

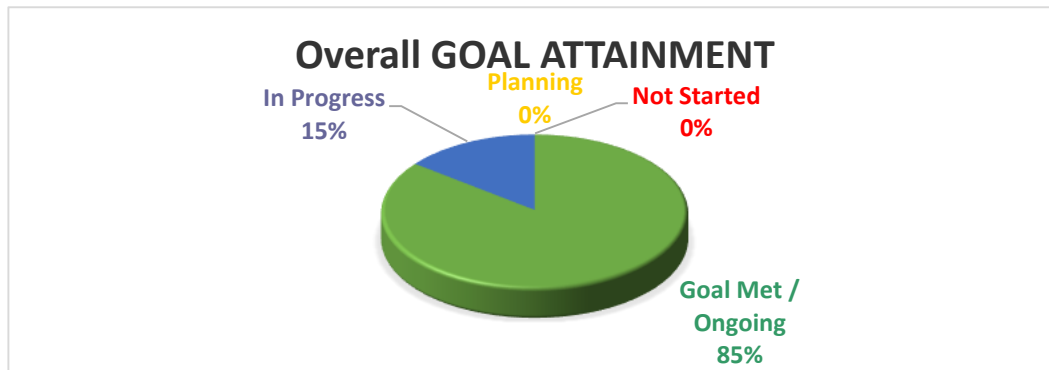


Lake County Board of Developmental Disabilities

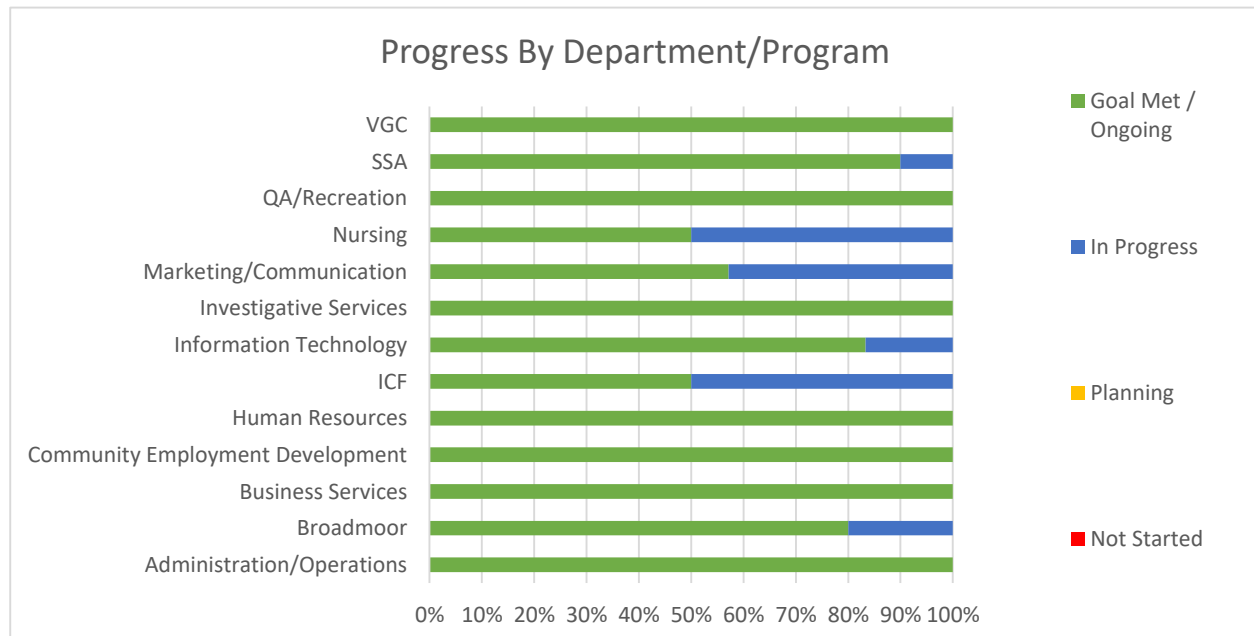
2024 Annual Goals Annual Update Report

The Lake County Board of Developmental Disabilities / Deepwood has a total of 47 Annual Goals for 2024 that support the six main priorities, guiding principles, and primary strategies in the 2023 – 2025 Strategic Plan. These goals are spread throughout 13 departments and program areas. Specific goal progress is outlined on the following pages.

Reflecting on 2024, 100% of these goals have been a focus, resulting in 85% goal attainment, with the remaining 'In Progress' goals having clear plans to target completion in 2025.



Each department has been diligently working towards their goals with many having met the goals set for 2024. For those goals that are not fully met or ongoing at this time, the goal work is in progress and there are specific plans to complete the work in 2025. It is clear that each department has placed a high value on working towards and meeting the annual goals identified at the beginning of 2024.





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PRIORITY 1: SUPPORT NEEDS AND SERVICES

GUIDING PRINCIPLE: The LCBDD will strive to enrich the lives of individuals served by providing access to needed services and supports in the most inclusive manner possible.

PRIMARY STRATEGY 1: Enhance quality service options and foster active engagement of individuals through community integration opportunities.

IT will develop and sustain a technology club for individuals with developmental disabilities in order to create an inclusive and supportive community that fosters technological learning, skill development, and social engagement; with the overall purpose of providing knowledge to and empowering participants to navigate and leverage technology to promote social inclusion and enhance their overall quality of life.

Goal Met/Ongoing - The Technology Club met four times to complete different activities. The participants have had a blast tinkering with different projects, learning, and having fun.

The Recreation Department will collaborate with program areas to continue to facilitate community connections and explore additional opportunities to enhance activity offerings and build ongoing relationships with community entities.

Ongoing- The Recreation Department regularly collaborates with other program areas to promote community connections as well as explore opportunities available in the community that appeal to the interests of the individuals participating. Enhancing relationships with theaters (such as Rabbit Run, Playhouse Square, Mentor Fine Arts Center), various Lake Metroparks locations, Cuyahoga Valley Scenic Railroad, and building relationships with destinations such as Kalahari and Zehnder's Splash Village has allowed for many new and exciting activities and opportunities for individuals. Recreation has also expanded their offerings for EI and Preschool individuals, partnering with Broadmoor to host a Christmas Performance.

PRIMARY STRATEGY 2: Explore options to bridge the service gaps for school age children and multi- system youth.

To increase an understanding of the support and resources available in Lake County for Multisystem youth, the SSA Department and MIDD Coordinator will expand community partnerships with local agencies and stakeholders to educate and facilitate professional development within the employment, mental health, and transition age youth services available to better serve this population.

Ongoing- MI/ID Coordinator has continued ongoing trainings and educational opportunities with community mental health agencies in Lake County throughout 2024. In addition to these agencies MI/ID Coordinator has also expanded relationships and connections with Ohio State University (OSU) Nisonger Group, Ohio Department of Developmental Disabilities (DODD) ECHO Project, Lake County Community Alliance of Law Enforcement and Mental Health Services (CALMHS) Committee, Local Law Enforcement through Crisis Intervention Team(CIT) Training, Lake County Crisis Team, local school systems, DODD and OhioRISE. The MI/ID Coordinator has continued to provide ongoing crisis support through advocacy and



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care coordination with local emergency rooms, hospital systems, intermediate care facilities, intensive behavioral support rate add-on homes, and developmental centers.

PRIMARY STRATEGY 3: Increase available options for vocational training, vocational habilitation and community employment.

To expand available options for vocational training, vocational habilitation and community employment, SSA Employment Navigation and Provider Support will collaborate with the Community Employment Development Director to further advance efforts to support Providers with strategies to build capacity for these services, and support companies to implement more inclusive hiring and employment practices in Lake County.

***Ongoing-** The partnership between Auburn Career Center and LCBDD continues to thrive through the Pathways to Careers programming. At the end of the grant funding, Auburn Career Center ran an additional session of four class offerings with close to 20 enrolled students following the grant window and plans to run three to four rounds per year. The LCBDD Board committed to cover the tuition for all board eligible students and an additional two students utilized Deepwood Foundation grant funding to cover their tuition costs. LCBDD continues to make connections for vocational training and has recruited students for AWT's Work Advance class and is making efforts to recruit potential students for Uniquely Abled Academy at Lakeland Community College. Community Employment Development, Employment Navigation, and Provider Support have provided guidance and support to two Provider partners pertaining to vocational opportunities for the individuals they serve. Another Provider partner is offering community integration with work opportunities that has led to individuals moving from vocational habilitation to group employment support for a portion of their week. LCBDD hosted another Business Advisory Council meeting as well as a Job & Resource Fair and Hiring Event. Giant Eagle completed six on site interviews resulting in at least two job offers and potential for one more after follow up. Efforts will continue to make connections for job seekers, employers, and providers to advance vocational opportunities and community employment for the individuals we serve.*



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PRIORITY 2: AGENCY OPERATIONS/PERSONNEL/ FINANCE/ BUSINESS TECHNOLOGY

GUIDING PRINCIPLE: The LCBDD will preserve the continuum of mandated and non- mandated services by maintaining financial stability and promoting the growth of a proficient workforce to enhance service delivery.

PRIMARY STRATEGY 1: Strengthen Organizational Effectiveness & Efficiency.

Business Services will monitor the long-term financial sustainability of the Agency including preparation of required multi-year forecasts for the Ohio Department of Developmental Disabilities (DODD).

Goal Met/Ongoing - The 2025 budget and multi-year forecast is in process and will be presented at the January 25, 2025 Board retreat.

Business Services, along with SSA Management will oversee the growth of Waiver match and the corresponding financial impacts resulting from the assessed waiver service needs of individuals enrolled, in addition to known or unknown changes in rates and/or service structures.

Goal Met/Ongoing - Business Services and SSA Management have reviewed the final status of Fiscal 2024 and prepared the budget for Fiscal 2025.

Continued from 2023, to address safety and security standards, IT will develop a plan for disaster recovery and business continuity.

In Progress – IT is working with Eagle Consulting and Accellis by end of year to build the plan.

Each Division Director will review succession planning for key administrative staff with the Superintendent on an annual basis and implement a mentoring plan to develop and support future leaders within the Agency.

Ongoing - Division Directors are continually assessing the needs for succession planning within their departments for all management positions. This goal is ongoing and ever changing.

Operations and Administrative Services Departments will update records retention protocols, preservation, and storage.

Goal Met/Ongoing – The selected vendor completed the cleaning and preservation of the records. Cleaned records have been returned and are being stored at JCDC until a new storage facility is constructed. An interim database of agency records has been established to identify the current location of all records for ease of access. Agency record retention policy and schedule have been updated.



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To enhance the security, efficiency, and scalability of IT managed devices, IT will deploy a comprehensive solution centralizing control over the devices.

Goal Met – IT deployed a mobile device management solution called “JAMF” and the solution is working well.

To enhance the wireless connectivity infrastructure within the Agency, IT will optimize and improve the Wi-Fi network by addressing performance issues, ensuring reliable and high-speed wireless access, and proactively accommodating the growing demand for connectivity delivering an optimized Wi-Fi experience that meets or exceeds user expectations while promoting productivity and support the Agency’s current and future connectivity requirements.

Ongoing – IT has completed the assessment and deployed equipment where needed. The Wi-Fi network has improved dramatically.

To ensure a seamless and uninterrupted connectivity experience for users and enhance the overall performance of the organization’s network infrastructure, IT will implement a second internet circuit.

Goal Met – This was completed in June 2024.

PRIMARY STRATEGY 2: Increase/Improve workforce recruiting and retention strategies while enhancing the employee experience.

Broadmoor School will work with the State Support Team’s Positive Behavioral Interventions & Support Consultants to implement a school-wide systematic approach to embed evidence-based practices for consistent strategies that focus on preventative methods starting in the 2024-2025 school year.

In Progress– Our goal is full implementation for the 2025-2026 school year. The PBIS team meets monthly to continue to create "lesson plan" and signage. We have invited Transportation to join our PBIS team in the hope to continue to use common language across all settings that involve students.

Human Resources will continue to cultivate relationships with Lakeland Community College, Lake Erie College, Cuyahoga Community College and Auburn Career Center in an effort to recruit high quality job candidates. HR will continue to attend job fairs and recruiting events, increase our social media presence, and identify additional recruiting sources to increase applicants. HR will increase its utilization of the OACB and OPRA online job boards to attract DD professionals.

Ongoing– HR has attended multiple Job Fairs at Mentor High School sponsored by the Mentor Chamber of Commerce. HR also attended a reverse Job Fair at Auburn Career Center and has continued to post Job Openings on Indeed, LCBDD Website and when applicable on OACB and OPRA Job Boards.



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Human Resources will continue the 'Luncheon with Leadership' program, both phases of the Employee Recognition program, and implementing feasible changes received from the Employee Suggestion Boxes in order to foster employee engagement.

***Ongoing**— HR, along with Superintendent Elfie Roman hosted a Luncheon with Leadership on 3-26-24 with Julie O'Neil from CES and Rachael Urbanek from Imagine, on 7-24-24 with Liz Miller from Broadmoor and on 11-21-24 with Samantha Crookall, QA and Compliance along with a tour of the Technology Suite by Michael Null from SSA. The sessions were well attended and informative. The Recognition Program acknowledged employees reaching their respective year milestones quarterly.*

In conjunction with the ICF Program, the Marketing & Communications Department, will film and produce various videos featuring the LCBDD DSPs sharing their job duties and the value of a caregiver. Finished videos will be used during recruitment marketing and candidate interview process, DSP onboarding, and within marketing communication efforts.

***In Progress**— Filming was completed and videos are being edited and produced by a freelance entity. Flyers to complement the videos were sent to Marketing in December. Photos, flyer, and videos will be reviewed by ICF and Agency leadership and will then be placed on our website and across social media in early 2025.*

To better support the growing number of children (ages birth to three) demonstrating delays in the area of social emotional development, Early Intervention Staff Members will be trained to utilize a research-based assessment tool to identify specific needs in this area and provide targeted strategies and supports.

***Goal Met** — All staff received training in March 2024. They are currently using the DECA screening tool to identify strengths and develop strategies for the children. EI providers are integrating these strategies into their work with families and daycares, specifically focusing on children with social-emotional concerns.*



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PRIORITY 3: ASSISTIVE TECHNOLOGY

GUIDING PRINCIPLE: The LCBDD will enhance the quality of life for individuals in the community through Assistive Technology.

PRIMARY STRATEGY 1: Develop LCBDD expertise in Assistive Technology and “Smart” Technology.

The SSA Department will utilize Technology Navigation and Technology Integration Specialist roles credentialed through DODD to assess and identify technology solutions for individuals served.

Ongoing— SSA Department will continue to assist individuals in exploring technology solutions to meet their needs. In the past 6 months tours were offered to LCBDD/Staff by department. Tours were extended to Community partners including local Rotaries, Breckenridge Village, and Office of Aging. Tours were opened to DD certified providers and individuals totaling 19 tours in this time.



The SSA Department will develop policy and procedures regarding Technology Suite operations, promotion, scheduling, and utilization.

In Progress— SSA Department will continue to facilitate tours of the suite, as well as initiate vetting potential overnight guests. A fact cheat sheet for assistive tech to be used by SSAs and supervisors when discussing these services with their teams in combination with an assistive tech/remote support evaluation for SSAs to use to gather information related to whether it is appropriate to authorize either of these services for an individual has been developed. A new remote supports consent form to be used and obtained by SSAs for anyone that has remote support services authorized in their ISP has also been created.

PRIMARY STRATEGY 2: Promote Assistive Technology through access and education for individuals served, families and providers.

Broadmoor School Age/LEEP program will use Alexa Echo Dots to establish additional Assistive Technology in each classroom to enable each student to maintain daily routines, schedule reminders and use timers to promote the increased independence level of each student within six months.

Goal Met – School Age and LEEP Intervention Specialists each received an Alexa Echo Dot with the aim of increasing the level of Assistive Technology use in their classroom. They were successfully incorporated as instructional supports that encouraged interactive learning and improved student engagement and accessibility.



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The SSA Department will collaborate with individuals, families, providers and community partners to expand awareness, and increase comfort level and skill competency in the use of technology solutions.

***Ongoing** - SSA Department will continue to provide individualized tours to individuals, families and local organizations. Targeted Training has been offered to SSA team leaders regarding Technology First Rule and implementation. In this six month period, SSA has met with approximately 30 teams interested in and/or receiving Assistive Technology to gain a more advanced understanding of available services. All of the ISPs were reviewed to determine what, if any, corrections needed to be made to the plans to get them in compliance with rule(s).*

The Vocational Guidance Center will explore and research to identify assistive technology options and obtain items that will support each individual's ability to increase their independence and will secure corresponding training and education for individuals, families, and staff to maximize the benefits.

***Goal Met** – The Vocational Guidance Center has researched and purchased Meta Quest and Echo Dots for the individuals to explore virtual experiences and connect with Alexa by voice assist to request information.*

To enhance the teaching and learning experience at Broadmoor School, IT will replace existing smart projectors with state-of-the-art smartboards modernizing and elevating the interactive learning environment while facilitating dynamic and collaborative classroom environments.

***Goal Met** – The smart boards are being installed at Broadmoor.*



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PRIORITY 4: PROVIDER SUPPORT/RECRUITMENT/RETENTION

GUIDING PRINCIPLE: The LCBDD will support the provider community to ensure the availability of a wide variety of high- quality services to meet the needs of individuals served.

PRIMARY STRATEGY 1: Recruit and retain providers by offering support to improve provider quality and opportunities for collaboration.

Provider Support will increase the pool of providers that offer assistive technology and remote supports as part of the service package in an effort to maximize staffing resources and promote independence of individuals served.

Ongoing – Provider Support has collaborated with assistive technology and remote support providers throughout the state with opportunities to tour the technology suite and provide feedback regarding the most up to date and efficient technology supports available.



The Administrative Team will annually assess ongoing concerns of Agency Providers in continuing service provision for the purpose of seeking out available resources to support and strengthen the capacity of service delivery in Lake County.

Ongoing – Administration continually assesses ongoing concerns of Agency Providers as appropriate.

PRIMARY STRATEGY 2: Expand training options for providers.

Provider Support will enhance the quality of services offered and provided by both independent and Agency Providers serving individuals in Lake County through an evolving technical assistance process.

Ongoing – As a result of our efforts, we have seen a decrease in citations issued to independent providers stemming from DODD reviews. We have been able to work with providers to address areas in service provision where citations are common in the areas that include DSP annual training, background check/RAPBACK, personal funds, and behavior support.



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PRIORITY 5: COMMUNITY PARTNERSHIPS/OUTREACH

GUIDING PRINCIPLE: The LCBDD will expand community partnerships and explore resources to promote and support the inclusion of all individuals with developmental disabilities in the community.

PRIMARY STRATEGY 1: Build and nurture strong local and state partnerships to improve access to services.

In accordance with Ohio Revised Code section 3313.618, Broadmoor School will work with our local school districts to ensure that each Broadmoor student meets the new set of graduation requirements including required course completion, testing and seal requirements by the end of the 2023-2024 school year.

Goal Met / Ongoing – All students in grade 9 and higher have a course credit transcript and seals worksheet. This is verified for accuracy by the school age supervisor and will be an ongoing practice of the staff and SA supervisor.

Investigative Services will collaborate with the Ashtabula CBDD Investigative Services Department to discuss and develop procedures and best practices related to incident reporting and investigations.

Goal Met – On 08/27/2024, the ACBDD MUI Unit hosted the LCBDD MUI Unit at the ACBDD campus. The meeting was very productive and successful. As a direct result of this meeting, continued opportunities for further collaboration and networking have been planned for 2025.

The Administrative Team will provide technical support and participation funding for non-profit community-based recreation/leisure programs who seek to expand provision of inclusive and adaptive opportunities to individuals with developmental disabilities.

Ongoing – There have been no requests for support at this time. New programs have been able to be funded by other funding streams.

The Community Relations Manager will further develop and nurture relationships with existing and new community partners to ensure integrated opportunities are available for events that allow individuals to fully engage in the community.

Ongoing – Community relations fostered partnerships into 2025 with Lake Metroparks securing The Footloose Friday events at Painesville Township Park. Lake Metroparks also spoke at an Advocacy meeting strengthening the partnership even more. CRM grew the partnership with Auburn Career Center by requesting they host the 2025 DD Awareness Play put on by DI Willoughby Branch for the community.



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PRIMARY STRATEGY 2: Increase public outreach to improve awareness, support & engagement.

Before the start of the 2024-2025 school year, Broadmoor preschool program will create and implement a developmental screening process for students not on IEPs prior to enrollment to ensure all children have the proper supports necessary to be successful in preschool.

***Goal Met** – All new tuition-paying preschool students registered for the 2024-2025 school year underwent a developmental screening. As needed, some children were advised to contact their local school district for additional evaluation.*

Marketing & Communications Director will rollout a new plan for Speaker's Bureau efforts to strengthen community partnerships. This will include an updated Agency presentation, a list (and schedule) for targeted audiences (Chambers of Commerce, Schools, etc.), a video option for presenting, and a dedicated presence on our website for content and requests for presentations.

***In Progress**—The Agency continues to use the presentation and video developed by Marketing in prior year. This goal is continuing into 2025.*

In collaboration with the Marketing Department, the Director of Compliance and Quality Assurance will develop a 'Hot Topics' Resource page on the LCBDD website as a way to connect families and stakeholders to current information and resources about frequently asked about topics (such as Medicaid, Social Security, and STABLE Accounts) in a readily available format that can be accessed at any time.



***Goal Met** – A review of unique website visits and online inquiries showed there was not any audience seeking this information out, indicating this page was not a need. Rather than create a dedicated page for these resources, links to subject matter previously presented online and through Family Forums has been shared on the LCBDD Resources webpage.*

Investigative Services will create laminated adhesive cards to provide to law enforcement officers to keep in their vehicles that contain Agency contact information including the 24/7 Board MUI reporting number to support ongoing communication.

***Goal Met** – The resource card has been created. The cards will be printed and distributed if and when the need arises.*

Investigative Services will participate in the development of the Crisis Intervention Training team (CIT) of liaisons in order to expand the reach and effectiveness of CIT for law enforcement officers, first responders, and personnel.

***Ongoing** – The IA Director has participated in all scheduled quarterly meetings to date: 02/06/2024, 05/09/2024, and 08/08/2024.*



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Operations Director will establish connections with Deepwood Condo Association President and Deepwood North Apartments General Manager to discuss neighborhood issues of concern.

Goal Met/Ongoing – Operations Director has established connections with the neighboring associations and will continue to meet with them as needed.

The Administrative team will encourage the Management Team to seek out new community organization memberships to promote the mission of the Lake County Board of DD/Deepwood and further engage in collaborative relationships in the community.

Ongoing – Management Team members continue to be encouraged to seek out new organizational memberships to promote LCBDD and grow collaborative relationships with a variety of community entities.

The Agency Programs and Services Director and Nursing Habilitation Manager will coordinate opportunities with the Northeast Ohio Network (NEON), who provide Registered Nursing oversight to the Agency Nursing Program, to visit and enhance their knowledge about each of the program areas that receive nursing services in order to promote high quality nursing services and supports throughout the Agency.

Goal Met – Representatives from the Northeast Ohio Network (NEON) nursing leadership team visited all Agency related programs on September 16, 2024

The Community Relations Manager will increase Community awareness, presence, and volunteerism by attending networking events, chamber sessions or resource events to disseminate LCBDD/Deepwood informational material and volunteer opportunities

Ongoing – Student volunteerism has continued to increase with students from local high schools volunteering at Agency programs. The community relations department is working with Auburn Career Center to start working with them during their mock interview process to introduce working or volunteering with LCBDD/Deepwood in the future. LCBDD/Deepwood was represented at The Effective Leadership Academy, a program where students learn leadership skills to be successful in school, work, and life, and we plan to host their government day next year.

The Community Relations Manager will establish and maintain a centralized volunteer database for Agency and community members to access volunteer opportunities for all LCBDD/Deepwood activities and/or events.

Ongoing – CRM created the EXCEL database in the LCBDD public drive to be accessed by LCBDD personnel. At this time keeping the database in LCBDD Agency files has been successful and we will continue with this process.



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PRIORITY 6: COMMUNICATION

GUIDING PRINCIPLE: The LCBDD will continue to promote transparent and timely communication across all its programs, services and supports, the Provider community and stakeholders.

PRIMARY STRATEGY 1: Enhance access to and expand methods of sharing information to all stakeholders.

Based on the assessed needs/benefits of information content and design for developing and launching an employee portal (intranet), the Marketing & Communications Director will partner with an outside developer to launch a new intranet in the first half of 2024.

In Progress— Site hierarchy is developed and met with IT to identify any concerns. Next steps will be worked on in 2025.

The Agency Programs and Services Director will facilitate meetings held on at least a quarterly basis between Nursing Management and ICF Management to enhance communications and relations between Nurses and Residential Direct Support Professionals, as well as discuss relevant topics affecting each program.



Goal Met/Ongoing – Meeting held between ICF Director, ICF Coordinator, Director of Nursing and Agency Programs & Services Director on August 19, 2024 to discuss relevant topics pertaining to both program areas. Final meeting of 2024 will be scheduled the week of December 16th.

The Agency Supports Director will collaborate with the Agency Marketing Department to provide assistance in compiling and sorting information for the Agency History Project.

Ongoing – The Agency Supports Director and Marketing Department set up a dedicated drive for the Agency's Historical Project by decades and departments within each decade that includes information from the 1950's to current date with notes and timelines of historical facts, interesting events, the Agency's progress, House and Senate Bills, certification, pictures and articles. The Agency's Historical Project is still on going.

The Marketing Department will collaborate with program areas and stakeholders to develop a comprehensive overview of the LCBDD history. The final product will include a video, presentation, and handout. These materials will help us in our Speaker's Bureau efforts as well as educate our community on the role and value of the LCBDD in our community.

Ongoing – Upon receiving documents from Project Lead which concluded in December, Marketing will continue work on this project, creating marketing communications strategy and materials in 2025.



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The Marketing Department will assess the need/scope of an Agency newsletter and Annual Report to identify what would be of benefit for internal and external communications.

***Goal Met** –Assessment and examples of materials from other County Boards and Agencies were completed. Given that the Agency developed a comprehensive newsletter surrounding the Accreditation review, and for other reasons, it was determined not to develop an annual report/newsletter to the community in 2024. Assessments and examples will be held on file for consideration in future years (which would include resource assessment).*

The Marketing Department will partner with Employment Navigation to create a library of videos to heighten awareness of employment supports and opportunities. As such, website content will be updated in respect to our Agency website and The Collective website.

***Goal Met** – In collaboration with SSA/Employment Navigation and Community Employment Development Director/The Collective, Marketing completed a marketing flyer, photoshoot, and video for four of the individuals served by the county board in their work setting during 2024. The individuals (and their families), the business, and our community were very pleased! We will continue this strategy into 2025.*

To enhance and promote transparency, the ICF Program will distribute a monthly calendar of ARC activities and events to the families/guardians.

***Goal Met/Ongoing** – A calendar of ARC activities and events is distributed to families each month.*