

2016-2018 Operating Plan

End of Year Update

X. OPERATING PLAN GOALS (2016 - 2018)

Goal 1: Community

The MCBDD will develop the necessary infrastructure to ensure that individuals have the opportunity to engage in community life and to control personal resources.

Goal 2: Effectiveness

The MCBDD will demonstrate increased accountability in planning and management of activities and resources.

Goal 3: Engagement

The MCBDD will increase information sharing to create more active relationships throughout Medina County and the State of Ohio.

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Community

Goal 1: The MCBDD will develop the necessary infrastructure to ensure that individuals have the opportunity to engage in community life and to control personal resources.

2016 Objective A: Provide up to five seminars, tools or techniques to SSA staff members allowing them to increase their skills in developing natural supports for individuals in a person-centered planning environment.

Person Responsible: Kathy Wilbraham, Joe Khadige, Jackie Kolesar, Rachel Hendrickson

Outcome: Individuals will have more natural supports in their lives.

Step 1: Research training opportunities, tools and techniques and identify subject matter to assist SSAs in building natural supports.

To be completed by June 30, 2016.

Step 2: Implement identified training for SSAs (including tools and techniques).

To be completed by December 31, 2016.

	1.	Research training opportunities, tools and techniques and identify subject matter to assist SSAs in building natural supports. <u>To be completed by June 30, 2016.</u>
	2.	Implement identified training for SSAs (including tools and techniques). <u>To be completed by December 31, 2016.</u>

Summary:

Step 1: Completed - A total of five potential trainers have been identified. These options are being presented to the Superintendent for review and selection.

Step 2: Completed - Training was completed on October 20 and 21, 2016 and the 2nd phase of training is scheduled in January, February, March, April, and May of 2017.

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2016 Objective B: Identify and enhance distinct areas of expertise in each current/new staff, i.e., benefits analysis, employment navigation, transition.

Person Responsible: Kathy Wilbraham, Joe Khadige, Jackie Kolesar, Rachel Hendrickson

Outcome: SSA caseload assignments will utilize expertise in ensuring effective service coordination.

Step 1: Evaluate emerging trends related to increased waiver enrollment, caseload specialization and increased efficiencies (expertise).

To be completed by June 30, 2016.

Step 2: Determine department gaps based on the evaluation of increased waiver enrollment, caseload specialization and increased efficiencies, as well as initiate process to address identified needs and gaps.

To be completed by December 31, 2016.

1.	Evaluate emerging trends related to increased waiver enrollment, caseload specialization and increased efficiencies (expertise). <u>To be completed by June 30, 2016.</u>
2.	Determine department gaps based on the evaluation of increased waiver enrollment, caseload specialization and increased efficiencies, as well as initiate process to address identified needs and gaps. <u>To be completed by December 31, 2016.</u>

Summary:

Step 1: Completed - SSA Management has identified expertise and interest areas and is in the initial phase of realigning SSA caseloads to maximize efficiencies.

Step 2: Completed - Department gaps have been identified for caseload specialization and increasing of efficiencies. Realignment of caseloads is being constructed accordingly.

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2016 Objective C: Identify up to four individuals on the waiting list that are willing to accept and enroll in a state funded IO Waiver and utilize a shared living environment.

Person Responsible: Kathy Wilbraham, Joe Khadige, Jackie Kolesar, Rachel Hendrickson

Outcome: State funded waivers and shared living environments are utilized.

Step 1: Contact individuals on the waiting list, educating and offering shared living services, as prescribed by DODD, to achieve enrollment of up to four individuals.

To be completed by June 30, 2016.

Step 2: Continue, as necessary, to offer shared living services to achieve enrollment, as prescribed by DODD.

To be completed by December 31, 2016.

Step 3: Continue to educate and register families interested in providing shared living arrangements.

To be completed by December 31, 2016.

1.	Contact individuals on the waiting list, educating and offering shared living services, as prescribed by DODD, to achieve enrollment of up to four individuals. <u>To be completed by June 30, 2016.</u>
2.	Continue, as necessary, to offer shared living services to achieve enrollment, as prescribed by DODD. <u>To be completed by December 31, 2016.</u>
3.	Continue to educate and register families interested in providing shared living arrangements. <u>To be completed by December 31, 2016.</u>

Summary:

Step 1: Completed - Continued discussions with individuals on the waiver waiting list for the shared living options. State-funded waiver allocations have been received for two shared living options as requested by individuals. Enrollment of these waivers is in process within required timelines.

Step 2: Completed - All four allocated state funded shared living waivers have been approved for enrollment.

Step 3: Completed - SSA staff continue to educate families to encourage shared living options.

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2016 Objective D: Increase the number of additional qualified providers of HCBS Waiver-Funded Adult Day Services (ADS) and/or current providers capacity from 14-18.

Person Responsible: Annette Davis-Kramp, Gene Goebel, Job Bluebond, Kathy Wilbraham

Outcome: Increased capacity of all Adult Service providers.

Step 1: Identify and facilitate specific training needed for service providers.
To be completed by April 30, 2016.

Step 2: Investigate incentivizing providers to increase their current capacity and/or fill identified gaps in the service delivery system.
To be completed by June 30, 2016.

Step 3: Implement training for service providers.
To be completed by June 30, 2016.

Step 4: Meet with at least three agencies to discuss their potential for serving individuals with challenging needs.
To be completed by September 30, 2016.

Step 5: Participate in and/or co-sponsor at least three job fairs.
To be completed by October 30, 2016.

	1.	Identify and facilitate specific training needed for service providers. <u>To be completed by April 30, 2016.</u>
	2.	Investigate incentivizing providers to increase their current capacity and/or fill identified gaps in the service delivery system. <u>To be completed by June 30, 2016.</u>
	3.	Implement training for service providers. <u>To be completed by June 30, 2016.</u>
	4.	Meet with at least three agencies to discuss their potential for serving individuals with challenging needs. <u>To be completed by September 30, 2016.</u>
	5.	Participate in and/or co-sponsor at least three job fairs. <u>To be completed by October 30, 2016.</u>

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Summary:

Step 1: Completed - Several areas of training for service providers have been identified and training has begun and will continue through the year.

Step 2: Completed - At least two ways to incentivize providers and ways to fill gaps in the service delivery system have been implemented and will continue through the year. In addition, the staff incentive procedure has been implemented.

Step 3: Completed - Training for service providers has begun and will be ongoing.

Step 4: Completed - The Superintendent has met with four new service provider agencies to discuss their potential to provide services in Medina County. Although the Superintendent has already met this step, she will continue to meet with providers throughout the year.

Step 5: Completed - The MCBDD has participated in multiple job fairs. In addition, the MCBDD sponsored one job fair, and another is planned with NEON for all in the Northeast Region.

2016 Objective E: Increase the number of additional qualified providers of HCBS Waiver-Funded Non-Medical Transportation (NMT) and/or current providers' capacity from 18-21.

Person Responsible: Linda Bohner, Annette Davis-Kramp, Gene Goebel, Jon Bluebond, Kathy Wilbraham

Outcome: Increased capacity of HCBS Waiver-Funded NMT providers.

Step 1: Identify and facilitate specific training needed for NMT service providers.
To be completed by April 30, 2016.

Step 2: Investigate incentivizing NMT providers to increase their current capacity and/or fill identified gaps in the NMT service delivery system.
To be completed by June 30, 2016.

Step 3: Implement training for NMT service providers.
To be completed by June 30, 2016.

Step 4: Eliminate transportation of students to and from Windfall School.
To be completed by June 30, 2016.

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Step 5: Meet with at least three agencies to discuss their potential for serving individuals with challenging needs.
To be completed by September 30, 2016.

	1.	Identify and facilitate specific training needed for NMT service providers. <u>To be completed by April 30, 2016.</u>
	2.	Investigate incentivizing NMT providers to increase their current capacity and/or fill identified gaps in the NMT service delivery system. <u>To be completed by June 30, 2016.</u>
	3.	Implement training for NMT service providers. <u>To be completed by June 30, 2016.</u>
	4.	Eliminate transportation of students to and from Windfall School. <u>To be completed by June 30, 2016.</u>
	5.	Meet with at least three agencies to discuss their potential for serving individuals with challenging needs. <u>To be completed by September 30, 2016.</u>

Summary:

Step 1: Completed - Meetings were held with several NMT providers and recommendations for trainings to these providers were provided to the Transformation Manager who will facilitate training.

Step 2: Completed - The MCBDD has worked with NMT providers to increase their capacity and will continue to do so.

Step 3: Completed - The MCBDD will be available upon request to assist NMT providers with training. The Transformation Manager will facilitate training.

Step 4: Completed - The MCBDD has eliminated transportation for all Windfall School students.

Step 5: Completed - The MCBDD has met with three agencies to discuss potential for serving individuals.

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2016 Objective F: Increase successful new community employment for 15 individuals (defined as placed and working for at least 90 days).

Person Responsible: Ed Dryer, Tess Goodrow, Pam Hunt, Paula Majoros, Bob Young, Tracy Milinkovich, Patti Hetkey

Outcome: Increased community employment.

Step 1: Meet with a well-known marketing agency for the development of a marketing plan to increase community employment.

To be completed by February 2016

Step 2: Increase current referral base for the Career Connections program by working with the SSA department and local school districts.

To be completed by March 2016

Step 3: Develop and submit miscellaneous training programs to utilize OOD funding in preparing individuals for competitive community employment.

To be completed by June 2016.

Step 4: Implement policy and procedure for staff to receive incentive for leads that result in community employment.

To be completed by July 2016.

Step 5: Facilitate active involvement, including regularly scheduled meetings, with at least three networking groups.

To be completed by October 2016.

Step 6: Implement marketing plan for Community Employment and Job development.

To be completed by December 2016.

1.	Meet with a well-known marketing agency for the development of a marketing plan to increase community employment. <u>To be completed by February 2016</u>
2.	Increase current referral base for the Career Connections program by working with the SSA department and local school districts. <u>To be completed by March 2016</u>
3.	Develop and submit miscellaneous training programs to utilize OOD funding in preparing individuals for competitive community employment.

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	<u>To be completed by June 2016.</u>
4.	Implement policy and procedure for staff to receive incentive for leads that result in community employment. <u>To be completed by July 2016.</u>
5.	Facilitate active involvement, including regularly scheduled meetings, with at least three networking groups. <u>To be completed by October 2016.</u>
6.	Implement marketing plan for Community Employment and Job development. <u>To be completed by December 2016.</u>

Summary:

Step 1: Completed - A meeting and interview was completed with the Vanderhaven Group. The first marketing article and newsletter item was completed.

Step 2: Completed - Career Connections was presented to local school districts and SSA. Over 40 new referrals have been received since the first of the year, primarily from school districts.

Step 3: Completed - Miscellaneous training programs have been submitted and approved by OOD for the following areas: customer service, office, food service, and janitorial.

Step 4: Completed - The procedure was approved and posted on the staff website.

Step 5: Completed - Adult Services staff have been actively involved with Northeast Ohio network group, Cuyahoga County Job Development Collaboration, and Medina County Economic Development.

Step 6: Completed - The Community Employment Marketing Plan has included three articles written by Mimi's Marketing Group, video with local businesses on the benefits of hiring individuals with disabilities, and a radio interview discussing the Community Employment Program.

Overall, Objective F was met as 29 individuals were placed in new community jobs during 2016.

2016 Objective G: Develop a service to connect 10 people to the community who are receiving Supported Employment or Job Development services.

Person Responsible: Paula Majoros, Pam Hunt, Ed Dryer, Bob Young, Tess Goodrow

Outcome: Increased number of individuals connected to their community.

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- Step 1:** Develop a tracking system for the number of hours in the community.
To be completed by April 2016.
- Step 2:** Identify the current number of hours in integrated/segregated sites.
To be completed by July 2016.
- Step 3:** Develop a procedure for referrals to the new service of connecting people to the community.
To be completed by August 2016.
- Step 4:** Identify the need for a regional support group based on the surveys of individuals.
To be completed by September 2016.
- Step 5:** Investigate mapping, where people live and where they can fulfill common interest in the community.
To be completed by September 2016.

1.	Develop a tracking system for the number of hours in the community. <u>To be completed by April 2016.</u>
2.	Identify the current number of hours in integrated/segregated sites. <u>To be completed by July 2016.</u>
3.	Develop a procedure for referrals to the new service of connecting people to the community. <u>To be completed by August 2016.</u>
4.	Identify the need for a regional support group based on the surveys of individuals. <u>To be completed by September 2016.</u>
5.	Investigate mapping, where people live and where they can fulfill common interest in the community. <u>To be completed by September 2016.</u>

Summary:

Step 1: Completed - A new roster tracking all services is in place.

Step 2: Completed - STEP is tracking all services out of the community building. The Work Center is tracking volunteer service hours and work crew hours.

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Step 3: Completed - A form and procedure have been developed and have been submitted for final approval.

Step 4: Completed - A survey was conducted and regional groups have been developed, including movie club and sports club. This will be ongoing and development of clubs will continue.

Step 5: Completed - The MCBDD Administration has met with Fairfield County, who has mapping software. Research is continuing in regard to the capabilities of Gatekeeper Anywhere to compare the options of both software programs. Implementation and upkeep of this type of software is also being considered. Regional groups have been created based on the interest of the individuals living in those areas. This will be a continuous process.

2016 Objective H: Research and define new/additional service options for students and Medina County School Districts.

Person Responsible: Kaye Stanley-Bryson, Patti Hetkey

Outcome: Explored service options for students with low incidence disabilities.

Step 1: Survey school districts in Medina County to determine other services they would utilize if provided by the MCBDD.

To be completed by April 30, 2016.

Step 2: Survey other DD Boards to determine services offered to students and to school districts in their counties.

To be completed by July 30, 2016.

Step 3: Determine possible/probable new service options for students and school districts.

To be completed by October 31, 2016.

Step 4: Report/discuss new service options with Management Team and the Board.

To be completed by December, 15, 2016.

1.	Survey school districts in Medina County to determine other services they would utilize if provided by the MCBDD. <u>To be completed by April 30, 2016.</u>
2.	Survey other DD Boards to determine services offered to students and to school districts in their counties. <u>To be completed by July 30, 2016.</u>
3.	Determine possible/probable new service options for students and school

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	districts. <u>To be completed by October 31, 2016.</u>
4.	Report/discuss new service options with Management Team and the Board. <u>To be completed by December, 15, 2016.</u>

Summary:

Step 1: Completed - Seven School Districts were surveyed. One district indicated that they would be interested in the MCBDD developing an assistive technology team to complete assessments and work with students in the schools. Another district indicated that they would utilize consultation from the MCBDD for their multiple disabilities classrooms. The other five districts did not indicate any need for additional services.

Step 2: Completed - Other County Board school administrators who responded indicated a variety of other services offered to districts. Those services offered include the following: assistive technology team consultation, behavior support team consultation, and transition to work services for district students.

Step 3: Completed - Possible new services options were developed for students and school districts.

Step 4: Completed - This item has been discussed with Management Team in a January meeting. The options will be provided to the Board.

2016 Objective I: Re-evaluate and reallocate Early Intervention Program resources as determined by data.

Person Responsible: Kaye Stanley-Bryson, Patti Hetkey

Outcome: Improved use of EI resources.

Step 1: Evaluate regionalization of EI services for efficiencies/inefficiencies to determine any need for changes/adjustments.

To be completed by March 30, 2016.

Step 2: Review data to determine the need for reallocation of EI personnel.

To be completed by June 30, 2016.

Step 3: Review the EI evaluation process to determine effectiveness and efficiencies and make recommendations for changes to the Superintendent.

To be completed by August 31, 2016.

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	1.	Evaluate regionalization of EI services for efficiencies/inefficiencies to determine any need for changes/adjustments. <u>To be completed by March 30, 2016.</u>
	2.	Review data to determine the need for reallocation of EI personnel. <u>To be completed by June 30, 2016.</u>
	3.	Review the EI evaluation process to determine effectiveness and efficiencies and make recommendations for changes to the Superintendent. <u>To be completed by August 31, 2016.</u>

Summary:

Step 1: Completed - As a result of our division into two teams, our teams are working more effectively since travel is limited to certain regions for each team. Travel time and inefficiencies have decreased due to this plan. However, our Help Me Grow partners made the decision to change over to teams as children age out of EI services; therefore, we are still experiencing some difficulties with the service coordinators being assigned to children on both teams. That problem should resolve over time, as the last child assigned prior to the regionalization of teams will turn three in January of 2017.

Step 2: Completed - With the recent addition of another Developmental Specialist, we are managing our increase in EI referrals/services effectively for all areas except speech. We currently have two maternity leaves in progress in the Speech Department, with another starting in a few weeks; therefore, providing treatment to these children during the maternity leaves will be difficult. Beyond that, our increased referrals continue to reflect parental concerns about speech/language as being the highest category of need. A Developmental Specialist position was added to the 2017 budget to address the need.

Step 3: Completed - Based on continuing increases in child/family need in the area of speech/language, the data shows that we need to increase speech contract time to cover additional children that are regularly referred and eligible for services. We have also determined that the MCBDD needs to apply for the service coordination contract for fiscal year 2018 (to begin July 1, 2017) in order to best serve families and children in the evidence-based model in natural environments. The current service contract manager for Help Me Grow has announced her retirement effective June 30, 2017. The Superintendent and Director of Children’s Services are working with the DODD EI Consultant, Family First Council, and the current service coordination contract manager to transition those services to our agency for more efficient and effective delivery of EI services.

2016 Objective J: Integrate Assistive Technology (AT) into the daily life activities of no less than 25 individuals.

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Person Responsible: Gene Goebel

Outcome: Improved individuals' lives removal of barriers using AT.

- Step 1:** Refine and complete a formal AT Assessment Referral process.
To be completed April 1, 2016.

- Step 2:** Design an AT section to be place into the ISP document.
To be completed by June 1, 2016.

- Step 3:** Provide training to staff on the availability of both low tech and high tech equipment that can increase, maintain or improve an individual's ability to participate in vocational or community related activities.
To be completed by June 1, 2016.

- Step 4:** Meet with SSA Management and implement an AT section into the ISP document.
To be completed by July 1, 2016.

- Step 5:** Provide training to providers on how to use and implement AT tools.
To be completed by August 1, 2016.

- Step 6:** Design and implement a local lending library that allows and encourages individuals to explore and experience success using AT.
To be completed by December 31, 2016.

1.	Refine and complete a formal AT Assessment Referral process. <u>To be completed April 1, 2016.</u>
2.	Design an AT section to be place into the ISP document. <u>To be completed by June 1, 2016.</u>
3.	Provide training to staff on the availability of both low tech and high tech equipment that can increase, maintain or improve an individual's ability to participate in vocational or community related activities. <u>To be completed by June 1, 2016.</u>
4.	Meet with SSA Management and implement an AT section into the ISP document. <u>To be completed by July 1, 2016.</u>
5.	Provide training to providers on how to use and implement AT tools. <u>To</u>

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		<u>be completed by August 1, 2016.</u>
	6.	Design and implement a local lending library that allows and encourages individuals to explore and experience success using AT. <u>To be completed by December 31, 2016.</u>

Summary:

Step 1: Completed - The AT assessment referral process has been completed.

Step 2: Completed - It was decided that a separate section would not be acceptable in an ISP as it is a State document. It was then decided that the appropriate section of an ISP for assistive technology would be in the Services Needed section.

Step 3: Completed - Staff in Adult Services, Education, and SSA have been trained.

Step 4: Completed - Meetings have been held and implementation has occurred. (See Step 2)

Step 5: Completed - An Assistive Technology Fair was held on September 30. Approximately 150 individuals, parents, staff, providers, teachers, and speech therapists attended. Nine vendors participated in the event.

Step 6: Completed - the lending library has been established in what had been Board Conference Room 3, along with moving the assistive technology staff to the same location.

2016 Objective K: Facilitate the development of a new Four-Year Housing Plan.

Person Responsible: Jon Bluebond, Annette Davis-Kramp, Gene Goebel, Kathy Wilbraham, Rachel Hendrickson

Outcome: A collaborative county-wide housing document that assists in addressing the residential waiting list.

Step 1: Develop a housing committee consisting of key residential providers.
To be completed February 28, 2016.

Step 2: Schedule and complete a one-day committee retreat to address each agency's plans for the future.
To be completed by June 1, 2016.

Step 3: Analyze county-wide future residential needs and compile a list.
To be completed by May 31, 2016.

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Step 4: Evaluate Medina County demographics in regard to housing for individuals with disabilities.

To be completed by July 31, 2016.

Step 5: Identify gaps in housing.

To be completed by August 31, 2016.

Step 6: Complete plan and present to the Superintendent and the Board.

To be completed by November 30, 2016.

	1.	Develop a housing committee consisting of key residential providers. <u>To be completed February 28, 2016.</u>
	2.	Schedule and complete a one-day committee retreat to address each agency's plans for the future. <u>To be completed by June 1, 2016.</u>
	3.	Analyze county-wide future residential needs and compile a list. <u>To be completed by May 31, 2016.</u>
	4.	Evaluate Medina County demographics in regard to housing for individuals with disabilities. <u>To be completed by July 31, 2016.</u>
G	5.	Identify gaps in housing. <u>To be completed by August 31, 2016.</u>
	6.	Complete plan and present to the Superintendent and the Board. <u>To be completed by November 30, 2016.</u>

Summary:

Step 1: Completed - The Medina County Housing Network Special Populations Committee met and has determined that assistance for homeless individuals is the priority for the county.

Step 2: Completed - Staff from Medina Creative Housing and Jon Bluebond participated in a planning retreat with staff from the Ohio Department of Developmental Disabilities to identify funding resources for housing.

Step 3: Completed - The Executive Director of Medina Creative Housing presented to the Board on housing needs and opportunities in Medina County at the November, 2016 Board Meeting.

Step 4: Completed - Results from the MCBDD survey have been received.

Step 5: In Progress - Mr. Bluebond will work with Medina Creative Housing to identify the housing gaps found in the MCBDD survey.

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Step 6: Completed - The Executive Director of Medina Creative Housing presented to the Board and the Superintendent at the November, 2016 Board Meeting.

2016 Objective L: Provide Management Team with staffing projections, Board capacity to serve and projected private provider requirements needed through 2020.

Person Responsible: Jon Bluebond, Diana Davis, Carey Bates

Outcome: A projection document of the Board’s capacity for services.

Step 1: Collect future program plans, including staff projections, from Department Directors.
To be completed by April 30, 2016.

Step 2: Develop a report for projecting staff costs, including benefits, through 2020.
To be completed by June 30, 2016.

Step 3: Develop a report for projecting Board Enrollment and our capacity to serve individuals through 2020.
To be completed by June 30, 2016.

Step 4: Develop a report for projecting waiver enrollment through 2020.
To be completed by July 31, 2016.

	1.	Collect future program plans, including staff projections, from Department Directors. <u>To be completed by April 30, 2016.</u>
	2.	Develop a report for projecting staff costs, including benefits, through 2020. <u>To be completed by June 30, 2016.</u>
	3.	Develop a report for projecting Board Enrollment and our capacity to serve individuals through 2020. <u>To be completed by June 30, 2016.</u>
	4.	Develop a report for projecting waiver enrollment through 2020. <u>To be completed by July 31, 2016.</u>

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Summary:

Step 1: Completed - Staffing projections were requested and received from Department Directors. Projections were distributed to Management Team and presented to the Board.

Step 2: Completed - Projections were presented to Management Team and the Board.

Step 3: Completed - Projections were presented to Management Team and the Board.

Step 4: Completed - The report for projecting waiver enrollment was used for 2016 Budget projections and discussed in the Waiver Analysis Committee.

Effectiveness

Goal 2: MCBDD will demonstrate increased accountability in planning and management of activities and resources.

2016 Objective M: Reduce total billable amount of waiver services from MCBDD (Adult Services and Transportation) providers by 10%. (State Data Clearinghouse Numbers)

Person Responsible: Paula Majoros, Ed Dryer, Kathy Wilbraham, Linda Bohner

Outcome: Compliance with CMS Rule and State Benchmarks.

Step 1: Develop a comprehensive procedure for discontinuation of services that addresses alternative options and a safety net option for Adult Services.

To be completed by April 30, 2016.

Step 2: Conduct informal and formal surveys to identify service gaps of non-waiver services for SSA, Adult Services and Transportation.

To be completed by July 31, 2016.

Step 3: Develop a procedure for admission of short term and long term service options as the provider of last resort for MCBDD Adult Services.

To be completed by September 30, 2016.

Step 4: Continue to investigate the collaboration with private providers to build capacity for Adult Services and Transportation.

To be completed by December 31, 2016.

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Step 5: Research other provider options and service provision plans for Medina County Board Adult Services and Transportation.

To be completed by December 31, 2016.

	1.	Develop a comprehensive procedure for discontinuation of services that addresses alternative options and a safety net option for Adult Services. <u>To be completed by April 30, 2016.</u>
	2.	Conduct informal and formal surveys to identify service gaps of non-waiver services for SSA, Adult Services and Transportation. <u>To be completed by July 31, 2016.</u>
H	3.	Develop a procedure for admission of short term and long term service options as the provider of last resort for MCBDD Adult Services. <u>To be completed by September 30, 2016.</u>
	4.	Continue to investigate the collaboration with private providers to build capacity for Adult Services and Transportation. <u>To be completed by December 31, 2016.</u>
G	5.	Research other provider options and service provision plans for Medina County Board Adult Services and Transportation. <u>To be completed by December 31, 2016.</u>

Summary:

Step 1: Completed - The committee finalized a draft with steps to follow for the discontinuation of services. The committee identified a concern as it relates to “safety net” language and revised the procedure appropriately.

Step 2: Completed - The agency has developed a survey to solicit information on service gaps to stakeholders. The Transformation Manager has facilitated both group and 1:1 sessions with active providers to identify plans, needs, and goals for future growth. The information gathered will be translated into a targeted survey of providers for an acute representation of service gaps in Medina County. The Consultant has been targeting this Action Step with parents.

Step 3: On Hold - The temporary process is effectively preventing growth in waiver services. The temporary process includes the SSA taking the request for services from MCBDD to the Needs Committee after having tried multiple providers and having no success. At this time, the provider of last resort by the state is not defined as a county board service.

Step 4: Completed - An increase in both adult services and transportation providers has occurred.

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Step 5: In Progress - The MCBDD Consultant is currently assessing options. This will continue into 2017.

2016 Objective N: Assess the competencies and skills, per the revised job description, for 100% of Management Team.

Person Responsible: Diana Davis, Jon Bluebond, Gene Goebel

Outcome: A revised succession planning document for the agency with specific recommendations for upper and middle management.

- Step 1:** Complete a competency/skill evaluation of each member of Management Team. **To be completed by January 31, 2016.**
- Step 2:** Revise job descriptions to include data collected in competency/skill evaluation process. **To be completed by March 31, 2016.**
- Step 3:** Complete an assessment of competencies, skills, and career goals of Department Heads and Middle Managers. **To be completed by June 30, 2016.**
- Step 4:** Schedule a presentation to the Board to identify potential succession planning candidates and make recommendations for bridging gaps in critical positions. **To be completed by September 30, 2016.**
- Step 5:** Present an update to the Board with names of individuals identified as potential succession planning candidates. Recommendations will also be presented for bridging gaps in critical positions. **To be completed by September 30, 2016.**

G	1.	Complete a competency/skill evaluation of each member of Management Team. <u>To be completed by January 31, 2016.</u>
	2.	Revise job descriptions to include data collected in competency/skill evaluation process. <u>To be completed by March 31, 2016.</u>
G	3.	Complete an assessment of competencies, skills, and career goals of Department Heads and Middle Managers. <u>To be completed by June 30, 2016.</u>

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	4.	Schedule a presentation to the Board to identify potential succession planning candidates and make recommendations for bridging gaps in critical positions. <u>To be completed by September 30, 2016.</u>
	5.	Present an update to the Board with names of individuals identified as potential succession planning candidates. Recommendations will also be presented for bridging gaps in critical positions. <u>To be completed by September 30, 2016.</u>

Summary:

Steps 1 and 3: In Progress/Modified - Revisions were made to the Succession Plan and shared with the Board in October. One of the changes involves assessing growth potential of all staff, not just management. Due to the increased scope of this process, completion of these steps is ongoing into 2017.

Steps 2, 4, and 5: Completed - Updates were presented to the Board in October of 2016.

2016 Objective O: Complete a compensation survey by June 30, 2016.

Person Responsible: Diana Davis, Jon Bluebond

Outcome: A fair compensation package that assists MCBDD with recruitment and retention efforts.

Step 1: Research options for a compensation survey and present findings to the Superintendent and the Board.
To be completed by February, 2016.

Step 2: Contract with outside agency and complete compensation survey.
To be completed by June 30, 2016.

Step 3: Meet with the Board (upon completion of report) to discuss possible changes to current compensation structure.
To be completed by September 30, 2016.

Step 4: Implement changes (as appropriate) and incorporate recommendations into negotiations with OEA.
To be completed by November 30, 2016.

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H	1.	Research options for a compensation survey and present findings to the Superintendent and the Board. <u>To be completed by February, 2016.</u>
H	2.	Contract with outside agency and complete compensation survey. <u>To be completed by June 30, 2016.</u>
H	3.	Meet with the Board (upon completion of report) to discuss possible changes to current compensation structure. <u>To be completed by September 30, 2016.</u>
H	4.	Meet with the Board (upon completion of report) to discuss possible changes to current compensation structure. <u>To be completed by September 30, 2016.</u>

Summary:

Steps 1 through 4: Due to the recent one-year extension of the OEA Collective Bargaining Agreement and pending revisions to job descriptions, this goal has been placed on hold until 2017.

2016 Objective P: Increase individual satisfaction and agency effectiveness by 10% over 2015 NCI data.

Person Responsible: Annie Finnerty

Outcome: Improved quality of life for individuals served.

Step 1: Develop and distribute individual/parent/guardian satisfaction survey.
To be completed by January 31, 2016.

Step 2: Gather, review, and evaluate satisfaction survey and employment data results.
To be completed by June 30, 2016.

Step 3: Make recommendations to the Superintendent and the Board for areas of improvement based on NCI data.
To be completed by October 31, 2016.

1.	Develop and distribute individual/parent/guardian satisfaction survey. <u>To be completed by January 31, 2016.</u>
2.	Gather, review, and evaluate satisfaction survey and employment data

Color Coding: Green = objective on track, in progress (G) Black = no further action needed, completed Yellow = concern (C) Red= serious concerns, objective not completed (S) Blue = on hold but expected to complete (H) White = objective not yet implemented (NI)

		results. <u>To be completed by June 30, 2016.</u>
G	3.	Make recommendations to the Superintendent and the Board for areas of improvement based on NCI data. <u>To be completed by October 31, 2016.</u>

Summary:

Step 1: Completed - Center for Marketing and Opinion Research (CMOR) developed and applied the survey to individuals, parents and guardians.

Step 2: Completed - The survey is completed and results have been reviewed and evaluated.

Step 3: In Progress - The survey is completed. Recommendations will be made to the Superintendent and the Board in March.

Engagement

GOAL 3: The MCBDD will increase information sharing to create more active relationships throughout Medina County and the State of Ohio.

2016 Objective Q: Increase interaction with stakeholders through electronic information sources by 5% over 2015 baseline.

Person Responsible: Patti Hetkey, Linda Bohner, Dr. Kaye Stanley Bryson

Outcome: A Community Engagement Plan implemented by the Board.

Step 1: Identify new agency messaging points to support evolving role in local DD system; messaging should include valuable service provision and financial responsibility statements.
To be completed by March 31, 2016.

Step 2: Educate all staff on new messaging points to ensure consistent community information and messaging.
To be completed by May 31, 2016.

Step 3: Complete the community engagement plan with input of the 2015 focus groups, committees and surveys. Targeted stakeholder groups in plan will include: individuals, families, providers, general public, business community, and media.
To be completed by August 31, 2016.

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Step 4: Begin implementation of the community engagement plan.
To be completed by December 31, 2016

	1.	Identify new agency messaging points to support evolving role in local DD system; messaging should include valuable service provision and financial responsibility statements. <u>To be completed by March 31, 2016.</u>
	2.	Educate all staff on new messaging points to ensure consistent community information and messaging. <u>To be completed by May 31, 2016.</u>
	3.	Complete the community engagement plan with input of the 2015 focus groups, committees and surveys. Targeted stakeholder groups in plan will include: individuals, families, providers, general public, business community, and media. <u>To be completed by August 31, 2016.</u>
G	4.	Begin implementation of the community engagement plan. <u>To be completed by December 31, 2016.</u>

Summary:

Step 1: Completed - The following message points have been developed to be used for bridge statements for community engagement activities to help the MCBDD address federal and state system change mandates.

Bridge Statement:

The MCBDD will be using the next few years to reshape, reinvent, and reinvest in the future for people with developmental disabilities.

Supporting Points:

- 1) The Medina County Board of Developmental Disabilities (MCBDD) has a rich history of empowering people with developmental disabilities and we are committed to the idea that people with developmental disabilities are entitled to be equal members in our community.
- 2) People with disabilities are advocating for change. In response, federal and state agencies are shaping a new system for the way services are delivered for people with developmental disabilities in Ohio. The MCBDD is working to address the best ways to combine new system requirements into a meaningful, person-centered process while making sure needed services are maintained.
- 3) Our agency is honored to serve all residents of Medina County and has made a commitment to be good stewards of local taxpayer support through effective and efficient management of resources.

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- 4) Our commitment remains developing and supporting quality services for all individuals with disabilities in Medina County.

Step 2: Completed - Based on the previously developed messaging points, the overall “Reshape, Reinvent, Reinvest” campaign has been developed. Staff were educated about these concepts at departmental staff meetings, superintendent meetings, the New Directions Newsletters, new employee orientation, and staff newsletters throughout April, May, and June of 2016.

Step 3: Completed - The Community Engagement Plan is finalized. The plan for implementation is being developed.

Step 4: In Progress - The Community Relations Coordinator is currently developing structure and materials needed for implementation of plan.

2016 Objective R: Increase external communication with stakeholders by 5% over 2015 baseline.

Person Responsible: Patti Hetkey, Annie Finnerty, Bob Young

Outcome: Improved communication with stakeholders.

Step 1: Research and implement tools for statistical data collection on electronic communication efforts.

To be completed by February 29, 2016.

Step 2: Assemble and conduct quarterly focus groups to review and make recommendations about agency communications and messaging. Group should include family members, consumers, staff, key influencers, and community members.

To be completed by December 31, 2016.

Step 3: Present recommendations from quarterly focus groups to the Superintendent and the Board.

To be completed each year by December 31, 2016.

	1.	Research and implement tools for statistical data collection on electronic communication efforts. <u>To be completed by February 29, 2016.</u>
	2.	Assemble and conduct quarterly focus groups to review and make recommendations about agency communications and messaging. Group

Color Coding: Green = objective on track, in progress (G) Black = no further action needed, completed Yellow = concern (C) Red= serious concerns, objective not completed (S) Blue = on hold but expected to complete (H) White = objective not yet implemented (NI)

		should include family members, consumers, staff, key influencers, and community members. <u>To be completed by December 31, 2016.</u>
G	3.	Present recommendations from quarterly focus groups to the Superintendent and the Board. <u>To be completed each year by December 31, 2016.</u>

Summary:

Step 1: Complete - Several webinars on digital trends and the best ways to effectively measure electronic communications efforts were completed. Based on these trends, electronic newsletters for better statistical returns have been developed, as well as the creation of two new electronic communication tools (events newsletter, media alerts). Current research into statistical data collection shows that we are already using some of the industry standard tools. We have identified a need to upgrade two of the current tools we use. We will continue to investigate other options for expanded statistical data collection, in particular, available social media tools.

Step 2: Completed - Information was gathered about agency communication and messaging through public forums, a phone survey, online interactions, and staff meetings.

Step 3: In Progress - The Community Relations Coordinator is currently gathering and formatting final input from stakeholders through online interactions, a phone survey, public forums, and staff meeting focus group efforts. The phone survey is complete and recommendations will be forthcoming to the Superintendent and the Board.

2016 Objective S: Increase vocational experiences for transitional youth in Medina County via Career Connections, summer work programs and transition contracts by 10%.

Person Responsible: Paula Majoros, Ed Dryer, Kathy Wilbraham

Outcome: Improved transition planning.

Step 1: Develop a procedure and referral process with local school districts (for OOD summer work program).
To be completed by April 2016.

Step 2: Improve SSA and Adult Services staff knowledge and expertise regarding the Evaluation Team Report (ETR), IEP, and WIOA guidelines through at least five trainings, webinars, and/or conferences.
To be completed by September 2016.

Color Coding: Green = objective on track, in progress (G) Black = no further action needed, completed Yellow = concern (C) Red= serious concerns, objective not completed (S) Blue = on hold but expected to complete (H) White = objective not yet implemented (NI)

Step 3: Continue to lead Employment First group and develop more Medina County collaboration to better instill the Employment First culture throughout Medina County.

To be completed by December 2016.

Step 4: Participate with Medina County Transition Team in developing training and events for Transitional youth, families/guardians, and/or providers in Medina County.

To be completed by December 2016.

	1.	Develop a procedure and referral process with local school districts (for OOD summer work program). <u>To be completed by April 2016.</u>
	2.	Improve SSA and Adult Services staff knowledge and expertise regarding the Evaluation Team Report (ETR), IEP, and WIOA guidelines through at least five trainings, webinars, and/or conferences. <u>To be completed by September 2016.</u>
	3.	Continue to lead Employment First group and develop more Medina County collaboration to better instill the Employment First culture throughout Medina County. <u>To be completed by December 2016.</u>
	4.	Participate with Medina County Transition Team in developing training and events for Transitional youth, families/guardians, and/or providers in Medina County. <u>To be completed by December 2016.</u>

Summary:

Step 1: Completed - The referral process was developed; school districts have been provided with the information to ensure timely and efficient referrals.

Step 2: Completed - Four WIOA trainings and two trainings on career development were completed for student transition services. All trainings were reviewed at the Employment First Transition Planning Committee Meeting.

STEP 3: Completed - The Employment First group continues to meet and have added additional agencies and members in 2016.

Step 4: Completed - Adult Services has transitioned to the Bridges Program through OOD. This program focuses on transition students. The MCCT is planning the annual OOD Summer Work Vendor Fair in February, 2017.

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2016 Objective T: Assess and evaluate current MCBDD buildings and property for potential community uses and report findings to the Superintendent.

Person Responsible: Mark Yamsek, Jon Bluebond, Ed Dryer, Paula Majoros

Outcome: A written report to support future operations.

- Step 1:** Contact other county boards for innovative usage of facilities and space.
To be completed by April 30, 2016.
- Step 2:** Obtain information from County Administrators to identify future county needs.
To be completed by June 30, 2016.
- Step 3:** Obtain information from City and County Officials to identify any future trends.
To be completed by September 30, 2016.
- Step 4:** Analyze information and develop a report for the Superintendent and the Board.
To be completed by December 31, 2016.

H	1.	Contact other county boards for innovative usage of facilities and space. <u>To be completed by April 30, 2016.</u>
H	2.	Obtain information from County Administrators to identify future county needs. <u>To be completed by June 30, 2016.</u>
H	3.	Obtain information from City and County Officials to identify any future trends. <u>To be completed by September 30, 2016.</u>
H	4.	Analyze information and develop a report for the Superintendent and the Board. <u>To be completed by December 31, 2016.</u>

Summary:

This objective is currently on hold due to reorganization. Recommendations will be made in the 2017 Operating Plan.

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