

# FFY 2015/16 SCCB Strategic Plan (Revised August 2015)

**Goal 1: Deliver quality, individualized vocational rehabilitation services that will assist Blind and visually impaired individuals in obtaining or maintaining competitive integrated employment.**

**Strategy 1.1: Increase the number of consumers served by the vocational rehabilitation program**

**Objective 1.1.1: Increase public awareness of SCCB services to the unserved and underserved minorities and rural counties**

	<b>Action Steps</b>	<b>Responsible Staff</b>	<b>Evaluation Frequency</b>	<b>Target Value or Objective</b>	<b>Timeline for Completion</b>	<b>Status as of 1/31/16 (FFY 15/16 1<sup>st</sup> qtr)</b>
1.	Expand the Resource section on the SCCB website that will cover the availability of programs and services in South Carolina but also on a national level for persons with visual impairments.	J. Keisler W. Miller	Quarterly	Increase in overall referrals from currently underserved areas and underserved populations.	Initial implementation by January 2016, ongoing updates	<i>Project completed January 2016</i>
2.	Produce Public Service Announcements and distribute to various media outlets across the state to reach out to increase public awareness of SCCB programs to include Older Blind, Transition, and Vocational Rehabilitation with a heavy focus on addressing the Native American and Hispanic populations.	J. Keisler W. Miller	Semi-Annually		Initial Distribution September 2016 Ongoing updates	<i>Project completed January 2016 with release of radio spots to IHeart Media and Cumulus Media</i>
3.	Create printed materials showing success in Supported Employment for Transition age consumers and distribute to all state high schools.	J. Keisler W. Miller	Ongoing	Increase open SE cases by 20%.	September 2016	<i>Project Completed, January 2016 with new Transition brochures.</i>

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Objective 1.1.2: Expand outreach services to unserved and underserved rural counties						
	Action Steps	Responsible Staff	Evaluation Frequency	Target Value or Objective	Timeline for Completion	Status as of 1/31/16 (FFY 15/16 1 <sup>st</sup> qtr)
1.	Research, identify, and develop cooperative agreements in rural and underserved areas to provide comprehensive assessments and vocational evaluation services for consumers.	E. Bible	Annually	A minimum of 1 new partner in each rural district	September 2016	<p><i>SCCB has successfully signed and executed 3 fee for service agreements with Certified O&amp;M instructors which has expanded services in Charleston (Low Country) and Columbia (Midlands) and Greenville (Up Country). We are currently working on finalizing 2 more Certified O&amp;M Instructor fee for service agreements.</i></p> <p><i>These vendors have been used to serve consumers in their communities in cases where the consumer could not attend the EBMRC and where our agency funded O&amp;M outreach specialists had a wait list. This week we signed and finalized an MOU with Experience Works that serves people aged 55 or older who are in poverty in gaining employment. This group serves Rural communities in the Low Country and Midlands and will provide a referral source and cooperative partner with comparable benefits. We are currently working on an MOU update with the Independent Living Center Able.</i></p>
2.	Expand existing cooperative agreements and partnerships with non-profit organizations for the blind and visually impaired to provide outreach services in underserved areas.	E. Bible K. Walker	Annually	Reduce time from referral to contact from current 6 weeks to 4 weeks.	Ongoing	
3	Research state demographics on the incidence of visual disability, occupational data trends and population estimates based on QA	VR Leadership Team S. Robinson	Annually	Identify underserved areas in need of SCCB services	September 2016	<p><i>Attached is a map showing that for this quarter of FFY 15/16 there are 32 underserved counties based on referral numbers. There has been no progress with researching state demographics on the incidence of visual disability, occupational data trends and population estimates for the underserved counties.</i></p>

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	provided data to identify underserved areas.					
4.	Develop a rural work group to identify realistic training goals and outcomes for rural services	E. Bible K. Walker R. Thompson	Annually	New training protocol for rural areas to provide services in a timely manner.	July 2016	<i>No progress on a rural work group. However, SCCB is engaging with the WINTAC Technical Assistance Center to implement the use of The Career Index, an online tool that provides VR Counselors with real time Labor Market Information for their individual communities, the state, and the nation. This tool has real time job vacancies that can be located by Zip Code and by a selected radius from the consumer's home. It also enables an assessment of current knowledge, skills, and abilities and compares them with what is being required for entry level job vacancies in the consumers' vocational goal. The system also helps VR Counselors locate vocational training options in the community that lead to industry recognized credentials. This system will greatly enhance our ability to help rural individuals to analyze the actual labor market in rural areas.</i>

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<b>Objective 1.1.3: Develop a commensurate ratio of consumer to provider on all caseloads to ensure expediency of service in all areas.</b>						
	Action Steps	Responsible Staff	Evaluation Frequency	Target Value or Objective	Timeline for Completion	Status as of 1/31/16 (FFY 15/16 1 <sup>st</sup> qtr)
1.	Evaluate consumer to provider* ratio for active cases based on QA provided data.	VR Leadership Team	Annually	Create balanced caseload sizes for efficient service delivery	September 2016	<i>See chart below** This shows average caseloads. Actual caseload sizes have been requested to compare with averages.</i>
	Outreach O&M	29	3	9 to 1		
	Outreach Home Management	13	1	13 to 1		
	T&E - Assistive Technology Consultants	59	3	19 to 1		
	T&E - Employment Consultants	117	3	39 to 1		
	T&E - JAWS and Virtual JAWS	13	2	6 to 1		
	T&E - Zoomtext	6	1	6 to 1		
	Deaf/Blind Consultant Services	18	1	18 to 1		
	EBMRC - Adjustment to Blindness or Functional Assessment	8	5	-		
	BEP (referred from VR)	1	1	1 to 1		
	<b>Current Number of Active VR Cases</b>	<b>Number of VR Caseloads*</b>	<b>Consumer to Counselor Ratio</b>			
	735	16	45 to 1			

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2.	Investigate video conferencing options, such as Skype, to reduce travel, increase contact opportunities, and increase productivity of rural staff.	K. Walker	Ongoing	Reduce travel hours for staff	September 2016	<i>VR is developing a pilot project where 1 regional manager will utilize Skype vs. travel for a 3-month period to assess feasibility in reducing travel and increasing productivity.</i>
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**\*Provider includes VR Counselor, O & M Instructor, Home Management Instructor, A.T. Instructor, and all other staff who provide direct consumer services.**

<b>Strategy 1.2: Increase successful placements and closures in competitive, integrated employment for all consumers.</b>						
<b>Objective 1.2.1: Provide adjustment to blindness, assistive technology and job readiness training consistently at EMBRC and in outreach locations.</b>						
	<b>Action Steps</b>	<b>Responsible Staff</b>	<b>Evaluation Frequency</b>	<b>Target Value or Objective</b>	<b>Timeline for Completion</b>	<b>Status as of 1/31/16 (FFY 15/16 1<sup>st</sup> qtr)</b>
1.	Review and update EBMRC curriculum and lesson plans to provide highest level of training in all areas and increase enrollment.	K. Walker	Quarterly	High quality, structured curriculum	September 2016	<i>New EBMRC director in place. Waiting for Phase 2 of CSNA to be completed for identification of needs in this area.</i>

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2.	Each BEP counselor will complete 10 visits per year for each facility on their caseload to assess compliance.	O. Stevenson	Annually	All facilities meet 100% of regulation compliance	September 2016	<i>All BEP counselors are on track to complete required site visits and all facilities currently at 100% compliance.</i>
3.	Utilize consumer satisfaction survey data to evaluate the quality of service delivery and potential needs as identified by consumers.	O. Stevenson R. Thompson S. Robinson	Annually	Identify strengths and weaknesses from the consumer viewpoint	September 2016	<i>Customer satisfaction surveys are utilized by departments to assess consumer perspective. Negative comments on a survey are followed up on as quickly as possible to correct whatever was negative to the consumer.</i>
4.	Develop and maintain a consistent A.T. training curriculum for on-site and distance training of consumers. Collaborate with community agencies to provide training to consumers in unserved and underserved counties.	E. Bible	Quarterly	3 new community training partnerships	September 2016	<i>At this time there is 1 new agreement with Goodwill that includes the Charleston and Florence locations, an agreement with NFB of Columbia, and are in negotiations with Greenville Goodwill.</i>

**Objective 1.2.2: Expand job search, development and placement opportunities**

	Action Steps	Responsible Staff	Evaluation Frequency	Target Value or Objective	Timeline for Completion	Status as of 1/31/16 (FFY 15/16 1 <sup>st</sup> qtr)
1.	Utilize Job Readiness form in AWARE for consumer job matching.	E. Bible VR Counselors	Quarterly	Match job ready consumers to appropriate employers	September 2016	<i>There are 33 cases in Job Ready status but all were placed in that status between 7/1999 and 9/2014. This status is still not being utilized appropriately by counselors.</i>
2.	Make cold calls to companies and network within communities to identify potential employment opportunities for consumers.	E. Bible Employment Consultants	Monthly	10 monthly contacts for each EC with a minimum of 1 new opportunity per month achieved.	September 2016	<i>Currently Cali has 7 new business contacts, Erica has 5, and Elizabeth has 10. The EC's are on their way to exceeding the plan goals for the year.</i>
3.	Research and evaluate locations for potential expansion of BEP program to provide greater opportunity for consumer placement. Each BEP counselor will complete 4 surveys per year to assist in this process.	O. Stevenson BEP Counselors	Quarterly	Complete 20 surveys per year.	September 2016	<i>New potential sites investigated since 10/1/15 are Bull St. Development, City Post Office, Juvenile Justice Center, Park Ridge Hospital, and Findley Park. With 5 potential locations this quarter, BEP is on track to meet their goal.</i>
4.	Develop cooperative fee-for-service agreements for the provision of supported employment services, long and short term, emphasizing the extended services available to youth consumers.	K. Walker	Annually	20% increase in SE placements	September 2016	<i>Having exhausted efforts to obtain SE services through a fee-for-service agreement with outside vendors, SCCB has focused on hiring 3 internal Job Oriented Blind Services (JOBS Specialist) positions. These positions will provide Supported Employment services. We have hired 2 of the 3 positions and are in a program development and training phase.</i>
5.	Develop a process for customization of SE services for consumers with multiple disabilities and their counselor	K. Walker	Semi-Annually	20% increase in successful SE closures	September 2017	

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Objective 1.2.3: Increase successful placement rate for youth consumers aged 14 to 21 and consumers requiring supported employment services.						
	Action Steps	Responsible Staff	Evaluation Frequency	Target Value or Objective	Timeline for Completion	Status as of 1/31/16 (FFY 15/16 1 <sup>st</sup> qtr)
1.	Counselors will provide a Work Readiness Skills workshop to teach pre-employment skills in the high school setting.	VR Counselors	Quarterly	Increase youth employment by 30%	Initial implementation January 2016, ongoing after that date	<i>We have the curriculum under development as we speak</i>
2.	Create Work Skills group for youth not in school but found eligible for SCCB services.	K. Walker	Quarterly		September 2016	
3.	Build an internal work team with BEP to prepare youth for potential self-employment opportunities upon graduation or completion of Work Skills group.	O. Stevenson K. Walker	Quarterly	Increase BEP referrals of prequalified consumers	September 2016	<i>A new program is being implemented at the SC School for the Deaf and Blind to teach the initial 8 week BEP curriculum so graduates can move into the 8 week on site training to become BEP vendors.</i>
4.	Educate community and school contacts on Supported Employment programs SCCB offers for Transition age youth with emphasis on length of support provided.	K. Walker VR Counselors	Quarterly	Increase SE referrals by 30%	September 2016	<i>Transition counselors &amp; supervisor have been participating in school events,</i>



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						<p style="color: red;"><i>parent nights, and doing presentations to educators. 29 referrals 1<sup>st</sup> quarter FFY15/16 vs. 18 1<sup>st</sup> quarter FFY14/15. Increase of 62% in Transition referrals.</i></p>
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Objective 1.2.4: Increase the number of successful case closures						
	Action Steps	Responsible Staff	Evaluation Frequency	Target Value or Objective	Timeline for Completion	Status as of 1/31/16 (FFY 15/16 1 <sup>st</sup> qtr)
1.	Monitor compliance with state, federal and agency policies and procedures by conducting monthly random case reviews in all consumer service programs, providing feedback to Program Managers at monthly Leadership meeting.	S. Robinson	Monthly	100% compliance with state, federal and agency policies.	September 2016	<p style="color: red;"><i>Prior to February, QA has not conducted any formal case reviews to monitor compliance with federal and state regulations. QA compliance reviews and corrective actions have been based on agency established and departmental procedures as it relates to data integrity in AWARE.</i></p>

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2	Counselors will create a case note for an AVRN (Assessment of Vocational Rehabilitation Needs) prior to completing the IPE that includes steps for providing advocacy/benefits planning and identifying consumer experience in integrated employment settings.	K. Walker VR Counselors	Monthly	100% Compliance with RSA regulations for documentation	December 2015	<i>We conducted the training on assessment and documentation. The next step is to develop a formalized template that can be used as a guide by staff to individualize their own documentation.</i>
3.	Monitor and disseminate statewide successful closure activity to VR program director.	S. Robinson	Monthly	Increase successful closure rate by 10%	September 2016	<i>FFY15/16 1<sup>st</sup> quarter-33 closures; 2 homemakers' vs FFY14/15 1<sup>st</sup> quarter— 39 closures; 9 homemakers. Currently 55 in Employed status with 22 over 90 days employed.</i>

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**Goal 2: Provide services to assist eligible consumers who are not seeking employment to maintain the highest level of self-sufficiency possible.**

<b>Strategy 2.1: Develop and maintain consistent and quality individualized service plans.</b>						
<b>Objective 2.1.1: Increase community interaction through home visits and developing new referral sources in unserved and underserved rural counties.</b>						
	<b>Action Steps</b>	<b>Responsible Staff</b>	<b>Evaluation Frequency</b>	<b>Target Value or Objective</b>	<b>Timeline for Completion</b>	<b>Status as of 1/31/16 (FFY 15/16 1<sup>st</sup> qtr)</b>
1.	Identify potential community partners such as eye specialists, aging entities, health provider, and community action agencies in rural communities and develop referral sources. Provide printed material for potential partners to distribute to their consumers and conduct activities such as presentations and training sessions to increase public awareness of SCCB services for the Older Blind.	OB Counselors R. Thompson J. Keisler	Quarterly	5 new community partners annually	Initial completion September 2016, annually thereafter	<i>OB has identified and contacted 10 new potential partners and revisited 7+ current partnerships.</i>
2.	Research and provide opportunities for consumers to participate in collaborative activities within their community such as Senior Camps with the National Federation of the Blind.	R. Thompson OB Counselors	Quarterly	Identify a minimum of 10 events per year statewide	September 2016	<i>Currently OB has identified 4 events or agencies providing ongoing events for consumers. Area Senior Centers, Association for the Blind, and The Office on Aging routinely provide numerous activities throughout the year.</i>
<b>Objective 2.1.2: Collaborate with nonprofit, social and human service organizations to provide early intervention services.</b>						

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	Action Steps	Responsible Staff	Evaluation Frequency	Target Value or Objective	Timeline for Completion	Status as of 1/31/16 (FFY 15/16 1 <sup>st</sup> qtr)
1.	Participate in Children’s Councils, interagency meetings, community activities, and health fairs, providing resource materials to increase public awareness of SCCB Children’s Services Program.	R. Thompson CS Counselors J. Keisler	Quarterly	Increase referrals by 10%.	September 2016	<i>6 referrals in first quarter of FFY15/16 vs. 0 referrals in same time period last year. This puts CS on track to meet goal of 10% increase.</i>
2.	Create and maintain contact and interaction with appropriate referral sources such as eye specialists, other school districts, communities and families.	R. Thompson CS Counselors	Quarterly		September 2016	
3.	Provide early intervention services and counseling and guidance for Blind and visually impaired children and their families including coordination with schools and other service providers. Including school service provider meetings.	R. Thompson CS Counselors	Quarterly	Increase eligible cases and cases transferred to VR Program.	September 2016	<i>There have been 2 cases that transferred from CS to VR during the first quarter of FFY15/16.</i>

**Goal 3: Provide the administrative leadership to build a strong team that will strive to fulfill the agency mission.**

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**Strategy 3.1: Create a diversified, highly qualified workforce with the administrative leadership necessary to ensure accountability, effectiveness, and efficiency.**

**Objective 3.1.1: Develop a process to attract highly qualified candidates and heighten employee satisfaction to increase retention.**

	Action Steps	Responsible Staff	Evaluation Frequency	Target Value or Objective	Timeline for Completion	Status as of 1/31/16 (FFY 15/16 1 <sup>st</sup> qtr)
1.	Participate in outreach services, job fairs, and college career days to improve diversity in recruiting.	W. Miller	Quarterly		September 2016	
2.	Utilize online resources for advertising applicable vacancies and recruiting from posted resumes.	W. Miller	Quarterly	Increase applicant supply pool of qualified candidates for current and upcoming vacancies.	September 2016	<p><i>The supply of applications we receive are job specific, meaning we do not advertise unless we have an opening and we do not keep a supply of applications on hand for future posting. Candidates have to apply for each position. With that being said, we have used different online resources for advertising and different techniques for recruiting. It is too early to tell if there has been any change in the number of qualified applications for the most popular position – VR Counselor, because we just started advertising on the improved CRCC website. That’s where I’m hoping we will have the biggest change.</i></p>

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3	Create a database to track turnover for the agency and the cost to hire new staff.	W. Miller	Quarterly	Increase staff retention, lower costs of hiring	Initial database created by September 2016, ongoing maintenance	<i>The turnover database has been created. Started collecting some cost to hire data, but not finished.</i>
4	Develop a system for posting and filling vacancies for each department in an efficient and expedient manner.	W. Miller VR Leadership Team	Quarterly	Reduce time positions are vacant by 50%	September 2016	<i>Vacancy time has been reduced from 183.8 days to 115.5 days this quarter. This is a reduction of 37%.</i>
5	Conduct quarterly review of consumer service and training programs, provide written recommendations to Program Managers at quarterly "State of the Agency" meetings with Senior Management Team. Conduct Annual Staff Meeting.	Commissioner	Quarterly	Strengthen communication between teams	Ongoing	
<b>Objective 3.1.2: Provide staff development training to improve employee's skills and provide up-to-date information to consumers.</b>						
	<b>Action Steps</b>	<b>Responsible Staff</b>	<b>Evaluation Frequency</b>	<b>Target Value or Objective</b>	<b>Timeline for Completion</b>	<b>Status as of 1/31/16 (FFY 15/16 1<sup>st</sup> qtr)</b>
1.	Maintain a database tracking all employees and trainings completed. Maintain a credentialing folder on licensed and certified employees.	W. Miller	Quarterly	Highly qualified staff	September 2016	<i>Jackie maintains this information and works with staff to ensure CEU requirements are met in time for credential renewal.</i>

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2.	Create a staff training database by researching low and no cost outside training resources for staff. (i.e.; Hadley School for the Blind, National Research & Training Center for Blind and Low Vision, RSA funded training opportunities, other SC state agencies and local colleges as well as conferences.)	W. Miller	Quarterly	Greater training opportunities for SCCB staff	September 2016	<i>Jackie continues to build this and will be sending out a training calendar with current offerings.</i>
3.	Develop an internal training program for staff to gain a better understanding of what each team has to offer consumers.	W. Miller	Quarterly	Reduce agency training cost while increasing training opportunities for staff.	September 2016	<i>SCCB Senior Management Team is putting together a New Employee Orientation which will better address this issue. Work is underway on the "Training Modules" which will be presented by each speaker. We are on track to have this completed well before the completion deadline of September 2016.</i>

**Objective 3.1.3: Strengthen the communication among the leadership team to create a consistent flow of information to staff.**

	<b>Action Steps</b>	<b>Responsible Staff</b>	<b>Evaluation Frequency</b>	<b>Target Value or Objective</b>	<b>Timeline for Completion</b>	<b>Status as of 1/31/16 (FFY 15/16 1<sup>st</sup> qtr)</b>
1.	Coordinate monthly Senior Leadership Team meetings to share progress reports on Strategic Plan action steps.	E. Robertson	Monthly	Improved Program performance	October 2015	<i>Monthly meetings held and notes shared with all members of team.</i>
2.	Create and maintain the SharePoint system for file sharing within the agency.	C. Breece	Quarterly	Improved communication for all staff, including outreach offices.	December 2015	<i>On hold until new director is hired.</i>

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