

FY 2004 DVRS Performance Report

Introduction

This report will present the accomplishments of the Iowa Division of Vocational Rehabilitation Services for the state fiscal year ending June 30, 2004. Accomplishments include those related to core functions identified in the DVRS SFY 2004 performance plan as well as progress toward the DVRS strategic plan goals previously identified. 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.

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.

This report will provide information on performance of the three identified core functions of the agency:

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

Also included in the report is an update on actions taken toward accomplishment of the four goals stated in the DVRS Strategic Plan, which was last revised in 2002. The strategic plan has undergone a recent review and will be re-submitted with significant revisions in December, 2004.

DVRS has managed a waiting list of potentially eligible clients seeking vocational rehabilitation services during the past 2+ years and must balance the need for VR services against inadequacy of funding to meet all needs identified. State funding for DVRS has not been sufficient to generate all federal funds available for vocational rehabilitation services in Iowa. In spite of this reality, DVRS has been able to meet or exceed all but one of the federal standards and indicators that are crucial to continued federal funding. The Disability Determination Services bureau has met the requirements set out by the Social Security Administration for accuracy and timeliness associated with determinations on disability claims.

Agency Overview

The Iowa Division of Vocational Rehabilitation Services (DVRS) exists to serve individuals with disabilities under Title II and Title XVI of the federal Social Security Act and Title IV of the Workforce Investment Act. DVRS serves people with

disabilities by providing vocationally related assistance to achieve economic independence or disability determinations that result in appropriate financial benefits per Social Security Administration guidelines. Other services and financial assistance are provided to enable persons with disabilities to maintain independent functioning as long as possible within their communities. DVRS is an integral part of the statewide disability community.

The mission and vision of DVRS was collaboratively developed by employees, consumers and stakeholders in 1993 and is a reflection of the agency's culture. The two statements are reinforced through agency policy as well as in recruitment, hiring and orientation of all new employees.

MISSION

The mission of the Division of Vocational Rehabilitation Services (DVRS) is to work for and with individuals who have disabilities to achieve their employment, independence and economic goals.

CORE FUNCTIONS

Provide VR services to eligible lowans with disabilities seeking employment.

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

VISION

lowans with disabilities will have equal opportunity to participate in their communities. DVRS will assist individuals with disabilities to explore resources and develop skills and confidence to achieve their employment, independence and economic goals.

Services will be provided on an individualized basis. Caring and qualified staff will work with the individual to create innovative, flexible plans for services to achieve his/her goals.

In order that individuals with disabilities may achieve their goals, a comprehensive network of resources and services must be available. DVRS will actively encourage and participate in such local and state partnerships. DVRS will continually strive to improve the resources and services, which contribute to achievement of the goals of individuals with disabilities.

Background:

DVRS is the largest division of the Department of Education and functions with considerable autonomy. The Division employs over 400 people in Des Moines and 43 locations throughout the state. Employees work within three Bureaus and a Planning and Development Team. For vocational rehabilitation services, DVRS received \$26.5 million in federal funds and another \$4.4 million in non-federal funds; for disability determination services, DVRS received all federal funds totaling \$16.1 million from the Social Security Administration.

The majority of staff are professionally trained rehabilitation counselors and disability examiners. Almost 90% of the counselors have master's degrees in counseling or a closely related field. All disability examiners have at least a bachelor's degree or its equivalent. In addition, DDSB has 34 professional consultants who are licensed as physicians, clinical psychologists, or speech pathologist. Most of the employees are covered under collective bargaining agreements negotiated with Iowa United Professionals and the American Federation of State, County and Municipal Employees.

All employees of the Planning and Development Team, Administrative Services and Disability Determination Services Bureaus work in the Des Moines facility, as do about half of the Rehabilitation Services Bureau employees. The remaining RSB employees are geographically disbursed to cover all 99 counties and every high school in the state. They are housed in every community college, regent's institution, and mental health institute in the state. In addition, staff co-locate or have itinerant offices in some Iowa Workforce Development Centers.

The Rehabilitation Services Bureau (RSB) has the primary responsibility for the statewide program of quality vocational rehabilitation services to all eligible disabled Iowans through direct and purchased services from a network of providers. 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 waiver 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 services and building maintenance support to the other Bureaus. The Planning and Development Team (PDT) is responsible for planning, budgeting, staff development, program evaluation and outreach.

DVRS customers are individuals with disabilities who need vocational or other assistance to help meet their goals for independence or who need financial benefits due to their disabilities. Vocational rehabilitation and disability determination programs are eligibility rather than entitlement programs. Applicants must meet federally determined criteria. Customers of both RSB and DDSB may apply on multiple occasions during their lifetime. Customers of the vocational rehabilitation program expect professional and accurate career planning information and involvement in planning to achieve their goals for either employment or independence. DDSB Claimants require accurate and timely decisions on their claims.

Competitive success is determined at the federal level by performance standards and indicators. In DDS that translates to timeliness and accuracy of case processing; on the vocational rehabilitation side, success relates to employment outcomes and equal access to services.

Strategic Challenges

The Rehabilitation Services Bureau experienced an unprecedented increase in new client referrals and average case costs starting in SFY02 and continuing to the present. Funding resources have not matched the increase in demands. State appropriations have not increased at the same rate as the increase in federal allocations for vocational rehabilitation. This has made it difficult for DVRS to earn all federal funds available. Due to the lack of financial resources, staff capacity, and in accordance with federal mandates, waiting lists for services are being maintained.

Recent federal legislation has sought to reduce duplication in the provision of employment and training services through the development of one-stop service centers. Expansion of consumer choice in providers is the focus of the development of employment networks. Some service providers and advocacy organizations believe that the federal dollars should go directly to them, rather than through one state agency. While there are no direct competitors for Disability Determination Services, there is competition for funding with other Social Security Administration entities and other states.

DDSB will respond primarily to the Social Security Administration's major service redesign. Several pieces of related legislation will influence vocational services. Choice among services and providers for clients will continue as a major focus.

Technology will also drive some of the change in this division. Planning is currently underway to develop and implement an information system with the capability for electronic case management and financial management. When fully implemented, this technology should impact employee productivity and job functions. In DDSB, the use of scanning and voice recognition software will likewise influence productivity. Assistive technology for clients will broaden employment opportunities for those with the most severe disabilities.

STRATEGIC PLAN RESULTS

STRATEGIC PLAN

Key Strategic Challenges and Opportunities:

DVRS has relationships with service partners to provide vocational assessment and training services to its clients statewide, leading to employment. In the development of contracts and service agreements, DVRS monitors the performance of its contractors. One of the issues related to the outcome-based service contracts was the need to allow the service providers to maintain financial viability while serving clients that have the most severe disabilities.

Employers represent another type of partner. It is important to client success that the agency develop and maintain relationships with employers that will lead to improved outcomes for clients. Marketing and Placement strategies are needed to enhance this partnership.

Goal # 1: To be a leader in customer-responsive service delivery resulting in quality outcomes for DVRS clients

Strategies:

Employment in quality jobs is the desired outcome for each DVRS client. Data on the Federal Standards and Indicators shows that DVRS is meeting federal expectations on most indicators. The agency would like to expand relationships with employers to meet their need for qualified employees while offering quality opportunities for our clients. A Marketing Committee was formed to work on the message and a Placement Committee was formed to work on Employer Development strategies.

DVRS purchases services for clients from a network of Community Rehabilitation Programs (CRP) around the state. Until recently, each CRP negotiated its own program of services and fees. Clients often received services because that is what the organization offered, rather than what the client needed to obtain employment. There was often disagreement about whether the vendor had met the expectations of the counselor and client. The Menu of Services pilot set up the services and quality indicators for each type of service. A group of CRPs volunteered to track costs and provide data from which statewide fees were set.

The agency collected quantitative data regarding Federal Standards and Indicators. A recent initiative was designed to provide quality measures of case services provided by DVRS counselors. The Innovation Configuration project developed quality indicators for Intake, Eligibility Determination, Counseling and Guidance, Vocational Plan Development, Job Placement and Follow-up, and Informed Client Choice. During FFY 2003, case reviews were conducted in each area office to develop a baseline of quality services. Each office used this data to develop an improvement plan. Case reviews for the second year are being conducted and compared to baseline results. This comparison will provide data

on improvements as well as areas of growth for case services for individual counselors, area offices and the state.

Results

Performance

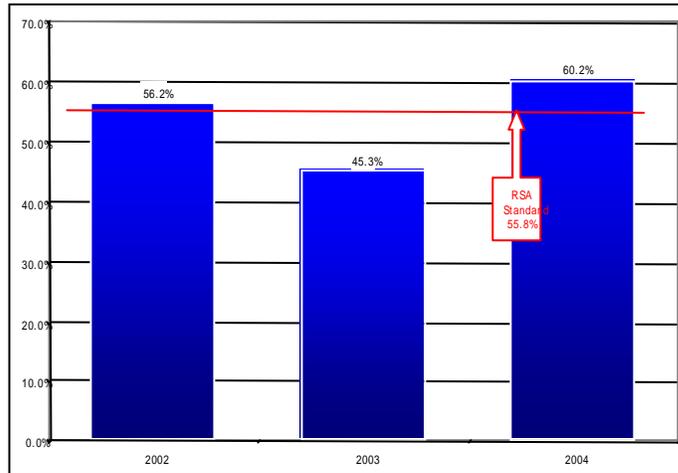
Measure:

Exceed federal standards and indicators

Data Sources:

Client Service Records

1.2 Percent of Successfully Employed



Performance

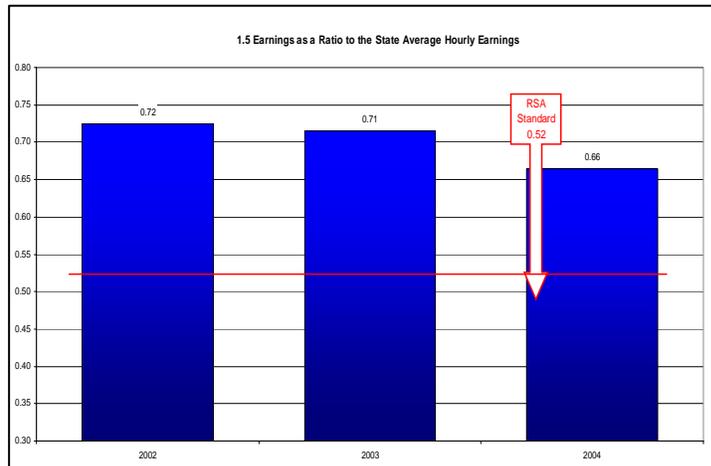
Measure:

Exceed federal standards and indicators

Data Sources:

Client Service Records

1.5 Earnings as a Ratio to the State Average Hourly Earnings



Data reliability:

Using the RSA federally enforced guidelines for data we achieved a high rating by RSA in FY04. Quote from RSA about 2004 data "We commend you for the superior quality of your data. "

What was achieved:

From FFY03 to FFY04, the rehabilitation rate has increased, the outcomes have increased, the caseload has increased, and the wage ratio has far exceeded the Standard.

Analysis of results:

Rehabilitation outcomes ratio increased as the waiting list stabilized the influx of clients with the most severe disabilities being brought into the caseload. This produced an increase in the number of successful rehabilitation closures and the *Earnings as a Ratio to the State Average Hourly Earnings* far exceeded Federal Expectations. Funding and staff resources did not match the increase in demands.

Link(s) to Enterprise Plan: Accomplishment of this goal contributes to enterprise goals of New Economy and Health. Increasing the number of clients placed in competitive employment frequently is done via college education which DVRS helps finance for eligible clients. And as DVRS clients become employed many increase their access to health care through comprehensive benefits program provided by their employers.

STRATEGIC PLAN RESULTS

STRATEGIC PLAN

Key Strategic Challenges and Opportunities:

Feedback from Iowa Excellence examiners indicated that “The division has a clearly defined set of support processes, and lists contractors as an important part of its service delivery system. However, neither bureau of the division appears to have in place a formal system that defines and communicates about data collected around performance measures and gives feedback regarding progress towards results, thus reducing the value of data as a tool for decision-making. The division doesn’t have current levels/trends or indicators in many areas of customer satisfaction, human resource or supplier/partner performance. There is not enough comparative data to determine if the level of performance in these areas is consistent with goals presented by the division.”

Goal # 2: To increase public awareness and support for DVRS in order to assist clients to achieve their economic, independence and employment goals

Strategies:

The division has established a data management position to help organize, collect and analyze data on its performance relative to federal standards and indicators. It has also moved ahead with the development of a comprehensive software development initiative, the Iowa Rehabilitation Services System (IRSS), to provide the basis for deriving and analyzing data from Client Services, Financial Services, Contract Management, Vendor Management and Financial Management.

During very challenging economic circumstances DVRS has not earned all available federal vocational rehabilitation funds. This negatively impacts all areas of DVRS responsibility.

Data reliability:

Internal consistency is being improved with the RSA edit checking and our internal edit checking.

What was achieved:

IRSS development is progressing so that overall data collection and analysis will be greatly facilitated in the next 1 to 2 years.

A Quality Assurance Data Collection method has been developed, and the agency is working toward an integrated comprehensive system of reporting.

Analysis of results:

A great deal of planning is being put into developing a system that will be functional presently and in the future. This is a long range result in which the plan itself is one of the results that we have accomplished.

Link(s) to Enterprise Plan: There is an indirect link to New Economy and Health goals insofar as along with increased public awareness and support, the more effective use of data will enhance the agency's internal capacity to manage its caseload of persons with disabilities and more efficiently assist clients in achieving their employment goals..

STRATEGIC PLAN RESULTS

STRATEGIC PLAN

Key Strategic Challenges and Opportunities:

Goal # 3: To optimize resources to achieve the DVRS mission

Strategies:

Management of the Waiting List relies on a system that can project average expenditures per client over the average life of a case and determine the number of clients that can be served annually with the available resources. With the implementation of IRSS, the division should have the capacity to track data and more accurately utilize all available resources in the appropriate Federal Fiscal Year.

Employee satisfaction measures are another area of emphasis. In the current Strategic Plan, employees were surveyed on their satisfaction with the work environment. Baseline measures were obtained and there are plans to repeat the survey to compare results against the baseline.

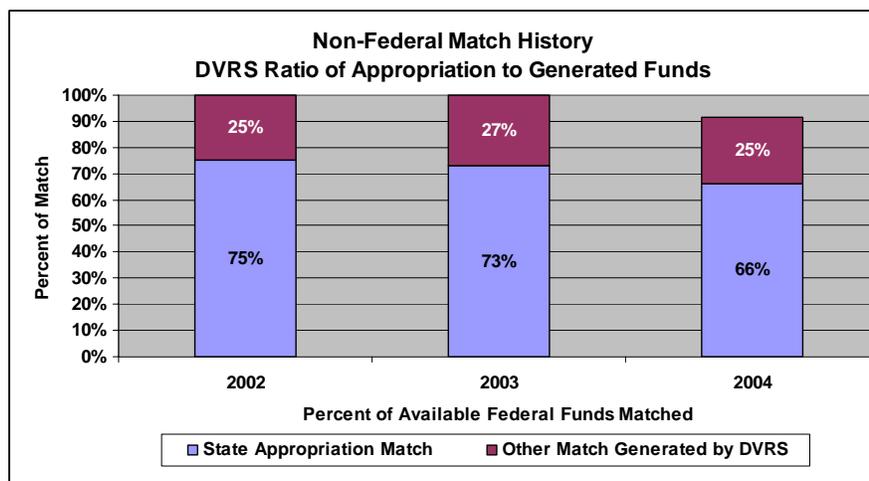
Results

Performance Measure:

Match all federal funds and eliminate waiting lists

Data Sources:

DVRS monthly financial status reports for 2002, 2003, and 2004.



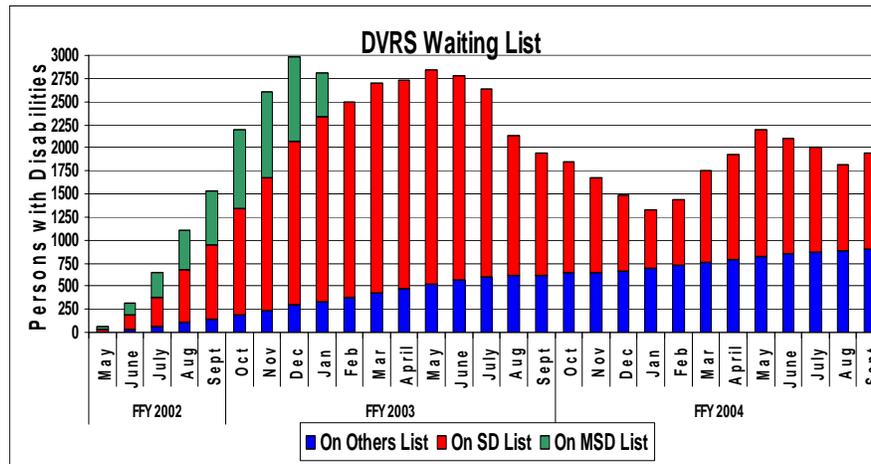
Performance Measure:

Match all federal funds and eliminate waiting lists

Data Sources:

DVRS caseload management report

Results



Data reliability: Data is derived from official records using standard formulas.

What was achieved:

During FY 04, DVRS has attempted to provide services to the maximum number of clients possible with the available financial resources. This has included gradual removal of the most significantly disabled persons from the waiting list.

Analysis of results: During very challenging economic circumstances DVRS has not earned all available federal vocational rehabilitation funds. This negatively impacts all areas of DVRS responsibility.

Link(s) to Enterprise Plan: None specifically

Results

Performance Measure:

Level of Employee Satisfaction

Data Sources:

All employees of DVRS were surveyed regarding the level of satisfaction with centralized administrative services provided by the Administrative Services Bureau. Included were questions regarding information technology support, building cleanliness, financial processing, and human resource management assistance. The goal was to establish a baseline to gauge level of internal customer satisfaction, discover improvement opportunities, and to prepare for future surveys to be done periodically.

Individual employee responses to questionnaire, submitted electronically.

Data reliability:

The data was generated using a valid, previously tested survey methodology, which was reviewed by persons trained in statistical analysis.

What was achieved:

A baseline of 85% satisfaction was established as the minimum acceptable indicator of satisfaction with centralized administrative services.

Analysis of results:

DVRS staff indicated overall satisfaction with most areas of administrative services. However, some opportunities for improvement were identified, such as the need for more information technology assistance (Help Desk). This need has been addressed via assignment of an additional position to work in a Help Desk capacity.

Link(s) to Enterprise Plan: There is an indirect link to the New Economy goal insofar as optimal use of DVRS internal resources will ultimately help meet needs of clients served, thereby contributing toward goal of increased jobs (and health care coverage) for lowans.

STRATEGIC PLAN RESULTS

STRATEGIC PLAN

Key Strategic Challenges and Opportunities:

The Agency analyzes trends in Vocational Rehabilitation and develops action plans for DVRS initiatives. Strategies include identifying and responding to important legislation, changes in regulations and other public policies which impact individuals with disabilities. The State Rehabilitation Council has a committee that reviews and proposes rehabilitation case services policy. Employees, as well as partners and stakeholders have a presence on the DVRS SRC. Their input helps ensure that policy changes that affect how we deliver services are made in accordance with the identified needs and concerns of front line staff, our partner service providers and ultimately the people we serve.

Goal # 4: To shape environmental factors, influence public policy, and be prepared for changes which affect the ability of individuals with disabilities to achieve their economic, independence and employment goals

Strategies:

The Leadership Assessment and Practice (LEAP) program represents an initiative to lead management and some counseling staff through a process of academic and experiential learning about change management, learning styles and dynamic leadership development. The LEAP program requires application of the learning by each participant completing a project which has been approved by their Bureau Chief. The focus of the project must be on addressing a current challenge within either the participant's immediate work group, or an issue with state wide implications.

Results

Performance

Measure:

Success of initiatives responding to Re-authorization of federal legislation

Data Sources:

Evaluation documents completed after LEAP training sessions

- All VR supervisors and management staff have completed three phases of the LEAP training and implemented their leadership development plan
- Leadership development plans are being monitored and progress is being assessed by Division Administrator
- Members of the Quality Assurance Board and administrative services management have completed the Leadership Development modules. The QAALB has implemented the training in their representation of their area offices in the development of policy changes.
- Local contacts with legislators have been established by

DVRS area office supervisors, and a legislator is serving on the State Rehabilitation Council.

- DVRS administrator has been involved in rehabilitation initiatives at the national level as an outgrowth of his involvement in the association of vocational rehabilitation administrators.

Data reliability:

This was internally generated data based on experiences with leadership development, the Quality Assurance Board, and the DVRS administrator's involvement in national initiatives.

What was achieved:

A formalized approach to leadership development was implemented in DVRS. This will help prepare staff, both supervisory and non-supervisory, to prepare for challenges of the agency in the years ahead.

Analysis of results:

All supervisors and several non-supervisors have had an opportunity to enhance their leadership skills. This should provide a foundation for more leadership development on the job, and provide leadership "role modeling" for other staff.

Link(s) to Enterprise Plan: None specifically.

INSTRUCTIONS FOR COMPLETING STRATEGIC PLAN RESULTS TEMPLATE

Key Strategic Challenges and Opportunities – Provide narrative from the agency's strategic plan's assessment describing the strategic challenges or threats faced by the agency as well as any strategic opportunities described in the assessment.

Goals – Integrate goals from the agency strategic plan.

Strategies – Integrate the strategies that align with each goal.

Measures/Results – Each goal in your strategic plan should have corresponding performance measures. List the measure(s) for each goal and provide a visual display of the results achieved. The information provided here is the basis that report readers will use to know what results were achieved.

Also provide a sentence or two about why this measure is being used.

Results – This should be a visual display (e.g., graph or chart) of the results achieved for the reporting period.

Data reliability – please provide information about the data source regarding its reliability and validity. Include such things as methodology, known restrictions to use, limitations, strength or predictive power, standard error, or any other information that would help the reader use your measure appropriately. Also include information about validation procedures that you may have used, or audit results if this measure has been audited.

What was achieved – Provide a brief written narrative that describes results achieved.

Analysis of results – Provide a short analysis that objectively discusses the major results for the reporting period, as well as the identified challenges facing the agency in implementing strategies and operationalizing the plan.

Links to Enterprise Strategic Plan – List any links between agency goals and strategies and any of the goals and strategies listed in the Enterprise Strategic Plan.

PERFORMANCE PLAN RESULTS

CORE FUNCTION

Name: Vocational Rehabilitation Services and Independent Living

Description: The Division of Vocational Rehabilitation Services (DVRS) provides a wide variety of services for persons with disabilities that lead to the attainment of their employment, independence and economic goals. The desired outcome is fulltime or part time competitive employment in the integrated labor market. Services include: assessment, 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.

Why we are doing this: DVRS 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.

What we're doing to achieve results: DVRS is in the development phase of a project (Iowa Rehabilitation Services System or IRSS) to replace a mainframe client service authorization system with a web-based system. The IRSS system will improve the efficiency and effectiveness of DVRS in delivering services to persons with disabilities and in working with partner organizations.

Results

Performance Measure:

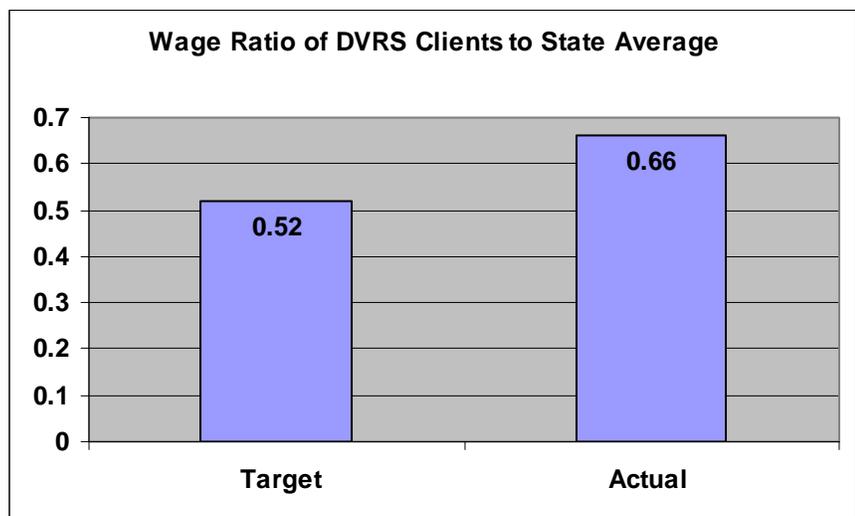
Wage ratio of DVRS clients to state average

Performance Target:

52%

Data Sources:

Case Service Record
Iowa State Wage (Labor)



Data reliability: The RSA requires each State to report this measure in the exact same way

each year. Our Client data has been audited each year by our Regional Office and all potential unreliability has been addressed. This year we were commended for the superior quality of our data.

Why we are using this measure: It is an indicator that DVRS clients are improving their economic situation and integrating in to the main stream society as a result of vocational rehabilitation services. The outcome target is an RSA required measure.

It is a quality indicator that DVRS clients are improving their economic situation as a result of vocational rehabilitation services. This indicates that our clients' average wage is at least 52% of the State Average or that our clients' average wage is not in the bottom quartile. This is a very important measure therefore to client independence and economic improvement and also to the State of Iowa itself. Just a job is not enough for our clients or for the citizens of Iowa that we represent.

What was achieved: From the last fiscal year the outcomes and rehabilitation rate was increased and exceeded the Standard. The wage ratio has far exceeded the Standard again. Quality outcomes continued to be the result of our services to Iowans.

Analysis of results: IOWA DVRS has consistently been over the National requirement and this year (FY04) we achieved a .66 ratio. That moves our clients' average wage out of the bottom third of all Iowans. This is quite an achievement.

Factors affecting results: Iowa Wages are not increasing as much as they really should which makes our job even more difficult. Our agency has been focusing on quality outcomes and that seems to be factor.

Resources used: DVRS Case Service Record Database. Iowa Workforce Average Wage for Iowa in previous year of period. These activities are funded through a combination of grant funds from the U.S. Department of Education, Rehabilitation Services Administration, state appropriations, program income from the Social Security Administration and funds generated through cooperative agreements with third parties. Total funding is approximately \$27 million. There are 205.5 FTEs associated with this Core Function.

PERFORMANCE PLAN RESULTS

CORE FUNCTION

Name: Economic Supports

Description: The DVRS provides disability determination services to claimants for Social Security Disability Insurance and Supplemental Security Income in Iowa through a grant with the Social Security Administration (SSA).

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

What we're doing to achieve results: The DVRS is implementing a paperless process to determine claimant eligibility for social security benefits. This process should reduce the amount of time required to determine eligibility.

Results

Performance Measure:

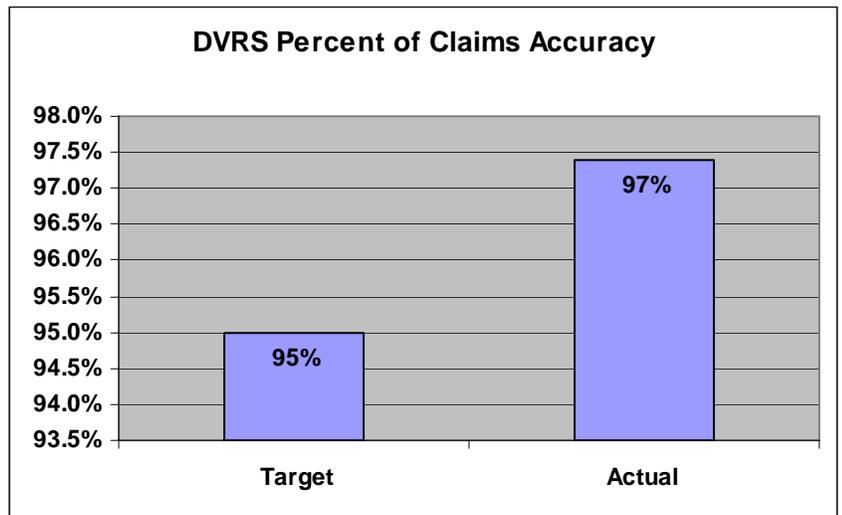
Percent of claims accurately determined per SSA standards

Performance Target:

95%

Data Sources:

SSA Administration



Data reliability: Data is provided by Social Security Administration Office of Quality Assurance and Performance Assessment (OQAPA). Statistics are derived from a statistically valid random sample of cases reviewed by OQAPA.

Why we are using this measure: Social Security Administration uses this measure to determine the overall quality of state disability determinations.

What was achieved: Iowa DVRS exceeded federal target goals.

Analysis of results: Documentation accuracy declined in the period October 2003 to December 2003 which had some negative impact on net accuracy. Documentation accuracy has increased steadily since last December.

Factors affecting results: There were no specific factors that could be identified that affected the results.

Resources used: These activities are funded through grants from the U.S. Social Security Administration. Total funding for these services is approximately \$16.1 million. There are 134.6 FTEs associated with this Core Function.

PERFORMANCE PLAN RESULTS

CORE FUNCTION

Name: DVRS Agency Resource Management

Description: Administrative services such as personnel, payroll, budgeting, accounting, purchasing, supplies, filing, and building maintenance are provided to the agency.

Why we are doing this: To provide sufficient resources per DVRS mission and federal guidelines for vocational rehabilitation and disability determination.

What we're doing to achieve results: DVRS is working to moderate temperatures in the Parker Building, to improve remote computer connectivity for staff outside of Des Moines, and to develop and implement the Iowa Rehabilitation Services System (IRSS) to improve services to clients.

Results

Performance Measure:

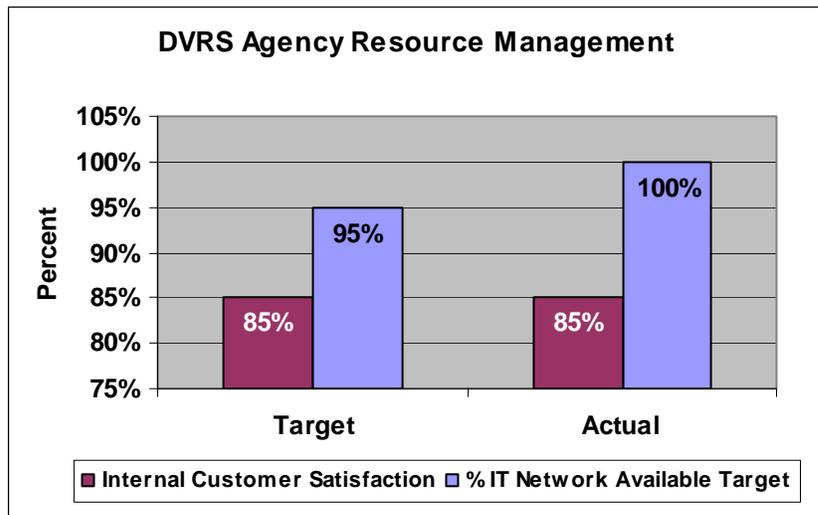
- A. Percent of internal customer satisfaction with key support services.
- B. Percent of time IT network services are available for staff.

Performance Target:

- A. 85%
- B. 95%

Data Sources:

Internal Survey Data and Monitoring of Network log.



Data reliability: Info Poll On-line Survey Software was used to collect data. Each employee was surveyed so no sampling was needed.

Why we are using this measure: Employee support is critical. If there are issues that need work we can fix them. The employees do have a voice and we want to empower them all. This lead into the Network availability since we are becoming a computer networked communication and sharing organization. The speed to get things done and satisfaction in

the right time frame only comes from better tools.

What was achieved: A baseline measure was established from the employee satisfaction survey. The response rate was very high.

Analysis of results: We found out which employee needs are the most important and that employee satisfaction is high.

Factors affecting results: The area of most concern was the HVAC of the building we are housed in. Changes in computer technology were addressed and found to be satisfactory also. Decreasing employee turnover and improvement of recruiting are factors.

Resources used: These activities are funded through a combination of grant funds from the U.S. Department of Education, Rehabilitation Services Administration, state appropriations, and funds generated through cooperative agreements with third parties. Total funding is approximately \$3.9 million. There are 45.8 FTEs associated with this Core Function.

PERFORMANCE PLAN RESULTS

SERVICE/ PRODUCT/ ACTIVITY

Name: Employment

Description: Successful closure of a vocational rehabilitation case occurs when the client is employed in an integrated setting for 90 days.

Why we are doing this: DVRS provides vocational rehabilitation services to persons with disabilities to help them achieve their employment, independence, and economic goals.

What we're doing to achieve results: DVRS staff includes master's degree rehabilitation counselors, DVRS partners with nearly 100 organizations to provide rehabilitation services, the Iowa Rehabilitation Services System (IRSS) is being developed and implemented to improve services.

Results

Performance Measure:

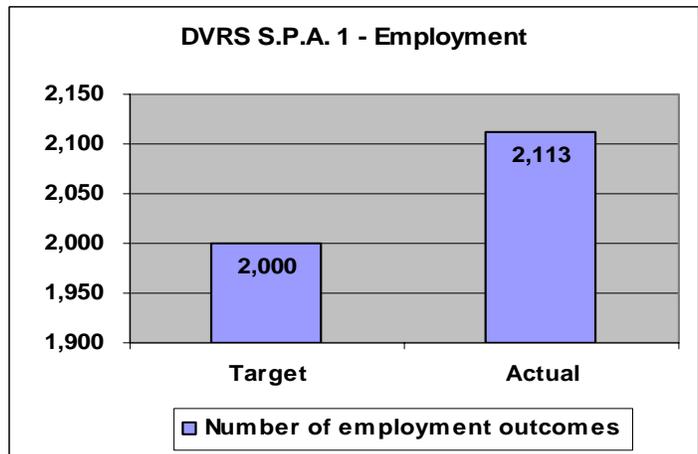
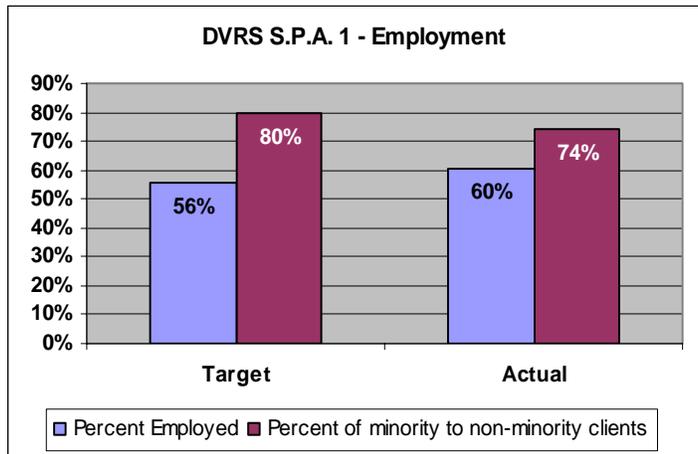
- A. Percent of clients employed
- B. Ratio of minority to non-minority clients
- C. Number of employment outcomes

Performance Target:

- A. 55.8%
- B. 80%
- C. 2000

Data Sources:

Case Service Records



Data reliability: Internal data edit checks and RSA requirements make these measures reliable.

Why we are using this measure: The number of outcomes shows our quantity of service and the percent employed measures our quality of service.

What was achieved: We met both the quantity and quality measures.

Analysis of results: DVRS has been challenged by insufficient non-federal matching funds resulting in the failure to earn all available federal funds. Even under this circumstance DVRS has met or exceeded most of the important performance measures.

Factors affecting results: Funding and the waiting list have limited our abilities to serve all the clients found eligible for services. DVRS maintains three waiting lists, a list for persons with most significant disabilities, a list for persons with significant disabilities, and for other persons found to be eligible.

Resources used: These activities are funded through a combination of grant funds from the U.S. Department of Education, Rehabilitation Services Administration, state appropriations, and funds generated through cooperative agreements with third parties. Total funding is approximately \$26.6 million. There are 204.2 FTEs associated with this S.P.A.

PERFORMANCE PLAN RESULTS

SERVICE/ PRODUCT/ ACTIVITY

Name: Independent Living

Description: The Independent Living program provides services to persons with disabilities to allow them to function more independently in their home, family and community rather than move to nursing homes and other residential facilities.

Why we are doing this: To maintain or improve the quality of life for persons with disabilities and to save public support dollars

What we're doing to achieve results: We continue to provide support and services to clients throughout the state consistently achieving the goals they have set. Each dollar of state appropriation draws down \$9 in federal money that provides the support for the services and staff support.

Results

Performance Measure:

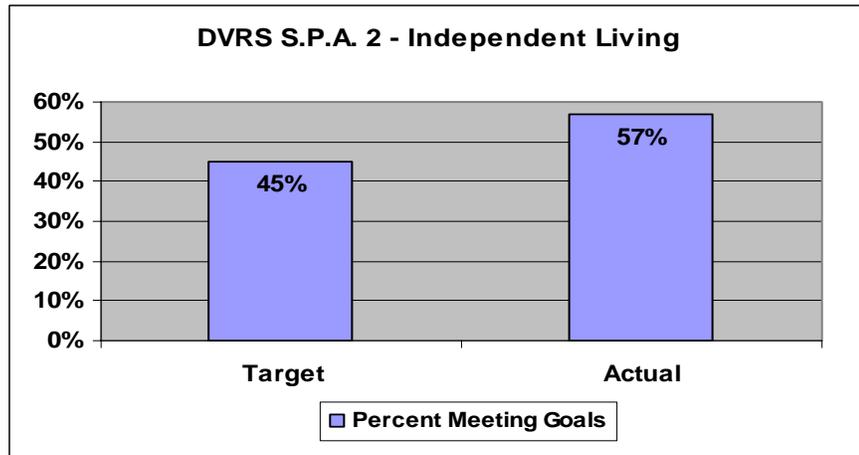
Percentage of persons meeting goals

Performance Target:

Target 45%

Data Sources:

RSA reporting instrument



Data reliability: RSA federally required data collection methods.

Why we are using this measure: Independent Living is achieved when the specific client goals are met. The consumer has successfully improved his quality of life by meeting all their goals.

What was achieved: Very large numbers of clients are being served with the available dollars. We were 12% above the targeted success measure.

Analysis of results: This is a highly individualized caseload managed by one person. Partnerships and solid employee support contribute to achieving the results.

Factors affecting results: DVRS focuses on removing architectural and environmental barriers that prevent inclusion in the community. Having access to these services removes the threat of placement in a nursing home or other institutions, improves quality of life for individuals served and conserves Medicaid funds.

Resources used: This activity is funded with a combination of grant funds from the U.S. Department of Education, Rehabilitation Services Administration, state appropriations, and program income from the Social Security Administration. Total funding for these services is approximately \$409,000. There are 1.2 FTEs associated with this S.P.A.

PERFORMANCE PLAN RESULTS

SERVICE/ PRODUCT/ ACTIVITY

Name: Disability Determination Services

Description: The Disability Determination Services Bureau (DDSB) of DVRS is a 100% federally funded program to provide for the determination of disability of eligibility for Social Security Disability and Supplemental Security Income benefits to disabled lowans. These lowans have applied to the local Social Security office for these benefits. The application is forwarded to DDSB for the eligibility determination process.

Why we are doing this: To comply with a Memorandum of Agreement with the Social Security Administration.

What we're doing to achieve results: DDSB has outgrown the space available in the Parker Building. DDSB moved into leased space in November 2004 with adequate space to perform its responsibilities.

Results

Performance Measure:

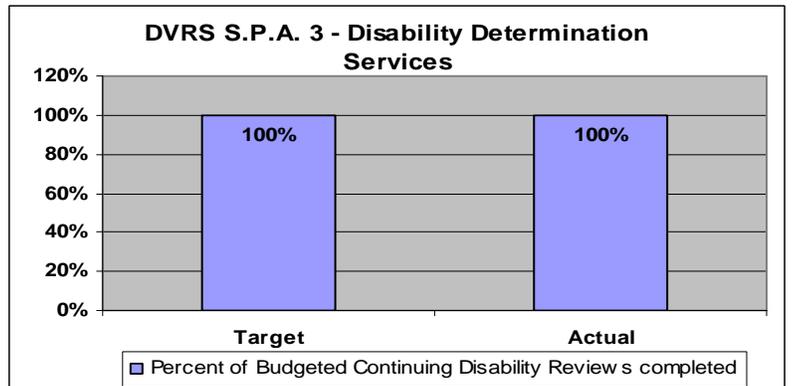
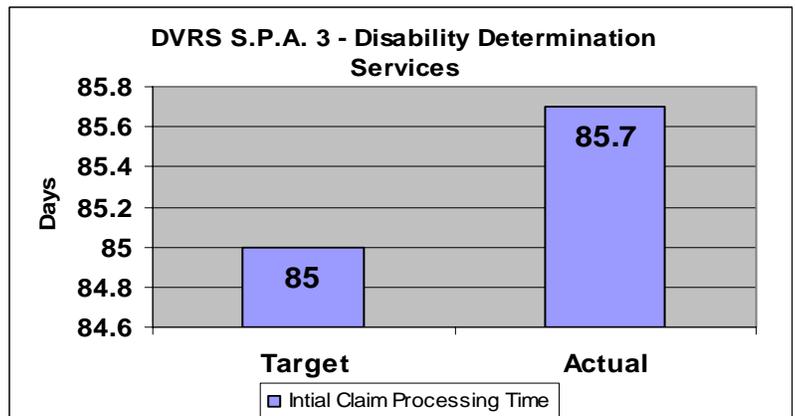
- A. Initial claim processing time
- B. Percent of budgeted Continuing Disability Reviews (CDRs) completed

Performance Target:

- A. 85 Days
- B. 100%

Data Sources:

Social Security Administration



S.P.A. 3 (A) Initial claim processing time

Data reliability: Data is provided by Social Security Administration. It is derived from automated case tracking data systems.

Why we are using this measure: Social Security Administration uses this as a measure of customer service.

What was achieved: The target was not achieved.

Analysis of results: The results were about the same as the previous year. Processing time has improved in recent months.

Factors affecting results: Three factors had the most significant impact on results. First, several examiners were in training status or were mentoring trainees in this period. They cannot work as many cases as experienced examiners. Cases were backlogged for a period of time as a result. Second, CDR cases were a priority workload, which exacerbated the backlog of initial cases. Third, there was a backlog of cases waiting to be reviewed by the medical consultant staff. A change was made to the way cases were assigned to medical consultants, which has improved accountability and production.

Resources used: These activities are funded through grants from the U.S. Social Security Administration. Total funding for these services is approximately \$16.1 million. There are 134.6 FTEs associated with this S.P.A.

S.P.A. 3 (B) Percentage of budgeted CDRs completed

Data reliability: Data is provided by Social Security Administration. It is derived from automated case tracking data systems.

Why are we using this measure: Social Security Administration considers the CDR workload an important element in preserving program integrity.

What was achieved: The target was exceeded.

Analysis of results: Nothing special to note.

Factors affecting results: The state gave priority to assigning CDR claims over other types of claims. The state also worked closely with SSA to assure that sufficient numbers of CDRs were sent to DVRS in time for the cases to be processed in the fiscal year.

Resources used: See information for S.P.A. 3(A).

PERFORMANCE PLAN RESULTS

SERVICE/ PRODUCT/ ACTIVITY

Name: Infrastructure (Resource Management)

Description: The DVRS Administrative Services Bureau provides financial, budget, personnel, payroll, statistical, program planning, property and inventory control, supply acquisition, records management, internal mailing and communications, information technology and building maintenance services.

Why we are doing this: To provide adequate administrative support to the various programs within DVRS.

What we're doing to achieve results: DVRS works with over thirty different agencies and organizations to obtain non-federal matching funds in order to earn the maximum amount of available federal vocational rehabilitation funds. DVRS actively reviews its organization structure seeking to achieve maximum effectiveness and efficiency.

Results

Performance Measure:

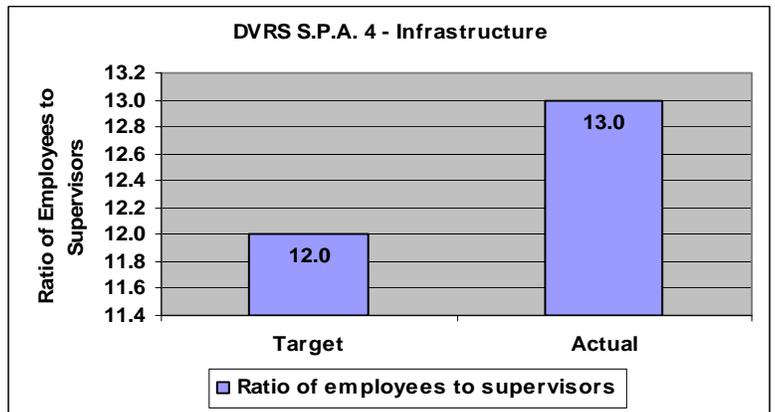
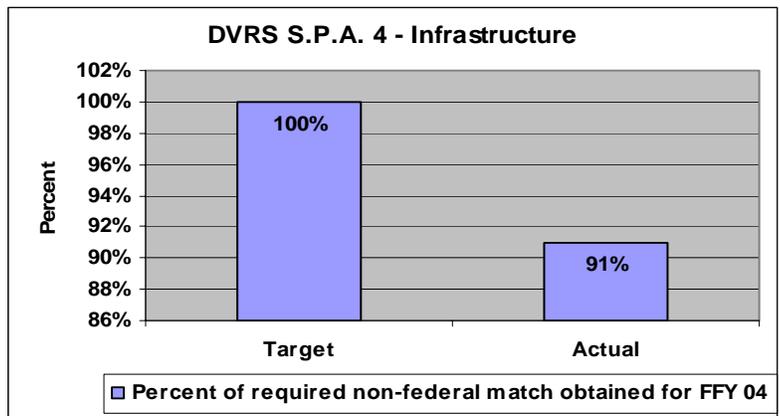
- A. Percent of required non-federal match dollars obtained for federal fiscal year 2004
- B. Ratio of employees to supervisors
- C. Health and safety inspection results of the Parker Building

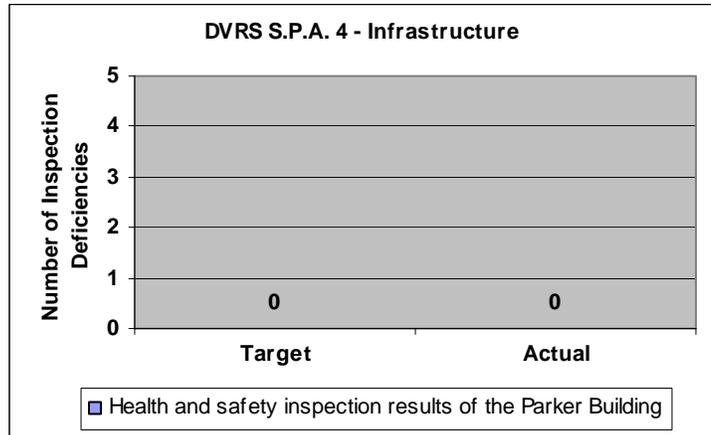
Performance Target:

- A. 100%
- B. No less than 12:1
- C. No major deficiencies

Data Sources:

DVRS financial status reports, personnel records, OSHA inspection reports and Fire Marshall inspection reports





Data reliability: Data is derived from official records using standard formulas.

Why we are using this measure: Matching all available federal funds provides the maximum amount of revenue to provide vocational rehabilitation services to persons with disabilities. The ratio of employees to supervisors is a measure of organizational efficiency. Health and safety inspections help assume appropriate working conditions for employees and clients.

What was achieved: DVRS was not able to match \$2.04 million of available federal vocational rehabilitation funds due to lack of available non-federal match. The employee to supervisor ratio and inspection targets were met or exceeded.

Analysis of results: During very challenging economic circumstances DVRS has not earned all available federal vocational rehabilitation funds. This negatively impacts all areas of DVRS responsibility.

Factors affecting results: State appropriations have not increased at the same rate as available federal funds. DVRS partner agencies and organizations face the same types of funding constraints so there is great difficulty in increasing the amount of non-federal match available. DVRS continues to review and adjust its organizational structure to operate as efficiently as possible.

Resources used: These activities are funded through a combination of grant funds from the U.S. Department of Education, Rehabilitation Services Administration, state appropriations, and funds generated through cooperative agreements with third parties. Total funding is approximately \$3.9 million. There are 45.8 FTEs associated with this S.P.A.