

Woodrow Wilson Rehabilitation Center



BLUEPRINT for
DIRECTION
2014-2015



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DIRECTION

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 from the [State Rehabilitation Council](#) and the Division of Rehabilitative Services (DRS) of the [Department for Aging and Rehabilitative Services](#) (DARS), referred to as the Agency.

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](#), DRS Regional Directors, the National Consortium of State Operated Comprehensive Rehabilitation Centers, The George Washington University [Technical Assistance and Continuing Education Center](#), the Virginia Assistive Technology System's [Assistive Technology Advisory Council](#), and the [Virginia Wounded Warrior Program](#). The Blueprint provides an overview of WWRC plan's to improve the independence and employment of people with disabilities and demonstrates how Virginia and the United States benefit from this wise investment.

WWRC Vision Statement

Woodrow Wilson Rehabilitation Center strives 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 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

WWRC Mission

Woodrow Wilson Rehabilitation Center provides people with disabilities with 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, 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 through the end of calendar year 2014 such 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 [Agency](#). DARS' Division of Rehabilitative Services (DRS) is WWRC's key customer and is represented by more than 30 [field offices](#) across Virginia. The Vocational Rehabilitation (VR) personnel who staff these offices and the team at WWRC are key partners and together provide a significant contribution toward the Agency's mission.

Input garnered through a strategic analysis with DRS leadership supports WWRC's comprehensive approach to rehabilitation. The population of clients served by the Agency requires a wide array of comprehensive services to help them overcome one or more of a variety of sensory, cognitive, physical, social, life skills, transition or employment obstacles to become independent or employed. [WWRC's comprehensive medical rehabilitation, evaluation, transition and vocational education and training options](#) are provided on WWRC's campus in the beautiful and scenic Shenandoah Valley. Over the past seven decades, staff members at the Center have helped clients overcome impediments that

prevent independence and employment. The Center constantly assesses the workforce needs of Virginia, the aptitudes and abilities of DRS clients, and statewide employment trends to configure Center service so they meet the needs of Agency clients. The Center's comprehensive services are [available](#) to Agency clients 16 years of age or older who reside on campus safely and benefit from services. Some clients come to WWRC for comprehensive medical rehabilitation to regain independence and return to work. The average age of WWRC clients is 18-23, however, there is no upper age limit and more mature clients attend Center programs as well.



Other Clients

WWRC may 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 a day, seven days a week, providing vocational and medical rehabilitation services for about 300 clients on any given day, and serving approximately 3,000 cases each year. Approximately 260 full-time staff members 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, interdisciplinary teams, will achieve the following organizational performance metrics which are reflected in the Virginia Vocational Rehabilitation State Plan for Fiscal Year 2013, Attachment 4.11(c)(1): State's Goals and Priorities (Goals 2.3 – 2.5):

- Graduate Rehabilitation Rate: 74% (measure that compares clients whose cases are closed as employed for 90 days to the number of clients served whose cases were closed in any status)
- Average daily census: 300
- Cases served annually: 3,000

The Center, with its 223-acre campus, 21 conditioned space buildings, approximately \$23 million budget, and 260 full-time employees, operates around the clock, 50 weeks a year, to sustain rehabilitation rates in excess of 60% for an average daily census of 300 clients, serving 3,000 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 in the following table, detailing resources, outputs and outcomes. Where relevant, objectives supported by Virginia's Vocational Rehabilitation State Plan for Fiscal Year 2013, through the Department for Aging and Rehabilitative Services and the State Rehabilitation Council, refer to the State Plan Goal and Priority Number.



Service	Description	Core Objectives
<p>Vocational Training</p> <p>Bonus Links Materials Handling Video</p>	<p>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.</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>150 VR clients served at WWRC will obtain a Career Readiness Certificate {Virginia Vocational Rehabilitation State Plan for Fiscal Year 2013, Attachment 4.11(c)(1): State's Goals and Priorities (Goal 3.2)}.</p> <p>Maintain average daily census of WWRC's training programs at 90% or better.</p> <p>(Numbers below represent daily enrollment/seat availability for each area.)</p> <ul style="list-style-type: none"> • Auto Mechanics: 22 • Building Trades: 22 • Business and Information Technology: 46 • Food Service: 36 • Personal Care Assistant/Nurse Aide Health Occupations: 24 • Materials Handling: 45 • External Training Options: 48 <p>Attain the following:</p> <ul style="list-style-type: none"> • Annual Number Training Graduates (n=200) • Vocational Training Graduate Rehabilitation Rate (74%) • Average Wage Training Graduate (\$9.00/hour) <p>Maintain accreditation status with Council on Occupational Education.</p> <p>Maintain status as an approved WorkKeys test administration site, WIA Training Provider and LEA/SOP.</p>



Service	Description	Core Objectives
<p>Medical Rehabilitation</p> <p>Bonus Links The Amazing George Learns to Drive at WWRC Wheelchair Skills STAR Trail, beautiful and accessible</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). WWRC Medical Rehabilitation Services provides critical support to clients residing at WWRC with primary enrollment in vocational services.</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 daily to all residents for scheduled doctor appointments or 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 90% or better (10 medical; 10 vocational), all supported with nursing and attendant care.</p> <p>Sustain the annual number of medical rehabilitation cases at 1300 to include:</p> <ul style="list-style-type: none"> • rehabilitation medicine • physical work performance evaluations (PWPE) • medical therapy and evaluation services • driving evaluation and training services • assistive technology evaluations (includes seating and wheelchair evaluations) <p>Maintain the annual percent closed successfully by DRS that received Medical Rehabilitation Services at 60% or better.</p>
<p>Vocational Evaluation (VE)</p>	<p>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.</p>	<p>Provide 1020 vocational evaluations annually, 450 of which will be for PERT clients.</p>



Service	Description	Core Objectives
Postsecondary Education Rehabilitation Transition (PERT)	<p>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.</p>	<p>Provide 450 PERT evaluations annually {Virginia Vocational Rehabilitation State Plan for Fiscal Year 2013, Attachment 4.11(c)(1): State's Goals and Priorities (Goal 5.3)}</p>
Life Skills Transition Program (LSTP)	<p>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.</p>	<p>Maintain average daily census at 90% or better (range: 65-72).</p> <p>250 or more clients annually will complete LSTP services and successfully transition to additional training or employment {Virginia Vocational Rehabilitation State Plan for Fiscal Year 2013, Attachment 4.11(c)(1): State's Goals and Priorities (Goal 5.4)}</p>
Rehabilitation Counseling	<p>Counseling and case management services are provided by qualified WWRC Rehabilitation Counselors in collaboration with the Agency DRS. Defined rehabilitation teams are critical to support VR clients' programs that address barriers to employment.</p> <p>The Rehabilitation Counseling Division has established specialty caseloads by dividing into multiple teams. WWRC Rehabilitation Counselors maintain close partnerships with DRS Counselors whose clients are attending WWRC for effective communication and client planning/coordination of services.</p>	<p>Provide quality counseling and case management support services for an average daily census of 300.</p> <p>Each Rehabilitation Counselor will maintain an average caseload of 30 clients.</p>



Service	Description	Core Objectives
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, eight 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>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>OD&QA employs four staff members, one as a shared resource through the DARS Policy and Planning Unit, to:</p> <ul style="list-style-type: none"> • Advocate for and facilitate the implementation of strategies that formalize a systemic performance management culture and infrastructure resulting in a purposeful, holistic and integrated approach to the measurement and use of data for strategic planning, program decision-making and process improvements. • Document program accountability and WWRC performance metrics. • Sustain an effective workforce through organization and staff level training and development initiatives, • Operate a conference and professional development center with video-conference capabilities. • Provide consultation and technical assistance for limited development and administration of Agency-approved grant and research initiatives, within available resources and defined capacity. • Provide consultation and support in strategic planning initiatives such as the WWRC component of DRS State Plan, RSA Strategic Plan and annual Blueprint processes. 	<p>Document use/allocation of WWRC’s federal In-Service Training Grant approved award.</p> <p>Identify alternative funding sources (non-operating budget) to support expanded organizational and prof. development initiatives.</p> <p>Collaborate with the Agency’s DRS and Virginia Assistive Technology System (VATS) to provide assistive technology (AT) training for 44 Agency employees and partners (Virginia Vocational Rehabilitation State Plan for Fiscal Year 2013, Attachment 4.11(c)(1): State’s Goals and Priorities (Goals 4.1-4.2)).</p> <p>Collaborate with the DRS Training Coordinator and WWRC Program Staff to prepare and conduct New Counselor Skills Training (NCST) three times annually.</p>
Admissions Services	<p>Admissions Services maintains effective relations with referral sources and effectively facilitates appropriate admissions to WWRC.</p>	<p>Process a minimum 3,200 applications annually that supports an average daily census of 300 and 3,000 cases served annually.</p>

Service	Description	Core Objectives
<p>Business Office, Human Resources, Information Services and Records Management</p>	<p>These administrative functions are critical to WWRC’s mission and exist to support Center operations.</p>	<p>Maintain legal and regulatory compliance.</p>
<p>Facility Operations</p>	<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>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. The primary purpose of the WWRC Police Department is to support the rehabilitative process through the maintenance of a peaceful and orderly community and through the provision of general and emergency services.</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 use 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>Sustain a safe, clean and well maintained campus.</p> <p>Maintain legal and regulatory compliance.</p> <p>Maintain compliance with the Jeanne Clery Act as documented in the annual campus security report housed on the WWRC website.</p> <p>Support WWRC clients by safely transporting them to and from WWRC.</p>

2014-2015 Woodrow Wilson Rehabilitation Center Priorities

In the summer of 2012, the Woodrow Wilson Rehabilitation Center vision was refocused to align and clarify standards and expectations in fulfilling the WWRC mission, at both organizational and individual employee levels. This process followed a period of deep reflection, considering challenges withstood, successes realized, and “lessons learned” over the past decade vis-à-vis the emergence of DARS, the Center’s future and opportunities for strengthened service to its clients—Virginians with disabilities. Perspectives represented by the Virginia Department for Aging and Rehabilitative Services (DARS) Commissioner, the Division of Rehabilitative Services (DRS) Director and Regional Director Team, the State Rehabilitation Council (SRC), and the National Consortium of State Operated Comprehensive Rehabilitation Centers (NCSOCRC) provided valuable insights and benchmarks. Most importantly, however, ongoing formal and informal feedback obtained from WWRC’s clients and their families regarding their “WWRC experience” as it relates to attainment of Vocational Rehabilitation (VR) goals and fulfilling the Center’s mission established the framework.

WWRC’s mission is clearly focused on helping individuals with disabilities become employed. Through 2016, the forecast indicates WWRC will be a key provider of service to the Agency’s clients. In all likelihood, DARS will remain in an [Order of Selection](#). WWRC will need to continuously align its resources, staffing patterns, and service/program offerings to meet the complex array of needs of individuals with disabilities and changing customer and referral source priorities, as balanced by workforce demands, industry standards and shifting economic markets.

The revised vision establishes leadership and accountability principles across nine dimensions, each distinct in definition and scope, yet critically interrelated in implied organizational operations, corresponding metrics, and expected performance. The challenge lies in evolving this vision to be a “living, breathing entity” such that there is a common understanding of each dimension across teams, clarity in staff interpretation and application, and organizational/employee development performance standards that document how well the Center “measures up” to this vision, with ongoing performance improvement plans developed to address areas of opportunity. The Blueprint for Direction will be the platform from which implementation of this new vision is launched, reflecting feedback and recommendations obtained through the Agency’s DRS Regional Director Team, the State Rehabilitation Council, and a baseline performance report produced by WWRC’s Organizational Development and Quality Assurance (OD&QA) Unit.

Priority initiatives for the Blueprint support the general themes of “Creating Clarity,” “Streamlining Access” and “Ensuring Value for the VR Customer” (more details provided on the accompanying grid). This will be accomplished through a renewed and strengthened partnership with DRS. Strengthened accountability for employment outcomes of VR consumers receiving WWRC services will be a strategic priority initiative. WWRC leadership will need to examine critical organizational business processes that promote efficient and effective programs and services that strive for excellence through ongoing performance improvement and remain flexible and responsive to changing workforce, referral source and consumer-based demands.



2014-2015 Blueprint Priority Initiatives

Item		Actions	Person(s) Responsible
1	<p>Publish and promote a clear scope of WWRC's role within DARS/DRS to ensure the Center provides maximum value to DRS.</p>	<p>Create clarity and articulate WWRC's scope so that DRS Counselors can more easily refer VR consumers for one of three defined tracks:</p> <ul style="list-style-type: none"> • Track #1 – Short-term Vocational/Medical Evaluation and Assessment Services • Track #2 – Transitional Vocational/Medical Evaluation and Assessment Programs • Track #3 – Workforce Driven Training <p>Create clarity and articulate WWRC's "wrap-around services" and campus attributes so that DRS Counselors are able to readily understand the value of WWRC to VR consumers on their caseload in attaining positive employment outcomes.</p>	<p>WWRC Executive Staff, Organizational Development and Quality Assurance, Admissions, Rehabilitation Counseling, Medical and Vocational Services, Residential Services.</p>
2	<p>Critically examine and adjust, as indicated, WWRC admissions processes to facilitate maximum use of WWRC within its defined scope.</p>	<p>Examine and adjust WWRC admissions business processes, including policies, procedures and Admissions Committee membership, to reflect a new vision and the philosophical shift to an overall "risk assessment" approach at the admissions stage. Emphasis is on effective communications and partnerships with DRS referring counselors. Inherent to this shift, an examination of "vocational" potential will be determined through vocational/medical evaluation and assessment services rather than through the admissions process.</p> <p>As part of the review consider:</p> <ul style="list-style-type: none"> • If/how the PERT model might be streamlined within regular admissions processes vs. segregated • Coordination with Medical Program Review initiative • Engagement of the Rehabilitation Team • Streamlined intake processes • Enhancements to the Student Ambassador Program <p>Establish metrics to monitor the effectiveness of this shift (e.g. number of referrals/denials, counselor satisfaction with access, impact on residential environment, etc.)</p>	<p>WWRC Executive Staff, Admissions Director, Organizational Development and Quality Assurance, Admissions, Rehabilitation Counseling, Medical and Vocational Services, Residential Services.</p>

Item	Actions	Person(s) Responsible
<p>3 Link WWRC’s training curriculum to today’s workforce needs and emphasize internships in the local community.</p>	<p>Evolve and refine WWRC training curricula to reflect occupational families in skilled trades and labor, food service industries, healthcare, and business and technology, with expanded ETO options in response to current and projected client needs.</p> <p>Strategically integrate workforce linkages with DRS Business Development Managers and placement counselors.</p> <p>Develop and implement new options for “rapid response” curricula reflective of workforce changes. Facilitate linkages with related agency initiatives and use of workforce data to align curricula and graduates with jobs.</p> <p>Facilitate “early and often” integration of the Job Seeking Skills (JSS) program within each client’s training program.</p> <p>Where feasible and appropriate, enhance the use of internships in home communities to facilitate successful vocational closures.</p> <p>Enhance video-conference and Academy offerings in the community to meet Agency needs and attract clients to WWRC training programs.</p> <p>Document and facilitate cascading communications across all levels of the organization and Agency regarding utilization, graduation, employment, wage, and sponsor/client satisfaction.</p>	<p>Vocational Services Division, Admissions, Marketing, WWRC Executive Staff</p> <p>Consultation with Business Development Managers and Placement Staff, Regional Directors</p> <p>Job Seeking Skills Coordinator and Training Instructors</p> <p>Organizational Development and Quality Assurance business process and metrics support</p>



Item	Actions	Person(s) Responsible
4	<p>Strengthen and nurture the partnership between the WWRC/DRS Counselors, focusing on the relationship, coordination of information/VR planning, and revitalized customer and sponsor satisfaction processes.</p> <p>Apply the Rummler-Brache Performance Improvement Model to critically examine existing rehab team business processes, including:</p> <ul style="list-style-type: none"> • Counselor-to-counselor communications between WWRC Counseling Department and DRS Field Offices • Use of interdisciplinary team meetings for effective internal communications and service planning/coordination • Pre-admissions and admissions coordination and planning • Provision of quality “wrap-around supports” • Discharge planning and coordination with DRS Field <p>Critically examine/revise QA business processes related to accuracy and clarity of discharge reports.</p> <p>Establish metrics to measure the effectiveness of rehabilitation team operations and level of customer satisfaction (client and DRS sponsor).</p>	<p>Organizational Development and Quality Assurance Unit</p> <p>Counseling Department and extended Rehab Team Members</p>
5	<p>Enhance LSTP services for VR clients who are deaf and hard of hearing.</p> <p>Develop and pilot a “hybrid LSTP program” for VR clients attending WWRC who are deaf or hard of hearing. The program will address cultural and specialized needs of this population within the Life Skills Transition Program.</p> <p>Establish metrics to measure the effectiveness of the pilot as well as participant and sponsor satisfaction. Make needed adjustments to facilitate successful program implementation.</p>	<p>Mike Kelley with LSTP, Counseling and Special Populations Services Program Managers</p> <p>Organizational Development and Quality Assurance Unit</p>
6	<p>Strengthen the quality of WWRC Evaluation and Assessment Reports.</p> <p>Revise procedures for Evaluation and Assessment Reports to improve efficiencies and require definitive recommendations, resulting in clear communications to DRS Field Counselors and report consistency and timeliness.</p> <p>Establish metrics to monitor the impact of revised procedures (e.g. consistency of message across providers, number of reports generated; demonstrated compliance with set standards; sponsor satisfaction; etc.)</p>	<p>Organizational Development and Quality Assurance Unit</p> <p>Vocational</p> <p>Medical</p>

Item	Actions	Person(s) Responsible
7	<p>Implement enhancements to WWRC’s residential “living and learning” environment.</p> <p>Implement WWRC’s new vision for Behavior Programming across Center operations, with role clarity between Residential Services, Rehabilitation Counseling, and Behavior Health defined, effectively communicated and reinforced in daily team operations.</p> <p>Implement WWRC’s new Behavior Intervention Administrative Procedures.</p> <p>Provide staff and team training, as needed, to achieve defined goals and outcomes.</p>	<p>Rehabilitation Counseling, Behavioral Health Services, Residential Services, Medical and Vocational Divisions, Safety and Risk Management Staff, Campus Police</p>
8	<p>Expand WWRC’s medical outreach to targeted referral sources and emphasize WWRC medical services in “return to work.”</p> <p>Build on the success of the current medical outreach model and expand to other regional medical centers.</p> <p>Emphasize medical services for evaluation and “return to work.”</p> <p>Formalize the role of the psychiatrist in the authorization of prosthetic purchases as a cost containment measure for the Agency.</p> <p>Establish corresponding metrics (e.g. referrals and utilization; rehab rates; percent of vocational clients receiving medical services; number WWRC clients receiving medical services that reach successful vocational closure; etc.)</p>	<p>Medical Rehabilitation Services</p> <p>DRS Referral Coordinator</p> <p>WWRC Physician</p> <p>Organizational Development and Quality Assurance Unit</p>
9	<p>Pursue excellence in communication and leadership between WWRC and DRS.</p> <p>In collaboration with DRS Leadership implement strategies to ensure WWRC’s services are responsive to DRS needs; effective oversight and joint monitoring of utilization is accomplished and effective linkages and communication are maintained.</p> <p>Increase the level of detail and training in DRS procedure and training relative to the use of WWRC and its scope of service.</p> <p>Incorporate utilization review of WWRC services as part of monthly regional director meetings and periodic statewide managers meetings.</p> <p>Publish weekly open windows report from WWRC highlighting program openings and availability.</p> <p>Publish monthly “<i>Woodrow to Work Insider</i>” newsletter to all DRS Counselors that details program changes, updates or program features.</p> <p>Evolve DRS “Key staff members” who represent each office to stay in touch with WWRC issues.</p> <p>Facilitate the availability of routine tours of WWRC for DRS staff.</p>	<p>WWRC Executive Staff with consultation from DRS Regional Directors and Office Managers</p>  <p>Rick Sizemore, WWRC director</p>

Item	Actions	Person(s) Responsible
10	<p>Adopt a formal, systematic Performance Management System for WWRC.</p> <p>Continue and strengthen use of the Pegboard Committee to: monitor organizational census and utilization patterns and trends; mutually develop internal strategies that address identified issues that impact Center operations; and, recommend adjustments to program metrics based on evolving systemic needs.</p> <p>Initiate a structured WWRC/DRS Performance Management Steering Committee for enhanced data collection, analysis and reporting; strengthened collaboration and sharing of expertise relative to attainment of WWRC's vision and shared Agency dashboard metrics; and mutual identification and resolution of current and forecasted PE/QA issues.</p> <p>Consistently apply the Rummler-Brache Performance Improvement Model to critically examine strategic WWRC business processes.</p> <p>Provide targeted training and technical assistance for WWRC program directors, managers and supervisors to include: basic understanding of PE vs. QA within a systemic performance management system, as tailored to the WWRC environment; use of data and quality improvement processes for service operations and organizational improvements using an integrated performance management approach; and, recommended protocols for effective communications with staff regarding data findings and results as well as processes to follow in using these findings and results for improved program performance.</p> <p>Use continuous cascading messages across all levels of the organization, in various formats, to facilitate staff awareness and understanding of data and transparent sharing of outcomes and tangible examples of WWRC's vision in action.</p> <p>Continue to actively pursue opportunities to link offline data with AWARE and streamline/automate data collection, analysis, and reporting methods.</p>	<p>WWRC Executive Staff</p> <p>Organizational Development and Quality Assurance</p> <p>Pegboard Committee</p> <p>Information Services support</p>
11	<p>Participate in prioritized Agency Program Evaluation (PE) Studies examining how DRS Field Counselors use Agency RT/AT and VE services to enhance VR programming.</p> <p>Participate in the Agency PE study to evaluate the utilization and effectiveness of rehabilitation technology/assistive technology services for VR clients, considering the availability of resources, use of services, best practices, and areas of possible improvement.</p> <p>Participate in the Agency PE study to evaluate the utilization of vocational evaluations for VR clients, considering use of service, impact of service, review of processes, gaps in service provision, best practices, and areas of possible improvement.</p>	<p>Department for Aging and Rehabilitative Services Policy and Planning Assistive Technology Staff</p> <p>Vocational Evaluation</p>

Item		Actions	Person(s) Responsible
12	Enhance existing customer satisfaction processes.	<p>Centralize all center-wide satisfaction surveys to provide a broader perspective of client experiences, facilitate linkages with AWARE data, and continuously monitor/evaluate how surveys are designed and delivered, balancing organizational needs with abilities of persons served.</p> <p>Develop a better process for disseminating timely Student Focus Group data with leadership and other Center staff as indicated.</p> <p>Revitalize the currently dysfunctional WWRC Sponsor Satisfaction Program, with necessary role clarification to be made among OD&QA, IS and WWRC service areas.</p>	<p>Organizational Development and Quality Assurance Department for Aging and Rehabilitative Services Policy and Planning</p> <p>Information Services Consultation</p>
13	Conduct a comprehensive review of WWRC's Policy and Procedures Manual.	<p>Streamline the WWRC policy manual into macro level governance statements that reflect critical policies required to operate the Center effectively and efficiently and that are not otherwise contained in Commonwealth of Virginia or Agency policy. Identify policies that may be missing that should be included. Distinguish policy statements from administrative procedural guidance and protocols.</p> <p>Ensure policies are directly aligned with the revised WWRC vision.</p> <p>Implement strategies to convert the policy manual into an accessible, easy to understand format.</p>	<p>WWRC Executive Staff</p>
14	Organizational Definition	<p>Formally identify units of the DSA (Business Office, Information Services, Human Resources and Records Management Services) as the DSA Executive Support Unit.</p> <p>Establish a monthly meeting of the WWRC executive staff and key partners.</p> <p>Establish a yearly schedule for participation with WWRC managers and supervisors.</p>	<p>WWRC Director DSA Managers</p>
15	Pursue services to Veterans { Virginia Vocational Rehabilitation State Plan for Fiscal Year 2013, Attachment 4.11(c)(1): State's Goals and Priorities (Goal 6.1)}.	<p>Support the Virginia Wounded Warrior Program and serve veterans referred to WWRC.</p>	<p>Medical and Vocational Divisions</p>

Item	Actions	Person(s) Responsible
16	<p>Build and nurture shared leadership accountability across all levels of the organization.</p> <p>Create and conduct an annual center-wide staff cultural assessment survey to monitor staff perceptions of teamwork, collaboration, communication, and leadership accountability, consistent with operational definitions across all dimensions of the revised WWRC vision.</p> <p>Strategically implement use of the LPI 360 instrument across WWRC senior leadership, management, and supervisory positions to develop and monitor progress toward team and professional development goals.</p>	<p>Executive Staff</p> <p>WWRC Program Managers and Supervisors</p>
17	<p>Strengthen partnerships with the WWRC Foundation and Council of Organizations.</p> <p>Profile WWRC's 501c3 organizations at every opportunity throughout the year.</p>	<p>WWRC Staff</p>



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