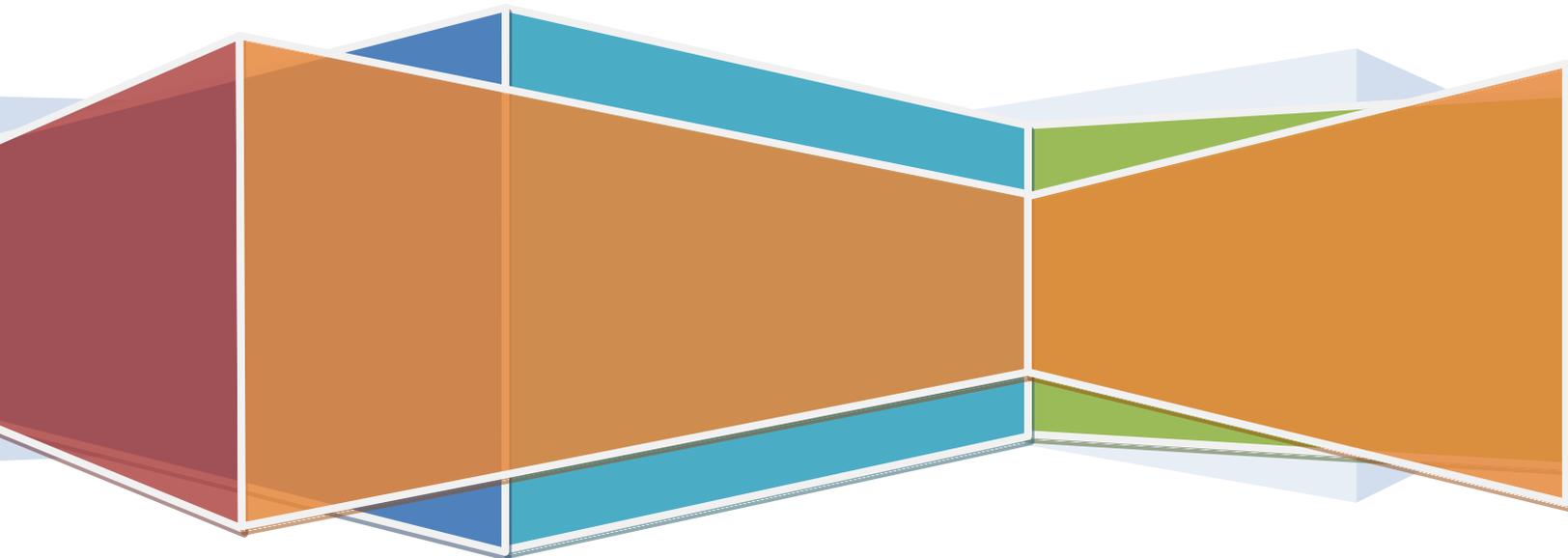


Medina County Board of Developmental Disabilities

Operating Plan

2014 -2016



MISSION:

The mission of the Board is to...

PROVIDE QUALITY PROGRAMS, SERVICES, AND SUPPORTS THAT ASSIST INDIVIDUALS WITH DEVELOPMENTAL DISABILITIES TO LIVE, LEARN, WORK AND SOCIALIZE IN THEIR COMMUNITIES.

PRINCIPLES:

The Board, in achieving its mission, believes that:

- A. Individuals with disabilities are people first; their disabilities are secondary to their humanity. Regardless of age, race, religion, family circumstances or condition of mind or body, each individual is valued.
- B. Individuals with disabilities can and should control their own lives by actively participating in the decision-making and skill development process.
- C. Individuals with disabilities have the right to choose and experience life options and to fulfill their responsibilities as citizens.
- D. Families and caregivers have a vital role in the decision-making and Individual Service Plan development process.
- E. Skill development should take place in a variety of environments using relevant and timely supports.
- F. Services will:
 - 1. Be based upon individual needs and preferences, using a systematic planning and assessment process reviewed regularly
 - 2. Enhance and promote personal worth, well being, individual potential and quality of life
 - 3. Foster the growth and empowerment of individuals allowing them to live productive, self-reliant and integrated lives in the community
 - 4. Focus on the individual's whole life, respecting and building upon natural supports and relationships
 - 5. Be provided in a service continuum in collaboration with other agencies

G. The Board will:

1. Advocate for, promote, facilitate and support informed individual choice to participate in integrated service and supports/activities within the community, encompassing work, education, housing, recreation and daily living
2. Advocate for and support the principle of self-advocacy
3. Encourage the effective use of community resources
4. Provide individuals equal access to all services and supports, regardless of provider, within available resources
5. Facilitate informed choice by providing information to individuals regarding available services and supports
6. Pursue all available sources of funding and assistance including “natural supports”
7. Demonstrate leadership in the field by:
 - a. Assuring that all services and supports are delivered in compliance with the United States Constitution, Federal, State and local laws, regulations and selected accreditation standards
 - b. Employing qualified and experienced staff
 - c. Promoting staff growth and development
 - d. Facilitating community awareness and acceptance of individuals with disabilities
 - e. Networking with other agencies to develop integrated services
 - f. Encouraging staff to contribute to and participate in professional and community organizations and projects
 - g. Mentoring other individuals and organizations as service providers
8. Serve as a focal point in the County by:
 - a. Distributing information and technical assistance pertaining to disabilities
 - b. Making buildings and grounds available to community groups

- c. Participating in community events
- 9. Work to effectively remove attitudinal, architectural, employment, transportation, communication and other barriers to individuals with disabilities within the organization and the community by promoting accessibility, equal opportunity and individual choice

VI. DEPARTMENTS

Administration

Service Objectives: Administration should coordinate agency systems; plan, coordinate and monitor services and supports; recruit, maintain, support and train staff; disseminate public information and provide Board support. A critical objective of Administration is to monitor the faithful implementation of the 2014-2016 Operating Plan.

To achieve these objectives, the Administration shall:

- ❖ Administer the work of the Board and inform the Board concerning its operations
- ❖ Facilitate Board member training
- ❖ Assess facility and service needs
- ❖ Implement and monitor a Three Year Operating Plan, including setting priorities based on stakeholder and Board input, within available resources
- ❖ Recommend changes necessary to increase the effectiveness of services and supports
- ❖ Prepare and administer an annual budget within available funds; maintain adequate financial controls and provide periodic reports of revenues and expenditures
- ❖ Provide administration and direction regarding organization, finance, purchasing, construction, plant maintenance and all operations of services and supports
- ❖ Establish administrative procedures necessary to execute Board policies
- ❖ Administer and monitor all services and supports and contracts

- ❖ Establish processes for maintaining official records, including access, retention and destruction
- ❖ Recruit, assign, develop and maintain staff within a culture of service excellence
- ❖ Provide payroll service and benefits management; conduct labor negotiations
- ❖ Oversee technology planning, network maintenance and computer training
- ❖ Provide comprehensive public information and maintain effective public relations with the community and larger constituencies that influence the well-being of the agency, while enhancing the public's view of individuals with disabilities
- ❖ Communicate with all stakeholders, including individuals, families, the community, state agency representatives and collaborative groups
- ❖ Identify opportunities for individuals to live, learn, work and socialize in their communities through support of the IFSP, IEP and ISP processes
- ❖ Address the needs of individuals waiting to be served according to Section 5123:2-1-08 of the OAC and Section 5125.042 of the ORC
- ❖ Establish effective processes for quality management
- ❖ Ensure that all Board services comply with all federal and state statutes including the United States Civil Rights Acts and the Ohio Revised and Administrative Codes

Service and Support Administration (SSA)

Service Objectives: The Service and Support Administration should effectively implement, monitor and coordinate the Individual Service Plan (ISP) process, report and investigate Major Unusual Incidents (MUI), and perform Eligibility Determinations.

Mandated SSA functions include:

- ❖ Assessment of an individual's service need(s)
- ❖ Developing and revising an individual's ISP
- ❖ Establishing an individual's budget for services
- ❖ Assisting the individual in choosing service providers

- ❖ Ensuring that ISP services are effectively coordinated and provided appropriately
- ❖ Monitoring the implementation of an individual's ISP

Other services provided include:

- ❖ Intake and Eligibility
- ❖ Transition Services for High School Students
- ❖ Information and Referral
- ❖ Crisis Intervention (24/7 emergency/crisis on-call system)
- ❖ MUI Reporting and Investigation
- ❖ Family Support Services

Family Support Services (FSS) provide assistance to a family providing residence to an individual. The purpose of FSS is to assist individuals to maximize self-sufficiency and prevent institutionalization. Reimbursable services and supports are tailored to the unique needs of the individual and may include: respite, adaptive devices, home modifications and other assistance.

Due to the fluctuation of the number of families who enroll in the FSS program and the number who actually use the service, certain plan requirements have been determined. Each year, a copy of these requirements is provided to families.

The Board's FSS philosophy is to provide some support to a large number of families. Towards this end, the annual allotment is determined by looking at the previous years' usage and the number of families enrolled. An annual family allotment is determined in January and therefore is subject to change from one year to another.

Early Intervention Services

Service Objectives: The Early Intervention program should provide services to children identified through Help Me Grow as eligible for Part C services, age birth to three and their families. Services shall be provided primarily in the natural environment identified by the parent, based on the principle that children learn best through everyday experiences with their primary caretakers where all infants and toddlers grow and learn. The Medina County Board of Developmental Disabilities (MCBDD) implements an Evidence Based Early Intervention (EBEI) model utilizing a Primary Service Provider (PSP) to serve up to 90% of infants and toddlers in their natural environments.

One specialized center-based group will provide services for toddlers on the autism spectrum (and those not yet diagnosed but suspected by the team) with evidence based services designed through the use of the National Research Council's recommendations for serving young children on the autism spectrum. Those toddlers will also receive services in their natural environment to support generalization of learning back and forth between environments, as well as providing support and guidance for their parents.

In both models, a team consisting of a Service Coordinator, a PSP, and a consulting team of developmental specialist, speech therapist, occupational therapist, physical therapist and behavior support specialist (based on the infant/toddler's needs) will be available to provide direct services or consult as needed to best meet the needs of the child and the family.

Services include:

- ❖ Center-Based Educational Program
- ❖ Natural Environments Educational Program
- ❖ Occupational, Physical and Speech Therapies
- ❖ Behavioral Support
- ❖ Specialized Therapy Contract Services
- ❖ Transition to Preschool
- ❖ Parent Involvement/Support Groups

School-Aged Services

Service Objectives: The School Aged Services program should provide eligible students an enriched environment designed to nourish individual growth and encourage attainment of individualized goals and objectives through successful learning opportunities.

Services include:

- ❖ Educational Programming
- ❖ Preschool (ages 3-6 yrs.)
- ❖ School Age (ages 5-21 yrs.)
- ❖ Activities of Daily Living
- ❖ Behavior Support
- ❖ Physical, Occupational and Speech Therapies
- ❖ Specialized Therapy Contract Services
- ❖ Adaptive Physical Education
- ❖ Art Instruction
- ❖ Transition
- ❖ Vocational Assessment and Training
- ❖ Field/Community Trips
- ❖ Parent Involvement and Support
- ❖ Specialized Program Planning
- ❖ Nursing

Adult Services

Service Objectives: The Adult Services program should provide individuals with a wide array of service options, the supports needed to make choices and the opportunities to lead a self-determined life.

The Adult Services offers:

- ❖ Career Connections (VRP3)
- ❖ Vocational Habilitation
- ❖ Adult Day Support (Recreation/Leisure/Education)
- ❖ Innovative Support Options Program
- ❖ Adult Day Program
- ❖ Nursing Services
- ❖ Sensory Stimulation
- ❖ Transition Services
- ❖ Hand-in-Hand Creations (Prime Products)
- ❖ Volunteering
- ❖ Job Development
- ❖ Job Coaching
- ❖ Follow Along Services
- ❖ Situational Assessments
- ❖ Vocational Evaluations
- ❖ Micro-Enterprises
- ❖ Supportive Enclaves
- ❖ Business Enterprises
- ❖ Special Olympics Program Coordination

Facilities Operation

Service Objectives: Facilities Operation should provide necessary maintenance for the Board's physical facility, grounds and equipment, as well as overseeing agency operation and management of the cafeteria.

Services include:

- ❖ Facility Maintenance Services
- ❖ Telecommunications and Computer Network Management
- ❖ Housekeeping Services
- ❖ Security
- ❖ Inventory and Storage
- ❖ Grounds Maintenance Services
- ❖ Equipment Moving
- ❖ Safety Supervision and Training
- ❖ Dietary Services
- ❖ Capital Projects Management
- ❖ Daily Operating Cost Control

Transportation

Service Objectives: The Transportation department should ensure the safe transportation of individuals to and from Board operated programs and services.

Services include:

- ❖ Administer and operate an agency bus, van and transit fleet to provide transportation to and from the Board sites, as well as field trips within available resources

- ❖ Contract with other transportation services/providers to provide additional services
- ❖ Provide routine vehicle maintenance and required repair services for all agency buses, vans, transit vehicles, cars and trucks
- ❖ Prepare all buses for yearly inspections by the Ohio State Highway Patrol
- ❖ Provide and update all drivers' training for both new and veteran vehicle operators
- ❖ Administer and update training for the safe operation of vehicles and the continued safety and care for all individuals who may use transportation options
- ❖ Continue to review the makeup of the agency's transportation fleet to assure cost effectiveness and maximum transportation flexibility for those we serve
- ❖ Continue to review Agency and non-Agency transportation options to assure cost effectiveness and quality service

Housing

Service Objectives: To plan, monitor and support safe and affordable housing options for Board eligible individuals.

Services include:

- Fund Homemaker Personal Care (HPC) services through the Medicaid Waiver and Supported Living programs
- Manage available resources for residential provider services efficiently through planning and monitoring
- Assure cost effectiveness of housing through the use of Natural Supports and Shared Services
- Plan for and evaluate affordable housing for individuals with developmental disabilities within the specified values and directives of the Ohio Department of Developmental Disabilities (DODD)
- Manage community resources available for housing efficiently
- Develop and monitor a 4 year Residential Plan as per DODD requirements
- Provide Medicaid Waiver match and Supported Living funding in accordance with its approved 2014 Budget and Residential Development Plan

VIII. OPERATING PLAN ASSUMPTIONS (2014 – 2016)

We will continue to be a lead provider of quality services to individuals and their families within an expanded continuum of service providers.

We will serve as many individuals as possible within available resources.

We will provide services and supports, assuring free choice of provider, that meet actual and assessed needs within a culture of self-determination.

We will focus on Community Employment and Integration as the preferred outcome for all individuals given exposure to a variety of options to ensure informed decision-making.

We will actively solicit internal and external feedback on our services through surveys, focus groups and an open door philosophy.

We will be faithful stewards of the resources provided by Medina County citizens for eligible individuals.

We will ascribe to quality services by adhering to State and National accreditation standards.

IX. OPERATING PLAN GOALS (2014 - 2016)

GOAL 1: Develop the necessary administrative, program, and funding infrastructure to enable individuals of all ages who are Board eligible to (1) live in the most appropriate integrated community setting of their choice; (2) exercise meaningful informed choice and control over their living environment, services, and service providers; and (3) obtain high-quality services in a manner consistent with their preferences and needs.

GOAL 2: Create more open, innovative and effective lines of communication throughout all Board departments.

GOAL 3: Create more open, innovative and effective lines of connectedness throughout all of Medina County, including its businesses and residents that are touched by the MCBDD and the individuals we serve.

GOAL 4: Demonstrate increased accountability across the stewardship of resources, services and supports and individual outcomes.

Community

A community setting:

- Is integrated in and supports access to the greater community
- Provides opportunities to seek employment and work in competitive integrated settings, engage in community life, and control personal resources
- Ensures the individual receives services in the community to the same degree of access as individuals not receiving Medicaid home and community-based services
- Is selected by the individual from among setting options, including non-disability specific settings and an option for a private unit in a residential setting—based on the individual's needs, preferences and the individual's resources
- Ensures an individual's rights of privacy, dignity, respect and freedom from coercion and restraint
- Optimizes individual initiative, autonomy and independence in making life choices
- Facilitates individual choice regarding services and supports, and who provides them

GOAL 1: Develop the necessary administrative, program, and funding infrastructure to enable individuals of all ages who are Board eligible to (1) live in the most appropriate integrated community setting of their choice; (2) exercise meaningful informed choice and control over their living environment, services, and service providers; and (3) obtain high-quality services in a manner consistent with their preferences and needs.

Objective A: Increase communication between Service and Support Administrators and families. **Person Responsible:** Ken Miller with Rachel Hendrickson, Joe Khadige and Jackie Kolesar

Outcome Measure: Increase in stakeholder satisfaction with communication and engagement measured by responses on an annual survey by 10% over 2013 baseline survey results **by December 31, 2014.**

Step 1: The SSA Director will develop and distribute a best practice guide which will include timeframes for SSA communication with families.

To be completed by June 30, 2015

Step 2: Work with SSA staff to identify and take full advantage of key opportunities and methods for meaningful communication for individuals and their families.

To be completed by June 30, 2015

Step 3: Develop tools and materials for increased communication between SSA and families.

To be completed by June 30, 2015

Step 4: Provide training for SSAs in the areas of customer service, listening techniques, and handling conflict.

To be completed by December 31, 2015

TYPE OF ACTION: Continuing Expanding New

CLIENTS EFFECTED:

Number currently being served _____

Number on waiting list _____

RESOURCE REQUIREMENTS:

Additional Space Required..... YES NO

Additional Personnel Required..... YES NO

_____ NUMBER

COST w/ BENEFITS..... \$ _____

Additional Equipment Required..... YES NO

Cost of Additional Equipment \$ _____

In Budget YES NO

Amount Budgeted \$ _____

Reoccurring Cost \$ _____

NEW REVENUE: \$ _____

SOURCE:

Grants (State, Federal)..... \$ _____

State..... \$ _____

CMS Funds..... \$ _____

Other..... \$ _____

Objective B: Increase the number of Community Employment placements for the individuals we serve. **Person Responsible:** Ed Dryer with Paula Majoros

Outcome Measure: Increase the number of individuals placed in Community Employment to at least 100 by **December 31, 2015.**

Step 1: Develop employment goals for all individuals pursuing vocational opportunities.

To be completed by December 31, 2014

Step 2: Develop a model of collaboration with school districts and families and implement.

To be completed by December 31, 2015

Step 3: Evaluate effectiveness of current job development model and make recommendations for improvement.

To be completed by December 31, 2015

Step 4: Develop an Employment First culture for all staff.

To be completed by December 31, 2015

Step 5: Report VRP3 contract deliverables and summary statement to the Superintendent and Board on a quarterly basis.

To be completed by December 31, 2015

TYPE OF ACTION: Continuing Expanding New

CLIENTS EFFECTED:

Number currently being served _____

Number on waiting list _____

RESOURCE REQUIREMENTS:

Additional Space Required..... YES NO

Additional Personnel Required..... YES NO

_____ NUMBER

COST w/ BENEFITS..... \$ _____

Additional Equipment Required..... YES NO

Cost of Additional Equipment \$ _____

In Budget YES NO

Amount Budgeted \$ _____

Reoccurring Cost \$ _____

NEW REVENUE: \$ _____

SOURCE:

Grants (State, Federal)..... \$ _____

State..... \$ _____

CMS Funds..... \$ _____

Other..... \$ _____

Objective C: Ensure that all individuals who wish to access and are able to begin Adult Day Programming are provided the opportunity to do so. **Person Responsible:** Paula Majoros with Pam Hunt

Outcome Measure: Eliminate the Waiting List for Adult Services by **December 31, 2014.**

Step 1: Refer no less than 50% of the individuals currently on the wait list and ready to receive services from Adult Services to existing employment/day program providers.

To be completed by June 30, 2014

Step 2: Update families via our newsletters/website and regularly scheduled ISP's regarding the new provider portal info/options.

To be completed by June 30, 2015

TYPE OF ACTION: Continuing Expanding New

CLIENTS EFFECTED:

Number currently being served _____

Number on waiting list _____

RESOURCE REQUIREMENTS:

Additional Space Required..... YES NO

Additional Personnel Required..... YES NO

_____ NUMBER

COST w/ BENEFITS..... \$ _____

Additional Equipment Required..... YES NO

Cost of Additional Equipment \$ _____

In Budget YES NO

Amount Budgeted \$ _\$89,019 _____

Reoccurring Cost \$ _____

NEW REVENUE: \$ _____

SOURCE:

Grants (State, Federal)..... \$ _____

State..... \$ _____

CMS Funds..... \$ _____

Other..... \$ _____

Objective D: Have the Ohio Association of County Boards (OACB) evaluate current SSA procedures, Person Centered Planning process and standards and make recommendations for improvement. **Person Responsible:** Ken Miller with Annie Ocasek, Rachel Hendrickson, Joe Khadige and Jackie Kolesar

Outcome Measure: Completely update current SSA procedures and Person Centered Planning process and standards. **To be completed by June 30, 2015.**

Step 1: Contact the OACB to schedule evaluation.

To be completed by December 31, 2014

Step 2: Present results of the OACB evaluation to Superintendent.

To be completed by September 30, 2015

Step 3: Implement changes and recommendations.

To be completed by November 1, 2015

TYPE OF ACTION: Continuing Expanding New

CLIENTS EFFECTED:

Number currently being served _____

Number on waiting list _____

RESOURCE REQUIREMENTS:

Additional Space Required..... YES NO

Additional Personnel Required..... YES NO

_____ NUMBER

COST w/ BENEFITS..... \$ _____

Additional Equipment Required..... YES NO

Cost of Additional Equipment \$ _____

In Budget YES NO

Amount Budgeted \$ _____

Reoccurring Cost \$ _____

NEW REVENUE: \$ _____

SOURCE:

Grants (State, Federal)..... \$ _____

State..... \$ _____

CMS Funds..... \$ _____

Other..... \$ _____

Communication

Communication is the flow or exchange of information within people or a group of people. Effective communication occurs when a desired effect is the result of information sharing. Effective communication serves the purpose for which it was planned or designed. Possible purposes might be to elicit change, generate action, create understanding and inform or communicate a certain idea or point of view.

GOAL 2: Create more open, innovative and effective lines of communication throughout all Board departments.

Objective E: Improve internal communication about agency planning and changes particularly in the areas of technology, budgeting, program issues and legislative impacts.

Person Responsible: Patti Hetkey with Sonia Erhard and Nina Bates

Outcome Measure: Establishment of consistent procedures for internal communication and development of an accountability statement to staff by **June 30, 2014**.

Step 1: Purchase and implement intranet system.
To be completed by May 31, 2014

Milestone Completion for MCBDD Internet and Intranet	Owner	Date
Kick off meeting	RMP	1/22/14
Design elements due	Client	1/29/14
Client Approval Milestone – Sitemap	Client	1/29/14
Project information tasks due	Client	2/5/14
Design finalized	RMP	2/19/14
Content and product data due	Client	2/19/14
Client Approval Milestone – Graphic Design	Client	3/5/14
Launch site at a temporary address (beta)	RMP	3/24/14
Launch internet marketing initiatives	RMP	N/A
Onboarding / content population	RMP	4/7/14
Client Approval Milestone – Content	Client	4/16/14
Client Approval Milestone – Final User Acceptance Testing	Client	4/18/14
Site launch – Estimated Date	RMP / Client	4/22/14

Step 2: Develop a consistent message to ensure that all staff know the three bullet points to use when talking about the agency.

- a) Develop the three bullet point message.
To be completed by March 31, 2014
- b) Incorporate the message in the New Hire Employee Orientation.
To be completed by April 30, 2014
- c) Develop a series of articles discussing the 3 bullet points in the staff newsletters.
To be completed by June 30, 2014

Step 3: Research, purchase and use software to measure intranet use.
To be completed by January 31, 2015

Step 4: Research and implement software to measure intranet use.
To be completed by March 31, 2014

TYPE OF ACTION: ___ Continuing ___ Expanding x New

CLIENTS EFFECTED:

Number currently being served _____

Number on waiting list _____

RESOURCE REQUIREMENTS:

Additional Space Required..... ___ YES ___ NO

Additional Personnel Required..... ___ YES ___ NO

___ NUMBER

COST w/ BENEFITS..... \$ _____

Additional Equipment Required..... ___ YES ___ NO

Cost of Additional Equipment \$ _____

In Budget ___ YES ___ NO

Amount Budgeted \$ _____

Reoccurring Cost \$ _____

NEW REVENUE: \$ _____

SOURCE:

Grants (State, Federal)..... \$ _____

State..... \$ _____

CMS Funds..... \$ _____

Other..... \$ _____

Objective F: Develop and implement a review system for internal communication activities.

Person Responsible: Patti Hetkey with Diana Davis, Mark Yamsek and Dave Yaniga

Outcome Measure: The Employee Resource Committee (ERC) and the Public Relations (PR) Office will provide a report to the Superintendent every September detailing how and what was communicated internally and recommending processes across the agency to enhance consistent, professional communication.

Step 1: Provide media training to Board members, Management Team members and Middle Managers.

To be completed by June 30, 2014

Step 2: Develop clear, consistent messages that are delivered in "One Clear Voice".

To be completed by December 31, 2014

Step 3: Provide communication training for staff on: Established Standards of Service Media Training, customer service – phone etiquette, emails, dealing with difficult persons, basic communication skills and graphic s standards, e.g. use of agency logo.

To be completed by December 31, 2014

a) Establish a standard of service for media and customer service.

To be completed by July 30, 2014

- b) Develop a logo used standard for media.

To be completed by September 30, 2014

- c) Develop a one hour presentation for 2015 all staff in-service on phone etiquette, customer service, dealing with difficult people and proper use of e-mail.

To be completed by December 31, 2014

Step 4: Develop a staff contribution and effort recognition program.

To be completed by December 31, 2014

- a) Gene, Diana and Sonia will bring to the Employee Resource Committee to discuss.

Step 5: Review and update the Emergency Procedures and Safety Manual including communication responsibilities.

To be completed by November 30, 2014

- a) Update emergency policy and procedures.

To be completed by March 31, 2014

- b) Develop a Crisis Communication Plan.

To be completed by September 30, 2014

- c) Present the Crisis Communication Plan to Safety Committee.

To be completed by December 31, 2014

- d) Research and implement feedback options for internal communication.

To be completed by October 31, 2014

TYPE OF ACTION: Continuing Expanding New

CLIENTS EFFECTED:

Number currently being served _____

Number on waiting list _____

RESOURCE REQUIREMENTS:

Additional Space Required..... YES NO

Additional Personnel Required..... YES NO

_____ NUMBER

COST w/ BENEFITS..... \$ _____

Additional Equipment Required..... YES NO

Cost of Additional Equipment \$ _____

In Budget YES NO

Amount Budgeted \$ _____

Reoccurring Cost \$ _____

NEW REVENUE: \$ _____

SOURCE:

Grants (State, Federal)..... \$ _____

State..... \$ _____

CMS Funds..... \$ _____
Other..... \$ _____

Connectedness

Connectedness is the measure of how people come together and interact; it involves relationships beyond one's social circles and even to other communities. This connectedness, one of several components of community cohesion, provides benefits to both individuals and society.

GOAL 3: Create more open, innovative and effective lines of connectedness throughout all of Medina County that are touched by the MCBDD and the individuals we serve.

Objective G: Identify and encourage new collaboration and partnerships within the community to reduce current resource strain. **Person Responsible: Paula Majoros with Pam Hunt**

Outcome Measure: Each Department will develop one new collaboration or partnership resulting in increased opportunities or natural supports for individuals served by the Board.

To be reported by December 31, 2014 and 2015

Step 1: Survey Managers/Middle Managers to identify current and potential community partners to form diverse and non-traditional resource sharing workgroups to address areas of need.

To be completed by August 31, 2014 and 2015

Step 2: Contact community partners to establish regular workgroup meetings to develop shared vision statements and goals for building support, sharing resources, improving service delivery, reducing duplication, increasing awareness and addressing common issues and needs.

To be completed by September 30, 2014

Step 3: Develop training for staff on establishing successful collaborations and being good community partners.

To be completed by December 31, 2015

STEP 4: Medina County Employment First Pilot Program Initiative leaders will provide ongoing updates to the Superintendent and Board on progress and plans for Medina County transition youth.

To be completed by December 15, 2015

STEP 5: Adult Services will provide updates, through the Board Report, to the Superintendent and Board on established partnerships in the community.
To be completed by December 15, 2015

TYPE OF ACTION: Continuing Expanding New

CLIENTS EFFECTED:

Number currently being served _____

Number on waiting list _____

RESOURCE REQUIREMENTS:

Additional Space Required..... YES NO

Additional Personnel Required..... YES NO

_____ NUMBER

COST w/ BENEFITS..... \$ _____

Additional Equipment Required..... YES NO

Cost of Additional Equipment \$ _____

In Budget YES NO

Amount Budgeted \$ _____

Reoccurring Cost \$ _____

NEW REVENUE: \$ _____

SOURCE:

Grants (State, Federal)..... \$ _____

State..... \$ _____

CMS Funds..... \$ _____

Other..... \$ _____

Objective H: Create and maintain an active Speakers’ Bureau that will present to the community on a regular basis. **Person Responsible: Patti Hetkey with Dr. Kaye Stanley Bryson, Nina Bates, Jen Call and Bob Young**

Outcome Measure: The MCBDD Speaker’s Bureau will conduct two presentations per quarter (one to maintain a relationship, one to grow a new relationship) to help raise awareness and provide information for and about individuals with DD and the services available within our community **by December 31, 2015.**

Step 1: The Public Relations Coordinator will work with speakers to create materials and training needed to provide effective and impactful presentations and for messaging purposes.
To be completed by June 30, 2014

Step 2: The Public Relations Coordinator will identify, contact and promote Speakers Bureau to traditional and innovative outlets.
To be completed by December 31, 2014

Step 3: The Public Relations Coordinator will create feedback and suggestion opportunities for speakers as means of improving and extending the reach of presentations.
To be completed by June 30, 2015

TYPE OF ACTION: Continuing Expanding New

CLIENTS EFFECTED:

Number currently being served _____

Number on waiting list _____

RESOURCE REQUIREMENTS:

Additional Space Required..... YES NO

Additional Personnel Required..... YES NO

_____ NUMBER

COST w/ BENEFITS..... \$ _____

Additional Equipment Required..... YES NO

Cost of Additional Equipment \$ _____

In Budget YES NO

Amount Budgeted \$ _____

Reoccurring Cost \$ _____

NEW REVENUE: \$ _____

SOURCE:

Grants (State, Federal)..... \$ _____

State..... \$ _____

CMS Funds..... \$ _____

Other..... \$ _____

Objective I: Develop a communication and engagement plan. **Person Responsible:** Patti Hetkey with Bob Young, Ed Dryer, Courtney Jordan and Jon Bluebond

Outcome Measure: A formal communication and engagement plan to increase inclusion of individuals with DD in our community will be implemented effective **January 1, 2015**.

Step 1: Identify and select appropriate activities, messages, timeframes and methods of engagement for each stakeholder level.
To be completed by December 31, 2014

Step 2: Identify and participate in opportunities to increase the leadership role of the agency, staff and consumers within our community.
To be completed by December 31, 2014

Step 3: Engage stakeholders periodically through review and feedback to adjust plan annually.

To be completed by December 31, 2014, 2015

TYPE OF ACTION: Continuing Expanding New

CLIENTS EFFECTED:

Number currently being served _____

Number on waiting list _____

RESOURCE REQUIREMENTS:

Additional Space Required..... YES NO

Additional Personnel Required..... YES NO

_____ NUMBER

COST w/ BENEFITS..... \$ _____

Additional Equipment Required..... YES NO

Cost of Additional Equipment \$ _____

In Budget YES NO

Amount Budgeted \$ _____

Reoccurring Cost \$ _____

NEW REVENUE: \$ _____

SOURCE:

Grants (State, Federal)..... \$ _____

State..... \$ _____

CMS Funds..... \$ _____

Other..... \$ _____

Objective J: Develop and implement a review system for external communication activities.

Person Responsible: Patti Hetkey with Annie Ocasek and Bob Young

Outcome Measure: Increase in agency awareness measured by responses on an annual poll or survey by 5% over the 2013 baseline survey results **by December 31, 2015.**

Step 1: Participate in a poll or survey that measures awareness and agency value in our community.

To be completed by December 31, 2014, and 2015

Step 2: Assemble and conduct quarterly focus group 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 June 30, 2014 (with meetings held each quarter thereafter)

TYPE OF ACTION: Continuing Expanding New
CLIENTS EFFECTED:
Number currently being served _____
Number on waiting list _____
RESOURCE REQUIREMENTS:
Additional Space Required..... YES NO
Additional Personnel Required..... YES NO
_____ NUMBER
COST w/ BENEFITS..... \$ _____
Additional Equipment Required..... YES NO
Cost of Additional Equipment \$ _____
In Budget YES NO
Amount Budgeted \$ _____
Reoccurring Cost \$ _____
NEW REVENUE: \$ _____
SOURCE:
Grants (State, Federal)..... \$ _____
State..... \$ _____
CMS Funds..... \$ _____
Other..... \$ _____

Effectiveness

The degrees to which objectives are achieved and the extent to which targeted problems are solved.

GOAL 4: Demonstrate increased accountability across the stewardship of resources, programmatic efforts and individual outcomes.

Objective K: Develop an accountability plan including benchmarks, which analyzes resource allocation/reallocation and measures the impact of services.

Person Responsible: Annie Ocasek with Jon Bluebond

Outcome Measure: MCBDD will report to the Community on selected benchmarks by **September 30, 2014** and annually thereafter.

Step 1: Review proposed indicators with Management Team.
To be completed by July 30, 2014

Step 2: Collect baseline data on indicators recommended.
To be completed by December 31, 2014 and 2015

Step 3: Review data collected on indicators and recommend revisions to indicators and data collection.
To be completed by April 30, 2014

Step 4: Develop a community report that includes selected benchmarks and services and report to the community.
To be completed September 30, 2014 and 2015

TYPE OF ACTION: Continuing Expanding New

CLIENTS EFFECTED:

Number currently being served 0

Number on waiting list 0

RESOURCE REQUIREMENTS:

Additional Space Required..... YES NO

Additional Personnel Required..... YES NO

 NUMBER

COST w/ BENEFITS..... \$ 0

Additional Equipment Required..... YES NO

Cost of Additional Equipment \$

In Budget YES NO

Amount Budgeted \$

Reoccurring Cost \$ 0

NEW REVENUE: \$ 0

SOURCE:

Grants (State, Federal)..... \$

State..... \$

CMS Funds..... \$

Other..... \$

Objective L: Develop a Board approved Succession Plan for major MCBDD positions.

Person Responsible: Diana Davis

Outcome Measure: The MCBDD Board will approve the Succession Development Plan and recommendations submitted by the Human Resources Director by **March 31, 2014**, and annually thereafter.

Step 1: During the performance review, identify management development activities and experiences that occurred for each person.

To be completed December 31, 2014 and 2015

Step 2: Each Department Director will summarize management development activities that occurred in their Department in a memo to the Human Resources Director and make recommendations for future activities.

To be completed September 30, 2014 and 2015

Step 3: Survey Management/Middle Managers for potential retirement plans for the next three years.

To be completed June 30, 2014 and 2015

Step 4: The Human Resources Director will submit a report to the Superintendent and the Board summarizing succession development activities and make recommendations for training or experiences.

To be completed July 31, 2014 and 2015

TYPE OF ACTION: Continuing Expanding New

CLIENTS EFFECTED:

Number currently being served

Number on waiting list

RESOURCE REQUIREMENTS:

Additional Space Required..... YES NO

Additional Personnel Required..... YES NO

NUMBER

COST w/ BENEFITS..... \$

Additional Equipment Required..... YES NO

Cost of Additional Equipment \$

In Budget YES NO

Amount Budgeted \$

Reoccurring Cost \$

NEW REVENUE: \$

SOURCE:

Grants (State, Federal)..... \$

State..... \$

CMS Funds..... \$

Other..... \$

Objective M: Continue cost containment activities with an annual target of no more than 3% for Medicaid match costs. **Responsible Party:** Jon Bluebond

Outcome Measure: The Waiver Analysis Committee will review Medicaid Match costs at least quarterly and report a projection of match costs to the Superintendent and Board.

Step 1. The Waiver Analysis Committee will report the planned activities to review match costs to the Superintendent **by June 30, 2104.**

Step 2. Quarterly reports will be submitted to the Superintendent **by August 31, 2014, November 30, 2014, February 28, 2015 and May 31, 2015.**

TYPE OF ACTION: Continuing Expanding New

CLIENTS EFFECTED:

Number currently being served

Number on waiting list

RESOURCE REQUIREMENTS:

Additional Space Required..... YES NO

Additional Personnel Required..... YES NO

NUMBER

COST w/ BENEFITS..... \$

Additional Equipment Required..... YES NO

Cost of Additional Equipment \$

In Budget YES NO

Amount Budgeted \$

Reoccurring Cost \$

NEW REVENUE: \$

SOURCE:

Grants (State, Federal)..... \$

State..... \$

CMS Funds..... \$

Other..... \$

Objective N: Continue risk management activities to identify potential losses before they occur.

Responsible Party: Jon Bluebond

Outcome Measure: The Director of Business will report potential findings from audits and losses from accidents to the Superintendent.

Step 1. An annual internal audit of Medicaid and Title XX billing will be completed by the Business Office and reported to the Superintendent **by September 1, 2014.**

Step 2. An analysis of potential property and casualty claims will be completed by the Risk Management Committee and reported to the Superintendent **by December 31, 2014.**

Step 3. A summary of audits completed by outside auditors during the year will be submitted to the Board by the Director of Business **by December 31, 2014.**

TYPE OF ACTION: Continuing Expanding New

CLIENTS EFFECTED:

Number currently being served

Number on waiting list

RESOURCE REQUIREMENTS:

Additional Space Required..... YES NO

Additional Personnel Required..... YES NO

NUMBER

COST w/ BENEFITS..... \$

Additional Equipment Required..... YES NO

Cost of Additional Equipment \$

In Budget YES NO

Amount Budgeted \$

Reoccurring Cost \$

NEW REVENUE: \$

SOURCE:

Grants (State, Federal)..... \$

State..... \$

CMS Funds..... \$

Other..... \$

Objective O: National Core Indicators

Consumer outcome indicators concern how well the Board aids adults with developmental disabilities to live, learn, work, and socialize as they choose. Other indicators probe how satisfied individuals are with services and supports. **Person Responsible: Annie Ocsek**

Baseline through 2014 to establish outcomes for 2015

DOMAIN:		Overview:	
SUBDOMAIN	OUTCOMES	INDICATOR	DATA SOURCE
			TARGET

Work

<p>The average monthly earnings of people who have jobs in the community (Competitive) will be >.</p>	<p>The average monthly earnings of people who have jobs in the community. (Competitive)</p>	<p>Community Supervisors Reports</p>	
<p>The average monthly earnings of people who have jobs in the community (Enclave) will be >\$.</p>	<p>The average monthly earnings of people who have jobs in the community. (Enclave)</p>	<p>Community Supervisors Reports</p>	<p>\$</p>
<p>The average number of hours worked per month for people with jobs in the community (Competitive) will be >.</p>	<p>The average number of hours worked per month for people with jobs in the community. (Competitive)</p>	<p>Community Supervisors Reports</p>	
<p>The average number of hours worked per month for people with jobs in the community (Enclave) will be >.</p>	<p>The average number of hours worked per month for people with jobs in the community. (Enclave)</p>	<p>Community Supervisors Reports</p>	
	<p>The percent of people earning at or above the state minimum wage working in the community.</p>	<p>Community Supervisors Reports</p>	<p>%</p>
<p>Of people who have a job in the community, the percent who were</p>	<p>Of people who have a job in the community, the percent who were continuously employed</p>	<p>Community Supervisors Reports</p>	<p>%</p>

	continuously employed during the previous year will be >	during the previous year.		
	Of people who have a job in the community, the percent who receive job benefits will be >	Of people who have a job in the community, the percent who receive job benefits.	Community Supervisors Reports	%
	Of people who have a job in the community, the average length of time people have been working at their current job will be >Years.	Of people who have a job in the community, the average length of time people has been working at their current job.	Community Supervisors Reports	
Community Inclusion	The proportion of people who have everyday integrated activities in their communities in their ISP will be >	The proportion of people who have everyday integrated activities in their communities in their ISP.		%

SUBDOMAIN		INDICATOR	DATA SOURCE	TARGET
Choice and Decision-making	The proportion of people who make choices about their	The proportion of people who make choices about their everyday lives, including: housing,	Consumer Survey	%

	everyday lives, including: housing, roommates, daily routines, jobs, support staff or providers, and social activities will be >	roommates, daily routines, jobs, support staff or providers, and social activities.		
	The proportion of people who report having been provided options about where to live and work will be >%.>	The proportion of people who report having been provided options about where to live and work.	Consumer Survey	%
Relationships	The proportion of people who have friends and caring relationships with people other than support staff and family members will be >	The proportion of people who have friends and caring relationships with people other than support staff and family members.	Consumer Survey	%
		The proportion of people who have a close friend, someone they can talk to about personal things.	Consumer Survey	%
	The proportion of people who are able to see their families and friends when they want will be >	The proportion of people who are able to see their families and friends when they want.	Consumer Survey	%

	The proportion of people who feel lonely will be <	The proportion of people who feel lonely.	Consumer Survey	>
Satisfaction	The proportion of people who are satisfied with where they live will be >	The proportion of people who are satisfied with where they live.	Consumer Survey	
	The proportion of people who are satisfied with their job or day program will be >%.	The proportion of people who are satisfied with their job or day program.	Consumer Survey	%
	The proportion of people who are satisfied with [life in general, personal life] will be >%.	The proportion of people who are satisfied with [life in general, personal life].	Consumer Survey (proposed)	%

DOMAIN:		Overview: The system performance indicators address the following topics: (a) service coordination; (b) family and individual participation in provider-level decisions; (c) the utilization of and outlays for various types of services and supports; (d) cultural competency; and (e) access to services.		
SYSTEM PERFORMANCE				
SUBDOMAIN		INDICATOR	DATA SOURCE	TARGET
Service and Support Coordination	The proportion of people reporting that service coordinators help them get what they	The proportion of people reporting that service and support coordinators help them get what they need.	Consumer Survey	%

	need will be >%.			
	The proportion of people who know their service and support coordinators will be >%.	The proportion of people who know their service and support coordinators.	Consumer Survey	%
	The proportion of people who report that their service and support coordinators asked about their preferences will be >%.	The proportion of people who report that their service and support coordinators asked about their preferences.	Consumer Survey	%
Family and Individual Participation	The proportion of voting members on board of directors who are family members of primary consumer will be >.	The proportion of voting members on board of directors who are family members of primary consumers.	Annual Report	%

SUBDOMAIN		INDICATOR	DATA SOURCE	TARGET
Access	The proportion of people reporting that they received support to learn or do something new in the past year will	The proportion of people reporting that they received support to learn or do something new in the past year.	Consumer Survey	%

	be >%.			
	The proportion of people who report having adequate transportation when they want to go somewhere will be >%.	The proportion of people who report having adequate transportation when they want to go somewhere.	Consumer Survey	%
	The rate at which people report that “needed” services were not available will be <%.	The rate at which people report that “needed” services were not available.	Consumer Survey	<%

DOMAIN: HEALTH, WELFARE & RIGHTS		Overview: These indicators concern the following topics: (a) safety and personal security; (b) health and wellness; and (c) protection of and respect for individual rights		
SUBDOMAIN		INDICATOR	DATA SOURCE	TARGET
Safety		The incidence of serious injuries reported among people with DD in the course of service provision, during the past year.	SSA	
		The proportion of people who were victims of selected crimes reported to a law enforcement agency during the past	SSA	

		year, by type of crime (rape, aggravated assault, and theft).		
	The proportion of people who report that they feel safe in their home and neighborhood will be >%.	The proportion of people who report that they feel safe in their home and neighborhood.	Consumer Survey	%
Health	The proportion of people who report that they feel safe in their home and neighborhood will be >%.	The proportion of people who report that they feel safe in their home and neighborhood.	Consumer Survey	%
	The proportion of people who have had a routine dental exam in the past six months will be >%.	The proportion of people who have had a routine dental exam in the past six months.	Consumer Survey	%

SUBDOMAIN		INDICATOR	DATA SOURCE	TARGET
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Restraints		The incidence restraints reported in the past year, by type of restraint and by living arrangement.	System	
		The incidence of serious injuries resulting from the use of restraints.	System	
Respect/Rights		The proportion of people who have an “advocate” or someone who speaks on their behalf.	Consumer Survey	%
		The proportion of people whose basic rights are respected by others.	Consumer Survey	
		The proportion of people who have participated in activities of self-advocacy groups or other groups that address rights.	Consumer Survey	
		The proportion of people who report satisfaction with the amount of privacy they have.	Consumer Survey	
		The proportions of people indicating that most support staff treat them with respect.	Consumer Survey	

DOMAIN: STAFF STABILITY AND COMPETENCE		Overview: These indicators concern provider staff stability and competence of direct contact staff.		
SUBDOMAIN		INDICATOR	DATA SOURCE	TARGET
Staff Stability		The crude separation rate, defined as the proportion of direct contact staff separated in the past year.	Provider Survey	
		Average length of service for all direct contact staff that separated in the	Provider Survey	

		past year, and for all currently employed direct contact staff.		
		The vacancy rate, defined as the proportion of direct contact positions that were vacant as of a specified date.	Provider Survey	

DOMAIN: FAMILY INDICATORS		Overview: The family indicators concern how well the public system assists children and adults with developmental disabilities, and their families, to exercise choice and control in their decision-making, participate in their communities, and maintain family relationships. Additional indicators probe how satisfied families are with services and supports they receive, and how supports have affected their lives.		
SUBDOMAIN		INDICATOR	DATA SOURCE	TARGET
Information and Planning	The proportion of families who report they are informed about the array of existing and potential resources (including information about their family member's disability, services and supports, and public benefits), in a way that is easy	The proportion of families who report they are informed about the array of existing and potential resources (including information about their family member's disability, services and supports, and public benefits), in a way that is easy to understand.	Family Survey	%

	to understand will be >%. 			
	The proportion of families who report they have the information needed to skillfully plan for their services and supports will be >%. 	The proportion of families who report they have the information needed to skillfully plan for their services and supports. 	Family Surveys	%
	The proportion of families reporting that their support plan includes or reflects things that are important to them will be >%. 	The proportion of families reporting that their support plan includes or reflects things that are important to them. 	Family Survey	%
	The proportion of families who report that staff who assist with planning are knowledgeable and respectful will be >%. 	The proportion of families who report that staff who assist with planning are knowledgeable and respectful. 	Family Survey	%
	The proportion of families who report they choose, hire and manage their service/support providers will be >%. 	The proportion of families who report they choose, hire and manage their service/support providers. 	Family Survey	%

	The proportion of families who report that staff are respectful of their choices and decisions >%.	The proportion of families who report that staff are respectful of their choices and decisions.	Family Survey	%
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SUBDOMAIN		INDICATOR	DATA SOURCE	TARGET
Access & Support Delivery	The proportion of eligible families who report having access to an adequate array of services and supports will be >%.	The proportion of eligible families who report having access to an adequate array of services and supports.	Family Survey	%
	The proportion of families who report that services/supports are available when needed, even in a crisis will be >%.	The proportion of families who report that services/supports are available when needed, even in a crisis.	Family Survey	%
	The proportion of families who report that service and support staff/providers are available and capable of meeting	The proportion of families who report that service and support staff/providers are available and capable of meeting family needs.	Family Survey	%

	family needs will be >%. 			
		The proportion of families who report that services/supports are flexible to meet their changing needs.	Family Survey	
		The proportion of families who indicate that services/supports provided outside of the home (e.g., day/employment, residential services) are done so in a safe and healthy environment.	Family Survey	
Community Connections	The proportion of families/family members who participate in integrated activities in their communities will be >%. 	The proportion of families/family members who participate in integrated activities in their communities.	Family Survey	%
	The proportion of families who report they are supported in utilizing natural supports in their communities (e.g., family, friends, neighbors, churches, colleges, recreational 	The proportion of families who report they are supported in utilizing natural supports in their communities (e.g., family, friends, neighbors, churches, colleges, recreational services).	Family Survey	%

	services) will be >%. 			
Family Involvement		The proportion of families/guardians of individuals not living at home who report the extent to which the system supports continuing family involvement.	Family Survey	

SUBDOMAIN		INDICATOR	DATA SOURCE	TARGET
Satisfaction		The proportion of families who report satisfaction with the information and supports received, and with the planning, decision-making, and grievance processes.	Family Survey	
Family Outcomes		The proportion of families who feel that services and supports have helped them to better care for their family member living at home.	Family Survey	

DOMAIN:		Overview: The Service and Support indicators concern how well individuals and families with developmental disabilities are supported to get quality services through assessment, planning, connections, monitoring, evaluations, advocacy, and during crisis situations. To do this, Service and Support staff need to be knowledgeable, to be adequately trained, have confidence in their abilities, and support the values held by the Ohio Department of Developmental Disabilities (ODDD).		
SERVICE AND SUPPORT ADMINISTRATION				
SUBDOMAIN		INDICATOR	DATA SOURCE	TARGET
Work		Time spent on eligibility assessments and reviews.	Time Measurement	
		Time spent on developing service plans.	Time Measurement	
		Time spent on connections to services.	Time Measurement	

		Time spent on maintaining persons in services.	Time Measurement	
		Time spent on monitoring, review and evaluation of services.	Time Measurement	
		Time spent on assuring client health & safety beyond service provision.	Time Measurement	
		Time spent on record keeping.	Time Measurement	
		Time spent on advocacy activities.	Time Measurement	
		Number of persons contacted personally.	Time Measurement	
		Number of, and time spent on crises.	Time Measurement	
Skill		Proportion of SSAs who know policies & procedures	Case Manager Survey	
		Proportion of consumers who perceive SSAs as knowledgeable.	Family Survey	
		Proportion of consumers who perceive SSAs to have customer service skills.	Family Survey	
		Proportion of SSAs who feel confident in their abilities.	Case Manager Survey	

	Proportion of SSAs who are familiar with non-DD resources.	Case Manager Survey	
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