

The Lake County Board of DD/Deepwood

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 is on track to have successfully assessed all individuals on the Transitional Wait List using the statewide Waiting List Assessment Tool by the deadline of December 31, 2020. In review of the Wait List Assessments, the Immediate Needs Review Committee successfully identified alternative resources and/or, when no other resources were available, HCBS Waivers to address the unmet needs for those seeking services.

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 has continued 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. Throughout 2020, all of the allocated Waivers have been assigned and are either enrolled or in the process of enrollment by 12/31/2020.

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.

The SSA Department has continued to 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

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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.

Director of Nursing (DON) and nursing staff communicated the need for nursing/residential staff to be present at existing clinics via email to the 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 ICF/Residential Program adapted the Seven Essential Elements of Person Centered Planning into Procedure. The Seven Elements has the Interdisciplinary Team (IDT) focus on using positive, respectful, and empowering language written in the IP. Important ideas gathered by the IDT are woven throughout the Individual Plan (IP) and are thoroughly detailed with clear outcomes and action steps. This is achieved by assessment and discovery information and observations from the Individual and all members of the IDT.

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.

The SSA Department continued to promote access to service delivery among community resources for those individuals with Mental Illness and Developmental Disabilities (MI/DD). During the past year there were 60 individuals referred to the SSA Clinical Manager for MI/DD services, 30 of whom required ongoing intervention and support while the other 30 were assisted via recommendations made through case consultation. One of the ways that MI/DD Services, which is a team comprised of the SSA Clinical Manager, Developmental Disabilities Service and Support Specialist, and an SSA well versed in Mental Health, was able to fill overall service gaps for this population was to

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better identify and support transitions between settings. As a result, there were 16 individuals in 2020 who benefited from recommendations that ensured the most successful continuity of care and tracking. Additionally, MI/DD services has grown to assist county wide in the Technical Assistance process for individuals receiving services in the community enrolled on HCBS Waivers, residing in ICF/IIDs, and for individuals referred to the local Developmental Center for stabilization. MI/DD services played an integral role in admission and discharge of 8 individuals in the past year.

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.

This year's Advanced Driving Course was cancelled due to COVID-19 and will be re-evaluated for implementation in 2021.

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

Transportation worked closely with Broadmoor School to ensure students were provided proper resources to decrease difficulty when riding the bus, such as iPads that help with communication between themselves and the bus attendants. Teachers have also given each driver and attendant information sheets that include likes and dislikes giving an opportunity to personalize the trips and promote bus safety.

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.

In 2020, progress on creating a Sensory/Activity room at the Vocational Guidance Center was halted due to COVID-19, in favor of creating additional Habilitation groups to be utilized by residents of ARC and JCDC upon return to day program activities. However, a Sensory/Activity room was successfully created at Broadening Abilities and aptly named "The Club House" where individuals have been able to experience and explore unique activities.

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.

The Willoughby Branch has developed a senior's program to assist with the needs of the current population. At this time, 82% of individuals currently enrolled at Willoughby Branch are 50 years or older. The senior group has begun participation in virtual activities via Zoom, Recreation's Boredom Busters activities, and a variety of

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community offerings from the Lake County Libraries, Senior Centers and nearby parks. The individuals have been very receptive to and have enjoyed these new endeavors.

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.

Due to the governmental restrictions put in place related to COVID-19, CES was unable to complete this goal. It will be revisited in the 2024 Presidential Election year.

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.

Early in 2020, Investigative Services (IS) began exploring strategies for implementing this goal. On 2/7/20, IS met with two families who had expressed interest in assisting with the above-noted development and on 3/10/20 attended a Women Safe "Spotlight on Safe Relationships" group that was being held in collaboration with the Board of DD. Due to COVID-19, additional actions on this goal were postponed and will be re-evaluated in 2021.

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 JCR Imagine program implemented personalized hygiene schedules for individuals in the program. Eight individuals completed hygiene activities (e.g. brushing teeth, combing hair, shaving facial hair, washing face, and applying deodorant) as a daily routine and three individuals completed hygiene activities during scheduled time in the daily living skills room.

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.

In 2020 Public Relations and Provider Support Services Manager worked together to facilitate the Lake County Advocacy Council to provide opportunities for training in self-advocacy and social engagement. Prior to Covid-19, 6 of 12 training sessions titled Spotlight on Safe Relationships were held in partnership with Women Safe. The Ohio Self-Determination Association (OSDA) presented at the February Advocacy meeting

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and a representative from the Lake County Advocacy Council presented at the Lake County Commissioners meeting in March for Developmental Disabilities Awareness month.

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.

CES completed the Performance Review Document with the intent for it to be utilized in the 2nd Quarter of 2020. Due to the governmental restrictions put in place related to COVID-19, the Performance Review Document will be utilized in 2021 systematically for all individuals working at Deepwood Industries minimum wage work locations, and annually in subsequent years.

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.

In 2020, the Administrative Team and other Management Team members actively participated in workgroups at the state level albeit mostly on virtual platforms due to COVID-19. The SSA Workgroup sessions increased dramatically, up to weekly sessions, in an effort to work directly with the Ohio Department of Developmental Disabilities (DODD) and the Ohio Association of County Boards (OACB) for best practice guidance in providing services safely during the pandemic. As well, active participation was maintained in ongoing meetings or calls with the existing Committees and Workgroups, both at the statewide and local levels.

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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.

Beginning with the 2020-2021 school year, Broadmoor's administrative team has met with the teachers every two weeks in order to provide the most current and relevant information regarding COVID-19, agency information and school news. This opportunity has also allowed teachers the opportunity to share ideas and resources that are mutually beneficial to students, staff and families.

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.

COVID-19 slowed progress of this goal, however there was still some positive advancement in this area. Front-line heroes, including Direct Support Professionals (DSPs), were recognized on the electronic sign on Rt. 84. DSPs were acknowledged for their commitment to the agency and the individuals served. Twice per month the Marketing Manager highlighted an individual served and a staff member in an effort to recognize staff and promote a 'job with a purpose'. 'Welcome' cards were designed and printed for new hires, and 'thank you' cards were developed to promote recognition of employees and promote positivity. Cards, certificates, and frames were purchased to recognize staff on their 1-year anniversary, 5-year anniversary and 10-year anniversary. The framework for employee recognition for all staff is now in place and the new pieces should be rolled out in early 2021.

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

Information was gathered regarding this initiative but formal rollout was delayed due to COVID-19. This objective should be completed and implemented in early 2021.

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

The HR Department worked with the Directors in each program area to ascertain what the preferred method of communication was for staff within their respective departments. The overwhelming results were for written/printed communication to be posted or placed in employee mailboxes. The Directors also reported that employees would like information displayed on the new TV monitors in the buildings. Email was not a popular communication option in any program area.

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 Nursing instituted quarterly staff meetings in order to relay pertinent information to nursing staff in a timely fashion and to provide the most up to date information. This was actually done more frequently with the ever changing protocols associated with COVID-19 pandemic.

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.

TVs have been mounted in all program areas with Firesticks programmed to stream approved messaging and informative videos. Public Relations has developed a system to create content, obtain approval, and upload to each TV with the support of IT. Messaging content is updated twice per month to ensure information is current.

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.

In November 2019, the Marketing Manager created and posted Social Media Terms of Use Rules outlining expectations around acceptable posting behavior and identifying prohibited content that will not be tolerated. Content was monitored all through 2020 to ensure adherence to the Terms of use Rules.

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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.

As federal and state mandates are issued that govern services provided by the Board, the Superintendent shares the information with the Commissioners and any other local leaders who may be impacted by the mandates. Much of the activity this year centered around orders issued by the Ohio Department of Health, DODD, and ODE relative to the COVID-19 pandemic.

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.

Administrative Team members actively and regularly participated in local civic and business organizations, which during the pandemic, have mostly occurred on virtual platforms (Rotary Clubs, Chambers of Commerce, Kiwanis, Leadership Lake County, etc.). As well, several Administrative Team members continued to serve in leadership or Board positions of these organizations, as well as serving on Boards and Committees of other social service Agencies (Wrap Around, United Way, Department on Aging, etc.). The Superintendent continues to serve on the Executive Committee for Family and Children First Council that meets monthly while the SSA Director continues to serve on the WRAP Around Committee.

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

Investigative Services, SSA and Public Relations continue to work with the Education Committee for Community Alliance for Law Enforcement and Mental Health (CALMHS) to offer Crisis Intervention Training for current and new law enforcement officers and all first responders. In light of the social distancing requirements, the presentation was revised to be a “no touch” training and included video and language content from the Ohio Peace Officer Training in support of the current challenges officers face on the job. Crisis Intervention Training was provided to two different groups of law enforcement and other first responders on September 30th and November 4th.

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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.

The SSA department continued in a collaborative partnership with FCFC and Crossroads by being available to offer support, training and expertise in a consulting role.

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.

Due to the COVID-19 pandemic, focus was placed on writing, continuously updating, and training employees on preventative measures for the spread of infectious disease. With the Ohio Department of Health's “Stay at Home” order and restrictive access to the ICF facilities, the reporting of updates, highlights, activities, and calendars of events was not able to occur.

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.

Provider Support Manager, in collaboration with Public Relations and Marketing, developed the LCBDD provider site content that includes relevant information for current providers and those that are interested in becoming providers. The site also contains a newly developed portal where Requests for Providers(RFPs) are posted when an individual is in need of services. The Provider Support Manager oversees the portal that involves the enrollment of all provider users and ongoing maintenance of the RFPs. Branded materials specific to Provider Support Services have been developed in coordination with the Provider page on the website and have been employed.

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.

In 2020, Public Relations and Marketing Manager provided branded marketing materials upon request for all program areas and reviewed all presentations prior to

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publishing to ensure proper language, tone and format consistent with messaging developed through the Speakers Bureau.

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.

In-person volunteering, recruiting, and community presentations were put on hold due to COVID-19. However, virtual presentations are in the process of being developed to share with community agencies in lieu of in-person presentations for the remainder of the pandemic. In addition, and despite the pandemic, Public Relations was still able to work with Mentor Rotary, St. Gabe's and other organizations to create remote volunteer opportunities to benefit the Agency and individuals served.

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.

Members of the Administrative Team represent the Board at the weekly Commissioners meetings which have largely been on-line during the pandemic, in order to demonstrate support, be available to act as resource when/if needed, and stay informed of issues pertinent to Lake County.

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

Prior to the Stay-at-Home mandate related to the pandemic, the County Board was approved by the Ohio Supreme Court and the Lake County Probate Court to be a host site for initial and annual Guardianship training classes. Due to the continued restrictions in place for large gatherings and social distancing requirements, classes will be initiated once those restrictions are lifted.

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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 CES Transportation Supervisor sent to all providers and families a detailed description of the CES call-off procedure in written form. Also sent to all providers and families was a refrigerator magnet that provided the relevant phone numbers to contact when calling off an individual from work on any given day. Should the provider/family member not follow the call-off protocol, CES Transportation Supervisor will contact by phone.

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.

This goal has been postponed due to COVID-19 and will be reevaluated in 2021.

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.

This goal has been postponed due to COVID-19 and will be reevaluated in 2021.

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.

In-person meetings have been cancelled due to COVID-19 with a plan to resume once safety protocols allow. However, prior to the pandemic, a representative from the Lake County Advocacy Committee presented at the Lake County Commissioners meeting in March for Developmental Disabilities Awareness month. Public Relations has provided information about Advocacy Leadership training and opportunities to visit the state house through e-news, social media and email for Self-Advocacy members.

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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.

In 2020 the Finance team continued to monitor waiver match. This year the focus has been on the impact of COVID on services, utilization, and the federal match percentage. The HPC rate increases in January 2020 and January 2021 have also been an area of focus. In 2020 SSA completed assessments for the Wait List rule. The assessed needs for new Waivers corresponds with the projected needs used for budgeting. The Finance team and SSA management staff meet regularly regarding waiver match.

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.

Director of Nursing frequently monitors that needed supplies are used within identified time frames so as to not exceed expiration dates which has minimized waste within the department.

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 Director of Children Services reached out to the Education Department at Lake Erie College for students interested in becoming substitutes and Kent State University for recent graduates with moderate to intensive licensure who they would recommend for consideration for employment with our agency.

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

Social Media platforms were widely used to promote job vacancies in 2020. HR developed a new process to support Social Media job postings – along with a flyer that is utilized by the Marketing Manager to post vacancies both on Social Media platforms and the LCBDD website. Additionally, the Human Resources department began to employ other online venues such as the OACB Job Bank to expand the search. The updated Employment Application form and process created in conjunction with the new agency website simplified the application process for potential candidates. Ongoing review and reassessment of the Recruitment plan will continue in 2021.

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.

The concept of the Open Interview day was discussed by the Recruitment Committee along with suggested changes to improve applicant turnout. Such recommendations that were made and agreed upon included the idea of conducting an Open Interview day during the week – late afternoon into early evening, in lieu of a Saturday and expanding the interview opportunities to include representatives from additional departments beyond Residence and Transportation. Scheduling and conducting the Open Interview day was postponed due to COVID-19. This will be revisited in the Spring of 2021.

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.

Targeted ‘filters’ were successfully utilized within the Indeed employment platform for professional level and managerial positions. The filters helped reduce unqualified applicants and improved the pool of candidates being reviewed by hiring managers.

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 Director of Children Services made suggestions to the State Support Team Region 4 to offer more applicable Professional Development opportunities that would be beneficial to Broadmoor staff members given the complexities of the student population

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at Broadmoor. Two training recommendations made were (1) Intervention Strategies for Students with Severe Behavioral Issues and (2) Intervention and Instructional Strategies for Students on the Spectrum.

Ohio School Safety Council provided a training to Broadmoor School staff on October 9, 2020. The presenters, including a consultant from the Ohio School Safety Council and a member of the Ohio Tactical Officers Association spent the day providing employees with strategies and procedures that would assist them in proactively handling the threat of an aggressive intruder in an active shooter event. This professional development opportunity was made possible through House Bill 166 which appropriated funds to schools for school safety initiatives, trainings and educational resources in which Broadmoor School was awarded \$2,500.00. The grant was also used to help purchase safety films for the front and back lobby glass doors. Film protectants keep windows from shattering when faced with a sudden impact.

Preschool staff participated in the Early Childhood Fall Regional Conference presented by our State Support Team Region 4. Connections were made with Early Childhood professionals in the morning and in the afternoon attendees were taught how to build preschool social emotional skills using Early Literacy. Preschool teachers will also attend a training on early literacy in January.

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 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.

The ICF/Residential Program adapted a Procedure to include one hour of additional training annually for the Residential staff. Training may be in the form of an In-Service, Webinar and/or on-line training offered by various agencies. The additional training is based on outcomes and goals identified by the individual and their IDT in the person centered planning process and includes essentials that the DSP's need know to support the person in achieving those outcomes. In addition, DSP's continuing education/training is designed to enhance the skills and competencies of staff relevant to their job responsibilities.

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.

This goal has been postponed due to COVID-19 and will be reevaluated for implementation in 2021.

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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.

HR reviewed all returned Exit Interview forms to track the reasons employees left the agency. Reasons for turnover this past year varied. The three (3) most notable reasons were the retirement incentive, COVID-19, and health issues. The results this year were skewed based on the Coronavirus Pandemic. This evaluation will continue through 2021 to identify reasons for employee turnover outside the scope of the pandemic.

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.

The “Deepwood Way” philosophy was introduced during the Extended Managers meeting in early 2020. Tom Speaks from the Impact Group conducted a presentation on ‘Appreciology’. This concept supports the agency’s effort to promote a positive culture for employees while supporting the mission of the agency. Additional trainings were planned for 2020 but were cancelled due to COVID-19. This goal has been postponed due to COVID-19 and will be reevaluated for implementation in 2021.

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.

This goal has been postponed due to COVID-19 and will be reevaluated in 2021.

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.

This goal has been postponed due to COVID-19 and will be reevaluated in 2021.

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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.

Due to the COVID-19 pandemic, this goal has been delayed and will continue into 2021. A list of professional organization memberships has been created and will be shared with Division Directors in 2021 to identify staff who could become actively involved where current Lake CBDD representation is not present.

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.

Division Directors review succession planning within their respective departments and with the Superintendent as part of the annual planning process.

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.

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.

Provider Support Services continues to address issues identified in compliance reviews and/or the UIRC process; however, due to COVID-19 most reviews had been postponed up until September 2020 when reviews resumed in a virtual format. As the safety restrictions that are in place as a result of the pandemic lessen, Provider Support will expand collaborative efforts with Providers to address systemic issues both before and after compliance reviews, as well as, concerns or patterns identified by UIRC.

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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.

Despite the COVID-19 pandemic, the Provider Support Manager and the SSA Management team, successfully partnered with an agency provider of HPC-OSOC services and a Provider of Remote Supports to initiate these services in place of OSOC in at least one residential site by the end of 2020. While the COVID-19 crisis interfered with the original goal of reducing OSOC by 20%, moving into 2021, the intention will again be to expand the use of Remote Supports while assisting providers to address the staffing crisis which has only been made more critical during the pandemic. Additionally, efforts are underway to develop a resource page for the website, specific to remote supports, in which individuals, family members, providers, and SSAs can access information about the services, vendor information, and be able to view testimonials from local remote support success stories.

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 welcomed two new Provider Resource Coordinators on September 21st. The Resource Coordinators are working to become acclimated to the current provider network and facilitate connections with providers of both HCBS Waiver Services and ICF/IID services.

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

The Provider Support Manager had been working to schedule an outside presenter for Direct Support Professional (DSP) recruitment, retention and culture training for Providers prior to the COVID-19 health orders being put into place. Efforts are currently underway to provide this training virtually and to research additional trainings that can be made available in a similar format.

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.

Investigative Services gathered this information throughout the year and analyzed the data to determine which providers had a trend of untimely MUI prevention planning.

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In October, Provider Support Services was informed of the identified providers and began developing training materials to use with the applicable providers.

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.

Together with the Service and Support Administration Department, Broadmoor School Teachers/Intervention Specialists took a tour of several Day Programs on in-service day October 11,2019. Fifteen staff members were able to visit seven different local programs. Information learned during these tours resulted in instructional and curricular changes in the classroom to better prepare students for post-graduation employment and non-employment options, while also serving to broaden the scope and understanding of the variety of those options.

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.

The ICF/Residential Program adapted a procedure to enhance Community Inclusion opportunities for individuals served. Due to the Stay at Home Order and throughout the COVID-19 pandemic this procedure has been on hold and will be implemented once the safety protocols are lifted. Currently the Interdisciplinary Team (IDT) uses a Risk/Benefits Assessment to determine the safety of community outings.

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.

This goal has been postponed due to COVID-19 and will be reevaluated in 2021.

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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.

Broadmoor Preschool Program participated in a research study with Kent State University to gather information that would benefit students with autism and improve teaching practices. The study was put on-hold due to COVID 19 but will resume when pandemic restrictions are lifted.

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 sold dog treats in the amount of \$503.40 from Oct 2019 through March 2020. Due to the COVID-19 pandemic, dog treats were sold at only one vendor event: The Home and Lifestyle Expo at Great Lakes Mall.

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

The JCR Imagine Program started a partnership with Bailey's Bark in Wickliffe selling Pieces of Imagination dog treats in their store.

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

A total of ten individuals from the JCR Imagine Program participated in a variety of community integration experiences and volunteer activities. Some of these community outings and activities included grocery shopping trips, swimming, bowling, walks at the park, and Dairy Queen.

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).

The JCR Imagine Program designed promotional white paper shopping bags with the Pieces of Imagination logo to be used when selling the dog treats.

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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.

This goal has been postponed due to COVID-19 and will be reevaluated for implementation in 2021.

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.

The Employment Navigator (EN) participated in the Employment Network collaboration led by LCBDD's Community Employment Services Director, representing the private providers in the community. As well, The EN SSA participated in the Ohio Center for Autism and Low Incidence (OCALI) network which has been responsible for defining transition services and employment navigation in the school systems, along with participating as a member of the state support team #4 which is a regional collaboration with the Ohio Department of Education.

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.

Due to the COVID-19 pandemic, no events were scheduled in 2020. A provider event is planned for 2021 pending ongoing risk levels and restrictions.

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.

In September of 2020, the CES Laketrans Office work location was converted from Commensurate Wage to Minimum Wage (\$8.70 per hour).

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

On March 11th, CES, through its affiliation with the Lake County Employment Network, a network of employment providers serving individuals with disabilities that reside in Lake County, coordinated a Hiring Event at the Lake County Board of DD's VGC Training

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Room. Representatives from Giant Eagle, Meijer and Lowe's participated in the event in which 17 job seekers attended.

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 work production rates for the year were: Q4: 74.25 hours, Q1:104.75 hours, Q2: 99 hours (low due to COVID-19 program closure), and Q3: 279.25 hours. Annual work production for the year totaled 557.25 hours which is below the goal of 10%. Due to the COVID-19 pandemic, work production rates were affected with the extended program closure in the 2nd quarter.

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.

One individual from the JCR Imagine Program participated in paid work at the Willoughby Branch a total of 8 times from December 2019-March 2020. Due to the COVID-19 pandemic, this goal was unable to be continued.

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

In February 2020, three individuals from the JCR Imagine Program participated in two job shadowing opportunities through CES. Due to the COVID-19 pandemic, this goal was unable to be continued.

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 Employment Navigator provided supports to caseload SSAs, Opportunities for Ohioans with Disabilities (OOD) providers, families, and the individuals along the path to employment. The supports included referrals to OOD, intake, eligibility, and choice of provider. When an individual secured employment, the Employment Navigator would monitor the individual in their position and acts as a liaison for the individual, the employer, the provider, and the caseload SSA.

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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.

The Transitions SSA worked to build relationships with local schools, attend IEPs of County Board eligible individuals and establish contacts with other service providers such as Opportunities for Ohioans with Disabilities (OOD). The Transition SSA has collaborated with other similar programs in Geauga, Medina, and Cuyahoga Counties and has presented information to groups such as the State Support Team 4- Meeting of the Special Education Coordinators, Geauga ESC- RAVE Classroom, Project Search, and LCBDD/ Deepwood Provider Fair.

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 was available for assistance needed throughout the year including providing support for program areas to access virtual programming during the COVID-19 pandemic.

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

IT has employed a staff member that has smart technologies experience. When appropriate, more training will be made available for him.

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

IT has installed 2 computers for the residents of ARC/JCDC and made shared computers available at Imagine for individuals and staff to utilize.

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.

This goal has been postponed due to COVID-19 and will be reevaluated for implementation in 2021.

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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.

Eagle Consulting has been chosen to perform penetration testing and evaluate network security. They have started the project and will complete by 12/31/20.

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

Ongoing monitoring and implementation of necessary changes to the anti-virus and security protections have been made throughout 2020.

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

IT modified the current group policies to ensure that remote users have access to file servers using VPN while maintaining network security. IT promptly responded to an increased need for VPN access due to COVID-19 by expanding the capacity to 50 concurrent users.

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.

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

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

Eagle Consulting was chosen to evaluate program areas’ technology needs. Due to COVID, the decision was made to focus on Early Intervention and SSA. Eagle Consulting has started on the project but has had delays due to their staff turnover. The project should be completed by 3/31/21.

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

The implementation of Office 2016 is on schedule to be completed by 12/31/20.

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

The update to Windows 10 is on schedule to be completed by 12/31/20.

IT will continue to create applications for Intellivue as needed.

In 2020, IT created Intellivue applications for Early Intervention, Preschool, School Age, Nursing, ARC, JCDC and Human Resources.

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.

Switches have been replaced at the Recreation Department. The server rack was updated to 10GB switches to accommodate the SAN (network storage) that will be installed by the end of the 2020 calendar year.

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.

Due to COVID-19, this objective has been delayed. IT is in the process of meeting with adult services employees to determine the best choice (kiosk or iPad) for their respective program areas. The implementation of ICF and Nursing programs have been moved to 2021.

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

Due to COVID the implementation of this objective has been delayed. IT has everything in place for Job Coaches to use GK Anywhere when CES is ready. An update was implemented in mid-September for Gatekeeper and GK Anywhere. The implementation of GK Anywhere for EI has been moved to 2021.