

Trends

No Data Available

Legend:

▲ Increase,
 ▼ Decrease,
 ➔ Steady

Key Performance Areas

No Data Available

Productivity

No Data Available

Legend:

▲ Improving,
 ▼ Worsening,
 ➔ Maintaining

For more information on administrative key, and productivity measures, go to www.vaperforms.virginia.gov/agencylevel/index.cfm

Background & History

Established in 1947, the Woodrow Wilson Rehabilitation Center (WWRC) is the first state-owned and operated comprehensive rehabilitation center in the country. WWRC is a key and essential component of the Virginia Department for Aging and Rehabilitative Services (DARS), serving Virginians with disabilities. The DARS Commissioner is authorized to operate and maintain WWRC.

WWRC operates 24 hours a day, 7 days a week, to ensure that consumers receive an array of services to enhance their independence, self-sufficiency and employment skills. WWRC provides a defined scope of services that assess and document consumers' level of feasibility for employment and prepares them for competitive employment. WWRC also provides a limited number of rehabilitation programs for individuals referred and funded by sources outside of DARS.

What makes WWRC a comprehensive rehabilitation center is the unique mix of vocational and medical rehabilitation services and programs. Many of the Center's consumers have never been away from home or have experienced differential treatment because of their disabilities. The Center offers a living and learning environment essential for these consumers to enhance their abilities and develop and demonstrate their independence, leading towards successful employment.

Primary Product & Services

Vocational rehabilitation services include: school-to-work transition assessment, monitoring, and follow-up; work behavior strengthening; workforce-driven training; life skills assessment and training; rehabilitation counseling; and coordination with medical and behavioral services. Residential services provide room and board, recreational therapy, life skill experiences, and social skill development. The Campus Police Department provides around the clock patrols and emergency response services. They also patrol the adjacent roadways around campus and have shared jurisdiction with the Augusta County Sheriff's Department and the Virginia State Police.

Medical rehabilitation and assistive technology services address the comprehensive needs of consumers with complex disabilities who have the potential to improve independence and employability. Some WWRC consumers require nursing and attendant care to participate in residential vocational and medical rehabilitation. WWRC's Medical Rehabilitation Division is certified as a [Comprehensive Outpatient Rehabilitation Facility \(CORF\)](#) with a residential option. The CORF provides physical, occupational, speech/language and cognitive therapies. Evaluation services are provided in the areas of assistive technology, driving, neuropsychology, physical medicine, psychology, audiology, brain injury and spinal cord injury clinics. Residential vocational/medical programs are under the direction of the WWRC physician who specializes in physical medicine. Health clinic services are provided to support residential consumers and their comprehensive needs. A Durable Medical Equipment (DME) program, accredited by the Accreditation Commission for Health Care (ACHC), recommends and provides medical equipment and training on its use.

Customer Base

Currently, the Center is being utilized at a level of 2,706 cases served in State Fiscal Year (SFY) 2013. The goal is 3,000 cases for SFY 2014.

Vocational rehabilitation clients from DARS continue to be the primary customers for WWRC. Approximately 88% of consumers served are referred by DARS. WWRC does not anticipate any significant changes in the number of these consumers unless DARS is able to open more categories under its Order of Selection. Currently, all but one Order of Selection category is closed. In the event that one or more categories were to become open, increased referrals to WWRC could occur. Wait lists continue to exist in certain

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programs. The following describes consumers by disability:

- Primary cognitive/psychosocial/other mental impairments (67.8%),
- Mobility/manipulation/dexterity/orthopedic and physical impairments (25.5%),
- Visual/deaf/hearing loss or communicative impairments (6.7%).

In SFY 2013, 78.5% of consumers served at WWRC were transition age youth (age 14-24). WWRC continues to experience a steady growth in consumers with autism spectrum disorders, rising from 8.4% in 2011 to 13.6% in 2013.

It is anticipated that the customer base in medical services will be stable.

The Center's consumers will continue to need life skills, vocational evaluation and job training that prepare them for work in communities across Virginia. The jobs most likely to provide a suitable platform for the profile identified will focus on service jobs in food service, auto mechanics, auto detailing, materials handling, and healthcare, as well as specific occupations that are coordinated off-site.

Customer Listing

No Data Available

Key Agency Statistics

The following statistics provide a comprehensive snapshot of services at WWRC for SFY 2013.

The Career Readiness Certificate (CRC) Program is an assessment-based credential that gives employers and career seekers a uniform measure of key workplace skills. WWRC consumers attaining this credential have an added "competitive edge" in a tight economic market.

Finances

WWRC's funding consists of 19% State General Fund Appropriations, 2% Federal Funds from the Pell Grant and other grants, and 79% Special funds, of which 63% is a reimbursement for client population services from DARS.

Fund Sources

No Data Available

Revenue Summary Statement

No Data Available

Key Risk Factors

Order of Selection & Consumer Demographics: Under DARS Order of Selection, WWRC is a key provider of service to DARS consumers with most significant disabilities. This, combined with a rapidly changing workplace along with economic factors causing shifts in types of available jobs, increases risks to successful employment outcomes for persons served. The increase in WWRC consumers with autism spectrum disorders requires specialized programming to address unique barriers to employment and independence. Efficient rehabilitation team operations, flexible use of resources, and innovative programming, in collaboration with DARS, will be required to

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address complex disability-related challenges faced by these WWRC consumers to successfully prepare them for employment and offer a competitive edge.

Referral & Workforce Trends: Even if consumer trends increase, programs and services will continue to operate without expansion of staffing levels. This will require WWRC to critically examine its internal admissions and departmental business processes to re-align and adjust existing resources, and to facilitate efficient scheduling practices and program operations. A high percentage of WWRC employees who are eligible for retirement, or who will be eligible in the near future, will likely affect the continuity of critical organizational business processes.

Revenues: A fiscal limitation exists due to the rising cost of goods and services with flat revenue projections. Lack of new funding impacts recruitment and retention of qualified staff, overall staffing levels, programs, and direct service delivery, all of which impact WWRC's ability to achieve its vision as the preferred provider of comprehensive vocational rehabilitation for Virginians with disabilities. Changes in third party medical billing requirements challenge WWRC's ability to generate medical service revenue and will contribute to a decline in special funds revenue.

Performance Highlights

The key performance metric is to deliver comprehensive VR services that lead to employment. This is measured as the percentage of WWRC Vocational Training graduates who are employed. This measure supports the Commonwealth's objective to enhance Virginia's economy by increasing employment among Virginians with disabilities. A stable trend is expected. Targeted strategies ensure a workforce-driven curriculum that is responsive to industry demands, as well as shifting economic markets. WWRC's Services will continue to highlight the attainment of industry-recognized credentials to provide consumers a "competitive edge" and increase workforce literacy skills. Specialized services and program adjustments address barriers to employment for consumers with complex disabilities. Assistive technologies are integrated for direct consumer benefit.

The performance metric for Medical Rehabilitation Services is to provide comprehensive medical rehabilitative services through WWRC's residential and outpatient programs that lead to optimal personal independence and employability. This is measured as the number of consumers receiving primary medical rehabilitation services through residential and outpatient programs. WWRC's medical services have been re-configured to focus on clients referred to WWRC for vocational rehabilitation from DARS. A limited number of medical rehabilitation programs are offered to community outpatients for unique services that are not available elsewhere.

WWRC traditionally fares very well in The Comptroller's Quarterly Report.

Performance Measures

Management Discussion & Analysis

General Information about the Ongoing Status of the Agency

WWRC's recently revised vision is to be the preferred provider of comprehensive rehabilitation for Virginians with disabilities. The Center is currently developing a set of metrics to define, measure and evaluate the implementation of this vision across nine inter-related dimensions:

- Put clients first
- Take care of customers
- Work in teams
- Innovate and excel
- Provide it under one roof
- Value staff
- Offer a workforce-driven curriculum
- Be organized, utilized, and valuable
- Preserve leadership ethics, accountability, Center values, and public trust.

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

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strengthened partnership with the DARS. Strengthened accountability for employment outcomes of VR consumers receiving WWRC services will be a strategic priority initiative. WWRC leadership will need to examine critical organizational business processes that promote efficient and effective programs and services that strive for excellence through ongoing performance improvement and remain flexible and responsive to changing workforce, referral source, and consumer-based demands.

Information Technology

Information Technology (IT) services are provided by DARS. Data Exchanges between the agency case management application and state financial systems is on schedule for completion in 2014. Enhanced security standards will require encryption of documents, both transmitted and at rest.

The agency will use Microsoft tools to securely store documents and transmit links between state agencies and non-state agency partners. Microsoft tools will allow the development of easy to operate Dashboards that describe WWRC performance. By exposing these Dashboards to public stakeholders, the agency can better promote comprehensive services provided to DARS consumers.

The agency plans to participate in the enterprise Health Information Exchange. Modernization of medical services charge capture and use of an electronic health record will improve services to WWRC consumers. Expansion of existing agency content management application will reduce paper storage and improve efficiency of retrieval. Expanded use is planned. Use of E-forms will strengthen a self service approach for consumers and their stakeholders.

The agency is promoting institutionalization of VITA support functions through enhanced reporting and analysis. The agency can better manage its hardware, better detect billing issues, improve network and server performance and make better informed technology decisions to support both consumers and staff.

Workforce Development

Currently over 15% of WWRC's workforce is eligible to retire with unreduced benefits. Within the next 5 years that number will increase to 32%. An even larger percentage of those in management and/or leadership positions will be eligible for full retirement. These employees possess an abundance of both technical and institutional knowledge. In addition, there are ongoing recruitment and retention challenges with vocational rehabilitation counselors, registered nurses, and other critical direct care positions.

To address the inevitable upcoming retirements of employees in these critical positions, WWRC is very active with implementing succession planning strategies and management/supervisor training programs to prepare current staff to step into future leadership positions. The Human Resources division is also working closely with other agencies to develop a Succession Planning Toolkit of ideas for the Secretary of Health and Human Resources.

To implement more effective recruitment and retention plans, WWRC has placed a stronger emphasis on alternate and flexible work schedules, retention and sign-on bonuses, and training opportunities including rehiring retirees as wage employees to assist in training new staff. In addition, WWRC has enhanced the screening and selection process for all recruitments.

Physical Plant

WWRC's Physical Plant includes a 223 acre campus, including 21 conditioned space buildings (497,000 sq.ft.). WWRC collaborates with the Virginia Department of Transportation for road maintenance, the Virginia Department of Forestry for forestry management, and the Virginia Departments of Game and Inland Fisheries and Corrections for the lake/surrounding grounds maintenance.

WWRC operates in a state owned facility and administers Capital Construction and Renovation Services. Among these services are comprehensive planning, new construction and renovation, a Maintenance Reserve Program, administration/coordination of multiple energy savings and conservation initiatives, and coordination of the Facility's Master Plan.

Significant capital construction and renovation projects are in progress through the 2013-2014 biennium. Barnett Hall, a dormitory housing students receiving services at WWRC, is under renovation to include installation of a geothermal heating and cooling system, updated living space, and removal of asbestos containing materials. This project is scheduled for completion in 2013. Targeted installation of additional sidewalks and sidewalk lighting around the perimeter of the Center will improve the safety, security, and accessibility of the campus and its buildings. Roof Replacement for the Birdsall-Hoover Medical/Administration Building along with a phased renovation of the Anderson Training Building has been requested in the 2012-2018 Capital Outlay Budget request.