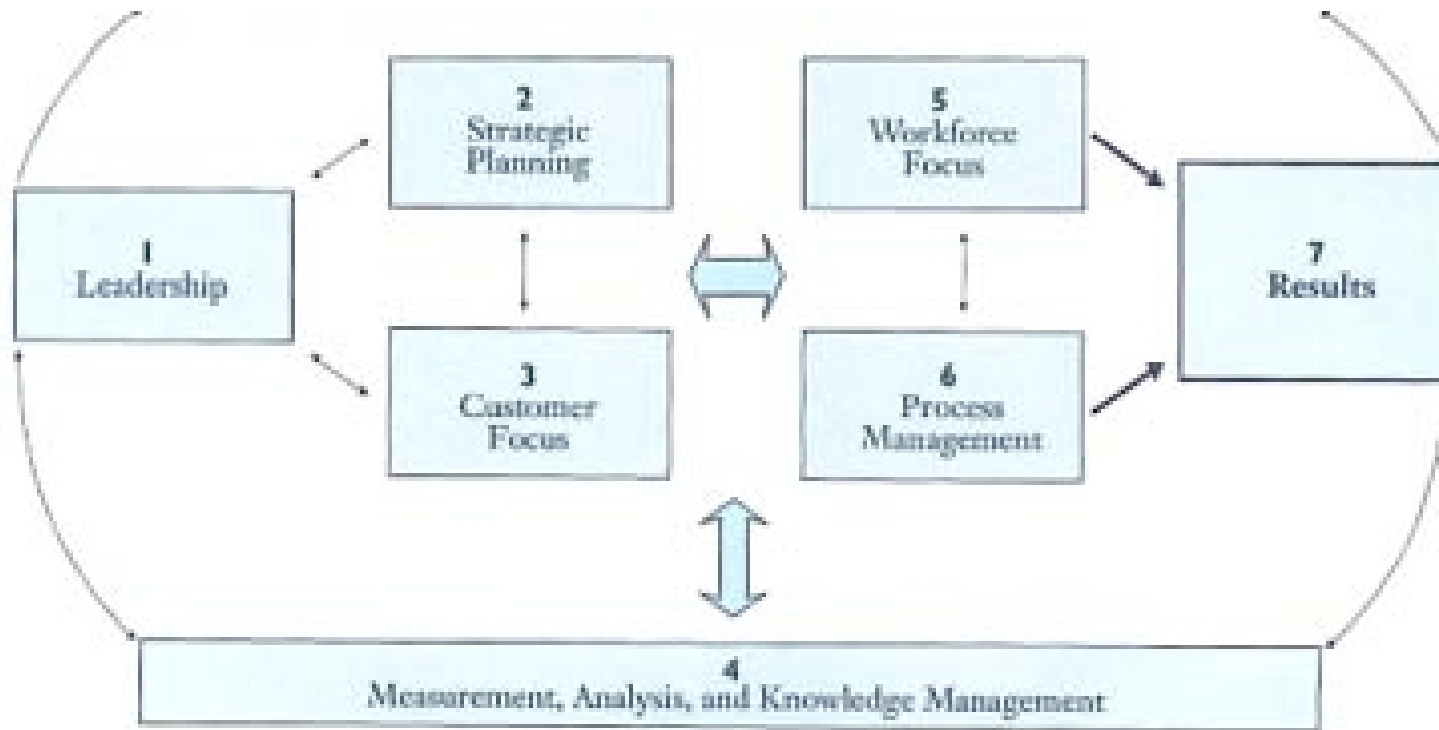


# System Integration: aligning VR agency QA/PE, planning and managing

Susan Stoddard, PhD  
InfoUse, RTAC

# Baldrige general model





Measurement, analysis and knowledge management supports leadership, strategic planning, customer focus, the workforce, process management and RESULTS

# But sometimes we just see part of the elephant



INSTITUTE FOR COMMUNITY INCLUSION  
*promoting the inclusion of people with disabilities*



*InfoUse*



When that happens, we can  
sub-optimize

# Case: Needs assessment

One way to look at it: Rehab Act requirement. Once every three years. Maybe a fine document but not related to decisions and direction.

Another view: Inform planning, business intelligence about the agency, the environment, the service system, the consumer.

# Two extremes

Outsource the needs assessment, file the report

VS

Integrate feedback systems (like customer feedback, counselor feedback, measures of CRP capacity and performance, patterns of services and results) into day to day management and reporting

# Establish the internal “market” for QA/PE

- Does management embrace knowledge?
- Or kill the messenger?



# Motivation

- Create a management system where QA/PE is valued and has a significant role in planning and managing.
- Demonstrate how QA/PE supports, and is informed by, all the parts of the system
- Panel: Hear from two former state directors with hands-on experience managing VR agencies, and learn how system integration is underway in one VR agency right now (Texas general agency)
- Strengthen VR capacity for QA/PE: techniques and tools but also RESPECT...

# Integrating PE/QA into Building Greatness to Last \* (or at least “Very good” to Last)

\*Jim Collins, Good to Great and the Social Sector, 2005

Bob Burns, ICI, RTAC

# Goals

- Present a context for PE/QA in building greatness in your organization
- Present external sources to consider for PE data/information

# Why PE/QA is an Absolutely Necessary Component for Organization Development (Greatness)

# Four (4) Necessary Stages for Organization Development

- **1. Disciplined People** (this means you!)
  - Thoughtful, Inquisitive, Fierce Resolve
  - The Right People, in the Right Seat

# Four stages, continued

- **2. Disciplined Thought** (PE/QA specialists as the actors and the facilitators)
  - Clarion call for PE/QA people
  - Systematic, goal-directed, constructive
  - Confront the brutal facts (but don't go about it brutally)
  - Stockdale Paradox
  - Build on core strengths
  - MD examples

# Four stages, continued

- **3. Disciplined Action** (PE/QA important role on this agency team)
  - Visionary leadership, effective planning, implementation, monitoring
  - Resolve/Re-focus/Re-invent
- **4. Preserve the Core and Stimulate Progress**
  - Core values never change; strategies and practices endlessly adapt

# External Sources for Data/Information

- **Ask the Consumer** (not the same as a consumer organization)
  - The more immediate the better
  - Examples include: satisfaction survey (immediacy), exit interviews, client forums
- **State Stakeholders** (there's a reason we're called State VR agencies)
  - Critical stakeholders should be defined for each state
  - MD General Assembly – state audit reports, budget hearings, budget analyst reports, sunset hearings, single state audits



# External sources, continued

- **State Rehabilitation Council**
  - State Plan Attachment 4.2(c)
- **Rehabilitation Services Administration**
  - Annual Report for every state, Monitoring Report, Standards and Indicators
- **Other State Agencies** – annual reports, special studies
- **Community Rehabilitation Programs** – performance reports required by accrediting agencies

# Summary

- PE/QA is by necessity an important component for a high performing organization (Greatness)
- It's a big world; the universe of disability employment has a lot of really good stuff



David Norman, DARS

Department of Assistive and Rehabilitative Services (DARS) was created in 2004.

DARS administers the following programs:

- Division for Rehabilitation Services (DRS)
- Division for Blind Services
- Disability Determination Services
- Early Childhood Intervention Services

Part of the Health and Human Services enterprise agency which has over 50,000 staff

- DARS - 3,278 staff
- DRS – 1,278 staff
- DARS - \$663M budget FY2011
- DRS - \$244 M budget FY2011
- DRS – 122 offices statewide

## Recent History of Strategic Planning Process

- Separate Strategic Planning Processes
- DARS Central Office Support
- Five-year Enterprise High-level Strategic Plan
- DARS Roadmap

## Lessons Learned

- Roadmap to where?
- CSNA – data mill with little focus
- State Plan – little connection to planning process

## Current Planning Strategy

- HHS Strategic Plan
- DRS Business Plan
- Role of Program Specialists
- State Plan Alignment
- CSNA
- SRC Involvement



## Innovation: A Collaborative Bottom-up Process

- Area Managers' Role
- Monthly Teleconferences
- Replicating Success Model
- Incubator Unit

## Conclusions:

- Planning is a dynamic ongoing process.
- Collaboration is the key to successful planning.
- Encourage out-of-the-box thinking.
- Encourage sharing of successful approaches.
- Continue to update plans to ensure they are current and aligned.