

## 2017 Annual Plan Goals

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### **Goal 1: Compliance with Federal and State Mandates**

Continue the process by which LCBDD maintains compliance with federal and state Mandates.

**Objective 1:** Continue active role in work groups and advocacy on the state level

As directed and/or approved by the Superintendent, members of the management team will continue to play an active role in work groups on the regional and state levels.

All managers will be encouraged to attend outside trainings throughout the year to gain perspective on the changing federal and state Mandates.

**Objective 2:** Establish internal review process to monitor and ensure compliance with federal and state mandates

All Individuals enrolled at the Willoughby Branch will complete mandated WIOA Career Counseling training.

The ICF and Respite will modify the Quality Assurance tool to assure that it remains in compliance with most recent Federal and State Mandates while performing at least four Quality Assurance reviews to assure best practices.

Each Division Director will establish an internal review process to monitor and ensure compliance with federal and state mandates for all departments under their supervision.

**Objective 3:** Develop a flow of communication from LCBDD to local leaders to educate them about federal and state mandates that impact the board

The Superintendent will initiate regular communication with local political leaders to educate them about federal and state mandates that impact the Board.

Through membership on various community and leadership organizations the Division and Program Directors will educate the members on federal and state mandates that impact the Board.

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### **Goal 2: External Community and Stakeholders Communication – Stakeholders, Families and Community**

Communicate the expertise of Lake County Board of Developmental Disabilities as a trusted informational resource for the individuals served and the general community. Educate the community about the services we provide, the population we serve and how we are vital to Lake County.

**Objective 1:** Develop a communication process that provides information to parent groups, including training, activities, etc.

Broadening Abilities, the Vocational Guidance Center, and the Willoughby Branch will each form a committee to generate and distribute a monthly calendar and newsletter to increase communication with stakeholders regarding planned activities.

Broadening Abilities and the Vocational Guidance Center will revise their satisfaction survey tool to bring it in line with provision of adult day support services.

Director of Marketing will research the current communications with parents and advocates and analyze for improvement with the Online Engagement Committee. Recommendations will be implemented to improve parent communication.

**Objective 2:** Create a consistent brand strategy

Director of Marketing will research agency brand recognition and analyze for improvement with the Program Directors.

Upon approval of the brand strategy the Division Directors will develop recommendations to promote the brand strategy.

Brand strategy will be implemented by the Program Directors upon approval.

**Objective 3:** Continue to deliver information to families and evaluate the frequency and delivery of information about programs and services provided/funded by the Board

Broadmoor will develop a quarterly newsletter and create a calendar of events for each of its program areas in the Children's Services Division (Early Intervention, Preschool, School Age and LEEP) which will be linked to the Agency's website and distributed to parents, at their request

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Broadening Abilities, the Willoughby Branch, the Vocational Guidance Center, Community Employment Services, and Imagine will hold one joint parent meeting per quarter in order to update Stakeholders with current mandates and initiatives.

At least twice per month CES management will notify families/parents/guardians working in CES enclaves of “good things” their individuals are doing during their work day.

CES will utilize digital and social media communication with families and consumers to distribute important information electronically.

The Division Directors, will evaluate within all the departments under their supervision the frequency and delivery of information to families about programs and services provided/funded by the Board.

### **Goal 3: Staff Communication – Staff and Administration**

Enhance and expand open, innovative and effective lines of communication through all departments and the Board.

**Objective 1:** Create web-based information centers and tools to provide staff with online resources

Broadmoor, with the assistance of the Marketing Director, will develop a link to OCALI (Ohio Center for Autism and Low Incidence) on the Agency website in order to connect staff and parents with resources from their assistive technology and accessible educational materials center.

The IT department will gain input and work with all departments to build departmental websites and deploy them to the intranet.

The Transportation Department will update information on the Agency website.

The Volunteer Services Department will launch a web page to promote opportunities.

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### **Goal 4: Quality Staff**

Continue to attract, retain and develop a high-quality staff that is dedicated to achieving the goals of the Board and meeting the needs of Individuals.

**Objective 1:** Provide professional development and online training, including shared space

All Broadening Abilities, Vocational Guidance Center, and Willoughby Branch staff will complete vehicle operation training as required to transport individuals in agency vehicles for purposes of community integration.

The Nursing Department will create a process that allows the primary nurses to become involved in creating nursing goals for the individuals served. This will enhance the individuals' unique strengths and provide opportunity to gain more independence.

The Nursing Department will recognize each permanent staff member with a card and a handwritten message from the management team on their anniversary with the Agency, each year, showing appreciation for their hard work and thanking them for their dedication to the Board.

The Human Resources Department will identify new training curriculum and continue to provide meaningful professional development opportunities for staff. Evaluation of current trainings, research of new training topics and expansion of online training will be conducted as part of the process.

The Human Resources Department will continue to explore options for an Employee Recognition Program. The program will need to be meaningful to employees but also be fiscally responsible.

The Human Resource Department will research various options for diversity training and sexual harassment training for employees. If possible, the trainings will be done during an in-service day.

Investigative Services and Human Resources will update the MUI power point presentation used for new employees and obtain feedback regarding the online MUI training/test recently developed for veteran staff.

Division Directors will support the "Good Life" initiative by designating up to five facilitators to receive training and work with staff on staff perspective/attitude toward work, compassionate/collaborative work relationships, positive approach to change, etc...

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**Objective 2:** Continue to create partnerships with organizations and other resources to increase the number of qualified applicants

The Human Resources Department will review and assess the new employee recruitment plan. A Recruitment Committee will meet to discuss expanding online posting options, alternative sources for recruitment, and analysis of the current recruitment strategies.

H.R. will increase attendance at recruiting events by 15-20% and to identify two (2) new recruiting partners/resources.

The H.R. Department will create partnerships with new organizations to increase the number of qualified job candidates. The H.R. Department will reconnect with existing partners, including Lakeland Community College and Lake Erie College and attempt to expand the existing relationship with Ohio Guidestone.

The Nursing Department will provide brochures/pamphlets to area nursing schools regarding the services we provide to individuals in Lake County to encourage future students to seek careers in DD, specifically here at the Board.

Director of Volunteer and Professional Services will research increased opportunities for internships in all program areas of the Agency.

### **Goal 5: Individual Supports**

Create an environment suited to optimally understand and address the quality of life for individuals we serve while providing a safe, compassionate and supportive environment for them to make choices and gain independence throughout their lifetime.

**Objective 1:** Increase the number of community job sites and options for individuals

After vocational assessments have determined which graduating students are capable of competitive employment, 100% of those students will receive person-centered planning for their specific work preferences and will be provided actual job training at their chosen community job site in order to accomplish the desired outcome of obtaining competitive employment, upon graduation.

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CES will develop an interdepartmental (Professional Services & Psychology) Employability Skills Curriculum in which individuals working in CES enclaves will receive skills training during at least two “classroom-related” settings during the year which will enhance their capabilities in obtaining employment in the community.

CES will develop relationships with local businesses through a Job Shadowing program in which individuals working in CES enclaves will visit at least one local business to gain knowledge of career and occupational options.

The Imagine Program will increase Deepwood Industries production numbers by 10% for the program.

The Director of Agency Programs and Services in conjunction with Adult Services Program Directors, will increase the number of community job sites and options for individuals by 1 per quarter.

**Objective 2:** Continue to support individuals’ choices and preferences, including social preferences that increase community inclusion with outside organizations

Agency advocacy group members will volunteer in the community on a quarterly basis.

The Imagine Program will assure all individuals have person-centered plans indicating speech/communication and independent daily living goals.

The Imagine Program will promote self-advocacy by individuals served by increasing functional communication skills through the use of PECS or I-Pad communication devices to all individuals.

The ICF and Respite will establish a room committee to meet to assure personal choice while providing the least restrictive learning environment possible as the ICF consolidates living environments to best serve individuals.

The ICF and Respite will assist in the transitioning of at least 7 individuals to community option placements (whether community ICF or another placement).

The Nursing Department will support individual’s choices and preferences by developing a list of community organizations that encourage health and wellness activities for individuals to choose to participate in.

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The SSA Department will continue with quarterly Level One enrollments as approved by the Board to refinance and provide access to adult day array service.

The SSA Department will promote integrated community residential settings through coordination of enrollment of individuals on the remaining Wait List Reduction Self-Empowered Life Funding (SELF) Waivers as allocated by the Ohio Department of Developmental Disabilities.

The SSA Department will promote further integrated community residential settings through coordination of enrollment of individuals on conversion Individual Options (I.O.) Waivers, Exit Individual Options (I.O.) Waivers, Diversion Individual Options (I.O.) Waivers, and Developmental Center Transitions Individual Options (I.O.) Waivers as allocated by the Ohio Department of Developmental Disabilities.

**Objective 3:** Review need for additional programs and supports for identified service gaps such as MI/DD

The SSA Department will promote access to service delivery among community resources for those individuals with MI/DD and review additional program and support needs with the MI/DD Committee to identify future recommendations to limit overall service gaps for this population.

The Director Agency Programs and Services as chair of the MI/DD Committee and the Director of Community Outreach, will review need for additional programs and supports for identified service gaps for individuals with MI/DD and make appropriate recommendations.

The Superintendent and SSA Director will develop Community Based Family Treatment (CBFT) enhancements to better serve children with MI/DD as identified by the Lake County Wrap Around Committee.

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### **Goal 6: Quality of Services**

Provide a wide variety of services and opportunities while continually improving and enhancing the quality of those services.

#### **Objective 1:** Expand strategies to support provider development

The Director of Community Outreach and Superintendent will work with the SSA Department as part of the Provider Standards workgroup to promote Quality Standards and increase service options.

SSA will expand efforts to promote Quality Standards of HCBS Waiver Providers through participation on the Lake County Provider Standards workgroup.

In preparation for the proposed changes to the Adult Day Array service delivery system anticipated to become effective April 1, 2017, the SSA Department will offer increased opportunities for Provider meetings, both group and Provider/site specific, throughout 2017 to collaborate and partner with Providers on the service delivery changes and compliance standards for the HCBS Settings Rule.

#### **Objective 2:** Define a Gold Star standard in reference to service quality

The Director of Community Outreach and Superintendent will work with the Provider Standards workgroup to develop a Gold Star standard for providers in reference to quality services in Lake County.

The Investigative Services Director will participate in the Gold Star workgroup in order to help determine any role and information gathering provider MUI stats/follow-up may play as part of the provider standards developed/tracked.

#### **Objective 3:** Identify gaps in services and identify specialized providers to fill those gaps and meet the needs of individuals served

In alignment with the Employment First Initiative, the SSA Department will pilot a project in the second half of the year to provide Employment Navigation as a separate function from that of Waiver caseload with the overall goal to support individuals to obtain integrated and competitive employment.



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The SSA Department will expand efforts in the recruitment of Providers for Adult Day Array services and non-medical transportation services in order to meet the existing and future needs of HCBS recipients in Lake County through participation in the Lake County Provider Capacity workgroup.

As service gaps are identified and require specialized providers the Director of Community Outreach and Superintendent will work with SSA department and providers to fill those gaps and meet the needs of the individuals served.

### **Goal 7: Community Integration and Collaboration**

Integrate the individuals we serve within the community while collaborating with outside organizations to maximize current service offerings and explore new opportunities.

**Objective 1:** Increase collaboration and opportunity through communication with other agencies and community businesses

All Program Directors in programs that provide direct service to individuals served will participate on community boards, in community workgroups and be active members of outside organizations.

All Individuals enrolled at Broadening Abilities and the Vocational Guidance Center will participate in at least six community integration experiences per quarter.

All individuals enrolled at the Willoughby Branch will participate in at least five community integration experiences per quarter.

The Imagine Program will increase the number of individuals of working age engaged in community employment and identify a minimum of four possible community job placement sites.

Investigative Services will actively participate in community collaboration efforts such as Lake County Police Chief's Association, Lake County Sexual Assault Response Team (SART) Committee and the Community Alliance of Law Enforcement and Mental Health (CALMHS) Committee.

Director of Volunteer and Professional Services will update the volunteer opportunity list, volunteer job descriptions and promotional materials.

Director of Marketing and Investigative Services will present at Crisis Intervention Team (CIT) training for law enforcement and other first responders.

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The Director of Community Outreach will attend community held events to increase collaboration and new opportunities.

### **Objective 2:** Encourage community integration through individual choice

Broadening Abilities, the Vocational Guidance Center, and the Willoughby Branch will promote community integration by assessing each individual's interests and needs and develop a goal to support their desired or indicated integration experience.

The Imagine Program will increase the number of community outings to four times per week.

All individuals served by the ICF and Respite will be presented with opportunities for choice regarding what is important to them in attending community integration events / activities at their individual plan meetings

The Nursing Management team will explore new and alternative medical appointments and programs for our individuals to participate in the community.

### **Objective 3:** Expand employment network and community collaborations to create more employment opportunities for individuals served

CES will partner with agencies/providers that provide work services in our area to develop an employment network that will pool its resources to obtain community employment options for individuals served in their respective programs.

### **Goal 8: Demonstrate Fiscal Responsibility**

Demonstrate exceptional accountability in our operations and fiscal management.

#### **Objective 1:** Maintain excellent fiscal management

The finance management team will develop a 5 year budget projection that maximizes available resources to maintain the available fund balance for the longest possible time.

Make processes more efficient by:

- Consolidate all waiver service billing in Business Services
- Install biometric time recorders which will upload directly to payroll system and adult service billing system to reduce manual processing time
- Complete installation and testing of Insperty payroll software which will replace a staff time intensive legacy system

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- Work with County Auditor to determine if Deepwood's payroll data can be downloaded into the County payroll system, avoiding duplicate entry and expediting processing
- Develop a document imaging system for business records, including payroll and financial records, to digitize records retention
- In conjunction with Information Technology and Support Administration, upgrade the Intellivue document imaging system to support the scanning, indexing, storage, and retrieval of documents required to administer Medicaid Waivers

**Objective 2:** Review fiscal sustainability of programs and services for individuals served

The Business Manager will develop a quarterly review of the waiver program including the board's match commitment and planned/actual enrollment so as to ensure the long term sustainability of the waiver program.

The Business Manager will prepare a calculation of average cost per person for each program which will aid management in monitoring the financial impact of each service.

### **Goal 9: Technology Infrastructure**

Continue the use of technology by the Lake County Board of Developmental Disabilities for the benefit of individuals, staff and stakeholders.

**Objective 1:** Conduct an audit of the current technology infrastructure, utilizing external sources

IT will utilize/develop technology for the agency to implement an electronic incident reporting system. Investigative Services will provide input/assistance to IT on the operational aspects of implementation.

IT Director will contract with outside external company to conduct a technology review and work with IT staff to implement the recommended changes/updates to the network infrastructure.

**Objective 2:** Review the current the website to ensure the communication needs of staff, individuals, families and community stakeholders are met

The ICF and Respite Directors will review and evaluate recommendations for the ICF/Respite webpage by forming a committee that will meet twice to assure the most up to date and accurate information is disseminated to the public.

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Director of Marketing will research use of website and social media to analyze for improvement with the Online Engagement Committee. Director of Marketing will establish a monthly process for Program Directors to review social media and website and submit news, updates and changes. Changes made to social media and website a minimum of 3 times a month.

Investigative Services will develop/update non-confidential MUI information available to families on the agency's website.

The Nursing Management will review and develop recommendations for the current LCBDD website to ensure communication needs of staff, individuals, families and community stakeholders are met.

The Administrative team in conjunction with the Online Engagement Committee will review the current website to ensure communication needs to staff, individuals, families and community stakeholders are met.

### **Objective 3:** Ensure technology is up-to-date and staff has basic technology access

CES will pursue utilizing electronic media (laptop/tablet/iPad) at CES work locations to document programmatic and work related activities of individuals served.

Human Resources will work with IT and Payroll to complete the conversion to the new HRMS system, including the Training Module added this year.

IT Director will work with program directors to evaluate needs and update the technology plan as needed. Monthly updates will be sent to program directors showing project status and progress.