

2020 Vision

Wood County Board of Developmental Disabilities Strategic Plan



Prepared By The Wood County Board of Developmental Disabilities, Leadership Team, and Planning Committee
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.

2021 Extension:

Due to the COVID-19 Pandemic, the WCBDD determined it best to extend the 2020 Vision for 1 year. The extension planning included numerous surveys to targeted age groups of persons served, community members, families, advocacy groups, and staff. These surveys served as abbreviated versions of the activities conducted in 2016 listed above. Results were summarized and are included as Appendix A to this extended plan. The extended plan breaks Goals down by department rather than objective. Areas of collaboration are inherently built into the plan.

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.

- Utilize “Life map” concepts in trainings
- Identify best practices for transitional youth
- Integrate “Life Map” concepts on web site
- Educate Providers about “Life Map” concepts
- Educate families about “Life Map” concepts

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 Stakeholders about technology such as remote supports and assistive technology 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
- Increase number of individuals utilizing remote supports and assistive technology in community
- Seek grant funding

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
- PLAY Project
- Play Groups
- Other

2021 GOAL 1 Extension: Continue to Strengthen person-centered thinking throughout the agency**Children's Services:**

- *Follow Wood County Department of Health and Ohio Department of Health Guidelines to ensure the school can remain open during the pandemic*
- *Expand instructional technology options within each classroom at the school to provide students with stronger and more accessible learning options*
- *Expand face-to-face Early Intervention Services options as soon as it is safe to do so during a pandemic*
- *Work with Service Coordinators to share respite options available to families*

Health Supports and Provider Relations:

- *Continue to monitor WCBDD ISP compliance to rules surrounding person-centered planning*
- *Provide training on remote supports and assistive technology to newly hired service coordinators including tours of the TwinTech model home*
- *Continue to offer virtual tours of the TwinTech Model home*
- *Develop a plan for TwinTech 2.0 at a new location with increased technology*
- *Expand the use of the Healthy Relationships curriculum to include one-on-one, small group, and provider education and training*

Recreation and Special Olympics:

- *Develop plans to address the demand for access to transportation for leisure activities for Individuals served*
- *Increase youth activities and participation in Recreation and Special Olympics*
- *Expand activities through Recreation programming for Birth to Three children and their families*
- *Continue to develop the Greenhouse as an exploration/educational opportunity for all ages*

Service and Support Administration:

- *Continue to use person centered tools to identify likes, needs and wants of individuals for the ISP planning process*
- *Continue to develop person-centered ISPs and ensure they meet regulatory requirements through monitoring and review*
- *Increase person-centered training throughout onboarding process*
- *Expand training opportunities of resource education*

Communications and Community Engagement:

- *Support and increase opportunities for self-advocacy during the Pandemic*
- *Continual integration of person-first initiatives on website and across all digital platforms*

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, etc.
- Educate providers about available transportation resources in Wood County
- Increase available transportation resources, non-medical transportation, private services
- Recruit and retain non-medical transportation providers

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
- Increase use of benefits analysis
- Educate employers on benefit of hiring someone with disabilities

Objective 2H: Increase the number of individuals working in the community

- Recruit and retain vocational service providers
- Address impact of work on Medicaid benefits
- Improve referral process to Opportunities for Ohioans with Disabilities (OOD) ~~about benefits analysis~~

Objective 2I: Provide training opportunities to increase employability.

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

2021 GOAL 2 Extension: Continue to increase community connectedness for individuals living, working and participating in the community

Health & Safety:

- *The design and construction of a new Children's Respite Home in Rossford*

Health Supports and Provider Relations:

- *Develop and implement a Transition Health Supports Program in collaboration with the SSA Transition team*
- *OT consultation for accessibility and technology implementation on all new home builds and renovations*

Recreation and Special Olympics:

- *Continue to offer opportunities for individuals to connect with the community through a variety of activities/collaborations promoted by Special Olympics/Recreation/Venturing Crew and other club programs*

Service and Support Administration:

- *Continue to educate individuals served and families about community supports and resources available*
- *Develop and implement support groups for families*
- *Continue to expand and increase knowledge of transition services in the community and schools*
- *Continue to expand and increase respite services*
 - *Children's Respite*
- *Explore new opportunities to access transportation*

Communications and Community Engagement:

- *Continue to stay connected to area institutions of Higher Education*
- *Continue to find areas of opportunity for self-advocates to participate in the community*

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*

2021 GOAL 3 Extension: Continue to increase quality service providers that meet the needs of persons served.

Children's Services:

- Train school staff in positive behavioral intervention strategies as outlined via Ohio Department of Education

Health Supports and Provider Relations:

- Focus efforts in Provider Relations to address Provider Recruitment, Retention and Trainings on best practices
- Research and develop a long term plan for Provider Support

Provider Recruitment

- Address gaps in traditional services
- Address gaps in Nursing Services – waiver and state plan nursing, waiver nursing delegation, RN-LPN oversight
- Develop and implement ways to address the local Direct Support Professional Workforce Crisis
 - Adult Education - DJFS- Ohio Means Jobs partnership
 - Outreach to local schools and institutes of higher learning to market the DD field as a career path

Provider Retention

- Increase personnel resources for Provider Relations
- Offer training to providers
- Develop grant funding for trainings
- Continue to support Wood County DSP's

Provider Trainings

- Develop and implement 2 initial provider trainings: "DSP 101" and "How to get the most out of your County Board"
- Continue to develop web-based training options for providers
- Continue to monitor Provider Compliance to rule through formal and informal processes- OSASS, mock compliance reviews and RN QA

Service and Support Administration:

- Continue to build relationships with providers, specifically direct support professionals
- Partner with providers throughout the community to meet the needs of individuals

Communications and Community Engagement:

- Collaborate with Health Supports and Provider Relations to assist in DSP recruitment and retention

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 digital communication to communicate with community

Objective 4C: Develop opportunities for public speaking.

- 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

2021 GOAL 4 Extension: Continuously educate the community about persons with Developmental Disabilities and the Wood County Board of Developmental Disabilities.**Children's Services:**

- *Increase community awareness of Early Intervention Services available via a media campaign at physicians' offices and other health care programs*

Recreation and Special Olympics:

- *Offer inclusive opportunities for individuals served through Recreation*

Service and Support Administration:

- *Continue participation with various committees in the community*
- *Further develop partnerships with law enforcement, hospitals, schools, mental health services, and other community agencies*

Communications and Community Engagement:

- *Increase WCBDD presence in the community through programming, public speaking and pursuing community partnerships for the agency*
- *Train all staff on Brand Management and updated Communications Plan*
- *Define March DD Awareness Month activities and events amid the COVID-19 Pandemic*
- *Continue to develop individual Empowerment Projects*
- *Continue to develop relationship with CELEBRATE EDU*
- *Complete agency videos*
- *Continuously develop website content*
- *Execute monthly Social Media strategy*
- *Continue to share success stories of individuals and the agency as a whole*

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 and/or SharePoint 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.

- Develop long-term pay plan maintenance
- Evaluate employee pay plan for appropriate compensation
- Maintain focus on competitive salaries

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.

2021 Goal 5: Continuously improve operations.**Health Supports and Provider Relations:**

- *Continue to streamline HSPR processes utilizing technology*
- *Develop a standing procedure for emergency response to provider needs*
- *Health supports staff demonstrate proficiency in utilization of technology including Microsoft Suite (Teams, SharePoint, PowerPoint, Word, etc.), Brittco Forms, and Microsoft Surfaces*
- *Explore improving our Provider Search process through utilization of an online portal*
 - *Maps to show geographical data on gaps in service and where current requests are located within the county*
- *Implement Intellinetics Cabinet for Provider documentation from Provider Relations and Nursing including trainings*
- *Update Brittco database with current Wood County Providers contact information*

Recreation and Special Olympics:

- *Continue increased use of technology to offer programming to individuals served through Recreation/Wellness/Special Olympics*

Technology:

- *Research, develop, identify and implement a time and attendance (Payroll) software that meets the needs of the overall agency.*
- *Virtual server upgrades*
 - *Web server*
 - *SQL server 2019*
 - *Domain controllers (server 2019)*
 - *Data servers (2)*
 - *Main server software upgrade*
 - *vSphere 6.5 to 6.7 then 7.0 (6.5 life cycle ends 11-15-2021)*
- *Laptop and desktop upgrades*
- *Network hardware*
 - *Re-evaluate WIFI locations for best coverage*
 - *Install new switch for MBWC newly constructed wing*
 - *Replace 10/100 PoE switches with 100/1000 PoE switches based on internet service upgrade (Amplex)*
- *Continue to enhance technology programming to meet agency needs*
- *Continue to migrate programming to cloud web-based environment*
- *Continue to upgrade overall technology to assist in agency moving forward*

Fiscal

- *Continue to adapt to the ever-changing financial landscape and COVID impact*
- *Assure proper funding for agency, including 2021 agency goals*
- *Enhance controllable agency revenue sources (TCM, MAC)*
- *Collaborate with departments on time and attendance software system to meet the needs of the agency and employees.*

Health & Safety

- *Improve facility security through staff trainings. Collaborate with local first responders to conduct drills and exercises. Work effectively with Adult Day Service provider to ensure consistent and cohesive campus security.*
- *Explore and implement technology solutions to enhance facility operations efficiency and effectiveness*

Service and Support Administration

- *Collaborate with other departments within the WCBDD to ensure that we are looking at the whole person and addressing all potential needs*
- *Continue to explore and expand Brittco and Intellinetics capabilities*

Communication and Community Engagement

- *Continuously update website with most current agency information*
- *Continuously update documents through agency collaboration (i.e. marketing materials, brochures, reports, annual report, monthly board reports, strategic plan)*
- *Implement Intellinetics file to establish electronic Volunteer records.*

Human Resources:

- *Collaborate with departments to evaluate time and attendance system and upgrade to meet the needs of the agency and employees*
- *Continue to provide trainings to supervisors/coordinators at their monthly meetings*
- *Successfully roll out employee training software program (Relias)*

Timing of Our Work

2021 Extension: The above listed goals will be completed in 2021. Adjustments may be made and additions or expansion of the goals will be included in the next long-term strategic plan. Due to the uncertainty created by the COVID-19 Pandemic, it is unknown when the WCBDD will begin Strategic Planning for 2022-2024.

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"> Utilize “Life Map” concepts in trainings 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 Stakeholders about technology such as remote supports and assistive technology 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” concepts on web site Educate Providers about “Life Map” concepts <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 Increase number of individuals utilizing remote supports and assistive technology in community Seek grant funding <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: Provide training opportunities to increase employability.</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 <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: 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> <ul style="list-style-type: none"> Recruit providers for youth transition services. <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> <ul style="list-style-type: none"> Recruit and retain non-medical transportation providers <p>2H: Continue increasing number employed.</p> <p>2I: 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: Develop opportunities for public speaking.</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> <ul style="list-style-type: none"> • Continue supporting and strengthening external partnerships <p>5E: Develop long-term pay plan maintenance</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> <ul style="list-style-type: none"> • Continue supporting and strengthening external partnerships <p>5E: Develop long-term pay plan maintenance</p> <ul style="list-style-type: none"> • Evaluate employee pay plan for appropriate compensation • Maintain focus on competitive salaries <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 		