

Annual Report

Federal Fiscal Year 2013 & State Fiscal Year 2013-2014



Cover Page Photo: Students from the Windfall school present Director Miller with hand painted art work they made for his visit to the Achievement Center.

As part of Governor John Kasich's 2014 State of the State address in Medina, Opportunities for Ohioans with Disabilities and the Ohio Department of Developmental Disabilities partnered with the Medina County Board of Developmental Disabilities (MCBDD) to host a series of events focused on the Employment First initiative. During their visit to the MCBDD on Monday, March 24, 2014, Director Miller and Director Martin were presented with hand painted artwork from Windfall students.

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Message from the Director

In October 2013, the Rehabilitation Services Commission (RSC) officially became the Opportunities for Ohioans with Disabilities Agency (OOD).

This name change reflects our focus on increasing opportunities for Ohioans with disabilities to find quality employment, independence and a higher standard of living. It also reflects and strengthens our commitment to more effectively communicate the mission and vision of the agency to individuals with disabilities across Ohio.



OOD Director Kevin L. Miller

Ohio Governor John Kasich

We have made significant progress in multiple areas. After three and a half years of dogged determination, we eliminated the Waiting List for individuals with significant disabilities (SD) and positioned the agency to begin serving individuals with disabilities (D) for the first time since 1991!

In addition, our efforts to connect with the business community and build relationships that result in quality employment for individuals with disabilities have resulted in national foundation awards and honors. The Ohio Business Leadership Network (OHBLN), for example, has grown from a handful of members to over 40 and was recently selected as the national affiliate of the year by the U.S. Business Leadership Network (USBLN).

The Employment First initiative (in partnership with the Ohio Department of Developmental Disabilities) continues to grow and succeed. We have hired additional counselors and increased our training and engagement, which has resulted in more individuals placed in integrated community employment.

We invited the Department of Administrative Services' (DAS) LeanOhio Office to help us find efficiencies and leaner business operations through Six Sigma tools and methodologies. By using Kaizen events, and applying Lean Six Sigma methodologies, in key areas, we have seen significant improvement in quality of service through reduced work times, quicker eligibility decisions, and shorter wait times, all resulting in increased cost savings and better allocation of resources.

These accomplishments and those listed in the report that follows, will serve as building blocks for even more success in the future as we seek to become the most recognized and valued resource for Ohioans with disabilities.

Kevin L. Miller

Executive Director

Who We Are

Opportunities for Ohioans with Disabilities (OOD) is the State of Ohio agency that partners with Ohioans with disabilities to achieve quality employment and independence. We are also charged with making eligibility determinations for Ohioans applying for Social Security disability.

Bureau of Vocational Rehabilitation (BVR)

- ✓ Provides individuals with disabilities the services and supports necessary to help them attain and maintain employment.
- ✓ Works with partners in business, education and non-profit organizations to facilitate employment plans for Ohioans with disabilities.

Bureau of Services for the Visually Impaired (BSVI)

- Devoted to helping people with low vision and blindness succeed in the work force.
- Helps eligible individuals prepare for a career, or retain their career, consistent with their skills, interests and abilities.
- Counselors work one-on-one with eligible applicants to create an individualized program leading to gainful employment.
- Maintains the Business Enterprise Program that establishes blind vending operations around the state at rest areas, state properties and federal buildings.



Division of Disability Determination (DDD)

OOD is the sole agency administering the Social Security Disability Insurance (SSDI) and Supplemental Security Income (SSI) programs in Ohio.

It receives 100% of its funding from the Social Security Administration.



SSDI pays benefits if you are "insured," meaning that you worked and paid Social Security taxes.

SSI pays benefits based on financial need.

Bureau of Vocational Rehabilitation

Eliminating the Waiting List

Perhaps the greatest accomplishment for the VR program this year has been the elimination of the waiting list for individuals with significant disabilities.

Order of Selection and Implementation of the Waiting List

Federal law requires that an Order of Selection be used when all eligible individuals with disabilities cannot be served due to limited resources. Ohio has been under an Order of Selection since 1991, which places individuals with disabilities into three categories: Most Significant Disability (MSD), Significant Disability (SD), and Disability (D).

Between 1991 and 2009, OOD served individuals in the MSD and SD category immediately upon eligibility. Individuals in the D category were not being served at that time. In December 2009, OOD implemented a waiting list for individuals in both the SD and D categories.

Since the implementation of the waiting list in December of 2009, individuals with SD had experienced significant delays in access to needed employment services. At its maximum, individuals with SD waited upwards of eighteen months for VR services.

Elimination of the Waiting List for Individuals with Significant Disabilities

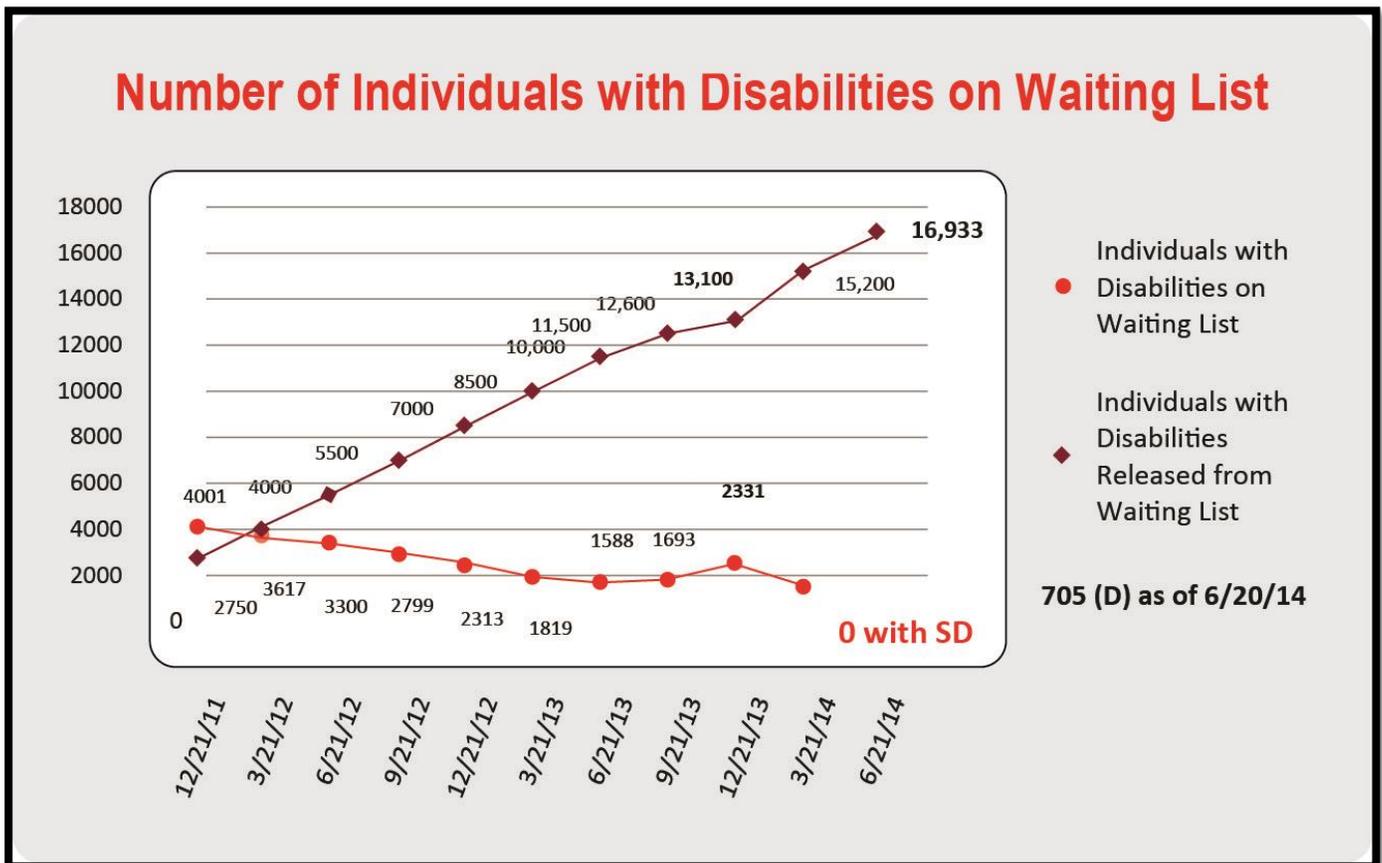
When Director Miller was appointed in January of 2011, Governor John Kasich charged him with making the elimination of the waiting list a top priority. A focus on effective and efficient business operations was developed to improve services and make elimination of the waiting list an achievable goal.

As a result, in April 2011 OOD began the process of releasing individuals with Significant Disabilities from the waiting list to ensure that these Ohioans could access the services they need to help them obtain and maintain community employment.

In July 2013, the biennial budget (FY 14-15) appropriated \$2.5M toward the elimination of the SD waiting list. On June 9, 2014, the last remaining individuals with SD were removed from the waiting list resulting in the elimination of the waiting list and uninterrupted service delivery for SD individuals.

OOD released nearly 17,000 individuals to achieve the elimination of the waiting list for individuals with a significant disability in June of 2014.

OOD is also now positioned to begin providing services for individuals with a disability (D), a priority category that OOD has not been able to serve since 1991.



Application to Eligibility

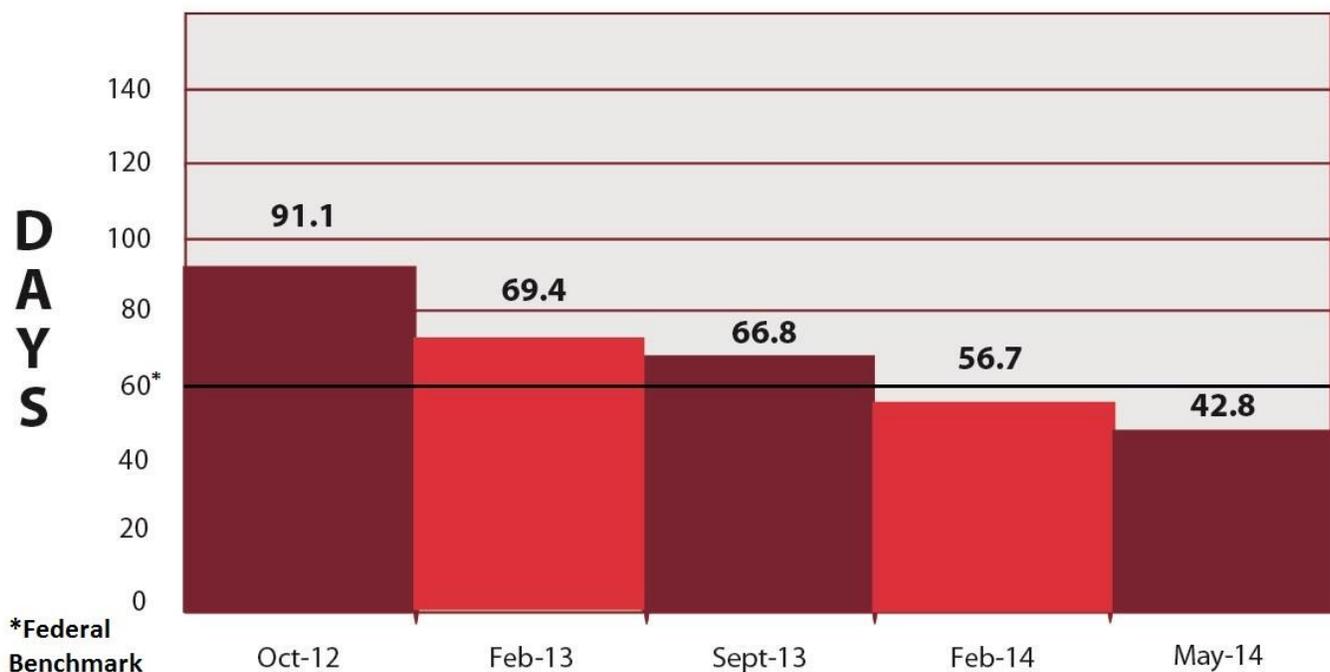
Feedback from individuals with disabilities and their families indicated that accessing VR services was a time consuming and daunting process to navigate. When OOD began to measure the time it took to process applications for services and render an eligibility decision, it took an average of 129 days. Federal regulations require that eligibility decisions be made within 60 days whenever possible, so Ohio was far exceeding this timeframe.

OOD committed to a goal of not only meeting this federal benchmark but exceeding it by reducing the average time for eligibility decisions to 30 days. In December 2011, OOD enlisted the help of the LeanOhio Office in order to streamline the process and meet this aggressive goal. Through a Kaizen event, and using Lean Six Sigma methodologies, process improvements were implemented that resulted in significant reductions in eligibility decision timeframes.

Individuals who received eligibility decisions in April of this year saw the wait time reduced to an average of 42.8 days; an improvement of twelve weeks! In 2011 OOD was nearly double the federal benchmark of 60 days and now in FFY 2014 is under that requirement and continues to trend downward.



Average Time to Eligibility



VR by the Numbers - FFY 2013



During Federal Fiscal Year (FFY) 2013 OOD provided vocational rehabilitation services to **25,293** Ohioans. As a result of those services **3,714** individuals found employment. Those individuals have worked an average of **27.4** hours a week at an average hourly rate of **\$10.27**.

Employment First

On March 19, 2012, Governor John Kasich signed an executive order declaring Ohio an Employment First state, committed to transforming the culture of Ohio's developmental disability system to ensure community employment becomes the expected outcome for all working-age adults.



In July 2013, the Employment First statute language was further enhanced, clarifying that community employment means competitive employment in an integrated setting, and that all people with developmental disabilities are presumed capable of community employment.

OOD partners with the Ohio Department of Developmental Disabilities (DODD) in this statewide initiative.

A Focus on Business Relations

Determined to renew its focus on building relationships and partnerships with the business community, in 2013 OOD hired a Business Relations Manager to act as a single point of contact for businesses. In 2014, regional Business Sourcing Analysts were added to work directly with businesses across Ohio and to educate them on how individuals with disabilities can help meet their workforce needs.

Ohio Business Leadership Network (OHBLN)



Just a few years ago there were only a handful of members in the OHBLN; a business-to-business organization funded by OOD. Today there are over 40 members representing some of Ohio's most prestigious companies including:

- | | | |
|---------------------------|--------------------|---------------------------|
| ✓ OhioHealth | ✓ Nationwide | ✓ Time Warner Cable |
| ✓ American Electric Power | ✓ Cardinal Health | ✓ Trinity Health |
| ✓ Fifth Third Bank | ✓ Procter & Gamble | ✓ Walgreens |
| ✓ Manpower | ✓ CINTAS | ✓ Wal-Mart Transportation |

The OHBLN **Central Ohio Workforce Initiative (COWI)** has garnered a grant from a respected national family foundation, aimed at helping 100 job seekers find employment with member companies, and is already seeing success.

OHBLN was recently named the 2014 US Business Leadership Network's (USBLN) Affiliate of the Year.



DisAbility Jobs Summit

Smart for business

Smart for people

*Smart for Ohio's
bottom line*

2013 DisAbility Jobs Summit

In October 2013, OOD hosted the second annual Ohio DisAbility Jobs Summit. More than 800 people filled the Columbus Convention Center looking to learn, connect and build partnerships.

Receiving recognition certificates from Governor John Kasich and Lieutenant Governor Mary Taylor were companies from across Ohio who differentiated themselves from their peers when it came to hiring individuals with disabilities:



**University
Hospitals**

Bureau of Services for the Visually Impaired

Business Enterprise Program



The Business Enterprise Program (BEP) provides people who are legally blind with entrepreneurial opportunities as managers and operators of retail service facilities.

In an effort to adapt to changes in this service industry, BEP focused on food service trends by offering a “Micro Market” concept and “proudly serving Starbucks” offerings with a full line of coffee and specialty drinks. Based on a convenience store-like format, the Micro Market carries a variety of hot and cold food items, including breakfast sandwiches and fresh coffee. The Micro Market at NASA Glenn in Cleveland and the newly renovated Café Montgomery in downtown Dayton (*above*) are examples of these new options.

BEP by the Numbers

- ✓ 98 operators
- ✓ 105 facilities
- ✓ 174 employees
- ✓ 962 sites
- ✓ 991 vending machines
- ✓ 3,738 pieces of equipment
- ✓ \$17,427,126 in gross sales



Ohio Department of Taxation

Division of Disability Determination



The Social Security Administration (SSA) receives all submitted applications for Social Security disability benefits. OOD's Division of Disability Determination (DDD) is the responsible entity for rendering an eligibility decision for all Ohioans based on the rules and regulations set by Congress to assess whether applicants meet the medical requirements for disability.

During FFY 2013:

- DDD processed **206,137** disability applications (surpassing the federal goal of 205,756).
- Roughly one third of disability applications were approved for benefits.
- The overall **accuracy rate was 97%**.

DDD continues to focus on effective and efficient operations. This year brought a number of improvements to processes and ultimately service quality.

- ✓ **The disability determination and medical contractor pay process work time was reduced from over eight hours a day to less than 10 minutes a day.**

DDD Intake and Closure units were combined under the leadership of one supervisor to improve service and accountability. All cases processed by the Division go through this unit at the intake level from the SSA field office and then again to process the determination and return jurisdiction to the field office.

- ✓ **Through improved processes and cross training, this unit now processes case actions on the same day, a process that previously could lag as long as a week or more.**

Lean Six Sigma – Working Smarter

Since 2012, OOD has realized significant process improvements and cost savings through formalized application of Lean Six Sigma tools and methodologies.

The state's LeanOhio team dedicated their resources to train a cross section of OOD employees for their Lean for Government Certification Green Belt.

Not only are these trained OOD staff leading several agency-wide process improvement initiatives, but Lean Six Sigma is being entrenched throughout the OOD culture with staff and stakeholders actively participating in the design and implementation of lean improvement projects.



- ✓ *Disability determination and medical contractor pay process work time was reduced from over eight hours a day to less than ten minutes a day.*
- ✓ *The average time to make eligibility decisions for vocational rehabilitation services was reduced from an average of 129 days to an average of less than 43 days.*



LEANOhio



Program Integrity & Monitoring

Creation of a Quality Assurance Review (QAR) Process

In order to build consistency across the agency, monitoring and audit teams worked to create a Quality Assurance Review (QAR) process to review and improve internal controls and procedures.

As policies and procedures are implemented, they are reviewed to ensure compliance with all applicable state and federal laws and rules as well as agency policy and business needs.

Evaluation of Programs and Contracts

In State Fiscal Year 2014, OOD implemented an Evaluation of Programs and Contracts Policy and piloted these new guidelines for evaluating its programs and contracts. This evaluation program addresses both program and fiscal reviews that encompass audits, on-site monitoring visits, and desk audits.

Programs and contracts included in this process are Interagency Cash Transfer Agreements (ICTAs), Interagency Agreements (IA), and other VR Programs.

Performance is defined as how an entity carries out the obligations of the agreement. This includes all requirements stated within the ICTA/IA scope of work and provisions, adherence to the contractual agreement including its budget and deliverables, and the provision of customer service. As part of the pilot, staff conducted 11 onsite monitoring reviews of vocational rehabilitation ICTAs, as well as seven Independent Living Older Blind (ILOB) desk audits.

Based on the success of this pilot, we are realizing greater accountability and improved performance.



Service Areas & Regional Office

NORTHWEST

Defiance

101 Clinton St., Suite 1100
 Defiance, OH 43512
 419.866.5811

Lima

924 N. Cable Rd.
 Lima, OH 45805
 419.228.1421

Mansfield

2281 Village Mall Dr., Suite A
 Mansfield, OH 44906
 419.747.3000

Toledo

5241 Southwyck Blvd.
 Suite 200
 Toledo, OH 43614
 419.866.5811

NORTHEAST

Akron

161 S. High St., Suite 103
 Akron, OH 44308
 330.643.3080

Cleveland

14650 Detroit Avenue
 Suite 300
 Lakewood, OH 44107
 216.227.3250

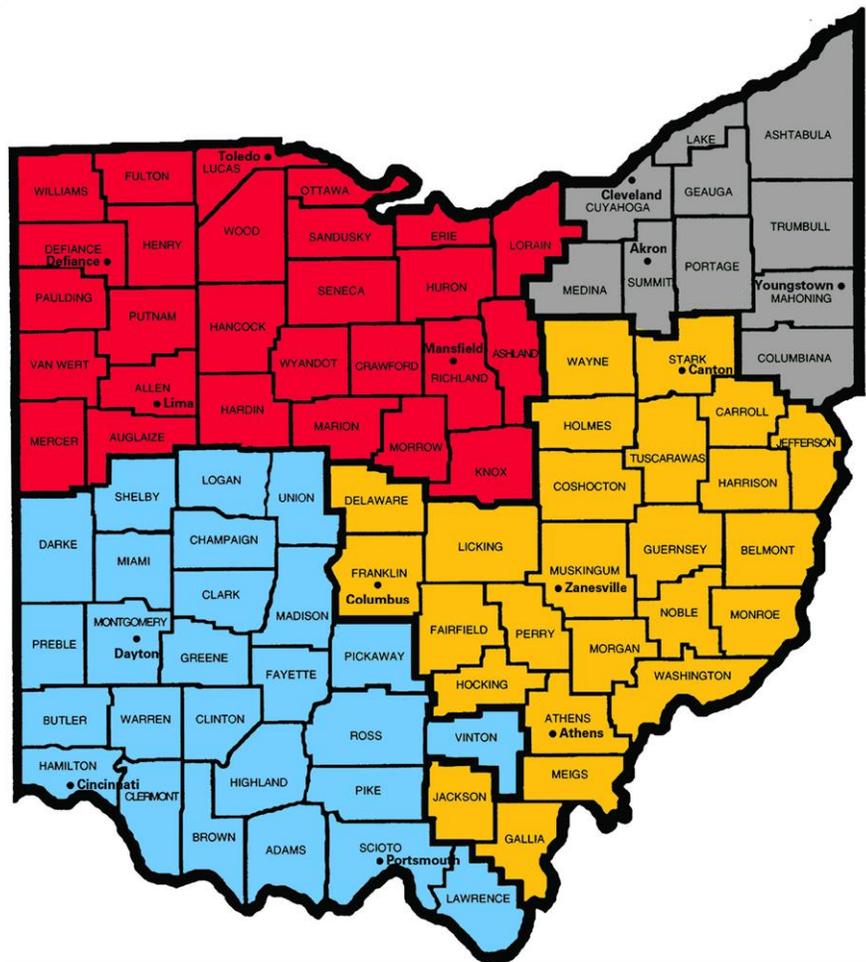
Youngstown

242 Federal Plaza, Suite 403
 Youngstown, OH 44503
 330.797.9980

SOUTHWEST

Cincinnati

895 Central Ave., 7th Floor
 Cincinnati, OH 45202
 513.852.3260



Dayton

1435 Cincinnati Street,
 Suite 200
 Dayton, OH 45417
 937.331.5000

Portsmouth

4304 Old Scioto Trail
 Portsmouth, OH 45662
 740.354.7951

SOUTHEAST

Athens

86 Columbus Road, Suite 102
 Athens, OH 45701
 740.592.4411

Columbus

4300 E. Broad St., Suite 200
 Whitehall, OH 43213-1243
 614.466.4575

Canton

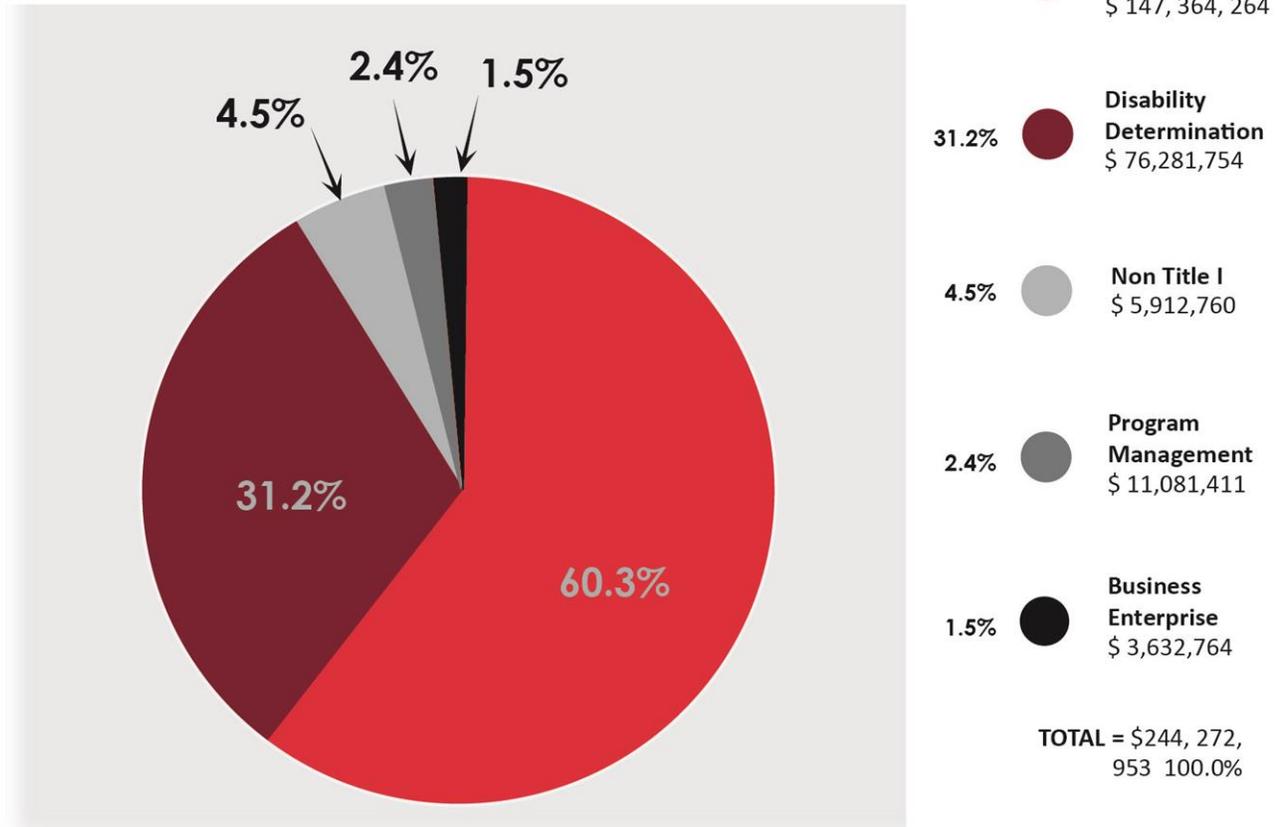
816 30th St NW
 Canton, OH 44709
 330.438.0500

Zanesville

601 Underwood St., Suite C
 Zanesville, OH 43701
 740.453.0673

Federal Fiscal Year 2013 Financials

Federal Fiscal Year 2013 Financials



Vocational Rehabilitation (Employment Assistance)	\$147,364,264	60.3%
Disability Determination (Social Security)	\$76,281,754	31.2%
Program Management	\$11,081,411	4.5%
Non-Title I (Other Programs and Services)	\$5,912,760	2.4%
Business Enterprise (Blind Vending Entrepreneurs)	\$3,632,764	1.5%
TOTAL	\$244,272,953	100%

The OOD Commission

A seven-member commission advises OOD and approves the Vocational Rehabilitation State Plan. Members are appointed by the governor with the advice and consent of the Ohio Senate. No more than four commissioners may be of the same political party. Three must be representatives of the rehabilitation profession, including at least one member from the field of services to Ohioans who are blind. At least four commissioners must have a disability, and two or three must have received vocational rehabilitation services from a state agency or the Veteran's Administration. Members serve staggered seven-year terms.

Commissioners

Jacqueline Romer-Sensky, Chair, Westerville

Jack Licate, Ph.D., Vice-Chair, Shaker Heights

Jermaine Brown, Reynoldsburg

David V. Daugherty, Mansfield

Michelle Dillingham, Cincinnati

S. Blake Haxton, Upper Arlington

Cynthia Rees, Delaware

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Columbus, Ohio 43235**

Mailing address:

**400 East Campus View Boulevard
Columbus, Ohio 43235**

1-800-282-4536

*For more information on Ohio Opportunities for Ohioans with Disabilities,
visit our Website at: **<http://ood.ohio.gov/>***



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<http://www.facebook.com/OhioOOD>



Follow us on Twitter:
<http://twitter.com/OhioOOD/>