

**LEGISLATIVE OVERSIGHT COMMITTEE**  

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**HEALTHCARE SUBCOMMITTEE**

**SCCB PRESENTATION**

- **SCCB EXECUTIVE TEAM AGENDA**
- **SCCB STRATEGIC PLAN UPDATE**

# Team Meeting

July 26, 2016 | 9:30 to 11:30 a.m. | Training Room B, Building D

Type of meeting      **Monthly Progress Meeting**  
Facilitator            **Elaine Robertson**

**Attendees:** Kyle Walker, Harvey Studstill, Otis Stevenson, Rhonda Thompson, Wanda Miller, Chris Breece, Shana Robinson, Edward Bible, Eva Hlasney, Juan Sims, Elaine Robertson, Mr. Kirby

## Agenda Items

- | Topic   | Presenter             |
|---|-----------------------|
| <input type="checkbox"/> <b>Data updates</b>  | <b>Shana Robinson</b> |
| 1. Referral numbers for previous month only for: <ul style="list-style-type: none"><li>• Vocational Rehabilitation</li><li>• Older Blind</li><li>• Children's Services</li><li>• IDLB</li><li>• Prevention of Blindness</li></ul> |                       |
| 2. Number of successful closures for the previous month.  |                       |
| 3. Number of cases in employed status for over 90 days.   |                       |
| 4. Number of case reviews completed and state/federal/agency compliance rate.   |                       |
| 5. Primary AWARE Help Desk issues for previous month.   |                       |
| 6. Number of service provider data compliance reviews.  |                       |
| 7. Status of AWARE upgrade and staff training.  |                       |
| <br>  |                       |
| <input type="checkbox"/> <b>Training &amp; Employment updates</b>   | <b>Edward Bible</b>   |
| 1. Number of business contacts completed by Employment Consultants and results.   |                       |
| 2. Number of referrals for each service T & E provides.   |                       |
| 3. Status of any new community training partners, especially in rural areas.  |                       |
| <br>  |                       |
| <input type="checkbox"/> <b>Vocational Rehabilitation/EBMRC updates</b>   | <b>Kyle Walker</b>    |
| 1. Events/presentations VR has participated in to promote programs offered.   |                       |
| 2. State Plan updates?  |                       |
| 3. CSNA updates?  |                       |

4. Progress on Work Readiness Workshops and BOOST programs.

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|---|-----------------------------------|
| <p><input type="checkbox"/> Older Blind, Children's Services, Low Vision Updates</p> <ol style="list-style-type: none"><li>1. Number of new contacts made as potential community partners for Older Blind program.</li><li>2. Opportunities identified for OB consumers to participate in community events.</li><li>3. Staff participation in events to promote Children's services.</li><li>4. Status of Prevention of Blindness program, potential changes.</li></ol>                                   | <p><b>Rhonda<br/>Thompson</b></p> |
| <p><input type="checkbox"/> BEP updates</p> <ol style="list-style-type: none"><li>1. Monthly update on compliance visits.</li><li>2. Update on potential location surveys, how many completed in past month, any prospects?</li><li>3. Number of consumers in training currently?</li><li>4. Number of available BEP facilities?</li></ol>  | <p><b>Otis<br/>Stevenson</b></p>  |
| <p><input type="checkbox"/> Finance Budget Updates</p> <ol style="list-style-type: none"><li>1. Are there any budget concerns for programs?</li><li>2. Any upcoming facility issues to be aware of?</li><li>3. Outstanding authorizations or shopping carts needing approval or cancellation?</li></ol>   | <p><b>Juan Sims</b></p>           |
| <p><input type="checkbox"/> Human Resource updates</p> <ol style="list-style-type: none"><li>1. Staff training updates (i.e.; opportunities available, credentials expiring soon; required trainings not completed)</li><li>2. Participation in job fairs, college career days, and other recruitment activity.</li><li>3. Number of vacancies, status on hiring to fill each one.</li><li>4. Stats on EPMS/PD/Job Performance Warning Notices</li><li>5. Safety and Security Committee report.</li></ol> | <p><b>Wanda<br/>Miller</b></p>    |
| <p><input type="checkbox"/> Information Technology Updates</p> <ol style="list-style-type: none"><li>1. Updates occurring</li></ol>   | <p><b>Chris<br/>Breece</b></p>    |

**2. Status of current projects**

**Commissioner updates**

**Mr. Kirby**

1. Any legislative or federal updates/news that concerns the agency.
2. Any feedback to programs as we move forward on achieving the goals for this year.

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Other Information

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Elaine will share and open for discussion the quarterly Strategic Plan update.

Elaine will share and review upcoming LOC meetings.

## **Strategic Plan Quarterly Progress Report**

**1/1/2016 to 3/31/2016**

### **VR Progress**

*VR has filled 2 of the JOBS Specialist positions and they are currently working with 17 Supported Employment consumers. 15 VR Counselors are now serving 684 consumers and at this time VR only has 2 vacant caseloads. VR reports successfully signing 5 new fee for service agreements with Certified O & M instructors and has executed initial contracts with Able SC, NFB SC, and Walton Options to administer the Career BOOST program. VR will also be scheduling in person training with WINTAC in July or August for the Career Index. This will be a significant program for rural consumers. The new Work Readiness Skills workshop was successfully conducted in one high school and is part of the SIP this year. It will be implemented in more high schools in the fall. Transition counselors have been extremely active in the schools and it shows as the referrals for Transition for the 2<sup>nd</sup> quarter were at 36 compared to only 10 for the same time period last year. Successful closures are running 5 above last year for the same quarter. Competitively employed closures are 14 higher than last year. (FFY 14/15 = 27 – 9 Homemaker for 18 competitively employed; FFY 15/16 = 32 – 0 Homemaker for 32 competitively employed)*

*Areas they are still working on include creating the Rural Work Group with T & E to better serve the underserved counties, training counselors to utilize the job ready forms in AWARE to assist EC's in job placement services, cleaning up the "over 90 day employed" and current Service-J status to accurately reflect closures, job ready, and employed consumers, and investigating a pilot program to test using Skype for some staff meetings/supervision to reduce travel time and increase productivity. VR is also in the process of Phase II of the CSNA and examining the EBMRC programs.*

### **HR Progress**

*HR has made tremendous progress in their Strategic Plan Action Steps. They have completed a large expansion of resources available on the SCCB website, distributed radio spots to IHeart Media and Cumulus Media, provided Transition Services with new and updated brochures, began advertising open counselor positions on the new and improved CRCC website, utilized various online resources for advertising and recruiting, created a shared training calendar for staff to be aware of upcoming trainings, and are getting ready to pilot a new process for New Employee Orientation. The time from vacancy to hire continued to decrease by 24% to 93.33 days from 115.5 days.*

*Areas they are still working on is creating a staff training database, developing internal training to utilize skills of current staff to expand skills for other staff, and creating a database to track agency turnover. The time from vacancy to hire did increase this quarter but it is primarily due to fewer positions and the rural location of those positions.*

### **T & E Progress**

*The EC's are on track for meeting their goal of new opportunities but for this quarter have spent the majority of their time setting up work and internship opportunities for SIP and ISIP students. The T & E staff conducted a training for VR counselors to create a better understanding of the needs in both programs and to build a stronger team to support consumers in achieving employment.*

*Areas they are still working on include having counselors utilize the job ready form in AWARE to assist EC's in job placement and working with VR in developing a rural work group to address needs in underserved counties.*

### **Older Blind, Children's Services, Low Vision, Prevention of Blindness Progress**

*Older Blind has identified and contacted 6 new potential partners in the 2<sup>nd</sup> quarter. Older Blind has identified 2 events or agencies providing ongoing events for consumers, the Hadley School and Conference Calls with the NFB. The program counselors also utilize customer satisfaction surveys to help identify what needs to be improved upon and what is working in their program. Older Blind has seen a total of 223 referrals for the second quarter of FFY15/16.*

*Children's Services are on track to meet their goal of increasing referrals by 10%. Currently this quarter there have been 5 referrals compared to zero during the second quarter of last year. This could be contributed to working with the new transition team and attending a large number of school events. This partnership has also helped with increasing transfers to the VR transition program as consumers age out of Children's Services. There were 9 transfers during the second quarter, again compared to 0 last year in the same time frame.*

*These programs continue to perform outreach activities and contact with new potential partners, especially in the underserved counties, to continue to grow their services across the state.*

### **BEP Progress**

*The BEP/VR joint training program is being reviewed and designed to be implemented in the summer of 2017 during the summer teen program. BEP Counselors are on track for completing 10 visits per site, per year and maintaining 100% regulation compliance. BEP has also investigated 14 potential new locations this FFY which puts them on track for a total of 20 by September 30, 2016.*

*BEP continues to work on obtaining customer satisfaction surveys to assist them in identifying areas needing improvement and to show them what is currently working.*

### **Quality Assurance progress**

*QA reports that in the second quarter there were 5 new referrals to Children's Services, 223 new referrals for Older Blind, and 183 new referrals for Vocational Rehabilitation. For the second quarter of FFY 15/16 there were 32 successful closures, 0 of which were Homemaker. This brings VR at 14 competitive employment closure more than last year for the same time period.*

*QA continues to work on researching demographic information on the incidence of visual disability, occupational data trends, and population estimates for the underserved counties. QA also is working on completing monthly case reviews for compliance with state, federal, and agency policies.*

### **Information Technology**

*We would like to congratulate Chris Breece on his promotion to I.T. Director. The first challenge for Chris is working with Department of Technology Operations to migrate the SCCB infrastructure to the DTO facility. This will allow for Chris to create a stronger I.T. team here at SCCB and still allow us to comply with the DIS Policies and Procedures. More on the migration will be available in the next month as we are in the final stages prior to actual migration.*

### **Other progress**

*Monthly Leadership meetings have taken place each month this quarter. The shared information appears to be very helpful to directors and has encouraged communication between programs as well as collaboration on projects and training to involve more than just individual teams.*

*Legislative Oversight meetings continue with the final 3 meetings scheduled for June, July, and August. The committee will provide their recommendations at the August meeting.*

*CSNA is almost ready to enter Phase II. Phase I has been completed and the final report has been submitted to Mr. Kirby.*

# 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**

	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.	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>



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

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. 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 provided data to identify underserved areas.	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>

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

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	<p><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></p>
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**Objective 1.1.3: Develop a commensurate ratio of consumer to provider on all caseloads to ensure expediency of service in all areas.**



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

\*Provider includes VR Counselor, O & M Instructor, Home Management Instructor, A.T. Instructor, and all other staff who provide direct consumer services.

Strategy 1.2: Increase successful placements and closures in competitive, integrated employment for all consumers.						
Objective 1.2.1: Provide adjustment to blindness, assistive technology and job readiness training consistently at EMBRC and in outreach locations.						
	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.	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>
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>

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

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

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)
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>
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>
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>
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>
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	<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>

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

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, parent nights, and doing presentations to educators. 29 referrals 1<sup>st</sup> quarter FFY15/16</i>





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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>

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

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>						
	<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.	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	R. Thompson CS Counselors	Quarterly		September 2016	

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	specialists, other school districts, communities and families.					
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.**

<b>Strategy 3.1: Create a diversified, highly qualified workforce with the administrative leadership necessary to ensure accountability, effectiveness, and efficiency.</b>						
<b>Objective 3.1.1: Develop a process to attract highly qualified candidates and heighten employee satisfaction to increase retention.</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.	Participate in outreach services, job fairs, and college career days to improve diversity in recruiting.	W. Miller	Quarterly	Increase applicant supply pool of qualified candidates for current and upcoming vacancies.	September 2016	<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</i>
2.	Utilize online resources for advertising applicable vacancies and recruiting from posted resumes.	W. Miller	Quarterly		September 2016	

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						<p><i>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>
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>

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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>
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,	December 2015	<i>On hold until new director is hired.</i>

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

				including outreach offices.		
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## Performance Measures Presentation: Data Reporting and Case Review Process Overview

1. The AWARE Case Management System is used to track caseload and productivity data.
  - a. Data is entered by field staff and audited with the use of the AWARE case management reports and Excel spreadsheets
  - b. Real time AWARE data reports are available as needed by program, region and caseload
  - c. The data that is currently being collected is determined by federal reporting requirements. Additionally, AWARE data is used to track internal performance measures for the Strategic Plan as well as state reporting requirements (i.e. the Accountability Report)
2. Each month, the following data is reported to the Senior Leadership Team and used as a tool to direct agency operations:
  - a. Number of referrals
  - b. Number of successfully closed cases
  - c. Number of cases pending closure
  - d. Number of cases which are overtime in status pending closure
3. Federal Reporting Requirements
  - a. Case Services Report (RSA-911)
  - b. Quarterly Cumulative Caseload Report (RSA-113)
  - c. Annual Performance Report for State Independent Living Services Program (RSA 704)
  - d. Annual Vocational Rehabilitation Cost Report (RSA-2)
  - e. Resolution of Applicant/Client Appeals Report (RSA-722)
4. Case reviews are conducted randomly and includes hard copy and electronic case file reviews
  - a. Timeliness of case status movements
  - b. Substantiality of services
  - c. Timeliness of service delivery
  - d. Reconciliation of electronic and consumer data
5. Data Integrity audits
  - a. Help Desk support
  - b. Monitor accuracy and timeliness of data entry of Counselors and Service Providers
  - c. Feedback includes areas of noncompliance as well as the identification of training needs