

2020 Annual Goals

Goal 1. Individual Needs and Services

The LCBDD will remain committed to improving the lives of those it serves through innovative and responsive programs, services and supports.

Objective 1: Complete the wait list assessment and develop a process to reduce the number of Individuals waiting for waiver services.

The SSA Department will ensure compliance with the Wait List Rule that includes identifying how and when each individual will be assessed using the new statewide Waiting List Assessment Tool while identifying appropriate alternative resources and/or HCBS Waiver to meet the assessed needs of individuals seeking services utilizing the Immediate Needs Review Committee.

The SSA Department will continue with HCBS Waiver enrollments as approved by the Board to promote integrated community residential settings as allocated by the Ohio Department of Developmental Disabilities and to reduce the number of individuals waiting for waiver services.

The SSA Department will continue to promote further integrated community residential settings, while reducing the number of individuals waiting for waiver services, through the 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.

Objective 2: Determine the scope and type of future direct service provision needs.

Director of Nursing, with Nursing staff, will evaluate and communicate the need for a nurse to be present for the existing clinics to ICF Management in order to ensure contracts are fulfilled and mandated services are delivered with appropriate staff present.

To help identify and determine future service provisions, the ICF will implement a Residential Procedure to ensure service plans are person centered including the Seven Essential Elements of person-centered planning with a process for input from DSP's Individuals and Guardians.

The SSA Department will continue to identify gaps in services among community resources for those individuals whose diagnoses would fall within MI/DD through the continued implementation of a technical assistance team approach that deploys the MI/DD Clinical Manager, Developmental Disabilities Service and Support Specialist and an SSA well versed in Mental Health at times of crisis to assess and make recommendations to promote continuity of care in conjunction with the State Developmental Centers' Technical Assistance process.

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To promote continued quality of care, the Transportation Department will send up to 3 drivers to the Advance Driving Course in June, which is a three-day event offered by the Ohio Department of Education.

The Transportation Department will continue to increase communication and collaboration with individual teams for those riders that experience difficulty riding in the bus/van.

The Vocational Guidance Center and Broadening Abilities will create a Sensory/Activities room that will promote opportunities for individuals to engage in a variety of activities or experiences for an average of 2x per week.

The Willoughby Branch will develop more age-appropriate programs of interest for identified individuals to better meet to the needs of the senior population currently receiving services.

Objective 3: Continue the development and promotion of the self-advocacy program for Individuals served.

During the course of the year, CES, with the assistance of ancillary staff, will provide non-biased information/education to individuals regarding the election process with the intent of registering them to vote, and ultimately voting in the 2020 November election.

Investigative Services will collaborate with law enforcement and present MUI/law enforcement information to the Board's Self-Advocacy groups to help educate individuals on how they can appropriately report abuse/neglect/theft for themselves or their peers.

A hygiene focus will be added to the daily living skills program and individuals will participate in personal hygiene activities at the JCR Imagine Program to promote employment readiness.

The Director of Public Relations, in collaboration with the Provider Support Services Manager, will further develop the Lake County Advocacy Council in order to provide training, self-advocacy and social engagement opportunities for all individual served in Lake County.

Objective 4: Create a plan to focus on increasing the number of hours worked for individuals engaged in competitive integrated employment.

CES will create a customized Performance Review document for all individuals working at its Deepwood Industries contracted minimum wage work locations. This form will be used to determine potential wage increases relative to either minimum wage or the individual's current wage rate, if greater than minimum wage.

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Objective 5: Maintain active involvement in advocacy at the state level to monitor the impact on county boards for potential legislative and funding changes impacting a county.

The Administrative Team and other Management Team members will maintain an active role with existing Committees and Workgroups (i.e. Superintendent's Executive Committee, Vocational Habilitation Communications Workgroup, 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.

Goal 2. Communication – Internal

The LCBDD is committed to transparent and timely communication across and through all its programs, services and supports.

Objective 1: Improve internal communication protocols.

Broadmoor will increase staff meetings from once a month to twice a month in order to afford staff an opportunity provide feedback and to provide more frequently report information across program areas.

In conjunction with Marketing and each department within the agency, Human Resources will communicate pertinent information such as agency and departmental accomplishments, upcoming events, state and federal updates, new hires/promotions/retirements, policy and procedure changes, etc.

Staff Development will create short presentations highlighting the functions of each department and will conduct 'information sessions' in each program area to educate staff.

Human Resources will generate a short survey to gather input from employees regarding internal communication and agency operations.

The Director of Nursing will institute quarterly staff meetings to relay pertinent information to nursing staff in a timely fashion and to provide the most up-to-date information.

The Director of Public Relations, in collaboration with IT and Marketing, will create and maintain a system of television streaming videos to be played throughout the agency for the purpose of sharing information to promote overall unity and reinforce the "Deepwood Way" as the culture of the Agency, while deconstructing departmental silos.

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Goal 3. Communication – External

The LCBDD is committed to promote its expertise as a trusted information resource for all its stakeholders and will educate the community about its services, the population served and why we are important to Lake County.

Objective 1: Develop clear expectations for specific social media strategies.

The Public Relations Department will create a strategy to provide a consistent message for all social media channels regarding terms of use and expectations.

Objective 2: Communicate with other government and community agencies in Lake County and strengthen collaborative relationships.

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

Administrative Team members and other Management Team members will continue to actively and regularly participate in organizations such as area Rotary Clubs, Chambers of Commerce, Kiwanis, Leadership Lake County, Family & Children First Council (FCFC), Wrap Around, and United Way to promote the mission of the Lake County Board of DD/Deepwood and strengthen collaborative relationships in the community.

Investigative Services/Public Relations/SSA will present a Crisis Intervention Training for law enforcement and other first responders.

The SSA Department will continue to partner 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 in which the DD Service and Support Specialist position will be available on a consultative basis to the Crossroads team to provide intervention, training and expertise as needed.

Objective 3: Clarify the “Deepwood Brand” for managers, providers and the general community.

To further external communication and in support of the Deepwood Brand, the ICF, in conjunction with Marketing, will create and send out a Quarterly Newsletter to families which will include updates, highlights, activities, calendars and other pertinent information from the Residential and Respite Programs.

In collaboration with Public Relations and Marketing, Provider Support Services will develop the provider support content area of the website to enhance communication with providers and ensure consistent use of the “Deepwood Brand” across all provider materials and outreach.

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The Public Relations Department will strengthen the Deepwood Brand by providing promotional resources for managers through the use of marketing materials, consistent messaging from the Speakers Bureau, and established formatting for presentations.

The Public Relations Department will participate in community presentations for the purpose of providing information about the County Board, and educate on topics such as volunteer and employment opportunities.

Objective 4: Strengthen relationships with our local Commissioners, State Legislators and elected officials regarding impact of regulations and funding changes on supports and services for Individuals.

The Administrative Team members will continue to represent the County Board at the Lake County Commissioner meetings to support and be available as an informational resource for questions related to the Developmental Disabilities system.

The Administrative Team members will collaborate with the Probate Court to be a host site for initial and annual Guardianship training classes in 2020.

Objective 5: Identify and communicate strategies for families and Individuals to support the mission of the county board.

CES will implement a process in which individuals, families, and residential providers are informed of the CES transportation call-off procedure and appropriately informed when the procedures are not being effectively followed.

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.

The Administrative Team and other Management Team members will offer a series of informational meetings throughout 2020 in order to act as a resource to families/caregivers while simultaneously strengthening relationships with our stakeholders.

In conjunction with the Parent Forums and Lake County Advocacy Council, the Director of Public Relations will work with individuals and families to promote the mission of the County Board, while locating opportunities to participate at the local and state levels to communicate with leaders and lawmakers in order to be effective self-advocates and ambassadors for Lake County Board of DD/Deepwood.

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Goal 4. Accountability – Fiscal and Operations

The LCBDD will continue to demonstrate exceptional accountability in its operations, administration and fiscal management.

Objective 1: Continue to utilize financial resources in most efficient manner possible given changes in Individual service needs.

The Finance team, along with SSA management staff will continue to oversee the growth of the waiver match as it is impacted by people who are assessed to need Waiver services per the Wait List rule, as well as, changes in rates and service structures.

Director of Nursing will ensure that needed supplies are used within identified time frames so as to not exceed expiration dates in order to minimize waste.

Goal 5. Staff Development and Skill Sustainability

The LCBDD is committed to recruit and retain high quality, well-trained staff dedicated to the Goals of the Board and committed to support the Individuals served.

Objective 1: Review hiring standards to promote quality hires.

Broadmoor will continue connecting with area colleges and universities regarding recruitment of current graduates of programs involving the Special Education Moderate/Intensive teaching field who may be interested in a career with the LCBDD/Deepwood.

The Recruitment Committee will explore alternative sources for recruitment, perform an analysis of the current recruitment strategies, and expand recruiting partnerships.

The Recruitment Committee will analyze the concept of the “open interview” day and will make recommendations for changes/improvements in order to increase turnout, while assessing the overall cost-effectiveness of this recruiting method.

Human Resources will identify and implement more targeted ‘filters’ within Indeed that will narrow the applicant pool to attract the most qualified individuals for the agency.

Objective 2: Review staff training to assure that the training and mentoring depth and specificity meets the needs of individuals served.

Broadmoor will increase targeted professional development opportunities through the (ESC) Educational Service Center of the Western Reserve, (SST) State Support Team Region #4 and the School Safety Grant.

The ICF will develop and implement a new training protocol to provide all RWs (Residential Workers) with additional training beyond the minimum DODD training requirements. The

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additional training will be individual specific in regards to desired outcomes and will include essentials that the RWs will need to support the person in achieving those outcomes.

Director of Nursing, in conjunction with the Dietician, will provide dietary education to the residential staff on upcoming menu changes as well as proper serving sizes and choices for the diabetic population.

Objective 3: Determine and implement best practice approaches for staff retention and morale.

The Human Resources Department will evaluate reasons for employee turnover and develop strategies to reduce the turnover in the effected program areas.

The Administrative Team, in conjunction with Human Resources, will develop a new training protocol for Extended Management with a focus on developing a service excellence culture through promoting customer service satisfaction and positive employee experience.

Objective 4: Provide education and training regarding available community resources to staff.

Staff Development will research and compile a list of community resources, including a brief description of services and contact information, that will be made available to all employees to access as needed to promote a more stable workforce.

Staff Development will create a training session related to the community resources available to employees that will be made available to all existing employees and presented ongoing as part of the Orientation program for new employees.

Objective 5: Encourage staff participation in professional service organizations.

Each Division Director will identify staff from their respective program areas to be actively involved in professional organizations in order to promote public awareness and advocacy at the local, state and regional levels.

Objective 6: Maintain a viable succession plan for key administrative staff.

Each Department will establish and annually review a succession plan for key administrative staff with the Superintendent.

Goal 6. Provider Development, Enhancement, Support

The LCBDD is committed to positive and quality support of the Provider community to ensure the array of services provided meet present and future Individual needs.

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Objective 1: Expand supports to providers to promote quality of care.

Provider Support Services will enhance the process to work with providers to identify systemic issues identified from compliance reviews completed by DODD/NEON and the Unusual Incident Review Committee (UIRC) process as well as expand supports to identify potential concerns prior to scheduled compliance reviews.

Continued from 2019, Provider Support Manager will assist the SSA Department by partnering with homemaker personal care (HPC) and remote support providers to effectively decrease OSOC (on-site, on-call) by 20% in support of addressing the ever increasing Provider staffing crisis.

Provider Support Services will implement two new positions to assist both Home and Community-Based Services (HCBS) Waiver and ICF/IID providers with training, culture and operations to enhance the quality of services provided to individuals.

Provider Support Services will expand training opportunities to include external presentations and topics of interest in support of the County Board's Provider Partners.

Investigative Services will identify those Providers who require additional prompting (more than 2 times in a single major unusual incident investigation) to supply an MUI Prevention Plan and communicate that information to Provider Support Services in order that additional training and/or systemic issues can be addressed for the purpose of promoting quality of care to the individuals served.

Objective 2: Develop strategies to assist providers to meet the needs of Individuals served while promoting services in the most integrated setting possible.

Opportunities for Broadmoor School Age/LEEP staff will be created to connect with adult private service provider programs in the community that will benefit both entities to better understand school to work transition services.

The ICF will assist each person to experience community integration, developing a procedure that reflects the person's input regarding the type, frequency and duration of the community inclusion activities.

In collaboration with Provider Support Services, Recreation will expand community integration experiences available to individuals that are not currently served in a County Board operated program.

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Goal 7. Community Integration

The LCBDD is committed to evaluate and expand community integration and collaboration to provide Individuals served with opportunities that meet their unique skill sets and needs.

Objective 1: Improve community collaboration and partnership opportunities.

Broadmoor's Preschool Program will participate in a Kent State University study to gather information that will help improve the classroom environment for students with Autism.

The JCR Imagine Program will increase Pieces of Imagination dog treat sales from 2019 by 10% and will increase the number of vendor events where the treats are sold to 12 events.

The JCR Imagine Program will establish one new community partnership to sell Pieces of Imagination dog treats.

The JCR Imagine Program will increase the number of individuals participating in community integration experiences, including established volunteer activities, to 10 participants.

The JCR Imagine Program will develop new merchandise and marketing items that are used to promote the Pieces of Imagination dog treats (e.g., new flavor of treats, aprons, bags).

In addition to group community outings/activities for individuals in Broadening Abilities and Vocational Guidance Center, individuals will be offered at least 2 person centered/interest based community outings/activities in which they can choose to engage each quarter.

The Employment Navigation SSA will continue to expand community partnerships in order to broaden opportunities for potential job seekers through involvement in work collaborations and employment networks.

Provider Support Manager will organize a 3rd annual provider event to include providers of adult day services, NMT (non-medical transportation), remote supports and a variety of alternate community resources available in the community.

Objective 2: Endeavor to increase number of Individuals engaged in competitive/integrated employment.

CES will convert one of its Group Employment work locations from Commensurate Wage to Minimum Wage.

CES, through its affiliation with the Lake County Employment Network, will coordinate a Hiring Event with its member organizations.

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The JCR Imagine Program will increase DI work production from 2019 by 10% for paid work received from the Willoughby Branch.

The JCR Imagine Program, in conjunction with Willoughby Branch, will continue to provide an opportunity for at least one individual to participate in paid work at the Willoughby Branch to gain experience and promote employment skills training.

The JCR Imagine Program will increase the number of individuals participating in job shadowing opportunities through Community Employment Services (CES) to 10 individuals.

The SSA Department will continue to have the Employment Navigation SSA collaborate on individual teams to prepare and educate the potential job seekers on the process of obtaining desired competitive/integrated employment.

The Transitions Services SSA will continue to partner with individuals, families, local school entities and other service providers to better plan for meeting the needs of individuals seeking post high school competitive employment opportunities.

Goal 8. Technology – Hardware and Software

The LCBDD is committed to maintaining a quality technology infrastructure to support staff in their provision of services.

Objective 1: Assess and provide access to assistive technology for those we serve.

IT will assist with installation and configuration of assistive technologies where needed.

IT will seek out training for Smart Technologies located throughout the agency.

IT will support and supply program areas with PCs for individuals as requested and within approved resources.

The Willoughby Branch will reimagine the current relaxation room to better meet the needs of small group activities and will purchase and program a stationary smart board to allow for relevant, creative, and interactive options.

Objective 2: Continue to provide security analysis and protocol

IT will employ an outside contractor for penetration testing and desktop configuration to help in the “hardening” of the Server operating system.

IT will continue to monitor and update the agency’s antivirus and anti-malware protection.

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IT will continue to assess and modify group policies to ensure access to systems are secure.

Objective 3: Stay up-to-date and analyze current and future technology needs.

Gatekeeper will be utilized by all staff involved in the Early Intervention Program to maximize resources and increase efficiency through remote access and decrease operational cost through technological resources.

IT will employ an outside contractor to interview and evaluate program areas' needs as it pertains to technology.

IT will continue to roll out Microsoft Office 2016 in order to stay current with the latest Office products.

IT will continue to update Windows 7 PCs to Windows 10 in order to ensure that all PCs are using most current operating system.

IT will continue to create applications for Intellivue as needed.

IT will continue to expand and update the current network infrastructure, including switch replacement and cable replacement. IT will replace older equipment as needed and repair equipment as required.

IT will implement replacement Kiosks (or iPads) for Caretracker for the adult program and implement new installations for the ICF, Nursing, and JCR Imagine Program.

IT will assist with the implementation of GK Anywhere 4.0 for EI and the re-implementation for CES job coaches.