

# Lake County Board of Developmental Disabilities



## 2019 Annual Plan

### **Goal 1: Compliance with Federal and State Mandates**

Continue the process by which LCBDD maintains compliance with federal and state Mandates.

#### **Objective 1:** Continue active role in work groups and advocacy on the state level

The Administrative Team and other Management Team members will maintain an active role with existing Workgroups (i.e. ICF Process Workgroup, Wait List Workgroup, SSA Statewide Workgroup, Provider Coordination Workgroup, Electronic Visit Verification (EVV) Stakeholder Workgroup) and will participate as appropriate in future workgroup opportunities as they are presented.

#### **Objective 2:** Establish internal review process to monitor and ensure compliance with federal and state mandates

With the completion of the Office for Exceptional Children – Ohio Department of Education IDEA Monitoring Review Process. Broadmoor will continue to maintain the Internal Monitoring Teams for both the Preschool and School Age/LEEP Programs to ensure continuous improvement with compliance of the Evaluation Team Reports (ETR) and Individual Education Plans (IEP) for all students.

Willoughby Branch will complete all mandated Workforce Innovation and Opportunity Act (WIOA) training sessions by April 2019.

The ICF management team will review and revise the current investigation process for injury incidents of unknown origin at ARC and JCDC in order to streamline and improve the efficiency of the entire process.

Investigative Services will train Program Directors regarding state Major Unusual Incident (MUI) rule changes, so that they can update their respective program procedures and staff.

Ongoing from 2018, the SSA Department will ensure a system of monitoring that will effectively ensure progress toward the achievement of individual outcomes as identified

through the person centered planning process, ensure compliance with the HCBS Settings Rule, and achieve consistent communication with Providers of HCBS services related to compliance issues with Federal and State mandates.

Continued from 2018, the SSA Department will ensure compliance with DODD's transition plan as part of implementation of the new Wait List Rule, including:

- **By September 1, 2019** all those who have an assigned SSA will be assessed using the new statewide Waiting List Assessment Tool.
- **By December 31, 2020** the CB will assess those who are on the Wait List who do not have an assigned SSA using the new statewide Waiting List Assessment Tool.

The Administrative Team and Adult Services Management Team will evaluate and develop a plan to address the Federal Regulations related to compensation standards for those individuals receiving Vocational Habilitation services.

**Objective 3:** Develop a flow of communication from LCBDD to local leaders to educate them about federal and state mandates that impact the board

The Administrative Team and other Management Team members will continue to meet annually with local leaders to discuss federal and state mandates.

The Administrative Team and other Management Team members will participate in planning sessions for the purpose of completing a new 3-year Strategic Plan for 2020-2023.

## **Goal 2: External Community and Stakeholders Communication – Stakeholders, Families and Community**

Communicate the expertise of Lake County Board of Developmental Disabilities as a trusted informational resource for the individuals served and the general community. Educate the community about the services we provide, the population we serve and how we are vital to Lake County.

**Objective 1:** Develop a communication process that provides information to parent groups, including training, activities, etc.

The Nursing Department will develop and deploy a newsletter to be distributed to guardians semi-annually

Continued from 2018, the Public Relations Director and Marketing Manager will create an educational YouTube video to promote the Advocacy Committees with the intent to provide information on the importance of self-advocacy and to recruit additional participants.

Public Relations Director will create a Speakers Bureau of self-advocates to improve the effectiveness of the community trainings and presentations.

The Administrative Team and other Management Team members will offer a series of informational meetings throughout 2019 in order to act as a resource to families/caregivers while simultaneously strengthening relationships with our stakeholders.

**Objective 2:** Create a consistent brand strategy

Marketing Manager will train all program areas on the use of branded templates, as well as, review all brochures, newsletters, slide shows and any communication going to the community to ensure consistent brand implementation.

In conjunction with the Marketing Department, the JCR Imagine Program will develop Agency branded packaging and materials that will be used to sell Pieces of Imagination dog treats in the community.

**Objective 3:** Continue to deliver information to families and evaluate the frequency and delivery of information about programs and services provided/funded by the Board

The Investigative Agents will endeavor to help families better understand the Major Unusual Incident (MUI) process by e-mailing MUI Family Handbooks to guardians at the time Category "A" or Category "B" MUIs are filed, as applicable.

Broadening Abilities, the Willoughby Branch, the Vocational Guidance Center, Community Employment Services, and JCR Imagine will hold two joint parent meetings in order to update Stakeholders with current mandates and initiatives.

In 2019, VGC and BA will develop a follow up strategy to increase the number of returns on the Adult Services satisfaction surveys.

Continued from 2018, the Public Relations Director and Marketing Manager will create a YouTube video about Recreation activities, Special Olympics, and Volunteer opportunities to promote these programs.

**Goal 3: Staff Communication – Staff and Administration**

Enhance and expand open, innovative and effective lines of communication through all departments and the Board.

**Objective 1:** Create web-based information centers and tools to provide staff with online resources

Broadening Abilities, the Willoughby Branch, the Vocational Guidance Center, Community Employment Services, and JCR Imagine will update the Adult Services Handbook to be in alignment with current services.

IT will continue throughout 2019 to develop departmental websites.

Continued from 2018 and in conjunction with the IT Department, Recreation and Special Olympics will launch a web page to promote opportunities with the intent to recruit additional participants and to streamline the registration process.

The Volunteer Services Department will launch a web page to feature opportunities with the intent to recognize our volunteers and recruit additional volunteers.

**Goal 4: Quality Staff**

Continue to attract, retain and develop a high-quality staff that is dedicated to achieving the goals of the Board and meeting the needs of Individuals.

**Objective 1:** Provide professional development and online training, including shared space

Broadmoor will maintain the Internal Monitoring Excel Spreadsheet for both the Preschool and School Age/LEEP Program in order to track areas of compliance trends and will partner with the State Support Team Region 4 (SST4) to provide further professional development to Broadmoor staff in those specific areas.

The Human Resources Department will continue to expand online training options for staff. The number of online trainings offered and online trainings taken by staff will be tracked for analysis to help determine Staff Development's future training plans. Research of relevant training topics for staff will be ongoing.

The Human Resources Department will research options for corporate cultural training for managers. ALICE (Alert, Lockdown, Inform, Counter, and Evacuate) training sessions will be offered for newer staff and any existing staff that would like to repeat the program.

Investigative Services and IT will assist Staff Development/Human Resources in revising the online MUI training.

Nursing Management will ensure all new hire substitute nurses are oriented to all locations to ensure quality staff at every location.

Continued from 2018, the Nursing Department will collaborate with the Pharmacy for two informational sessions per year

Due to a rising number of deaths caused by cars disobeying traffic laws related to school busses, the Transportation Department will proactively ensure defensive driver training opportunities for all drivers, including van drivers, in order to maintain our excellent safety record.

The Transportation Department will send four drivers to the Advance Driving Course in June, which is a three-day event offered by the Ohio Department of Education.

**Objective 2:** Continue to create partnerships with organizations and other resources to increase the number of qualified applicants

The Human Resources Department will continue to review and assess the Recruitment Plan. A Recruitment Committee Meeting will be scheduled in early 2019. Agenda items will include, but not be limited to, alternative sources for recruitment, analysis of the current recruitment strategies, and expansion of current recruiting partnerships. Recruitment of independent providers through targeted mailings and other potential methods for vacant positions will be researched and/or implemented.

The Recognition Committee will meet in early 2019 to finalize Phase 2 of the Employee Recognition Program targeted at staff with less than 20 years of service.

**Goal 5: Individual Supports**

Create an environment suited to optimally understand and address the quality of life for individuals we serve while providing a safe, compassionate and supportive environment for them to make choices and gain independence throughout their lifetime.

**Objective 1:** Increase the number of community job sites and options for individuals

The JCR Imagine Program will increase the number of individuals who participate in job shadowing opportunities with CES or Willoughby employees.

**Objective 2:** Continue to support individuals' choices and preferences, including social preferences that increase community inclusion with outside organizations

Develop and implement new leisure skills and/or group activities for individuals at the JCR Imagine Program, allowing for additional interactive and social skill building opportunities throughout the day to promote skills necessary for successful community inclusion.

Willoughby Branch will identify all senior- age individuals receiving services at Willoughby and will develop one new community inclusion site for those individuals who choose to further participate in social activities identified for Lake County seniors.

The ICF Management team will develop a process to ensure that follow up training is provided to new residential workers as necessary; specifically working with staff on community outings, accessing pooled accounts, documentation, individual plans, and any other areas as needed/requested. This scheduled follow up will allow Managers to assist staff after they have been providing direct service to individuals at the ICF but still may need more training or assistance to be successful.

Ongoing from 2018, the SSA Department will continue with quarterly HCBS Waiver enrollments as approved by the Board to promote integrated community residential settings as allocated by the Ohio Department of Developmental Disabilities.

Ongoing from 2018, the SSA Department will promote further integrated community residential settings through coordination of enrollment of individuals on Conversion Individual Options (I.O.) Waivers, Exit Individual Options (I.O.) Waivers, Diversion Individual Options (I.O.) Waivers, and Developmental Center Transitions Individual Options (I.O.) Waivers as allocated by the Ohio Department of Developmental Disabilities.

The Provider Resource Coordinator will organize the 2<sup>nd</sup> Annual Provider Fair to include providers of adult day services, residential, NMT (Non-Medical Transportation), remote supports, and will expand to incorporate alternate community resources available in the community.

The Public Relations Director, in conjunction with the Provider Resource Coordinator, will create an agency wide self-advocacy group that meets in the community and provides opportunities for all individuals eligible for county board services to participate.

The Transportation Department will increase collaboration with individual teams for those riders who are experiencing difficulty while riding the bus/van.

The Transportation Department will more widely employ the use of music during transport times, either with CD players and/or individual specific headsets, to improve the transportation experience for individuals with the ultimate goal of minimizing difficulties during transport.

**Objective 3:** Review need for additional programs and supports for identified service gaps such as MI/DD

Continued from 2018, the SSA Department will promote access to service delivery among community resources for those individuals with MI/DD and review additional program and support needs with the MI/DD Committee to identify future recommendations to limit overall service gaps for this population.

**Goal 6: Quality of Services**

Provide a wide variety of services and opportunities while continually improving and enhancing the quality of those services.

**Objective 1:** Expand strategies to support provider development

The Early Intervention Program will compile “Give or Take” resources for parents, caregivers, grandparents and other family members, including toys, educational materials, therapy equipment and books that are available to help assist them in enhancing their child’s development.

The JCR Imagine Program will increase work production through Deepwood Industries by 10% for all work received from the Willoughby Branch.

The Provider Resource Coordinator will obtain input from families and individuals served regarding the definition of quality in waiver services in order to identify provider training needs.

The Provider Resource Coordinator will develop a process to work with Providers for systemic compliance issues identified from compliance reviews conducted by DODD or NEON (North East Ohio Network) and/or systemic issues identified through incident trends/patterns by the Unusual Incident Review Committee.

In conjunction with SSA, the Provider Resource Coordinator, in support of addressing the ever increasing Provider staffing crisis, will assist the SSA Department by partnering with HPC Providers and Remote Supports Providers to effectively decrease OSOC (On-Site, On-Call) by 20%.

The Provider Resource Coordinator will develop and offer a training program designed to meet, at minimum, the 8 hour initial training for Direct Support Professionals (DSP) and Independent Providers with the goal to provide a much needed support in Lake County and one that will continue to promote a collaborative working relationship between the County Board and Providers.

**Objective 2:** Define a Gold Star standard in reference to service quality. *(This objective is being merged with Objective 4)*

**Objective 3:** Identify gaps in services and identify specialized providers to fill those gaps and meet the needs of individuals served

Continued from 2018, in collaboration with the Lake County Family and Children First Council Partners through the Strong Families and Safe Communities Grant: Helping Ohio's Children & Youth in Crisis, the SSA Department will continue to provide a DD Service and Support Specialist position that is imbedded within the CBFT (Community Based Family Treatment) Team within Crossroads Mental Health Agency lending toward the overall goal for a coordinated, intensive, and community based high risk intervention team to assess and stabilize children in crisis who present a risk to themselves, their families or others because of mental illness and/or a developmental disability for the remainder of the grant period which expires June 30, 2019.

**Objective 4:** Participate in the statewide Provider Guide Plus Program

The Provider Resource Coordinator will promote the use of ProviderGuidePlus with individuals served/families and providers to effectively increase the number of Provider reviews making it a more effective site that can assist individuals/families with Provider selection.

### **Goal 7: Community Integration and Collaboration**

Integrate the individuals we serve within the community while collaborating with outside organizations to maximize current service offerings and explore new opportunities.

**Objective 1:** Increase collaboration and opportunity through communication with other agencies and community businesses



Broadmoor will establish a partnership with the Lake County General Health District (LCGHD) to provide Parent Cafes for parents, caregivers and grandparents in order to offer supports by developing relationships and promoting a supportive network for families of children Birth to Three.

Broadmoor's LEEP Program will invite area business owners to informally meet with students regarding interviewing techniques, with associated soft skills, necessary for them to reflect their benefit to the company in order to obtain competitive, integrated employment.

In order to continue to maximize current service offerings, explore new work opportunities and further develop community collaboration, Willoughby Branch and JCR Imagine will identify two additional community organizations with whom to partner.

Willoughby Branch, JCR Imagine and Community Employment Services, through sponsorship of Deepwood Industries, will host a Business Partner Network Event for Deepwood Industries' customers as well as community partners.

CES will promote its Diversity Training Program for Employers to members of the business community at all community based meetings/trainings in which CES Management attends.

Through collaboration with Auburn Career Center, CES will create an informational video focusing on its relationships with CES employers and the benefits to their organizations.

CES will partner with the Alliance for Working Together (AWT) to promote employment in the manufacturing industry for individuals with disabilities.

The JCR Imagine Program will increase Pieces of Imagination dog treat sales and partnerships in the community (e.g., Unique Like Me store, other community partners or businesses, community events).

The JCR Imagine Program will increase the number of opportunities for individuals to participate in volunteer activities; as well as, establish a consistent volunteer site where individuals can attend on a regular basis in order to gain valuable work experience.

Nursing Management will continue participation with at least one committee or association within the community

SSA/Investigative Services/Marketing will present at Crisis Intervention Training for law enforcement and other first responders.

**Objective 2:** Encourage community integration through individual choice

All individuals enrolled at Broadening Abilities and the Vocational Guidance Center will participate in at least eight community integration experiences per quarter.

Each individual at the JCR Imagine Program will participate in at least one community integration experience of their choice per month.

All Individuals enrolled at the Willoughby Branch will participate in at least five community integration experiences per quarter.

**Goal 8: Demonstrate Fiscal Responsibility**

Demonstrate exceptional accountability in our operations and fiscal management.

**Objective 1:** Maintain excellent fiscal management

In order to continue to maximize fiscal responsibility and become more time and resource efficient, Willoughby Branch staff and managers will work in collaboration with Deepwood Industries to implement an online time card program to be utilized for payment of all Deepwood Industries employees, to be completed by June, 2019.

In conjunction with Finance, Adult Services (Broadening Abilities, Willoughby Branch, Vocational Guidance Center, Community Employment Services, and JCR Imagine) will develop an indexing structure for records of individuals served to be scanned by the end of 2019.

The IT, Business, SSA and Community Outreach Departments have a joint goal of improving the accuracy of demographic information in Gatekeeper (Deepwood's consumer information system) and IDS (DoDD's consumer information system.) We will determine the best way to track demographic data to meet reporting needs, develop business rules for maintaining data, develop validation reports, and train back up staff.

Business Services will explore the ability of new time clocks to upload staff information directly into Gatekeeper for Adult Service billing, thus saving data entry time and reducing input errors.

Business Services will evaluate the suitability of eFileCabinet (document management software that uses optical character recognition (OCR)) for business and payroll records in 2019.

**Objective 2:** Review fiscal sustainability of programs and services for individuals served

The Business Manager will continue to refine the process for developing long term cash forecasts. In 2019 we will focus on a potential future levy (type, amount, and timing) and the impact of future waiver enrollments.

The Business Manager will work with SSA to refine the process for monitoring the Medicaid Waiver match. In 2019, the focus will be to use the assessment information from the recent wait list rule change to estimate service needs and related cost.

**Goal 9: Technology Infrastructure**

Continue the use of technology by the Lake County Board of Developmental Disabilities for the benefit of individuals, staff and stakeholders.

**Objective 1:** Conduct an audit of the current technology infrastructure, utilizing external sources

This objective was completed by IT in 2017.

**Objective 2:** Review the current website to ensure the communication needs of staff, individuals, families and community stakeholders are met

Marketing Manager will research and identify a new Web Designer who has proven experience in web design for Social Service Agencies.

Marketing Manager will work with the Web Designer and Program Directors on the construct of a new, user friendly website inclusive of the option to subscribe to informational emails.

Marketing Manager will develop a Marketing Plan for implementation of the new website.

**Objective 3:** Ensure technology is up-to-date and staff have basic technology access

Human Resources will work with IT and Payroll to complete the conversion to the new HRMS system.

Investigative Services and Administration will initiate electronic storage of MUI records beginning in the first quarter of 2019.

IT will begin the migration from Exchange 2007 to Exchange 2013. When this migration is complete, IT will start the rollout of Microsoft Office 2016.

IT will continue to implement the 5 year PC replacement plan focusing on older laptops at SSA.

IT and Business Services will continue the implementation of Intellivue as the Board's system for electronically storing individual records. In 2019 IT and Business will work with the following departments to digitize records:

- SSA – Non-Waiver files
- VGC/BA/Imagine/Willo/CES – Individual files
- MUI – MUI and UI reports