



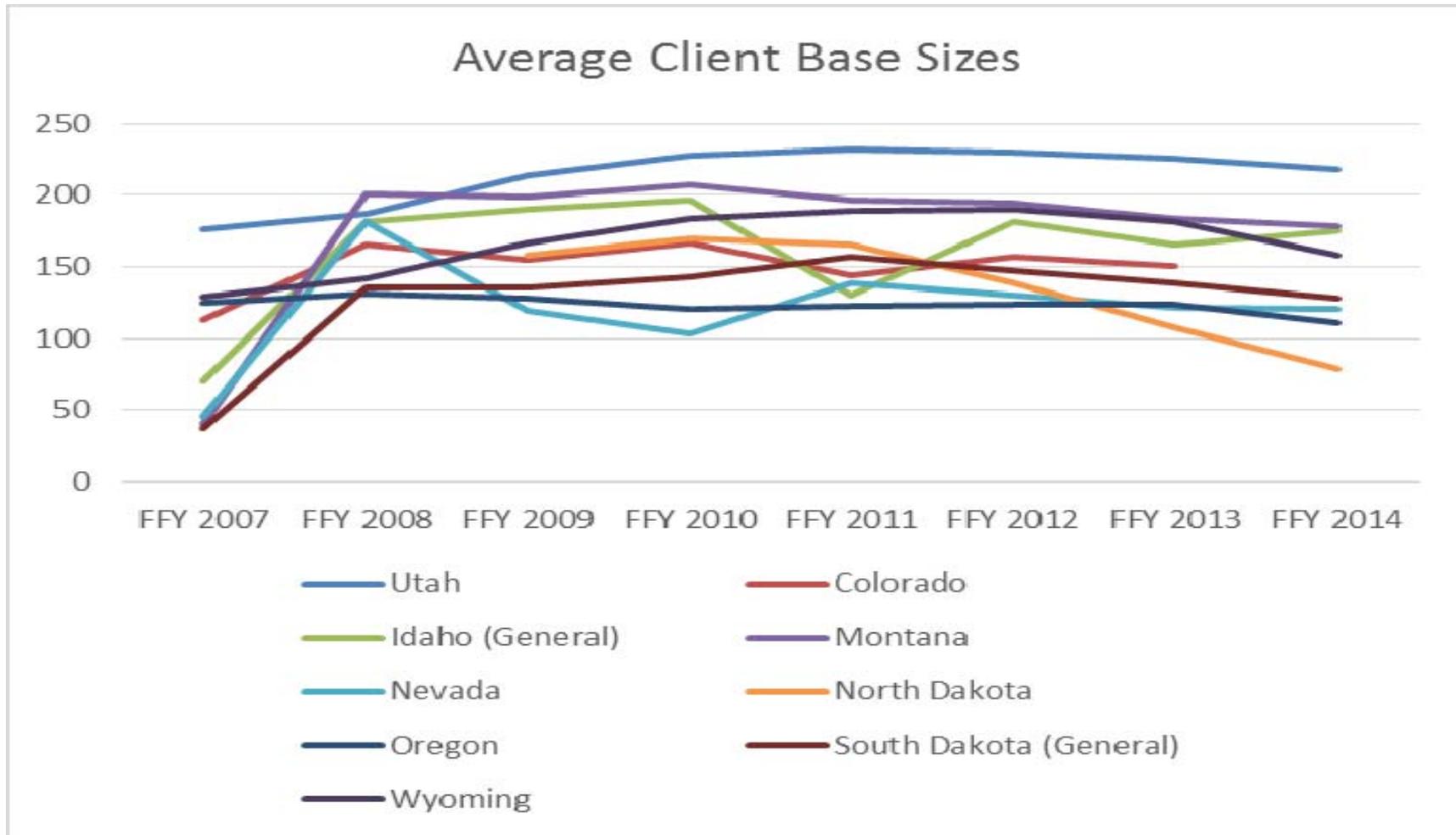
2015 Client Base Size Reduction & Control Project

Opportunity Statement



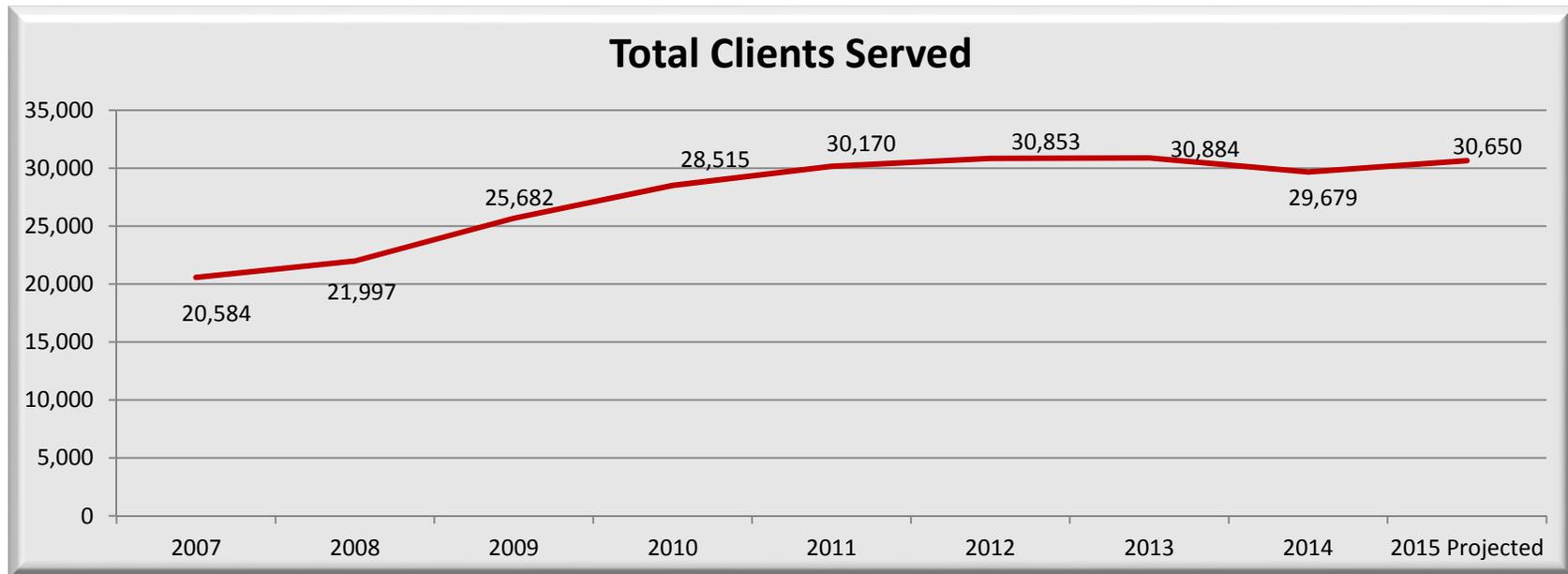
- VR Counselor: Client Ratio (1:231)
- Staff Time like \$Revenue is a finite resource
- Rehabilitation Counseling IS our “Blue Light”
- Evidence Based Practice (Academic Research)
 - Single Greatest Impact on Quality Outcomes is VR Counselor/Client “Working Alliance.”
 - **Rehabilitation Counseling** (disability acceptance & adjustment, disability education & accommodation, career counseling, psycho-social, cognitive & motivational counseling) **Guidance** (goal setting, information & referral, occupational & labor market information) **Clinical Assessment** (eligibility determination, interest assessment, achievement testing, skills & abilities), **Intervention Planning** (needs assessment & search for comparable benefits, resource identification, negotiation of Individualized Plan for Employment), & **Case Management** (paid client service brokering, coordination, invoice & payment).
 - Inhibited VR Counselor/Client interaction is correlated with increased service costs, decreased quality outcomes, longer time in service & decreased client satisfaction.

Opportunity Statement



Opportunity Statement

- Demand is growing



Finite Resources



Rehabilitation Counseling



Paid Client Services

Opportunity Statement



- VR Counselors average 10 hours per week **Rehabilitation Counseling**.
- 30 hours are consumed in “**non- Blue Light**” functions because of overwhelming demand.
- Results in limitations of time:
 - “putting out fires”
 - reacting/proactive
 - “squeaky wheels”
 - Counselor Turnover
- *“Writing authorizations for services can give the illusion that I am doing something when I could be more effective with the luxury of time.”*

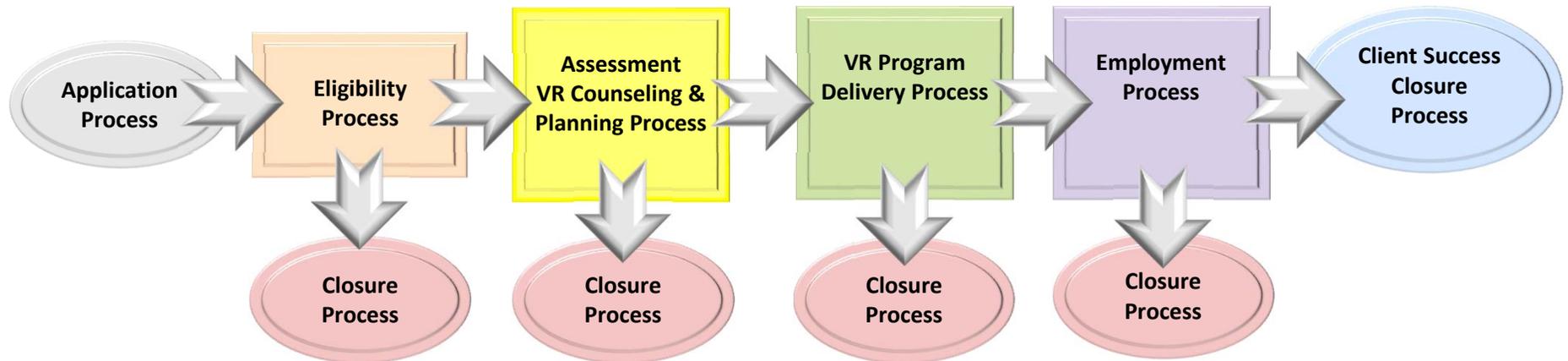


- Why is USOR using the SUCCEED Model for this project? (Throughput Operating System)
- What do we hope to achieve?
 - Reduction of VR Counselor: Client Ratio
 - **Increase Rehabilitation Counseling Time**
 - Improve & Increase Quality Client Outcomes
 - Improve Quality of Rehabilitation Experience
 - Decrease Average Time in Services
 - Decrease Average Cost Per Client
 - Increase Capacity Through Efficiencies





Vocational Rehabilitation Throughput Operating System (TOS)



Set measurable goals and targets

1. 160 By 2016

- Average Client/VRC Ratio= 160:1 (*Vocational Rehabilitation Caseload Size and the Working Alliance: Implications for Rehabilitation Administrators*; Journal of Rehabilitation Administration Volume 34, No. 1 (5-14) Kierpiec, K. et al.)

2. 60 By 2016

- 60% of VRC work time is **Rehabilitation Counseling**
- Counseling, guidance, communication, coordination



3. 60 By 2016

- Rehabilitation Rate= 60% or higher

Use thinking tools and principles

Diagnosis: Why do we have large Client Bases?

1. Data Analysis

- Average time in service, average time as applicant, average time to IPE, average time in IPE, average time to placement, average time to closure.

2. Client Base Analysis

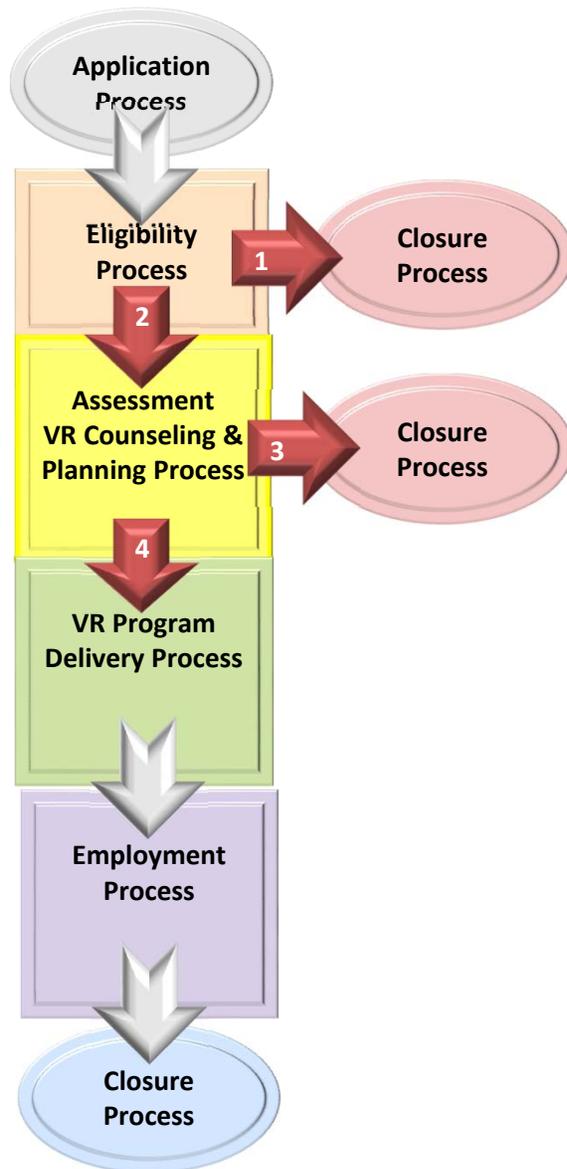
- Active/Inactive
- Engaged/Disengaged

3. Process Analysis

- Constraints (Bottlenecks, Throughput Operating System)
- Policy, practice, process, procedure
- Habits, beliefs, myths

Use thinking tools and principles

Constraints & Control Points



1 → Decrease time to determine applicant **INELIGIBLE**

2014 Baseline: 73% ineligible <121 days
2015 Goal: 85% ineligible <121 days

2 → Decrease time to determine applicant **ELIGIBLE**

2014 Baseline: <109 Days
2015 Goal: <87 days

3 → Close cases not in **IPE** by 12 months of application

2014 Baseline: 90% no IPE closed <365 days
2015 Goal: 98% no IPE closed <365 days

4 → Establish **IPE** within 5 months of application

2014 Baseline: 75% in IPE in <150 days
2015 Goal: 85% in IPE in <150 days

Use thinking tools and principles

USOR Continuous Improvement:

2014 QT/OE= 0.47

Goal 25% Improvement= 0.59

1. Increase Capacity
2. Increase Outcomes
3. Decrease Costs
4. Focus on “Blue Light” of **Rehabilitation Counseling**
5. Improve Client Satisfaction



THE TARGET: 25% improvement in performance over 4 years using the performance ratio – quality throughput / operating expense.



Q= #Successful Client Closures
T= #Successful + Unsuccessful Client Closures
OE= Operating Expenses

Next Steps

Engage staff at all levels

Create your strategy

Synchronize policy and projects

Stay focused