
Vocational Services Program Strategic Plan FY 21- 23 With FY 21 Year End Review

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PRINCE WILLIAM
COUNTY

Community Services

Prince William County Community Services Vocational Services Strategic Plan FY21-23

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Prince William County Community Services Vocational Services Strategic Plan FY21-23

Introduction

This strategic Plan is specific to the Vocational Services Programs at the Prince William County Community Services and has been developed from input received from clients, referral sources, program staff, and other stakeholders. It is in subsequence to the Prince William County Community Services Strategic Plan.

Organizational Profile:

Vocational Services is one of 9 major departments that comprise the Prince William County Community Services (PWC CS).

Leadership for the PWC CS consists of: Director of Community Services, Deputy Director of Community Services, Medical Director, (4) Assistant Directors Human Services, (3) Human Services Managers, and a Business Services Analyst.

Vocational Services Program staff consists of: Human Services Program Manager, Administrative Coordinator, (2) Clinical Services Case Manager Managers; (3) Senior Clinical Services Caseworkers, (8) Clinical Services Caseworkers, Human Services Associate, and (2) Transportation Services Specialists.

Vision Statement:

Everyone is a valued and productive member of society.

Mission Statement:

Prince William County Vocational Services empowers individuals by promoting hope, choice, and action so they can achieve their highest level of community participation.

The Organization Values:

- Each individual's uniqueness and capacity for growth and development
- Each individual's dignity, privacy and their right to be treated with respect
- Each individual's full participation in decisions affecting their lives
- Each individual's diverse cultural and ethnic backgrounds
- Each individual's right to be safe from harm

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Promoting a Value-Driven System of Care

- Promote well-being and maximize individual potential through provision of Psychosocial Rehabilitation and Supported Employment services
- Recover and sustain wellbeing through person centered services
- Address needs over time and across levels of disability
- Encourage hope and emphasize respect
- Equal opportunity for wellness
- Culturally competent and relevant services
- Respect for individual choice of services
- Protection from undue influence
- Consumer and stakeholder input at every level
- Right to participate
- Individually tailored services and care – person served defines goals
- Informed staff who know about recovery, resources, and services
- Measurable outcomes
- Promoting a welcoming environment that supports recovery and resiliency

Resources Utilized in Strategic Planning Process

- | | |
|--|-------------------------------------|
| • PWC Strategic Plan | • VS Technology Plan |
| • PWC CS Strategic Plan | • VS Risk Management Plan |
| • PWC Demographic Information | • PWC Budget Documents |
| • PWC CS Cultural Competency and Diversity Plan | • PWC Citizens Satisfaction Surveys |
| • VS Performance Measurement and Management Analysis | • CS/VS Client Satisfaction Surveys |
| • VS Accessibility Plan | • VS Stakeholder Surveys |
| | • CS Financial/Budgeting Documents |
| | • Employee survey results |

Demographic Data: FY21

(data for both SEP & PSR services combined unless noted)

Disability Type (SEP Services only)

SMI Disorders	46%
Dual Diagnosis	1%
ASD	20%
Developmental-Learning Disabilities	5%
Intellectual Disabilities	28%

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Gender Breakdown

Male	62.4%
Female	37.6%

Racial Breakdown

Asian	13.5%
African American/Black	39.5%
American Indian/Alaskan Native	0%
Native Hawaiian or other Pacific Islander	0%
White	44%
Other/Multi Race	3.0%

Ethnicity

Hispanic or Latino	8.6%
Non-Hispanic	91.4%

Age

Under 18	0%
18 to 35	54.1%
36-54	30.6%
55+	15.3%

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FY21-23 Strategic Plan Goals

In alignment with the Prince William County and Community Services Strategic Plans, the following goals are identified for the Vocational Services Program:

Goal1: Establish an inclusive and vibrant program culture

Strategy 1: Implement Dare to Lead training for program manager/supervisor(s) on techniques on how to change organizational culture. (completed 6/2021)

Strategy 2: Strengthen the on-boarding process for new employees

Strategy 3: Create an inclusive environment to reflect the diversity of our staff and persons served and retain talented staff with the mix of skills and expertise

Strategy 4: Encourage staff participation/program representation on various agency and county committees and groups in existence

Strategy 5: Continuously recognize contributions from staff and overall impact (through Let's Talk, PWX, Contributions to county/employee newsletters, etc.)

Strategy 6: Develop a structured, welcoming process for program participants with attention to inclusivity and cultural sensitivity

Goal 2: Ensure operations are efficient, fiscally sound, and compliant

Strategy 1: Ensure program maximizes opportunity for appropriate revenues by maximizing PSR census, complete PAs and timely documentation, work with DARs to maximize client referrals and adjunct reimbursable services, adherence to reimbursement requirements

Strategy 2: Evaluate SEP revenue and PSR attendance targets monthly

Strategy 3: Maximize operations to include productive work environments, from persons served and staff perspectives and work tasks appropriate to staff skills and abilities.

Strategy 4: Continue to explore and implement IT solutions to increase staff efficiencies in areas such as telehealth (completed for telehealth purposes 6/2021)

Goal 3: Identify and provide high quality services to meet client needs

Strategy 1: Provide staff with evidence-based practices (EBPs) and continued support in utilizing the EBPs.

Strategy 2: Provide staff training on diversity, equity and inclusion for cultural diversity understanding and practice

Strategy 3: Monitor service delivery and service gaps on an annual basis to effectively assess quality of service delivery, and client/stakeholder satisfaction.

Strategy 4: Explore and develop services to meet common needs of special targeted populations (e.g. autism, substance use, brain injured, mild intellectual disabilities).

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FY21 Strategic Plan Goal Review

Goal1: Establish an inclusive and vibrant program culture

Strategy 1: Dare to Lead training for the program manager and one supervisor was completed in April 2021. Additional leadership training included Outward Mindset training completed by all program supervisors by June 2021. Review of techniques occurred during management staff meeting to support the change efforts within the organizational culture.

Strategy 2: The program hired two FTEs during the past year using established trainings, onboarding checklists, and orientation processes. The program manager also previewed 7 leadership trainings for onboarding of newly hired and to support current supervisors.

Strategy 3: The program retained its bilingual/multilingual staff (3FTE) and hired one additional bilingual FTE in the last year.

Strategy 4: Approximately 40% of clinical staff participate and have program representation on agency committees including: Extended Leadership, Quality Improvement Council, Therapist IV Committee, Public Relations Committee, Support our Staff Committee, Records Committee, Cultural and Linguistic Engagement Committee. The program manager and the SEP program supervisor represent the agency on state level committee and advocacy groups.

Strategy 5: Staff are continuously provided ways to provide feedback to leadership and the county through monthly Let's Talk meeting, the PWX Recognition portal, and county/employee newsletters. Staff are routinely recognized for their milestone years of services.

Strategy 6: *Develop a structured, welcoming process for program participants with attention to inclusivity and cultural sensitivity:* Efforts to address this strategy continue through the next fiscal year

Goal 2: Ensure operations are efficient, fiscally sound, and compliant

Strategy 1: During the past year the program has had to adjust services to meet the pandemic- imposed limits which affected operations and subsequent revenue opportunity. Attendance (PSR program) was significantly reduced (due to factors such as social distancing), and billable services through the SEP program were limited due to payor source reductions (decrease in allowable services). Despite limits, staff maximized available revenue including completing all PAs on time, working with DARs and case managers to maximize client referrals, and providing documentation training to increase compliance with payor source requirements.

Strategy 2: Monthly SEP/PSR revenues are reviewed by the program manager first and then by the program's supervisors. SEP staff billable hours are reviewed weekly by the program supervisor and discussed with

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each staff member. PSR attendance targets are reviewed first by the program manager and then with program supervisors monthly to support productivity targets. Additionally, a Performance Measurement and Management Analysis program document has been designed to meet this strategy in greater detail.

Strategy 3: *Maximize operations to include productive work environments, from client and staff perspectives and work tasks appropriate to staff skills and abilities.* Efforts to address this strategy continue through the next fiscal year

Strategy 4: Throughout with fiscal year staff participated in trainings to improved staff efficiencies in areas such as telehealth. By the end of the fiscal year telehealth was not routinely used as all services returned to in-person services by both SEP and PSR programs. It is anticipated that staff will ongoingly require IT support to effectively and efficiently complete work tasks.

Goal 3: Identify and provide high quality services to meet client needs

Strategy 1: The program staff attended specific EBP trainings in areas such as Telehealth, Motivational Interviewing, Cultural Diversity, Military/Veterans Culture, Ethics, Trauma, and leadership trainings. The program manager continuously evaluates employee needs related to clinical, administrative, and work culture trainings to align with the broader agency goal of providing services within the context of sound evidenced based practice.

Strategy 2: In the past year the program manager and all program supervisors began participating in the Leadership Equity and Inclusion training (by Maria Burgos, Inclusion and Equity Officer for PWC). This is a new 6-session county training program, piloted by the CS and anticipated to be a required training for all county supervisors.

Strategy 3: Annual satisfaction surveys were completed at the end of the fiscal year by clients, stakeholders, and referral sources and the results reviewed with program staff. Overall satisfaction of services provided by the PSR program was 93 % and 94% for SEP. As a result of previous feedback, the surveys were offered in Spanish and beginning next year will be offered electronically. Additionally, a Performance Measurement and Management Analysis program document has been designed to meet this strategy in greater detail.

Strategy 4: *Explore and develop services to meet common needs of special targeted populations (e.g. autism, substance use, brain injured, mild intellectual disabilities).* Efforts to address this strategy continue through the next fiscal year