



Washington State  
Department of Social  
& Health Services

**VISION** *Safe, healthy individuals, families, and communities.*

**MISSION** *The Department of Social & Health Services will improve the safety and health of individuals, families, and communities by providing leadership and establishing and participating in partnerships.*

## VALUES

*Excellence in Service*

*Respect*

*Collaboration and Partnership*

*Diversity*

*Accountability*

**ORIENTATIONS** *Early childhood development. Person- and family-centered, strengths-based.*

**OUR IMPACT** *Together we will decrease poverty, improve safety and health status, and increase educational and employment success to support people and communities in reaching their potential.*

## Division of Vocational Rehabilitation Business Plan

**Andres Aguirre, Interim Director**

**June 15, 2010**

The Division of Vocational Rehabilitation (DVR) serves eligible individuals with all types of disabilities who want to work and need vocational rehabilitation services to overcome barriers to employment that result from a disability. Individuals are eligible for services if they have a physical, mental, or sensory disability that results in an impediment to employment and they require vocational rehabilitation services to become employed.

The services DVR provides are person centered and based on each individual's strengths and informed choice. DVR strives to achieve full employment for people with disabilities in career-focused positions providing competitive wages and benefits.

DVR believes in:

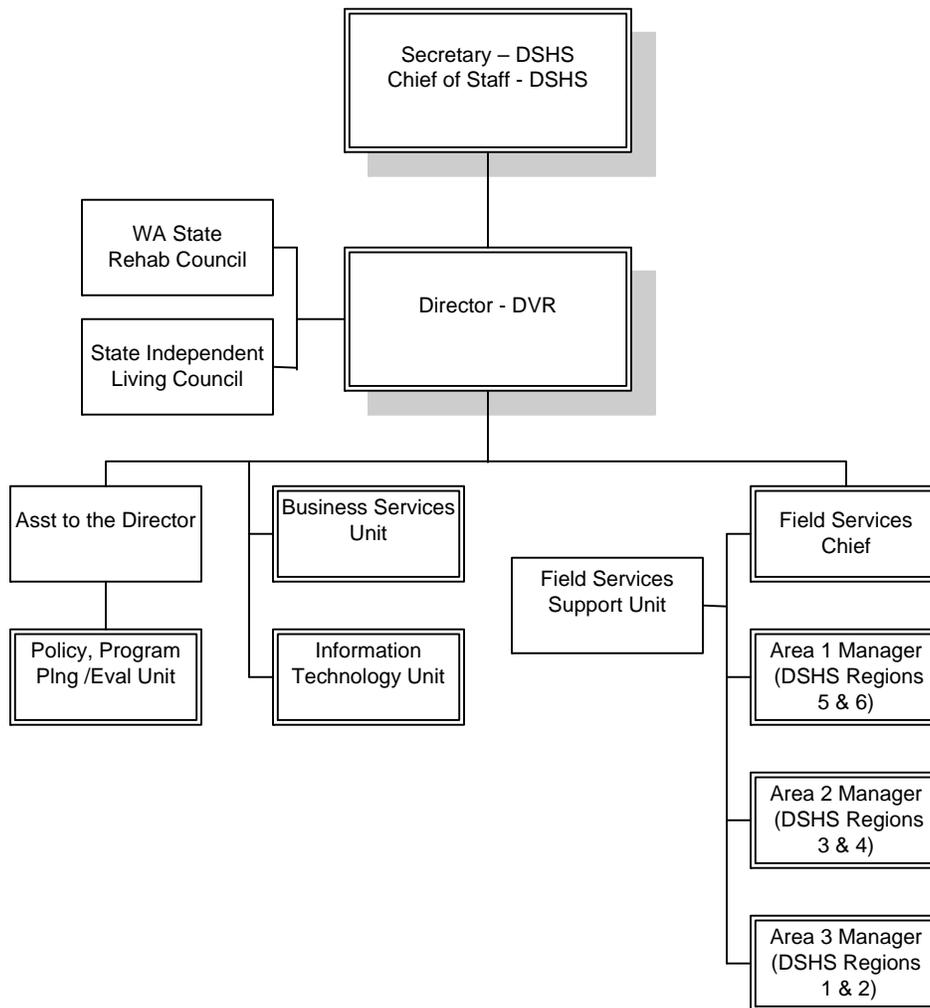
- The transformative power of employment on individual lives.
- Delivering high quality vocational rehabilitation services.
- Honoring and respecting each individual's strengths, skills, abilities and cultural identity.
- Building community partnerships that enhance employment opportunities for those we serve.

DVR has been a partner since 1933 in local communities around the state and a partner within DSHS for 40 years. These partnerships enhance the ability of job seekers with disabilities to become employed and help employers recruit qualified employees with disabilities.

# One Department, One Vision, One Mission, One Core Set of Values

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## Administration Organizational Chart



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## Introduction

DVR services enable individuals with disabilities to obtain good paying, permanent jobs with benefits. At the same time, we strive to assist employers who seek high caliber, qualified employees to fill their job openings.

As a division of the Department of Social and Health Services (DSHS), DVR works to achieve the following goals:

- Improve individuals' capacity to gain and retain meaningful employment. (DSHS Goal 5)
- Increase public trust through strong management practices that ensure quality and leverage all resources. (DSHS Goal 6)
- Distinguish DVR within the disability and employer communities as a preferred source to get jobs and qualified job seekers.

## Goals, Objectives, Strategies, Performance Measures

**DSHS Goal 5: Improve individuals' capacity to gain and retain meaningful employment.**

**DVR Strategic Objective:** Rehabilitate the maximum number of DVR-eligible individuals that available resources will support.

**Strategy 1: Develop and implement a service model that accelerates job placement in to mid-to-high paying occupations with health benefits.**

### Methods:

- At select locations, continue using ARRA stimulus funds to purchase accelerated job placement services that target mid-to-high paying occupations.
- Independently evaluate the effectiveness of the "Project HIRE" model.
- Dependent on the evaluation outcome, develop a follow-up plan to determine the best way to achieve accelerated job placement services for full time work with mid-to-high paying jobs. Work with the DSHS Human Resources Division, the Department of Personnel, and other state

**DSHS Goal 1:** *Improve the health status of Washington residents.*

**DSHS Goal 2:** *Improve economic stability.*

**DSHS Goal 3:** *Improve individual and public safety.*

**DSHS Goal 4:** *Improve individuals' readiness and ability to succeed in school.*

**DSHS Goal 5:** *Improve individuals' capacity to gain and retain meaningful employment.*

**DSHS Goal 6:** *Increase public trust through strong management practices that ensure quality and leverage all resources.*

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agencies to assist state government to be model employers of individuals with disabilities.

**Interdependencies:** Who are our key business partners? *List key interdependencies, collaborations and partnerships*

- Local Workforce Development Councils
- WorkSource Centers
- Community & Technical Colleges
- Community Based Job Placement Programs
- DSHS Human Resources Division
- Department of Personnel

**Key Performance Indicators** *List key performance indicators related to strategies and actions*

- Number of individuals with employment in mid-to-high paying occupations with health benefits.
- Number of job placements that take less than 6-months to achieve.
- Rehabilitation rate of “Project HIRE” cases compared to the regular DVR program.

**Strategy 2: Design and implement a statewide model for more effectively serving the high school transition population.**

**Methods:**

- Work with the Office of the Superintendent of Public Instruction (OSPI) to implement its interagency agreement with DVR.
- Develop Interlocal Agreements with specific local School Districts to better define the services and responsibilities that high schools and DVR will respectively provide to jointly serve youth with disabilities as they transition into the world of work.
- 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.
- In 2011-2012, implement the model statewide by developing stronger partnerships with Workforce Development Youth Councils, high schools, community college and other training and education programs.
- DVR will be involved in a student drop-out prevention work group with the Office of the Superintendent of Public Instruction and the Department of Social and Health Services.

**Interdependencies:** Who are our key business partners? *List key interdependencies, collaborations and partnerships*

- Office of the Superintendent of Public Instruction
- State Rehabilitation Council
- State Independent Living Council

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- Centers for Independent Living
- Workforce Development Youth Councils
- High schools, community colleges and other training and education programs
- DSHS Aging & Adult Services Administration
- DSHS Children's Administration
- DSHS Juvenile Rehabilitation Administration

**Key Performance Indicators** *List key performance indicators related to strategies and actions*

- Number of transition students served in an Individual Plan for Employment.
- Rehabilitation rate for transition students.
- Number of Interlocal Agreements developed with school districts

**Strategy 3: Expand the availability of the DVR WorkStrides career preparation workshop to all clients by engaging an array of partners to help deliver the workshop on a regular basis.**

**Methods:**

- Enlist DSHS partners, workforce development partners, community and technical colleges, mental health providers, and other community based organizations that share clients with DVR to present the WorkStrides workshop within their organizations.
- Train partners to deliver the WorkStrides workshop and develop agreements for the number of DVR clients they will present the workshop to.

**Interdependencies:** *Who are our key business partners? List key interdependencies, collaborations and partnerships*

- DSHS Economic Services Administration
- DSHS Children's Administration
- DSHS Juvenile Rehabilitation Administration
- DSHS Aging & Disability Services Administration
- WorkSource Centers
- Community & Technical Colleges
- Mental Health Agencies
- Other community based programs

**Key Performance Indicators** *List key performance indicators related to strategies and actions*

- Number of participants/month who complete WorkStrides.
- Rehabilitation rate for WorkStrides participants.
- Time from eligibility to initiation of an Individual Plan for Employment for WorkStrides participants.

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## **Strategy 4: Implement identified improvements to increase statewide consistency and quality of case services.**

### **Methods:**

- 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.
- Survey DVR staff on practices and provide refresher training to assure consistent and quality service delivery.
- Renew written agreements with Regional Support Networks and County Developmental Disabilities Programs to affirm their roles and responsibilities for jointly serving DVR customers, including their capacity for providing long term employment support to individuals after the DVR case is successfully closed.
- Implement revised service delivery methods for jointly serving individuals who receive services from the Disability Lifeline Program that will take effect in January 2011.

### **Interdependencies:** Who are our key business partners? *List key interdependencies, collaborations and partnerships*

- DSHS Division of Developmental Disabilities
- DSHS Division of Behavioral Health & Recovery
- DSHS Community Services Division
- Regional Support Networks
- County Developmental Disabilities Programs

### **Key Performance Indicators** *List key performance indicators related to strategies and actions*

- Statewide case review results – percent of cases in full compliance with review measures.
- Rehabilitation rate for all regular vocational rehabilitation cases, Supported Employment cases, and Disability Lifeline cases.
- Percent of Supported Employment cases closed without an employment outcome because long term employment support is not available from RSNs, CDD Programs, or other sources.

## **Strategy 5: Refine DVR's Community Rehabilitation Program (CRP) business model to achieve the best outcomes for DVR customers seeking employment**

### **Methods:**

- Establish workgroup with CRPs and DVR staff to build a CRP evaluation model that includes both quantitative information and quality of outcomes and process.
  - Develop an evaluation model that is then tested, improved, and adopted.
  - Build DVR "scorecard" to capture CRP evaluation results to share with staff, customers, and CRPs.

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- Cultivate relationships with CRPs to enhance optimal services for customers.
- Implement the CRP contract which includes incentives to pay bonus related to client employment outcomes.
- Continuously evaluate the CRP contract model to ensure it supports high performance at a reasonable cost for both DVR and providers.

**Interdependencies:** Who are our key business partners? *List key interdependencies, collaborations and partnerships*

- State Rehabilitation Council
- Community Employment Alliance
- DSHS Division of Developmental Disabilities
- DSHS Division of Behavioral Health & Recovery
- DSHS Central Contracting Services
- Department of Services for the Blind.

**Key Performance Indicators** *List key performance indicators related to strategies and actions*

- Results of CRP evaluation model
- Number of clients with employment outcomes served by a CRP.
- Number of clients with employment outcomes related to the incentives established in the CRP contact.
- Rehabilitation rate of clients served by a CRP.
- Amount of money spent on CRP services.

**DSHS Goal 6: Increase public trust through strong management practices that ensure quality and leverage all resources.**

**DVR Strategic Objective:** Maintain a productive, effective organization and maximize service delivery capacity within available resources.

**Strategy 1: Attract, develop and retain quality staff.**

**Methods:**

- Maintain a recruitment and retention plan based on a comprehensive assessment of staffing needs, including the need to enhance diversity representation.
- Partner with Rehabilitation Counseling Graduate School programs to plan for meeting staffing needs and work with DSHS and the minority community to reach out to diverse groups.
- Conduct a market study to evaluate the DVR pay scale to ensure it is competitive.
- Enhance recognition efforts.

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- Provide tuition support for staff who want to progress in their career with DVR, especially those who want to advance into Vocational Rehabilitation Counselor positions.
- Develop and implement a succession plan to assure sufficient personnel to carry out the purpose of the division.

**Interdependencies:** Who are our key business partners? *List key interdependencies, collaborations and partnerships*

- DSHS Human Resources Division
- Vocational Rehabilitation Graduate Schools

**Key Performance Indicators** *List key performance indicators related to strategies and actions*

- Annual turnover rate of staff.
- Percent of staff who represent protected and diversity groups.
- Satisfaction level of staff as expressed on the employee survey question “In general, I’m satisfied with my job.”

**Strategy 2: Enhance the skills that employees have through improved training methodology.**

**Methods:**

- Conduct an annual statewide training needs assessment to identify training priorities.
- Provide training academies with standard content and curriculum for new and existing VR Counselors and Rehabilitation Technicians that cover all facets of the rehabilitation process, including advanced best practices.
- Achieve competency in Motivational Interviewing skills by all DVR staff.

**Interdependencies:** Who are our key business partners? *List key interdependencies, collaborations and partnerships*

- Center for Continuing Education in Rehabilitation, University of Washington
- Washington Institute for Mental Health Research & Training, Washington State University

**Key Performance Indicators** *List key performance indicators related to strategies and actions*

- Results of statewide training needs assessment.
- Percent of staff achieving a 60% rehabilitation rate.
- Percent of staff achieving their Individual Plan for Employment target.
- Percent of staff achieving their Rehabilitation target.
- Percent of cases reviewed on the Supervisor Review Tool with all questions answered positively.
- Percent of staff who complete basic competency training in Motivational Interviewing.

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**Strategy 3: Make service delivery improvements that are transparent, involve the right employees and partners and are based on evaluation methods that provide DVR with timely, useful information and data.**

**Methods:**

- Involve the State Rehabilitation Council and DVR Senior Rehabilitation Team in planning for program evaluation and using results.
- Develop a systematic approach to implementing program improvements in a timely, consistent and planful way, including a process for clearly communicating changes to employees and partners.
- Collect and use information from surveys, studies and data to evaluate program effectiveness and implement improvements.
- Participate in the quadrennial net impact study conducted by the Workforce Training and Education Coordinating Board of state workforce development programs.
- Share the program evaluation results and information throughout all levels of DVR and with partners.

**Interdependencies:** Who are our key business partners? *List key interdependencies, collaborations and partnerships*

- Workforce Training and Education Coordinating Board
- State Rehabilitation Council
- DSHS Office of Research & Data Analysis
- Federal Rehabilitation Services Administration
- Various partner agencies within and outside DSHS, including but not limited to, the Division of Developmental Disabilities, Division of Behavioral and Health Recovery, the Community Services Division, County Developmental Disabilities Programs, Regional Support Networks, the Office of the Superintendent of Public Instruction and disability community-based organizations
- **Key Performance Indicators** *List key performance indicators related to strategies and actions.*
- Feedback from DVR staff and partners when key service delivery changes are implemented.
- Results of case reviews that reflect compliance with changes in service delivery policies and procedures and customer satisfaction surveys.
- DVR results in the Net Impact Study of Workforce Development Programs.

**Strategy 4: Enhance and utilize Information Technology resources and tools to improve or streamline service delivery.**

**Methods:**

- Use Information Technology to ensure organization capacity, utilizing the Intranet/Internet to assist clients, partners and DVR staff.

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- Use electronic methods for employers, clients and partners to get useful information and to provide DVR with feedback.
- Update the STARS system (electronic case management) to improve data supported decision-making and address various other service delivery needs.
- Use Supervisor electronic case reviews to identify needed improvements in case service practices.

**Interdependencies:** Who are our key business partners? *List key interdependencies, collaborations and partnerships*

- State Rehabilitation Council
- End-users of DVR webpage
- DSHS Information System Services Division
- Department of Information Services

**Key Performance Indicators** *List key performance indicators related to strategies and actions*

- On time percentage of STARS enhancements.
- Usage rates of DVR webpage content for customers and employers.
- Satisfaction of technology users.

**Additional Goal: Distinguish DVR within the disability and employer communities as a preferred source for jobs and qualified job seekers.**

**DVR Strategic Objective:** Become more visible in the disability and employer communities as the source to get good paying jobs and quality job applicants.

**Strategy 1: Enhance and build partnerships that advance opportunities for individuals with disabilities to rapidly obtain employment, including supported employment.**

**Methods:**

- Continue to build and enhance partnerships in the disability and employer communities that lead to good paying, regular employment opportunities.
- 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, 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.

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- Expand the number of communities across the state where DVR co-sponsors quarterly “Say Hey” events with local disability and business organizations to bring together customers who are seeking employment with prospective employers.

**Interdependencies:** Who are our key business partners? *List key interdependencies, collaborations and partnerships*

- State Rehabilitation Council
- Workforce Development Councils
- WorkSource Centers
- Centers for Independent Living
- Tribal governments
- Association of Washington Business
- Washington Business Leadership Network
- Society of Human Resource Managers
- Chambers of Commerce
- Mental health and developmental disabilities programs.
- Community Rehabilitation Programs

**Key Performance Indicators** *List key performance indicators related to strategies and actions*

- Number of individuals with successful employment case closure.
- Number of disability and employer community events.
- Responses from customers on satisfaction with DVR survey.

**Strategy 2: Develop relationships with employers to create opportunities for clients to gain work experience through internships and obtain regular jobs that pay well with benefits.**

**Methods:**

- Maintain a statewide point of contact for employers interested in hiring DVR clients.
- Provide technical assistance to employers, clients, and staff interested in establishing an internship.
- Market internships and mentoring to employers.
- Support the DVR Employer Services Team in developing ongoing employer relationships and providing job placement assistance to clients, 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 DVR job seekers to employers.

**Interdependencies:** Who are our key business partners? *List key interdependencies, collaborations and partnerships*

- Washington Business Leadership Network
- Association of Washington Business
- Society of Human Resource Managers
- WorkSource Centers

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- Council of State Administrators of Vocational Rehabilitation

**Key Performance Indicators** *List key performance indicators related to strategies and actions*

- Number of individuals with successful employment case closure.
- Rehabilitation rate for all clients.
- Number of client internships.
- Rehabilitation rate for clients participating in internships.
- Average hourly wage for all rehabilitated clients.
- Average hourly wage for all rehabilitated clients who participated in an internship.
- Average number of hours worked for all rehabilitated clients.
- Average number of hours worked for rehabilitated clients who participated in an internship.

**Strategy 3: Market DVR to employers by categorizing the similar employment goals of customers and strategically targeting employers in corresponding occupations.**

**Methods:**

- Develop and implement a strategic marketing plan to guide the development of DVR's partnerships with employers.
- Use external business professionals to learn how to effectively serve employers as their needs change over time.
- Improve skills of DVR staff in partnering with employers so they can counsel clients more effectively.
- Collaborate with key partners to enhance connections with the employer community.
- Continue to create and maintain linkages with employers through the DVR Employer Services Team.
- Participate on WorkSource Business Services Teams to market the talents of DVR customers with local employers.

**Interdependencies:** Who are our key business partners? *List key interdependencies, collaborations and partnerships*

- Association of Washington Business
- Society of Human Resource Managers
- WorkSource Centers

**Key Performance Indicators** *List key performance indicators related to strategies and actions*

- Number of individuals with successful employment case closure.
- Rehabilitation rate.
- Number of DVR clients placed in jobs through WorkSource.
- Number of different employers who use DVR to fill a position or retain an employee with a disability.