



# Strategic Plan and Three-Year Operating Plan

———— 2018-2020 ————

PRESENTED BY:



THE  
**impact** | **group**  
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## Letter from the Superintendent

The Medina County Board of Developmental Disabilities is committed to developing, funding and connecting children and adults with developmental disabilities and their families to the vital services they need to be successful.

Now more than ever, we are taking the steps necessary to make sure services continue to be available for those who need them. We are dedicated to maintaining a local system that, while being fiscally responsible, continues to address the needs of those we serve and our community.

Through the input and help of the people we serve, their families, community members, local providers, and Medina County Board of Developmental Disabilities Board and Staff members, we have developed the Strategic Plan and Three-Year Operating Plan. These Plans create a future framework for our Agency which reaffirms our commitment to making sure children and adults with developmental disabilities have access to the resources they need to be empowered as equal citizens in our community.

These Plans have been developed to celebrate the strengths of people with disabilities and to create new resources and opportunities that promote their success within our community. The Plans address key topics such as communication, community resources and staff development.

We know the success of our Agency relies on the important partnerships we have with those we serve, their families and the entire community. We encourage you to let us know your thoughts and ideas throughout this journey. It is only through our combined efforts that we will be able to promote and empower people with developmental disabilities to achieve success.

**Sincerely,  
Jon Bluebond, Superintendent**



## MISSION STATEMENT

**The mission of the Medina County Board of Developmental Disabilities is to promote and empower Individuals with developmental disabilities to live, learn, work and socialize as citizens in the community.**

## **CORE VISION**

**To partner with Individuals, families and the community to be the premier resource in promoting the abilities and meeting the needs of Individuals with developmental disabilities.**

## **CORE VALUES**

**PERSON-CENTERED**

**ACCOUNTABILITY**

**COLLABORATION**

**RESPECT**

**QUALITY**

## **2018 BOARD MEMBERS**

**Wayne Carroll – President**  
**Dave Hartman – Vice President**  
**Elaine Orlandi – Secretary**  
**Sandra Thomas Fain**  
**Christy Matthey**  
**Lisa Morrison**  
**Sally Albrecht**

## **2018 MANAGEMENT TEAM MEMBERS**

**Jon Bluebond – Superintendent**  
**Annie Finnerty – Assistant Superintendent**  
**Diana Davis – Director of Human Resources**  
**Shannon Lees – Executive Administrator**  
**Dr. Kaye Stanley Bryson – Director of Children’s Services**  
**Kathy Wilbraham – Director of SSA**  
**Linda Bohner – Director of Transportation**  
**Patti Hetkey – Community Relations Coordinator**  
**Paula Majoros – Director of Operations**  
**Ed Dryer – Director of Community Employment**  
**Pam Hunt – Director of Day Services**  
**Carey Bates – Director of Business**

## MEDINA COUNTY BOARD OF DEVELOPMENT DISABILITIES SERVICES

Since 1967, the Medina County Board of Developmental Disabilities has been assisting people with developmental disabilities and their families connect to the services and resources they need to be full citizens in our community. Throughout the years, the array of services and resources for people with developmental disabilities has continually changed to meet evolving and increasing needs. As we serve more children and adults, we reshape and reinvest our resources in innovative and creative ways. The Medina County Board of DD is proud to be a partner in developing the resources people and families need to plan their lives and pursue the things that are important to them.

Our services and resources are available throughout a person's life, from birth through adulthood. Services such as early intervention, physical, occupational and speech therapies, and integrated preschool programs are important to helping young children and families get started on the right track for their future.

Our Windfall School staff works closely with all Medina County school districts to provide important school programs and transition services for students ages 6-22, so they are able to reach their fullest potential in an environment best suited to their individual needs.

As people with disabilities reach adulthood much of what we do goes beyond the walls of our facilities and takes place in the community. We focus on helping Individuals gain the skills they need for employment and daily living. The Medina County Board of DD is a proactive partner within our community. We work very closely with other local service providers to connect Individuals to transportation options, healthcare resources, employment opportunities, residential needs, and recreational activities so they can become active and contributing members of their community.

Coordinating all of these important pieces is our Service and Support Administration Department. Our professional and caring staff is dedicated to helping people with developmental disabilities and their families explore, connect, fund and receive the services and resources they need to reach their life goals.

Our Agency is honored to serve people with developmental disabilities, their families, guardians and the residents of Medina County. At the Medina County Board of Developmental Disabilities the phrase “Individual Support. Community Achievement.” are more than just words. Through our services and resources, we make a positive difference in each individual’s life and are able to witness people with developmental disabilities achieving their dreams in the community.



## SUMMARY OF GOALS – 2018-2020\*

### GOAL 1. INDIVIDUAL NEEDS AND SERVICES

THE MCBDD WILL STRIVE TO MEET THE NEEDS OF ALL INDIVIDUALS SERVED AND TO 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.

## 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.

### 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.

## 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 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.

## 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.

## 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

## 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.

## 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.

**\*THIS STRATEGIC PLAN AND THREE-YEAR OPERATING 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.**

*Rev. 6/18/18*

*Approved by Board: 06/25/18*