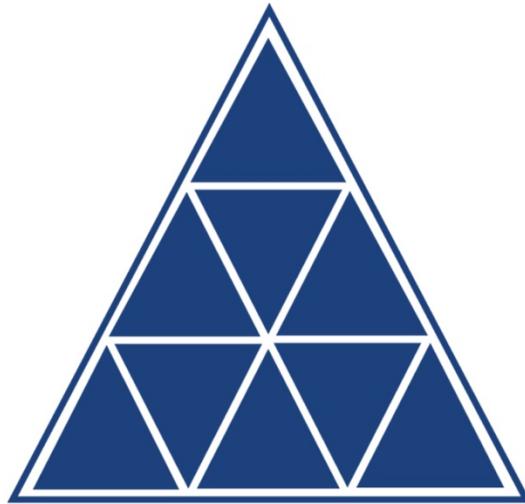


2020 Vision

Wood County Board of Developmental Disabilities Strategic Plan



WOOD LANE
Works!

Prepared by
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With assistance from
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Introduction

In late 2016, after completing the prior strategic plan, the Wood County Board of Developmental Disabilities determined the need to develop a new strategic plan to guide the organization into a changing future.

Phase one of the planning process was an assessment to provide a comprehensive evaluation of what Wood Lane is doing and to provide insight into what Wood Lane should focus on in the future. To gain this understanding as objectively and thoroughly as possible, I completed the following activities:

- Analysis of financial trends.
- Analysis of service delivery trends.
- Analysis of diagnosis data.
- Focus groups with persons supported to understand satisfaction and wishes.
- Focus groups with parents to understand satisfaction, wishes for their family member, perceived agency strengths, concerns, and expectations.
- Focus groups with staff members in all departments to understand recent trends, strengths, opportunities for improvement, and needed accomplishments.
- Focus group with providers to understand their perception of the board's strengths, weaknesses, and needed accomplishments.
- Focus group with members of organizations and agencies that work with and support Wood Lane to understand their perception of recent trends and of the Board's strengths, weaknesses, and needed accomplishments.
- Written surveys for persons supported, providers, and family members.
- Opportunity for board members and management team members to envision an ideal future.
- Participation in management team meetings.
- Evaluation of recent changes at the state level and identification of anticipated changes.

This strategic plan was developed to address the changes and needs identified in the assessment.

Mission, Vision, and Values

Mission

The mission of the Wood County Board of Developmental Disabilities is to support, empower, and inspire people.

Vision

All people are respected members of the community.

Values

(PAIR)

- Partnership
- Advocacy
- Integrity
- Respect

Future Vision

This vision of the future was developed from ideas expressed by board, staff, persons served, family members, providers, and partners. This represents the long term vision that the organization is working toward. Read this as though you are in the year 2027.

In 2027, the Wood County Board of Developmental Disabilities (WCBDD) remains a vital and essential asset in Wood County and continues to be a leader in the Ohio DD system.

WCBDD's Person Centered Planning has resulted in increased numbers of individuals who are living, working, and participating in the community. Persons served steadily increase their social skills, physical abilities, work skills, and life skills. Wood County residents with DD are accepted for their unique gifts and are valued for their contribution to the overall quality of life for the entire community.

Persons served receive services near where they live and work. Through a network of high quality providers, WCBDD has expanded into all four quadrants of Wood County.

Persons served are also able to choose from different housing models, such as group homes, living with a chosen roommate or spouse, or living alone. Housing options are located in suburban neighborhoods, in apartment complexes, and in assisted living environments throughout Wood County. Persons served are able to move from one type of housing to another as their abilities and needs change.

WCBDD continues its state-wide leadership in providing work opportunities, and successfully transitioned from an enclave model to an integrated model early in the strategic plan cycle. A number of providers support community employment, resulting in employment outcomes that steadily increase every year. Improved outcomes include: the number employed competitively, the number of hours worked, the average wage earned, the number with employer provided benefits, and the number of employer partners.

Staff members at WCBDD remain motivated and committed to helping persons with developmental disabilities achieve all they can. They embrace Person Centered Thinking and strive to find opportunities for community inclusion and engagement. Participation on People First and the Aktion Club continues to increase, with more and more individuals learning how to speak up. WCBDD maintains its ability to have outstanding board members who bring diverse skills, passion for improving the lives of people with DD, and connections throughout Wood County.

WCBDD continues to assess and improve its operations on a continuous basis, involving staff members at all levels in making the assessments and suggesting needed improvements. Every department makes the time to bring staff together to identify strengths, concerns, and possible improvements. All staff in-service days always include time for shared reflection and brainstorming across the agency.

WCBDD continues to pass every levy.

Staff members and board members work collaboratively and passionately to achieve this vision of the future.

Strategic Goals and Objectives

Goal 1: Strengthen person-centered thinking throughout the agency.

Objective 1A: Create a culture of person-centered thinking throughout the agency.

- Educate all staff about person centered thinking
- Departments & staff make commitments to how they will fulfill Persons Centered Thinking (PCT)
- Expand person centered thinking to providers
- Educate persons served and those they choose to bring to meetings on person centered thinking
- Begin person-centered thinking and discuss available services with families sooner
- Collaborate with local schools to educate them on person centered thinking and begin person-centered planning with school children at an earlier age
 - Evaluate potential of assigning specific resource to collaborate with schools

Objective 1B: Educate staff and families about life transitions.

- Educate all staff about “Life Map”
- Identify best practices for transitional youth
- Integrate “Life Map” on web site
- Educate Providers about “Life Map”
- Educate families about “Life Map”

Objective 1C: Continuously improve the discovery process.

- Identify what is important to & for the person, focusing on their hopes, dreams & desires
- Discuss services already received and any additional services needed to obtain outcomes
- Share information about providers & services offered to enhance choice
- Identify risks and how individuals served can be successful in their community
- Collaboratively determine a person’s place on the path to employment

Objective 1D: Achieve Person Centered Individual Service Plans (ISP).

- Create person centered outcomes based upon information determined in discovery
- Continue development of person centered ISP reviews and identify additional training areas needed

Objective 1E: Research and find resources to increase the use of technology that supports independence for individuals served.

- Educate Service and Support Administration (SSA) about technology such as remote monitoring and benefits to persons served
- Hold a technology fair to promote the tools available to increase independent living/learning
- Develop and hold open house for Adaptive equipment lending closet

Objective 1F: Continue support for self-advocates and self-advocate groups.

- People First
- Aktion Club
- Venturing Program
- Increase diversity of self-advocacy groups
- Expand self-advocates in the work of the agency

Objective 1G: Continue support for programs that strengthen the whole person.

- Special Olympics
- Operations Recreation

Goal 2: Increase community connectedness for individuals living, working and participating in the community**Objective 2A: Continually improve youth to adult transitions**

- Strengthen relationship between WCBDD and local schools through training/education and a greater presence in the schools
- Evaluate best practices and implement
- Educate families surrounding transition
- Continue to assign waivers to individuals

Objective 2B: Implement appropriate transition programs and supports.

- Assess the need for a Transition Coordinator position
- Collaborate with all local school districts
- Recruit providers for youth transition services

Objective 2C: Develop and implement a housing plan including housing for school age children.

- Explore funding options
- Identify locations
- Prioritize housing needs of school-age children
- Research legal aspects of housing for minors
- Recruit or develop a provider who specializes in serving children

Objective 2D: Increase the number of individuals receiving Ohio Shared Living services.

- Educate community about Ohio Shared Living
- Increase awareness of Ohio Shared Living in the community (i.e. church, club, organizations)
 - Two individuals utilizing shared living in 2017
 - Two additional individuals utilizing shared living in 2018
 - Six additional individuals utilizing shared living in 2019

Objective 2E: Collaborate with Wood County leadership, municipalities to increase transportation options.

- Explore private services like Uber, Liberty Transportation, etc.
- Educate providers about available transportation resources in Wood County
- Increase available transportation resources

Objective 2F: Increase volume of collaborative projects and initiatives with institutes of higher education.

- Explore and develop internships and student projects
- Investigate potential Ohio Shared Living with graduate school students
- Continue student volunteer support for Special Olympics and sports programs

Objective 2G: Evaluate employment navigation services.

- Research, identify and implement positions to develop new ways to increase employment
- Identify and implement what will work in Wood County

Objective 2H: Increase the number of individuals working in the community in jobs for hours desired.

- Define what and how many hours equals community employment for Wood County
- Recruit and retain vocational service providers
- Recruit and retain non-medical transportation providers
- Continue to assign waivers to individuals
- Address impact of work on Medicaid benefits
- Improve referral process to Opportunities for Ohioans with Disabilities (OOD) about benefits analysis

Objective 2I: Identify and collaborate with county resources such as Ohio Means Jobs, JFS, Chamber of Commerce, Behavioral Connections to expand employment opportunities.

- Educate employers on benefits of hiring someone with disabilities
- Develop an Employment Fair facilitated by local businesses who have successfully employed individuals

Objective 2J: Provide training opportunities to increase employability.

- Job specific skills
- Soft skills
- Entrepreneurships and supports
- Explore apprenticeship opportunities
- Increase volunteer opportunities for individuals to increase life experiences

GOAL 3: Increase quality service providers that meet the needs of persons served.**Objective 3A: Identify unmet service needs and numbers and recruit providers to meet needs.**

- Gap analysis of needs compared to available services (including geography)
- Recruit providers to Wood County to address unmet service needs (including niche providers)
- Continue development of Horizons Program

Objective 3B: Research and develop provider trainings in best practices.

- Query providers on their needs for County Board support
- Develop web-based training options for providers
- Assist providers in complying with integrated settings mandate(s)

Objective 3C: Strengthen collaborative relationships with providers.

- Solicit from providers information they need to be able to respond to Provider Search requests
- Identify why providers are not responding to Provider Search requests such as no provider exists for the service, not enough staff, etc.
- Reenergize the monthly Provider meetings
- Educate County Board employees on best practices in provider relations
- Improve provider support options (i.e. billing and certification)

Objective 3D: Evaluate different models of assessing provider quality and standards.

- Angie's List, Gold Standard, other
- Collaborative effort with Service and Support Administration (SSA) and providers
- Encourage collaboration rather than competition
- Implement appropriate provider quality tool(s)

GOAL 4: Continuously educate the community about persons with Developmental Disabilities and the Wood County Board of Developmental Disabilities.**Objective 4A: Define the messages:**

- For each audience
- The role, responsibilities, and value of the county board today and into the future
- Wood County Board of DD as the brand

Objective 4B: Create a communication plan addressing the internal agency outward.

- Staff & board
- Persons served and families
- Providers and partners
- Greater community and community leaders

- Use updated website and future magazine to communicate with community

Objective 4C: Reimagine and redevelop the speaker's bureau.

- Engage self-advocates and community members in public speaking opportunities
- Expand self-advocates speaking on behalf of their needs and the County Board
- Encourage staff of Wood County Board of Developmental Disabilities to share success stories

Objective 4D: Recognize supporters and advocates of Wood County Board of DD.

- Utilize success stories to motivate others

Objective 4E: Use technology to increase participation and communication for individuals, families, providers, and community.

- Create short educational videos
- Identify beneficial topics and sources of information
- Provide tools to enable individuals, families, and public to communicate with county board.

Objective 4F: Increase participation in community events.

- Create county board events for community participation
- Community in Partnership Committee (CIP) participation
- Capitalize on Special Olympics events
- Capitalize on Aktion Club activities
- Promote person served participation in social opportunities occurring within the community

Goal 5: Continuously improve operations.

Objective 5A: Explore capability of new software system (Gatekeeper).

- Train staff on how to use new software effectively
- Agree what data to track and report
- Collect, analyze, and report appropriate trend(s) data
- Determine best way to report (charts, graphs)
- Take appropriate actions identified by data
- Establish standards for maintaining the database

Objective 5B: Maintain up to date technology infrastructure.

- Evaluate technology to identify needed improvements
- Support for those who work within the building and those who work remotely
- Improve phone system
- Improve data communications technology.
- Train all staff on effective use of technology

Objective 5C: Increase collaboration throughout agency.

- Use the intranet to foster and improve collaboration.
- Support cross organizational project teams to meet agency needs
- Hold monthly Coordinator meetings

Objective 5D: Continue supporting and strengthening external partnerships.

- FCFC, Continuum of Care, ADAMHS Board, provider relations, Quarterly county commissioner updates, etc.

Objective 5E: Complete compensation study and develop an appropriate plan for action.

Objective 5F: Update staffing model to meet agency needs, community needs, and regulatory requirements.

Objective 5G: Conduct a facilities audit to maximize efficiencies.

- Evaluate and implement appropriate recommendations from audit.

Timing of Our Work

Goal 1: Strengthen person-centered thinking throughout the agency.		
2017-18	2019	2020
<p>1A: Create a culture of person-centered thinking throughout the agency.</p> <ul style="list-style-type: none"> • Educate all staff about person centered thinking • Departments & staff make commitments to how they will fulfill Persons Centered Thinking (PCT) <p>1B: Educate staff and families about life transitions.</p> <ul style="list-style-type: none"> • Educate all staff about “Life Map” • Identify best practices for transitional youth <p>1C: Continuously improve the discovery process.</p> <p>1D: Achieve Person Centered ISPs.</p> <p>1E: Research and find resources to increase the use of technology that supports independence for individuals served.</p> <ul style="list-style-type: none"> • Educate SSA about technology such as remote monitoring and benefits to persons served <p>1F: Continue support for self-advocates and self-advocate groups.</p> <p>1G: Continue support for programs that strengthen the whole person.</p>	<p>1A: Maintain and improve the person centered thinking culture.</p> <ul style="list-style-type: none"> • Expand person centered thinking to providers <p>1B: Continue educating staff and families about life transitions.</p> <ul style="list-style-type: none"> • Integrate “Life Map” on web site • Educate Providers about “Life Map” <p>1C: Continuously improve the discovery process.</p> <p>1D: Continuously improve Person Centered Planning and ISPs.</p> <p>1E: Continue to research and find resources to increase the use of technology that supports independence for individuals served.</p> <ul style="list-style-type: none"> • Hold a technology fair to promote the tools available to increase independent living/learning <p>1F: Continue support for self-advocates and self-advocate groups.</p> <p>1G: Continue support for programs that strengthen the whole person.</p>	<p>1A: Maintain and improve the person centered thinking culture.</p> <ul style="list-style-type: none"> • Educate persons served and those they choose to bring to meetings on person centered thinking • Begin person-centered thinking and discuss available services with families sooner • Collaborate with local schools to educate them on person centered thinking and begin person-centered planning with school children at an earlier age <ul style="list-style-type: none"> ○ Evaluate potential of assigning specific resource to collaborate with schools <p>1B: Continue educating staff and families about life transitions.</p> <p>1C: Continuously improve the discovery process.</p> <p>1D: Continuously improve Person Centered Planning and ISPs.</p> <p>1E: Continue to research and find resources to increase the use of technology that supports independence for individuals served.</p> <ul style="list-style-type: none"> • Develop and hold open house for Adaptive equipment lending closet <p>1F: Continue support for self-advocates and self-advocate groups.</p> <p>1G: Continue support for programs that strengthen the whole person.</p>
<p>Board Metrics:</p> <ul style="list-style-type: none"> • # or % of staff trained in person centered thinking • Over time - % of ISPs that reflect person centered planning • Self-advocate engagement 		
<p>Leadership Team Metrics:</p> <ul style="list-style-type: none"> • TBD 		

Goal 2: Increase community connectedness for individuals living, working, and participating in the community.		
2017-18	2019	2020
<p>2A: Continually improve youth to adult transitions.</p> <p>2B: Implement appropriate transition programs and supports.</p> <ul style="list-style-type: none"> Assess the need for a Transition Coordinator position <p>2C: Develop and implement a housing plan including housing for school age children.</p> <p>2D: Increase the number of individuals receiving Ohio Shared Living services.</p> <ul style="list-style-type: none"> Two individuals in 2017 Two additional individuals in 2018 <p>2F: Increase volume of collaborative projects and initiatives with institutes of higher education.</p> <p>2G: Evaluate employment navigation services.</p> <p>2H: Increase the number of individuals working in the community for hours desired.</p> <p>2I: Identify and collaborate with county resources such as Ohio Means Jobs, JFS, Chamber of Commerce, Behavioral Connections to expand employment opportunities.</p>	<p>2A: Continue strong relationships with local schools</p> <p>2B: Develop transitions program for transition age youth.</p> <ul style="list-style-type: none"> Collaborate with all local school districts Recruit providers for youth transition services <p>2C: Update and refine housing plan</p> <p>2D: Continue to Increase number in shared living.</p> <ul style="list-style-type: none"> Six additional individuals in shared living <p>2E: Collaborate with Wood County leadership, municipalities to develop a transportation plan.</p> <p>2F: Increase volume of collaborative projects and initiatives with institutes of higher education.</p> <p>2G: Implement appropriate employment navigation services.</p> <p>2H: Continue increasing number employed.</p> <p>2I: Continue collaborating with county resources such as Ohio Means Jobs, JFS, Chamber of Commerce, Behavioral Connections to expand employment opportunities.</p> <p>2J: Provide training opportunities to increase employability.</p> <ul style="list-style-type: none"> Job specific skills Soft skills Volunteer opportunities 	<p>2A: Continue strong relationships with local schools</p> <p>2B: Improve transitions program for transition age youth.</p> <p>2C: Update and refine housing plan</p> <p>2D: Continue to increase number in shared living.</p> <p>2E: Collaborate with Wood County leadership, municipalities to develop a transportation plan.</p> <p>2F: Increase volume of collaborative projects and initiatives with institutes of higher education.</p> <p>2H: Continue increasing number employed.</p> <p>2I: Continue collaborating with county resources such as Ohio Means Jobs, JFS, Chamber of Commerce, Behavioral Connections to expand employment opportunities.</p> <p>2J: Identify training opportunities for individuals served to develop job skills to increase employability.</p> <ul style="list-style-type: none"> Entrepreneurships and supports Apprenticeship opportunities
<p>Board Metrics:</p> <ul style="list-style-type: none"> # living in the community # waiting to live in the community # needing emergency supports # participating in community to the extent they desire (from Discovery Process) # of individuals working # of individuals working the desired number of hours (from Discovery Process) # of individuals working in job they like (from Discovery Process) # of individuals making different wage levels and securing benefits through work # waiting for work opportunity 		
<p>Leadership Team Metrics:</p> <ul style="list-style-type: none"> TBD 		

Goal 3: Increase quality service providers that meet the needs of persons served.		
2017-18	2019	2020
<p>3A: Identify unmet service needs and numbers and recruit providers to meet needs.</p> <p>3B: Research and develop provider trainings in best practices.</p> <p>3C: Strengthen collaborative relationships with providers.</p> <ul style="list-style-type: none"> • Solicit from providers what information they need to be able to respond to Provider Search requests • Identify why providers are not responding to Provider Search requests such as no provider exists for the service, not enough staff, etc. • Reenergize the monthly Provider meetings <p>3D: Evaluate different models of assessing provider quality and standards.</p> <ul style="list-style-type: none"> • Angie’s List, Gold Standard, other • Collaborative effort with SSA 	<p>3A: Continue recruiting providers to meet needs.</p> <p>3B: Continue offering training for providers in best practices.</p> <p>3C: Continue strengthening collaborative relationships with providers.</p> <ul style="list-style-type: none"> • Educate CB employees on best practices in provider relations • Improve provider support options <p>3D: Begin implementation of selected quality model.</p> <ul style="list-style-type: none"> • Encourage collaboration rather than competition • Implement appropriate provider quality tool(s) 	<p>3A: Continue recruiting providers to meet needs.</p> <p>3B: Continue offering training for providers in best practices.</p> <p>3C: Continue strengthening collaborative relationships with providers.</p> <p>3D: Begin implementation of selected quality model.</p>
<p>Board Metrics:</p> <ul style="list-style-type: none"> • Number of persons waiting for specific services • Number of services for which we have no willing and able provider 		
<p>Leadership Team Metrics:</p> <ul style="list-style-type: none"> • TBD 		

Goal 4: Continuously educate the community about persons with Developmental Disabilities and the Wood County Board of Developmental Disabilities.		
2017-18	2019	2020
<p>4A: Define the messages.</p> <p>4B: Create communication plan addressing the internal agency outward.</p> <p>4C: Reimagine and redevelop the speaker's bureau.</p> <p>4D: Recognize supporters and advocates of Wood County Board of DD.</p> <p>4E: Use technology to increase participation and communication to individuals, families, providers, and community.</p> <p>4F: Increase participation in community events.</p>	<p>4A: Review/refresh the messages.</p> <p>4B: Implement communication plan and continuously measure success and update as needed.</p> <p>4C: Engage self-advocates and community members in speaking through the speaker's bureau.</p> <p>4D: Recognize supporters and advocates of Wood County Board of DD.</p> <p>4E: Expand use of technology to educate the community, families, and individuals.</p> <p>4F: Continue participation in community events.</p>	<p>4A: Review/refresh the messages.</p> <p>4B: Implement communication plan and continuously measure success and update as needed.</p> <p>4C: Engage self-advocates and community members in speaking through the speaker's bureau.</p> <p>4D: Recognize supporters and advocates of Wood County Board of DD.</p> <p>4E: Expand use of technology to educate the community, families, and individuals.</p> <p>4F: Continue participation in community events.</p>
<p>Board Metrics:</p> <ul style="list-style-type: none"> • Availability of communications plan and messages • Numbers of persons (persons served, community, staff) actively participating in speakers' bureau • Levy passes • Future: TBD how to address community understanding and support 		
<p>Leadership Team Metrics:</p> <ul style="list-style-type: none"> • TBD 		

Goal 5: Continuously improve operations.		
2017-18	2019	2020
<p>5A: Explore capability of new software system</p> <ul style="list-style-type: none"> • Train all on how to use it effectively • Agree what data to track and report • Collect, analyze, and report appropriate trend data. • Determine best way to report (charts, graphs) • Take appropriate actions identified by data. <p>5B: Maintain up to date technology infrastructure</p> <p>5C: Increase collaboration throughout agency</p> <p>5D: Continue supporting and strengthening external partnerships</p> <p>5E: Complete compensation study and take actions identified by study</p> <p>5F: Update staffing model to meet agency and community needs</p>	<p>5A: Refine data analysis</p> <ul style="list-style-type: none"> • Establish standards for maintaining the database • Continue to take actions identified by data <p>5B: Continue up to date technology infrastructure and ongoing training</p> <p>5C: Continue supporting agency wide collaboration</p> <p>5C: Continue supporting and strengthening external partnerships</p> <p>5F: Update staffing model to meet agency and community needs</p> <p>5G: Conduct a facilities audit to maximize efficiencies</p>	<p>5A: Refine data analysis</p> <ul style="list-style-type: none"> • Establish standards for maintaining the database • Continue to take actions identified by data <p>5B: Continue up to date technology infrastructure and ongoing training</p> <p>5C: Continue supporting agency wide collaboration</p> <p>5C: Continue supporting and strengthening external partnerships</p> <p>5F: Update staffing model to meet agency and community needs</p> <p>5G: Implement recommendations from facilities audit to maximize efficiencies</p>
<p>Board Metrics:</p> <ul style="list-style-type: none"> • Availability and usefulness of trend information • Reports on effectiveness and usefulness of new technology • Staffing model and budgetary impact • Additional outcome measures TBD 		
<p>Leadership Team Metrics:</p> <ul style="list-style-type: none"> • TBD 		