Advisory Council has identified gaps in housing, a lack of resources and a need for support group facilitator training. This Council has successfully encouraged the Washington State Legislature to pass legislation that adds fees to specific traffic violations (e.g. negligent driving and speeding) which correlate with increased risk of injury accidents and TBIs. These collected fees are used to help fund TBI-related programs and resources. DSHS/DVR continues to be an active partner in addressing the needs of individuals in Washington State who have been, or will be impacted by traumatic brain injuries in the future.

## **University of Washington Rehabilitation Program**

Since 2006, DSHS/DVR and the University of Washington Rehabilitation Counseling Unit have collaborated to maintain an on-site Rehabilitation Medicine-DSHS/DVR liaison role. This mutually beneficial relationship improves inpatient and outpatient care at the University of Washington Medical Center (UWMC) by providing UWMC patients with direct access to DSHS/DVR services during their hospital treatment. Early introduction in the medical setting provides DSHS/DVR with comprehensive insight into patient needs and makes the referral process more efficient and seamless. This relationship provides UWMC patients with additional resources for education, support, and funding. The DSHS/DVR liaison works to coordinate DSHS/DVR orientation and intake procedures for individuals referred from UW Rehab Medicine; determines eligibility for DSHS/DVR services; provides information and referral; participates in UWMC team staffing to coordinate DSHS/DVR services with the interdisciplinary team treatment; upon release from the hospital, assists with transitioning the

# DVR STATE PLAN

individual to a VR Counselor near their home; learns about extensive medical and other resources available through the UW Medical School; and shares resources with other DSHS/DVR counselors.

## **US Department of Agriculture**

DSHS/DVR has not entered into agreements with programs carried out by the Under Secretary for Rural Development of the U.S. Department of Agriculture.

## **State Use Contracts**

DSHS/DVR has not entered into agreements related to state use contracts.

# DVR STATE PLAN

Federal Fiscal Year 2015

(October 1, 2014 - September 30, 2015)

## Attachment 4.8(b)(2) Coordination with Education

This attachment describes how DVR coordinates services with the  
Office of the Superintendent of Public Instruction

[Pages 12-15]

# DVR STATE PLAN

DSHS/DVR updated its agreement with the Office of Superintendent of Public Instruction (OSPI) in 2011 and will renew the agreement no later than October 1, 2014, for another three year period.

The agreement reflects requirements of the Rehabilitation Act as well as the Individuals with Disabilities Education Act (IDEA). It outlines each agency's overall role and responsibilities relating to the provision of transition services to high school students with disabilities. This agreement provides for the development and approval of an Individualized Plan for Employment (IPE) before each student determined eligible for vocational rehabilitation services leaves the school setting. Under this agreement, DSHS/DVR routinely consults with and provides technical assistance to high schools and educational agencies in planning for the transition of students with disabilities from school to post school activities, including vocational rehabilitation services. DSHS/DVR's agreement with OSPI also states that DSHS/DVR will coordinate services with students' Individualized Education Plans (IEP). The Interagency Agreement lays the groundwork for DSHS/DVR's roles and responsibilities.

DSHS/DVR's primary services while a student is in high school are outreach, information and referral, counseling and guidance to plan for post-school services and activities. DSHS/DVR authorizes and pays for any services needed to establish a transition student's eligibility for DSHS/DVR services and only funds services outside the scope of the school district's provision of FAPE (free appropriate public education).

The DSHS/DVR/OSPI agreement lists several procedures that are to be used to increase the number of students identified as needing transition services as well as ensuring that the services are provided as soon as possible. Some specific procedures include:

- An OSPI representative is a member of the State's Rehabilitation Council.
- Assigning a VR Counselor liaison to each high school.
- Sharing training materials developed by the agencies and extending invitations to trainings using these materials
- Providing DSHS/DVR outreach to increase education about DSHS/DVR services to underserved populations and students with disabilities.
- OSPI providing a link on their website to DSHS/DVR high school transition liaisons and informing LEAs of the list.
- Inviting DSHS/DVR's statewide transition lead to participate in secondary transition planning meetings as appropriate to promote inter-agency collaboration.

In addition, the agreement sets the expectation that DSHS/DVR will assign a VR Counselor

# DVR STATE PLAN

as a liaison to every public and tribal high school in the state where there is staff capacity.

A list of liaison assignments is available on several education-related web sites, as well as the DSHS/DVR and the OSPI web sites. DSHS/DVR transition liaison counselors conduct periodic outreach and ongoing consultation to teachers, students, families and others in the education community.

The DSHS/DVR Customer Services Manual provides guidance to the VR Counselor that the IPE is to be coordinated with the IEP and development of the IPE should begin, if feasible, prior to the student leaving the school setting.

The DSHS/DVR Area Managers have responsibility for working with counseling staff to ensure quality transition services are provided.

DSHS/DVR intends to continue carrying out the following new strategies to further improve coordination of education referrals, increase local community partnerships and to generally better serve transition youth:

- Assure that at least 90.0 percent of transition customers exit high school with an IPE developed and underway.
- Expand our School to Work contract to more counties to increase the support for significantly disabled transition aged youth also served by county developmental disability programs.
- Publish, and distribute a Youth Transition Handbook for those working with youth in transition from high school to life after high school.
- Train DSHS/DVR staff in how to use the Youth Transition Handbook to increase collaborative relationships with local school and partner personnel, including the referral of youth eligible for a Section 504 Plan.
- Further implement Transition Practical Guidance with supervisors to increase statewide consistency in DSHS/DVR provision of transition related services.
- Develop Inter-Local agreements with specific local school districts to better define the services and responsibilities that high schools and DSHS/DVR will respectively provide to jointly serve youth with disabilities as they transition into the world of work. These agreements will include steps to improve referral linkages for high school students with disabilities in both special education and regular education to enable them to apply for DSHS/DVR services before they graduate.
- Engage other partners, including the State Rehabilitation Council, the State Independent Living Council, Centers for Independent Living (CIL), DSHS partners and Workforce Development partners in designing an improved service delivery model. This model will develop stronger partnerships with Workforce Development Youth

# DVR STATE PLAN

Councils, high schools, community colleges and other training and education programs.

- Collaborate more closely with Tribal VR Programs to better serve Tribal youth, including support for transition work in tribal schools. Publish and distribute the DSHS/DVR Guide for High School Transition Students and improve distribution of the DSHS/DVR High School Transition DVD.
- Assure that students, parents and school personnel receive DSHS/DVR informational material while the student is early into high school experience.
- Expand outreach to “Section 504” students.

DSHS/DVR also maintains a strong liaison relationship with the Center for Childhood Deafness & Hearing Loss to refer deaf and hard of hearing students to DSHS/DVR for services and the Washington School for the Deaf (WSD). Each fall the Statewide Coordinator of Deaf Services (SCD) contacts WSD for a list of junior and senior students and distributes this information to the students’ hometown Rehabilitation Counselors for the Deaf (RCD). The local RCD then assumes responsibility for arranging a meeting with the student to begin the application process. SCD follows up in the spring with WSD and the local RCDs to facilitate any additional transition needs. DSHS/DVR maintains a presence on the campus of WSD through participation in the annual transition fair and periodic communications by the SCD with WSD.

Additionally, DSHS/DVR continues to focus of its Title VII, Part B funding by contracting with five Centers for Independent Living throughout Washington State to enhance and expand core independent living services with a focus on youth with significant disabilities. In addition to core services, IL Centers have been focusing on outreach to increase services in unserved or underserved geographic areas. Additional outreach efforts include targeted disability groups, minority groups, and urban or rural populations with the focus on youth with significant disabilities and 504 plans. The goal is to create a safe environment for youth with disabilities in which youth feel comfortable and confident when talking to allies. This goal will be accomplished by enhancing youth understanding of IL philosophy, successful self-advocacy, and how engage with legislators about disability issues.

# DVR STATE PLAN

Federal Fiscal Year 2015

(October 1, 2014 - September 30, 2015)

## Attachment 4.8(b)(3)

### Cooperative Agreements with non-profit VR Service Providers

This attachment describes how DVR contracts with Community Rehabilitation Programs and the VR services that are purchased from them

[Pages 16-18]

# DVR STATE PLAN

Washington DSHS/DVR contracts with Community Rehabilitation Programs (CRPs) to provide assessment, placement, retention, and training services. The majority of CRPs are Private Nonprofit providers; however, in some instances, the CRP contract is with a government organization or private, for-profit businesses. Within the state of Washington, state agencies are to utilize contracts in lieu of cooperative agreements for the purpose of procuring goods and services. These contracts meet the requirements as specified within CFR 361.31. DSHS/DVR's Community Rehabilitation Program (CRP) contract is procured through an open Request for Qualifications (RFQ) process and is renewed every two years. The RFQ defines the services, expected outcomes of service delivery, payment systems, uniform fees, and the qualifications that a prospective contractor is required to meet in order to be granted a CRP Contract. DSHS/DVR does not currently limit the number of contractors responding to the RFQ and contractors choose which of the contract services to provide. Currently, approximately 110 organizations have a CRP contract with DSHS/DVR.

The services identified and defined in the contract are:

- Vocational Evaluation: one or more types of standardized vocational tests used to obtain objective information from the DSHS/DVR customer in response to specific questions presented by a DSHS/DVR Counselor about a customer's work-related strengths and limitations;
- Trial Work Experience: contractors are responsible for arranging a real work setting(s) and assessing whether a customer is able to benefit from VR services. The results of the TWE are used to determine eligibility based on clear and convincing evidence whether the individual's disability is too significant to benefit from VR services;
- Community-based Assessment: contractors are responsible for finding and securing positions in realistic work settings to help assess work interests and abilities and identify any employment barriers a customer may face. This process will assist in collecting information needed to determine eligibility or for identifying the nature and extent of support(s) and accommodation(s) needed for the customer to obtain and maintain competitive employment;
- Job Placement: location of and placement of a customer into a paid and integrated employment position, as mutually defined and agreed to by the DSHS/DVR Counselor, customer and CRP;
- Intensive Training (available for individuals having a Supported Employment plan): one-on-one job skills training and support provided at the supported employment job site to enable a DSHS/DVR customer to: 1) attain job stabilization in on-the-job performance, with job supports; 2) meet their employers' expected levels of work productivity; and 3) transition to long-term Extended Services as provided by an entity other than DSHS/DVR; and
- Job Retention (for individuals not having a Supported Employment plan): individualized training and support services that enable a DSHS/DVR customer to learn the essential functions of a job, meet the employer's expected level of job performance, and retain their employment for ninety (90) calendar days past the point of Job Placement.
- Off-Site Psycho-Social Job Support Services: regular therapeutic interaction with a DVR customer who has not disclosed his/her disability to their employer or the employer

# DVR STATE PLAN

prohibits access to the worksite. Off-Site Psycho-Social Job Support Services enables the individual to maintain satisfactory job performance and successful interactions with others at the workplace.

Some of the services in the contract are provided at various levels of intensity. Trial Work Experience, Community Based Assessment, Job Placement, Intensive Training, and Job Retention are available in three levels of intensity. The level of intensity is determined by universal and unique barriers presented by the customer that are impeding the customer from obtaining and/or maintaining employment.

All services in the contract are outcome based. This means payments are made for actual delivery of the expected result or outcome of service rather than paying for “service” as a free-standing process through a unit-of-service basis. The expected outcome is specific to the service as indicated in the definition with a report detailing the activities associated with the provision of service and outcomes attained. Incentives to pay bonus for customer employment outcomes under certain circumstances are included in the contract.

During FFY 2015 DSHS/DVR will establish CRP and VR workgroup(s) to:

1. conduct a comprehensive review of the current contract model to determine improvements or modifications that may be needed for the 20-16-18 CRP contract
2. Collaboratively develop an evaluation tool that looks at qualitative and quantitative information related to rehabilitation outcomes and the length of time to complete the service.
3. assess the cost of providing CRP services
4. Develop “best practices” for VR staff to work more effectively with CRPs, including the development of training for DSHS/DVR staff and CRP staff. Additionally, the workgroup will recommend specific DSHS/DVR supported training for CRP partners to help them more effectively serve DSHS/DVR customers.

DSHS/DVR will continue to conduct mandatory quarterly meetings between DSHS/DVR and CRP staff at the local level, to improve communication, support service delivery coordination and enhance services to customers. These meetings will assure that DSHS/DVR follows consistent practices at the local level and keeps CRPs regularly informed of relevant policy or program changes. DSHS/DVR will continuously evaluate the CRP contract model to ensure it meets the needs of DSHS/DVR customers and supports high performance at a reasonable cost for both DSHS/DVR and providers.

# DVR STATE PLAN

Federal Fiscal Year 2015

(October 1, 2014 - September 30, 2015)

## Attachment 4.8(b)(4)

# Arrangements for the Provision of Supported Employment

This attachment describes how DVR provides Supported  
Employment

[Pages 19-20]

# DVR STATE PLAN

Washington DSHS/DVR primarily provides Supported Employment services to individuals with developmental disabilities and individuals with mental illness. Of these two customer groups, individuals with developmental disabilities represent the vast majority of Supported Employment outcomes. While we continue to work with the DSHS Division of Behavioral Health and Recovery – Mental Health to identify resources for supported employment, the state has limited capacity at this time to provide extended services except in a small number of communities. This limited capacity continues to make it difficult to provide Supported Employment services to individuals with mental illness.

Diligent efforts continue to facilitate extended services for individuals with mental illness through natural supports, employers and self-pay. However, very often individuals with significant mental health disabilities require more intensive support than is available through these resources.

Efforts continue to promote and expand resources for extended services to individuals with mental illness. Washington DSHS/DVR is working in collaboration with the Division of Behavioral Health and Recovery – Mental Health, the Mental Health Employment Consortium, and the Washington Community Mental Health Council to expand the availability of extended services through alternative resources and innovative approaches. The intended result of this effort will be to establish cooperative agreements with all Regional Support Networks responsible for the delivery of community mental health services at the County level by the end of FFY 2015.

DSHS/DVR continues to promote the use of Ticket to Work as a potential income source for developmental disability (DD), mental health (MH), and traumatic brain injury (TBI) service providers to build their capacity for providing extended support services.

DSHS/DVR also will renew written agreements with County Developmental Disabilities Programs and Mental Health Regional Support Networks by the end of FFY 2015 to clarify roles and responsibilities for their provision of extended services to joint customers. Efforts to renew these agreements have been ongoing since FFY 2009 and have proven to be extremely challenging. County Developmental Disabilities Programs and Mental Health Regional Support Networks are reluctant to sign any agreements for the provision of extended services due to the instability of their funding.

During FFY 2015 DSHS/DVR will meet with each County Developmental Disabilities Program and Mental Health Regional Support Network in attempts to develop a cooperative agreement for the provision of extended services. In addition, DSHS/DVR will request the DSHS Division of Developmental Disabilities and DSHS Division of Behavioral Health and Recovery to enter in to state level activities that will facilitate more successful efforts to develop local agreements.

# DVR STATE PLAN

Federal Fiscal Year 2015

(October 1, 2014 - September 30, 2015)

## Attachment 4.10

# Comprehensive System of Personnel Development

This attachment identifies DVR's direct service staffing levels and VR  
Counselor qualifications

[Pages 21-29]

# DVR STATE PLAN

DSHS/DVR's response to Attachment 4.10 questions follow each question below and are preceded by "DSHS/DVR response."

**(a) Data system on personnel and personnel development**

Development and maintenance of a system for collecting and analyzing on an annual basis data on qualified personnel needs and personnel development with respect to:

(1) Qualified personnel needs

(A) The number of personnel who are employed by the state agency in the provision of vocational rehabilitation services in relation to the number of individuals served, broken down by personnel category;

**DSHS/DVR response: DSHS/DVR employs a total of 247 field service personnel to serve approximately 13,000 individuals per year. Personnel providing direct VR services to individuals are employed in the classifications listed below:**

<b>Personnel Classification</b>	<b>Number of Personnel</b>
VR Counselor 1	13
VR Counselor 2	51
VR Counselor 3	62
VR Counselor 4	6
Rehabilitation Technician 1	75
Rehabilitation Technician 2	14
VR Supervisor	23
Assistive Technology & Assessment Practitioner	3

(B) The number of personnel currently needed by the state agency to provide vocational rehabilitation services, broken down by personnel category;

**DSHS/DVR response: DSHS/DVR currently needs to fill vacancies within the following personnel classifications in order to be at a full staffing level:**

# DVR STATE PLAN

Personnel Classification	Number of Current Vacant Positions
VR Counselor 1	1
VR Counselor 2	4.5
VR Counselor 3	10
VR Counselor 4	0
Rehabilitation Technician 1	4
Rehabilitation Technician 2	2
VR Supervisor	2
Assistive Technology & Assessment Practitioner	0

(C) Projections of the number of personnel, broken down by personnel category, who will be needed by the state agency to provide vocational rehabilitation services in the state in five years based on projections of the number of individuals to be served, including individuals with significant disabilities, the number of personnel expected to retire or leave the field, and other relevant factors.

**DSHS/DVR response: DSHS/DVR projects a personnel attrition rate of approximately 11.0% per year over the next five years. It is projected over this period that approximately 12,000-13,000 individuals per year will be served. Based on these projections, it is anticipated the number of positions listed below will need to be filled during this period:**

Personnel Classification	Number of Projected Positions to be Filled Over Next 5 Years
VR Counselor 1	7
VR Counselor 2	28
VR Counselor 3	34
VR Counselor 4	3
Rehabilitation Technician 1	41
Rehabilitation Technician 2	7
VR Supervisor	13
Assistive Technology & Assessment Practitioner	1

# DVR STATE PLAN

(2) Personnel development

(A) A list of the institutions of higher education in the state that are preparing vocational rehabilitation professionals, by type of program:

**DSHS/DVR response: Western Washington University is the only graduate program in the state of Washington that directly prepares vocational rehabilitation professionals.**

(B) The number of students enrolled at each of those institutions, broken down by type of program:

**DSHS/DVR response: Western Washington University presently enrolls 37 students per year in the Masters of Rehabilitation Counseling program.**

(C) The number of students who graduated during the prior year from each of those institutions with certification or licensure, or with the credentials for certification or licensure, broken down by the personnel category for which they have received, or have the credentials to receive, certification or licensure.

**DSHS/DVR response: In FFY 2013-2014 Western Washington University's Rehab Counseling program graduated 19students. All of these graduates hold the credentials for certification as a Rehabilitation Counselor.**

Institution	Students Enrolled	Employees sponsored by agency and/or RSA	Graduates Sponsored by agency and/or RSA FFY -2013-2014	Graduates from the previous year
Western Washington University	37	Agency 0 RSA 23	Agency 0 RSA 19	10

(b) **Plan for recruitment, preparation, and retention of qualified personnel.**

Describe the development (updated on an annual basis) of a plan to address the current and projected needs for qualified personnel based on the data collection and analysis system described in paragraph (a) of this subsection. The plan provides for the coordination and facilitation of efforts between DSHS/DVR and institutions of higher education and professional associations to recruit, prepare, and retain personnel who are qualified in accordance with paragraph (c) of this subsection, including personnel from minority backgrounds and personnel who are individuals with disabilities.

**DSHS/DVR response: DSHS/DVR's FTE allotment remains capped at 318.5 FTEs until June 30, 2015. The division is able to recruit all field service vacancies as they occur but may not exceed the FTE cap. However, approval by the DSHS Secretary is required to fill**

# DVR STATE PLAN

any newly established exempt or program management positions as an ongoing budget savings step.

DSHS/DVR continues using the following strategies to fill vacant positions with qualified personnel.

DSHS/DVR will develop stronger recruitment linkages with the following institutions of higher education that offer Rehabilitation Counseling Programs:

- Western Washington University
- University of Idaho
- Portland State University
- Western Oregon University
- San Diego State University
- Fresno State University
- Utah State University

DSHS/DVR will concentrate its recruitment efforts on institutions in adjacent states. Recruitment announcements will continue to be sent nationally to institutions of higher education.

Recruitment of qualified candidates in sufficient numbers to fill Vocational Rehabilitation Counselor positions is a continuing challenge. The national shortage of qualified VRC applicants has significantly impacted DSHS/DVR's ability to fill vacancies in a timely manner, especially in rural locations. To address this challenge, DSHS/DVR has broadened the list of master's degrees that qualify for a VRC position to include a master's degree in rehabilitation counseling, psychology, counseling, or a field related to vocational rehabilitation (such as one that promotes the physical, psychosocial, or vocational well-being of individuals with disabilities). While the division has broadened the qualifying master's degrees for a VRC position, the competencies that a VRC applicant is required to demonstrate has not been modified.

A particular focus of recruitment continues to be aimed at attracting candidates with African-American, Latino, and American Indian backgrounds, since these are individuals who are presently under-represented among DSHS/DVR personnel. Targeted recruitment will continue to be conducted in collaboration with a wide range of Latino community-based organizations, American Indian VR Programs and other Tribal organizations, as well as African-American community based organizations.

To assure that new employees get off to a successful start, DSHS/DVR continues using a comprehensive "New Employee On-Boarding Guide." This guide is used by all supervisors when new employees are hired to assure that individuals receive adequate orientation and training to perform their roles and responsibilities.

DSHS/DVR continues to offer opportunities for staff interested in advancement and will

# DVR STATE PLAN

**adopt a formal succession plan by the end of FFY 2015. This plan will include a number of elements that encourage staff to prepare and compete for future advancement opportunities within the division, such as: leadership training, introductory courses on supervision, mentoring and networking activities.**

**(c) Personnel standards**

Policies and procedures for the establishment and maintenance of personnel standards to ensure that DSHS/DVR professional and paraprofessional personnel are appropriately and adequately prepared and trained, including:

- (1) Standards consistent with any national or state-approved or -recognized certification, licensing, registration, or, in the absence of these requirements, other comparable requirements (including state personnel requirements) that apply to the profession or discipline in which such personnel are providing vocational rehabilitation services.

**DSHS/DVR response: DSHS/DVR will continue applying state-based registration requirements as the basis for satisfying CSPD personnel standards. These requirements are maintained by the Washington State Department of Labor and Industries as registration standards for Vocational Rehabilitation Counselors.**

**All current DSHS/DVR counseling personnel (Field Services Administrator, Area Managers, VR Supervisors, and VR Counselors) hold credentials that are consistent with either the state-based VRC registration requirements or the national certification standards of the Commission on Rehabilitation Counselor Certification (CRCC).**

**DSHS/DVR will continue to apply minimum qualifications for new hires into VR Counselor and VR Supervisor positions that require the following credentials: A master's degree in Rehabilitation Counseling, Psychology, Counseling, or a field related to vocational rehabilitation (such as one that promotes the physical, psychosocial, or vocational well-being of individuals with disabilities), or**

**CRCC Certification, or**

**A master's degree in a closely related field, plus 18-quarter (12- semester) credit hours in specified rehabilitation counseling courses at the graduate level.**

- (2) To the extent that existing standards are not based on the highest requirements in the state applicable to a particular profession or discipline, the steps the state is currently taking and the steps the State Plans to take in accordance with the written plan to retrain or hire personnel within the designated state unit to meet standards that are based on the highest requirements in the state, including measures to notify designated state unit personnel, the institutions of higher education identified in subparagraph (a)(2), and other public agencies of these steps and the timelines for taking each step.

# DVR STATE PLAN

**DSHS/DVR response: This requirement is not applicable to DSHS/DVR since existing standards for all personnel are based on the highest requirements in Washington State.**

- (3) The written plan required by subparagraph (c)(2) describes the following:
  - (A) Specific strategies for retraining, recruiting, and hiring personnel;
  - (B) The specific time period by which all state unit personnel will meet the standards required by subparagraph (c)(1);
  - (C) Procedures for evaluating the designated state unit's progress in hiring or retraining personnel to meet applicable personnel standards within the established time period; and
  - (D) The identification of initial minimum qualifications that the designated state unit will require of newly hired personnel when the state unit is unable to hire new personnel who meet the established personnel standards and the identification of a plan for training such individuals to meet the applicable standards within the time period established for all state unit personnel to meet the established personnel standards.

**DSHS/DVR response: This requirement is not applicable to DSHS/DVR since existing standards for all personnel are based on the highest requirements in Washington State.**

**(d) Staff development**

Policies, procedures, and activities to ensure that all personnel employed by the designated state unit receive appropriate and adequate training. The narrative describes the following:

- (1) A system of staff development for professionals and paraprofessionals within the designated state unit, particularly with respect to assessment, vocational counseling, job placement, and rehabilitation technology.

**DSHS/DVR response: DSHS/DVR completes an annual Performance and Development Plan (PDP) with each employee that covers the period October 1 – September 30.**

**The PDP is a standard tool used with all State of Washington employees to evaluate job performance and emphasize individualized staff development needs. Specific development and/or training needs are identified for each employee that should be addressed during the following year. In addition to determining individual employee training activities, these needs are compiled and used as a basis for planning overall training and developmental priorities to be conducted division- wide. While specific priorities vary year-to-year, a consistent theme continuously addresses the areas of assessment, VR counseling and vocational planning, job placement, as well as assistive and rehabilitation technology.**

**In addition, DSHS/DVR requires all VR Counselors to participate in required in-service training on an ongoing basis that also covers these same topics. A "Rehabilitation Academy" is conducted for this purpose that features standard training modules. All VR Counselors participate in the Rehabilitation Academy as follows:**

# DVR STATE PLAN

**Basic Curriculum – required for all VR Counselors within twelve months of being hired:**

- 1. Vocational Rehabilitation Process**
- 2. Special Programs**
- 3. Employment Outcomes**
- 4. Benefits Planning**
- 5. Rehabilitation Law Review**
- 6. Motivational Interviewing**

**Advanced Best Practices – Offered to field staff on an annual basis to address specific issues identified through audits, Fair Hearings and customer complaints. The curriculum is revised each year to address new topics.**

**Additionally, DSHS/DVR continues to utilize video conferencing equipment at 21 office locations across the state for staff training. This technology permits larger numbers of staff to receive more timely training without the expense and logistics of travel and lodging.**

**DSHS/DVR will redesign its in-service training curricula to be competency-based and focused on contemporary case management practices. The use of on-line training and other distance-learning methods will be explored to reduce time away from direct service delivery.**

**DSHS/DVR will establish a Staff Mentoring Program to prepare employees for advancement opportunities within the division.**

- (2) Procedures for the acquisition and dissemination to designated state unit professionals and paraprofessional's significant knowledge from research and other sources.

**DSHS/DVR response: DSHS/DVR continues to regularly incorporate significant rehabilitation research findings and similar information related to advances in state-of-the-art VR practices in all facets of in- service training. In addition, DSHS/DVR actively collaborates with the Center for Continuing Education in Rehabilitation (CCER) which is the umbrella organization for Technical Assistance and Continuing Education (TACE) and serves on the TACE Board. This, combined with similar involvement with the Council of State Administrators of Vocational Rehabilitation (CSAVR) as well as University Affiliated Research and Training Centers, assures awareness and use of the most current research.**

**(e) Personnel to address individual communication needs**

Availability of personnel within the designated state unit or obtaining the services of other individuals who are able to communicate in the native language of applicants or eligible individuals who have limited English speaking ability or in appropriate modes of communication with applicants or eligible individuals.

# DVR STATE PLAN

**DSHS/DVR response: DSHS/DVR continues to assure full communication access for all individuals with limited English proficiency by contracting with appropriate spoken and written language interpreter and translation service providers. All forms and publications are available on a regular basis in the following languages: Cambodian, Chinese, Korean, Laotian, Russian, Spanish, and Vietnamese. Translations in other languages are provided as needed.**

**Individuals who are Deaf or Hard-of-Hearing may communicate with DSHS/DVR staff at all locations via TTY and/or voice relay service, and in some cases video relay. American Sign Language (ASL) Interpreters, real-time captioning, and/or augmentative listening devices continue to be provided when needed for any in-person meeting or event.**

**DSHS/DVR also continues to employ personnel in certain locations who pass proficiency tests and are fluent in ASL and various other spoken languages.**

**(f) Coordination of personnel development under the Individuals with Disabilities Education Act**

Procedures and activities to coordinate the designated state unit's comprehensive system of personnel development with personnel development under the Individuals with Disabilities Education Act.

**DSHS/DVR response: DSHS/DVR continues to work closely with the Office of the Superintendent of Public Instruction (OSPI) to coordinate personnel development activities and has an interagency agreement with OSPI to address mutual issues. The DSHS/DVR-OSPI agreement is at the state level and sets general parameters for collaborative service delivery to students with disabilities. These activities are aimed at cross-training DSHS/DVR and education personnel on service delivery methods and best practices that better assist students with disabilities in achieving employment outcomes after completing high school.**

# DVR STATE PLAN

Federal Fiscal Year 2015

(October 1, 2014 - September 30, 2015)

## Attachment 4.11 (a)

# Results of Comprehensive Statewide Needs Assessment

This attachment reports results of the Comprehensive Statewide Needs Assessment conducted between May 2013 and April 2014

[Pages 30-39]

# DVR STATE PLAN

## **Introduction**

The last comprehensive statewide needs assessment (CSNA) conducted by Washington State Department of Social and Health Services/Division of Vocational Rehabilitation (DSHS/DVR) was in FFY 2009 and updated in 2010. In FFY 2012, DSHS/DVR provided an assurance to conduct a comprehensive statewide needs assessment during FFY 2013 which is reflected within this attachment. This comprehensive assessment was completed in FFY 2014.

Results of this CSNA have been incorporated throughout DSHS/DVR's FFY 2015 State Plan, particularly in goals, priorities and strategies for the coming year and beyond.

DSHS/DVR conducted the CSNA in partnership with the Washington State Rehabilitation Council (WSRC) and the TACE Northwest and the University of Washington Center for Continuing Education in Rehabilitation (CCER). DSHS/DVR, WSRC, and CCER have established a joint CSNA Steering Committee to guide overall implementation of the statewide assessment and analysis of its results.

## **Sources Utilized**

1. US Census Bureau 2011 American Community Survey (ACS), 1 year estimates
2. US Social Security Administration (SSA) data for 2011
3. Individuals with Disabilities Education Act (IDEA) data for 2011
4. DSHS/DVR case service data for FFY 2011
5. 2011 Customer Satisfaction Survey conducted by the Washington State Rehabilitation Council (WSRC)
6. WSRC Quarterly Customer Forums

DSHS/DVR Monthly Survey of Customers with Closed Cases

In addition, DSHS/DVR, WSRC and CCER conducted a series of targeted surveys with DSHS/DVR customers, staff, and collateral service providers.

## **DEMOGRAPHIC PROFILE**

According to the 2011 ACS estimates:

836,500 (12.4%) individuals of all ages with disabilities were residing in Washington State. Regarding gender, disability was more prevalent for men age 64 and under (15.6%) than for women age 64 and under (13.0%).

708,900 (20.7%) individuals, of working age people (ages 16 to 64) in Washington State report having a disability. These working age individuals with disabilities represent the primary segment of the state population who may qualify for vocational rehabilitation services.

The prevalence of disability associated with race or ethnicity in Washington State indicate the

# DVR STATE PLAN

highest prevalence of disability in the Native American or Alaskan Native population with 20.6%; followed in descending order by White, 15.1%; Black/African American, 12.3%; Other, 9.0%; Hispanic, 7.3%; and Asian, 7.1%.

Ambulatory disabilities were the most prevalent at 6.4% of the people with disabilities, followed by cognitive disability, (5.4%); independent living disability, (5.3%); hearing disability, (3.9%); self-care disability, (2.6%); and visual disability, (1.9%). Further examination and analysis are needed to discern more specifically the types of disabilities and/or conditions described as independent living and self-care disabilities.

163,200 (34.8%) Washingtonians with a disability age 16 – 64 are employed while 2,890,500 (71%) Washingtonians without a disability in the same age group are employed. In order to close the employment gap between those with a disability and those without a disability in Washington, an additional 59,242 individuals would need to become employed. However, further investigation needs to occur to determine whether individuals in this population have disabilities sufficiently severe to warrant DSHS/DVR services, would like to utilize the services of DSHS/DVR or are voluntarily out of the work force.

## **Comparison of DSHS/DVR Case Service Data with the 2011 ACS Data**

A comparison of FFY 2011 data demographic characteristics of DSHS/DVR case service data for cases closed where eligibility was determined with ACS 2011 estimates for individuals age 16 – 64 with any disability in Washington. In FFY 2011 DSHS/DVR closed 9,744 cases. Comparing this data to ACS data shows that:

### Male/Female

The higher proportion of DSHS/DVR cases closed for men than women is consistent with the higher proportion of men than women reporting a disability statewide. Though DSHS/DVR closed more men (57.4%) than men reporting a disability statewide (51.3%), DSHS/DVR closed fewer women with disabilities (42.6%) than women reporting a disability statewide (48.7%).

### Race/Ethnicity

By race and ethnicity in Washington State, DSHS/DVR served a higher proportion of cases for all race/ethnicity populations reporting a disability, including Black/African American, Native American or Alaskan Native, Asian, and Hispanic.

### Geographic Locations

ACS does not publish 1-year estimates for small subpopulations by geographic areas; however a sample of 11 counties was reviewed to identify the percentage of individuals with disabilities within the county compared with the percentage of DSHS/DVR customers served within that geographic area.

Of the counties that were compared, three revealed important information for DSHS/DVR service delivery:

- King County, the largest metropolitan area in the state, comprises 7.8% of the state's disability population, yet 24.8% of the DSHS/DVR cases closed were in that county.

# DVR STATE PLAN

- Island County, a small rural area, comprises 12.4% of the state's disability population, yet represented the smallest proportion (.38%) of cases closed in relation to the entire DSHS/DVR caseload.
- Cowlitz County, a mid-sized rural area, comprises the highest percentage of people reporting a disability, 20.8%, yet only 3.1% of DSHS/DVR cases were closed in that county.

DSHS/DVR will conduct further analyses of disability populations by geographic area and DSHS/DVR customer populations to identify locations where service delivery needs to be adjusted to more closely reflect the needs of working-age individuals with disabilities.

## Youth in Transition

Comparing 2011 ACS 1-year estimates for individuals age 16 – 20 years old with DSHS/DVR's cases age 16 – 20 with eligibility, the statewide population consists of 5.7% youth with disabilities, compared to 14.7% of DSHS/DVR's cases that were in this age range.

Under IDEA, Part B, Washington State reported serving 6,843 students age 18 – 21 in 2011 whereas DSHS/DVR closed 1,423 cases with eligibility determined for individuals 18 – 21 years old.

## SSI/SSDI Recipients Age 18-64

For the year 2011, estimates for Social Security disability recipients age 18 – 64 in Washington and in the DSHS/DVR caseload with eligibility determined were compared.

For SSI recipients:

- 2.1% of the Washington State population received SSI
- 18.5% of DSHS/DVR cases closed received SSI.

For SSDI Recipients:

- 4.1% of the Washington State population received SSDI
- 38.5% of DSHS/DVR cases closed received SSDI

## **Customer Satisfaction Survey Conducted by the Washington State Rehabilitation Council (WSRC) – Results**

In June 2012, the WSRC published the results of a statewide customer satisfaction telephone survey. The survey was conducted by the Department of Social and Health Services Office of Research and Data Analysis and yielded a response rate of 88.4% with a margin of error +/- 1.67%

The focus of the survey was conducted to determine the opinions of DSHS/DVR customers in regard to whether:

1. Services were provided in a respectful manner; and
2. Services included in their Individual Plans for Employment were likely to assist them in

# DVR STATE PLAN

becoming employed.

## Confirmation of Many Things Done Well

- More than 90% of all respondents strongly agree or agree that DSHS/DVR services were provided in a respectful manner.
- Between 87.9% and 90% of respondents currently implementing an Individual Plan for Employment strongly agree or agree that their counselors want them to succeed.
- Of those respondents who became employed after receiving services from DSHS/DVR, 74.6% are working as many hours as they want to work.
- 80.6% of respondents with closed cases affirmed that they are better off financially than before receiving DSHS/DVR services.

## Findings that Merit Further Study or Action

- The primary purpose of DSHS/DVR is to assist jobseekers with disabilities to address barriers to employment. Given that, it is both curious and concerning that regardless of whether a respondent is currently implementing an Individual Plan for Employment, or has a closed case (with or without employment), 33-39% strongly disagree or disagree that DSHS/DVR has helped them work with disability issues that have prevented them from getting a job.
- It was noted that of respondents currently implementing an Individual Plan for Employment, those with a plan open for 961-1400 days are less certain of their next step than those in plan for 61-420 days.
- Although we do not know how the respondents define the term “skill,” it is notable that between 29.3% and 46.4% of respondents strongly disagreed or disagreed that they by working with DSHS/DVR they were learning skills to get and keep a job.
- Close to 29% of those who became employed after receiving DSHS/DVR services responded that they had not retained work.

## WSRC Recommendations from the Survey

DSHS/DVR is implementing the following WSRC recommendations that emanated from the Customer Satisfaction Survey:

### Addressing Barriers to Employment

1. Assure that VR Counselors are supported by their supervisors and by administration to take the time to identify and understand the barriers to employment the customer faces.

# DVR STATE PLAN

2. Encourage VR Counselors to provide ongoing assessment (particularly for those with plans open for extended periods) to identify the disability-specific services and supports available to address barriers that emerge following plan development.
3. Identify strategies and implement practices to improve and enhance the continuity of communication between vocational rehabilitation counselors and customers, particularly during instances of delay or transitions between vendors or case transfers.

## Customer Informed Choice

1. Place greater emphasis on the customer's role in the vocational rehabilitation process during intake and orientation. We encourage DSHS/DVR to reinforce that emphasis over the life of the case.
2. Support staff providing direct service to strengthen community resource information and referral activities during the life of a plan by developing and updating their knowledge of the resources other than DSHS/DVR available to customers in local communities.
3. Require VR Counselors to clearly delineate sequential steps in the achievement of the Individual Plan for Employment. Celebrate/acknowledge movement from one step to the next.

## Equity of Service Provision

Further research and analyze case notes and authorizations for payment for formal education and training across the state to determine if there are variances in interpretations of policies, procedures, and practices between DSHS/DVR offices. Issue clarification and additional guidance, as needed, based on DSHS/DVR's research and analysis.

## **DSHS/DVR Monthly Survey of Customers with Closed Cases**

Each month DSHS/DVR mails a survey to all customers during that month whose case was Closed-Rehabilitated or Closed-Other, After IPE Commenced. The summary below reflects a compilation of customer survey responses from FFY 2011 and FFY 2012. During those two years a total of 9,974 surveys were mailed to customers (5,373, Closed Rehabilitated; 4,601, Closed-Other, After IPE Commenced). The survey response rate was 26.0%, Closed Rehabilitated, and 19.0%, Closed-Other, After IPE Commenced.

### Closed Rehabilitated

Over 90.0% of Respondents Strongly Agreed or Agreed with the following:

- I was given enough information to understand how DVR could help me with employment
- DVR listened to me
- DVR answered my questions
- DVR understood my problems in getting and keeping a job

# DVR STATE PLAN

- DVR treated me with courtesy and respect

Between 80.0% - 89.0% of Respondents Strongly Agreed or Agreed with the following:

- I chose my employment goal
- DVR explained what services were available to me
- DVR returned my phone calls quickly
- I received services in my DVR employment plan quickly enough
- I like the work I do
- DVR does good work
- Overall, DVR helped me

Between 70.0% - 79.0% of Respondents Strongly Agreed or Agreed with the following:

- DVR gave me information about other programs that could help me
- I chose where to get services in my DVR employment plan
- If I had complaints or concerns about services, I was satisfied with how DVR responded
- I use my skills and abilities that are most important to me in my job
- Overall, I am satisfied with my job

Between 60.0% - 69.0% of Respondents Strongly Agreed or Agreed with the following:

- My pay is enough for my basic needs

Between 50.0% - 59.0% of Respondents Strongly Agreed or Agreed with the following:

- I am satisfied with my employee benefits

## Closed-Other, After IPE Commenced

Between 70.0% - 79.0% of Respondents Strongly Agreed or Agreed with the following:

- I chose my employment goal
- DVR explained what services were available to me
- DVR returned my phone calls
- DVR treated me with courtesy and respect

Between 60.0% - 69.0% of Respondents Strongly Agreed or Agreed with the following:

- I was given enough information to understand how DVR could help me with employment
- DVR listened to me
- DVR answered my questions

Between 50.0% - 59.0% of Respondents Strongly Agreed or Agreed with the following:

- DVR gave me information about other programs that could help me
- I chose where to get services in my DVR employment plan
- DVR understood my problems in getting and keeping a job
- I received services in my DVR employment plan quickly enough

Between 40.0% - 49.0% of Respondents Strongly Agreed or Agreed with the following:

# DVR STATE PLAN

- If I had complaints or concerns about services, I was satisfied with how DVR responded

Respondents were asked to select the main reason they stopped DVR services before achieving an employment outcome. The following lists the number of responses to each reason.

- I found a job on my own = 31
- DVR did not have services to meet my needs = 111
- It took too long to get the services I needed = 136
- I was not satisfied with the services I received = 156
- My disability worsened = 217
- I decided not to get a job = 53

Respondents that indicated they were not satisfied with services were requested to select the reason for their dissatisfaction. The following lists the number of responses to each reason.

- The location of the DVR Office was not convenient = 29
- It took too long to get services = 148
- The available services were not what I needed = 106
- I did not get along with DVR staff = 56
- The services were not helpful = 141

## **CSNA Survey Results – DSHS/DVR Customers, Staff & Collateral Service Providers**

Between September 2013 and February 2014, CCER sent online needs assessment surveys to DSHS/DVR customers, staff, and collateral service providers. A CSNA Steering Committee comprised of DSHS/DVR, WSRC, and CCER staff developed the survey questions. All questions were the same for each survey group. The following summarizes key results from each group.

### Customer Survey

The online survey was distributed to 10,774 current and recently closed DSHS/DVR customers. A total of 1,552 individuals responded for a response rate of approximately 15.0 percent. This included responses from 1,047 current customers and 505 recently closed customers.

Customer respondents most frequently identified the following as the services that they require from DSHS/DVR:

- Placement in to a job (56.0%)
- Assistance searching for a job (53.0%)
- Community college or other vocational training (41.0%)
- Job coaching at work (39.0%)

Customer respondents most frequently identified the following challenges to receiving services

# DVR STATE PLAN

from DSHS/DVR:

Need more time with the VR Counselor (36.0%)  
Wait a long time for services to begin (30.0%)  
Do not understand all the services that are available (30.0%)  
Difficulty developing an Individualized Plan for Employment (30.0%)

## Staff Survey

The online survey was distributed to 247 DSHS/DVR staff. A total of 147 individuals responded for a response rate of approximately 60.0 percent.

Staff respondents most frequently identified the following as the services that customers require from DSHS/DVR:

Vocational counseling and guidance (86.0%)  
Mental health counseling and treatment (78.0%)  
Placement in to a job (77.0%)  
Assistance searching for a job (66.0%)  
Transportation (61.0%)  
Job coaching at work (58.0%)  
Social Security benefits Planning (51.0%)  
Community college or other vocational training (48.0%)

Staff respondents most frequently identified the following challenges to customers receiving services from DSHS/DVR:

Customer health issues prevent customer from regularly meeting with VR Counselor (58.0%)  
Customer does not understand all the services that are available (50.0%)  
Customer disagrees with what VR services are required to achieve their employment goal (25.0%)  
Getting to DSHS/DVR office using public transportation (23.0%)

## Collateral Service Provider Survey

The online survey was distributed to a wide array of organizations and agencies that frequently jointly serve DSHS/DVR customers. A total of 355 respondents completed the survey. A total response rate could not be calculated because the exact number of individuals to whom the survey was distributed by organizations and agencies is not known.

The majority of collateral service provider responses came from the following entities: WorkSource, Community Rehabilitation Programs, Developmental Disabilities Programs, and Mental Health Providers.

Collateral service provider respondents most frequently identified the following as the services that customers require from DSHS/DVR:

# DVR STATE PLAN

Placement in to a job (74.0%)  
Job coaching at work (69.0%)  
Assistance searching for a job (66.0%)  
General work attitude and behavior (57.0%)  
Vocational counseling and guidance (56.0%)

Collateral service provider respondents most frequently identified the following challenges to customers receiving services from DSHS/DVR:

Customer does not understand all the services that are available (63.0%)  
Customers wait a long time for services to begin (31.0%)  
Customer disagrees with what VR services are required to achieve their employment goal (24.0%)  
Need more time with the VR Counselor (24.0%)

# DVR STATE PLAN

Federal Fiscal Year 2015

(October 1, 2014 - September 30, 2015)

## Attachment 4.11 (b)

### Annual Estimates of Individuals to be Served and Costs of Services

This attachment identifies the number of customers DVR expects to serve in FFY 2015 and the projected cost of VR services

[Pages 40-43]

# DVR STATE PLAN

DSHS/DVR anticipates a decrease in individuals applying for Vocational Rehabilitation services. Applications are decreasing as follows:

Year	Number of Applications	Percent Change From Prior Year
2010	12,500	
2011	11,198	(10.4%)
2012	10,217	(8.8%)
2013	9,734	(4.7%)

For FFY 2014, DSHS/DVR is on target to receive 9,460 applications. This is a decrease of 2.8% from FFY 2013. DSHS/DVR expects applications may begin to increase in FFY 2015 due to outreach activities. The decrease in applications is attributed to steps taken in the past few years to improve referral coordination between DSHS/DVR and the DSHS Community Services Division (DSHS/CSD) which had implemented a practice of making it mandatory for large numbers of Aged, Blind and Disabled Assistance clients to apply for DSHS/DVR services regardless of whether individuals wanted to work or receive VR services. This practice began in FFY 2009 and ended in FFY 2012 when DSHS/CSD began only referring clients to DSHS/DVR who voluntarily asked to be referred for VR services. Prior to FFY 2009 DSHS/DVR received 10,000-11,000 applications per year. Targeted outreach will continue to return applications to that level.

The number of individuals determined eligible is decreasing as follows:

Year	Number of Eligibility Determinations	Percent Change From Prior Year
2010	10,964	
2011	9,753	(11.0%)
2012	9,007	(7.7%)
2013	8,667	(3.8%)

For FFY 2014, DSHS/DVR is on target to determine eligibility for approximately 8,236 individuals. This is a decrease of 5% from FFY 2013. DVR will continue outreach activities to broaden the population of individuals with disabilities being served by DSHS/DVR. Outreach, education, and marketing efforts will be targeted to individuals with disabilities who are: already working to retain or progress in employment, previous DSHS/DVR customers who may have lost employment and want to become reemployed, college students nearing completion of their academic programs, individuals who have exhausted their Unemployment Insurance benefits and other groups who are identified as underserved.

Adequate funds are available to serve all 3,328 individuals currently eligible for DSHS/DVR services and 6,378 individuals in plan status. The division also has adequate funds to cover the cost of expected eligibility determinations and post-employment services.

# DVR STATE PLAN

The average cost to support a successful rehabilitation is increasing as follows:

Year	Average Cost to Support a Successful Rehabilitation	Percent Change From Prior Year
2010	\$5,400	
2011	\$5,727	6.1%
2012	\$6,101	6.5%
2013	\$6,775	11.1%

The division expects the average cost to support a successful rehabilitation will continue to increase in FFY 2014 to \$7,317 from \$6,775 in FFY 2013 or by 8.0%. This average considers the total costs of a case from application to closure for all cases closed with an employment outcome during the Federal Fiscal Year.

DSHS/DVR will look at strategies to maximize DSHS/DVR resources and serve the greatest number of eligible individuals possible. This will include providing more VR services internally, continuing the use of comparable services and benefits, expanding best practices in case management and fiscal training, and implementing contracts that will reduce cost for the purchase of goods and services and create consistency in fee's paid.

The division carried over approximately 6,670 Individual Plans for Employment (IPEs) into FFY 2014. This is a decrease from the prior year by 5.3%.

Year	IPEs Carried Over From Prior Year	Percent Change From Prior Year
2010	7,600	
2011	7,870	(3.6%)
2012	7,580	(3.7%)
2013	7,175	(5.3%)
2014	6,670	(7.0%)

The division set a target of 5,675 new plans in FFY 2014 based on anticipated resources. With an average expenditure per IPE per year of approximately \$1,960, IPE costs will total approximately \$24,200,000. This will leave the division with sufficient funds to pay for costs incurred in pre-plan and post-plan services at the current rate of 26% of the total expenditures. To achieve 5,675 new plans, the division will continue to build the caseload of open IPEs throughout 2014 to align the number of open plans that can be supported with available financial and staff resources. DSHS/DVR will continually monitor expenditures and caseload movement to ensure the division continues to have the resources to effectively serve all eligible individuals.

# DVR STATE PLAN

Category (if in Order of Selection)	Title I or Title VI	Estimated Funds	Estimated Number to be Served	Average Cost of Services
Not applicable	Title I	\$30,000,000	21,900	\$1,371.0
Not applicable	Title VI	\$ 440,000	1,445	\$ 305
<b>TOTALS</b>		<b>\$30,440,000</b>	<b>23,345</b>	<b>\$1,676</b>

# DVR STATE PLAN

Federal Fiscal Year 2015

(October 1, 2014 - September 30, 2015)

## Attachment 4.1 1(c)(1) Goals & Priorities

This attachment identifies the service delivery goals and priorities that DVR intends to achieve during FFY 2015 (eliminates activities already accomplished or are no longer priorities, and adds some new activities

[Pages 44-50]

# DVR STATE PLAN

To collect feedback and identify goals and priorities, DSHS/DVR conducted meetings and public forums throughout the state with DSHS/DVR customers, employees, partners, providers, Rehabilitation Council members, the Client Assistance Program (CAP), tribal program representatives, school representatives and others. DSHS/DVR also completed a comprehensive needs assessment that included surveys to employers, customers, and DSHS/DVR staff. DSHS/DVR and the State Rehabilitation Council co-sponsored three public forums across the state that were attended by 42 people.

**The goals and priorities established for the 2015 State Plan reflect an ongoing commitment to customer services and outcomes, staff development and organizational systems, partnerships and enhancing employer relations.**

These goals and priorities also reflect an analysis of DSHS/DVR’s performance in achieving federal Standards and Indicators. As reported in Attachment 4.11(e)(2), Evaluation and Report of Progress in Achieving Identified Goals and Priorities and Use of Title I Funds for Innovation and Expansion Activities, DSHS/DVR passed six Standards and Indicators by fairly wide margins and failed one by a slim margin. The one that was missed included 1.5, Ratio of Average VR Hourly Wage to Average State Hourly Wage (0.48 vs. 0.52). DSHS/DVR is currently passing all standards and indicators, except the ratio of average hourly wages. Activities identified below under Goal 1 aim at increasing the average hourly wages that DSHS/DVR customers earn by providing more timely and thorough Benefits Planning so customers seek higher paying employment and enhancing services that enable customers to advance in employment to higher wages.

**GOAL 1: Provide timely, individualized services to DSHS/DVR customers that result in employment outcomes that meet the customer’s needs.**

Goal 1 reflects DSHS/DVR’s focus on service delivery to customers by providing quality services that are timely and meet the individual needs of the customer. The priorities under this goal respond to statewide comprehensive needs assessment findings and stakeholder input related to the need to assist customers in better understanding the array of VR services that are available when their Individualized Plan for Employment (IPE) is developed, improving services required for job search and placement (including job coaching when required), as well as increasing the amount of counseling and guidance that customers receive from their DSHS/DVR Counselors .

## Performance goals for the next two fiscal years

	# IPE’s per VRC	# IPE’s Statewide Goal	# Rehabs per VRC	# Rehabs Statewide Goal	Rehab Rate
FFY 15 Basic Grant	40	5,000	23 (16 for new VRC)	2875	60%
FFY 16 Basic Grant	40	5,000	23 (16 for new VRC)	2875	60%

To achieve this goal, DSHS/DVR establishes the following priorities:

# DVR STATE PLAN

- Outreach, education, and marketing efforts will be targeted to individuals with disabilities who are: already working to retain or progress in employment, previous DSHS/DVR customers who may have lost employment and want to become reemployed, college students nearing completion of their academic programs, individuals who have exhausted their Unemployment Insurance benefits and other groups who are identified as underserved.
- Strengthen efforts to assist customers in learning lifelong job seeking skills so they know how to get and keep jobs when DSHS/DVR is no longer in their lives, including how to be an effective self-advocate to obtain needed reasonable accommodations on the job.
- Improve communication and the continuity of communication with customers while they are developing and implementing their Individualized Plans for Employment so that individuals better understand what VR services are available and where they are in the VR process, and know whether they are making progress towards their employment goal.
- Place greater emphasis and reinforce the customer's active role in the VR process, including better assistance to customers who require job search and placement services, especially those who conduct a self-directed job search.
- Increase DSHS/DVR's ability to assist customers to achieve higher wage jobs with health benefits.
- Improve the statewide consistency of timely, individualized services to customers who have a broad range of needs and capabilities.
- Improve the organizational culture to focus even more on customer service, cultural sensitivity, and addressing each individual's impediments to employment throughout the VR process.
- Use the LEAN process to identify ways that DSHS/DVR Counselors can provide more counseling and guidance to customers.
- Continue serving a racially and ethnically diverse customer population that reflects the demographics of the state.
- More fully utilize Independent Living and Assistive Technology services to assist customers in reducing or eliminating their disability barriers to employment. Assure that DSHS/DVR effectively utilizes assistive technology within its offices to accommodate individuals who are Deaf or hard of hearing.

# DVR STATE PLAN

- Keep customers better informed of where they are in the VR process as they progress towards their employment goal.
- Provide more timely and thorough Benefits Planning to customers who receive Social Security Disability Insurance and Supplemental Security Income so they can make better informed choices about the types of jobs they seek and amount of hours they will work.
- Improve and expand services to enhance earnings, employee benefits and career advancement for customers, including individuals served through supported employment.
- Conduct annual statewide case record reviews of case service practices to determine consistency and adherence with Federal/state requirements.
- Use case review results to identify and implement improvements in quality and consistency of services.
- In light of the limited and highly competitive job market, make more use of available labor market and post-secondary training information to improve vocational assessments and assist customers in better selecting employment goals that match the availability of real jobs.
- Increase collaboration within the “WorkSource One-Stop system” to improve services to unemployed workers with disabilities who are eligible for DSHS/DVR services by better leveraging DSHS/DVR services with Workforce Investment Act and other workforce development programs.
- Increase collaboration with the State Board for Community and Technical Colleges (SBCTC) to improve coordination of DSHS/DVR services with SBCTC Workforce programs and Adult Basic Education programs.

## **GOAL 2: Strengthen DSHS/DVR’s workforce and improve its overall organizational systems.**

Goal 2 reflects DSHS/DVR’s commitment to making organizational effectiveness a high priority by establishing systems and methods to better develop, support and promote DSHS/DVR staff and improve overall retention as well as improve the efficiency and effectiveness of organizational systems used by staff.

### **Performance goals for the next two fiscal years**

- Redesign the overall in-service training program to assure that DSHS/DVR staff receives timely and accurate training and skill development as a foundation for consistent service delivery practices.

# DVR STATE PLAN

- In accordance with the DSHS/DVR Cultural Competency Plan, appoint a total of four individuals to VRC positions from minority groups: one each who is African American, American Indian/Alaska Native, Asian/Pacific Islander, and Hispanic. Appoint one individual to a VRC position who is a Disabled Veteran and one who is an individual with a disability.

To achieve this goal, DSHS/DVR establishes the following priorities:

- Develop and implement an action plan that responds to key areas of concern identified through the 2013 DSHS/DVR Employee Survey.
- Develop and implement a DSHS/DVR succession plan that addresses long range attrition at all levels of the organization.

### **GOAL 3: Distinguish DSHS/DVR's role in the disability and employer communities and leverage partnerships to maximize resources and support for DSHS/DVR customers and other individuals with disabilities.**

Goal 3 is intended to help DSHS/DVR increase its visibility in the community and strengthen its connection to other programs that serve individuals with disabilities as well as employers. DSHS/DVR must clearly communicate to others what it can do well, who we can serve and how we can work collaboratively with others to achieve greater outcomes for people with disabilities. This goal responds to needs assessment findings and stakeholder input that point to a need for improved collaboration between DSHS/DVR and existing partner agencies as well as outreach to potential partner agencies.

#### **Performance goals for the next two fiscal years**

- Enhance and build partnerships that advance opportunities for individuals with disabilities to rapidly obtain employment, including supported employment.
- Develop relationships with employers to create opportunities for customers to gain work experience through internships and obtain regular jobs that pay well with benefits.
- Market DSHS/DVR to employers by categorizing the similar employment goals of customers and strategically targeting employers in corresponding occupations.
- Increase understanding and awareness of DSHS/DVR services in local communities.
- Maximize DSHS/DVR local-level knowledge of community programs and services that could benefit DSHS/DVR customers.

# DVR STATE PLAN

- Collaborate with disability and employment partners to sponsor events that focus on disability recruitment, hiring and retention issues such as mentoring, disability awareness, reasonable accommodation, customized employment, transportation, independent living, benefits issues, etc.
- Bring together employers, DSHS/DVR staff and other workforce partners on a regular basis at the local level to update trends in the job market and maintain a good understanding of employer needs, so that customers are given useful guidance and current information.
- Support the DSHS/DVR Employer Services Team in developing ongoing employer relationships and providing job placement assistance to customers, including participation in the nationwide employer network sponsored by the Council of State Administrators of Vocational Rehabilitation.
- Serve on local WorkSource Business Service Teams to market DSHS/DVR job seekers to employers.
- Conduct regular meetings and information sharing with community rehabilitation programs at the local level to improve communication and better support service delivery coordination.

## **GOAL 4: Increase outreach to improve and strengthen DSHS/DVR's connection and relationship with employers.**

Goal 4 addresses agency needs assessment and stakeholder input that consistently pointed out a need for more frequent, consistent, and effective outreach, education to and relationship maintenance with employers statewide in order to better position customers to obtain access to employment.

### **Performance goals for the next two fiscal years**

- Increase DSHS/DVR's visibility with and connection to Washington employers. Continue to expand the network capabilities of DSHS/DVR's Employment Services Team.
- Actively participate in the national employer relations model sponsored by the Council of State Administrators of Vocational Rehabilitation, and integrate these activities into state-level initiatives. Implement the Talent Acquisition Portal.
- Increase the number of customers who participate in internships in community based employment that lead to competitive employment.
- Actively use the Council of State Administrators of Vocational Rehabilitation NET system for developing employer relationships and increasing employment opportunities.

# DVR STATE PLAN

- Market DSHS/DVR to employers by attending local employment expos, job fairs, employer association meetings, and employment events or conferences.
- Increase the number of DSHS/DVR customers placed into state or Federal government jobs and with private employers that are Federal contractors.

# DVR STATE PLAN

Federal Fiscal Year 2015

(October 1, 2014 - September 30, 2015)

## Attachment 4.1 1(c)(4)

### Use of Supported Employment Funds

This attachment identifies the projected number of Supported Employment cases that will be funded by the federal Title VI, Part B Grant

[Pages 51-52]

# DVR STATE PLAN

**Specify the state's goals and priorities with respect to the distribution of funds received under section 622 of the Act for the provision of supported employment services.**

DSHS/DVR will serve approximately 1445 individuals in IPEs with a supported employment goal and to achieve approximately 254 supported employment outcomes.

# DVR STATE PLAN

Federal Fiscal Year 2015  
(October 1, 2014 - September 30, 2015)

## Attachment 4.11(d)

### Strategies to Achieve Goals & Priorities

### Innovation & Expansion Activities

This attachment identifies the strategies that will be carried out to achieve the Goals and Priorities in Attachment 4.11 (c)(1); it also identifies the innovation and expansion activities that DVR will implement in FFY 2015

[Pages 53-62]

# DVR STATE PLAN

## **Describe the methods to be used to expand and improve services to individuals with disabilities**

DSHS/DVR has established an array of goals, priorities and strategies that assure quality service delivery and maximize the number of individuals served within available resources. Specifically, the service delivery strategies along with the innovation and expansion activities within this attachment comprise the methods that will be used to expand and improve services.

These strategies and activities reflect an in depth analysis of DSHS/DVR customer service data and statewide demographic data of individuals with disabilities, statewide needs assessment surveys of DSHS/DVR customers, staff and partners, as well as input and recommendations from the State Rehabilitation Council (SRC). DSHS/DVR closely reviews data, trends and feedback on a monthly basis to assess service delivery performance and determine the need for expanded and/or improved services. Where expansion or improvements are determined to be needed, DSHS/DVR engages the SRC, stakeholders and staff to identify a course of action, such as those identified in this attachment.

## **Identify how a broad range of assistive technology services and assistive technology devices will be provided to individuals with disabilities at each stage of the rehabilitation process; and describe how assistive technology services and devices will be provided to individuals with disabilities on a statewide basis.**

Procedures are followed that require VR Counselors to inquire throughout the rehabilitation process whether a customer requires assistive technology services and/or devices to reduce or eliminate an impediment to employment. DSHS/DVR brochures and "Guide to Services" that are distributed to all customers include mention of assistive technology. In addition, DSHS/DVR employs an Assistive Technology Assessment and Practitioner (ATAP) in each of its service delivery areas that is a full-time position dedicated to assuring that assistive technology services are well integrated in to the rehabilitation process. The ATAPs provide regular consultation to VR Counselors and customers, develop and work with vendors that deliver an array of assistive technology services and devices, and routinely share assistive technology information and resources with VR personnel and customers. DSHS/DVR will be a leader and organizational role model in effectively utilizing a broad range of assistive technology to accommodate individuals with disabilities. Including, but not limited to, individuals who are Deaf or hard of hearing as well as those with intellectual/developmental disabilities.

## **Identify what outreach procedures will be used to identify and serve individuals with disabilities who are minorities, including those with the most significant disabilities; and what outreach procedures will be used to identify and serve individuals with disabilities who have been unserved or underserved by the VR program.**

DSHS/DVR has well established local referral relationships statewide that assure a steady and significant flow of applicants and customers who are minorities with disabilities. Data shows that DSHS/DVR consistently serves individuals with disabilities who are minorities at rates well above their representation within the Washington State population of minorities with disabilities. For example, 10.9% of DSHS/DVR customers are African American, while this population

# DVR STATE PLAN

comprises 4.1% of the state disability population; 5.6% of DSHS/DVR customers are Native American or Alaskan Native, while this population comprises 2.8% of the state disability population; 4.6% of DSHS/DVR customers are Asian, while this population comprises 3.7% of the state disability population; 8.9% of DSHS/DVR customers are Hispanic, while this population comprises 7.5% of the state disability population. DSHS/DVR continues to maintain active organizational relationships with a wide range of agencies and community groups that serve minority populations, and has formal liaison relationships with many to assure an ongoing referral of individuals with disabilities who are minorities.

Through its partnership with the state Employment Security Department (ESD) and local Workforce Development Councils (WDCs), DSHS/DVR has identified long-term unemployment insurance exhaustees with disabilities as an underserved population. It is estimated that at least 5,000 individuals with disabilities in Washington State have exhausted their unemployment insurance since the Great Recession and have not returned to work. Data matching with ESD reveals the majority of these individuals have not sought services from DSHS/DVR even though significant numbers could be eligible for and benefit from VR services. Outreach strategies to inform these individuals of DSHS/DVR services are being planned with ESD and local WDCs.

## **If applicable, identify plans for establishing, developing, or improving community rehabilitation programs within the state.**

DSHS/DVR will establish a workgroup of VR staff and Community Rehabilitation Program (CRP) representatives that to focus on improvements in the following areas: better communication and coordination between local DSHS/DVR offices and CRPs; keeping CRPs better informed of changes or updates in DSHS/DVR policies and procedures that affect service delivery; and assuring VR Counselors more consistently follow required procedures and criteria when referring customers for CRP services. In addition, DSHS/DVR will continue working on methods to better measure the effectiveness of CRP services with a variety of customer populations, especially individuals with the most significant disabilities and those who are minorities.

## **Describe strategies to improve the performance of the state with respect to the evaluation standards and performance indicators.**

DSHS/DVR consistently meets or exceeds all evaluation standards and indicators except 1.5, Wage Ratio, and has struggled at times with 1.2, Rehabilitation Rate. At present, DSHS/DVR is meeting all except the wage ratio. Strategies continue to focus on assisting customers to obtain good paying jobs with benefits. Specifically, strategies are underway to intensify employer relations activities to place customers in to higher paying occupations that reflect the state's average wage. In addition, DSHS/DVR has placed significant emphasis on developing Individualized Plans for Employment that better address customers' barriers to employment and provide more clear steps for reaching their employment goals. This is resulting in more customers reaching employment outcomes and producing a rehabilitation rate that consistently exceeds the standard.

## **Describe strategies for assisting other components of the statewide workforce investment system in assisting individuals with disabilities.**

# DVR STATE PLAN

DSHS/DVR is represented on state and local Workforce Investment Boards and has played significant roles in contributing strategies and activities to state local strategic plans that aim at improving overall workforce services for individuals with disabilities. These roles at state and local levels will continue to assist the statewide workforce investment system to well serve individuals with disabilities. DSHS/DVR has specific strategies underway to: Bring together DSHS/DVR staff and other workforce partners on a regular basis at the local level to update trends in the job market and maintain a good understanding of employer needs, so that customers are given useful guidance and current information; Support the DSHS/DVR Employer Services Team in developing ongoing employer relationships and providing job placement assistance to customers, including participation in the nationwide employer network sponsored by the Council of State Administrators of Vocational Rehabilitation; Serve on local WorkSource Business Service Teams to market DSHS/DVR job seekers to employers.

## **Strategies to Achieve Goals and Priorities in Attachment 4.11(c) (1)**

- A. DSHS/DVR's **Goal 1** is to provide timely, individualized services to DSHS/DVR customers that result in employment outcomes that meet the customer's needs.

The following strategies support improving DSHS/DVR's performance on standards and indicators 1.1, 1.2, 1.3, 1.4, 1.5, 1.6 and 2.1.

- Assure that at least 90.0 percent of transition youth customers exit high school with an Individualized Plan for Employment underway. (Supports DSHS/DVR's performance on standards and indicators 1.1, 1.2, 1.3, 1.6)
- Maintain customer satisfaction rates on monthly surveys of DSHS/DVR closed cases at 90.0 percent or higher.
- Assist at least 20.0% of DSHS/DVR customers who are closed rehabilitated to earn the state median wage or higher. (Supports DSHS/DVR's performance on standards and indicator 1.5)
- Fill additional Rehabilitation Technician 2 positions to provide direct job placement support to DSHS/DVR customers who conduct self-directed job searches, including assistance with résumé development, interviewing skills, finding job leads, and submitting employment applications.
- DSHS/DVR will increase service delivery to eligible individuals who have exhausted their Unemployment Insurance benefits and remain long term unemployed. (Supports DSHS/DVR's performance on standards and indicators 1.1, 1.2, 1.3, 1.6)
- Utilize demographic data from the Comprehensive Statewide Needs Assessment to target outreach within geographic communities where VR services are significantly under-utilized in proportion to the working-age disability population.

# DVR STATE PLAN

- Use results of the annual case review to
  - Determine where additional guidance and training are required; and
  - Emphasize specific areas of need in the Advanced Best Practices curriculum. (Supports DSHS/DVR's performance on standards and indicators 1.1, 1.2, 1.3, 1.4)
- Continue to broaden the population of individuals with disabilities being served by DSHS/DVR through outreach to increase the representation of underserved or unserved populations. Outreach, education, and marketing efforts will be targeted to individuals with disabilities who are already working to retain or progress in employment, previous DSHS/DVR customers who may have lost employment to become reemployed, college students nearing completion of their academic programs, individuals who have exhausted their Unemployment Insurance benefits and other groups who are identified as underserved. (Supports DSHS/DVR's performance on standards and indicators 1.1, 1.3, 1.5, 1.6)
- DSHS/DVR will identify ways to improve and expand services to enhance earnings, employee benefits and career advancement for customers. Improve DSHS/DVR's ability to assist customers to achieve higher wage jobs with benefits. (Supports DSHS/DVR's performance on standards and indicators 1.1, 1.3, 1.4, 1.5, 1.6)
- DSHS/DVR continues to play a DVD that has been produced for customers in each of its office reception areas so that individuals waiting for appointments are reminded of the vocational rehabilitation services available to them, including information about the basics of the vocational rehabilitation process. (Supports DSHS/DVR's performance on standards and indicators 1.1, 1.2, 1.3)
- A full-time Assistive Technology Assessment Practitioner (ATAP) continues to be available in each of DSHS/DVR's three geographic Areas to provide AT assessment, consultation and support to Vocational Rehabilitation Counselors statewide in the provision of vocational rehabilitation services. This expertise and support is provided, based on the identification of assistive technology needs resulting from a standardized assessment at the time of eligibility or based on information obtained throughout the rehabilitation process. It will be emphasized that Assistive Technology services may be provided throughout the VR process to assure customers are aware of and utilize these services when required to achieve an employment outcome. (Supports DSHS/DVR's performance on standards and indicators 1.1, 1.2, 1.3, 1.4)
- DSHS/DVR uses foreign and sign language translation and interpreter services available on contract to communicate with individuals who are limited English speaking. DSHS/DVR has a Statewide Coordinator for the Deaf and Hard of Hearing as well as Vocational Rehabilitation Counselors for the deaf, deaf-blind,

# DVR STATE PLAN

and hard of hearing population. (Supports DSHS/DVR's performance on standards and indicators 1.1, 1.2, 2.1)

B. DSHS/DVR's **Goal 2** is to strengthen DSHS/DVR's workforce and improve its overall organizational systems.

The following strategies support improving DSHS/DVR's performance on standards and indicators 1.1, 1.2, 1.3, 1.4, 1.5, 1.6 and 2.1.

- DSHS/DVR continues to implement an action plan to address results of the 2013 DSHS/DVR Employee Survey. The action plan will reflect conversations with staff and identify follow through activities to improve the effectiveness and function of DSHS/DVR. (Supports DSHS/DVR's performance on standards and indicators 1.1, 1.2, 1.4)
- DSHS/DVR will continue to implement staff training focused on customer service, cultural sensitivity, and impediments to employment to meet the customer's VR needs from application to case closure. (Supports DSHS/DVR's performance on standards and indicators 1.1, 1.2, 1.4, 1.6)
- DSHS/DVR will develop a workgroup to establish a communication protocol for DSHS/DVR. The protocol will address the Who, What, Where, When and Why of all communication and will establish clear roles of accountability, timelines and follow up for all necessary communication. (Supports DSHS/DVR's performance on standards and indicators 1.1, 1.2)
- DSHS/DVR continues targeted recruitment efforts to increase the ethnic and cultural diversity of qualified DSHS/DVR applicants as stated in the DSHS/DVR Cultural Competency Plan outlined in Attachment 4.11(c)(1). Key positions throughout DSHS/DVR are designated as requiring specific language competencies (including foreign and sign languages) to meet the needs of the local population. (Supports DSHS/DVR's performance on standards and indicators 1.1, 1.2, 2.1)
- DSHS/DVR continues to implement staff recognition and appreciation practices throughout the agency. (Supports DSHS/DVR's performance on standards and indicators 1.1, 1.2.)
- DSHS/DVR continues to support supervisors to promote accountability by providing intensive coaching and direction to staff who need to develop or improve counseling skills to achieve qualitative case measures or productivity standards. (Supports DSHS/DVR's performance on standards and indicators 1.1, 1.2)
- DSHS/DVR continues to provide supervisors with the tools needed to deliver effective, ongoing coaching for their staff. A structured coaching process has

# DVR STATE PLAN

been implemented to require supervisors to review monthly performance and provide VRCs with specific feedback and support and to submit progress reports to Area Managers. (Supports DSHS/DVR's performance on standards and indicators 1.1, 1.2)

- DSHS/DVR continues to increase its capacity and use of technology for communications; e.g., video conferencing, video phones and long-distance learning programs, etc. (Supports DSHS/DVR's performance on standards and indicators 1.1, 1.2)
- DSHS/DVR continues to enhance and grow its capacity related to data analysis by adding analytical tools to assist in developing data supported business decisions (Supports DSHS/DVR's performance on standards and indicators 1.1, 1.2)

C. DSHS/DVR's **Goal 3** is to distinguish DSHS/DVR's role in the disability and employer communities and leverage partnerships to maximize resources and support for individuals with disabilities.

The following strategies support improving DSHS/DVR's performance on standards and indicators 1.1, 1.2, 1.3, 1.4, 1.5, 1.6 and 2.1.

- DSHS/DVR will develop and sustain ongoing dialogue with CRP partners for the purpose of analyzing specific practices and assessing whether the employer contacts DSHS/DVR pays for, lead to job offers to customers.(Supports DSHS/DVR's performance on standards and indicators 1.1, 1.2, 1.3, 1.4, 1.5, 1.6)
- DSHS/DVR will refine the role that local staff play which encourages them to take a more active role in connecting customers and employers. (Supports DSHS/DVR's performance on standards and indicators 1.1, 1.2, 1.3, 1.4, 1.5, 1.6)
- DSHS/DVR participates in local community organizations and events, including organizations representing diverse ethnic and disability populations, for the purpose of outreach, education and partnership building. (Supports DSHS/DVR's performance on standards and indicators 2.1)
- DSHS/DVR provides educational and marketing information in accessible formats and/or conducts outreach to organizations throughout communities that serve populations who might benefit from DSHS/DVR services. (Supports DSHS/DVR's performance on standards and indicators 1.1, 1.2, 2.1)
- DSHS/DVR continues to partner with WorkSource operators (aka "One-Stop" system) to improve and expand the services available to individuals with

# DVR STATE PLAN

disabilities. (Supports DSHS/DVR's performance on standards and indicators 1.1, 1.3, 1.5, 1.6)

- DSHS/DVR partners with the State Rehabilitation Council and local disability service organizations to educate and inform legislators about services and outcomes of VR and other programs. (Supports DSHS/DVR's performance on standards and indicators 1.1)
- DSHS/DVR continues to expand its knowledge and use of labor market information as well as its education and training capacity to ensure the number of customers trained in an industry matches the number of expected job openings. (Supports DSHS/DVR's performance on standards and indicators 1.1, 1.2, 1.3, 1.4, 1.5, 1.6)
- DSHS/DVR continues to negotiate contractual relationships with tribal programs to assist the agency in providing culturally competent, reservation-based VR services to common customers. (Supports DSHS/DVR's performance on standards and indicators 1.1, 2.1)

D. DSHS/DVR's **Goal 4** is to increase outreach to improve and strengthen DSHS/DVR's connection and relationship with employers.

The following strategies support improving DSHS/DVR's performance on standards and indicators 1.1, 1.2, 1.3, 1.4, 1.5, 1.6 and 2.1.

- Conduct outreach to potential employers to increase awareness and educate them about the potential benefits of employing individuals with disabilities and partnering with DSHS/DVR. (Supports DSHS/DVR's performance on standards and indicators 1.1, 1.3, 1.4, 1.5, 1.6, 2.1)
- DSHS/DVR will play a lead role among other state agencies in supporting their use of the VR Talent Acquisition Portal and the Supported Employment in State Government Program to employ greater numbers of DSHS/DVR customers. (Supports DSHS/DVR's performance on standards and indicators 1.1, 1.2, 1.3, 1.4, 1.5, 1.6)
- Create and maintain a DSHS/DVR employer network with strategies and incentives to increase opportunities for customer employment. (Supports DSHS/DVR's performance on standards and indicators 1.1, 1.2, 1.3, 1.4, 1.5, 1.6)
- DSHS/DVR continues to implement outreach strategies targeting mid-sized and smaller employers on an ongoing basis. (Supports DSHS/DVR's performance on standards and indicators 1.1, 1.2, 1.3, 1.4, 1.5, 1.6)

# DVR STATE PLAN

- DSHS/DVR will develop and implement tracking tools to quantify outputs and outcomes of employer outreach activities and contacts. (Supports DSHS/DVR's performance on standards and indicators 1.1, 1.2, 1.3, 1.4, 1.5, 1.6, 2.1)
- Develop and focus the efforts of a statewide DSHS/DVR employment services team on increasing employer awareness, building on our partnerships with WorkSource Centers and internal job development staff. (Supports DSHS/DVR's performance on standards and indicators 1.1, 1.2, 1.3, 1.4, 1.5, 1.6, 2.1)

## **Use of Title I Funds for Innovation and Expansion Activities**

During FFY 2015 – 2016, DSHS/DVR is continuing to fund the following innovation and expansion activities:

- A. Expand a high school transition model that DSHS/DVR has established with six County Developmental Disabilities Programs to other Counties across the state. Under this model, DSHS/DVR contracts with the County instead of individual Community Rehabilitation Programs (CRP) to place supported employment transition customers with developmental disabilities in to permanent employment when they complete high school. The County funds designated subcontractors a monthly fee to provide community based assessment, job placement, and job coaching services to a customer. When the customer is placed into employment and transitions to extended services, DSHS/DVR pays the County an outcome fee of \$8500.00. This fee is approximately \$3,000.00 less than what DSHS/DVR would pay to a CRP for the same outcome. All of the County subcontractors are CRPs; the advantage for them is they receive a monthly service delivery fee from the County that is not outcome-based instead of a fee from DSHS/DVR that is paid only when an outcome is achieved.
- B. Continue funding the Washington Initiative for Supported Employment (WISE) to host a comprehensive series of web-based on-demand training modules for CRP Supported Employment Specialists that will increase their knowledge and skills. CRP staff attrition is very high and frequently new Supported Employment Specialists are hired with little or no experience. This significantly slows service delivery and often reduces successful outcomes. The suite of on-demand training modules that WISE produces will be created in partnership with the Center for Continuing Education in Rehabilitation, DSHS Division of Developmental Disabilities, DSHS Division of Behavioral Health & Recovery, and a number of other supported employment partners.
- C. Continue to develop and launch an assessment tool and training curriculum that will provide DSHS/DVR customers with training to build their "soft skills," including an assessment tool for VR Counselors to determine if an individual requires training to build their skills or some type of mental health or other clinical treatment.

# DVR STATE PLAN

- D. Expand the availability of the WorkStrides Career Exploration Workshop to customers on a statewide basis. It is presently available at select DSHS/DVR locations and will be expanded statewide.

# DVR STATE PLAN

Federal Fiscal Year 2015

(October 1, 2014 - September 30, 2015)

## Attachment 4.11 (e)(2)

### Evaluation & Report of Progress during FFY 2013

This attachment reports DVR's progress towards achieving goals and priorities identified in the FFY 2013 State Plan

[Pages 63-70]

# DVR STATE PLAN

**(A) Clearly identify all VR program goals consistent with the goals described in FY 2012 Attachment 4.11 (c (1)), including an evaluation of the extent to which the goals and priorities were achieved.**

**GOAL 1: Provide timely, individualized services to DSHS/DVR customers that result in employment outcomes that meet the customer's needs.**

Through Goal 1, DSHS/DVR assisted 2,805 individuals with disabilities to achieve gainful employment in Federal Fiscal Year 2013. This was an increase in rehabilitation outcomes of 20 (0.7%) over the previous year.

In FFY 2013, DSHS/DVR developed 4,515 new individualized plans for employment which was a decrease of 198 (4.0%) from those developed in FFY 2012.

During FFY 2013, DSHS/DVR accepted 9,734 applications which was a decrease of 483 (5.5%) from applications accepted during FFY 2012.

During FFY 2013, DSHS/DVR determined 8,667 individuals eligible for VR services, which was a decrease of 340 (4.0%) from the number of individuals determined eligible in FFY 2011.

The average case cost of a rehabilitation closure during FFY 2012 increased from FFY 2011.

Year	Average case cost of a rehabilitation closure	Change from prior year
2009	\$8,898	
2010	\$5,727	(36.0%)
2011	\$5,637	(1.6%)
2012	\$6,101	8.3%
2013	\$6,775	11.1%

DSHS/DVR continues to closely monitor its fiscal resources to assure maximum case service capacity is maintained.

The continued reduction in applications and eligible individuals during FFY 2013 occurred at a slower pace than in FFY 2012 due to increased outreach in select locales. DSHS/DVR remains very concerned about the overall trend of decreasing new customer applications and is taking steps to further target increased outreach where there are declining numbers of customers being served.

Outreach activities will continue to be conducted to broaden the population of individuals with disabilities being served by DSHS/DVR, especially among individuals with disabilities who have exhausted Unemployment Insurance benefits and remain long term unemployed. This is a significant population within Washington State that DSHS/DVR is seeking to serve in partnership with the Employment Security Department and local Workforce Development Councils.

# DVR STATE PLAN

DSHS/DVR established the following two priorities to achieve Goal 1:

- **Priority 1:** Increase DSHS/DVR's ability to assist customers to achieve higher wage jobs with benefits.

**Result:** In 2010, the average wage earned by rehabilitated customers was \$11.61 per hour. In 2011, the average wage earned by rehabilitated customers was \$11.97 per hour; this decreased slightly in FFY 2012 to \$11.92 per hour; this decreased slightly in FFY 2012 to \$11.92 per hour. In FFY 2013, this further declined slightly to \$11.82 per hour.

- **Priority 2:** Enhance and improve the statewide consistency of timely, individualized services to customers who have a broad range of needs and capabilities.

**Result:** The number of days from application to plan in FFY 2010 was 132; in FFY 2011, this number increased to 152 days; in FFY 2012 it increased to 168 days; and in FFY 2013 it remained essentially unchanged at 169 days.

In FFY 2010, the number of cases exceeding DSHS/DVR's 120 day guideline for plan development was approximately 2,673; this number slightly decreased in FFY 2011 to 2,597; in FFY 2012 this number increased to 2,672; and in FFY 2013 the number significantly dropped to 1,308.

A case management tracking tool implemented in FFY 2009 to assure consistent and timely service delivery continued to be utilized throughout FFY 2013. Additionally, more efficient referral processes were used including the development and use of an online self-referral form posted on DSHS/DVR's webpage, as well as the development and use of an online assessment and referral tool used exclusively for referral of Aged, Blind, Disabled (ABD) clients to DSHS/DVR.

Communication continues with DSHS/DVR partners and the general public to promote a better understanding of the services DSHS/DVR provides by supplying them with information about VR eligibility and criteria, and more clearly emphasizing that individuals who are referred to DSHS/DVR will be expected to want to work. Efforts also continue to better educate new applicants about DSHS/DVR services by continuously playing a DVD in the reception area of every field office that explains all facets of the VR program.

## **GOAL 2: Strengthen DSHS/DVR's workforce and improve its overall organizational systems.**

Under **Goal 2**, DSHS/DVR continues to implement a number of strategies designed to enhance the organizational infrastructure and skills of its staff in providing high quality VR services.

A DSHS/DVR team of internal job developers continues working to enhance individualized job development and placement for customers.

# DVR STATE PLAN

DSHS/DVR has continued to provide events that recognize employees for the provision of high quality VR services.

DSHS/DVR continues to utilize an electronic case review tool for VR Supervisors and includes the requirement for Supervisors to review two cases per counselor per month. The results of these reviews are rolled up to the Area and Statewide level to monitor trends and identify training needs. DSHS/DVR also continues to perform a statewide case review process conducted by a team of field and state office staff. This process further enhances the ability of the agency to review and monitor compliance with Federal VR regulations, trends in case services, and areas in which training or other action is needed. The reviews are indicating substantial improvement in quality and consistency of case service practices throughout the division.

To improve performance reporting and accountability DSHS/DVR continues to use an extensive array of near real-time data reports that are available to all staff. This includes a set of Dashboard reports that provide a snapshot of four key performance indicators reported statewide, by area, unit and office that is easily accessible and available to all staff on our intranet web site. Additionally, staff use the technology available through iDVR SharePoint (an intranet application) to share information, communicate and collaborate about best practices, training and other related job activities.

### **GOAL 3: Distinguish DSHS/DVR's role in the disability and employer communities and leverage partnerships to maximize resources and support for DSHS/DVR customers and individuals with disabilities.**

To accomplish **Goal 3**, Washington DSHS/DVR has taken numerous steps to build and strengthen partnerships that maximize resources and enable DSHS/DVR to serve more people.

DSHS/DVR continues to assist counseling staff to better communicate the role of the agency to customers, partners, employers, and others. A "DVR Guide to Services" and informational DVDs continue to be posted on DSHS/DVR's webpage as well as YouTube. In addition, DSHS/DVR continues playing the informational DVD about VR services continuously in the reception area of every field office.

DSHS/DVR continues to reach out to several agencies with populations who have not been served or have been underserved for the past several years. DSHS/DVR has strengthened its collaboration with various DSHS programs. Efforts continue at the regional level to establish streamlined referral procedures and to conduct cross-training.

DSHS/DVR continues efforts to build partnerships with the DSHS Division of Behavioral Health and Recovery – Mental Health (DBHR-MH), a state agency that contracts with regional entities for the delivery of community mental health services and directly operates two state psychiatric hospitals.

- DSHS/DVR and DBHR-MH staff continue to work together to jointly conduct cross-system training when requested to emphasize key elements of both service delivery

# DVR STATE PLAN

systems and to support better coordination of the employment needs of mental health consumers.

- DSHS/DVR and DBHR-MH continue a mutual collaboration to explore ways that mental health agencies can effectively become Employment Networks and build a revenue stream from the Ticket to Work Program that will fund extended services for mental health consumers who require a supported employment model.
- Across the state, liaison DSHS/DVR counselors continue to work itinerantly from several Mental Health agencies at least one day per week to facilitate access to VR services for mental health consumers.

## **GOAL 4: Increase outreach to improve and strengthen DSHS/DVR's connection and relationship with employers.**

To accomplish **Goal 4** DSHS/DVR has forged partnerships with the Washington State Chapter of the Society of Human Resource Managers and Association of Washington Business to increase its visibility and connection with Washington employers. The DSHS/DVR Employment Services Team has continued to be active in marketing customers to local employers, attending job fairs, and participating on WorkSource ("One-Stop") Business Services Teams.

## **(B) Identify the strategies that contributed to the success of the Goals**

### **Goal 1:**

- Encouraging staff to achieve counselor expectations for Individual Plans for Employment (IPE) and rehabilitations
- Developing and using enhanced performance tracking tools and reports

### **Goal 2:**

- Continued to redesign the basic staff training modules to increase quality and efficiency of rehabilitation practices.
- Continued posting near real-time performance dashboards on DSHS/DVR's intranet for easy access by all DSHS/DVR staff.

### **Goal 3:**

- Conducted public meetings to listen to partners and elicit feedback for DSHS/DVR planning and priorities.
- Continued to refocus partnerships with the DSHS Developmental Disabilities Administration and DSHS Division of Behavioral Health and Recovery (DBHR) to create employment opportunities that result in higher wage jobs for individuals with disabilities.

### **Goal 4:**

- Participating in employment conferences to increase DSHS/DVR's visibility and connection with Washington employers.
- Marketing job ready customers to local employers.

# DVR STATE PLAN

- Attending job fairs.
- Participating on (“One-Stop”) Business Service Teams.

## **(C) Factors that impeded achievement of the goals.**

### **Goal 1:**

Because of very slow recovery from the recession and the state’s high unemployment rate that continues to hover near 7.0%, it has continued to be very difficult to assist customers in obtaining jobs that pay mid-to-high wages. However this remains a priority and continues to be a strong focus as the job market slowly improves.

### **Goal 2:**

Throughout FFY 2013 DSHS/DVR continued to face challenges in keeping employee morale high. During this period, all state employee pay raises remained frozen by the Washington State Legislature.

### **Goal 3:**

DSHS/DVR was able to accomplish all of the priorities identified in Goal 3 without any major difficulty.

### **Goal 4:**

DSHS/DVR was able to accomplish all of the priorities identified in Goal 4 without any major difficulty.

## **(D) Identify all supported employment goals consistent with the goals described in Attachment 4.11 (c) (4), including an evaluation of the extent to which the supported employment program goals were achieved.**

DSHS/DVR’s goal in FFY 2013 was to serve approximately 275 customers in supported employment and to achieve approximately 200 successful rehabilitations. This goal was exceeded by achieving 254 supported employment rehabilitations in FFY 2013.

## **(E) Identify the strategies that contributed to the success of the SE goals**

- Continued use of a model of service delivery in partnership with county developmental disability programs and community rehabilitation programs
- Continued active marketing of customers to local employers

## **(F) Factors that impeded the achievement of the SE goals and priorities**

DSHS/DVR was able to accomplish this goal without any major difficulty

# DVR STATE PLAN

## **(G) Assess the performance of the state on the standards and indicators.**

### **Standard and Indicator 1.1: The number of individuals achieving employment outcomes during the current performance period compared to the previous performance period.**

For FFY 2013, DSHS/DVR achieved 2,805 employment outcomes, 20 outcomes over the number needed to pass this standard.

### **Standard and Indicator 1.2: The percentage of individuals receiving services under an individualized plan for employment who achieve employment outcomes.**

For FFY 2013, DSHS/DVR achieved a rehabilitation rate of 58.68.

### **Standard and Indicator 1.3: Competitive employment outcomes as a percentage of all employment outcomes.**

For FFY 2013, DSHS/DVR achieved this standard with 98.28% of employment outcomes as competitive employment outcomes.

### **Standard and Indicator 1.4: Competitive employment outcomes for individuals with Significant Disabilities as a percentage of all employment outcomes.**

For FFY 2013, 97.71% of DSHS/DVR's competitive employment outcomes were individuals with Significant Disabilities.

### **Standard and Indicator 1.5: The ratio of the average VR Hourly Wage to the Average State Hourly Wage.**

For FFY 2013, DSHS/DVR achieved a wage ratio of 0.48 which was slightly below the standard of 0.52.

### **Standard and Indicator 1.6: The percent of individuals achieving Competitive Employment Outcomes who report their own income as Primary Source of Support at Closure as compared to application.**

For FFY 2013, DSHS/DVR passed the Federal standard by achieving 60.4%.

### **Standard and Indicator 2.1: Access to services for Minorities as measured by the ratio of the Minority Service Rate to the Non-Minority Service Rate.**

For FFY 2013, DSHS/DVR achieved a service ratio of 0.91 which was well above the Federal standard of 0.80.

## **(H) Provide a report consistent with paragraph 4.12(c) of the plan on how the funds reserved for innovation and expansion activities were utilized in the preceding year.**

# DVR STATE PLAN

During FFY 2013, DSHS/DVR reserved funds for funding of the State Rehabilitation Council and State Independent Living Council; however, no Title 1 grant funding was allotted for any innovation and expansion activities.

# DVR STATE PLAN

Federal Fiscal Year 2015

(October 1, 2014 - September 30, 2015)

## Attachment 6.3

### Quality, Scope & Extent of Supported Employment Services

This attachment describes the Supported Employment services that  
DVR will provide in FFY 2015

[Pages 71-72]

# DVR STATE PLAN

Washington DSHS/DVR continues to provide supported employment services primarily to individuals with developmental disabilities and individuals with chronic mental illness. While supported employment service delivery to individuals with developmental disabilities is well established, there continue to be significant systemic challenges that must be overcome in order to improve the delivery of supported employment services to individuals with mental illness. In addition, further Washington State budget reductions in both the Developmental Disability and Mental Health service delivery systems continue to erode extended service availability. Other sources of long term support continue to be explored, such as “natural supports,” Social Security work incentives, peer support groups, and Wellness Recovery Action Plans.

Washington DSHS/DVR continues to recognize there are other individuals with most significant disabilities who require supported employment services besides those with developmental disabilities or mental illness, such as individuals with traumatic brain injury or other severe cognitive impairments. Longstanding systemic challenges within Washington State’s delivery of human services have prevented supported employment services from being provided extensively to these other populations because of inadequate resources for extended services or natural supports. These systemic challenges are being exacerbated by further reductions to the state budget in program areas that might otherwise offer supported employment extended services to these other populations. DSHS/DVR’s Employer Relations Administrator serves on the Statewide Traumatic Brain Injury Council as a general council and executive committee member and continues to explore opportunities for increased extended and natural supports for employment of people with a traumatic brain injury within the Council’s annual funding prioritization, public/private partnerships, and related brain injury support organizations.

Washington DSHS/DVR will continue seeking ways to expand the availability of extended services for all individuals who require supported employment by maintaining close collaboration with sister programs within the Department of Social and Health Services as well as local service providers. DSHS/DVR continues to work with various agencies to explore the option of becoming an Employment Network so they may utilize resources from Ticket-To-Work to provide extended services. This will be aimed at individuals who require supported employment but who traditionally have not had any source of extended services or natural supports.

Some customers who require extended services to support them in employment are limited to fewer work hours. A focus during FFY 2015 will be to identify ways to maximize the number of hours an individual in supported employment may work.

In all cases where Washington DSHS/DVR provides supported employment services, the transition to extended services occurs within 18 months of the individual’s job placement (unless a longer period is necessary) at the point stable performance has been achieved on the job.