



WWRC BLUEPRINT for DIRECTION

2016-2018



**Wilson Workforce and
Rehabilitation Center**

2016-2018 WWRC BLUEPRINT FOR DIRECTION



Wilson Workforce and Rehabilitation Center’s “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 of the Virginia [Department for Aging and Rehabilitative Services](#), referred to as the Agency.

The [Commonwealth of Virginia Workforce Innovation and Opportunity Act \(WIOA\) Combined State Plan](#) and the Agency’s Triennial Needs Assessment are key underpinnings of the Blueprint. The Blueprint is endorsed by the State Rehabilitation Council, the [Virginia Manufacturers Association](#), [the Manufacturing Skills Institute](#), DRS District Managers and Workforce Development Unit, the National Consortium of State Operated Comprehensive Rehabilitation Centers, the Virginia Assistive Technology System’s [Assistive Technology Advisory Council](#) and the [WWRC Foundation](#). The Blueprint provides an overview of WWRC plans 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

Wilson Workforce and Rehabilitation Center strives to be the preferred provider of comprehensive vocational rehabilitation for Virginians with disabilities. Every day, in every way, we:

- Put Consumers First
- Take Care of Consumers
- 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

Wilson Workforce and 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 during the 2016-2018 biennium 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.

CAMPUS COMMUNITY

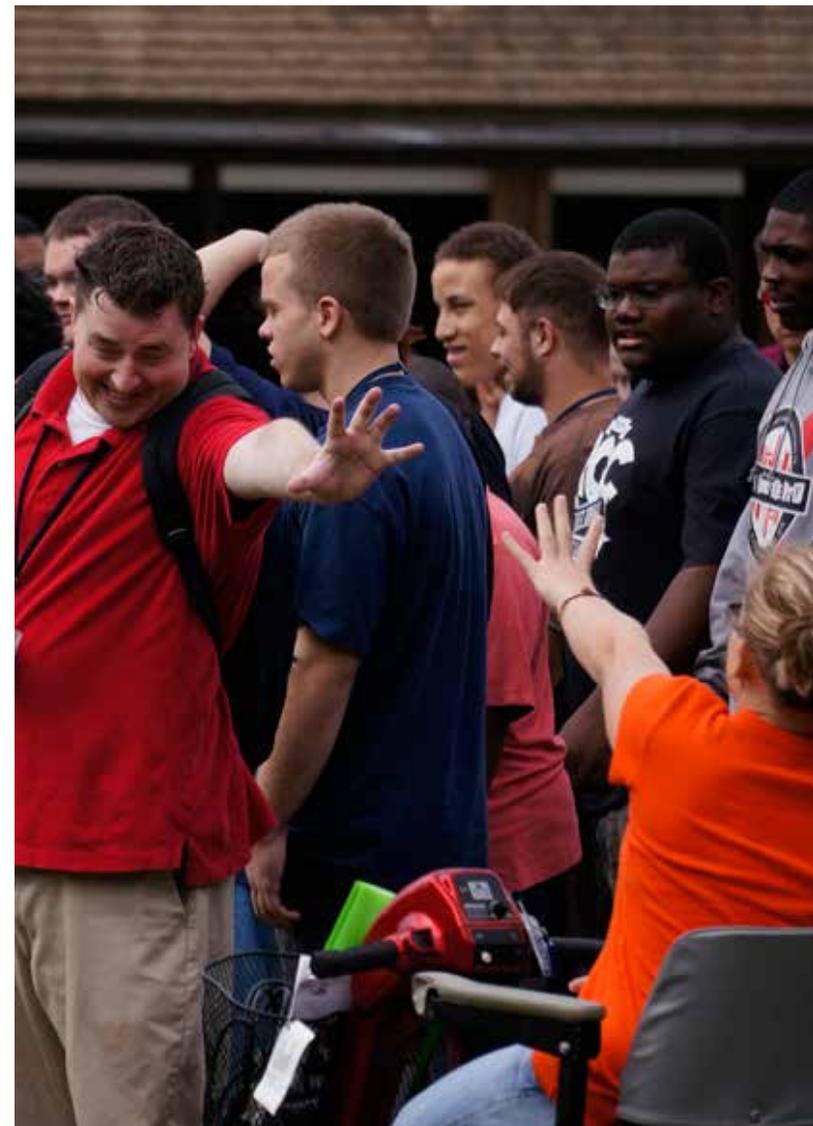
The Wilson Workforce and Rehabilitation Center campus community offers a highly integrated set of comprehensive services that span 24 hours a day, seven days a week, to ensure that Agency consumers receive an array of services that promote independence, self-sufficiency and employment skills. To be admitted to WWRC and retain enrollment, Center consumers must not present a danger to themselves or others.

Consumers who require supportive training, socialization, intervention and training to improve their behavior in the classroom and in the community have access to a continuum of services at WWRC. It is reasonable to expect some consumers to present social behaviors that require remediation as part of the rehabilitation experience. Family members and funding sources expect the rehabilitation center to provide a safe campus where behavioral standards are monitored and exceptions are addressed.

Reflective of its workforce readiness/training and return-to-work mission, WWRC reinforces the guiding values of self-control, respect, and safety in its Student Code of Conduct. Behavior interventions and disposition of Student Code of Conduct violations are designed to be supportive and therapeutic in nature, with the goal of employment-focused rehabilitation, while ensuring a safe "living and learning" environment for the entire campus community.

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

OTHER CONSUMERS

WWRC may provide a limited number of rehabilitation programs for consumers who are referred and funded by sources outside the Agency. The Center serves these consumers 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 consumers on any given day. 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 resources, services and programs, provided through the use of integrated, interdisciplinary teams, will achieve the following organizational performance metrics which are reflected in Virginia's WIOA Combined Plan.

- Graduate Rehabilitation Rate: 74 percent (measure that compares consumers whose cases are closed as employed for 90 days to the number of consumers served whose cases were closed in any status)
- Average Daily Census: 300 or higher

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 per year, to sustain rehabilitation rates greater than 60 percent for an average daily census of 300 consumers. In general, the cohort of consumers 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 the WIOA Combined Plan, through the Department for Aging and Rehabilitative Services and the State Rehabilitation Council, are reflected.

[Vocational Training](#): WWRC operates a well-equipped, 102,000-square-foot vocational training school. VR consumers are prepared for jobs that result in successful employment and contribute to the Agency rehabilitation rate performance metric. Services include workforce training, occupation-related academic skill development and preparation for industry-recognized certification/licensure.

WWRC is an approved WorkKeys test administration site and an eligible training provider authorized under WIOA. Its training programs are accredited by the Accrediting Commission of the Council on Occupational Education (COE).

WWRC also offers education support 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 through its Local Education Agency (LEA)/State Operated Programs designation.

Bonus link: [Materials Handling Video](#)

Core objectives include: 200 or more VR consumers served by DRS or WWRC will obtain a Career Readiness Certificate (WIOA Combined Plan)

Maintain average daily census of WWRC's training programs at 90 percent or higher (Numbers below represent daily enrollment/seat availability for each area).

- Automotive: 12
- Building Trades: 26
- Business Info Tech: 40
- Culinary Skills/Food Service: 36
- Health Occupations: 24
- Materials Handling: 45
- External Training: 48

Attain the following:

- Annual number training graduates (n=200)
- Vocational training graduate rehabilitation rate (74 percent)
- Average wage training graduate (\$9.40/hour)

Maintain accreditation status with the [Council on Occupational Education](#). Maintain status as an approved WorkKeys test administration site, WIOA Training Provider and LEA/SOP.

Medical Rehabilitation: Medical Rehabilitation provides programs and assistive technology to address the complex needs of consumers with physical, cognitive and/or sensory disabilities that will result in improved independence and employability. WWRC operates a 60,000-square-foot medical rehabilitation facility that is a certified Comprehensive Outpatient Rehabilitation Facility (CORF). WWRC Medical Rehabilitation Services provides critical support to consumers residing at WWRC with primary enrollment in vocational services.



The CORF provides physical, occupational, speech/language and cognitive therapies and psychotherapy. Evaluation services are provided in the areas of assistive technology, neuropsychology, physical medicine, psychology and audiology, along with brain injury and spinal cord injury clinics. Recommendations for equipment and technology may be processed through our Durable Medical Equipment department, accredited by Accreditation Commission for Health Care. The department is staffed to identify payers, explain insurance coverage, obtain preauthorization and process orders.

Consumers 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. Behavioral Health Services Department Clinicians function as part of the WWRC Medical Rehabilitation team to assist consumers in achieving their optimal level of independence in community living.

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. Consumers with acute medical needs and emergencies are transferred to the local medical center.

Bonus link: [WWRC George and his Amazing Flexibility](#)

Core objectives include: Maintain [Rothrock Hall](#) average daily census at 90 percent or higher (10 medical; 10 vocational), all supported with nursing and attendant care.

Sustain the annual number of medical rehabilitation cases at 1,300 to include:

[rehabilitation medicine](#)
[physical work performance evaluations](#)
[medical therapy](#) and evaluation services
[driving evaluation](#) and training services
[assistive technology evaluations](#) (includes seating and wheelchair evaluations)
[behavioral health services](#)

Maintain the annual percent closed successfully by DRS that received Medical Rehabilitation Services at 60 percent or higher.

[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.

Vocational Evaluation’s core objective is to provide 1,020 vocational evaluations annually, 450 of which will be for PERT consumers.

[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.

PERT’s core objective is to provide 450 PERT evaluations annually (WIOA Combined Plan).

[Life Skills Transition Program \(LSTP\)](#): Many consumers 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 consumer to workforce expectations and acceptable workplace behaviors.

Core objectives include:

- Maintain average daily census at 90 percent or higher (range: 65-72).
- 250 or more consumers annually will complete LSTP services and successfully transition to additional training or employment (WIOA Combined Plan)

[Rehabilitation Counseling](#): Counseling and case management services are provided by qualified WWRC Rehabilitation Counselors in collaboration with DRS. Defined rehabilitation teams are critical to support VR consumers’

programs that address barriers to employment.

The Rehabilitation Counseling Division has established specialty caseloads by dividing into multiple teams. WWRC Rehabilitation Counselors maintain close partnerships with DRS Counselors, whose consumers are attending WWRC for effective communication and consumer planning/coordination of services.

Core Objectives include:

- Provide quality counseling and case management support services for an average daily census of 300. Each Rehabilitation Counselor will maintain an average caseload of 30 consumers.
- Rehabilitation Teams will operate in accordance with established WWRC Administrative Governance Manual (AGM) standards, expectations, and protocols, as documented and perceived by consumers, team members, and sponsors.

Residential Services: 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 interdenominational chapel. These are staffed by qualified personnel who provide a high quality campus life experience. Residential Services is focused on the following objectives and the professional development plan for the division is built around them:

- Engage – Consistently, positively and proactively interact with the consumers 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.

Residential Services' core objective is to deliver quality residential services in a safe environment for an average daily census of 300.

Organizational Development and Quality Assurance: The OD&QA Division is accountable for organizational leadership and expert consultation in areas of policy development, strategic planning, performance management, workforce development, knowledge management and targeted grant and

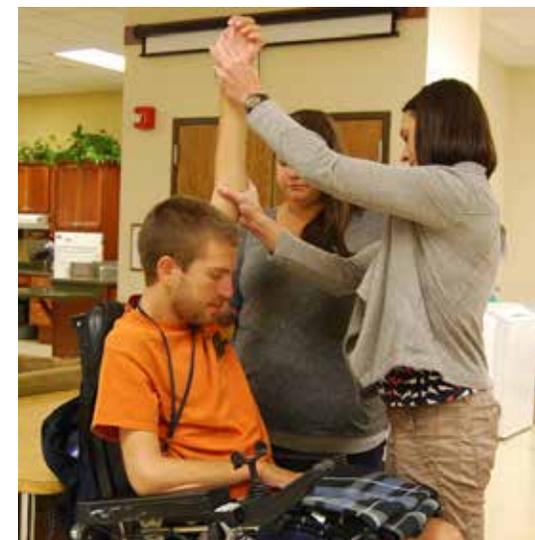
research initiatives. The OD&QA Division also centrally coordinates content updates to WWRC Internet and Intranet sites as well as to the WWRC Administrative Governance Manual SharePoint site. Housed in the Mary E. Switzer Building of the WWRC campus, the Division provides oversight for and monitors building use and security. OD&QA's core objectives include:

- Keep the WWRC Administrative Governance Manual current and relevant.
- Identify alternative funding sources (non-operating budget) to support expanded organizational and professional development initiatives, as appropriate.
- Collaborate with the Agency's DRS and Virginia Assistive Technology System (VATS) to provide assistive technology training for 44 Agency employees and partners (WIOA Combined Plan).
- Collaborate with the DRS Training Coordinator and WWRC Program Staff to prepare and conduct New Counselor Skills Training three times annually.

Admissions Services: Admissions Services maintains effective relations with referral sources and effectively facilitates appropriate admissions to WWRC. Its core objective is to process a minimum of 3,200 applications annually that supports an average daily census of 300 and 3,000 cases served 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. They allow WWRC to maintain legal and regulatory compliance.

Facility Operations: A comprehensive rehabilitation facility must have adequate capability to care for and maintain its campus for the health and safety of consumers, staff and visitors. Resource stewardship is critical to



achieving long-term use of amenities. 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.

Physical Plant Services offers a full complement of maintenance shops, equipment, and vehicles suitable for the support of a 223-acre campus (497,000-square-foot operational building space). Services include facility maintenance, grounds care, housekeeping, transportation and capital services.

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.

[The Blue Ridge Inter-City Transit Express \(BRITE\)](#), 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 to teach consumers about the use of public transit, and

Recreational Therapy options for after-hours events for residential students. Outpatient and day consumers also use the transit service to travel to the center for medical and vocational services.

Space planning for the Center is conducted keeping a focus on the need to effectively and efficiently perform core mission-oriented services.



Core objectives for Facility Operations include:

- Sustain a safe, clean and well maintained campus.
- Maintain legal and regulatory compliance.
- Maintain compliance with the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act, as documented in the annual campus security report housed on the WWRC website.
- Support WWRC consumers by safely transporting them to and from WWRC.

2016-2018 WWRC GROWTH PRIORITIES

In the summer of 2012, the WWRC vision refocused to align and clarify standards and expectations in fulfilling the Center’s 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 consumers – Virginians with disabilities. Perspectives represented by the DARS Commissioner, the Division of Rehabilitative Services Director and Regional Director Team, the State Rehabilitation Council, and the National Consortium of State Operated Comprehensive Rehabilitation Centers provided valuable insights and benchmarks. Most importantly, however, ongoing formal and informal feedback obtained from WWRC’s consumers and their families regarding their “WWRC experience” as it relates to attainment of vocational rehabilitation goals and fulfilling the Center’s mission established the framework.

Over the past four years, WWRC has made significant progress in automating and streamlining its admissions processes, providing clarity with key partners regarding its scope of services, evolving workforce-driven training programs that respond to rapidly changing job markets across the Commonwealth and result in successful employment outcomes for Agency consumers served, enhancing and expanding Life Skills Transition Program options, strengthening rehabilitation team operations and behavior programming across Center operations, and expanding the “Medical to Work” outreach model. As the 2016-2018 Blueprint cycle begins, WWRC is ready to implement its newly created Student Code of Conduct and related governance protocols.

The recently completed [Administrative Governance Manual](#) provides WWRC’s cultural context, governance authority and leadership direction, its policies and procedures, standards and expectations, as well as links to key internal/external resources critical to Center operations. The goal of the manual is to ensure that WWRC is governed in an effective and efficient manner and that staff members operate in an environment in which their roles and functions are clear and compelling. Policies and procedures contained within are designed to create order, structure and a common understanding of accountability standards and expectations for how business is accomplished, measured and continuously evaluated for program and process improvements.

WWRC’s mission is clearly focused on helping individuals with disabilities become employed. Through 2018, the forecast indicates WWRC will be a key provider of service to the Agency’s consumers. 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.

WWRC growth priorities for the 2016-2018 biennium will leverage and expand on accomplishments to date and continue to evolve and strengthen relationships and collaboration with Agency and workforce partners to realize successful vocational rehabilitation outcomes for Agency consumers who attend WWRC. Emphasis will continue to be given to accountability and process-driven systems across Center operations. In all initiatives, WWRC will seek to build, strengthen and nurture effective working relationships with Agency resources including (but not limited to) DARS and its DRS District Managers, Business Development Managers, and Rehabilitation/Placement Counselors, as well as with workforce and community partners. WWRC will continue to collaborate with the [WWRC Foundation](#) to leverage resources in support of Center growth priorities.

Priority Statement #1: To continue to automate and streamline WWRC admissions processes based on findings and recommendations of the 2014-2016 Blueprint and in alignment with current Agency priorities.

Lead(s) Responsible: WWRC Admissions Director in consultation with Medication Management Work Group, PERT Director and Field Supervisor and OD&QA

Key Activities include:

- Coordinate WWRC admissions processes with the DARS Docfinity initiative to facilitate operational efficiencies of DARS referrals to WWRC using automated Docfinity capacities in combination with the WWRC electronic application.
- Implement findings and recommendations of the Medication Management Work Group specific to WWRC admissions processes.
- Explore and implement strategies to improve efficiencies in the pre-admissions planning and scheduling of PERT students.

Priority Statement #2: To strengthen WWRC pre-admission processes and improve Rehabilitation Team operations.

Lead(s) Responsible: Rehabilitation Counseling Division Director, in consultation with the Medication Management Work Group and OD&QA

Key Activities include:

- Refine WWRC pre-admissions planning processes using automated Docfinity and AWARE tools, resulting in improved efficiencies and effectiveness of service. Facilitate simultaneous user access to Docfinity and AWARE tools by WWRC service providers for purposes of Rehabilitation Team pre-admissions planning. Update AGM protocols, as appropriate.
- Implement findings and recommendations of the Medication Management Work Group specific to WWRC pre-admissions planning processes and evaluate the effectiveness of revised business processes on retention, program completion and rehabilitation outcomes.
- Develop and implement a formal training program for Rehabilitation Team members, to include team member roles and expectations, rehabilitation team operations, meeting management, and team building. Measure and monitor the effectiveness of documented Rehabilitation Team processes (AGM 2.3.17), from the perspective of DARS/DRS Rehabilitation Counselors, WWRC Rehabilitation Team members and consumers served.

Priority Statement #3: To integrate the WWRC Student Code of Conduct and related AGM procedures in Center operations.

Lead(s) Responsible: WWRC Community Support Services Team, in consultation with OD&QA and WWRC Title IX Coordinator

Key Activities include:

- Revise the WWRC Student Handbook and streamline/consolidate with the newly created Student Code of Conduct. Integrate changes within the New Student Orientation process reflective of written standards, expectations, and operational protocols. Update the WWRC public website and Administrative Governance Manual.
- Provide education and training for DRS District Managers and Rehabilitation Counselors and other referral sources regarding protocols and business processes for behavior intervention and administrative review/disposition of Student Code of Conduct violations, ranging from minor to severe, reflective of WWRC’s vision for Community Support Services (AGM 4.2.5).
- Measure and monitor indicators of behavior stability on campus. Document consistent application of standards, expectations and protocols related to behavior intervention reflective of dual needs of the individual and the campus community. Measure and monitor consumer, sponsor and Rehabilitation Team satisfaction with the disposition of behavior sanctions and the number, frequency, type and disposition of appeals.
- Document federal Title IX compliance in accordance with WWRC policies and procedures (AGM 2.2.21; 3.2.15). Provide education and orientation to WWRC staff and students on related governance.

Priority Statement #4: To continue to align and strengthen WWRC Vocational Services with Virginia’s priority workforce development initiatives and facilitate state, regional and local workforce and Agency partnerships that result in enhanced employment outcomes for VR consumers served through WWRC.

Lead(s) Responsible: WWRC Vocational Services Division Director, in consultation with OD&QA

Key Activities:

- Continue to evolve, implement, and evaluate the effectiveness of new workforce training programs, to include (but not limited to): manufacturing, retail sales (mock CVS store), and career pathways. Strategically collaborate with DRS Director and the Deputy Director for Workforce Development and their respective teams. WWRC focuses on Business Development Managers, the Virginia Workforce Council, and relevant workforce/education/business partners in the implementation of workforce-driven curricula.
- Continue to refine WWRC Vocational Services reflective of occupational families and growth industries in Virginia in response to current and projected consumer needs.
- Measure, monitor and document the effectiveness of workforce-driven vocational services in facilitating successful employment outcomes for VR clients served through WWRC.



Priority Statement #5: To continue to expand and strengthen WWRC's "Medical to Work" Model.

Lead(s) Responsible: WWRC Medical Rehabilitation Division Director, in consultation with OD&QA

Key Activities include:

- Continue to emphasize WWRC medical rehabilitation services for evaluation and "return to work." Expand the current medical outreach model to additional regional medical centers strategically located across Virginia and increase utilization in existing sites.
- Measure, monitor and document the effectiveness of the expanded "Medical to Work" model, leveraging and refining existing metrics and business processes.

Priority Statement #6: To partner with DARS/DRS Rehabilitation Engineer (RE) and Assistive Technology (AT) teams to plan and deliver remote services that maximize employment outcomes for VR consumers.

Lead(s) Responsible: WWRC Medical Rehabilitation Managers, in partnership with DARS/DRS RE and AT Teams and in consultation with OD&QA

Key Activities include: Implement a vision for joint consultation, problem-solving, case planning and service delivery between WWRC Medical Rehabilitation and DRS Field RE/AT teams using tele-rehab models designed to maximize employment outcomes for VR consumers, including the following steps:

- Identify, purchase and train staff in needed technologies.
- Develop joint business processes for the delivery of identified tele-rehab services.
- Identify metrics and processes to monitor the effectiveness of joint tele-rehab services, per defined standards and expectations including impact on VR rehabilitation rates.
- Pilot and evaluate joint tele-rehab services, per defined business processes and metrics.

Priority Statement #7: To improve employment opportunities for VR consumers through increased mobility.

Lead(s) Responsible: WWRC Medical Division Occupational Therapy Department, in consultation with the WWRC Executive Team and OD&QA

Key Activities include:

- Address growing demand for WWRC Driving Evaluation and Training Services resulting in reduced wait lists, quality services and timely attainment of DMV-issued driver's licenses for VR consumers.
- Develop joint strategies using enhanced staffing/classroom options across programs and implementation of a driving simulator.
- Identify common standards and metrics to monitor the effectiveness of enhanced strategies that result in reduced wait list, quality services and timely attainment of DMV-issued licenses for VR consumers.

Priority Statement #8: To continue to refine and fully integrate use of the electronic WWRC Administrative Governance Manual across daily operations of the Center.

Lead(s) Responsible: WWRC Executive Team, WWRC Director's Leadership Team, and Center Managers

Key Activities include:

- Continue to evolve the WWRC Administrative Governance Manual and maintain current and relevant content and links.
- Reinforce the use of the WWRC AGM to educate, communicate, and facilitate consistency in WWRC operations, reflective of accountability standards, expectations, business processes and policies. Consistently utilize the WWRC AGM to respond to issues, problem-solve and base decisions.

Priority Statement #9: To pursue services to veterans (WIOA Combined Plan)

Lead(s) Responsible: [Medical](#) and [Vocational](#) Divisions

The key activity is to support the [Virginia Veteran and Family Support](#) (formerly the Virginia Wounded Warrior) program and serve veterans referred to WWRC.