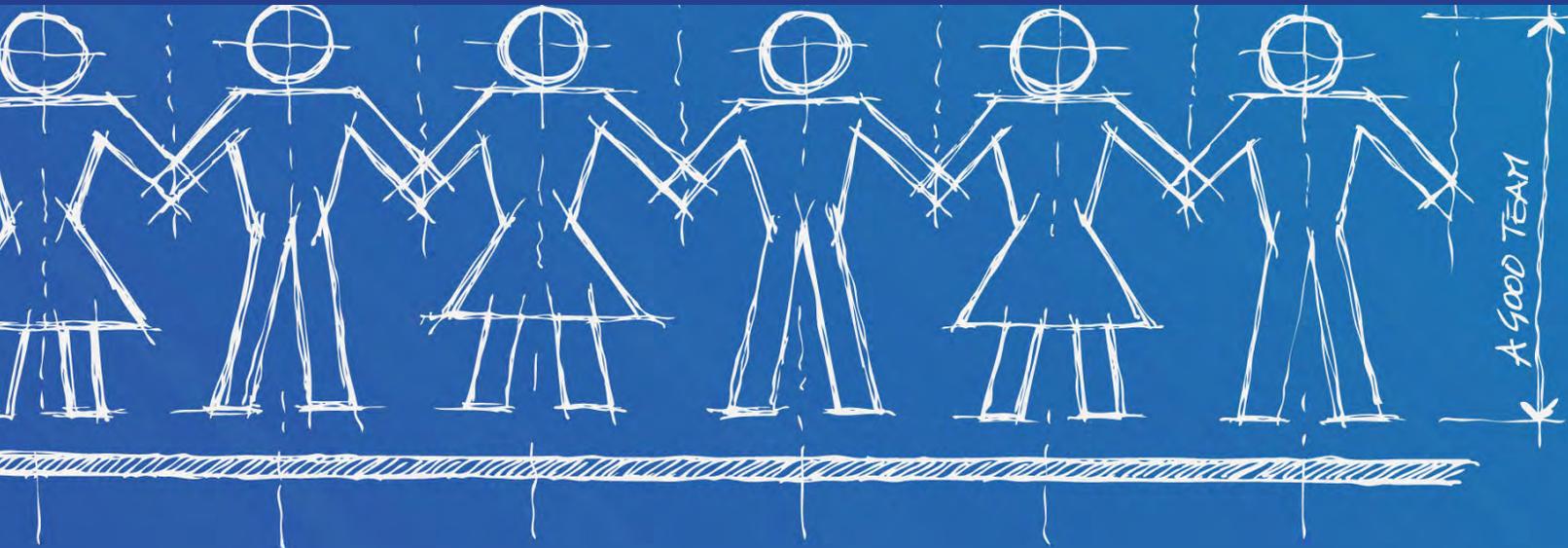




2012 ANNUAL REPORT



Woodrow Wilson Rehabilitation Center





WWRC Vision

To be the preferred provider of comprehensive vocational rehabilitation for Virginians with disabilities

Every Day in Every Way We

put clients first

•

take care of customers

•

work in teams

•

innovate and excel

•

provide it all under one roof

•

value our staff

•

offer a workforce driven curriculum

•

are organized, utilized and valuable

•

preserve leadership ethics, accountability, center values and public trust

Message from the Director



It has been a most exciting year. Every day here at Woodrow Wilson Rehabilitation Center (WWRC) our team sees clients overcoming incredible obstacles and going to work. Over the course of 2012, we have supported our partners in the Department for Aging and Rehabilitative Services' field offices as they worked with clients all across the state. Our continued dialogue with referral sources and partners helped us shape our new vision this year: *"To be the preferred provider of comprehensive vocational rehabilitation for Virginians with disabilities."*

Our Vision Statement provides a clear picture of what we want to accomplish along our course of serving people with disabilities. The statement was carefully crafted to respond to the needs of our clients, their families and the counselors who make referrals to WWRC. At the heart of our vision is the direct connection between our Center and jobs in the local communities.

We have committed ourselves to the worthwhile endeavor of ensuring that every aspect of the client's experience at WWRC supports and shapes knowledge, skills and abilities for the job that awaits him/her in the community.

This past year, I've had the privilege to work with younger clients who, in some instances, are away from home for the first time, assessing their potential for work and exploring a huge variety of vocational options. Every three weeks, families came to WWRC to see more than 20 students graduate from the Life Skills Transition Program and heard public testimony that brought tears to their eyes, citing the Center as having brought about changes in their family members' confidence, employment potential and personal independence that they never dreamed possible. Our Center also assisted university professors as they recovered from medical issues and returned to the classroom.

Across the spectrum of the Center's medical and vocational programs that serve those just entering the world of work to those needing some assistance to get back to their profession, large numbers of our clients have shown themselves and those around them that people with disabilities are unstoppable. They are capable, willing, motivated and ready to work.

Many of our clients have gained independence by getting their driver's license at WWRC. One [young man](#) astounded the DMV staff during his driving test by operating his family's van with nothing but his feet. WWRC graduates are now employed in more than seven out of every 10 cases. Finally, we have heard from employers who said, "I'll hire as many of these graduates as you can send me because their skills are exceptional."

Our Center is only part of one of Virginia's greatest resources – the Division of Rehabilitative Services – which continues to grow, and we look forward to the future of its evolution as the Department for Aging and Rehabilitative Services. The Agency's field office counselors and staff have been an extraordinary support; together we have accomplished much.

We look forward to the future with great excitement as we continue to help people with disabilities become independent and employed and celebrate with them as they demonstrate success at unprecedented levels.

— Rick Sizemore



OUR CLIENTS' SUCCESS



IS OUR FIRST PRIORITY.

Our top priority is helping clients achieve their rehabilitation goals and improve their lives. Our focus on clients occurs throughout their program. Our valued partners in the Division of Rehabilitative Services (DRS) and clients' families entrust us with the care of their referrals and loved ones. We take this responsibility seriously and provide a "home away from home" for clients while they are at WWRC. Clients who have received transformational services at WWRC go on to become ambassadors, telling the story of how their lives changed because of Woodrow Wilson Rehabilitation Center.

Our service to clients is the gateway to our success as public servants.

As public servants, we exist to ensure that clients, guests, staff and visitors receive safe, secure, welcoming and courteous service. Customers ultimately report being engaged in an environment characterized as caring, competent and attentive.



Our clients deserve our best teamwork and collaboration to support their success.



<https://www.facebook.com/woodrow.center>

WWRC believes that an overall environment of “working together” is essential in helping clients reach their highest potential. We work diligently to maximize every opportunity for working together. WWRC is supported by external agency partners and service units. We commit ourselves to building and maintaining strong and effective interfaces with each of these units and work to ensure strong cross divisional communication, support and problem solving.

We focus attention on innovation and excellence to open doors for our clients.

WWRC is the Commonwealth’s only comprehensive vocational and medical center and exists to provide services in those cases that are often beyond the capacity of individual and community-based providers. Staff at WWRC hold a unique legacy of service to people with disabilities that spans more than seven decades. This collective institutional knowledge that exists across multiple disciplines in an integrated setting offers an unparalleled platform for solving complex rehabilitation problems. WWRC staff are encouraged to aggressively pursue continuous quality improvement, as well as new and creative approaches at every level of the organization. WWRC is a member of the National Consortium of State Operated Comprehensive Rehabilitation Centers and seeks to be an active participant in the consortium’s vision of innovation and creative problem solving across the span of comprehensive centers nationally.

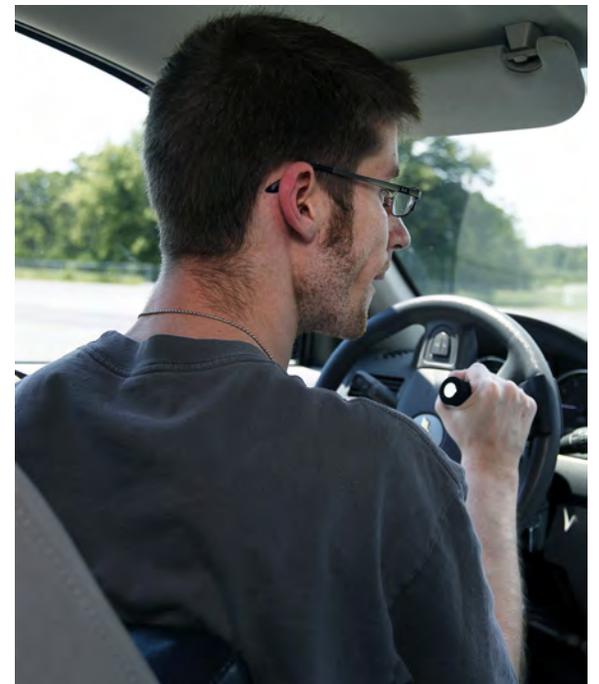


We help clients overcome significant challenges and realize success in vocational rehabilitation through our comprehensive center that provides an array of rehabilitative services in one integrated setting.

A comprehensive array of rehabilitative programming is essential to support many people with disabilities to overcome the barriers that prevent them from employment. We serve clients with the full range of medical, vocational and residential programs. We help clients achieve success in small learning communities, promote client group cohesion, community inclusiveness, and a family atmosphere where positive peer culture shapes an environment for success throughout the campus. WWRC is committed to four core areas of expertise including neuro-rehabilitation, comprehensive assessment and evaluation, youth in transition and assistive technology.

We support and celebrate our staff, who are our most important resource to serve clients.

WWRC staff have a broad range of credentials and skills that enable them to address the needs of our clients. We continually work to improve our knowledge, skills and abilities to remain cutting edge in the development of unique programming that enables people with disabilities to become employed. This supports multiple accreditations, industry certifications and WWRC's state and national reputation for excellence.





We understand where the employment opportunities are in Virginia and help clients obtain meaningful careers.

We are an exceptional resource to people with disabilities as well as businesses and industries in Virginia. We commit ourselves to connecting trained, motivated and reliable clients and graduates to employers who must fill critical positions. WWRC has a collaborative partnership with the Division of Rehabilitative Services of the Department for Aging and Rehabilitative Services (DARS). Together, WWRC and DRS are fully committed to positioning the Agency and Center as experts in understanding Virginia's workforce needs. This DRS/WWRC partnership recognizes the essential nature of helping prospective clients become aware of the jobs that are available across Virginia. We are committed to high levels of collaboration statewide and work diligently to align WWRC's vocational programming to known and emerging workforce needs across the state. WWRC and DRS are committed to a culture of intense customer engagement that focuses on employment goals. Together with DRS, we are dedicated to careful discharge planning and a smooth transition from WWRC to DRS for job placement.



We deliver value with a demonstrated return on investment and operate an organized data-driven program to support people with disabilities and employers in Virginia.

As a comprehensive rehabilitation center, WWRC offers extraordinary value to people with disabilities. We maintain the highest level of public trust to ensure there is demonstrated return on investment. We stand ready to provide a detailed accounting of our costs and the outcomes produced and to explain the overall impact of WWRC on the state's economy and workforce readiness. We are committed to being a data-driven organization with reliable, integrated data systems to support important decisions. Staff that use and maintain these data systems are highly committed to data integrity. The successful operation of WWRC depends upon effective and efficient operational systems supported by clear business processes. We constantly focus on business processes, their clarity and effectiveness with continuous quality improvement initiatives when opportunities are identified. The Center is committed to serving an average daily census of 300 and serving 3,000 cases each year, while sustaining an average enrollment of 90 percent in each program. We are committed to a 70 percent graduate rehabilitation rate. WWRC has strategic and operational plans and publishes a "Blueprint for Direction" and annual report each year that details targets and performance for WWRC.

Vocational Training

Woodrow Wilson Rehabilitation Center is DARS' comprehensive rehabilitation center located in Fishersville. The Center provides medical and vocational rehabilitative services, all under one roof, to help people become independent and employed. The Center's vision is to be the preferred provider of comprehensive vocational rehabilitation for Virginians with disabilities. On any given day, more than 300 clients are on campus and every year WWRC provides around 3,000 rehabilitation programs to clients.

[Vocational training](#) is facilitated through the Woodrow Wilson Center for Employment. Vocational training programs are designed to successfully prepare clients for employment, higher education, and/or other career development goals by maximizing their employment, occupational and self-sufficiency skills.

In addition to numerous vocational evaluation and transition services, WWRC offers seven training tracks:

- [Auto Mechanics](#)
- [Building Trades](#)
- [Business and Information Technology](#)
- [External Training Option \(Community-Based Training\)](#)
- [Food Service](#)
- [Health Occupations](#)
- [Materials Handling](#)

Clients also have the opportunity to demonstrate their skills by completing an internship near the end of their training program. The duration of each program varies and graduation ceremonies are held four times a year. In SFY 2012, a Certificate of Attainment bearing the accreditation seal of the Council on Occupational Education (COE) was awarded to 194 graduates.

Notes:

- Some individuals may be served by more than one service area.
- Vocational Evaluation has three classifications of clients:
 - clients referred to as “adults” (or non-PERT)
 - PERT clients
 - PERT clients attending a three-day Transition Academy.

Accreditations

CORF—In March 2012, WWRC's Medical Division received full Comprehensive Outpatient Rehabilitation Facility (CORF) recertification for four years with no deficiencies. This certification allows WWRC to treat clients and bill health insurance for medically necessary therapy services related to their disabilities.

ACHC—In November 2012, WWRC's Durable Medical Equipment (DME) department received full accreditation from the Accreditation Commission for Health Care (ACHC) for three years. This accreditation allows WWRC to evaluate clients for medical equipment needs and bill health insurance for medically necessary therapy services and purchase of equipment.

COE—The Vocational Training department is accredited by the COE, which is an internationally recognized body. The Commission of the Council on Occupational Education met Feb. 18-20 to consider the reaccreditation of WWRC. The Training department was granted accreditation for another six years with the next review to occur in 2017. This reaffirms that our institution maintains quality programs, has undergone an extensive self-study and team review process, and meets the standards and conditions for accreditation.

Number of DARS Vocational Rehabilitation Consumers Served By WWRC Service Area SFY 12

Vocational Evaluation (VE) Total	1,015
VE (Non-PERT*)	558
PERT	442
PERT Transition Academy	15
Vocational Training - Fully Enrolled	396
Life Skills Transition Program (9 weeks)	399
Medical Rehab Services	1,370
Primary Medical Rehab Services	902

*Postsecondary Education Rehabilitation Transition Program

Success Stories

Teena Carter

Teena Carter came to WWRC with multiple obstacles to employment having been unable to keep a job. She says that she lacked the confidence and skills necessary to reach her goal of working and lived with family members for support.

While at WWRC, she completed the Life Skills Transition Program and Vocational Training in Health Occupations, which prepared her to successfully obtain her state license as a Certified Nursing Assistant. She also received medical therapy and driver's education training at WWRC and obtained her driver's license.

Teena is now employed as a full-time CNA at Spring Arbor Residential Assisted Living and Alzheimer Dementia Care of Leesburg. She lives on her own and has a newfound confidence and employment skills that support her independence.

Teena's supervisor at Spring Arbor said, "She is a great employee and the center obviously did a good job of preparing her to become a CNA."



The WWRC Life Skills Transition Program was named the recipient of the Commissioner's Award for Rehabilitation Excellence at the State Rehabilitation Council's awards luncheon in June. Teena Carter, one of WWRC's standout LSTP graduates, accepted the award from Commissioner Jim Rothrock (left) and is pictured with Roy Nelson, LSTP Coordinator, and Mike Kelley, director of WWRC Residential Services.

Sandra Clark

Sandra Clark was involved in a severe motor vehicle accident in February 2011 in which she sustained a traumatic brain injury and multiple fractures. She was initially treated at University of Virginia Medical Center and received many outpatient services before coming to WWRC for continued medical therapy and transition employment services. Sandra was employed at White Wave Foods as a supervisor and her goal was to return to work full time. Her job was being held through the end of March 2012.



She was admitted in January 2012 and received extensive speech, occupational and physical therapy. A worksite visit from WWRC's physical and occupational therapy staff along with the client and the supervisor from White Wave's human resources led to recommendations for job accommodation.

While in PT, job simulations were done including: walking through water on cement floor; climbing steep ladders; ducking underneath heavy machinery while walking; carrying 12-15 lb. jugs in both hands; sweeping ice chips; and retrieving small machine parts from high shelving. The OT staff completed a driving assessment and training because Sandra was nervous about returning to independent driving.

Her counselor was supportive and instrumental in assisting Sandra's return to work. She successfully completed services at WWRC and returned to White Wave in February 2012, on a part-time basis.

**Learn more about WWRC's
[Life Skills Transition Program](#)**

Medical Services

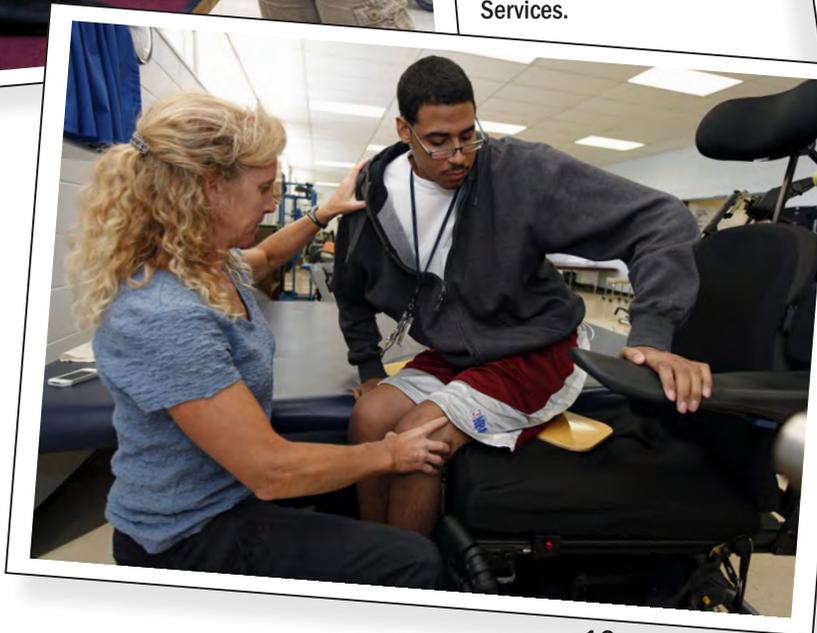
One unique aspect of WWRC is its comprehensiveness. The Center offers an array of therapy services that enable clients to become independent and pursue vocational goals. Fourteen hundred and twelve clients received rehabilitative services in behavioral health, physical, occupational or speech/language therapies and physician services.



In our Occupational Therapy Department, WWRC's service dog, Kardin, is often utilized in therapy sessions for our Medical Rehabilitation Services.



The OT staff work with clients in both our residential programs, as well as outpatient clients.



WWRC has a full service physical therapy gym that provides comprehensive/ancillary services to our residential clients and outpatient therapy services to other DARS clients.



As part of our comprehensive services, we provide speech and communication evaluations as well as training and therapy if indicated.

Driving Services

One of the major impediments to employment and independence is mobility. WWRC served 559 clients through the various driving services. We were also able to add a new modified van to our Driver's Training Program that can be individualized to the specific client needs.



This is the first client who was evaluated in our new modified van. He obtained a Virginia driver's license after graduating from one of our vocational training programs. He was one step closer to successful employment by being able to independently commute to work.

In an article featuring just one of our successful driving programs, the Staunton News Leader referred to the Center as the region's goldmine for vocational services.



Along with the traditional driving services at WWRC, we partnered with the Department of Motor Vehicles as their DMV Mobile Unit (DMV 2 Go) provided service on campus quarterly.



Vocational Training

A client in our materials handling training program is learning how to use a pallet jack. The material handling program also provides certification in fork lift training.



The building trades program teaches skills for cabinet making and furniture assembling. Clients can also learn the needed skills for carpentry and construction laborers. This area lends itself well to manufacturing and production because the skills for assembly line work in this area are transferable.



Clients are trained in areas of computer support, data entry, customer service, call center and general office/administrative assistance in our business information technology track.



In our food service training track, clients prepare a full-service, cafeteria-style menu, which is served four days a week in the recently renovated training area. The program trains clients for kitchen assistant, cafeteria attendant, cook assistant and baker assistant positions.

Vocational Training

A client shows great attention to a van being cleaned in our auto detailing training area.



Our vocational evaluation area uses real life skills assessment tools to evaluate clients for areas of training available at WWRC as well as training and services in the community.

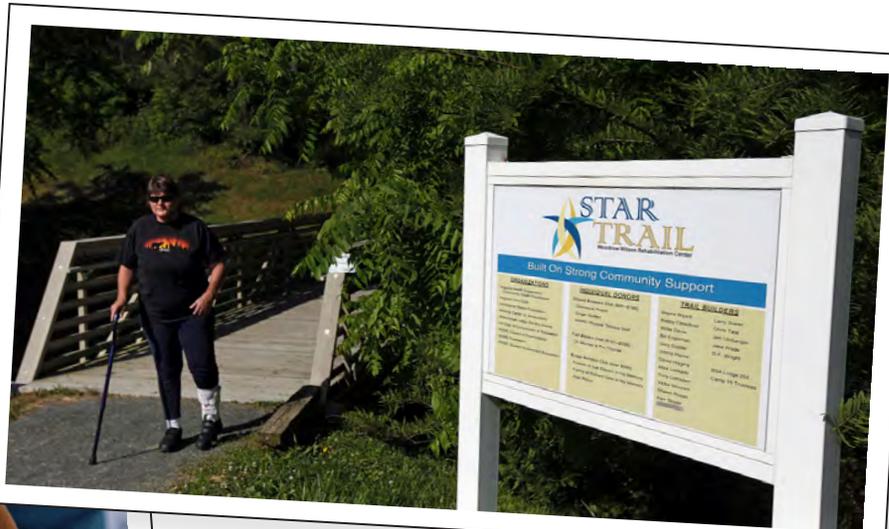


Clients in our auto mechanic training track can receive certificates for auto service technician or general service technician. Here a client discusses brake replacement with his instructor.



Our health occupation training area boasts a 100 percent pass rate for clients who have successfully completed our certified nursing assistant program. Clients can also be certified as a patient care aide.

Life at WWRC



We are fortunate to have a scenic therapy access trail. The STAR (Supporting Therapeutic Access to Recreation) trail can be used for therapy sessions as well as leisure by our clients.

The recreation department keeps a full schedule of activities for events both on and off campus.



The Art program, a part of the WWRC Recreation Department, provides the time and space for clients to use many resources to increase creativity. The goal of the program is to develop self confidence through artistic expression.

WWRC and DARS Partnership

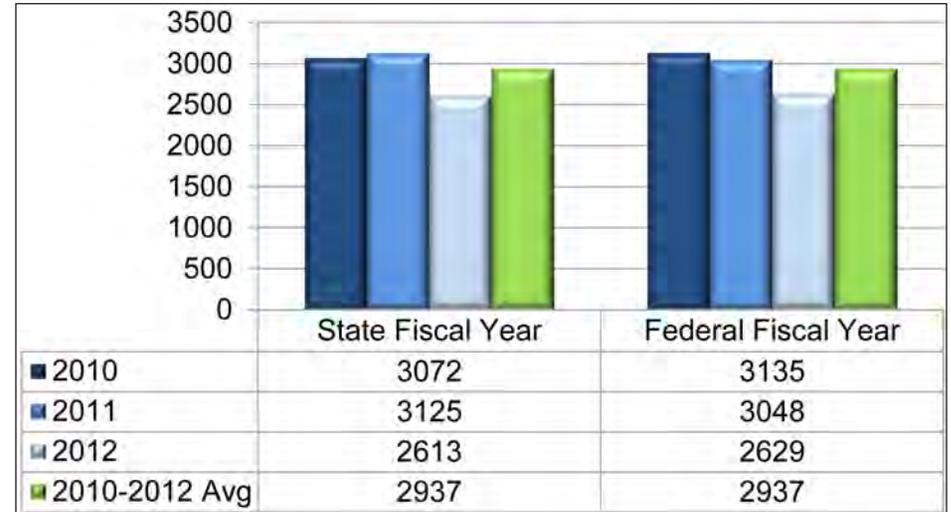


WWRC partnered with DARS in support of the Intensive Customer Engagement (ICE) effort through a creative program called Staff Employment Network Group (SENG). Staff serve as ambassadors in the community to scout for job leads. WWRC's students got involved in the art room by making "SENG" buttons, which were awarded each time a staff person reported a new job lead.

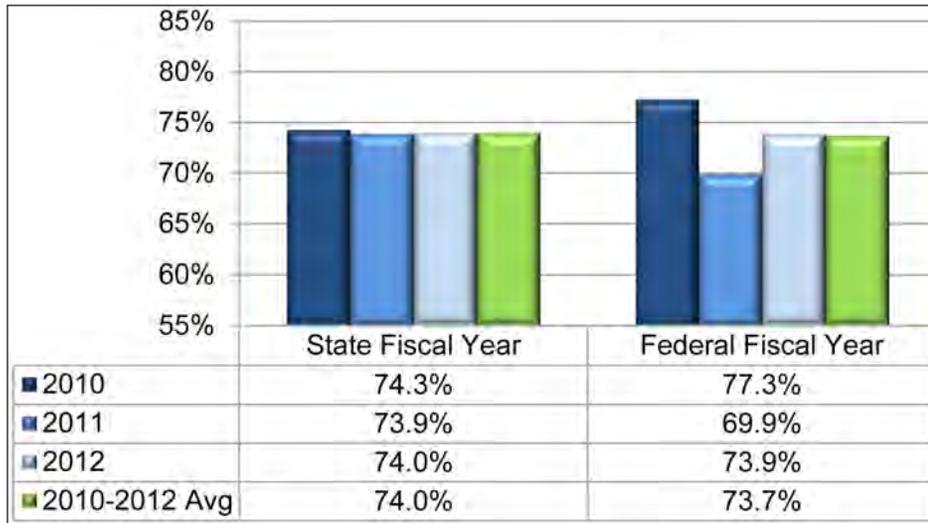
Larry Soper received the 2012 Wayne E. Heatwole Vocational Excellence Award, presented by DARS Commissioner Jim Rothrock and former WWRC Director Judy Ashley. The award was created in 2011 to honor the staff person who identified the most job leads to the SENG Network. The award was named in honor of Wayne Heatwole's 35-year career and strong commitment to vocational rehabilitation.

Woodrow Wilson Rehabilitation Center Trending Data

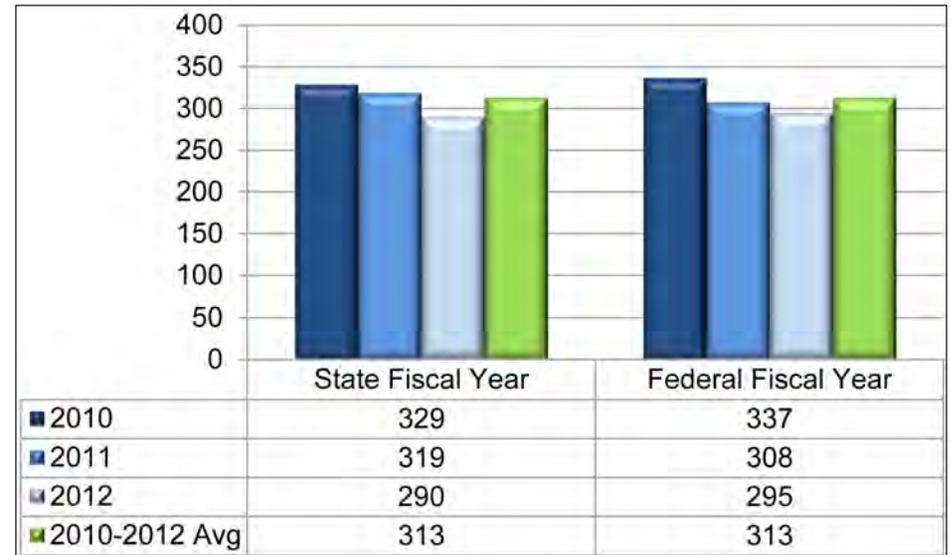
Cases Served 2010-2012



Training Graduate Rehabilitation (Success) Rate



Average Daily Census 2010-2012



Number of Consumers Served by WWRC Service Area

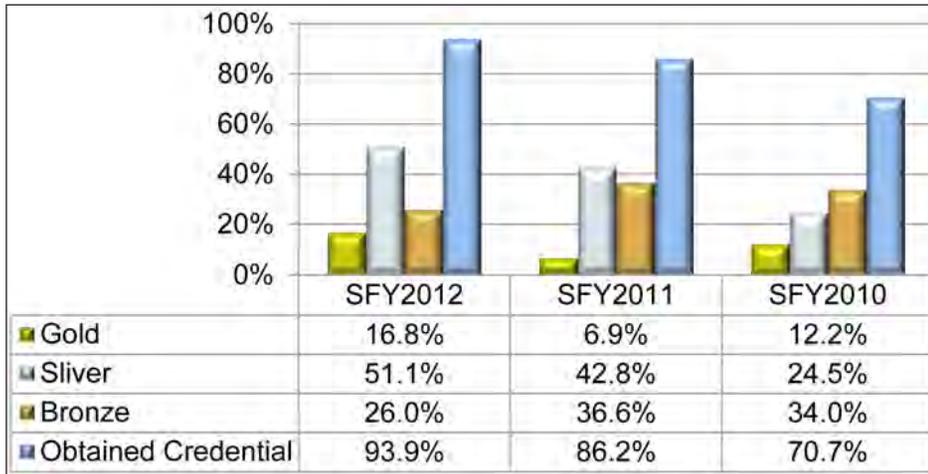
Number of Clients Served By WWRC Service Area	State Fiscal Year				Federal Fiscal Year			
	SFY12	SFY11	SFY10	SFY 2010-2012 Avg.	FFY12	FFY11	FFY10	FFY 2010-2012 Avg.
Vocational Evaluation (VE) Total	1015	1071	1085	1057	987	1081	1068	1045
VE (Non-PERT)	558	582	566	568	536	617	547	567
PERT	442	468	488	466	430	443	499	457
PERT Transition Academy	15	21	31	22	21	21	22	21
Vocational Training - Fully Enrolled	396	415	441	417	375	395	447	406
LSTP (9-week program)	399	358	346	368	397	373	391	387
Medical Rehab Services	1370	1826	1777	1657	1402	1729	1826	1652
Primary Medical Rehab Services	902	1310	1281	1164	912	1218	1336	1155

WWRC Vocational Training Data by Training Service Area State Fiscal Years 2009-2011

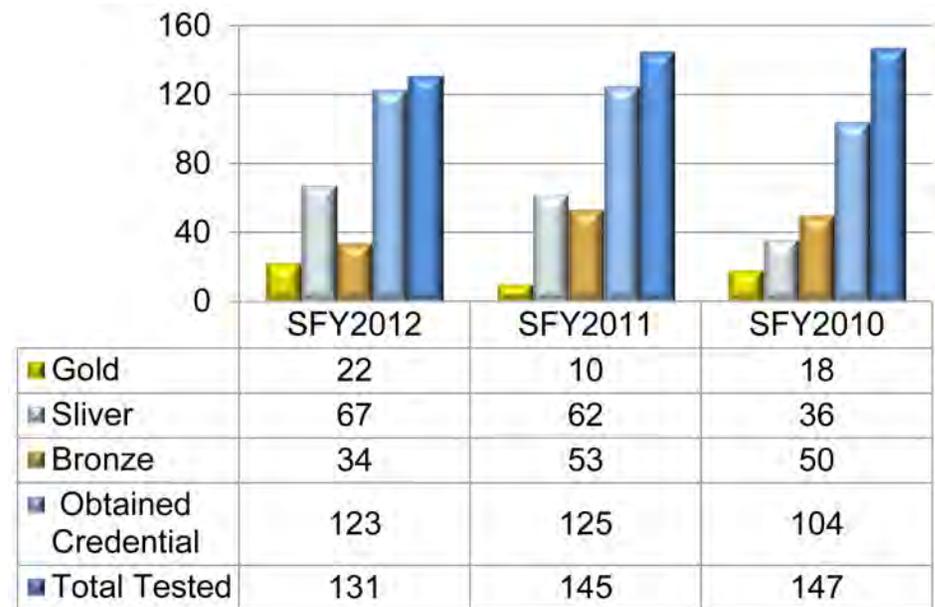
Vocational Training Data	Auto Mechanics	Building Trades	External Training Option	Food Service	Health Occupations	Materials Handling	Business & Information Technology	Total
Training Graduates	32	39	154	90	69	150	79	613
Training Program Success Rate	64.0%	67.2%	64.2%	86.5%	97.2%	77.7%	78.2%	75.0%
Graduate Rehabilitation (Success) Rate	82.8%	75.0%	84.8%	79.2%	75.9%	78.4%	61.3%	77.9%
Graduate Successfully Closed in Employment	24	21	112	61	44	98	38	398
Average Hourly Wage	\$8.30	\$8.65	\$8.63	\$8.06	\$9.43	\$8.84	\$8.77	\$8.68
Percent Graduates Employed in Position related to Training	58.3%	47.6%	59.8%	72.1%	86.4%	62.2%	47.4%	63.3%

Career Readiness Certificate

CRC – Percent Obtaining Credential



CRC – Number Obtaining Credential



The Center increased its Career Readiness Certificate (CRC) programming this year. CRC is an assessment-based credential that provides information on key workplace skills in math, reading and locating information at a bronze, silver or gold level. Clients receive one on one instruction from a certified teacher in the CRC lab over six-week training sessions that conclude with an exam. Since 2008, WWRC has issued CRCs to more than 400 clients, with 123 in 2012; (34 Bronze, 67 Silver, and 22 Gold).

Notes about the data:

- State Fiscal Year (SFY) is from July 1-June 30; Federal Fiscal Year (FFY) is from Oct. 1 – Sept. 30.
- PERT = Postsecondary Rehabilitation Transition Program
- LSTP = Life Skills Transition Program
- Numbers for Medical Rehab Services are based on the number of consumers who received a medical rehab service and vocational consumers who received an ancillary service.
- Numbers for Primary Medical Rehab Services include consumers served in a medical rehabilitation program (Occupational Therapy, Physical Therapy, Speech-Language Therapy, Driving, Assistive Technology, Audiology, Rehabilitation Medicine, Neuropsychology or Behavioral Health).
- Rehabilitation Rate (also referred to as the “rehab rate”) represents the number of successful closures where a consumer obtained employment, divided by the total number of consumers closed.
- Vocational Evaluation has three classifications of clients: 1) clients referred to as “adults” (or non-PERT); 2) PERT clients; and 3) PERT clients attending a three-day Transition Academy.
- Data is available in text format upon request.

WWRC Foundation Annual Report 2011-2012

In 2011-12, public support of the WWRC Foundation more than doubled over the previous year. The Foundation received over \$108,000 in gifts and grants, including a \$5,000 from the Dominion Foundation for public relations, \$2,082 through the Commonwealth of Virginia Campaign, a \$10,000 grant from the Community Foundation of the Central Blue Ridge to support the CATS bus service for students, and a \$5,000 grant from the Dominion Foundation for the WWRC Fitness Center. Other funds were raised through board activities including a Barbeque and Bluegrass party and the raffle of a WWRC student-made pie safe. The Foundation also received a \$4,882 grant for strategic planning facilitation and a \$10,000 operating grant from the Jessie Ball duPont Fund, which continues to fund the Foundation's staff through a grant of \$120,000 across three years.

This year, the Board focused on internal operations with the selection of a new executive director, recruitment of board members and development of policies and a five-year strategic plan. The Foundation's new CEO is Rebecca Lamb, a certified fund raising executive with 20 years experience in nonprofit leadership and development. Pam Cobler resigned as executive director and has returned to board service. Working from "Cottage 9," Rebecca Lamb and Martha Brooks create a visible presence for the Foundation on the WWRC campus. Major accomplishments for the year include selecting software and creating a donor database, replacing dated computers, launching a new website, developing Facebook and Pinterest pages, and updating the Foundation's logo and print materials. Staff also worked with interns from WWRC and business students from James Madison University.

Gifts to the WWRC Foundation in 2011-12 provided:

- Salary for an exercise physiologist to staff the WWRC Fitness Center
- Cash awards for outstanding students in the WWRC vocational training program
- Full page advertorial in Virginia Business magazine
- More than \$58,000 in durable medical equipment for the equipment loan pool
- Support for WWRC staff retreats and Nurses Week

- Display at the Shenandoah Valley Agritourism Fair
- Speaker for WWRC all-staff meeting
- STAR Trail maintenance
- Publication of the WWRC Blueprint and Annual Report
- Support for physical therapy staff to attend the RESNA conference
- Students activities such as Super Bowl Party and Wheelin' Sportsmen Deer Hunt

WWRC Foundation 2012 Board of Directors

Emmett W. Toms, Jr., President
Thomas Jorgensen, Vice President
Charles F. Hilton, Secretary
Kathy S. Jencks, Treasurer
Dale S. Batton
Pamela Cobler
Wendell L. Coleman, Ex-Officio
Robert Henderson
Linda Hershey
Thomas A. Matherly
Kim Metje
Hiawatha Nicely Jr., Past President
G. Leonard Pittman, Jr.
James A. Rothrock, Ex-Officio
Michelle Taylor Ruebush
Richard L. Sizemore, Ex Officio

Staff

Rebecca B. Lamb, CFRE, Executive Director
Martha Brooks, Administrative Assistant

For more information:

WWRC Foundation, P.O. Box 1500, W191, Fishersville, VA 229392
(540)332-7452, (800)345-9972 ext. 7452

Email us at donate@wwrcf.org Visit us on the web at www.wwrcf.org

We preserve leadership accountability with the highest level of ethics as we build and maintain accomplishments, positive relationships and trust in our service to our clients, our agency staff and each other.



A key job of leadership is to create an environment of trust, open communication and results. WWRC leaders are committed to being accountable for building and maintaining accomplishments, positive relationships and trust, as well as being role models for our Center's values. When leadership is done well, it is an ART (Accomplishments-Relationships-Trust). WWRC is committed to an organizational model that creates balance in the overall management of the Center and its focus on clients and support for its staff.

wwrc.virginia.gov