



Action Plan

— 2018-2020 —

Approved by Board July 23, 2018

PRESENTED BY:



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Action Plan Statement

The Medina County Board of DD is the community resource responsible for connecting, coordinating and funding services for individuals of all ages with developmental disabilities. We help with everything from early intervention and education opportunities for children to employment and community inclusive living for adults.

GOAL 1. INDIVIDUAL NEEDS AND SERVICES

THE MCBDD WILL STRIVE TO MEET THE NEEDS OF ALL INDIVIDUALS SERVED AND IDENTIFY THOSE THAT MAY BE SERVED.

Target Areas:

- Develop Transportation options to transition direct board services to private providers by December 31, 2020.
- Identify gaps in the continuum of services, i.e. senior Individuals.
- Provide the choice for services in the most integrated and safe settings appropriate to Individuals' needs.
- Provide Home and Community Based Services Waivers as funds become available.

Target Area 1: DEVELOP TRANSPORTATION OPTIONS TO TRANSITION DIRECT BOARD SERVICES TO PRIVATE PROVIDERS BY DECEMBER 31, 2020.

Steps	Assigned	Timeframe	Notes
1. Evaluate current MCBDD status and transportation gaps in service.	Director of Transportation	January 2019	
2. Develop recommendations to address identified gaps in	Director of Transportation	March 2019	

service and present to the Superintendent.			
3. Implement recommendations to address transportation needs.	Director of Transportation	December 2019	

Target Area 2: IDENTIFY GAPS IN THE CONTINUUM OF SERVICES, I.E. SENIOR INDIVIDUALS.

Steps	Assigned	Timeframe	Notes
1. Evaluate current provider information to determine service gaps for adult individuals.	Assistant Superintendent	April 2019	
2. Develop recommendations to address service provision gaps for adult individuals and present to the Superintendent.	Assistant Superintendent	July 2019	

Target Area 3: PROVIDE THE CHOICE FOR SERVICES IN THE MOST INTEGRATED AND SAFE SETTINGS APPROPRIATE TO INDIVIDUALS' NEEDS.

Steps	Assigned	Timeframe	Notes
1. Compile new settings data and report to the Superintendent and Board.	Director of SSA	July 2018, report quarterly ongoing	

Target Area 4: PROVIDE HOME AND COMMUNITY BASED SERVICES WAIVERS AS FUNDS BECOME AVAILABLE.

Steps	Assigned	Timeframe	Notes
1. Begin evaluating the needs of Individuals for Waiver funded services.	Director of SSA	September 2018	
2. Assess the available funds for Waiver match to determine long-term sustainability of our current match obligations but also new match obligations	Director of Business	September 2018	

(additional waivers).			
3. Obtain DODD approval for projected new waivers.	Director of SSA	December 2018	

GOAL 2. NEW SERVICE DEVELOPMENT WITH A FOCUS ON COMMUNITY INCLUSION

THE MCBDD WILL COMPLY WITH ALL STATE AND FEDERAL MANDATES TO ASSIST AND GUIDE ELIGIBLE INDIVIDUALS TO REACH THEIR FULL POTENTIAL AS MEMBERS OF THEIR DESIRED SETTING WITHIN OUR COMMUNITY.

Target Areas:

- Develop a Community Support Department dedicated to supporting community-based services, e.g. quality assurance, family/provider relations, health services, employment/connections, transportation coordination. To facilitate transition of adult day services to private providers on or before December 31, 2020.
- Provide a community-based educational program for reducing stigma and stereotyping of Individuals with developmental disabilities.
- Improve community employment results.
- Promote self-advocacy training and programming for Individuals.
- Create a designated central information portal for all Stakeholders.



Target Area 1: DEVELOP A COMMUNITY SUPPORT DEPARTMENT DEDICATED TO SUPPORTING COMMUNITY-BASED SERVICES, E.G. QUALITY ASSURANCE, FAMILY/ PROVIDE RELATIONS, HEALTH SERVICES, EMPLOYMENT/ CONNECTIONS, TRANSPORTATION COORDINATION. TO FACILITATE TRANSITION OF ADULT DAY SERVICES TO PRIVATE PROVIDERS ON OR BEFORE DECEMBER 31, 2020.

Steps	Assigned	Timeframe	Notes
1. Develop timelines for the development and implementation of the Community Supports Department.	Director of Community Employment	October 2018	
2. Develop a framework and structure, including job descriptions, for Community Support Department.	Director of Community Employment	January 2019	
3. Implement the framework and structure including filling positions.	Director of Community Employment	TBD	

Target Area 2: PROVIDE A COMMUNITY-BASED EDUCATIONAL PROGRAM FOR REDUCING STIGMA AND STEREOTYPING OF INDIVIDUALS WITH DEVELOPMENTAL DISABILITIES.

Steps	Assigned	Timeframe	Notes
1. Review content and outreach plan of current community-based education programs.	Director of Day Services	December 2018	
2. Determine recommended educational and community awareness elements needed to increase effectiveness of program.	Director of Day Services	March 2019	
3. Implement recommendations for updated community-based educational program.	Director of Day Services	TBD	

Target Area 3: IMPROVE COMMUNITY EMPLOYMENT RESULTS.

Steps	Assigned	Timeframe	Notes
1. Evaluate current challenges and barriers for individuals seeking community employment.	Director of Community Employment	March 2019	
2. Develop and set benchmarks for improving community employment outcomes based on Individuals' needs and review quarterly.	Director of Community Employment	July 2019	
3. Develop recommendations and strategies to assist individuals in engaging in community employment and present to the Superintendent.	Director of Community Employment	December 2019	
4. Implement recommendations and strategies to improve community employment outcomes.	Director of Community Employment	January 2020 and onward	

Target Area 4: PROMOTE SELF-ADVOCACY TRAINING AND PROGRAMMING FOR INDIVIDUALS.

Steps	Assigned	Timeframe	Notes
1. Compile a post transition evaluation of Self Advocacy training programs.	Director of Day Services	July 2019	
2. Develop recommendations that will support and enhance self advocacy services for eligible individuals.	Director of Day Services	October 2019	
3. Implement recommended changes in self advocacy services to reflect the current and future role of the county board.	Director of Day Services	TBD	

Target Area 5: CREATE A DESIGNATED CENTRAL INFORMATION PORTAL FOR ALL STAKEHOLDERS.

Steps	Assigned	Timeframe	Notes
1. Evaluate need and structure of centralized information resources.	Assistant Superintendent	July 2019	
2. Develop recommendations and present to Superintendent.	Assistant Superintendent	October 2019	
3. Implement recommendations for centralized information resource as approved.	Assistant Superintendent	TBD	

GOAL 3. PROVIDER ENHANCEMENT AND SUPPORT

THE MCBDD WILL SUPPORT AND ASSIST PROVIDERS IN DEVELOPING AND PROMOTING CHOICES AND PROVIDE A VARIETY OF QUALITY SERVICES FOR ALL ELIGIBLE INDIVIDUALS.

Target Areas:

- Support provider competency and quality.

- Collaborate with providers to create a plan to assist providers to recruit, retain and train direct service providers.
- Review potential Board-provided Provider trainings for quality improvement.
- Increase the capacity of providers and service options.
 - Promote an “Employment First” policy.
 - Promote supportive technology for Individuals.
- Promote and support a provider rating system.
 - Instruct families, guardians and providers how to use Provider Guide Plus.

Target Area 1: SUPPORT PROVIDER COMPETENCY AND QUALITY.

- COLLABORATE WITH PROVIDERS TO CREATE A PLAN TO ASSIST PROVIDERS TO RECRUIT, RETAIN AND TRAIN DIRECT SERVICE PROVIDERS.
- REVIEW POTENTIAL BOARD-PROVIDED PROVIDER TRAININGS FOR QUALITY IMPROVEMENT.

Steps	Assigned	Timeframe	Notes
1. Establish baseline regarding providers’ current staffing and training needs.	Assistant Superintendent	August 2018	
2. Develop recommendations	Assistant Superintendent	December 2018	

that MCBDD may provide to support providers to recruit, retain, and train direct service professionals and present to the Superintendent.			
3. Implement recommendations identified to support providers in their efforts to recruit, retain, and train direct service professionals.	Assistant Superintendent	TBD	

Target Area 2: INCREASE THE CAPACITY OF PROVIDERS AND SERVICE OPTIONS.

- PROMOTE AN “EMPLOYMENT FIRST” POLICY.
- PROMOTE SUPPORTIVE TECHNOLOGY FOR INDIVIDUALS.

Steps	Assigned	Timeframe	Notes
1. Develop recommendations for promotion of Employment First policy and service options including supportive	Assistant Superintendent	October 2018	

technology and present to the Superintendent.			
2. Reference Employment First policy as an expectation in the Call for Solutions for all service areas.	Assistant Superintendent	October 2018	

Target Area 3: PROMOTE AND SUPPORT A PROVIDER RATING SYSTEM.

- INSTRUCT FAMILIES, GUARDIANS AND PROVIDERS HOW TO USE PROVIDER GUIDE PLUS.

Steps	Assigned	Timeframe	Notes
1. Schedule training for stakeholders on Provider Guide Plus.	Director of HR	October 2018	
2. Encourage participation of agency providers to access and use Provider Guide Plus to promote their services.	Director of SSA	December 2018	
3. Communicate availability of Provider Guide Plus	Community Relations Coordinator	December 2018	

resource to stakeholders.			
4. Evaluate local awareness and usage of Provider Guide Plus and update communication strategies, if necessary.	Community Relations Coordinator	March 2019	

GOAL 4. COMMUNICATION – INTERNAL/EXTERNAL

THE MCBDD IS COMMITTED TO FOSTERING A COMMUNICATION SYSTEM THAT CREATES TRUST AND BUILDS AWARENESS, RESULTING IN A PROFESSIONAL, WELCOMING AND OPEN ATMOSPHERE/CULTURE FOR INDIVIDUALS SERVED, GUARDIANS, FAMILIES, VOLUNTEERS, COMMUNITY PARTNERS AND STAFF.

Target Areas:

- Create, publish and communicate a Transition timeline for all Individuals, stakeholders and staff by December 31, 2020.
 - Establish Transition outcomes for YEAR THREE of the Operating Plan.
 - Provide strategies to identify and support Individuals transitioning to private providers.
- Communicate to all staff and stakeholders: “how we got here, where we are, where we are going.”



- Publish a Transition process projecting impact on Individuals served and future staffing needs.
- Re-evaluate communications to ensure succinctness and effectiveness over quantity.
- Develop Levy Communication Plan for 2019.
- Establish an effective, two-way internal communication process, e.g. Staff – Administration.
- Develop outreach plan to stakeholders to make them aware of MCBDD services, i.e. early intervention services.

Target Area 1: CREATE, PUBLISH AND COMMUNICATE A TRANSITION PLAN FOR ALL INDIVIDUALS, STAKEHOLDERS AND STAFF BY DECEMBER 31, 2020.

- ESTABLISH TRANSITION OUTCOMES FOR YEAR THREE OF THE OPERATING PLAN.
- PROVIDE STRATEGIES TO IDENTIFY AND SUPPORT INDIVIDUALS TRANSITIONING TO PRIVATE PROVIDERS.

Steps	Assigned	Timeframe	Notes
1. Propose possible Transition Timeline for Adult Services and Transportation services to Board.	Superintendent	June 2018	
2. Board reviews timeline and	Superintendent	June 2018	

request additional information as needed.			
3. Board approves proposed Transition Timeline.	Superintendent	July 2018	
4. Transition Timeline publish is finalized and ready for distribution to stakeholders.	Superintendent	July 2018	
5. Distribute Transition Timeline to all stakeholders using a variety of methods.	Superintendent	August 2018	

Target Area 2: COMMUNICATE TO ALL STAFF AND STAKEHOLDERS, “HOW WE GOT HERE, WHERE WE ARE, WHERE WE ARE GOING.”

Steps	Assigned	Timeframe	Notes
1. Present to the Board a summary.	Superintendent	September 2018	
2. Distribute to community the statement by newsletter, email, and press release.	Superintendent	September 2018	
3. Review statement with levy planning committee.	Superintendent	October 2018	

Target Area 3: PUBLISH A TRANSITION PROCESS PROJECTING IMPACT ON INDIVIDUALS AND FUTURE STAFFING NEEDS.

Steps	Assigned	Timeframe	Notes
1. Meet with Board and provide specific numbers of Individuals served by MCBDD Adult	Assistant Superintendent	June 2018	

Services and Transportation departments who will be affected by the transition to private providers.			
2. Communicate Adult Day Services Transition timeline to stakeholders.	Community Relations Coordinator	July 2018	
3. Publish and distribute Adult Day Services and Transportation transition timelines to stakeholders.	Community Relations Coordinator	July 2018	

Target Area 4: RE-EVALUATE COMMUNICATIONS TO ENSURE SUCCINCTNESS AND EFFECTIVENESS OVER QUANTITY.

Steps	Assigned	Timeframe	Notes
1. Gather data on from various sources on 2018 communication efforts and engagement.	Community Relations Coordinator	December 2018	
2. Create communication survey to gather	Community Relations Coordinator	March 2019	

input from stakeholders.			
3. Evaluate communication data and survey responses.	Community Relations Coordinator	June 2019	
4. Recommend changes or additions for communication efforts and present recommendations to the Superintendent.	Community Relations Coordinator	August 2019	

Target Area 5: DEVELOP LEVY COMMUNICATION PLAN FOR 2019.

Steps	Assigned	Timeframe	Notes
1. Gather various information about a potential 2019 levy request.	Community Relations Coordinator	September 2018	
2. Develop supporting strategies for levy request.	Community Relations Coordinator	November 2018	
3. Develop Levy Communication Plan with engagement levels and timelines.	Community Relations Coordinator	January 2019	
4. Implement Levy Communication Plan	Community Relations Coordinator	March 2019	

Target Area 6: ESTABLISH AN EFFECTIVE, TWO-WAY INTERNAL COMMUNICATION PROCESS, I.E. STAFF - ADMINISTRATION.

Steps	Assigned	Timeframe	Notes
1. Measure effectiveness of current communication process through utilization of focus groups and the annual staff satisfaction survey.	Director of HR	March 2019	
2. Develop and submit recommendations based on staff feedback to Superintendent for approval.	Director of HR	May 2019	
3. Implement recommendations as approved to improve internal communication.	Director of HR	June 2019	



Target Area 7: DEVELOP OUTREACH TO STAKEHOLDERS TO MAKE THEM AWARE OF MCBDD SERVICES, I.E. EARLY INTERVENTION SERVICES.

Steps	Assigned	Timeframe	Notes
1. Gather and review future funding projections and previous stakeholder engagement data.	Community Relations Coordinator	August 2018	
2. Develop communication and marketing strategies and materials to target key community influencers and stakeholders.	Community Relations Coordinator	November 2018	
3. Implement communication and marketing strategies and distribute materials.	Community Relations Coordinator	January 2019	
4. Evaluate outreach efforts and make recommendations, as needed.	Community Relations Coordinator	June 2019	

GOAL 5. ACCOUNTABILITY – FISCAL AND OTHER RESOURCES

THE MCBDD WILL DEMONSTRATE EXCEPTIONAL ACCOUNTABILITY IN ALL OPERATIONS AND FISCAL MANAGEMENT.

Target Areas:

- Develop a dashboard of fiscal indicators that may be used by internal and external stakeholders.
- Communicate fiscal responsibility and stewardship with all stakeholders periodically.
- Project and develop a Community Usage Plan for Board facilities.

Target Area 1: DEVELOP A DASHBOARD OF FISCAL INDICATORS THAT MAY BE USED BY INTERNAL AND EXTERNAL STAKEHOLDERS.

Steps	Assigned	Timeframe	Notes
1. Establish/select indicators on which to report.	Director of Business	October 2018	
2. Create dashboard reflecting the fiscal indicators determined above and a process for updating stakeholders.	Director of Business	January 2019	

3. Provide quarterly updates to the Board as well as the location (e.g. website) for stakeholders.	Director of Business	Quarterly	
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Target Area 2: COMMUNICATE FISCAL RESPONSIBILITY AND STEWARDSHIP WITH ALL STAKEHOLDERS PERIODICALLY.

Steps	Assigned	Timeframe	Notes
1. Determine ways and methods to communicate how the agency shows fiscal responsibility.	Director of Business	January 2019, quarterly	

Target Area 3: PROJECT AND DEVELOP A COMMUNITY USAGE PLAN FOR BOARD FACILITIES.

Steps	Assigned	Timeframe	Notes
1. Determine agency's available space and future need for space at MCAC.	Director of Operations	January 2019	

2. Determine provider agencies and community's potential needs for space at MCAC.	Director of Operations	October 2019	
3. Provide recommendations reviewed by the Facilities Committee to the Superintendent.	Director of Operations	January 2020	
4. Implement recommendations as approved by the Superintendent and/or the Board.	Director of Operations	January 2020, onward	

GOAL 6. ACCOUNTABILITY – PROGRAM AND SERVICES OUTCOMES

THE MCBDD WILL CONTINUALLY REVIEW AND REPORT ON CURRENT SERVICES AND THEIR OUTCOMES, QUALITY, TIMELINESS, AND EFFECTIVENESS.

Target Areas:

- Evaluate the need of Individuals on wait lists.

- Establish a service expectations matrix for all internally provided services.
- Establish a Vision Plan for all children’s services.

Target Area 1: EVALUATE THE NEED OF INDIVIDUALS ON WAIT LISTS.

Steps	Assigned	Timeframe	Notes
1. Examine Waiting List Rule impact on individuals and report to the Superintendent and Board.	Director of SSA	September 2018	
2. Begin assessing Individuals on wait list per the Waiting List Rule.	Director of SSA	September 2018 and continue ongoing through December 2020	
3. Establish current needs wait list and report to the Superintendent and Board.	Director of SSA	December 2020	

Target Area 2: ESTABLISH A SERVICE EXPECTATIONS MATRIX FOR ALL INTERNALLY PROVIDED SERVICES.

Steps	Assigned	Timeframe	Notes
1. Evaluate current service expectations and outcomes for all internally provided services.	Assistant Superintendent	October 2018	
2. Develop recommendations for performance outcomes for each area of MCBDD.	Assistant Superintendent	January 2019	
3. Implement identified performance outcomes and communicate performance outcomes to stakeholders.	Assistant Superintendent	June 2019	

Target Area 3: ESTABLISH A VISION PLAN FOR ALL CHILDREN'S SERVICES.

Steps	Assigned	Timeframe	Notes
1. Evaluate current Children's Services programs (Early Intervention, Preschool, School, Therapies).	Director of Children's Services	September 2018	
2. Fiscal evaluation of Children's Services current plan to determine ongoing fiscal needs.	Director of Business	October 2018	
3. Provide recommendations to Superintendent regarding future planning.	Director of Children's Services	November 2018	
4. With Superintendent's and Director of Business's input, develop and publish plan for service options and fiscal support of Children's Services.	Director of Children's Services	February 2019	

GOAL 7. STAFF DEVELOPMENT AND SKILL SUSTAINABILITY

THE MCBDD IS DEDICATED TO DEVELOPING OPPORTUNITIES TO EQUIP STAFF WITH SKILLS TO EFFECTIVELY FULFILL THE BOARD'S MISSION AND TO PREPARE THEM FOR FUTURE VOCATIONAL OPPORTUNITIES.

Target Areas:

- Provide information relative to vocational skill development and enhancement for future employment options.
- Review and confirm present SSA training for consistency, performance/knowledge expectations and customer service skills.
- Promote a supportive culture throughout the organization.

Target Area 1: PROVIDE INFORMATION RELATIVE TO VOCATIONAL SKILL DEVELOPMENT AND ENHANCEMENT FOR FUTURE EMPLOYMENT OPTIONS.

Steps	Assigned	Timeframe	Notes
1. Complete a job analysis focusing on future job responsibilities and skill requirements.	Director of HR	July 2018	
2. Revise job descriptions and submit to Superintendent	Director of HR	September 2018	

for final approval.			
3. Develop and implement a training plan for staff with a focus on revisions to job responsibilities/requirements.	Director of HR	Ongoing	

Target Area 2: REVIEW AND CONFIRM PRESENT SSA TRAINING FOR CONSISTENCY, PERFORMANCE/KNOWLEDGE EXPECTATIONS AND CUSTOMER SERVICE SKILLS.

Steps	Assigned	Timeframe	Notes
1. Revise job descriptions to more accurately define expectations with an emphasis on customer service skills.	Director of HR	October 2018	
2. Distribute revised job descriptions to staff and communicate all changes in responsibilities and job expectations.	Director of HR	November 2018	
3. Schedule customer service training for all	Director of HR	January 2019	

SSAs.			
4. Revise performance evaluations to include changes to job expectations including customer service.	Director of HR	March 2019, then annually	

Target Area 3: PROMOTE A SUPPORTIVE CULTURE THROUGHOUT THE ORGANIZATION.

Steps	Assigned	Timeframe	Notes
1. Utilize resources from Good Life, Windfall Way, and the agency's Service Excellence Standards to create an Agency Culture Statement.	Director of HR	March 2019	
2. Create a plan that promotes and incorporates the culture into the day to day operations of the agency.	Director of HR	July 2019	
3. Share the statement and implementation of the plan with the Board.	Director of HR	July 2019	

4. Share information with staff and provide training as needed for implementation.	Director of HR	October 2019	
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GOAL 8. BOARD STEWARDSHIP

THE MEDINA COUNTY BOARD OF DD WILL ASSURE THE FAITHFUL STEWARDSHIP OF ALL PROGRAMS, SERVICES, RESOURCES AND FUNDING THROUGH THE OVERSIGHT OF THIS STRATEGIC PLAN’S IMPLEMENTATION.

Target Areas:

- Engage in quarterly reviews of this Plan’s progress.
- Publicize annually a Strategic Plan Progress Report.
- Board members participate in trainings to enhance decision-making effectiveness: communications, leadership roles, stakeholder service, etc.

Target Area 1: ENGAGE IN QUARTERLY REVIEWS OF THIS PLAN’S PROGRESS.

Steps	Assigned	Timeframe	Notes
1. Report on quarterly basis.	Board President	April, July, October, January	

Target Area 2: PUBLICIZE ANNUALLY A STRATEGIC PLAN PROGRESS REPORT.

Steps	Assigned	Timeframe	Notes
1. Provide annual review for public dissemination.	Board	Fall 2018	

Target Area 3: BOARD MEMBERS PARTICIPATE IN TRAININGS TO ENHANCE DECISION-MAKING EFFECTIVENESS: COMMUNICATIONS, LEADERSHIP ROLES, STAKEHOLDER SERVICE, ETC.

Steps	Assigned	Timeframe	Notes
1. How are we doing as a business?	Board	By July 2019	
2. Recommendations to move forward.	Board	By July 2019	
3. Implement recommendations.	Board	TBD	

***THIS PLAN IS A LIVING, FLEXIBLE DOCUMENT SUBJECT TO ALTERATIONS AS FEDERAL, STATE OR FUNDING CIRCUMSTANCES CHANGE. DATES FOR OBJECTIVES AND STEPS ARE “BEST ESTIMATES” AND MAY BE MODIFIED OR DELETED AS UNFORSEEN CIRCUMSTANCES OR EVENTS ARISE.**

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