



Iowa  
**Vocational  
Rehabilitation**  
Services

*Finding solutions. Generating success.*

# Strategic Plan 2019 – 2022



**Strategy – Execution – Success.**

December 2018

# Iowa Vocational Rehabilitation Services Strategic Plan 2019 – 2022

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# **IVRS Guiding Statements**

## **Our Mission**

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

## **Our Motto**

Finding Solutions. Generating Success.

## **Our Vision**

To Make a Positive Difference For Every Person, One Person at a Time.

## **Our Guiding Principles**

We are responsive to the unique needs and goals identified by individuals with disabilities.

We demonstrate teamwork and cooperation among staff, customers and partners.

We operate with trust and integrity.

We demonstrate compassion and respect for all people.

We value continued improvement and learning.

We openly communicate with clarity and consideration.

We are results driven.



## Assessment

The mission of IVRS is *to work for and with individuals who have disabilities to achieve their employment, independence and economic goals*. Included as an agency within the State Department of Education, 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.

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. IVRS reviews this and submits progress per federal guidelines. IVRS submits the reviews to RSA in order for the agency to receive Title 1 and Title VI Part B grant funds.

The State Plan details the administrative and operational activities of IVRS. In addition, the Plan describes specific areas that involve public input, waiting list information, an analysis of data and goal planning, as well as an evaluation of reported progress. Collaborative partnerships, dynamic service delivery which focuses on meeting the needs of our business customers, improved transition outcomes and services facilitating the transition into competitive community integrated employment settings for individuals with the most significant disabilities are just a few of the key points addressed in our state plan and linked to the agency strategic plan.

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. We identify these strategies through a comprehensive statewide needs assessment, feedback from a diverse set of stakeholders, input from our State Rehabilitation Council and through management and strategic plan work groups. Key thoughts behind the plan are:

- 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.**

Achieving the goals outlined in the IVRS State Plan and Strategic Plan requires a continual review of measures that assess customer satisfaction and employment outcomes. With an ongoing focus on individualized, yet innovative services, IVRS strives to balance the challenges created by capacity, employment barriers and waiting list issues with furthering improved employment outcomes for individuals with the most significant disabilities.

IVRS identifies in all employee performance plans how efforts relate to our state goals of:

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.

Specific IVRS efforts that contribute to these goals include employment outcomes for individuals with disabilities. In 2018, IVRS placed 2,097 individuals into competitive integrated employment. This was an increase from the previous year that also went along with an overall expansion of the number of job candidates served overall through our potentially eligible and transition students.

Year	Potentially Eligible	VR Eligible	Total
2018	6921	2047	8968
2017	4311	3468	7779
2016	1244	3554	4778
2015	20	4417	4437
2014	2	4586	4588

We also successfully met the previous RSA Standards and Indicators measures for ratio of wages to the state average, our minority rehabilitation rate, and competitive integrated employment outcomes.

Through IVRS service delivery, we reduce strain on other government systems as individuals return to work. Individuals with disabilities cross all systems. Through employment, there is a positive return on investment – reflecting for every state dollar invested, there is a return of three dollars. IVRS provides services to individuals with disabilities that cross many fields, including partnering with the Department of Education, Department of Corrections, Department of Human Services, Department of Veterans Affairs and the Department of Labor. Future services will continue to be provided in an attempt to positively impact the numbers of individuals who are reliant on other government assistance programs.

This plan will build off the success of previous strategic plans, which saw significant accomplishment in the areas of transition, staff hiring in the field to support capacity needs, and managing the state/federal fiscal budget to maximize federal funds. Additional accomplishments include remaining audit-free with comments, the development of a dual customer model, the belief and implementation of Employment First. We also continue with the alignment of partner relationships to maximize resources and reduce duplication. Ongoing strategies will build upon this foundation.

## State Plan

State Planning efforts identified needs to address key topic areas such as:

- Increased role for IVRS in transition – including Pre-Employment Transition Services and Potentially Eligible, and services to Youth;
- Limitations on the use of subminimum wage;
- Eligibility for those in need of job retention;
- Memoranda of Agreements established between IVRS and the Department of Education, and IVRS and Iowa's Department of Human Services;
- Changes defining competitive integrated employment and supported employment services;
- Movement of federal programs, roles of IVRS in One-Stop systems and funding of One-Stop infrastructure;
- Increased emphasis on the role of IVRS in the Workforce Development system and shared performance measures.

State Plan goals include:

- GOAL 1:** All of Iowa's workforce will represent the continuum of the 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. The 2018 IVRS State Plan included three public comments. All have been addressed and/or revised within the approved State Plan.

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.

## Strategic Planning

IVRS is approaching strategic planning with a purpose to continue to be a national and state leader in the delivery of vocational rehabilitation services. We believe this is a time of tremendous opportunities and that the future is achievable through the strategies in this plan. IVRS is modeling the strategic plan after independent research through our State Rehabilitation Council and through collaborative work with a consultant. IVRS desires to be a high-performing organization with characteristics modeling visionary leadership, customer focus, valuing employees and partners, managing for innovation, management by facts, focus on results and creating value.

The implementation of the Strategic Plan considers an analysis of the agency's Strengths, Weaknesses, Opportunities and Threats analysis.

### Strengths

-  Dedicated, professional staff.
-  Workforce planning strategies that have been in place for a number of years.
-  Expanded commitment to business relationships, utilization of the National Employment Network with growth of IVRS business services, and the 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 the needs of the 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 fully maximize the use of technologies.
- Specific training needs continue based upon growing demands on staff time, increase in severity of disabilities being served, and staff 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 workforce hiring creates 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 (ISE) 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 and retirement.
- ❏ Lack of collaboration within community partnerships for a common vision.
- ❏ Challenges for consistent delivery of services across state offices.
- ❏ Losing VR identity through 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 the implementation of WIOA.
- ❏ A need for continued development of data reporting systems and the fine line between documentation and service delivery.

## 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, which serves as a decision-making tool, improving their placement culture and results in increased employment outcomes.

### Actions

Leadership activities occur at all levels of staff engagement and are demonstrated by the following action examples:

1. Staff develops working relationships with business and industry culminating in increased business relationships/accounts.
2. Implement progressive employment strategies focused on improving employability of our job candidates.
3. Success stories are captured at the local level in various ways to be shared through diverse channels.
4. Supervisors develop workforce plans to enhance staff finding ways to work in the areas of their passion.
5. Provide feedback loop on continuous quality improvement regarding what service delivery strategies are working well, what is not working well, and recommendations regarding how to make it better.

### Measures

1. Increase of Status 26 employment outcomes from prior year, growing annually.  
**DUE ANNUALLY**
2. Identification of common performance measures tracked across employment systems. IVRS develops an ability to produce the required data measurements related to credential attainment, *Future Ready Iowa* link, wages and employment sustained at second and fourth quarters following case closure.  
**DUE 10/1/2019**
3. Professional staff have a professional development plan implemented that addresses rehabilitation growth and employment outcomes and it is reviewed on a consistent basis, fostering employee engagement and ownership of their rehabilitation professional goals.  
**ONGOING**
4. Identify and track outreach efforts and sharing of success stories across communication systems.  
**ONGOING**

### **Strategy 1-B**

Area office 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.

#### **Actions**

1. Pre-ETS curriculum is developed and shared via online learning. Staff will have options to consider in selecting activities available for students to participate and increase involvement.
2. Career Index tool is used and available for all staff.
3. Local school plans will define the roles of the various partners in the provision of Pre-Employment Transition services to maximize the capacity of all partner agencies, providing a comprehensive employment service delivery to the transition **population**.
4. **Integrate IowaWorks into local plans and activities as applicable.**

#### **Measures**

1. Pre-ETS numbers are measured and met. **DUE ANNUALLY**
2. Contracts are monitored with quality and program data review leading to successful outcomes. **DUE ANNUALLY**
3. Employment plans are developed in required time frames with quality indicators outlining interests, strengths and needs of job candidate. **DUE ANNUALLY**

## IVRS Strategic Plan

### 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.

#### Actions

1. Professional training development system used to implement and track training participant programs.
2. Collaborative training through peer and mentor groups are common.
3. Area office supervisors provide input with Planning and Development Team on the implementation and review of contracts leading to successful employment and fiscal/program compliance.
4. Restructuring and identifying roles and responsibilities to better meet field service teams for Resource Manager Team and integrating into Planning and Development Team.

#### Measures

1. Recordkeeping system for training is developed. **DUE 10/2019**
2. Improved rehabilitation rates and employment outcomes reflecting service delivery priorities. **DUE ANNUALLY**
3. Third party and contract compliance issues are met. **DUE ANNUALLY**

#### Strategy 2-B

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

#### Actions

1. Develop communication strategies to increase the awareness and value of VR with business customers.
2. Identify training opportunities internally for agency and partner staff to develop mutually beneficial customer relationships.
3. Cross training with partner staff in tracking business services and with IWD Geo Solutions.

#### Measures

1. Business service training is documented, business specialist positions are reviewed, and MOAs developed in support of business services. **DUE ANNUALLY**

#### Strategy 2-C

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

## **Actions**

1. Business Service efforts occur in collaboration with key community partners; specific focus will be with workforce business teams, regional workforce boards, apprenticeships, and sector and career pathway strategies.
2. Core Partner management staff present vision of WIOA and develop collaborative practices between regions to positively impact Integration Continuum Self-Assessment process.

## **Measures**

1. Local service plan reports on Integration Continuum model and strategies identified to prioritize focus areas.
2. Analysis of process is shared through Disability Access Committee on progress occurring in core partner service at the One Stop Centers.

## **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.

## **Actions**

1. Identify process improvement activities at the local level that result in job candidates referred to VR being better informed and aware of expectations for work.
2. Communicate effective practice and policy resulting in greater self-driven engagement for staff and for individuals served.
3. Identify, communicate and promote best practices that impact service delivery at the local level.
4. Staff engage job candidate from application through closure by addressing their needs and proactively work to motivate the job candidate through the process.
5. Professional staff integrates Motivational Interviewing techniques to work with job candidates effectively.
6. Quality services are delivered and demonstrated in case reviews. Agency is participating in QA research, review process consistently utilizing data in a decision-making model.
7. Supervisors support staff in priority areas, integrating work activities into performance planning. Expectations, outcomes and service deliverables are identified and measured by work group summary reports.

## **Measures**

1. Improved rehabilitation rate resulting in increased employment outcomes. **DUE 2022**
2. Quality Assurance process is implemented across offices with data analysis occurring statewide, by office and by staff. **DUE ANNUALLY**
3. Employment outcomes, data measurements and QA reflect improvements in rehabilitation rate, employment outcomes and quality data. **DUE 2022**

## IVRS Strategic Plan

### 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.

##### Actions

1. Strategies are implemented through the work of Business Service Teams, Employment First implementation of customized employment, Transition Action and post-secondary teams, and Disability Access Committee.

##### Measures

1. WIOA state plan goals reflect progress based upon measures identified.

**DUE ANNUALLY**

#### 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.

##### Actions

1. Internal work group examples include Transition Action team, MI Team, SES, SWATT, BP cadre. Work teams facilitate and mentor staff learning at the local level as identified in trainings and office meeting agendas.

##### Measures

1. Needs Assessment and review of State Rehabilitation Council reflects progress on identified areas.

**DUE ANNUALLY**

#### Strategy 3-C

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

##### Actions

1. It will be critical to attempt to collaborate and share training and developed strategies across systems, demonstrating effective partnership, alignment of roles and responsibilities and efforts to increase capacity through reduced duplication.
2. Develop strategies to embrace learning and service delivery related to Community Rehabilitation Providers with the delivery of customized employment and Menu of Services. Utilize community of practice webinars and training efforts through our Menu of Services with integration into Employment First and Iowa APSE exposure continuing.
3. Engage in systems to improve tools for in-service and staff development.
4. Design and communicate strategies to recruit and maintain talent for IVRS.

5. Engage professional development and training, identifying activities to address local needs/barriers, and develop local solutions addressing problem areas.

### Measures

1. Training schedules reflect priority areas are addressed. **DUE 10/2020**
2. Supported Employment Outcome analysis. **DUE 10/2020**

### 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.

### Actions

1. Business service focus from all staff with specific roles and responsibilities for business service team in mentoring and sharing of promising practices. Efforts should create linkages to enhance transition efforts, creating pipelines to business and career pathways.
2. Increase interaction and implement Integration Continuum Self-Assessment, identifying key actions to improve capacity and ensure alignment of services with core partners in areas of Outreach and Intake, Assessments, Career Services, Case Management, Follow-Along Services, and Business Engagement.

### Measures

1. Business services are tracked, employment outcomes achieved. **DUE ANNUALLY**
2. Disability Access Committees track progress of integration efforts with core partners. Formal reporting and analysis is shared at regional workforce board levels with reporting to state workforce board. **DUE ANNUALLY**

### 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.

### Actions

1. Recognize employee milestones in terms of seniority and years of service.
2. Develop employee orientation and trainings and a professional development schedule to offer opportunities for training.
3. Develop opportunities for staff to participate in leadership opportunities applicable to IVRS service delivery including the Rehabilitation Association leadership symposium.

### Measures

1. Track employee retention rates and determine progress. **DUE ANNUALLY**
2. IVRS In-Service training programs will be tracked and monitored for participation and attendance with opportunities for professional credit as applicable. **DUE ANNUALLY**

## IVRS Strategic Plan

### 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.

#### Actions

1. Initiates and support efforts at collaborative training, including for technology uses such as mobile technology, desktop effectiveness and IRSS.

#### Measures

1. Tracking of training opportunities. **DUE 2019**
2. Capacity-building of staff demonstrated by goal attainment of RSA measures. **DUE 2022**

#### Strategy 4-B

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

#### Actions

1. Implement process improvements to reduce the amount of data entry currently required by staff.
2. Integrate IRSS with Google calendar for scheduling appointments and generating appointment reminders.
3. Increase staff capacity to allow for more focus on improving IRSS for staff while also meeting federal RSA mandates.
4. Ensure forms are accessible and transition to converting to fillable forms when possible.

#### Measures

1. PMT progress reports on IRSS activity completion dates. **DUE BY 2022**

#### Strategy 4-C

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

#### Actions

1. Implement process improvements to reduce the amount of data entry currently required by staff.

#### Measures

1. FTE allocation, current at 244. **DUE ANNUALLY**

## Strategy 4-D

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

### Actions

1. Increase staff capacity to allow for more focus on improving IRSS for staff while also meeting federal RSA mandates.
2. Increase understanding of how offices use current IRSS features and functionality and what system improvements are necessary to improve service delivery and increase outcomes.
3. Implement specific training both through the Help Desk and through local office training. Identify ways to create YouTube training for “cheat sheets” in technology use.
4. Through leadership of IT team and local pilot project offices, an effort will be made to move towards electronic case record access.
5. Reviewing, evaluating and supporting of reclassification of positions when necessary to align critical service delivery areas while gradually decreasing the number of FTE positions by five.
6. Hiring and training of staff, with improved engagement into strategic goals of agency. Fully-staffed IT department supporting the development needs of our case management system to meet federal reporting requirements, with consideration of field service needs for improved capacity.
7. Integration of PMT, IRSS Committee, and Technology Management Team (TMT) recommendations into cohesive IRSS plan that economically maintains level of service. Revised target dates are consistently reviewed and communicated through PMT with updates to field users.
8. Develop work effectiveness of Statewide Assistive Technology Team (SWATT). Actions include:
  - Increase user buy-in through SWATT participation with planning, decision-making and process improvement.
  - Train members to become actively involved with testing of IRSS additions and modifications.
  - Maintain open line of communication for members to provide ongoing input regarding system improvements.
  - Assist with the prioritization of projects to improve IRSS case management and financial services workflow.
9. Support the VR profession knowledge exchange through externships and internships, with specific focus on business/industry collaborations.

### Measures

1. Meeting of Pre-ETS and business service goals.

**DUE ANNUALLY**

## IVRS Strategic Plan

### 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 to 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.

#### Actions

1. Improve engagement of job candidates and utilization of staff time by improving rehabilitation rate while at the same time, identifying baseline objectives to meet RSA quality indicators and performance measures.
2. Incorporate quality measures into performance planning system, including training staff on service priorities and Mission/Vision.

#### Measurements

1. Outcome data for performance measures. **DUE 2019**

#### 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.

#### Actions

1. Training and communication with management staff regarding key data indicators and sharing of information to be transparent in information processing.

#### Measurements

1. Meet federal/state drawn-down maximums, remain audit comment-free, and allocate FTE positions based upon resources available. **ONGOING**

#### Strategy 5-C

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

#### Actions

1. Communication and development of new QA tracking forms.
2. Identify and communicate data which influence improved customer outcomes.

#### Measurements

1. New QA tracking forms developed. **DUE 2019**
2. Data which improves customer outcomes is identified and communicated. **DUE 2021**

## IVRS Strategic Plan

### **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.

#### **Actions**

1. Resource team, planning and development team and local area offices will collaborate in efforts to design and assess programming in the targeted areas.

#### **Measurements**

1. Achievement of standards and indicators. Identification of specific tracking for these targeted areas with review of progress. **DUE 2021**

#### **Strategy 6-B**

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

#### **Actions**

1. Training and communication at state and local level involving partner groups.

#### **Measurements**

1. Review and implementation of consistent programming with results for agency, area office and staff. **DUE ANNUALLY**

#### **Strategy 6-C**

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

#### **Actions**

1. Tracking of actual training events, referrals, expenditures and outcomes for targeted areas.
2. Create capacity for archival of trainings in central location.

#### **Measurements**

1. Tracking of actual training events, referrals, expenditures and outcomes for targeted areas. **DUE ANNUALLY**

### **Strategy 6-D**

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

#### **Actions**

1. Discuss partnership efforts with the Disability Employment Initiative and Iowa Works on actions to positively impact benefits planning resource development.
2. Provide and improve access to benefit planning training to IVRS BP cadre.

#### **Measurements**

1. Ticket to Work Partnership Plus handoffs increase by 10% each year. **DUE ANNUALLY**

### **Strategy 6-E**

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

#### **Actions**

1. Identify and develop a systematic approach to the development of a customer-centric and continuous quality improvement culture. Includes creating and maintaining supports to increase system engagement through mutually beneficial systems and community partnerships.
2. Define the process of co-enrollments, using warm hand-offs and follow-ups, consultation and cross training. Implement actions and report on progress of Disability Access Committee.

#### **Measurements**

1. Satisfaction surveys of job candidates. **DUE ANNUALLY**
2. Reporting from statewide needs assessment and coalition groups on service delivery issues. **DUE 2020**
3. Implementation of strategies for common data tracking and solving local barriers to center service delivery. **ANNUALLY**
4. Accessibility and accommodations utilized as reported by Disability Access Committee. **DUE 2019**