



DVR

*Washington State Division
of Vocational Rehabilitation*

2022
Annual Report

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Photo Credits:

All photos in this publication were submitted by employees and customers.

Cover Photo Description:

DVR Customer Linda enjoys her new administrative career working for Pegasus CDL, a commercial driving training school, based in Bellingham, Washington. Linda and her employer pose for the camera inside their workplace.

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DIRECTOR’S LETTER

Terry Redmon
DVR Director



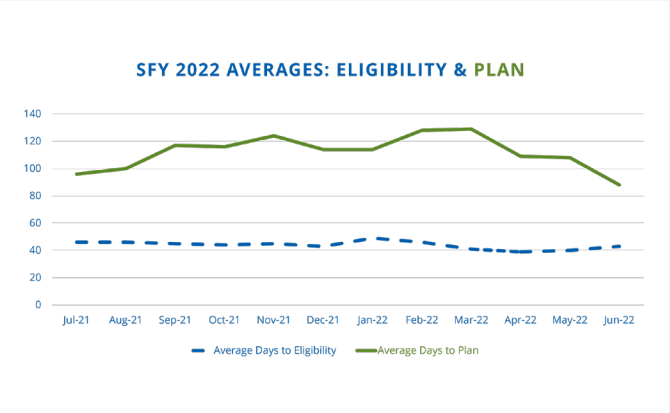
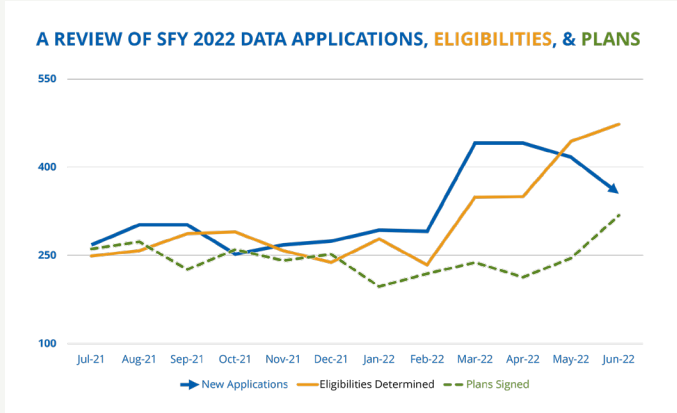
Dear Employees, Stakeholders, and Partners,

The Division of Vocational Rehabilitation within the Washington State Department of Social and Health Services provides unique, vital and innovative services to individuals with disabilities in Washington State. Our mission statement is “transforming lives by assisting individuals with disabilities to fully participate in their communities through meaningful employment.” We strive to provide the best services and resources possible to our customers helping them find, keep, and maintain employment.

As Director, I have had the privilege of leading DVR since December 2020, and I am proud of our agency’s transformation in how we creatively pivoted resources and services to a remote/ hybrid approach that attempted to meet everyone’s collective needs during the ongoing COVID-19 pandemic. We continued to do the same in 2022 as we adapted to hybrid work, providing virtual services to customers, while also expanding our in-office presence statewide to customers who needed in-person services.

ORDER OF SELECTION SERVICES

Intake and Eligibility Status Updates



In 2022, we made significant progress in reducing the number of customers waiting for services on our *Order of Selection* waitlist. At the close of FY 2022, there were 1,228 eligible customers on the waitlist as compared to 2,716 customers who waited in FY 2021. With support of our leadership team, we successfully reduced the number of customers on the waitlist by 55

DIRECTOR’S LETTER *continued*

percent during 2022, and released everyone from priority category 3 allowing that category to open. Priority categories one, two, and three also remain open.

The number of new applications and eligibility status for services provided to customers fell below 40 percent of FY 2021 levels for various reasons. However, in the last half of 2022, we saw an increased amount of new customers who utilized services in the last quarter of the year. Finally, the amount of time needed to complete customer plans would take 30–40 days longer on average in comparison to pre-pandemic levels in the first half of 2022, but it leveled out in the last quarter.

Note that DVR entered an *Order of Selection* system in 2017 as a requirement to meet all federal regulations mandated by the Rehabilitation Services Administration (RSA) 34 CFR 361.36 provision. This provision requires that all Vocational Rehabilitation agencies must have an *Order of Selection* of Services waiting list system in place when an agency cannot serve all eligible customers in a timely basis. To meet these requirements, we persevered and continued to provide efficient services to customers throughout the year while evaluating our service categories to ensure we served as many eligible customers as possible.

MODERNIZED INTAKE PROCESSES AND CASE MANAGEMENT SYSTEMS

In addition to providing services to customers, we [streamlined our intake processes and standardized several forms](#) (i.e. intake appointment letters, intake case narrative guidelines, record request letters, etc.) that allowed us to provide more consistency across all services. Currently, there is a new case management system in development that will streamline processes for intake and create more consistent eligibility practices. We also have scheduled eligibility training for FY 2023 to improve our eligibility determination process.

NEW DOCUMENT MANAGEMENT SYSTEM

Allowing DVR to go paperless

The [Business Management Modernization Project](#) team successfully completed phase one of implementing our new document management system which will allow DVR to go paperless.

The second phase is expected to launch and “go-live” with our new case management system, Waves, sometime in 2023. DVR Executive Leadership made the tough decision to delay the implementation of this system in 2022 to further explore accessibility concerns. Thanks to continued planning, we will provide updates on progress made with an expected project launch date planned for late 2023.



DIRECTOR’S LETTER *continued*

IMPLEMENTATION OF NEW ENTERPRISE PERFORMANCE MANAGEMENT SOFTWARE

Another exciting activity was the collaboration between DVR and Mass Ingenuity that allowed us to implement a new enterprise performance management system called [Results Management System™ and Software](#).

This new EPM system will allow staff across the state to stay connected and collaborate with others across the division. By having a more functional system, we can expect improved engagement through real-time performance measures and outcomes, increased productivity and innovation, and see an increase in overall staff satisfaction related to transparency, accountability, and ownership. We are excited to roll-out the system to staff in early 2023 and publish external data dashboards for stakeholders to access.

LOOKING AHEAD TO 2023

In looking ahead towards the next fiscal year, we have several goals we would like to accomplish as a division, but our primary goals are to increase customer engagement and ensure customers are satisfied with services received. To achieve this outcome, we will continue to make progress on the *Order of Selection* waitlist and reduce the amount of time customers spend waiting to receive services. Additionally, we continue to make progress on our Equity, Diversity, Access, and Inclusion efforts division wide, and EDAI will continue to remain a focus in our work.

DVR also plans to increase availability of training for staff members and streamline service delivery. We will also sharpen staff professional judgment and critical thinking skills via mentoring and coaching, improve the delivery of transition services (including pre-ETS services), and modernize our case management system allowing us to have a more efficient and integrated service delivery.

Thanks for a great year, and we look forward to what we accomplish as a team in 2023.

Regards,

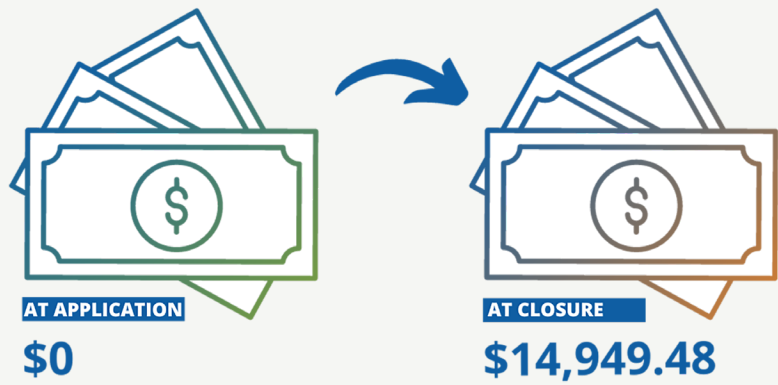
A handwritten signature in blue ink, appearing to read "Terry Redmon". The signature is fluid and cursive.

Terry Redmon
DVR Director

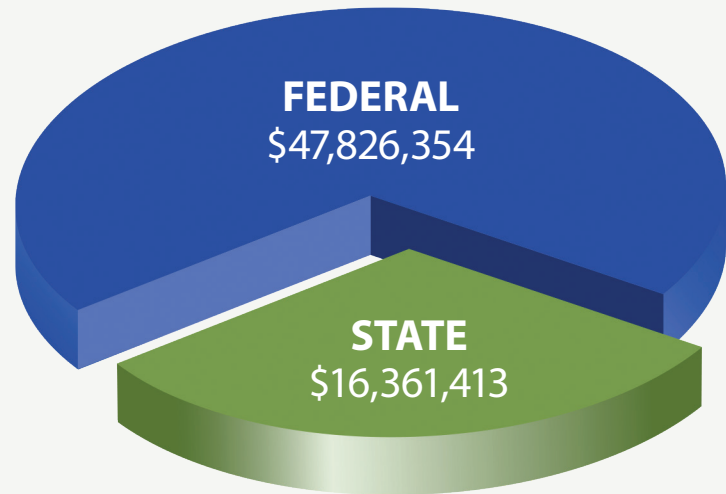
DVR STATISTICS

In FY 2022, there were a lot of positive outcomes that resulted in successful placements of customers who have disabilities.

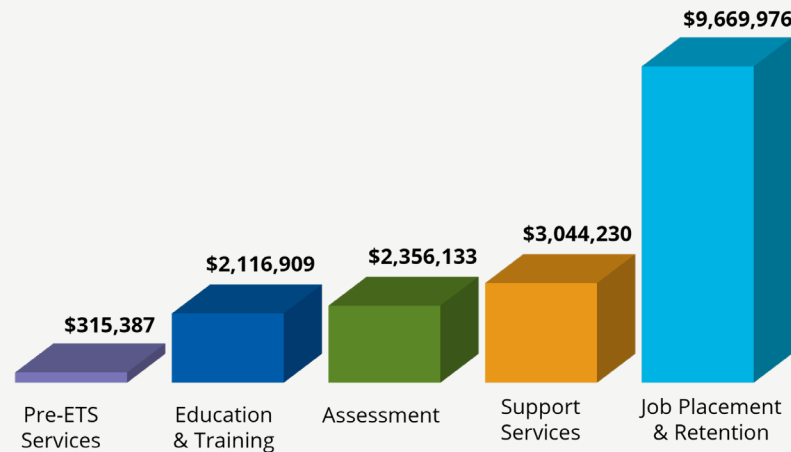
DVR CUSTOMERS ANNUAL MEDIAN EARNINGS INCREASED



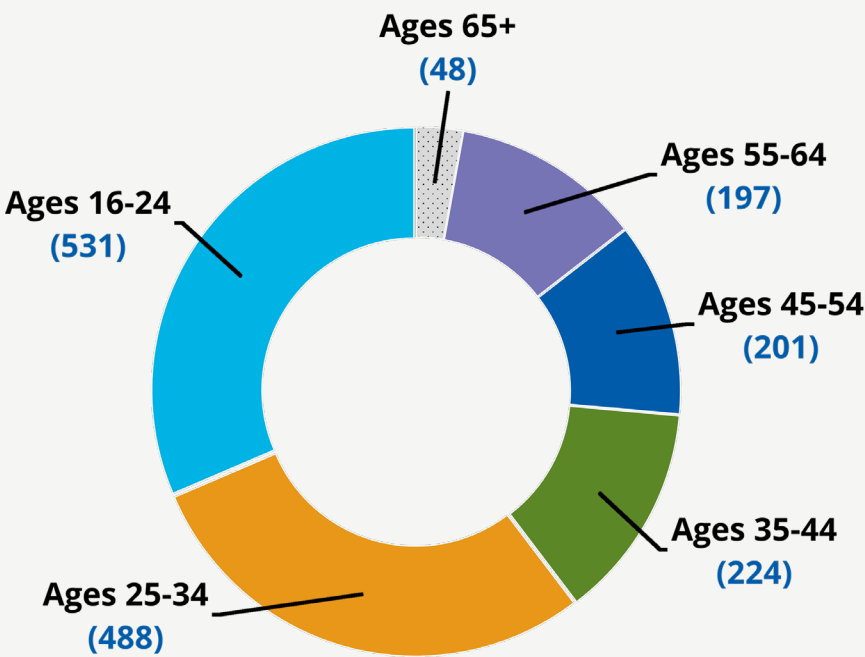
DVR SOURCES OF REVENUE: State and Federal Grants



CASE SERVICE EXPENDITURES: Funds Spent Per Program



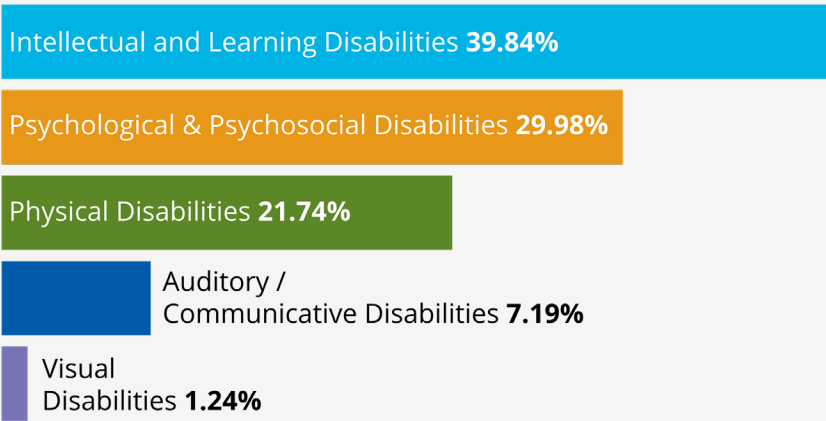
AGE GROUPS OF CUSTOMERS SUCCESSFULLY EMPLOYED



NUMBER OF CUSTOMERS SUCCESSFULLY EMPLOYED



TYPES OF DISABILITIES DVR CUSTOMERS HAVE



EDAI EFFORTS VALUED

The Division of Vocational Rehabilitation values and [is committed to Equity, Diversity, Access and Inclusion in all forms](#). This includes commitment and dedication to truth, social justice, and dismantling racism. DVR recognizes that we are stronger when we are a diverse organization serving diverse customers, centering lived experiences, and collaborating with customers and the community at large to produce results.

COLLABORATION AND OUTREACH IS KEY TO EDAI EFFORTS

Collaboration and outreach in 2022 by DVR included:

- Participation in the DSHS statewide survey for the Governor’s Equity Summit.
- Collaborated in the development of the DSHS Equity Summit Employee Survey.
- Planned site visits and ongoing collaboration with Historically Black Colleges & Universities (HCBU’s).
- Collaborated in reviewing and analyzing Decision Package.
- Implemented DVR employee listening sessions about Belonging.

TO EMPOWER OTHERS, WE MUST COLLABORATE WITH OTHER PARTNERS

EDAI Projects scheduled for the coming year include:

- Developing EDAI vision across the department.
- Statewide DVR and Tribal Vocational Rehabilitation Program (TVR) Meet & Greet (in collaboration with DVR’s Tribal Relations Administrator).
- Collaborating and planning site visits at HBCU’s with a focus on recruitment efforts.

We also have ongoing projects and activities that we plan to continue in 2023:

- DVR’s More than a Moment Conversations.
- Facilitated monthly Community of Practice meetings.
- Expanding DVR’s Deaf and Hard of Hearing Employee Resource Group.
- Continued work with statewide BRGs and Office of Equity partners to utilize them as Subject Matter Experts in relation to equity work and accessibility matters.

2023 KEY INITIATIVE FOCUS

What Does Belonging at Work Mean?

In 2023 and beyond, DVR will continue to expand EDAI and anti-racism efforts across the division to ensure DVR staff are empowered to do their best work and that our customers also receive effective and meaningful services. One of the key initiatives for this coming year is to focus on what it means to belong at work and demonstrate why this issue matters. The DSHS Office of Equity, Diversity, Access and Inclusion describes universal access and belonging as “removing barriers, honoring self-determination, and building inclusive systems that benefit all.” DVR will continue to support DVR employees by ensuring we cultivate an environment of Belonging that aligns with the state of Washington’s values on belonging and inclusion for all state employees.

TRIBAL RELATIONS

DVR VALUES ITS TRIBAL PARTNERSHIPS

The Division of Vocational Rehabilitation is committed to an active partnership with all Tribal Vocational Rehabilitation programs and has designated staff assigned to provide direct services and liaison functions with all Washington State Tribes.

To elevate tribal partnerships, DVR established the first-ever Tribal Relations Administrator role in October 2022 to lead DVR’s statewide government-to-government efforts. The TRA serves in a full-time role to manage, promote, and serve as DVR’s expert regarding tribal policy, protocols, and practices with the purpose of strengthening relationships with tribal partners and recognized American Indian organizations. The main duties of this role are to oversee DVR’s government-to-government relationships with Tribes in the state of Washington and to be a resource for Division of Vocational Rehabilitation staff.



TRIBAL RELATIONS PROGRAM COLLABORATION AND OUTREACH PROGRAMS

The mission of our program is to advance government-to-government relationships and ensure the delivery of accessible and quality Vocational Rehabilitation programs and services to Native Americans and Alaska Natives with disabilities to assist them in fully participating in their communities through meaningful employment.

In November 2022, our program worked in collaboration with Washington State Office of Indian Policy and other administrations to host three guest speakers during Native American Heritage Month. Sessions were open to all tribal partners. The TRA also wrote and distributed email newsletters to DVR staff and Tribal partners to highlight the importance of government-to-government relations, working with TVR’s, spotlighted tribal liaisons, and Native American veterans.

TRIBAL RELATIONS *continued*

We also marked Native American Heritage Month by collaborating with DVR’s EDAI Administrator on the “More Than a Moment” event conversation. Both of them attended in-person cultural events such as the Clark College pow-wow to network and learn more about local tribal cultures.

Starting January 2023, the TRA will join the EDAI Administrator in traveling to provide outreach services and network with local DVR offices and TVR programs. Several meets and greets have already been confirmed with tribal partners and field offices throughout the state.

INDIAN POLICY ADVISORY COMMITTEE (IPAC) DVR SUBCOMITTEE

In 2023, the Indian Policy Advisory Committee DVR Subcommittee will fold into the ALTSA/ BHA/DDA Administrations IPAC Subcommittee. This move better aligns collaboration between administrations that work closely with the same shared customers on a more frequent basis.

GOVERNMENT-TO-GOVERNMENT RELATIONS

The annual cooperative agreement meeting between DVR, DSB, and the American Indian Vocational Rehabilitation Services program directors was held on October 21, 2022. Referrals to the Tribal Vocational Rehabilitation Programs continues to be a challenge and was discussed at length with a recommendation for TVR’s to offer staff orientation to new DVR and DSB employee hires. Updated 2023 agreements are being reviewed by respective AIVRS programs.

As a result of that meeting, DVR, DSB and TVR’s are currently collaborating on a potential combined effort to concurrently host new staff orientations focusing on the foundation of Tribal-State relations in Washington and best practices for working with TVR’s. The objective of our orientations are to increase staff understanding about the unique status of Tribes and their members, and why tribal programs are best suited to meet the appropriate cultural needs of Native Americans and Alaska Natives.



CUSTOMER STORIES

MASTER CONTROL OPERATOR LANDS DREAM JOB IN SPOKANE, WASHINGTON

Written by: **Tacoma DVR Counselor | Dee Quintanilla**



Wilson dreamed of working in television ever since he was an anchor on his middle school news team. His interest grew while working at Alaska's KACN-TV as an assistant engineer where he learned about video production and programming automated systems used to play digital video. He also worked as a camera operator and audio engineer at KTVA-TV.

After high school, Wilson passed the Society of Broadcast Engineers Television Operator Certificate Exam to become a master control operator. After a few years at KTVA-TV, he looked for a broadcast operations program to further his education and enrolled at Bates Technical College in Tacoma. This meant that Wilson and his family had to relocate from

Alaska to Washington to allow him to pursue his dreams. Shortly after the move, Wilson learned about DVR and the types of services and training opportunities available to help him pursue his goals. He graduated from Bates in 2015 with an Associates Degree in Broadcasting and Video Production.

Wilson remained professional and courteous in working with DVR and his CRP providers while accessing services throughout his job search. In an interview with KHQ-TV, he learned that he held the qualifications and skillsets necessary to work as a master control operator, but he needed a bachelor's degree to work there. Shortly after this interview, Wilson decided to further his education to remain competitive as a job applicant.

He was accepted into Washington State University's Murrow College of Communications in 2016 with DVR's full support. Wilson attended classes and worked for Cable 8 Productions as a master control supervisor. DVR supported him by paying a part of his tuition and books, providing counseling and tutoring services, and covering transportation and moving costs. Wilson graduated with a bachelor's degree in 2021.

After a lot of hard work, Wilson landed his dream job at KHQ-TV in Spokane, where he's worked as a master control operator for the last 2 ½ years. He thinks his coworkers are great to work with. "DVR has been very supportive of my education and employment goals," Wilson says. "People that I worked with have been compassionate and responsive cheerleaders. I also thank Amanda Kipfer and Dee Quintanilla for working with WSU while I pursued my degree."

CUSTOMER STORIES *continued*

CUSTOMER LANDS LONG-TIME DREAM CASHIER POSITION AT HOME DEPOT

Written by: **Mount Vernon DVR Counselor | Kyle Jones**



attitude have made him an ideal employee. Unfortunately, each time he thought he was close to his goal, he discovered that he was taken off the work schedule due to management turnover.

Roman and his counselors at DVR, the Developmental Disabilities Administration (DDA), and Washington Vocational Services (WVS) decided that it was time for Roman to look for another position that recognized his talents and would accommodate him being deaf and having learning disabilities.

He persevered with tons of hard work and determination until he landed his first-ever cashier position at Mount Vernon's Lowe's Home Improvement store in 2017. Roman's co-workers and counselors say that he has a smile and personality that puts people at ease. During his time at Lowes, he earned accolades for being one of the top regional cashiers.

In 2021, Roman moved to Oak Harbor, and knew that he had to do another job search. With the support from all of us, he landed another job at Home Depot as a cashier. Management was thrilled to discover they had hired such a skilled cashier who excelled in doing their job. Roman also became a leader by joining the Home Depot Diversity Committee where he advocates for accessibility, inclusion and acceptance for customers and employees with disabilities. We are all very proud of Roman's accomplishments, and are very excited about his future endeavors.

Resilient, exuberant, unique, and passionate.

These four words are how I would describe Roman, a young deaf man with learning disabilities, in his steadfast determination to secure his long-time dream of being a cashier.

In 2014, Roman started working retail in hopes of eventually getting a cashier position. His strengths, skillsets and positive

CUSTOMER STORIES *continued*

THRIVING IN A NEW ADMINISTRATIVE CAREER

Written by: **Bellingham DVR Counselor | Gina Barrieau**

An unstoppable force. These two words best describes Linda’s resolve to re-orient herself as she found herself unemployed going through two major surgeries while managing significant mental health challenges. She reached out to DVR for assistance as she transitioned into a new career – one that didn’t require her to use physical strength or stamina.

After some thought and discussion, she decided that administrative work would be the best fit for her thanks to some technical training in office systems she took years ago. Linda’s DVR team put together a plan of action that allowed her to refresh her foundational skillsets, update her technical knowledge, and build upon the contemporary office skills she already had.

DVR provided Linda with a laptop that allowed her to build self-confidence in using technology again. This led her to connect with potential employers, and to register for relevant courses through the Goodwill Learning Center. Training allowed Linda to start working again in various temporary office positions, but she realized that she needed to continue building up her administrative skillsets.

Linda’s journey hasn’t always been smooth, but with guidance and encouragement from the DVR team, she persisted in her search for a permanent administrative position. She now has a job at Pegasus CDL, Inc., a



commercial driving training school, based in Bellingham, Washington. DVR partnered with them to ensure that Linda received workplace accommodations and proper effective training tools needed. As a result, she loves what she does and thrives within the company culture.

Linda also credits her DVR team – Vocational Rehabilitation Counselor Gina Barrieau, Business Specialist Ben Cram, and Rehabilitation Technician Leilani Kittel – as the ones who helped her rally and tap into her relentless self-determination.

ABOUT DVR AND DSHS

The **Division of Vocational Rehabilitation** (DVR) and the Washington State Department of Social and Health Services (DSHS) are tied together by a single mission which is to transform lives. Each administration within DSHS has a refined focus on this mission.

DSHS Mission:

To transform lives.

DVR Mission:

Transforming lives by assisting individuals with disabilities to fully participate in their communities through meaningful employment.

DVR Vision:

Dedicated professionals leading the field of vocational rehabilitation, delivering exceptional experiences to every customer, every time.

DVR Values:

- **Transparency** through clear, honest communication with customers, staff and partners.
- Acting with **Integrity**, upholding the ethics and values of our profession.
- Promoting a culture of **Empowerment** for customers and staff.
- Advancing rehabilitation practices through **Innovation**.
- **Collaboration** with customers, staff, and partners that produces results.
- Commitment to **Equity, Diversity, Access** and **Inclusion** in all its forms to achieve excellence.

DVR Financial Statement:

State and Federal Funds are used to deliver DVR Services. The VR program receives approximately 78 percent in federal Funds and 22 percent in state funds. For detailed information on the dollar amount of Federal funds for the program, please visit: <https://rsa.ed.gov/fiscal/grant-awards>.



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