



Woodrow Wilson Rehabilitation Center

A Community of Service Excellence

2011 Blueprint for Direction

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Blueprint III for Direction **November, 2010 – October, 2012**

Woodrow Wilson Rehabilitation Center's (WWRC) Blueprint for Direction is an operational document developed through a collaborative process of actively engaging stakeholders and service providers in identifying key operational goals for WWRC. The Blueprint enables WWRC to identify how it will carry out the strategic plan that guides the overall direction of the Center. The Blueprint evolved from considering the needs presented by several key stakeholders, including the State Rehabilitation Council (SRC), the Field Rehabilitation Services (FRS) Division of the Department of Rehabilitative Services (DRS), referred to as the Agency, represented by their leadership on the FRS/WWRC Operations Committee and WWRC's Centers of Excellence Planning Teams. The State Plan for Vocational Rehabilitation and the Agency's Triennial Needs Assessment are key underpinnings of the Blueprint. The Blueprint is endorsed by the State Rehabilitation Council (www.va-src.org), The National Consortium of State Operated Comprehensive Rehabilitation Centers (www.ncsocrc.org), The George Washington University Technical Assistance and Continuing Education Center (www.gwccre.org/index.php?/projects/categories/C6), the Virginia Assistive Technology System's Assistive Technology Advisory Council (www.vats.org/aboutvats.htm), and the Virginia Wounded Warrior Program (www.dvs.virginia.gov/woundedwarrior). The Blueprint exists to detail how WWRC plans to utilize its funds to improve the independence and employment of people with disabilities and demonstrate how Virginia and the United States benefit from this wise investment. (As a result of unanticipated budget shortfalls in SFY 2012, BPIII objectives have been updated effective July 1, 2011 to bring programs and services into alignment with available resources.)

WWRC Vision Statement: A Community of Service Excellence in Vocational and Medical Rehabilitation for People with Disabilities

WWRC Mission Statement: Woodrow Wilson Rehabilitation Center provides people with disabilities comprehensive, individualized services to realize personal independence through employment.

WWRC Values:

- Ethical - *We are committed to professional standards, good stewardship of resources, full accountability and the well being and dignity of others.*
- Engaged - *We are committed to an organizational environment that values individual contributions and involvement in informative communication, problem-solving, planning and leadership.*
- Effective - *We are committed to providing services that result in meaningful and measurable outcomes through objective assessment of performance and ongoing process improvements.*

WWRC's Mission remains clearly focused on helping people with disabilities obtain independence through employment. The Center's Vision, Mission, and Values provide the overarching parameters that define its purpose; however, on an annual basis it is necessary to provide a more narrowly focused set of guideposts for the Center's daily operations and to articulate the exact goals that are being pursued in any given year. The purpose of this document is to put into clear, understandable terms those actions that WWRC will undertake this year so that all programs pursue a common set of goals that respond to the stated needs of the Commonwealth and the citizens whose lives are ultimately affected by WWRC's services.

Client Base: One of WWRC's most fundamental roles is to function as a significant component of the Commonwealth of Virginia's Department of Rehabilitative Services (DRS). DRS' Field Rehabilitative Services (FRS) Division is WWRC's key customer and is represented by over 30 field offices located across Virginia. The Vocational Rehabilitation (VR) personnel who staff these offices are very important to WWRC. The Center serves the FRS Rehabilitation Counselors' clients in most cases on-site at WWRC and partners with FRS staff and their clients for the development and implementation of an effective plan.

Input garnered through a strategic analysis with FRS Division staff strongly suggests that FRS Rehabilitation Counselors look to WWRC to help in the development of individualized plans for their clients who have multiple functional limitations which inhibit them from employment. There is a strong mutual commitment to the demonstration of “one VR Program” for people with disabilities in Virginia, with shared accountability for employment outcomes through a successful rehabilitation plan. The FRS Division also strongly supports “Life Skills” as a beginning point in programming for many of their clients as part of their Roadmap to Success.

Other Clients: WWRC has the capacity to provide a limited number of rehabilitation programs for clients who are referred and funded by sources outside the Agency. The Center serves these clients to generate a limited amount of revenue and outreach which often generates cases that are subsequently referred to DRS.

Financial: WWRC’s annual budget is approximately \$23 million. The available funds support a campus staffed 24-hours per day, seven days per week which provides vocational and medical rehabilitation services for about 300 residential clients on any given day, serving approximately 3000 cases each year. Approximately 260 full-time staff are employed to deliver these services.

Performance Metrics: The Center exists to help people with challenges become champions. The Center’s operations are based on the premise that comprehensive vocational and medical rehabilitation services in an integrated setting are required to meet the complex needs of some people with disabilities in order for them to become independent and subsequently employed. WWRC’s combined resources, provided through the use of integrated, inter-disciplinary teams, will achieve the following organizational performance metrics which are reflected in the Virginia Vocational Rehabilitation State Plan for Fiscal Year 2012, Attachment 4.11(c)(1): State’s Goals and Priorities (Goals 2.3 – 2.5).

- **Primary Measure: Rehabilitation Rate 62%** (measure that compares clients whose case is closed as employed for 90 days with total number of clients served whose case was closed in any status)
- Average daily census: 300
- Cases served annually: 3000

The Center, with its 223 acre campus, 21 conditioned space buildings, approximately \$23 million budget, 260 fulltime staff, operates round the clock, 50 weeks a year, to sustain rehabilitation rates in excess of 60% for an average daily census of 300 clients, serving 3000 cases annually. In general terms, the cohort of clients who are successfully rehabilitated in any given year generates tax revenues that substantially offset the Center’s operating costs while developing Virginia’s workforce with qualified employees. Without rehabilitation, those served by WWRC would likely not work and would impose substantial costs to the Commonwealth in terms of public assistance and other social services.

WWRC’s Key Operations are highlighted below, detailing resources, outputs, and outcomes. Where relevant, objectives supported by Virginia’s Vocational Rehabilitation State Plan for Fiscal Year 2012, through the Department of Rehabilitative Services and the State Rehabilitation Council, will reference the State Plan Goal Number.

Service	Description	2011-2012 Operational Objectives
Vocational Training	WWRC operates a well-equipped 102,000 sq. ft. Vocational Training School. VR clients are prepared for jobs that result in successful employment and contribute to the Agency rehabilitation rate performance metric. Services include vocational training, occupation-related academic skill development, and preparation for industry-recognized certification/licensure.	One year following graduation, at least 65% of graduates across all training areas will be employed. Aggressively pursue optimal rehabilitation rates for graduates. 100 VR clients served at WWRC will obtain a Career Readiness Certificate {Virginia Vocational Rehabilitation State Plan for Fiscal Year 2012, Attachment 4.11(c)(1): State’s Goals and Priorities (Goal 3.2)}.

Service	Description	2011-2012 Operational Objectives
<p><i>Continued</i></p> <p>Vocational Training</p>	<p>WWRC is an approved WorkKeys test administration site and an eligible training provider authorized under the Workforce Investment Act (WIA). Its training programs are accredited by the Accrediting Commission of the Council on Occupational Education (COE).</p> <p>WWRC also offers special education services, provided in combination with training services to enhance skills mastery and employment outcomes. These are conducted in accordance with federal special education regulations and policies and are approved annually by the Virginia Department of Education (DOE) through its Local Education Agency (LEA)/State Operated Programs (SOP) designation.</p>	<p>Operate training areas at full capacity. <i>(Numbers below represent daily enrollment/seat availability for each area.)</i></p> <ul style="list-style-type: none"> • Auto Mechanics: 15 • Building Trades: 22 • Business & Information Technology: 39 • Food Service: 36 • Personal Care Assistant/Nurse Aide Health Occupations: 24 • Materials Handling: 40 • External Training Options: 48 <p>Host a COE Accreditation Site Visit, resulting in successful renewal of accreditation status with COE through 2017.</p> <p>Maintain status as an approved WorkKeys test administration site, WIA Training Provider, and LEA/SOP.</p>
<p>Medical Rehabilitation</p>	<p>Medical Rehabilitation provides programs and assistive technology to address the complex needs of clients with physical, cognitive and/or sensory disabilities that will result in improved independence and employability. WWRC operates a 60,000 sq. ft. medical rehabilitation facility that is a certified Comprehensive Outpatient Medical Facility (CORF).</p> <p>The CORF provides physical, occupational, speech/ language and cognitive therapies. Evaluation services are provided in the areas of assistive technology, neuropsychology, physical medicine, psychology, audiology, along with brain injury and spinal cord injury clinics. Clients requiring nursing and attendant care while participating in comprehensive vocational/medical rehabilitation programs reside in Rothrock Hall, a fully accessible housing unit. Residential vocational/medical programs are provided under the direction of the WWRC Physician who specializes in physical medicine.</p> <p>Pharmacy, Lab and X-ray services are provided through a community Medical Facility contract. A Health Clinic is available specific hours a day to all residents for scheduled doctor's appointments, administration of medications and treatments. Clients with acute medical needs and emergencies are transferred to the local medical center.</p>	<p>Maintain Rothrock Hall average daily census at 20.</p> <p>Provide 1300 clients medical therapy and evaluation services which include:</p> <ul style="list-style-type: none"> • driving services (evaluations and training) • assistive technology evaluations (includes seating and wheelchair evaluations) • physical work performance evaluations (PWPE).

Service	Description	2011-2012 Operational Objectives
Vocational Evaluation (VE)	People with disabilities frequently require vocational evaluation and training to reach their employment goals. VE services identify appropriate career goals that simultaneously address individual needs and local area job market opportunities. WWRC operates a 'hands-on' vocational evaluation lab with an extensive array of testing and diagnostic work samples, resulting in a written report that facilitates effective vocational planning.	Provide 1020 vocational evaluations, 450 of which will be for PERT clients. Pilot and evaluate a revised assessment and report structure format.
Postsecondary Education Rehabilitation Transition (PERT)	Effective evaluation of youth with disabilities during secondary school facilitates better employment outcomes. PERT provides a comprehensive vocational, residential/social evaluation of youth in transition in collaboration with DRS and the Virginia DOE's local school divisions across the Commonwealth.	Provide 450 PERT evaluations {Virginia Vocational Rehabilitation State Plan for Fiscal Year 2012, Attachment 4.11(c)(1): State's Goals and Priorities (Goal 5.2)}
Life Skills Transition Program (LSTP)	Many clients with disabilities require intensive training in social skills, and pre-employment workforce readiness in order to achieve vocational success. To that end, WWRC operates a nine week program in Life Skills with the goal of exposing a client to workforce expectations and acceptable workplace behaviors.	250 clients will complete LSTP and transition to additional training or employment {Virginia Vocational Rehabilitation State Plan for Fiscal Year 2012, Attachment 4.11(c)(1): State's Goals and Priorities (Goal 5.4)}
Rehabilitation Counseling	Counseling and case management services are provided by qualified WWRC Rehabilitation Counselors in collaboration with the FRS Division. Defined rehabilitation teams are critical to support VR clients' programs which address barriers to employment.	Each Rehabilitation Counselor will maintain an average caseload of 30 clients. The Rehabilitation Counseling Division has established specialty caseloads by dividing into three teams highlighting Vocational Evaluation, Life Skills, and training clients respectively.
Residential Services	<p>People with disabilities are willing to enroll in a comprehensive rehabilitation center away from home for a limited period of time to pursue goals of independence and employment. WWRC maintains two residence halls, recreation facilities, nine cottages, a lake with accessible hiking trails, a dining facility, and an inter-denominational chapel. These are staffed by qualified personnel who provide a high quality campus life experience.</p> <p>Safety is essential to the operations of a comprehensive rehabilitation center. WWRC operates a Police Department, authorized as a Local Law Enforcement Agency, staffed with seven certified police officers. During the BPIII performance cycle, WWRC will temporarily close and renovate Barnett Hall but maintain the capacity to serve up to 300 dormitory based clients by utilizing other campus facilities on a temporary basis. Dorm residents will be assigned to Carter-Ashley Hall, the Switzer Building (PERT clients only), campus cottages, and up to 12 beds in Rothrock Hall.</p>	Deliver quality residential services in a safe environment for an average daily census of 300.

Service	Description	2011-2012 Operational Objectives
<p><i>Continued</i></p> <p>Residential Services</p>	<p>Residential Services is focused on the following objectives and the professional development plan for the division is built around them.</p> <ul style="list-style-type: none"> • Engage - Consistently, positively, and proactively interact with the clients that we serve. • Observe, Intervene, and Document - Consistently observe, intervene, and document behaviors both desired and undesired. • Strengthen Teamwork - At all times work to make teams stronger, support teammates, hold each other accountable, and give constructive feedback. 	<p>Deliver quality residential services in a safe environment for an average daily census of 300.</p>
<p>Organizational Development and Quality Assurance (OD&QA)</p>	<p>WWRC employs five staff, one as a shared resource through the DRS Policy and Planning Unit, to help sustain an effective workforce, generate revenue, provide accountability for programs, and document WWRC performance metrics. In addition, OD&QA:</p> <ul style="list-style-type: none"> • Facilitates ongoing WWRC staff awareness and utilization of QA and PE tools/methodologies, based on priority organizational requests. • Serves in a consultation/technical assistance role for identified accreditation business processes and data analyses, in preparation for and/or in response to scheduled Site Visits (i.e. COE and Accreditation Committee for Health Care). • Provides staffing support for marketing and events coordination. • Operates a conference and professional development center with video-conference capabilities. • Provides consultation and technical assistance in the development and administration of Agency-approved grant and research initiatives, per defined policies and procedures. (Revised to reflect more limited in scope with reduced staffing, limited available match funds, and program shifts.) • Provides staff consultation and support in strategic planning initiatives such as the WWRC component of DRS State Plan, RSA Strategic Plan, and annual Blueprint processes. 	<ul style="list-style-type: none"> • Generate at least \$50,000 in revenue through existing and new grant/research initiatives. • Document use/allocation of WWRC's federal In-Service Training Grant approved award (\$5,000). • Identify alternative funding sources (non-operating budget) to support expanded organizational and professional development initiatives. • Collaborate with Virginia Assistive Technology System (VATS) to provide assistive technology (AT) training. {Virginia Vocational Rehabilitation State Plan for Fiscal Year 2012, Attachment 4.11(c)(1): State's Goals and Priorities (Goal 4.1)}. • Collaborate with the DRS Training Coordinator & WWRC Program Staff to prepare and conduct New Counselor Skills Training (NCST) three times annually (February, May and September). • In consultation with Medical and Business Office staff, facilitate implementation of a QA Program consistent with DME accreditation standards & expectations, in preparation for the ACHC Site Visit (9/2012), resulting in full accreditation renewal (3 yr)

Service	Description	2011-2012 Operational Objectives
Admissions Services	Admissions Services are required to maintain effective relations with referral sources and to effectively facilitate appropriate admissions to a comprehensive rehabilitation center.	Process 3300 applications annually.
Business Office, Human Resources, Information Services, and Records Management	These administrative functions are critical to WWRC's mission and exist to support Center operations.	<p>Maintain positive scorecard with Commonwealth of Virginia.</p> <p>Maintain legal and regulatory compliance.</p>
Facilities and Administrative Services	<p>A comprehensive rehabilitation facility must have adequate capability to care for and maintain its campus for the health and safety of clients, staff, and visitors. Resource stewardship is critical to achieving long-term use of amenities.</p> <p>Physical Plant Services offers a full complement of maintenance shops, equipment, and vehicles suitable for the support of a 223 acre campus (497,000 sq. ft. operational building space). Services include facility maintenance, grounds care, housekeeping, transportation and capital services.</p> <p>Safety and Risk Management provides a safe working, learning and living environment for all. Services include safety inspections, accident review and analysis, insurance policy management and claims, policy maintenance and emergency preparedness for the Center.</p> <p>Coordinated Area Transportation Services (CATS), in partnership with WWRC, provides a public transit option connecting the Center with the neighboring cities of Staunton and Waynesboro. WWRC utilizes the bus routes for off-site Vocational Training programs, Life Skills Training Program opportunities in teaching clients about the use of public transit, and Recreational Therapy options for after hours events for residential students. Outpatient and day clients also utilize the transit service to travel to the center for medical and vocational services.</p> <p>Space planning for the Center is conducted keeping a focus on the need to effectively and efficiently perform core mission oriented services.</p>	<p>Maintain a positive scorecard with the Commonwealth of Virginia and sustain a safe, clean, and well maintained campus.</p> <p>Support WWRC clients by safely transporting them to and from WWRC.</p>

2011-2012 Woodrow Wilson Rehabilitation Center Priorities

Since 2007, WWRC has used Centers of Excellence and Design Teams to look beyond typical service offerings and speculate what might be required to achieve excellence in four areas:

- Comprehensive Evaluation and Assessment,
- Youth in Transition,
- Neuro-Rehabilitation and
- Assistive Technology

The importance of these groups and the planning they have engaged in over the years cannot be overstated. Centers of Excellence kept abreast of changes in legislative and regulatory policies, procedures, and protocols and offered critical insight to national and statewide trends and applications in the field, thus allowing WWRC to be engaged in continuous proactive planning and implementation of growth initiatives. Time-limited Design Teams critically examined issues identified by Centers of Excellence and offered recommendations for administrative consideration. However, with budget/staffing reductions implemented in Spring, 2011, combined with a “back to basics” program focus on client services and Vocational Rehabilitation (VR) outcomes, the Center has shifted its use of limited resources to ongoing Planning and Organizational Teams that will routinely address these four priority areas as they relate to VR outcomes across routine operations. In other words, there will be less emphasis on research and development as related to these four priority areas and a leveraging and increased accountability of existing teams to ensure WWRC remains focused on how these priority areas impact direct services in routine operations.

The 2010-2012 Blueprint for Direction has been developed following an intensive period of reflection and analysis of data, findings, and recommendations provided by stakeholders. It has been revised in Spring, 2011 in response to recommendations in the RSA Study Report and resulting budget/staffing reductions, to be extended through October, 2012. During its initial development period, in addition to Agency and external stakeholder feedback, WWRC’s Executive Staff considered data, trends, and recommendations provided by Agency Lead Program Evaluation/Quality Assurance Analysts, as well as priorities established under the WWRC Facility Capital Improvement Plan (including a recently completed comprehensive Space Study), and recently awarded state and federal grant initiatives, to make final decisions about the specific steps to be implemented.

Every “Action” outlined in the Blueprint grid below directly supports the following organizational priorities that will result in successful VR and employment outcomes for individuals with disabilities:

- Sustain performance accountability to the Commonwealth while adjusting programming and reducing staffing levels.
- Promote and facilitate a culture of shared responsibility, accountability, and leadership at all levels of the organization – primary elements include quality, financial performance, and customer value.
- Align WWRC with Federal VR objectives while reducing costs.
- Effectively lead and manage organizational change initiatives that address fiscal challenges and recommendations in the RSA Monitoring Report.

BPIII Priority Initiatives

Item		Action	Person(s) Responsible	Due Date
1	Implement a continuous quality improvement process for a focused WWRC's vocational evaluation process.	<p>Conduct a quality improvement process for the WWRC VE Program that evaluates the:</p> <ul style="list-style-type: none"> • Vocational Evaluation Operating requirements (i.e. Time per evaluated area, physical space available, client: evaluator ratio, and prioritization of clients). • Evaluator Scheduling process and tools. • Impact of ancillary services on VE. • Ability to extend VE in order to meet unique client situations. • Knowledge of FRS Counselors regarding the WWRC VE service (i.e. VE in new counselor training). • Level of FRS satisfaction with outcomes. 	Kyle Congleton FRS/WWRC Team (TBD)	6/30/2012
2	Improve the efficiency of Center resources to maintain increased census in Vocational Evaluation.	<p>Improve the efficiency of Center resources to maintain increased census in Vocational Evaluation, to include:</p> <ul style="list-style-type: none"> • Development of written procedures for each work sample in lab areas • Cross-training of evaluators • Improved coordination of ancillary services with vocational evaluation services 	Wendy Cullen-Lawhorne Maggie Clower Amy Blalock	6/30/2012
3	Integrate Assistive Technology (AT) within WWRC Vocational Evaluation (VE) services.	<p>Implement prioritized recommendations from the AT/VE Project that will result in integration of AT within defined VE occupational cluster work samples and increased collaboration across therapy staff and evaluators for client benefit.</p>	Kelly Lum Maggie Clower Wendy Cullen-Lawhorne Clay Huie I&E Project Oversight Team	6/30/2012
4	Integrate AT within WWRC Vocational Services: Vocational Training.	<ul style="list-style-type: none"> • Provide training and education for referral sources that will facilitate systematic utilization of AWARE to advance notify WWRC Admissions and Rehabilitation Counseling staff of AT needs for persons referred to WWRC Vocational Training programs. • Provide training on changes made for FRS and WWRC Admissions/Rehabilitation Counseling staff. • Increase collaboration among therapy staff, instructors, and evaluators regarding needs for AT in training – modeling after the I&E project in process in Vocational Evaluation (task analyses, etc.). 	<p>Sharon Mullen Linda Meyer Amy Blalock DeWanna Christian Jeff Graves</p> <p>Consultants: ITAC – AWARE Changes OD&QA – Knowledge Center/Training</p>	6/30/2012

Item		Action	Person(s) Responsible	Due Date
5	<p>Improve team processes and communication related to the integration of AT within WWRC.</p> <p>{Virginia Vocational Rehabilitation State Plan for Fiscal Year 2012, Attachment 4.11(c)(1): State's Goals and Priorities (Goal 4.1)}.</p>	<ul style="list-style-type: none"> • Provide AT Training to increase and broaden awareness of possibilities for clients requiring AT. Include key members of the rehabilitation team, ensuring attention to key business and team processes and communication. • Provide targeted training for instructors and evaluators twice per year on specific technologies. Invite instructors and evaluators to AT vendor demonstrations. • Develop and implement a system for members of the AT Team to provide ongoing education and training for key contacts in residential and vocational services regarding use of AT for communication and interaction with AT users/residents across settings within the WWRC environment. • Include AT team members in "Bridges" Meetings. 	<p>Kathy Trossi Bob Krollman</p> <p>Therapy Directors Sharon Mullen</p>	10/31/2012
6	Improve outcomes of transition-aged clients with severe communication deficits.	Explore ways to include transition-aged clients served through Postsecondary Education Rehabilitation Transition (PERT) in the Empowerment through Communication (ETC) Program. Develop a plan to include PERT clients in the ETC Program with appropriate supports.	Linda Meyer Rusty Eddins	9/1/2011
7	Increase access to shared agency AT resources and expertise.	<ul style="list-style-type: none"> • Develop core team across WWRC, Richmond AT Team, Virginia Assistive Technology System (VATS), Training and Technical Assistance Centers (T/TACs), and FRS to increase collaboration among all DRS AT providers and to address Agency planning and continuing education. • Work with universities and VATS to determine potential WWRC role in College Bound Programs at VT and ODU. 	<p>Kelly Lum</p> <p>Jeff Graves Field AT Specialists</p>	6/1/2012
8	Implement the Positive Behavior Supports (PBS) model across WWRC's environment.	<ul style="list-style-type: none"> • Train WWRC Behavioral Specialists to be certified as PBS Facilitators and to provide ongoing training/mentorship for WWRC staff in implementation of PBS strategies and techniques. • Update WWRC Behavioral Intervention Policy (and related procedures) to reflect PBS. • Implement enhanced communication and dissemination of information related to behavior intervention and procedures at WWRC. 	<p>Mike Kelley Behavior Consultation Team</p> <p>Consultants: OD&QA for training coordination and sponsorship</p>	6/1/2012

Item		Action	Person(s) Responsible	Due Date
9	<p>Enhance programming for VR clients with Autism or Autism Spectrum Disorders (ASD).</p> <p>{Virginia Vocational Rehabilitation State Plan for Fiscal Year 2012, Attachment 4.11(c)(1): State's Goals and Priorities (Goals 6.3-6.4)}</p>	<ul style="list-style-type: none"> • Implement <i>Autism Speaks</i> grant in partnership with DRS and ESO vendors in identified communities. • Determine the appropriateness and cost-effectiveness of including an applied behavior analysis (ABA) program within WWRC's continuum of service options for clients served, with an emphasis on clients with autism/ASD. • Develop content for inclusion on WWRC website regarding specialized programs for VR clients with autism/ASD. • Identify a lead staff for ASD within WWRC. 	<p>WWRC Autism Advocacy Partnership FRS Richard Kriner, DRS</p> <p>Consultants: OD&QA for grants administration and project coordination as well as expanded funding strategies</p>	6/1/2012
10	<p>Evaluate and market the medical rehabilitation programs offered to DRS clients, which will enhance their vocational readiness and independent living.</p>	<ul style="list-style-type: none"> • Evaluate and expand the role of the field counselor-WWRC liaison position to include the area's regional medical centers. Evaluate the potential for regional liaisons to build upon the success of this model and facilitate appropriate linkages for persons with new disabilities for whom VR services would facilitate return to work or independent living. • Develop and initiate a statewide communication plan to inform and educate all DRS counselors of the medical service options for their clients at WWRC. • Highlight WWRC success stories from clients completing medical services and transitioning into vocations programming through the weekly report and field office email • Plan for field office visits 	<p>Medical Division Managers Admissions Director Administration WWRC Rehab Counselors FRS counselor- WWRC Medical Liaison</p>	6/1/2012
11	<p>Enhance and strengthen the WWRC Client Voice.</p>	<ul style="list-style-type: none"> • Address VITA issues that have impacted access to client exit survey completion. • Implement strategies to diversify and expand client exit survey completion. • Continue to develop and implement strategies to promote a strong client voice within WWRC's campus environment and respond to identified issues for ongoing program and system improvements. • Develop and implement a Client Town Hall meeting schedule. • Implement an electronic Client Suggestion Box. • Pilot a Client Advisory Council, with membership to include dorm residents across training programs as well as Rothrock Hall residents. 	<p>Mike Kelley</p> <p>Consultants: OD&QA - Client Satisfaction policies and procedures</p>	Ongoing

Item		Action	Person(s) Responsible	Due Date
12	Enhance WWRC's Emergency Management System.	<ul style="list-style-type: none"> • Develop and implement strategies for systematically increasing staff, client, and critical partner/stakeholder education and awareness of WWRC's Emergency Management System, including mitigation, preparation, response, and recovery phases. • Expand capacity of the SARA emergency notification system, as funds allow. 	Chip Stratton Consultants: REMS Grant Administration Team	12/31/2011
13	Increase staff education/awareness of Agency diversity initiatives for enhanced VR client services.	<ul style="list-style-type: none"> • Pilot use of an organizational assessment tool to determine baseline Center-wide functioning and performance, as compared to national standards for Culturally and Linguistically Appropriate Services (CLAS). • Serve as a remote host site for the DRS Diversity Summit to be held in June, 2011 to include general sessions in the morning delivered through video-conferencing capabilities and a speaker in the afternoon session open to the WWRC staff/client community targeting increased education/awareness of multi-cultural and other diversity issues. 	Kathy Trossi Daisy Maldonado DRS Consultants: DRS Diversity Team/Training Subcommittee	06/30/2011
14	Re-evaluate the Rehabilitation Counseling/FRS Liaison Program.	<ul style="list-style-type: none"> • Re-evaluate the effectiveness and efficiency of the existing Rehabilitation Counseling/FRS Liaison Program and develop a set of recommendations. • Implement recommended actions. • Increase tracking and accountability of the Rehabilitation Counseling/FRS Liaison Program. 	DeWanna Christian FRS Regional Directors	3/30/2012
15	Facilitate client services and Center operations during targeted relocations relative to space study recommendations and funded Capital Projects.	<ul style="list-style-type: none"> • Develop macro level Center move plan and brief key staff and adjust as needed. • Coordinate overall Center space utilization plan based on organizational efficiencies and programmatic needs. • Provide resources as appropriate and available to assist division managers with their departmental moves. 	Russ Neyman Kerr Sloyer Program Managers Barnett Hall Renovation Design Team	10/31/2012

Item		Action	Person(s) Responsible	Due Date
16	Develop a continuous quality improvement plan for WWRC Tours.	Implement a review and improvement plans for how tours are conducted at WWRC. Include a script and trained tour guides.	Amy Blalock	6/1/2012
17	Increase capacity of the WWRC Food Service Training Program to meet referral source demand.	<ul style="list-style-type: none"> • Add a qualified instructor to provide curriculum instruction and supervision/monitoring of client progress in expanded Food Service Training area space. • Increase the daily capacity of clients served through the WWRC Food Service Training area from 20 to 36. 	Maggie Clower	6/30/2012
18	Strengthen partnerships with the WWRC Foundation and Council of Organizations.	<ul style="list-style-type: none"> • Profile WWRC's 501c3 organizations at every opportunity throughout the year. • WWRC Foundation seeks to support fitness initiative in the Harold E. Watson Recreation Center. 	Executive Staff Leadership Coalition	10/31/2011
19	Pursue services to Veterans {Virginia Vocational Rehabilitation State Plan for Fiscal Year 2012, Attachment 4.11(c)(1): State's Goals and Priorities (Goal 6.1)}	Pursue services in partnership with the Virginia Wounded Warrior Program that will provide assistance to Veterans and their families.	Rick Sizemore	10/31/2011
20	Effectively lead and manage organizational change initiatives that address fiscal challenges and recommendations contained within the Rehab Services Administration (RSA) Federal Monitoring Report.	<p>Develop and implement strategies that will successfully facilitate critical organizational change processes. Goals should include (at minimum) the following:</p> <ul style="list-style-type: none"> • Facilitate staff acceptance and proactive engagement in the change process. • Re-focus the WWRC mission statement. • Revise relevant policies, procedures, and business processes. • Re-align resources and implement program shifts. 	Leadership Coalition Managers & Supervisors Executive Staff	10/31/2012
21	Intake Process	Review and revise WWRC's intake process to welcome new clients and families to WWRC.	Amy Blalock	10/31/2012

Item		Action	Person(s) Responsible	Due Date
22	Promote lifelong health and wellness.	<ul style="list-style-type: none"> • Recreation and PT Departments to coordinate development of new Fitness Room (equipment, staffing, client/staff use procedures) leading to Grand Opening. • Explore feasibility of a low ROPES Course on WWRC campus to be integrated into client life skills development along with staff and team development activities. • Evaluate and enhance the Healthy Living component of the LSTP curriculum. • Increase linkage between Medical Rehabilitation Program clients on Rothrock Hall and Therapeutic Recreation activity options; identify adaptive recreation equipment needed to fully clients with physical disabilities into all offered activities. • Explore ways to encourage healthy eating habits, taking advantage of the new dining facility; incorporate plans for a greenhouse and client garden project into menu preparation; clarify/expand dietary consultation process; explore online tools for promoting nutrition and fitness. • Collaboration between CommonHealth, INSIGHT, Earth Watch and Recreation Services to educate clients and staff on opportunities for improving healthy living including environmental stewardship. • Increase client, staff and community utilization of the STAR Trail for leisure and fitness. 	Sharon Russo Christy Wagner Roy Nelson Recreation and Therapy Staff	10/31/2011

