

MARYLAND STATE DEPARTMENT OF EDUCATION  
DIVISION OF REHABILITATION SERVICES  
**STRATEGIC PLAN**

OCTOBER 2014 – SEPTEMBER 2017

*Office of the Assistant State Superintendent Division of Rehabilitation Services*



# DORS Strategic Plan



**Supports DORS Mission:** To provide leadership and support in promoting the employment, economic self-sufficiency and independence of individuals with disabilities.

## **Supports DORS Organizational Values:**

- Mission-Driven Organization
- True Concern for Our Customers
- Belief In and Commitment to Our Employees
- Collaboration & Teamwork
- Sense of Urgency
- Eagerness to Learn, to Take Necessary Risks and to Change
- Commitment to Continuous Improvement





# Why is Strategic Planning Needed?

## **Rationale Statement:**

To achieve the best employment outcomes for consumers and disability decisions for claimants, DORS needs to look to the future in assuring a responsive, accountable agency structured to meet consumer/claimant needs, support staff, develop leadership, enhance partnerships and use to full advantage the technology and resources of today and tomorrow.



# Strategic Plan



## Goals for the Next Three Years (2015 – 2017)

**Goal 1.** Organizational Structure evolves in supporting the success of consumers and accurate/timely disability decisions for claimants in a manner that reflects statutory and regulatory requirements, respect for consumers and claimants and equitable working conditions for staff.

**Goal 2.** Information Technology further enhances administration of the program, provision of services and achievement of employment for consumers and timely and accurate decisions for claimants.

**Goal 3.** Partnerships with Community Rehabilitation Providers are improved through enhanced monitoring practices and payment systems and rates.

**Goal 4.** Future agency leaders are recognized and developed.



# Strategic Plan



## Objectives – Organizational Structure

**1.1** Develop methodology and timeline to address changes in policies, procedures and practice resulting from federal legislation.

**1.2** Review office locations, staff deployment, staff positions and responsibilities, in accordance with DORS mission to more effectively serve consumers and claimants.



# Strategic Plan



## Objectives – Information Technology

**2.1** Identify, implement and train staff on technology updates supported and/or required by the State or Federal government that are anticipated to enhance work flow and responsiveness to consumers /claimants.

**2.2** Post an updated intranet and public website with certain interactive features.

**2.3** Establish policy and provide technology to support remote front line and supervisory functions.



# Strategic Plan



## Objectives – Partnership with Community Rehabilitation Programs

- 3.1** Explore means of monitoring community programs to assure accountability and quality of services.
  
- 3.2** Explore payment rates and systems of payment which incentivize outcomes and are fair to providers.
  
- 3.3** Promote availability of community programs that serve under-served disability populations.

# Strategic Plan



## Objectives – Leadership

**4.1** Evaluate effectiveness of current leadership activities.

**4.2** Develop additional short-term leadership activities for all staff.

**4.3** Develop cross-training opportunities for staff to promote exposure to other positions and assure continuation of critical functions.





# SWOT Analysis



## Strengths

- Knowledge and commitment of staff
- Non-partisan program, positive return on investment
- History of support of program by Governor and General Assembly
- Well-developed leadership and training programs
- Knowledge of assistive technology
- Accessibility to staff and consumers



# SWOT Analysis



## Weaknesses

- Loss of staff positions over time
- Unfavorable federal formula for Vocational Rehabilitation resulting in relatively less funding than many other states
- Limited community resources in certain areas of the state
- Difficulty retaining staff in areas with higher cost of living and other opportunities
- Challenges in providing staffing where needed most based on population and also throughout the state geographically



# SWOT Analysis



## Opportunities

- Reauthorization of the Rehabilitation Act July 22, 2014 (Workforce Innovation and Opportunity Act – WIOA)
- Development of federal VR regulations (draft regulations due by January 2015)
- Approval to move ahead with updated website and intranet



# SWOT Analysis



## Threats

- Difficult job market for consumers
- Reduction in technical assistance at a time with new law and regulation
- Many in leadership positions on the cusp of retirement

# Key Actions



Year One: October 2014 – September 2015

## Organizational Structure

1. With the passage of the Work Opportunities and Investment Act, establish a work group to review the new law and a timeline to incorporate change in DORS policy for the VR program.
2. Establish a work group to review office locations, staff deployment, and staff positions, in light of population, location of individuals with disabilities and other factors.



# Key Actions



Year One: October 2014 – September 2015

## Information Technology

1. Migrate current intranet and public website to Sharepoint
2. Integrate staff to Gmail
3. Pilot Video Conferencing
4. DDS participate in Subject Matter Experts for Disability Case Processing System, Beta Testing
5. Implement unified communication system
6. Expand video remote interpreting
7. Manage VPN for staff



# Key Actions



Year One: October 2014 – September 2015

## Partnerships with CRPs

1. Participate in RTAC Community of Practice focusing on monitoring of and payment to community rehabilitation programs



# Key Actions



Year One: October 2014 – September 2015

## Future Leaders

1. Conduct assessment of DORS current leadership activities
2. Develop additional short term leadership activities
3. Develop a plan to cross-train staff for critical positions



# Measures of Success



Outcomes	Oct – Dec 2014	FY 2015	FY 2016	FY 2017
<b>DORS &amp; DDS</b>	Meet or exceed VR standards and indicators and SSA goals	Meet or exceed VR standards and indicators and SSA goals	Meet or exceed VR standards and indicators and SSA goals	Meet or exceed VR standards and indicators and SSA goals
<b>WIOA Changes</b>	Designate a work group, including MSRC and establish a timeline	Modify DORS policy & COMAR and train staff	Review updated federal VR regulations and incorporate changes	VR policy, practice and procedure are consistent with WIOA and VR regulations
<b>Organizational Structure</b>	Establish a work group	DORS organizational structure will reflect distribution of people with disabilities, current technology, and equitable work assignments		
<b>Information Technology</b>	Planning for DORS website and intranet redesign, and use of video conferencing	DORS website and intranet will be redesigned in SharePoint	InDORS will be used for interactive workflow	
		DDS Participate in Subject Matter Experts for DCPS. Beta Testing		Completion of integration of DCPS into DDS
<b>CRP Effectiveness</b>	Improve monitoring and payment systems for CRPs through in RTAC participation	Improve monitoring and payment systems for CRPs through in RTAC participation	Additional CRPs will serve underserved populations	
<b>Leadership</b>	Conduct an assessment of current Agency leadership activities	Pending results of the assessment, develop additional leadership activities and cross-training opportunities		