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**Massachusetts Rehabilitation Commission**

**Strategic Plan**

**State Fiscal Years 2016 –2019**

**April 8, 2016**

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**MRC Agency Senior Management**

**Adelaide Osborne,** Commissioner

**Kasper Goshgarian,** Deputy Commissioner

**Richard Arcangeli,** General Counsel

**Joan Phillips,** Assistant Commissioner of Vocational Rehabilitation

**Joshua Mendelsohn,** Assistant Commissioner of Community Living

**Pat Roda,** Assistant Commissioner of Disability Determination

**Carol Foltz,** Chief Financial Officer

**Agency Mission**

The Massachusetts Rehabilitation Commission (MRC) promotes the equality, empowerment, and independence of individuals with disabilities. These goals are achieved through enhancing and encouraging personal choice and the right to succeed in the pursuit of independence and employment in the community.  
  
**Agency Vision**

The MRC provides comprehensive services to people with disabilities that maximize their quality of life and economic self-sufficiency in the community.

**Guiding Principles**

• Promote Community First approaches by working with individuals in their efforts to pursue personal choice and independent living.

• Promote Employment First approaches by striving to enable the empowering value of employment in an individual’s life.

• Meet stakeholders’ needs and goals through continuous improvement, accountability, and collaboration.

• Honor and respect each individual’s choices, strengths, and abilities.

**Motto**

Creating opportunities for independent living and work.

**Agency Overview**

**What We Do – MRC Vocational Rehabilitation Services**

MRC's Vocational Rehabilitation (VR) Program assists individuals with disabilities, including transition age youth, to obtain and maintain competitive employment. VR services can include identifying job goals and pathways for individuals based on their interests and aptitudes, providing funds for college or training, providing Pre-Employment Transition Services (PETS) for high school students with disabilities who are transitioning to adulthood, assessing accommodations at worksites, educating an employer about the Americans with Disabilities Act (ADA), or assisting an individual with returning to work. The MRC builds relationships with employers utilizing an industry driven account management system to develop job opportunities and job driven training for VR consumers. The MRC provides ongoing post-employment services to assist individuals with maintaining and advancing their employment. The MRC is enhancing its VR services to fulfill the goals and guidelines of the 2014 federal Workforce Opportunity and Investment Act (WIOA). In State Fiscal Year 2015, MRC VR Services actively served 23,611 people with disabilities throughout the Commonwealth of Massachusetts.

**What We Do – MRC Community Living Services**

The MRC Community Living (CL) Division is comprised of a variety of programs, supports, and services that address the diverse needs of adults and transition age youth with disabilities to fulfill their desire/need for community integration, to gain maximum control of their destiny, and to participate fully in their community. These programs include Consumer Involvement, Independent Living & Assistive Technology, Home Care Assistance, Home and Community-based Waiver Management, Protective Services, the Statewide Head Injury Program, Nursing Home Initiative, and Transition for Youth with Disabilities. The CL division also provides case management for federal Acquired Brain Injury (ABI), Traumatic Brain Injury (TBI), and Money Follows the Person (MFP) waiver programs in Massachusetts. In SFY 2015 over 13,356 consumers were served by programs in the MRC CL Division.

**What We Do – MRC Disability Determination Services**

Disability Determination Services (DDS) is funded by the Social Security Administration (SSA) and determines the initial, reconsideration (first level of appeal after a denial), and continued eligibility for federal SSI and SSDI benefits. Special outreach efforts are made to homeless consumers, individuals with HIV/AIDS, and veterans injured during military service. In FY 2015, 88,508 claims were processed by the MRC DDS Division, with an accuracy rate of 97%.

**What We Do – MRC Office of Financial Management and Budget**

The MRC Office of Financial Management and Budget (OFMB) supports the fiscal operations and fiscal planning activities for the MRC agency, as well as overseeing internal controls.

**The MRC Strategic Planning Process**

**Strategic Assessment**

To achieve an effective strategic planning process, MRC senior management conducted an assessment of organizational needs and goals. Performance reports, program data, long term trends, staff and consumer surveys, annual Comprehensive Statewide Needs Assessments, annual Consumer Satisfaction Surveys, and other information was reviewed to inform strategic decision making. Input from stakeholders such as agency consumers, agency and service provider staff, the Statewide Rehabilitation Council (SRC), the Statewide Independent Living Council (SILC), MRC’s Workforce Planning Workgroup, and Continuous Quality Improvement committees was considered. The strategic planning process also involved an analysis of agency Strengths, Challenges, and Opportunities, outlined below.

|  |  |  |
| --- | --- | --- |
| **Strengths** | **Challenges** | **Opportunities** |
| * Experienced management and staff. * Continuum of services. * Strong collaboration with stakeholders and other state and federal agencies. * Innovative programming. * Information technology. * Employer account management system. * Job-driven trainings. * Assistive technology services. * Community based waiver services * MRC DDS Homeless program. * Consumer centric services * Pre-Employment Transition Services for High School Students Aged 16 to 22. * Strategic planning and performance management. * Diversity Committee. * Data driven decision making * Outreach and Marketing * ReQuipment AT Program | * A federal VR funding formula that penalizes states such as Massachusetts that have a higher per capita income and lower population growth. * MRC’s aging workforce and projected retirement rate. * Impact of early retirements in 2015 * Consumers needs exceed both state and federal resources. * Enhancing the Community Living database system * Changes in economy and local labor market * Intensive WIOA infrastructure and process changes * Cost of WIOA infrastructure * Continuing comprehensive WIOA implementation. | * Employment First * Community First * Employer account management system * Employer hiring events * Assistive Technology services * Community based waivers * Enhancing Community Living database system * Building partnerships through Workforce Innovation and Opportunity Act (WIOA) * Enhancing existing innovative programming through WIOA * New vendor relationships through WIOA * Consumer benefits from Pre-Employment Transition Services (PETS) for high school students. * Expanding Pre-Employment Transition Service best practices. * ABI Needs Assessment to identify service needs in Massachusetts. * WIOA Family Support Services RFR |

In conjunction with the Quality Assurance, Quality Improvement, and Performance Management activities regularly undertaken by the MRC, the Strengths, Challenges, and Opportunities that were determined through the strategic assessment process were used to inform the development of the current MRC strategic plan. The MRC Quality Assurance, Quality Improvement, and Performance Management processes and activities are described below.

**MRC Quality Assurance**

The MRC Quality Assurance (QA) system encompasses a set of activities designed to achieve measurable systemic improvements in Vocational Rehabilitation (VR) and Community Living (CL) services based on the collection and analysis of data. The QA system is needs-based and data-driven, and relies on the systematic collection of information relating to program activities, benchmarks, and outcomes. The QA system is intended to be verifiable through the regular collection, archiving, and reporting of quantitative and qualitative information.

**MRC Quality Improvement**

The MRC's Continuous Quality Improvement (CQI) procedures strive to constantly improve the quality of outcomes for individuals receiving agency services. The CQI process draws from program data as well as participant and stakeholder input. The MRC CQI process is based on the Plan, Do, Study, Act (PDSA) Quality Improvement Model developed by Dr. Walter Shewart and Dr. W. Edwards Deming. It is an ongoing cycle informing all project management activities.

* **Plan**

Collect data for a particular program or service, establish a baseline, identify problems and possible solutions, and prioritize corrective actions.

* **Do**

Recommend and implement changes designed to correct or improve the identified problem.

* **Study**

Study the effect of the implemented changes by collecting more data and comparing the effect of the change to the baseline. Use analytic tools to evaluate the effects of the change.

* **Act**

If the result is successful, standardize the change and continue to work on further improvements or the next identified problem. If it is not successful, look for other changes or solutions, using the PDSA cycle to continuously strive for the improvement of services.

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**MRC Performance Management**

The MRC undertakes performance management processes at all levels of agency management. MRC tracks and reports performance measures for key VR, CL, and DDS programs using an internal performance benchmark reporting system which assesses progress on a monthly basis. EHS Results reports MRC agency performance as an agency and as a member of the EOHHS disability cluster. In addition, MRC has developed EHS performance metrics to report on agency performance to the Secretariat level and to the public.

The MRC uses its own internal web based information system, MRCIS, to collect, archive and report on comprehensive case management data for all VR Services. MRC VR staff use MRCIS on a daily basis to facilitate core functions and store critical information on consumer status and outcomes. MRC VR leadership is able to use information from MRCIS to track performance at the individual caseload, area office, district, and statewide levels. An MRCIS project management team meets biweekly to monitor ongoing developments and enhancements to the MRCIS system, working with a team of IT professionals. Program data for MRC CL Services is tracked by a CL Services database, which is currently in a re-design and enhancement phase that will further bolster the ability of CL programs to track and report on key measures and data. MRC-DDS utilizes the Social Security Administration (SSA) database to track data and performance.

The MRC is committed to managing programs and services using performance measures to better serve the community first and employment first needs and goals of agency consumers. Through a concerted process of internal communication, consensus building, and infrastructure investment, the MRC has made great strides in developing a more data-driven culture focusing on quality improvement and accountability for the benefit of consumers and the Commonwealth.

MRC is developing divisional operational goals and objectives to facilitate the Commissioner and Deputy Commissioner to monitor and track the performance of each division.

**Strategic Planning Alignment: Independence, Resilience, and Health**

Along with meeting the needs and goals identified through the strategic assessment process, the 2016 to 2019 MRC Strategic Plan aligns with performance goals developed by the Massachusetts Executive Office of Health and Human services (EOHHS). The EOHHS performance goals promote Independence, Resilience, and Health in the citizens served by EOHHS agencies. The MRC Strategic Plan supports these aims, which complement the agency’s core mission and guiding principles. Strategic goals were developed for the three MRC divisions -- Vocational Rehabilitation, Community Living, and Disability Determination Services -- using Independence, Resilience, and Health as overall goal areas. The strategic goals developed by the MRC are intended to be actionable and measurable using the Quality Assurance, Continuous Quality Improvement, and Performance Management processes described above. The MRC will produce an annual Strategic Plan Progress Report ([Appendix A](#A)) providing information on achievements and outcomes with regard to specific strategic plan goals.

**MRC Strategic Plan: State Fiscal Years 2016 - 2019**

**STRATEGIC GOAL AREA (I): INDEPENDENCE**

**I.1 Vocational Rehabilitation Strategic Goals for Independence**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Goal I.1: Increase the # of High School Students with Disabilities served by MRC/VR Program** | | | | |
| **Measure** | **Target** | **Frequency** | **Data Source** | **Measurement Logic** |
| % annual growth in the number of high school students with disabilities served by MRC’s Vocational Rehabilitation Program (1,567) | 10% annual increase (Annual) Baseline=1,567 | Annual | MRCIS Case Management System | 10% annual increase in the number of high school students with disabilities receiving VR services, including pre-employment transition services. |

**I.2 Community Living Strategic Goals for Independence**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Goal I.2: Increase the # of Individuals with Disabilities Transitioning from Skilled Nursing Homes and Facility-Based Care and Receiving Ongoing Support Services in the Community** | | | | |
| **Measure** | **Target** | **Frequency** | **Data Source** | **Measurement Logic** |
| # and % of individuals with disabilities transitioning from skilled nursing homes and facility-based care to the community and receiving ongoing support services in the community. | 1,074 – 10% annual growth (Annual) | Annual | MRCIS Case Management System | 1,074 individuals with disabilities transitioned from skilled nursing homes and facility-based nursing homes and facility-based care to the community, and 10% annual growth in consumers transitioned and supported in the community. |

**STRATEGIC GOAL AREA (II): RESILIENCE**

**II.1 Disability Determination Services Strategic Goals for Resilience**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Goal II.1: Increase in the % of Disability Claims Processed at or Less than the 90 Day SSA Standard.** | | | | |
| **Measure** | **Target** | **Frequency** | **Data Source** | **Measurement Logic** |
| % of SSA disability claims for Massachusetts citizens processed at or less than the 90 day SSA national public service indicator goal. | 85% Claims processed in less than 90 days  (Annual) | Annual | SSA Database | 85% of disability claims for Massachusetts citizens processed at or less than the 90 day SSA national public service indicator goal. |

**Appendix A: Strategic Plan Annual Report** page 1

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Massachusetts Rehabilitation Commission

Strategic Plan SFY 2016-2019

Strategic Plan Progress Report: SFY 2016

The Massachusetts Rehabilitation Commission SFY 2016 to 2019 Strategic Plan links key agency performance measures for Vocational Rehabilitation, Community Living, and Disability Determination services with the major Goal Areas of Independence, Resilience, and Health, which are performance goals developed by the Massachusetts Executive Office of Health and Human services (EOHHS). These major Goal Areas are comprised of measurable Strategic Goals.

This progress report provides information on Strategic Plan outcomes for SFY 2016, outlining results for each Strategic Goal within the three major Goal Areas. (Where appropriate, performance measures relate to federal fiscal year results.)

For more information on the MRC 2016 - 2019 Strategic Plan, go to:

<http://www.mass.gov/eohhs/researcher/specific-populations/people-with-disabilities/the-mrc-year-in-review.html>

For further assistance, contact the MRC at **617-204-3766**.

**Appendix A: Strategic Plan Annual Report** page 2

|  |  |
| --- | --- |
| Massachusetts Rehabilitation Commission Strategic Plan SFY 2016-2019  Progress Report: SFY 2016 | |
| **Major Goal Area** | **Major Goal Area I: Independence** |
| **Strategic Goal Area** | **Strategic Goal Area I.1: Vocational Rehabilitation Strategic Goals for Independence** |
| **Strategic Goal** | **Strategic Goal I.1a: Increase the # of High School Students with Disabilities Served by the MRC/VR Program** |
| **Strategic Goal Measurement** | % annual growth in the number of high school students with disabilities served by MRC’s Vocational Rehabilitation Program. |
| **Strategic Goal SFY Target** | 10% annual increase. Baseline 1,567 |
| **Strategic Goal Status** |  |
| **Strategic Goal Milestones** |  |
| **Comments & Next Steps** |  |

**Appendix B:** Vocational Rehabilitation Services Fact Sheetpage 1

**Appendix B:** Vocational Rehabilitation Services Fact Sheetpage 2

**Appendix C:** Community Living Services Fact Sheetpage 1

**Appendix C:** Community Living Services Fact Sheetpage 2

**Appendix D:** Disability Determination Services Fact Sheetpage 1



**Appendix D:** Disability Determination Services Fact Sheetpage 2

**Appendix E:** Vocational Rehabilitation Youth Services Fact Sheetpage 1

**Appendix F:** VR Services Economic Impact Fact Sheetpage 1

**Economic Impact Fact Sheet**

**Return on Investment (ROI) July 1, 2014 – June 30, 2015**

**Massachusetts Rehabilitation Commission – Vocational Rehabilitation Program**

Individuals with disabilities successfully placed into competitive employment:  **3,737**

Average Hourly Wage for Employed Consumers: **$12.98**

Average Work Hours per Week for Employed Consumers: **26.8**

Total Annual Earnings for Consumers Placed into Employment: **$67,546,877**

Estimated Public Benefits savings from Employed Consumers:  **$28,027,500**

Projected Annual Massachusetts Income Tax Paid by Employed Consumers: **$2,266,246**

Projected Annual Federal Income Tax Paid by Employed Consumers: **$4,400,478**

Consumers placed into employment with medical insurance: **96.0%**

Return to society based on increase in lifetime earnings for

consumers placed into employment, FY2015\*: **$835,679,446**

Return to society based on returns to government in the form

of increased taxes and reduced public assistance payments, FY2015\*\*: **$298,456,945**

*\*Based on Commonwealth Corporation Study on ROI that $14 is returned to society based on increases in lifetime earnings for each $1 invested in the MRC Vocational Rehabilitation program.*

*\*\*Based on Commonwealth Corporation Study on ROI that $5 is returned to the government for each $1 invested in the MRC Vocational Rehabilitation program.*

**Massachusetts Rehabilitation Commission**

The Massachusetts Rehabilitation Commission (MRC) promotes equality, empowerment, and independence of individuals with disabilities. These goals are achieved through enhancing and encouraging personal choice and the right to succeed in the pursuit of independence and employment in the community.

The MRC provides comprehensive services to people with disabilities that maximize their quality of life and economic self-sufficiency in the community.

**Appendix G:** MRC Disability Information Fact Sheetpage 1

**Massachusetts and U.S. Disability Facts & Statistics: 2015**

* In 2014, there were 6,668,348 individuals living in the community in Massachusetts, of which 773,146 were persons with disabilities; a prevalence rate of 11.6%.
* In 2014, there were 313,890,422 individuals living in the community in the U.S., of which 39,674,679 were persons with disabilities; a prevalence rate of 12.6%.
* The prevalence of individuals with disabilities ages 18-64 living in the community in Massachusetts is 9.3% (399,206 state residents out of a total of 4,303,921 residents ages of 18-64), and 10.5% nationally.

**Massachusetts Residents by Disability Category** (ages 18-64 living in the community)

|  |  |  |  |
| --- | --- | --- | --- |
| **Disability Category** | **# of MA Residents** | **% of MA Residents** | **% of Disabled in MA** |
| Cognitive Disability | 193,931 | 4.5% | 48.6% |
| Ambulatory Disability | 177,085 | 4.1% | 44.4% |
| Independent Living Disability | 143,963 | 3.3% | 36.1% |
| Hearing Disability | 78,778 | 1,8% | 19.7% |
| Self-Care Disability | 73,852 | 1.7% | 18.4% |
| Vision Disability | 66,636 | 1.5% | 16.7% |

**Change in the Number of People with Disabilities in MA** (ages 18-64 living in the community)

|  |  |  |
| --- | --- | --- |
| **2013** | **2014** | **2013 to 2014 % Change** |
| 782,204 | 773,146 | -1.2% (9,058 fewer individuals) |

**MA & U.S. Employment For Individuals With Disabilities** (age 18-64, living in the community)

|  |  |  |  |
| --- | --- | --- | --- |
|  | **# With Disability** | **# With Disability & Employed** | **% With Disability Who are Employed** |
| **MA** | 399,206 | 141,899 | 35,5% |
| **U.S.** | 20,460,136 | 7,030,317 | 34.4% |

**MA & U.S. Employment For Individuals Without Disabilities** (age 18-64, living in the community)

|  |  |  |  |
| --- | --- | --- | --- |
|  | **# Without Disability** | **# Without Disability & Employed** | **% Without Disability Who are Employed** |
| **MA** | 3,904,715 | 3,086,555 | 79.0% |
| **U.S.** | 175,077,077 | 131,940,323 | 75.4% |

* Employment rates for individuals with disabilities lag far behind those for individuals without disabilities.

The information above is taken from the 2015 Disability Statistics Compendium, developed by the Rehabilitation Research and Training Center on Disability Statistics and Demographics at the University of New Hampshire. The annual Disability Statistics Compendium uses data from the most recent American Community Survey (U.S. census Bureau). Access the Disability Compendium here: <http://disabilitycompendium.org/>