

2013-2015 Business Plan

Division of Vocational Rehabilitation

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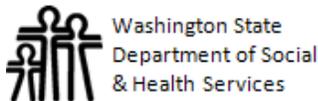
The Division of Vocational Rehabilitation (DVR) serves eligible individuals with all types of disabilities who want to work and need vocational rehabilitation services to overcome barriers to employment that result from a disability. Individuals are eligible for services if they have a physical, mental,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



Vision

Safe, healthy individuals, families, and communities

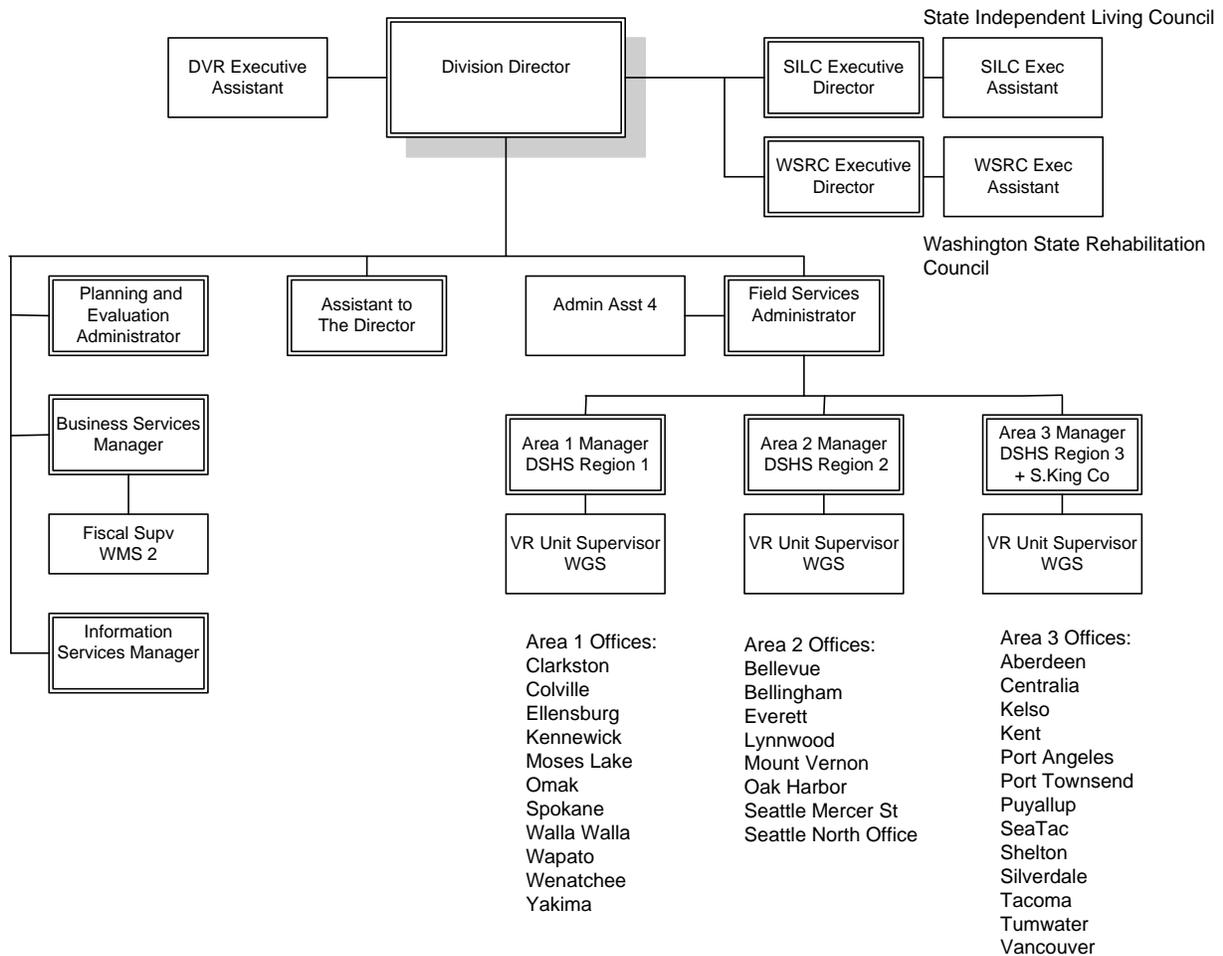
Mission

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

Organizational Chart



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' economic stability, employment and self-sufficiency. (DSHS Goal 2)
- Increase public trust through strong management practices that ensure quality and leverage all resources. (DSHS Goal 5)
- Distinguish DVR within the disability and employer communities as a preferred source to get jobs and qualified job seekers.

DSHS Goal 1

Improve the health status of vulnerable populations.

DSHS Goal 2

Improve economic stability, employment and self-sufficiency.

DSHS Goal 3

Improve individual and public safety.

DSHS Goal 4

Improve individuals' readiness and ability to succeed in school.

DSHS Goal 5

Increase public trust through strong management practices that ensure quality and leverage all resources.

Goals, Objectives, Strategies, Performance Measures

DSHS Goal 2: Improve economic stability, employment and self-sufficiency.

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

Strategies/Actions

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

Actions:

- Better utilize results from an ongoing study that tracks the long term employment of DSHS clients to increase the number of DSHS/DVR customers who retain employment beyond case closure, and compare their employment retention rates to the workforce as a whole.
- Work with the DSHS Human Resources Division and other state agencies to hire DSHS/DVR customers.
- 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 and other groups who are identified as underserved.
- DSHS/DVR will identify ways to improve and expand services to enhance earnings, employee benefits and career advancement for individuals with the most significant disabilities, including individuals served through supported employment.
- DSHS/DVR will identify ways to work more closely with WorkSource partners so that more DSHS/DVR customers benefit from services provided through the one-stop workforce development system.
- DSHS/DVR will more clearly define the role for its staff who have primary liaison relationships with WorkSource Centers to assure that DSHS/DVR customers and other individuals with disabilities are even better served by the WorkSource one-stop system.

Interdependencies: Who are our key business partners?

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

Key Performance Indicators

- Rehabilitation rate
- Number of individuals with employment in mid-to-high paying occupations with health benefits.

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

Actions:

- Expand a high school transition model that DSHS/DVR has established with the King County Division of Developmental Disabilities to other County Developmental Disability Programs 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.
- 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.
- Collaborate more closely with Tribal Vocational Rehabilitation Programs to better serve Tribal youth.
- Assist and support Tribal VR Programs, as requested to develop local agreements with school districts as identified by the Tribes.

- Engage other partners, including the State Rehabilitation Council, the State Independent Living Council, Centers for Independent Living (CIL), Family Policy Council, DSHS partners and Workforce Development partners in designing an improved service delivery model. This model will develop stronger partnerships with Workforce Development Youth Councils, high schools, community colleges and other training and education programs. Place increased emphasis on serving transition high school students who are not in special education.

Interdependencies: Who are our key business partners?

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

Key Performance Indicators

- 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.

Actions:

- Continue to expand the availability of the DSHS/DVR WorkStrides career preparation workshop to all customers by engaging an array of partners to help deliver the workshop on a regular basis. The division will enlist Department of Social and Health Services partners, workforce development partners, community and technical colleges, mental health providers and other community based organizations that share customers with DSHS/DVR to present the WorkStrides workshop within their organizations. DSHS/DVR will train partners to deliver the WorkStrides workshop and develop agreements for the number of DSHS/DVR customers they will present the workshop to.

Interdependencies: Who are our key business partners?

- 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

- 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.

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

Actions:

- Use results of the annual case review to:
 - Determine where additional guidance and training are required;
 - Improve guidance in the policy and procedure manual; and
 - Emphasize specific areas of need in the Advanced Best Practices curriculum.
- 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 (RSN) and County Developmental Disabilities (CDD) 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.
- Improve and maintain the consistency of policy interpretation, implementation and casework practices through a comprehensive quality assurance program.

- Deliver high quality training and support to provide staff with the knowledge and skills needed to perform effectively.
- Recognize and appreciate staff throughout the Division for their contributions to DSHS/DVR's success.
- Continue to update and deliver Advanced Best Practices training to field staff statewide to provide ongoing skill development in key service delivery operations and practices, including a strong focus on customer service, cultural sensitivity, and better addressing each customer's impediments to employment.
- 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.
- Play stronger roles on state and local Workforce Investment Boards to assure that DSHS/DVR customers and other individuals with disabilities are even better served by the WorkSource One-Stop system.
- 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.

Interdependencies: Who are our key business partners?

- DSHS Division of Developmental Disabilities
- County Developmental Disabilities Programs
- DSHS Division of Behavioral Health & Recovery
- Regional Support Networks
- WorkSource One-Stop System
- Local Workforce Investment Boards
- State Board for Community and Technical Colleges

Key Performance Indicators

- Statewide case review results – percent of cases in full compliance with review measures.
- Rehabilitation rate for all regular vocational rehabilitation cases and supported employment 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

Actions:

- 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.
- Develop a workgroup to establish "best practices" for VR staff to work more effectively with CRPs. Additionally, the workgroup will recommend specific training for CRP partners to help them more effectively serve DSHS/DVR customers.
- Fund the Washington Initiative for Supported Employment (WISE) to produce, launch and maintain 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.

Interdependencies: Who are our key business partners?

- 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

- 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 5: 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.

Strategies/Actions

Strategy 1: Attract, develop and retain quality staff.

Actions:

- DSHS/DVR continues targeted recruitment efforts to increase the ethnic and cultural diversity of qualified 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.
- DSHS/DVR continues to implement staff recognition and appreciation practices throughout the agency.
- 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.
- DSHS/DVR continues to provide supervisors with the tools needed to deliver effective, ongoing coaching for their staff. A structured coaching process has been implemented to require supervisors to review monthly performance and provide Vocational Rehabilitation Counselors (VRC) with specific feedback and support and to submit progress reports to Area Managers.
- DSHS/DVR will develop and implement an action plan to address results of the 2011 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.
- Maintain a recruitment and retention plan based on a comprehensive assessment of staffing needs, including the need to enhance diversity representation.
- 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.

- 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.
- Enhance recognition efforts. Recognize and appreciate staff throughout the Division for their contributions to DSHS/DVR's success.
- 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.
- Review the 2011 DSHS/DVR Employee Survey and conduct discussions with staff about the survey results to determine what issues will be addressed to improve the effectiveness and function of DSHS/DVR. An action plan in response to the survey results will be submitted to the DSHS Executive Leadership Team and will be implemented by DSHS/DVR during Federal fiscal year 2013.

Interdependencies: Who are our key business partners?

- DSHS Human Resources Division
- Vocational Rehabilitation Graduate Schools

Key Performance Indicators

- 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.

Actions:

- All DSHS/DVR Supervisors will complete Clinical Supervisor Training to improve management of VR counselors and service delivery outcomes.
- DSHS/DVR will develop staff training focused on customer service, cultural sensitivity, and impediments to employment to meet the customer's VR needs from application to case closure.
- DSHS/DVR will develop staff training to improve counseling to meet the needs of customers with both episodic and chronic mental illness.

- DSHS/DVR continues to enhance staff counseling skills by providing training to staff at all levels in the agency in Motivational Interviewing.
- DSHS/DVR continues to implement Advanced Best Practices training designed to provide instruction related to effective approaches to case management and service delivery for VRCs.
- Provide training to DSHS/DVR customers and VR Counselors on the effective use of social media to enhance job search success. The Association of Washington Business will provide this training.
- Conduct an annual statewide training needs assessment to identify staff 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?

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

Key Performance Indicators

- 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.

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.

Actions:

- 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.

- DSHS/DVR will launch a workgroup to review all in-service training requirements and make recommendations that improve training consistency statewide. The workgroup will also establish protocol for maintaining training transcripts, including CRC requirements.
- DSHS/DVR continues to use the Learning Management System for all personnel to better track the training needs and training records of DSHS/DVR staff.
- 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 planned 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?

- 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: 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

- Feedback from DSHS/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.
- DSHS/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.

Actions:

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

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

Key Performance Indicators

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

Additional Goal: 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.

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

Strategies/Actions

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

Actions:

- Provide educational and marketing information in accessible formats and/or conduct outreach to organizations throughout communities that serve populations who might benefit from DSHS/DVR services.
- Negotiate contractual relationships with tribal programs to assist the agency in providing culturally competent, reservation-based VR services to common customers.
- Partner with WorkSource operators (aka “One-Stop” system) to improve and expand the services available to individuals with disabilities.
- Partner with the State Rehabilitation Council and local disability service organizations to educate and inform legislators about services and outcomes of VR and other programs.
- Participate in local community organizations and events, including organizations representing diverse ethnic and disability populations, for the purpose of outreach, education and partnership building.
- 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.
- 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.

Interdependencies: Who are our key business partners?

- 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

- 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.

Actions:

- Refine the role that local staff play which encourages them to take a more active role in connecting customers and employers.
- 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.
- Conduct outreach and marketing within DSHS and other state agencies related to supported employment, internships and competitive employment in state government. DSHS is launching an initiative to employ greater numbers of individuals with disabilities throughout the department; DSHS/DVR will play a key role in contributing to this effort and will assist customers in competing for these job opportunities.
- Create and maintain a DSHS/DVR employer network with strategies and incentives to increase opportunities for customer employment.
- Develop and implement outreach strategies targeting mid-sized and smaller employers on an ongoing basis.
- Develop and implement tracking tools to quantify outputs and outcomes of all employer outreach activities and contacts.
- Develop and focus the efforts of a statewide DSHS/DVR employment services team on increasing employer awareness, building on our partnerships with Work Source Centers and internal job development staff.
- Collaborate with employer organizations such as the Association of Washington Business, the Society of Human Resource Management, and The Net (Council of State Administrators for Vocational Rehabilitation) to expand business relations and partnerships for internships and placements.
- 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?

- Washington Business Leadership Network
- Association of Washington Business
- Society of Human Resource Managers
- WorkSource Centers
- Council of State Administrators of Vocational Rehabilitation

Key Performance Indicators

- 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.

Actions:

- Expand knowledge and use of labor market information as well as education and training capacity to ensure the number of customers trained in an industry matches the number of expected job openings.
- 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?

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

Key Performance Indicators

- 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.