



## **LOUISIANA REHABILITATION SERVICES**

**Vision:** We will build a stronger Louisiana by helping individuals, children and families to achieve safer and more independent lives.

**Mission:** Effectively and efficiently guiding individuals, children and families toward independence and safety through integrated quality services and partnerships in an environment of opportunity and accountability.

The Office of the Secretary will coordinate department efforts by providing leadership, information, support and oversight to all DSS agencies. OS will promote efficient, professional and timely responses to employees, partners, and consumers.

The Office of Community Services will strengthen the safety, permanency and well being of our state's children and families by providing child abuse prevention services, child welfare services, community based services, and administrative and executive supports.

The Office of Family Support will provide supportive services that assist residents to move toward independence and self-sufficiency by meeting basic needs through the provision of financial assistance, education and training, Food Stamps, Child Care, Child Support Enforcement, and the determination of eligibility for Disability Benefits.

Louisiana Rehabilitation Services will assist persons with disabilities in their desire to obtain or maintain employment and/or to achieve independence in their communities by providing rehabilitation services and working cooperatively with business and other community resources.

**Philosophy:** The Department of Social Services is committed to recognition and respect of basic human needs and civil rights of both consumers and employees and the holistic delivery of services with integrity, honesty and fairness.

**DSS Goals:**

- I. We will build a unified DSS that pools human and financial resources in order to better serve consumers.**
- II. We will provide quality service to consumers.**
- III. We will utilize evidence-based practices and strategic approaches to fulfill the DSS Mission.**
- IV. We will maximize resources by operating the department in an efficient and effective manner.**

**Louisiana Rehabilitation Services  
Agency Number: 10-374  
Program Authorization: (Refer to Appendix A)**

**A. EXECUTIVE AND ADMINISTRATIVE SUPPORT**

The Executive and Administrative Program provides program planning, technical assistance, and quality assurance in all of the programs operated under Louisiana Rehabilitation Services to assure one of the best service delivery systems for rehabilitation services in the nation. The Executive and Administrative Support Program tracks, compiles, and analyzes data relative to both fiscal and program accountability; makes changes as required; and insures ongoing quality of service delivery.

**GOAL:** We will build a unified DSS that pools human and financial resources in order to better serve consumers. (DSS Goal I)

**OBJECTIVE A.1:** To develop a comprehensive succession plan to identify and prepare staff to meet the agency's management position needs through FY 2010.

- Strategy A.1.1 Complete an internal review of agency personnel and identify where current and potential gaps exist (beginning first with management positions) through FY 2006.
- Strategy A.1.2 Ensure job descriptions are inclusive of all essential job functions for those critical job positions identified that will be coming vacant within the next two to five years.
- Strategy A.1.3 Develop a process for identifying staff members to participate in succession training that will include specific criteria and methodology for tracking progress and development by FY 2006.
- Strategy A.1.4 Develop personal training plans for staff members interested in pursuing leadership positions by FY 2007.

Performance Indicators

- Input: - Number of personal training plans developed.
- Output: - Development of the succession plan.
- Outcome: - Percent of employees who complete their personal training plan.

GOAL: We will utilize evidence-based practices and strategic approaches to fulfill the DSS Mission. (DSS Goal III)

OBJECTIVE A.2: To develop and implement a marketing plan geared towards increasing public awareness of LRS services to individuals with disabilities, businesses, the community, legislators, other agencies and the school systems through FY 2010.

- Strategy A.2.1 Develop a standing marketing committee for the agency inclusive of statewide representation to review, recommend, and coordinate marketing activities.
- Strategy A.2.2 Investigate the feasibility of contracting for professional assistance in development of a marketing plan.
- Strategy A.2.3 Increase the number of public service announcements broadcast annually.
- Strategy A.2.4 Conduct an evaluation of the LRS vocational rehabilitation program to identify the costs associated with the program and benefits that accrue to the state.
- Strategy A.2.5 Investigate the feasibility of placing current LRS Publications (Quarterly Reports/Agency brochures/Consumer Handbook) and referral information on the DSS/LRS Internet Web site.
- Strategy A.2.6 Collaborate with DSS Planning and DSS Information Technology place LRS Policy and Technical Assistance and Guidance Manuals on the DSS/LRS Internet Web site.
- Strategy A.2.7 Develop innovative methods of distributing, notifying and educating the general public of LRS services through publications and information (hard copy and Web materials).

## Performance Indicators

- Output: - Development of the marketing plan  
Outcome: - Percentage of the marketing plan activities implemented.

GOAL: We will maximize resources by operating the department in an efficient and effective manner. (DSS Goal IV)

OBJECTIVE A.3: To monitor and evaluate 100% of the Community Rehabilitation Programs (CRPs) annually for quality and cost effectiveness of service provision in order to assure compliance with agency standards through FY 2010.

Strategy A.3.1 Revise CRP Vendorship procedures to include guidelines for denial and revocation of vendorship status.

Strategy A.3.2 Revise and promulgate CRP Standards that include guidelines for denial and revocation of vendorship status.

Strategy A.3.3 Monitor and evaluate CRPs through a Regional Annual Renewal Process.

Strategy A.3.4 Monitor and evaluate the cost effectiveness of service provision by reviews of a sample of CRPs through site visits on an annual basis.

Strategy A.3.5 Develop and implement means to measure consumer satisfaction with CRP services.

## Performance Indicators

- Output: - Percentage of contracts monitored through site visits, quarterly reports and/or annual reports.  
- Percentage of fee-for-service community rehabilitation programs monitored for rate setting determination and/or quality control.  
Outcome: - Percentage of all contracts meeting contract objectives.  
- Percentage of Community Rehabilitation Programs' employment contracts effectively meeting contract objectives.

OBJECTIVE A.4: To provide resources to 100% of agency staff in order to increase their efficiency in service provision through FY 2010.

Strategy A.4.1 Support field office staff by visits of State office management staff to regional locations on an annual basis.

Strategy A.4.2 Support field office staff by State office management staff providing in-service training to regional staff on an annual basis, respective to their area(s) of responsibility, as applicable.

Strategy A.4.3 Provide LRS staff with disabilities, written or electronic communication in accessible format(s) or provide other reasonable accommodations.

Strategy A.4.4 Collaborate with other agencies to ensure cross training will occur between LRS, One-Stops, and other agencies.

Strategy A.4.5 Upgrade communication systems (i.e. voice mail).

- Strategy A.4.6 Implement the Accessible Web-based Activity and Reporting Environment System (AWARE), the Web-based computer system for case documentation, caseload management, budgets and expenditures, and outcome reporting.
- Strategy A.4.7 Implement LRS multi-regional training, as feasible, in order to increase opportunities for agency staff to network statewide.
- Strategy A.4.8 Explore grant funding opportunities to serve more consumers.

#### Performance Indicators

- Outcome:
- Number of employees provided reasonable accommodations.
  - Number of employees provided access to AWARE.
  - Number of multi-regional training activities provided.
  - Percentage of employees provided resources.

## **B. VOCATIONAL REHABILITATION PROGRAM**

The Vocational Rehabilitation Services Program prepares individuals with disabilities for employment; increases the ability of individuals with disabilities to live independently; provides business and industry with qualified candidates for employment; and serves as a resource for employers with regard to the rehabilitation needs of persons with disabilities.

- GOAL:** We will provide quality service to consumers. (DSS Goal II)
- OBJECTIVE B.1:** To provide vocational rehabilitation services leading to an increase in employment outcomes to 1000 eligible individuals with disabilities through FY 2010.
- Strategy B.1.1 Promote agency input in the Memorandums of Understandings process in all One Stops, both in their creation and modification.
- Strategy B.1.2 Evaluate current policy and procedures for the order of selection, post-secondary training, and economic need criteria and make recommendations.
- Strategy B.1.3 Implement approved recommendations resulting from the evaluation of current policy and procedures.
- Strategy B.1.4 Increase Counselor contact with students with disabilities in secondary education in order to improve provision of vocational rehabilitation services to transition students.
- Strategy B.1.5 Request funding to increase the number of Counselors dedicated to providing services to transition students.
- Strategy B.1.6 Expand outreach activities to referral sources.
- Strategy B.1.7 Increase staff presence with private employers through partnering and/or collaboration to do job development.
- Strategy B.1.8 Increase resources for assistive technology assessment and devices to alleviate long waiting lists for assessments.
- Strategy B.1.9 Continue collaboration with the No Wrong Door initiative.
- Strategy B.1.10 Investigate having an on-line referral form (DSS/LRS Internet Web site) for greater consumer access.
- Strategy B.1.11 Explore the viability of posting one-stop information on the DSS/LRS Internet Web site and GEO-Mapping with ACCESS technology.

### Performance Indicators

- Input:**
- Number of individuals determined eligible.
  - Number of new plans of service.
  - Number of new applicants.
  - Number of consumers determined eligible but placed on a waiting list due to order of selection.
  - Number of consumers determined to be ineligible.
  - Number of consumers completing services and ready for employment.

- Number of original Individualized Plans for Employment developed for transition students.
- Number of transition students determined eligible for services.
- Output: - Number of individuals served statewide.
- Outcome: - Consumer's average weekly earnings at acceptance.
- Consumer's average weekly earnings at closure.
- Number of individuals successfully rehabilitated.
- Number of cases closed as not successfully rehabilitated.
- Efficiency: - Average cost to determine eligibility.
- Annual average cost per consumer served.
- Quality: - Percentage of consumers rating services as good or excellent on the consumer satisfaction survey conducted by the Louisiana Rehabilitation Council.

OBJECTIVE B.2: Through a quality assurance case review system, evaluate and monitor case record documentation to maintain at least a 90% average level of compliance with agency policy and procedures through FY 2010.

Strategy B.2.1 Collaborate with DSS Quality Assurance to assist in developing an improved monitoring instrument.

Strategy B.2.2 Collaborate with state office training section, relative to identified areas needing improvement, to make training recommendations, as applicable.

#### Performance Indicators

- Output: - Percentage of caseloads reviewed for compliance to case record documentation requirements identified in agency guidance manuals.
- Outcome: - Percentage of LRS regions completing recommended corrective action measures.
- Average percentage level of statewide agency compliance with agency documentation requirements as measured by the Quality Assurance Monitoring Form.

OBJECTIVE B.3: To improve service delivery to consumers by increasing competency of 100% of agency staff through professional development training opportunities by FY 2010.

Strategy B.3.1 Develop a method and or tool to use with state office and regional staff that will assist in identifying appropriate annual In-Service training needs.

Strategy B.3.2 Provide agency funding and/or support for professional staff to obtain a Masters Degree in Rehabilitation Counseling in accordance with the Comprehensive System of Personnel Development.

- Strategy B.3.3 Provide agency funding and/or support for new hires without a Masters Degree in Rehabilitation Counseling to attain this degree within 3 to 4 years of being hired.
- Strategy B.3.4 Develop and implement a plan for paraprofessional staff to obtain training relative to the vocational rehabilitation program per the Comprehensive System of Personnel Development.
- Strategy B.3.5 Continue to identify and provide opportunities for professional staff to attend leadership/management-training programs.
- Strategy B.3.6 Develop and implement methods to increase recruitment and retention of qualified staff.
- Strategy B.3.7 Develop a method (preferably via DSS Internet) to inform universities offering a Masters Degree in Rehabilitation Counseling about agency job openings and how to apply for vacancies by FY 2006.
- Strategy B.3.8 Investigate available incentives through Civil Service for staff that attain advanced education, licensure and/or certification.
- Strategy B.3.9 Investigate possibility of having Civil Service utilize a written test that is more job specific for agency's professional entry-level positions.
- Strategy B.3.10 Develop and implement professional development training for Randolph Sheppard Management Analysts.

#### Performance Indicators

- Output: - Percentage of LRS staff trained within two years of being hired or promoted to a management level position.
- Outcome: - Percentage of LRS staff trained annually.

OBJECTIVE B.4: To increase by 12%, the utilization and efficiency of services, LRS operated Rehabilitation Employment Assessment Programs (REAPs) provide by FY 2010.

- Strategy B.4.1 Investigate and determine the most efficient assessment tools and incorporate these in the REAP facilities by end of FY 2007.
- Strategy B.4.2 Develop and implement a work readiness module in LRS operated REAPs that currently do not provide this service by FY 2008.
- Strategy B.4.3 Identify and access private Community Rehabilitation Programs (CRPs) to provide work ethic training in regions without REAPs; and then later explore expansion in those regions with REAPs as demand warrants.
- Strategy B.4.4 Develop and implement a job placement module involving the Rehabilitation Employment Development Specialist.
- Strategy B.4.5 Investigate possibility of REAPs providing various kinds of training (i.e. sensitivity training, Americans with Disability Act, safety).

#### Performance Indicators

- Input: - Number of Community Rehabilitation Programs operated by LRS.
- Output: - Number of consumers served.

Efficiency: - Average cost per consumer served.

OBJECTIVE B.5: To expand opportunities and enhance consumer service delivery in the Randolph-Sheppard Program by opening five new locations by FY 2010.

Strategy B.5.1 Identify, investigate and develop viable new locations.

Strategy B.5.2 Continue to monitor all legislation, which might impact the program's preference (first choice at selecting to occupy available locations).

Strategy B.5.3 Expand training for licensed blind managers to enhance skills, entrepreneurial abilities, and quality of service to consumers.

#### Performance Indicators

Input: - Number of Randolph-Sheppard vending facilities.

Output: - Percentage of locations monitored monthly.

Outcome: - Average annual wage of licensed Randolph-Sheppard vending facility managers.

Quality - Percentage of Randolph-Sheppard managers rated satisfactory.

## C. SPECIALIZED PROGRAMS

The Specialized Program provides an orderly sequence of rehabilitation services to eligible physically and/or mentally disabled citizens of Louisiana to include community rehabilitation program services, independent living services, personal care attendants, telecommunication services, interpreter services, and supported living services.

- GOAL: We will provide quality service to consumers. (DSS Goal II)
- OBJECTIVE C.1: To increase by 215, the number of individuals receiving independent living services in their homes or communities by June 30, 2010. (Independent Living Program)
- Strategy C.1.1 Revise the policy and guidance manual for each program (State Personal Care Attendant, Supported Living, Direct Services-Part B, and IL Core Services) by June 30, 2008.
- Strategy C.1.2 Conduct annual site reviews, to include technical assistance and any corrective action plans.
- Strategy C.1.3 Develop and implement a consumer satisfaction survey tool to determine a benchmark of consumer satisfaction of independent living services.

### Performance Indicators

- Input: - Number of independent living sites.
- Output: - Number of consumers served by independent living centers.  
- Number of independent living consumers served.
- Outcome: - Number of consumers who are provided personal care attendant (PCA) services.  
- Number of consumers who are provided PCA services through the Community and Family Support Program.  
- Number of independent living cases closed successfully.
- Efficiency: - Average cost per person served for PCA services.  
- Average cost per person served for Supported Living Services.  
- Average cost per consumers served.
- Quality: - Percentage of consumers rating services as satisfactory.
- OBJECTIVE C.2: To improve 700 consumers' ability to live independently in their homes and community annually through Independent Living Services for Older Individuals Who are Blind through FY 2008. (Independent Living Program)
- Strategy C.2.1 To clearly define the service delivery needs for Older Individuals Who are Blind by working with an outside consultant to assess the program's current outcomes by December 2005.

- Strategy C.2.2      Develop and implement recommended service delivery models inclusive of a common assessment process and a tool to measure consumer independence following service delivery no later than March 2006.
- Strategy C.2.3      Re-evaluate the service delivery process within two years of implementation with the assistance of an outside consultant.

Performance Indicators

- Input:            - Number of site reviews conducted.
- Outcome:        - Number of blind individuals age 55 and older provided Independent Living services.  
                       - Percentage of site reviews conducted that meet criteria for service delivery.
- Quality:         - Percentage of consumer satisfaction surveys rated satisfactory.

OBJECTIVE C.3:    To increase by 4% per year, the number of consumers served by providing case management services, thus making public and private services more accessible through June 2010. (Louisiana Commission For The Deaf)

- Strategy C.3.1      Re-assess the hearing aid program, inclusive of funding, eligibility and vendor requirements.
- Strategy C.3.2      Re-assess the equipment distribution program, inclusive of funding, eligibility and vendor requirements.
- Strategy C 3.3        Re-assess individualized or specialized training activities to American Sign Language/English interpreters.
- Strategy C.3.4      Research and review case management service models in Louisiana.
- Strategy C 3.5        Devise a measurement of consumer satisfaction and determine management cost/benefits.
- Strategy C 3.6        To negotiate, design and implement inter/intra-departmental agreements to enable each department to make their services accessible to all consumer.

Performance Indicators

- Input:            - Number of consumers requesting case management services.
- Output:          - Number of consumers receiving interpreter services.  
                       - Number of interpreters receiving interpreting training.  
                       - Total number of consumers served (telecommunication, assistive hearing devices, and outreach activities).  
                       - Number of hours of interpreting services provided.  
                       - Number of consumers receiving telecommunication devices.  
                       - Number of consumers benefiting from outreach activities.  
                       - Number of consumers receiving assistive hearing devices.  
                       - Number of interpreters achieving certification.

- Outcome: - Number of consumers able to access public and private services as a result of receiving case management services.
- Efficiency: - Average cost per consumer served (telecommunication, assistive hearing devices, and outreach activities).
- Quality: - Percentage of consumers rating interpreting services as “good or excellent” on the consumer satisfaction survey.
- Percentage of consumers rating telecommunication, assistive hearing devices, and outreach activities as “good or excellent” on the consumer satisfaction survey.

OBJECTIVE C.4: To improve the quality of services and to increase the number of individuals served by 10% by June 30, 2010. (Traumatic Head and Spinal Cord Injury Trust Fund Program)

Strategy C.4.1 Evaluate the application process and scope of services by the end of FY 2006.

Strategy C.4.2 Aggressively open cases and reduce the number of individuals on the waiting list.

Strategy C.4.3 Improve the quality of training provided to case management personnel.

Strategy C.4.4 Develop and implement a consumer satisfaction tool by the end of FY 2006.

Strategy C.4.5 Continue to refine and update the current database to make it more functional.

#### Performance Indicators

- Input: - Number of consumers on waiting list.
- Number of cases opened from waiting list.
- Output: - Number of consumers served.
- Number of consumers receiving Personal Care Attendant (PCA) services through PCA contracts.
- Outcome: - Number of active cases closed.

## **APPENDIX A**

### **PROGRAM AUTHORIZATIONS LOUISIANA REHABILITATION SERVICES**

Agency Number: 10-374

#### **Program A - Executive and Administrative Program**

The Federal Rehabilitation Act of 1973 (Public 93-112) as amended in 1998 as part of the Workforce Investment Act (WIA) of 1998; The Louisiana Revised Statute - R.S. 36:477 (B).

Principal Consumers/Users:

Individuals with disabilities will benefit by Louisiana Rehabilitation Services' (LRS) supportive management and organization that attends to staff needs in order to assure that there is a stable and experienced workforce of qualified rehabilitation personnel to deliver rehabilitation services to individuals with disabilities. All individuals with disabilities benefit from the quality and efficiency of service delivery, program planning, technical assistance, and quality assurance in all of the programs operated under our agency. Thus assuring one of the best service delivery systems for rehabilitation services.

LRS will also continue to work cooperatively with business, industry, community resources, and other partners in the Workforce Investment System to provide opportunities of economic and social independence for individuals with disabilities in Louisiana.

#### **Program B - Vocational Rehabilitation Program**

The Federal Rehabilitation Act of 1973 (Public Law 93-112) as amended in 1998 as part of the Workforce Investment Act (WIA) of 1998 (H.R. 1385); and the Louisiana Revised Statute R.S. 36:477 (B).

Principal Consumers/Users:

The Vocational Rehabilitation Program (VR) is the flagship program of Louisiana Rehabilitation Services. The VR program is an employment program that assist persons with disabilities in their desire to obtain or maintain employment and/or to achieve independence in their community by providing rehabilitation services and by working cooperatively with business and other community services.

An individual's ability to be a full and active participant in his/her community continues to grow more complex, requiring the mastery of a host of skills barely thought of just a few years ago. Serving individuals with disabilities which is inclusive of the blind, deaf-blind, mentally ill, mentally challenged, those with muscular dystrophy, multiple sclerosis, paralysis, cardiac problems, cancer survivors, traumatically brain injured and the myriad of other disabling conditions must be delegated only to qualified rehabilitation professionals. As a mandated partner in the Workforce Investment Act (WIA), the Vocational Rehabilitation Program has qualified, professional Vocational Rehabilitation Counselors who deliver services to eligible individuals in Louisiana's 8 Workforce Development Regions.

Services include, but are not limited to, rehabilitation guidance and counseling; assistive technology devices for persons with significant disabilities, such as prosthetic and orthotic devices, job site modifications, adaptive driving equipment, low vision aids for the visually impaired, and wheelchairs; supported employment; on-the-job training; or any other services necessary to assist an individual with a disability in reaching the goal of employment. The VR program also serves business by providing an available pool of qualified individuals available for employment.

## **Program C - Specialized Program**

Personal Care Attendant: Act 781, as amended 1990 as Act 653, Chapter 27 of Title 46 of the Louisiana Revised Statutes of 1950, comprising R.S. 46:2116-2116.5. Community and Family Support: Act 378 of the 1989 Legislature, Chapter 13 and Title 28, Louisiana Revised Statute 28:821 - 28:824 (I), (J), (K), and (L) relative to the Community and Family Support Service. Independent Living for Older Blind: The Rehabilitation Act Amendments of 1998 as part of the Workforce Investment Act (WIA) of 1998; The Louisiana Revised Statute, R.S. 36:477 (B). Louisiana Commission for the Deaf: Act 629 of the 1980 Regular Session of the Legislature [R.S. 46:2251-2254]; Act 662 of the 1985 Regular Session of the Legislature [R.S. 46:2252(9)]; Act 135 of the 1985 Regular Session of the Legislature [R.S. 46:2361-2372]; Act 660 of the 1988 Regular Session of the Legislature [R.S. 46:2252(10)]. Traumatic Head & Spinal Cord Injury Trust Fund: Act 654 of the 1993 Louisiana Legislative Session.

Principal Consumers/Users:

*Independent Living Program (IL)* - provides services to enable individuals who have significant disabilities to function more independently in home, work, and community environments, thereby increasing community integration and reducing dependency on others.

*Louisiana Commission for the Deaf (LCD)* - was organized in 1980 to insure that Louisiana's public and private services are accessible to deaf, deaf-blind, hard of hearing, and speech impaired citizens. It is LCD's goal to be the statewide resource on issues

related to the welfare and inclusion of deaf, deaf-blind, hard of hearing and speech impaired citizens.

*Traumatic Head and Spinal Cord Injury Trust Fund Program (THSCI)* - is a program of “last resort” for Louisiana citizens who survive traumatic head or spinal cord injuries. The THSCI Program provides services in a flexible, individualized manner to survivors of traumatic head and/or spinal cord injuries thereby enabling their return to a reasonable level of functioning and independent living in their communities.