



Iowa  
Vocational  
Rehabilitation  
Services

*Finding solutions. Generating success.*

# AGENCY PERFORMANCE REPORT



**PERFORMANCE RESULTS FOR STATE FISCAL YEAR 2018**

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## Introduction

This report will present the accomplishments of Iowa Vocational Rehabilitation Services (IVRS), a division of the Iowa Department of Education, for the state fiscal year ending June 30, 2018. Accomplishments include those related to core functions identified in the IVRS SFY 2018 Performance Plan as well as progress toward goals in the 2015-2018 IVRS Strategic Plan. Information in this report is provided in accordance with the Accountable Government Act to improve decision making and increase accountability to Iowa stakeholders and citizens.

Our Agency Performance Report will provide a brief update on progress toward the IVRS strategic plan goals as well as information on performance of the three identified core functions of the agency:

- Vocational Rehabilitation Services and Independent Living
- Economic Supports
- Agency Resource Management.

Information for the two major program areas named below will be presented using the *Key Results Template*. These continue to be key indicators of this agency's success in providing services to its customers.

### Key Services

Key services of the agency are essentially separated into two major program areas:

1. Services that assist Iowans with disabilities to become employed in the competitive labor market or to live independently in their homes through provision of various supports.
2. Services involving the evaluation of Iowa citizens' disabilities to determine eligibility for economic support via Social Security disability benefits.

### Waiting List

IVRS has managed a waiting list of eligible job candidates seeking vocational rehabilitation services since May 2002, and has had to balance the need for VR services against restricted funding and limited staff capacity to meet all needs identified. There is currently a larger number of individuals with disabilities applying for services than the agency has the capacity or the resources to serve. This has resulted in IVRS having to manage a waiting list with approximately **710** individuals on the list through the past year. This is **23 less** individuals than a year ago at this time. On a positive note, the plan for the fall of 2019 is to begin removing individuals who are on the "others eligible" waiting list, which will be the first time since 2009 that individuals from that list will be contacted for service delivery. This is a positive reflection of agency efforts to impact efficiency and effectiveness as well as the ability to maximize federal dollars drawn through matching available state funding.

The individuals currently on the waiting list are those individuals eligible for the "Others Eligible" category. Individuals with significant disabilities or those with the most

significant disabilities are entering service delivery within a week's time period. Strategies related to moving individuals into service is directly correlated with the Workforce Innovation and Opportunity Act legislation that significantly shifted the programming of IVRS so that individuals with disabilities are able to receive services as part of the mainstream of society. As a result, those individuals whose disability is not as serious can and should be served by the core partner services. This allows IVRS to focus on serving individuals with the most significant disability issues as well as increased access for students in high school who are under an Individual Education Plan or are covered under section 504.

So while the IVRS caseload appears to be a constant, in actuality IVRS is serving substantially more individuals with disabilities. We also are assisting core partners in learning how to serve those individuals for whom the disability is not as significant as those served by IVRS. The current active caseload (without the waiting list) is **12,021**. This is only **113** less than a year ago at this point in time. IVRS staff are also serving over **6,900** job candidates that are potentially eligible through secondary transition efforts. These individuals are not reflected in the actual caseload numbers, but it is a requirement to serve those individuals through the federal mandates outlined in the WIOA legislation. The total number of individuals being impacted through service delivery is therefore 18,921 individuals.

### **Disability Determination Services Bureau Commendation**

The Disability Determination Services bureau has met and exceeded the requirements set out by the Social Security Administration for accuracy and timeliness associated with determinations on disability claims. The DDS Bureau received special commendations from the Regional SSA office with the following feedback received:

*I want to take this opportunity to congratulate you and your staff on the achievements of the Iowa DDS over the past fiscal year. FY 2018 presented many challenges, but your staff worked tirelessly toward your workload goals. Below are highlights of some of your many accomplishments through September 30, 2018.*

- *Cleared 6,955 CDRs or 102.1% of the goal*
- *Cleared 21,233 initial claims or 98.7% of the goal*
- *Provided critical assistance to Kansas DDS with clearance of 1,844 reconsideration claims*
- *Provided critical assistance to the California and Arizona DDS with clearance of 2,890 medical reviews*
- *Provided excellent customer service by creating a high-quality product:*
  - *Decisional initial accuracy of 99.1%*
  - *Performance initial accuracy of 96.7%*

*Iowa completed its first full year of production in DCPS2, clearing almost 3,000 cases since rollout as a Wave 2 site. You lead our region in DCPS2 implementation and your DUIT Team members provide ongoing essential feedback to the DCPS CPO. The presentations given by you and your staff at the May 2018 Disability Engagement Session in Dallas were exceptional. You informed and inspired DDSs and RO staff from the Dallas, Atlanta and Kansas City regions. You were designated by CPO to mentor both Missouri and Louisiana DDSs. Despite heavy involvement in the rollout of DCPS, you allow staff participation in national workgroups whenever possible.*

*Your personal commitment was evidenced again this year in your service as President-Elect of the National Council of Disability Determination Directors (NCDDD). You represent the DDS community well on NCDDD as well as the National Disability Issues Group (NDIG) and the DCPS Steering Committee.*

*We greatly appreciate your commitment to excellent customer service and your support of national initiatives that further the agency's mission.*

*Thank you for your leadership and best wishes in FY 2019!*

## Agency Overview

Iowa Vocational Rehabilitation Services (IVRS) exists to serve individuals with disabilities under Title II and Title XVI of the federal Social Security Act and Title IV of the Workforce Innovation and Opportunity Act (WIOA). IVRS serves people with disabilities by: 1) providing vocational-related assistance to achieve economic independence through competitive integrated employment; or 2) providing disability determinations that result in appropriate financial benefits per Social Security Administration guidelines.

Services through the Independent Living Program may provide financial assistance to enable persons with disabilities to maintain independent functioning as long as possible within their communities and to prevent institutionalization. IVRS is an integral part of the statewide disability community and has demonstrated leadership nationally in assisting individuals with disabilities through a progressive employment process to achieve competitive integrated employment for the most significantly disabled Iowans who have never worked.

The current statements of mission and vision are included below. The Strategic Objectives are identified in the *Results* section of this report.

### Mission

We provide expert, individualized services to Iowans with disabilities to achieve their independence through successful employment and economic support.

### Core Functions

Assist eligible Iowans with disabilities in obtaining, maintaining and advancing in employment through rehabilitation services individually designed to disability and employment needs. Provide specialized services to the business community to meet their workforce and workplace needs.

Determine eligibility of Iowans who apply for disability benefits administered by the federal Social Security Administration.

### Vision

#### **Vocational Rehabilitation Services Vision:**

Making a positive difference with every person, one person at a time.

#### **Disability Determination Services Bureau Vision:**

Best Decision, Every Claimant, Every Time.

# Agency Background

## Funding

IVRS is the largest division of the Department of Education and functions with considerable autonomy. The division employs over 370 people in 44 locations throughout the state. Employees work within three bureaus and a Planning and Development Team. For vocational rehabilitation services, IVRS received \$26.6 million in federal funds and another \$7.2 million in non-federal funds; for disability determination services, IVRS received federal funds totaling approximately \$27 million from the Social Security Administration (no state funds).

## Staff

The majority of staff persons are professionally trained rehabilitation counselors and disability examiners. 99% of the counselors have Master's degrees in Counseling or a closely related field. IVRS is mandated by its federal funding agency, the Rehabilitation Services Administration, to employ qualified rehabilitation counselors. All disability examiners have at least a Bachelor's degree or its equivalent. In addition, DDSB has on its payroll 35 professional consultants who are licensed as physicians, clinical psychologists, or speech pathologists. Most IVRS employees are covered under collective bargaining agreements negotiated with Iowa United Professionals or the American Federation of State, County and Municipal Employees.

All employees of the Planning Development Team, Administrative Services and Disability Determination Services bureaus work in the Des Moines area. With the exception of a few administrative personnel and the West Central area office, the Rehabilitation Services Bureau employees are geographically disbursed outside of Des Moines to cover all 99 counties and every high school in the state. As stewards of the public trust, IVRS maintains an efficient workforce by assigning staff to multiple locations so that every community college, regent's institution, county, community rehabilitation programs, high school and most mental health institutes have access to an IVRS staff person. We have continued to make a commitment to the use of technology in efforts to reduce travel costs and find efficiencies in communication and access to information.

## WIOA and Collaborative Partnerships

In July 2014, federal legislation was passed on the Workforce Innovation and Opportunity Act. (WIOA) This mandates that IVRS, IWD, Adult Education/Literacy, Dislocated Worker Program, Wagner-Peyser, and the Youth Programs work collaboratively to maximize resources and minimize duplication. IVRS has been a key partner in the Unified Planning and development of the Memorandum of Understanding. IVRS continues to collaborate with our partner agencies to improve work effectiveness.

We recognize that IVRS' work in the One-Stops expands opportunities for persons with disabilities through the technical expertise and guidance that IVRS staff provides in advocacy, system development, and accessibility technical assistance. This occurs through communication and avoiding duplication of services through true collaboration.

Stronger partnerships are encouraged beyond simple co-location or itinerant offices in the Iowa Workforce Development Centers, community colleges, regent's institutions and through coverage at our mental health institutions.

The Iowa Workforce Development State Board formed a standing committee led by IVRS representation called the Disability Access Committee. The Statewide Disability Access Committee is made up of diverse representation from various stakeholders and provides guidance to local and regional Disability Access Committees in positively impacting physical and program accessibility at the local One Stop Centers as well as creating action steps to impact service delivery focused on employment through the implementation of an integration model.

2018 provided opportunities to continue the implementation of collaborative partnerships with the Iowa Department of Aging, the Iowa Department for the Blind, the Iowa Department of Human Services and the Iowa School for the Deaf. These partnerships continue to impact persons with disabilities in these uniquely-served populations and resulted in sharing of financial resources to maximize employment services focused on our common customers. Approximately \$3 million additional federal monies came to Iowa consumers because of these partnerships.

### **IVRS Bureau Functions**

The Rehabilitation Services Bureau (RSB) has the primary responsibility for delivering the statewide program of quality vocational rehabilitation services to all recipients and eligible Iowans with disabilities through direct and purchased services from a network of providers. The focus of the RSB is training individuals with disabilities to prepare for, obtain, and maintain employment and as such, works very closely with the Department of Education and Iowa Workforce Development.

The Disability Determination Services Bureau (DDSB) is responsible for determining the eligibility of Iowa residents who apply for Social Security Disability Insurance (Title II), and Supplemental Security Income (Title XVI), or the Department of Human Services Medicaid programs. DDSB makes the initial determination of eligibility and any subsequent determination of continuing eligibility and handles first-level appeals of unfavorable decisions.

The Administrative Services Bureau (ASB) provides fiscal, personnel, information technology services and administrative support to the other Bureaus.

The Planning and Development Team (PDT) is responsible for planning, program evaluation, and outreach. The mission of the PDT is to provide analysis, strategic initiatives and program service delivery enhancing the agency's ability to comply with federal and state regulations in the delivery of our federal grant award. PDT optimizes available resources to enhance implementation of the IVRS agency mission and vision. This includes connecting with the National Employment Network (NET) and the Employers Disability Resource Network (EDRN), and disseminating that information to the RSB concerning national development of business contacts to foster job candidate employment. There has been a deliberate attempt to increase visibility with business

and industry and to integrate these services into developing a placement culture for the Rehabilitation Services Bureau Staff.

## IVRS Customers

IVRS customers are individuals with disabilities who need vocational and other assistance to help meet their goals for employment through the RSB. The Independent Living Program encourages personal independence and provides assistance to individuals with disabilities so individuals may remain living in their home and community. The DDSB provides needed financial benefits due to an individual's disability. Vocational rehabilitation and disability determination programs are eligibility rather than entitlement programs. Applicants must meet federally determined criteria. Customers of RSB and DDSB may apply on multiple occasions during their lifetime. Customers of the vocational rehabilitation program – be they lowans with disabilities or the business community, expect and receive professional and accurate career planning information and involvement to achieve workforce planning, placement or personal independence. DDSB claimants require accurate and timely decisions on their claims.

## How We Determine Success

Competitive success is determined at the federal level by performance standards and indicators. In DDSB, that translates to timeliness and accuracy of case processing; on the vocational rehabilitation side, success relates to employment outcomes and equal access to services. Under WIOA, the performance standards are in transition as we move towards an accountability system with common measures across programs.

## Strategic Challenges

IVRS was able to match all available federal funds for FFY 2018. IVRS is federally (78.7%) and state (21.3%) funded, so the multiplying effect of losing one state dollar due to lack of non-federal matching funds adversely impacts the delivery of rehabilitation services.

IVRS continues to maintain the waiting list and currently only those individuals who are determined to be "others eligible" remain on the waiting list for any length of time. The individuals on this waiting list are the individuals who should be served by the core partners, with limited need for accommodations and only minor technical assistance from IVRS on how the partners could serve these individuals effectively. As a result, IVRS serves all those individuals considered significantly disabled and most significantly disabled.

A priority VR service receiving focus this past year was the provision of Pre-Employment Transition Services. This is mandated through the federal legislation and changes the dynamic of VR service delivery. Potentially eligible students are being served without a case record. The potentially eligible students are expected to receive the following five required activities as regulated by WIOA: 1) job exploration counseling, 2) work-based learning, 3) work readiness training, 4) counseling on opportunities and 5) self-advocacy training.

RSB purchases supported employment services through community providers for the most significantly disabled. The funding is coordinated with the agreement IVRS has with the Department of Human Services. The funding is based on hourly units instead of outcome payments and IVRS believes this will result in vendors being financially supported while job candidates continue to achieve outcomes. This has been a continual focus of Employment First efforts, with goals relating to improved employment outcomes in competitive, integrated community settings and an alignment of resources between state departments supporting financial funding that facilitates community, integrated employment.

There is also a close partnership with our secondary schools as we work with our youth in transition. Approximately **29%** of our referrals are from our secondary schools. IVRS and the Department of Education updated the agreement between the two organizations since the passage of WIOA. This results in both agencies being mandated to perform the same/similar actions with students in transition. Therefore, this agreement collaboratively connects students with IVRS and the local education agency in a manner that achieves outcomes and capitalizes on the respective expertise of both entities. These efforts are aligned with the employment strategies outlined with the Future Ready Iowa skills initiative.

Challenges continue to persist with how state systems will collect data and develop common performance measures to move employment forward. The following has been incorporated into the Unified State Plan as future actions to achieve:

- Developing an integrated system that can be used as a common application across workforce delivery systems.
- Common data collection points which can be shared and reported.
- Aligned reporting systems.
- Dashboard systems for communication of common data and measurements to the public.
- Improved collaboration and connection with job-driven systems, career credentialing and post-secondary success.

These remain a work in progress.

The Iowa IVRS Independent Living (IL) program spent **\$63,126.27** with individuals to assist them in maintaining independence in their home setting and avoiding institutionalization. There were a total of 41 closures for 2018. This included 20 successful closures, ten individuals withdrew from services, one moved, six died and four were unable to be contacted. Twenty-six individuals are on the IL waiting list, which is a significant improvement from four years ago when that number was over 200. We are attempting to serve approximately 30 people a year, dependent upon available budget. Many applicants were referred to comparable benefits and services that were of assistance, or their situations had changed and needs were revised.

While there are no direct competitors for Disability Determination Services, there is competition for funding with other Social Security Administration entities and other states. In addition, unknown federal budget decisions significantly impact the operation of the Iowa DDS, as it is 100% federally funded.

# Business Outreach

## The IVRS Business Network

During our 2018 state fiscal year, IVRS has fully implemented the dual customer approach and continues to infuse business outreach activities into local and state plans resulting in strengthened business relationships statewide.

These relationships enhance the counselor's understanding of business expectations and are directly connected to the planning process with consumers. It has been found that by increasing business involvement throughout the rehabilitation process, job candidates have better information to make informed choice decisions on their career plans, a clearer career pathway in their chosen goal area and connections for work experience in this area. An additional result is a broader range of employment opportunities available, including work-based learning and training opportunities for our students.

Iowa Vocational Rehabilitation is committed to serving business and industry as a valued customer, and in the past year, demonstrated this commitment through a wide range of activities and service delivery.

In the past year, IVRS has hired two full-time business specialists to develop relationships with our business partners as well as connect our job candidates to our business employers. One specialist is located in Iowa City and the other in Des Moines.

## Training Process

For the past two years, our organization has focused on training. Not only training our staff, but our workforce partners and community rehabilitation providers. It is important when we serve business and industry that we are united to meet business needs. Our training focuses on the importance of a business relationship and meeting business needs with our job candidates, versus just making placements that do not result in long-term employment. We begin with a business intake to learn about the business and move into doing a job analysis/task analysis so that we can make recommendations to help the business. This training is done classroom style as well as in the business community – learning by doing with mentoring. Our business partners are involved in this training as well.

As a result of training, staff and partners have learned the value of the job analysis, which has helped in making a better match for job candidates. Both IVRS staff and community partners have completed more job analyses since being trained. We have had several customized outcomes as a result of staff doing a better analysis with Iowa businesses!

A good job analysis, for example, requires:

- observing worksites;
- interviewing employees and their managers;
- documenting tasks step-by-step; etc.

When staff implement this process, we begin to see potential solutions. For example: We learned that the needs of a business was qualified applicants. Our solution was to connect them to the local high school. Through conversation with this business and the school district, we were able to change some of the welding curriculum at the high school to better prepare students for the current industry demands. Additionally, we were able to identify a student that would make a great employee and he began work based-learning during his fifth year of high school. This allowed him to receive real-life work experience in advanced manufacturing with the support of his high school job coach. As he gained in confidence and skills, he was hired by the company. Another candidate was able to also start working there and our business consultant is working with the company to connect them to more high schools in the area to create career opportunities for our students while giving the business access to their future workforce.

The IVRS Director of Business Relations has been involved in training staff at many levels – including state, regional and national conferences and webinars. In-person trainings include: Iowa Association of Providers conference and the Iowa APSE (Association of Persons Supporting Employment First) conference and the IRA conference (Iowa Rehabilitation Association).

Another exciting project that developed from our business partnerships was the development of a financial literacy program. The World Disability Institute (WDI) director came to Iowa to train on Financial Empowerment for people with Disabilities twice this year. These trainings included our high schools, community colleges, workforce and community partners as well as business and industry.

IVRS gained national exposure through a connection with the Council of State Administrators in Vocational Rehabilitation; Iowa's efforts were highlighted at the spring national conference with our business partnership with Kwik Star/Kwik Trip. This led to an appearance of our job candidate, Julie Propp, at the Dirksen Building in Washington DC for a Federal Briefing hosted by CSAVR. IVRS was also mentioned in the *Washington Post* and *USA Today* as well as the *Chicago Tribune* for employment efforts to help people with the most significant disabilities.

## **IVRS and the Employer Disability Resource Network**

The Employer Disability Resource Network (EDRN) has been designed to increase the employment of persons with disabilities by pooling agency resources and providing technical expertise to employers throughout Iowa. Members of this group include staff from IVRS, the Department for the Blind, Veteran's Administration, Small Business Administration, Division of Persons with Disabilities, Workforce Development, Community Rehabilitation Providers, Drake University, and Iowa Medicaid. Persons from high school transition age to the aging population are represented.

Members of EDRN have presented to individual employers as well as employer organizations throughout the state. This group has been active in hosting Reverse Career Fairs for Iowans with disabilities to showcase and highlight their skills and talents to business partners. Placement from the job fairs held in Des Moines is at 26%.

This is significant since participants in these fairs include individuals with a long history of unemployment and more significant barriers to employment. The innovation of reversing roles allowed our candidates to present their skills to business rather than a traditional interview.

As a part of the Reverse Career Fair, we are also hosting summits to help educate business partners on the benefits of diversity in their workforce. In Iowa, with low unemployment rates, business and industry are considering populations that they traditionally did not pursue in hiring. These efforts are integrated into Future Ready Iowa strategies and are consistent with goals and objectives of that statewide effort. With the limited number of work-ready job candidates, the summit agenda was geared toward emphasizing the benefits to employers of hiring people with disabilities. IVRS is striving to create these connections during this economic opportunity.

### **Brothers Market: A Successful IVRS Business Partnership**

An exciting business partnership that grew over the last year was with Brothers Market. Brothers Market is a grocery chain in six rural Iowa communities and has been committed to the partnership with IVRS to hire Iowans with disabilities. In the past year, through partnership efforts, nine of our job candidates have participated in work-based learning with eight of them being hired by Brothers Market. One impactful success story is Gideon, who states that in high school he had up to 30 redirects a day and regularly received over 20 a day. His plan was not for integrated competitive employment – until he was introduced to his IVRS counselor. This counselor saw his skills and because of her relationship with the store manager, understood that his skills would be valuable to the workforce at the Market. Gideon began with a community-based assessment and job coach. He did so well that within a short period of time, he was hired by Brothers and his job coaching ended.

Our staff in these rural communities have been phenomenal at maintaining business relationships at the local level while the Director of Business Relations maintains the relationship with the owner or corporate entity. Jointly, the IVRS Business Director and the Brothers Market manager regularly stay in contact to discuss what's going well, what needs to be improved and celebrating success.

# Professional Development

## Internships and Partnerships with Graduate Programming

IVRS has a large number of professional staff across the state, as mentioned in the Staff section. The ability to recruit these qualified staff members becomes increasingly difficult with the low population of trained staff across the country to meet these requirements.

In order for IVRS to recruit and assist with the training of these individuals, we have set up partnerships with schools that have a Rehabilitation Counselor program. With these partnerships, we go into the school setting and meet with students in both their first and second year of school. We discuss our services, legislation surrounding IVRS, and how to pursue a position within IVRS.

We also offer internships for students with some flexibility to allow for another part-time job when necessary. During the internship we offer additional training and oversight as well as an opportunity to meet directly with job candidates and manage a case load. A mentor is assigned to each intern, with multiple individuals within the agency (Supervisor, Mentor, and Training Manager) joining forces to help them be successful in the position. This internship allows students firsthand experience that they may not receive in other internship locations. At the completion of the internship, if the individual was successful in this role, they are placed on an internal applicant list where they can apply for openings across the state with IVRS. At this time internships are available in multiple offices across the state.

## Training

IVRS believes in continued education and growth opportunities for all our staff members in order to continue to improve services for individuals with disabilities. In order for this to be achieved, our agency has an internal training manager to pursue and provide ongoing training that aligns with our strategic plan.

Our staff members are also encouraged to explore opportunities available to them that align with their job duties and passion for the industry. If a staff member is able to find a training in which they are interested, they are able to send that to their supervisor and then the training manager for possible approval.

Our staff members are notified of and allowed to participate in multiple conferences each year to expand their knowledge of disabilities, resources, and service strategies. IVRS partnered with Iowa Rehabilitation Association in 2018 for a joint conference that focused on disability, employer partnerships, ethics, and professional development. All staff members were invited and encouraged to attend. In 2018 alone, we have had training opportunities for staff in multiple areas including: Deaf Services, Brain Injury, Foster Care programming services, Google Gmail, Sexual Harassment, Dependent Adult Abuse, Motivational Interviewing, Business Services, Epilepsy, Disability

Sensitivity, Supported Employment Services, Transition Services, and much, much more.

As new staff are hired and come onboard, it is a priority of IVRS to make sure they have the necessary training for success. Each new field staff member is provided an intense training within the first three months of hire by the Training Manager, has training one-on-one with their Supervisor, and is assigned a mentor within the same role. This training is modified as legislation and policy change to match the demands of the position. Additional training is available if requested by supervisor or staff member as well.

## Strategic Plan

The IVRS strategic plan was revised in December 2014 and projected four major objectives to attain in the subsequent three years. Those objectives are listed below.

1. Develop and deliver customer service that addresses customer needs and requirements.
2. Develop a workforce that identifies and responds to changing workforce and workplace needs.
3. Build external collaborative relationships which contribute to improved services for Iowans with disabilities.
4. Establish/maintain financial accountability/sustainability resulting in increased service outcomes for individuals with disabilities.

### Progress Toward Strategic Plan Objectives

The agency administrator and new rehabilitation services bureau chief visited every area office for a discussion of strategic plan initiatives and how the work performed links to our mission and vision. Iowa Vocational Rehabilitation Services has been a collaborative workforce system partner in developing an Iowa Unified State Plan for employment. This is based upon the Workforce Innovation and Opportunity Act, which is the first legislative reform of the public workforce development system in more than fifteen years.

We are utilizing our State Plan as a foundation for service delivery and oversight and our strategic plan is a tool for visioning and guiding us to positive employment outcomes on our journey. Each area office develops a local office decision-making tool, which highlights strengths and weaknesses that are integrated at the local level to implement our State Plan and link to our strategic plan goals. As an agency of close to 400 employees geographically covering the State of Iowa, and which includes the Disability Determination Bureau, communication and consistency is a constant challenge. We have deliberately separated out the planning for our Disability Determination Bureau and they work as a unique bureau with their own individualized goals and plans, linked to the overarching mission of the agency. We are excited to be a collaborative partner within the workforce system and recognize the key role our work provides in moving forward a Future Ready Iowa workforce.

The State Rehabilitation Council has also been involved with providing feedback and recommendations pertaining to the Strategic Plan. Implementation efforts also included a recommendation from our Quality Assurance Survey Committee which was organized in 2015 as a part of a consultation group working with the agency and Dr. Darlene Groomes, PhD, CRC, LPC, Associate Professor with Human Development and Child Studies at Oakland University in Rochester, Michigan. Dr. Groomes is working with us to provide assistance in how we use customer satisfaction data as well as how we can improve our strategic planning and implementation. The goal of this initiative with Dr. Groomes is for IVRS to be a flexible change agent in translating knowledge and communication through the agency. One of the recommendations was to improve

communication of various initiatives being implemented that are linked to our State Plan and Strategic Plan goals.

Per this recommendation, we developed web linkages as an opportunity to provide a glimpse of the initiatives occurring across the state as we develop and implement strategies to positively impact employment outcomes for individuals with disabilities. The information is not meant to be a full, detailed explanation of every effort, but is to be used as a means to provide open communication and encourage innovation and creativity in local areas to facilitate positive service delivery. It will also serve as an archived communication setting, where updates and progress can be reviewed. This is currently undergoing review as we transition our website to a Drupal platform. Each of the sections will be updated on a biannual basis so you can see what review and progress is occurring and additional initiatives will be added as applicable.

2015-2018 priorities include:

- **Use of technology** and how we can continue to maximize effectiveness.
- **Engagement of our job candidates** and facilitating service delivery.
- **Pre-Employment Transition Services** which ensure we expend 15% and are doing it to impact employment outcomes.
- **Maximizing business services** and being accountable to how we create value to our business partners.
- **Effective collaboration with our Core WIOA partners** in implementing the Unified State Plan and transitioning to a combined state plan.
- **Continue development of our case management system** to avoid duplication and create efficiencies in collecting and tracking data information pertaining to service delivery.

Significant progress was made in each of these areas with key accomplishments being:

**Use of technology:** Implement a statewide assistive technology team representing field service expertise; continued rollout of tablets and mobile technology including cell phones; hired a program developer to impact development of case management system to better reflect needs of field staff.

**Engagement of our job candidates:** Developed motivational interviewing work group, reformatted performance plan objectives focused on core services, developed new structure for planning and development team to support field services, improved local autonomy and decision making to field offices including the hiring process.

**Pre-Employment Transition Services:** Revised tracking and monitoring of our service delivery efforts due to three separate changes in federal law mandating what could be a legal expenditure. Developed training with curriculum at local level. Enhanced partnerships through developing local school plans with each district.

**Maximizing business services:** See the business section above for more detail.

**Effective collaboration with our Core WIOA partners:** This was a critical priority for the new rehabilitation services bureau chief. Area office and core partner visits were held across the state with the goal to impact employment outcomes through shared and collaborative partnering.

**Continue development of our case management system:** Although progress continues, this has been a major frustration with all staff. We had staff turnover in our developer positions, which has delayed progress and this has not moved as quickly as our goals would indicate.

IVRS has positioned itself to undertake a comprehensive review of initiatives that relate to planning, specifically, the IVRS State Plan and IVRS Strategic Plan.

Just as the IVRS mission statement provides the current foundation behind the reason that IVRS exists, the IVRS Strategic Plan includes specific goals the agency has outlined for achievement in the future. As a primary focus for internal staff, the Strategic Plan reinforces state planning requirements mandated by IVRS' federal partner – the Rehabilitation Services Administration (RSA), as well as our federal legislation as outlined in the Workforce Innovation and Opportunity Act. The Strategic Plan is the driving force behind activities at IVRS, and remains an integral companion to the IVRS State Plan. Efforts occurred to engage all staff in the development of a new strategic plan to guide the agency from 2019 - 2022.

The State Plan is required to be submitted for a four-year period of time, and in Iowa, we are one of six core partners contributing to a Unified State Plan. IVRS, however, also submits an agency state plan to the Rehabilitation Services Administration for approval as a component of the state Unified Plan.

The State Plan describes the administrative and operational activities of IVRS.

In 2020, the public vocational rehabilitation program will be 100 years old. IVRS is participating with federal partners in identifying strategies to create a vision to lead us through 2020:

- IVRS is mission-driven and focused on serving individuals with disabilities and our business partners.
- IVRS leads change through innovative and cutting-edge practices.
- IVRS customizes services to meet the needs of our job candidates and our business customers.
- IVRS creates collaborative partnerships to maximize resources and opportunities.

Administration (Governor's) goals for all state agencies in Iowa:

1. Creating a competitive business environment.
2. Developing the most innovative energy policy in the country.
3. Educating our children for the knowledge economy.
4. Training Iowans for the jobs of tomorrow.

(IVRS reflects these goals where we can).

State Plan goals include:

**GOAL 1. All of Iowa's workforce will represent the continuum of a most advanced, diverse, skilled, and Future-Ready workers in the nation.**

**GOAL 2: All Iowa youth will be afforded the best educational and career opportunities in the nation.**

**GOAL 3: Iowa will improve the structure, accessibility and administration of workforce delivery systems across the state.**

IVRS obviously has opportunities to play critical roles in the attainment of these goals, with a focus on service delivery and employment outcomes for individuals with disabilities. A State Plan includes a standard set of Attachments. Each Attachment is subject to SRC review, followed by a period of public comment. Of particular emphasis to IVRS staff is the State Plan focus on collaborative partnerships, access to the career pathway process, the value of transition services, the value of business services and the service delivery occurring with targeted groups such as Employment First, individuals with Autism, Deaf or Hard of Hearing, Mental Illness, and Developmental Disabilities.

## **IVRS Strategic Plan Goals**

### **Goal 1: VISIONARY LEADERSHIP**

**Visionary Leadership: All IVRS staff contribute to the mission and vision of the agency through their daily work and collaboration across work teams. All staff embrace the opportunity to contribute to the mission and vision and learn new skills and knowledge, adapting to an ever-changing environment that is focused on improved employment outcomes for individuals with disabilities.**

#### **Strategy 1-A**

Each area office implements a placement blueprint plan.

#### **Strategy 1-B**

Area offices transition plans are collaboratively developed with local school officials that lead to successful delivery and meeting of pre-employment transition goals and connections for students with disabilities to post-secondary training and/or competitive community integrated employment.

### **Goal 2: CUSTOMER FOCUS**

**All IVRS staff appreciate the dual customer approach of quality engagement with our job candidates and our business partners, resulting in valued service delivery. All staff have ownership and accountability when service practices do not support the needs of our customer base and provide recommendations to resolve the gap.**

#### **Strategy 2-A**

Training curriculum implemented statewide and across offices that represents individual differences in service delivery areas and critical priorities of individual staff.

**Strategy 2-B**

IVRS identifies and communicates to all staff core competencies in dual customer service outreach and engagement.

**Strategy 2-C**

Expand the capacity of business engagement through effective use of NET, business teams, individual staff and collaborative efforts across teams.

**Strategy 2-D**

Job candidates are engaged and receive services in a seamless process to increase career placement and retention measures through improved services, process improvements and access to resources.

**Goal 3: VALUING EMPLOYEES AND PARTNERS**

**Collaborative partnerships increase service capacity, minimize duplication and maximize resources available. All staff strive to share information in an effort to create a seamless system for our customers.**

**Strategy 3-A**

Collaborative partnerships occur across systems to build capacity and improved alignment of services.

**Strategy 3-B**

Develop Agency work groups for purposes of sharing promising practices; feedback from all levels is received on policy/processes and service delivery.

**Strategy 3-C**

IVRS management supports and develops structures for existing and emerging VR practices in formal, informal and continuing education environments

**Strategy 3-D**

Employment partnerships are maintained with Department of Veterans Affairs, Iowa Department for the Blind, Iowa Department of Aging, Iowa Workforce Development, Intermediary networks and Employer Disability Resource Network. Identify other collaborative system partnerships that will enhance the ability of state employment systems to positively impact the Governor's priorities.

**Strategy 3-E**

IVRS supports and recognizes the key contributions made by staff in the delivery of services and supports professional development and leadership at the local level positively impacting employee retention.

**Goal 4: MANAGING FOR INNOVATION**

**IVRS staff remain rapidly flexible and adapt to changes and service needs quickly by integrating innovation into their work. All IVRS staff have opportunities for discussion and planning for the future to help the agency achieve greater access to and usability of vocational rehabilitation services. Our goal is to achieve the most effective outcomes for our customers.**

**Strategy 4-A**

Create a learning exchange focused on effective policies and practices resulting in alignment and consistent interpretation and application of policy.

**Strategy 4-B**

Develop and maintain a technology infrastructure that can support an ever-emerging service delivery system.

**Strategy 4-C**

IRSS case management system and the use of technology in the field continues to develop, providing opportunities for improved work effectiveness.

**Strategy 4-D**

IRSS case management system and the use of technology in the field continues to develop, providing opportunities for improved work effectiveness.

**Goal 5: MANAGEMENT BY FACTS**

**All IVRS staff use meaningful data to evaluate their individual and work unit performance. Data is used to adapt and adjust actions to positively impact the results for our customers.**

**Strategy 5-A**

Utilize data reports and RSA technical assistance monitoring guide to assess agency performance levels.

**Strategy 5-B**

In combination with workforce planning, identify actions to integrate data into budget planning, CORE and personnel decision-making at the agency and field levels.

**Strategy 5-C**

Develop quality assurance program that reflects value and priorities for service delivery.

**Goal 6: FOCUS ON RESULTS AND CREATING VALUE**

**All IVRS staff focus on strategies to provide improved service to customers and partners. This approach will assist in planning opportunities and strategies to impact trends, issues and problems in a positive direction.**

**Strategy 6-A**

Per the 2018 SRC statewide needs assessment, IVRS programs and services will be assessed to address value in serving individuals with Autism, Deaf and Hard of Hearing, Mental Illness and Developmental Disabilities.

**Strategy 6-B**

Improve communication with our CRP's in the area of Employment First service delivery and in evaluation of satisfaction and quality of services provided.

**Strategy 6-C**

Staff training efforts implemented with consideration of diverse methods in meeting needs and interests of staff and partners.

**Strategy 6-D**

Address capacity for improved benefits planning resources throughout the state for all lowans with disabilities.

**Strategy 6-E**

Identify, assess and evaluate opportunities to procure services better and faster for all customers.

## Rehabilitation Services Strengths and Weaknesses

The RSB work described in this performance plan was closely linked through objectives in the Strategic Plan. The implementation of the Strategic Plan is done with consideration of an analysis of the Agency Strengths, Weaknesses, Opportunities and Threats. A SWOT analysis was completed this past year in assessing progress.

### *Strengths*

-  Dedicated, professional staff.
-  Work force planning strategies have been in place for a number of years.
-  Expanding commitment to business relationships, utilization of the National Employment Network with growth of IVRS business services and Iowa Self Employment Program.
-  Growth of Occupational Skills training programs.
-  Implementation of Employment First strategies.
-  Collaborative partnership expansion with the Iowa Department of Aging, the Iowa School for the Deaf, Iowa Jobs for America Graduates, Iowa Works, Job Corps, Community Rehabilitation Providers and our secondary and post-secondary education partners.
-  Continued coordination with the Office of Disability and Employment Policy through a technical assistance grant related to Employment First customized employment strategies.
-  Specific Transition presence, serving both potentially eligible and eligible IVRS candidates.
-  Range, depth and variety of services that can be provided to meet our customer's needs.
-  Sound fiscal management principles with a record of no audit recommendations during the past four audit years.
-  Staff leadership plan to create a positive impact on the learning culture.
-  Strong internal management team and resource management team focused on staff engagement and support.
-  Emphasis through our training coordinator on improved onboarding of staff and professional development for all staff.
-  Support and ownership of *Future Ready Iowa* goals. Continued expansion of technology and virtual strategies.

## *Weaknesses*

- Staff can become content with status quo.
- Continued change is difficult, creating resistance.
- Cross training/collaboration among bureaus can be a struggle.
- Training not always available to meet needs of user.
- Role clarification issues between internal staff and among community partners.
- Changing technology makes it difficult to stay current with resources available.
- Employer development strategies and support in relationship to customizing for individual office strengths is confusing.
- IT support system statewide is difficult to access and does not supply local resources to maximize fully the use of technologies.
- Specific training needs continue based upon growing demands on staff time, increase in severity of disabilities being served and turnover impacting partner agencies.
- Difficulty with expansion of contracts to ensure partners have necessary training and knowledge to meet job candidate service delivery needs
- Lack of sharing of promising practices when implementing problem-solving strategies, changes in WIOA causes increased accounting and case management changes that will result in need for service process changes.
- Lack of clear communication from federal partners regarding legislation interpretation.
- Reduction in state hiring workforce places increased capacity needs with a shrinking budget.
- Limited options for community rehabilitation provider selection in certain geographic locations
- Development of internal control processes to ensure compliance with federal funding guidelines.

## *Opportunities*

-  Continued growth in business and industry partnerships; National Employment Network/Talent Acquisition Portal.
-  Integration of quality assurance measures into agency operations improvement.
-  As we learn to better identify value points in our VR process, we can find ways to integrate and coordinate strategies within our strategic and state plans, resulting in improved quality performance management.
-  Iowa Self-Employment Program developing Iowa entrepreneurs.
-  Integration of area office placement blueprint plans for consistency.
-  Iowa continues to be recognized as a national leader in the ODEP Employment First Project, and after a five-year involvement, we received approval to be one of 15 states receiving additional technical assistance for 2018.
-  WIOA legislation will create opportunities for collaborative employment system planning to maximize resources and minimize duplication.
-  IVRS has a strong and expanding presence in our secondary schools with implementation of Pre-Employment Transition Services.
-  Also, we are expanding collaborative partnerships with our One Stop Centers and see a growing presence of partnership with the Disability Access Committees.

## *Threats*

-  Changing emphasis on production standards versus quality and program integrity issues.
-  Loss of knowledge among staff due to turnover, retirement.
-  Community partnerships and lack of collaboration for common vision.
-  Challenges for consistent delivery of service across state offices.
-  Losing VR identity though federal legislation change.
-  Interpretation/implementation of WIOA and how to ensure consistent implementation across stakeholder and employment systems, as well as with internal staff.
-  State/federal funding limitations and potential pending reductions.
-  Potential conflict with partner agencies (IWD, DHR, DHS, etc.) regarding implementation of WIOA.
-  Need for continued development of data reporting systems and the fine line between documentation and service delivery.

## Disability Determination Services Strategic Planning Efforts

The DDSB made progress on the FY15-18 IVRS Strategic Plan goals by realigning existing human resources, reconfiguring space, enhancing fraud prevention and security measures, implementing the use of new technology, and focusing on employee retention through developing programs and workplace flexibilities. The DDS formed work groups to address the following questions to impact future strategic planning:

1. What do you see as the greatest single challenge facing the Iowa DDS in the future?
2. How are other government agencies that are facing similar external trends, opportunities, and threats responding? What changes, strategies, and shifts in direction are these other organizations attempting?
3. Based on your knowledge of the Iowa DDS, what is your perception or image of the agency?
4. In your opinion, what is the general external perception of the Iowa DDS?
5. In your opinion, what is the staff perception of the Iowa DDS?
6. Do you have any other comments or suggestions that will aid in the planning effort?

Three of the bureau's psychologists were involved with helping facilitate conversations impacting the Strategic Plan and related focus groups. These findings will be incorporated into the FY19-FY22 strategic plan. Employee feedback regarding communication, accountability, turnover and professional development are addressed through the plan.

## Resource Reallocations

Resource reallocations in IVRS relate primarily to human resources as management continues to review requests to fill positions through analysis of the budget team, workforce planning models and our case management data. This is also driven with the understanding of a status quo budget, as well as annual increases in our operating costs and service delivery costs. Without further revenue streams, we need to reduce personnel, operating and service costs, resulting in shrinking of the agency and consequently, a growth in the waiting list eventually planned.

The DDS has streamlined and decreased the number of lead workers and created new flexible positions that provide bureau-wide support. As compared to all other DDSBs around the nation, the Iowa Bureau has one of the lowest attrition rates at 7.5% (National Average is 10.1%).

# Performance Plan Results

## Key Results 1 of 2

### Core Function

**Name:** Vocational Rehabilitation Services and Independent Living

**Description:** Iowa Vocational Rehabilitation Services (IVRS) provides a wide variety of services for persons with disabilities that lead to the attainment of their employment, independence and economic goals. Business and industry is also a customer of IVRS to whom various services are provided to help meet workplace and workforce needs. The desired outcome is competitive integrated employment that meets the needs and interests of our eligible job candidates. Services include: assessment, medical referral for the diagnosis and treatment of physical and mental impairments, training, personal assistance services, placement, rehabilitation technology services, maintenance, transportation, small business enterprise assistance, and post-employment services. Services are planned for and delivered according to the individualized needs of the job candidate to achieve employment, and services are expanded beyond what can be obtained through a partner agency due to the unique nature and need of the job candidate.

**Why we are doing this:** Federal law was enacted after recognizing that individuals with disabilities faced severe discrimination in the workforce and required specialized assistance to achieve equal opportunity under the law. IVRS provides services to help persons with disabilities find and maintain employment, or to help them live independently (not in a group home or other care facility). This greatly enhances their quality of life and adds to the Iowa economy through reduced dependence on public support and through the payment of taxes. Our work is consistent with the Governor's stated priorities specifically related to the Future Ready Iowa Initiative.

**What we're doing to achieve results:** Our agency is participating in Employment First and Future Ready Iowa initiatives, serving on Regional Workforce Boards, as well as providing Pre-Employment Transition Services, business services, post-secondary education, counseling and guidance for individuals with the most significant disabilities.

IVRS partners with nearly 100 organizations to provide comprehensive rehabilitation services. The case management system, Iowa Rehabilitation Services System (IRSS), is being closely managed and reviewed for its operating efficiency. This plays an important role in data collection and state/federal reporting and case management.

IVRS has a federal mandate to serve the most significantly disabled individuals first, when resources are limited. The focus upon vocational placement and the prioritizing of core initiatives in each area office contributes to the number of individuals placed into competitive integrated employment. Through the expertise of the counseling staff, collaboration with job candidates and other services and resources, IVRS connects job candidates to competitive, integrated employment. Every employed job candidate becomes a tax payer and a consumer with more buying power, thereby increasing

Iowa's economy and tax base, while also saving the State's support dollars. **IVRS has demonstrated a positive return on investment for state dollars that are returned to the economy – serving as an economic stimulus.**

IVRS also is mandated by Section 511 of the WIOA to encourage job candidates who typically only achieved employment in community rehabilitation programs (CRP) at subminimum wage to explore and discover the opportunities of work competitively in an integrated employment setting. As a result, local IVRS offices have met and developed plans with local community rehabilitation program providers to have a planned approach toward placement services for their most significantly disabled population. Recognizing that the CRPs and IVRS do not have the capacity – nor does the local business community have the capacity – to place hundreds of individuals in supported employment, these plans are instrumental in achieving a successful business labor force model. IVRS, through our State Rehabilitation Council, is contracting with the Iowa Coalition for Integration and Employment to perform a statewide needs assessment and to assist in providing outreach and information to individuals in segregated settings.

**Data Sources:** IVRS Case Service Records.

**Resources Used:** IVRS is funded with a combination of 78.7% federal funds and matched with 21.3% of non-federal funds that are required to generate the federal funding. State appropriation for 2018 was \$5,625,675, with inclusion of \$106,705 for VR Maintenance of Effort totaling \$5,732,380. Total FTEs were 240.

# 2018 GOALS

## #1 JOBS

**200,000 NEW**

In 2018, IVRS placed **2,097** Iowans with disabilities into competitive employment. IVRS assisted **16** entrepreneurs with their Iowa business! **Cumulatively from 2008-2018, 476 businesses were successfully started, expanded or acquired with support from IVRS.**

## #2

### **15% REDUCTION IN GOVERNMENT**

IVRS provides services to individuals with disabilities that span many fields including partnering with the Department of Education, Department of Corrections, Department of Human Services, Department of Veteran Affairs and the Department of Labor. **Through the provision of vocational rehabilitation services, individuals with disabilities earned \$4.9 million more than was spent on the entire VR Program. 95 Individuals were on public support for their living expenses and are now supporting themselves, a savings of \$793,809 annually for the state.**

## #3

### **25% INCREASE IN FAMILY INCOMES**

For those successful IVRS employment outcomes, there was an income increase of **\$34.8 million from the time of their application status until their case file closure.** This is a **601.96%** increase in their income, as reported at application.

## #4

### **#1 SCHOOLS IN THE NATION**

**29%** of our referrals come from Iowa school districts for youth in transition. **In 2018, 913 students were successfully employed working 31 hours a week, with average earnings of \$11.68/hour.** Over **\$4.46** million was spent on tuition assistance for students in our post-secondary training programs to obtain educational and occupational skills training to help compete in today's labor market.

***What was achieved: IVRS placed 2,097 clients into competitive employment, which was an increase from the previous year of 2,080, and slightly below a target level of 2,100. However, IVRS successfully reached our WIOA goal for providing pre-employment transition services as mandated by WIOA and served an increase of over 1200 potentially eligible students from the previous year.***

## Agencywide

FFY	Potentially Eligible Students Served	Job Candidates Served	Total Job Candidates Served	Closed, Rehabilitated	Hours Worked per Week	Average Hourly Wage
2018	6,921	15,015	19,439	2,097	28	\$12.12
2017	5,624	15,005	20,629	2,080	30	\$12.06
2016	3,484	14,388	17,872	2,225	31	\$11.99
2015	NA	16,144	16,144	2,321	32	\$11.72
2014	NA	15,709	15,709	2,205	32	\$11.88

## Veterans

FFY	Veterans Referred	Closed, Rehabilitated	Hours Worked per Week	Average Hourly Wage
2018	179	48	32	\$15.26
2017	184	50	32	\$13.50
2016	197	48	34	\$14.80
2015	184	70	32	\$13.26
2014	188	60	34	\$15.23

## Transition Students

FFY	Potentially Eligible Students Served	Transition Students Served	Total Transition Students Served	Closed, Rehabilitated	Hours Worked per Week	Average Hourly Wage
2018	6,921	3,816	10,737	913	31	\$11.68
2017	5,624	5,618	11,242	940	34	\$11.76
2016	3,484	3,701	7,185	968	34	\$11.77
2015	NA	4,227	NA	973	34	\$11.21
2014	NA	4,288	NA	922	35	\$11.23

**What was achieved:** IVRS exceeded the target of .52% of the state average wage by placing job candidates in positions paying an hourly rate of **54%** of the average state hourly wage rate.

During **FY18**, the average hourly earnings for a person with a disability placed into competitive employment by IVRS was **\$12.12/hr**.

## Key Results 2 of 2

### CORE FUNCTION

**Name:** Disability Determination Services – Economic Supports

**Description:** The IVRS provides Disability Determination Services to claimants for Social Security Disability Insurance and Supplemental Security Income in Iowa through a relationship with the Social Security Administration (SSA) – per federal regulations.

**Why we are doing this:** To enhance economic independence for Iowans with disabilities through cash benefits and healthier Iowans through access to Medicare and Medicaid.

**What we're doing to achieve results:** The electronic process system to determine claimant eligibility for social security benefits is operating effectively. IVRS DDSB expanded the use of management information and data analytics to make business decisions and revised staff performance expectations to improve communication and accountability for service delivery. Continuing business process reviews and targeted quality reviews occur to ensure efficient and accurate service. The DDS performs continuous business process reviews to enhance service and evaluate stewardship. Technology advancements are ongoing with recent automation of case referrals to staff physicians and psychologists. The DDS teams with state health providers on electronic health records submission. Targeted quality reviews occur to ensure efficient and accurate service.

**Data Sources:** Social Security Administration Office of Quality Assurance and Performance Assessment.

**Resources Used:** This program receives 100% federal funding of approximately \$27.4 million from the Social Security Administration. Total of 161.8 FTEs.

***What was achieved:*** *IVRS Disability Determination Services exceeded the goal of 95% claims performance accuracy with a 96.7% accuracy rate. This was also an improvement from last year's rate of 95.7%*

*The initial claim processing time was 74 days, which is well below the goal of 85 days and an improvement from 2017, of 77 days.*

*The percent of budgeted CDR completed was 102.1%, which also exceeded our goal expectations. This was also an improvement of 2017 data which was 101.3%*

## Agency Contacts

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# Agency Performance Plan Results

FY 2018

(Numbers in red indicate actual result)

<b>Name of Agency: Department of Education, Iowa Vocational Rehabilitation Services</b>			
<b>Agency Mission: To work for and with individuals with disabilities to achieve their employment, independence and economic goals.</b>			
<b>Core Function</b>	<b>Performance Measure (Outcome)</b>	<b>Performance Target(s)</b>	<b>Link to Strategic Plan Goal(s)</b>
<b>CF: Vocational Rehabilitation Services and Independent Living</b>	<b>Wage ratio of IVRS clients to state average</b>	<b>0.52 .54</b>	<b>Goal 1 - To maximize every client's opportunity to reach their economic, independence and employment goals.</b>
<b>Desired Outcome(s):</b>			
<b>Full-time, or if appropriate, part-time competitive employment in the integrated labor market.</b>			<b>Goal 2 - Increase advocacy and support for rights of individuals with disabilities.</b>
<b>Services, Products, Activities</b>	<b>Performance Measures</b>	<b>Performance Target(s)</b>	<b>Strategies/Recommended Actions</b>
<b>1. Employment (Vocational Rehabilitation) Org# 0001-283-1000 0001-283-2000 0034-283-0704 0366-283-0708 0395-283-0703 0398-283-0093</b>	<b>A. Percent employed (federal reporting) B. Access to services ratio of minority to non-minority clients (federal reporting) C. Number of employment outcomes (federal reporting) D. Number of Self-Employment clients who achieve start-up or expansion of a business</b>	<b>A. 55.8% 47.02 B. 0.80 .90 C. 2100 2,097 D. 25 16</b>	<b>1. High-quality client services and outcomes. 2. Comprehensive system of job placement. 3. Effective collaboration. 4. Manage waiting lists for services. 5. Continued focus on core service delivery efforts. We are seeing a decrease in the rehabilitation rate and the State Rehabilitation Council identified this as a concern as the current ratio is \$47.02%. This is being reviewed and strategies will be implemented in an effort to positively impact the number. Our Self-Employment program went through changes and we have developed a micro-enterprise service system which we hope will increase outcomes.</b>
<b>2. Independent Living (Vocational Rehabilitation) Org# 0001-283-0714</b>	<b>A. Percentage of persons meeting their goals B. Number of persons able to continue to live independently in their homes</b>	<b>A. 55% 49% B. 30 20</b>	<b>1. High-quality client services and outcomes. 2. Effective collaboration. 3. Enhanced external communication. *Staff time dedicated to Independent Living services decreased in the last two fiscal years. Also, average expenditure per client case is significantly higher compared to 5 years ago. These factors, along with limited program funds, have affected the number of clients served by IVRS in IL services.</b>

<b>Name of Agency: Department of Education, Iowa Vocational Rehabilitation Services</b>			
<b>Agency Mission: To work for and with individuals with disabilities to achieve their employment, independence and economic goals.</b>			
<b>Core Function</b>	<b>Performance Measure (Outcome)</b>	<b>Performance Target(s)</b>	<b>Link to Strategic Plan Goal(s)</b>
<b>CF: Economic Supports</b>	<b>Percent of claims accurately determined per SSA standards (initial net accuracy)</b>	<b>95% 96.7 %</b>	<b>Goal 1 - To maximize every client's opportunity to reach their economic, independence and employment goals.</b>
<b>Desired Outcome(s):</b>			
<b>Economic independence for disabled Iowans through cash benefits, and healthier Iowans through access to Medicare and Medicaid.</b>			
<b>Services, Products, Activities</b>	<b>Performance Measures</b>	<b>Performance Target(s)</b>	<b>Strategies/Recommended Actions</b>
<b>3. Disability Determination: Initial review of claims and continuing disability reviews (CDR) (Economic Supports Org# 0231-283-0716 0394-283-0702 0394-283-0712 0394-283-0722 0394-283-0723</b>	<b>A. Initial claim processing time B. Percent of budgeted CDRs completed</b>	<b>A. 85 days 74 B. 100% 102.1%</b>	<b>1. Develop quality management plan. 2. Enhance training where needs are identified.</b>

<b>Name of Agency: Department of Education, Iowa Vocational Rehabilitation Services</b>			
<b>Agency Mission: To work for and with individuals with disabilities to achieve their employment, independence and economic goals.</b>			
<b>Core Function</b>	<b>Performance Measure (Outcome)</b>	<b>Performance Target(s)</b>	<b>Link to Strategic Plan Goal(s)</b>
<b>CF: Agency Resource Management</b>	<ol style="list-style-type: none"> <li>1. Percent of internal customer satisfaction with key support services</li> <li>2. Percent of time IT network services are available to staff</li> </ol>	<ol style="list-style-type: none"> <li>1. 85%</li> <li>2. 95% <b>99%</b></li> </ol>	<p>Goal 3 Increase capacity to serve all VR clients. Goal 4 Increase interest and satisfaction in VR careers.</p> <p>No internal customer satisfaction survey was completed. Instead we did a statewide survey effort to impact strategic plan initiatives.</p>
<b>Desired Outcome(s):</b>			
<b>Resources are sufficient to provide services per IVRS mission and federal guidelines for Vocational Rehabilitation and Disability Determination.</b>			
<b>Services, Products, Activities</b>	<b>Performance Measures</b>	<b>Performance Target(s)</b>	<b>Strategies/Recommended Actions</b>
<b>4. Infrastructure (Resource Management) Org# 0001-283-3000 0001-283-4000</b>	<ol style="list-style-type: none"> <li>A. Percent of required non-federal match dollars generated</li> <li>B. Ratio of employees to supervisors</li> <li>C. Inspection results – Parker Building</li> </ol>	<ol style="list-style-type: none"> <li>A. 100% <b>100.0%</b></li> <li>B. 12:1 <b>15-1</b></li> <li>C. DAS responsibility now, as “owner” of the Parker Building</li> </ol>	<ol style="list-style-type: none"> <li>1. Maintain and improve sustainability model and use IRSS to forecast resource needs.</li> <li>2. Not fill supervisory positions automatically when vacancies arise.</li> <li>3. Maintain contact with DAS regarding maintenance operations in Parker Building.</li> </ol>