

Strategic Plan 2016-2018



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With assistance from
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October 2014
Revisions March 2016
Revisions July 2016
Revisions September 2016
Revisions March 2017

Huron County Board of DD Strategic Plan

Introduction

In late 2014, after completing the prior strategic plan, the HCBDD board and leadership determined the need to develop a new strategic plan to guide the organization into a changing future.

Phase one of the planning process was an assessment to provide a comprehensive evaluation of what HCBDD is doing and to provide insight into what HCBDD should focus on in the future. To gain this understanding as objectively and thoroughly as possible, I completed the following activities:

- Analysis of financial trends.
- Analysis of service delivery trends.
- Focus groups with persons served to understand satisfaction and wishes.
- Focus groups with parents to understand satisfaction, wishes for their family member, perceived agency strengths, concerns, and expectations.
- Focus groups with staff members in all departments to understand recent trends, strengths, opportunities for improvement, and needed accomplishments.
- Focus group with providers to understand their perception of the board's strengths, weaknesses, and needed accomplishments.
- Focus group with members of organizations and agencies that work with and support HCBDD to understand their perception of recent trends and of the Board's strengths, weaknesses, and needed accomplishments.
- Written surveys for persons served, providers, and family members.
- Meetings with current employers of people served by HCBDD.
- Opportunity for board members and management team members to envision an ideal future.
- Review of past three years of board minutes.
- Evaluation of recent changes at the state and federal level and identification of needed changes.

Future Vision

This vision of the future was developed from ideas expressed by board, staff, persons served, family members, providers, and partners. This narrative represents the long term vision that the organization is working toward. **Read this as though you are in the year 2025.**

The Huron County Board of Developmental Disabilities embraced the changes mandated in 2014. They fully achieved Conflict Free Case Management by the end of 2016, and developed strong, collaborative relationships with the providers that are serving individuals in Huron County. As a result, the providers and the service options today meet the unique needs of every individual.

HCBDD continues to embrace its role as the case manager for services to persons of all ages with DD. Person-centered planning focuses on helping each individual maximize his or her abilities which has resulted in increased independence for all receiving HCBDD supports. HCBDD now provides early childhood services to children through the age of five, ensuring the best foundation for the youngest children.

Christie Lane School is a valued part of the educational services within Huron County. HCBDD has collaborative relationships with the public schools in the county, and has worked with the schools (including Christie Lane) to improve the transition education. As a result, students today are graduating with a much better preparation for community employment.

The non-work recreational and social activities remain an important part of the lives of persons with DD in Huron County. HCBDD provides some recreation services and partners with its network of providers to ensure a comprehensive set of recreation and social activities. Artists' Open Studio continues to provide

Huron County Board of DD Strategic Plan

creative outlets for individuals supported by HCBDD. The studio gradually reduced its dependence on HCBDD and is now a private provider.

HCBDD and its providers have strengthened their ability to provide competitive work opportunities, and successfully transitioned from a workshop and activity services model to an integrated employment and service model early in the strategic plan cycle. Providers of services to adults have increased their employment services and share the goal with HCBDD to enable every person desiring employment to succeed in working competitively. Employment outcomes have increased over 2015 in every measure: the number employed competitively, the number of hours worked, the average wage earned, the number with employer provided benefits, and the number of employer partners.

In collaboration with schools, providers, and community partners, HCBDD strives to achieve:

Children ready to learn

Children succeed in school

Youth successfully transition to adulthood

Job seekers find meaningful work

Individuals contribute to their own support

Individuals thrive in the Huron County community

Individuals supported by Huron County Board of DD truly fulfill the mission: they contribute to the community and achieve the life they want. Huron County residents with DD are accepted for their unique gifts and are valued for their contribution to the overall quality of life for the entire community.

Self-advocacy is an essential skill that is taught in school and is supported by HCBDD in adults. Self advocates are active contributors to board meetings, participate in defining services, and assist in identifying future needs.

Staff members successfully navigated the operational changes caused by the 2014 defined system changes. They remain motivated and committed to helping persons with developmental disabilities achieve all they can. They strive to find teachable moments that help someone learn and develop a new capability or talent. HCBDD maintains its ability to have outstanding board members who bring diverse skills, passion for improving the lives of people with DD, and connections throughout Huron County.

HCBDD assesses and improves its operations on a continuous basis, involving staff members at all levels in making the assessments and suggesting needed improvements. Every department makes the time to bring staff together to identify strengths, concerns, and possible improvements. All staff in-service days include time for shared reflection and brainstorming across the agency.

Staff members, board members, and providers work collaboratively and passionately to achieve this vision of the future.

Huron County Board of DD Strategic Plan

Mission, Vision, and Values Statements

Mission

Inspire people with DD to contribute to the communities that are important to them and to achieve the life they want.

Vision

Strengthening and supporting the lives of people with DD.

Values

We value:

- Community membership
- Mutual respect
- Financial responsibility
- Personal accountability
- Self determination
- Collaboration
- Transparency
- Knowledge

Strategic Goals

1. Complete the transition of Christie Lane Industries, Inc. from the current relationship with HCBDD to become fully independent.

To achieve completion of this transition by the end of 2016, some activities must be accomplished in 2015:

- a) Communicate the plans for the transition and the continued responsibilities of HCBDD
 - To staff-
 - April 2016 - meeting dates as follows: 11/23/15, 1/21/16, 2/24/16, 4/28/16, 5/6/16, 5/26/16, and 6/16/16.
 - To PERS-
 - April 2016 - Position descriptions sent to OPERS; and scheduled staff meeting on 5/6 to discuss carry-over options.
 - September 2016 – Discussed carry-over options with staff on multiple occasions between January 1, 2016 and June 30, 2016. Gave staff PERS option forms in May 2016
 - To the public-
 - April 2016 - newspaper articles were placed in the Norwalk Reflector and added to the Quarterly newsletter. Family meetings on 12/14/15, 1/27/16, 2/29/16, 5/23/16, 6/23/16. Joint Open House with CLI on 5/23/16 to discuss upcoming changes and tour new CLI buildings.
- b) Determine what services will transition to CLI and what will remain with HCBDD.
 - Ex: non-waiver recreation and social services.
 - April 2016 - HCBDD will continue to offer non-wavier recreation, self-advocacy, job development, and Community Connections, and transitioning youth services. CLI will offer Supported Employment, ADS, NMT, and after hours recreation. CLI is still exploring other service options.
- c) Determine ownership of shared equipment (phones, servers, etc.).
 - April 2016 - CLI will be removed from HCBDD servers effective 1/1/2017. All phones will be returned by 1/1/2017.

Huron County Board of DD Strategic Plan

- September 2016 – All phones have been returned to HCBDD on June 30, 2016.
- d) Develop contract between HCBDD and CLI boards spelling out all agreements and responsibilities.
April 2016 - Contract established and adopted by both the CLI board and the HCBDD board.
September 2016 – Contract between CLI and HCBDD was completed and agreed to in August 2016.
- e) Determine how to serve individuals who are not currently served or who will not be served by CLI in the future.
April 2016 - On-going discussions regarding recruiting additional providers.
September 2016 – On-going discussions regarding recruiting additional providers.
February 2017- On-going discussions regarding recruiting additional providers.
- Created Provider of Last Resort Contract

Objective 1A: Transition staff from HCBDD to CLI.

- CEO by January 1, 2016
April 2016 - Completed, John Schwartz transitioned on 1/1/2016.
- Management staff by June 30, 2016
April 2016 – Completed, Holly Binkley and Jennifer Swicker transitioned on 1/1/2016.
- All staff by December 31, 2016
April 2016 - Remaining County Board employees will be transitioned by 6/30/2016.
September 2016 – Completed, eligible county board employees were transitioned on 06/30/2016

Objective 1B: Develop financial transition plan.

- Transition responsibility for billing to CLI.
April 2016 - Effective 4/1/2016, CLI began billing all ADS and NMT services. ISP revisions and Free Choice of Provider forms were completed by the SSA Department.
- Ongoing support for limited period of time.
April 2016 - CLI will send financial documents (which includes balance sheets and income statements) per the contract monthly.
February 2017 – completed, County Board has stopped paying for management staff effective January 1, 2017. CLI is totally independent as of that date.
- CLI is a stand-alone not for profit and will no longer send financial documents.

Objective 1C: Determine disposition of all physical assets and take action required to ensure ongoing operations.

- County Commission owned building
April 2016 - Currently working on lease agreement between the County Commissioners, HCBDD and CLI.
September 2016 – Lease agreement between County Commissioners and HCBDD was agreed to in August 2016(**and is a two year contract**).
- Vehicles
April 2016 - Will be sold on GovDeals on 6/1/2016.
September 2016 – Eligible vehicles were sold effective June 30, 2016.
- Ancillary equipment
April 2016 - Will continue to address ownership of equipment.
September 2016 – Lease agreement between County Commissioners and HCBDD was agreed to in August 2016.

Objective 1D: CLI develop business plan and infrastructure supporting stand-alone operation.

Huron County Board of DD Strategic Plan

April 2016 - CLI developed a business plan in 2015 and continues to update through their strategic planning process. Additional business plans will be established for all new community hubs. CLI will be exploring health insurance rates in May 2016.

September 2016 – Completed.

- Staff pay, retirement, and insurance
April 2016 - addressed in the business plan
- Buildings, vehicles, equipment
April 2016 - addressed in the business plan
- Services to provide and income from services
April 2016 - addressed in the business plan
- Policies & procedures
April 2016 - completed in 2015-with on-going reviews.

Objective 1D: Inform each person being served and family of changed and new service options as a result of CLI becoming independent.

April 2016 - SSA completed the ISP revisions and Free Choice of Provider prior to 4/1/2016.

September 2016 – SSA’s completed revisions to ISP’s and gave Free Choice of Provider options.

February 2017- SES reviews completed by Clearwater COG as well as monthly file reviews completed internally where the people we support are asked about their providers/services.

Objective 1E: Evaluate ongoing services and quality of services to identify gaps in services and improvements needed.

April 2016 - The Administration team will continue to evaluate the needs for new services through monthly meetings and surveys prepared by the Board.

September 2016 –

- The Administration team will continue to evaluate the needs for new services through monthly meetings and surveys prepared by the Board.
- Will continue to monitor through satisfaction surveys_– looking at having focus groups in winter 2016.

February 2017 – SSA department continues to monitor services provided to people served allowing for identification of needs as they arise.

2. Continuously improve the Person-Centered Planning case management services.

Objective 2A: Continuously assess the quality of person centered plans and case management services; take corrective action as needed.

April 2016 - All families and enrollees have access to Benefits Analysis through the Clearwater COG or OOD.

September 2016 - Integrate in plans.

- Ensure all plans revolve around person centered planning techniques. Each plan uses minimum 2 person-centered plans when developing ISP.
- All adults have access to IB Waiver on non-waiver.

February 2017 – At each Monitoring, Team developed Outcomes are reviewed and assessed to ensure movement towards Outcome completion.

- New Adult Assessment was developed and is being implemented. New Assessment is person centered and more efficient ensuring extensive and competent planning for Teams.

Huron County Board of DD Strategic Plan

- Assess whether individuals are meeting plan outcomes: life skills, independence, employment, part of the community.
 - April 2016 - Continual contact with providers to ensure action steps meet outcomes in the service plan.
 - September 2016 – Plan outcomes assessed through reflection process. Movement of outcomes and if action steps are viable assessed through process.
 - February 2017 - At each Monitoring, Team developed Outcomes are reviewed and assessed to ensure movement towards Outcome completion.
 - At each planning meeting and Monitoring – Path to Employment, movement and potential barriers to movement is discussed.
 - Commencement Tools are reviewed one month after start date of plan to ensure that Action Steps are created by provider to ensure movement towards Outcome completion.
- Assess quality of plan process.
 - April 2016 - Clearwater COG completes Service Excellence Reviews (SES), HCBDD completes monthly file reviews, and SSA use continuous monitoring.
 - February 2017- Continuous monitoring process of Outcomes to ensure that Outcome reflects Important to/Important for the Individual.

Objective 2B: Fully implement the Individual Budget system.

- April 2016 - HCBDD currently has Individual Budgets; in the Fall 2016, SSAs will assist families and individuals on utilizing their budget.
 - February 2017 – SSA ensures that each ISP clearly explains available authorized services for each Individual. SSAs ensure that each Individual Budget reflects services authorized and services remain within budget limitations.
- Educate all staff.
 - April 2016 - (Fall 2016)
 - September 2016 –
 - Review and education of staff through meetings – review of waiver and non-waiver clients IB discussed during ISP planning process.
 - Open discussion with people regarding IB at each ISP planning meeting and for service revisions.
 - February 2017 – Review and education of SSA Department of Waiver Match and local funding at SSA meetings.
 - Educate SSAs to ensure that each Individual budget reflects services authorized and services remain within budget limitations.
 - Educate individuals served on service options and limits.
 - April 2016 - (Fall 2016)
 - February 2017- Educate all SSA on non-waiver local funding. All non-waiver Individuals have been educated on local funding range and services options within funding range.
 - SSAs ensure that each Individual Budget reflects services authorized and services remain within budget limitations and service authorizations are explained to Individuals.
 - Educate families and partners on IB system and benefits.
 - April 2016 - (Fall 2016)
 - February 2017- Discussion with families regarding service limits at ISP planning meetings.
 - SSAs ensure that each Individual Budget reflects services authorized and services remain within budget limitations and services authorized and services remain within budget limitations.

Huron County Board of DD Strategic Plan

- Educate providers on IB system, individual options, and limits.

April 2016 - (Fall 2016)

February 2017 – SSA ensures that each ISP clearly explains available authorized services for each Individual. SSAs ensure that each Individual Budget reflects services authorized and services remain within budget limitations.

Objective 2C: Increase the number of young children and school age children receiving person centered case management.

April 2016 - New Transition Specialist/SSA position will begin in July 2016. This position will work in conjunction with the Children's SSA. Both positions will work with local schools and families to educate on HCBDD's services. Fall 2016-SSA will utilize the child assessment to determine necessary services and supports.

September 2016 -

- All students/children – Assessment and Person Centered Tool.
- All children receive Assessment.

February 2017 – Transition SSA meet with children and family a minimum of one time a year. Transition SSAs attend IEP meetings to ensure transition within budget limitations.

- SSA work with all young and school age children to develop an assessment as well as a Person Centered Tool.

- Educate schools and families that the service is available.

February 2017 – Transition SSA meet with children and family a minimum of one time a year. Transition SSAs attend IEP meetings to ensure transition planning is discussed at each meeting.

- Transition SSAs have met with two school districts to educate staff regarding services available to HCBDD eligible students.
- Development of material regarding Transition Services to be given to all school districts.

- Through these case management services, increase the number of high school graduates ready for adulthood.

September 2016 – Focus on transition planning services, Linkage and referral to families and school districts. Discussion of transition planning at every IEP meeting.

February 2017 – Transition SSA meet with children and family a minimum of one time a year. Transition SSAs attend IEP meetings to ensure transition planning is discussed at each meeting.

- SSAs work with Transition Youth to ensure linkage and referral to available services in the community.

Objective 2D: Reduce the number of individuals on the waiting list.

April 2016 - Each year in November, HCBDD will determine the number of waivers to be added to the Preliminary Implementation Component Tool (PICT). Priority Categories will be established and reviewed annually. In 2016-the priority category is Aging Caregiver and Intensive Needs.

September 2016 -

- Waiting list organized and waivers reviewed weekly. Wait list reviewed and placed in Gatekeeper system. All initial request dates reviewed and verified. All state allocated waivers distributed.
- Individual/Families asked if they would like waiver, if refused asked to be placed on inactive list to be returned to original request time when wanting to be placed back on list. Focus on needs rather than services available.

Huron County Board of DD Strategic Plan

February 2017 – Completion of DODD wait list clean up pilot project to ensure that HCBDD Wait list matches DODD wait list.

- Completion of review of wait list documentation to denote priority categories for each person on wait list.

- Assess needs of individuals on the waiting list to identify best ways to meet the needs.

April 2016 - SSAs will continue to utilize these assessments.

September 2016 – Discussion revolving around needs and how to best meet those needs.

February 2017 – Discussion revolving around needs and how to meet needs.

- Development of Waiting List Procedures.

- Establish budget to move individuals from waiting list to waivers.

Objective 2E: Continue to support self advocates and develop their advocacy and self-determination skills.

April 2016 - HCBDD is looking at expanding and providing new services for self-advocacy in July 2016; with potential partnerships with providers. SSAs will continue to support self-advocates through monitoring and ISP development.

February 2017 – We have continued to support self-advocates to develop their advocacy and self-determination skills. The Community Recreation/Integration department began working with the Self-Ads in July 2016. We support individuals to attend/participate in the Huron County Board of DD Self-Ad meetings, OSDA (Fort Ball and Tiffin University), Project STIR (Regional and statewide), COOL Board and the Synergy Conference. From July 2016-January 2017 there have been 17 activities offered with 84 participants and 65 refusals or no shows for the activities.

- Identify staff responsible for self-advocate support.

April 2016 - Identified through Community Integration position descriptions.

February 2017 – Director of Community Integration/Manager of Community Integration and Integration Specialists

Posted in February 2017 Self-Advocacy & Community Integration Specialist shared with Erie County.

- Include self advocates in agency and board operations and decisions.

April 2016 - HCBDD is looking for a self-advocate to sit on the Board in January 2017.

September 2016 – Colton Wilson is meeting with the Commissioners on 9/27/16 to become a potential board member.

February 2017 – Colton Wilson became a board member January 2017. Self-Advocates report to the Board annually.

3. Expand Early Childhood Services to include children 3-5 years old.

April 2016 - (No formal action or planning has occurred on this goal and objectives; will be discussed after July 2016).

February 2017 – Will continue to explore opportunities

Objective 3A: Define service offerings.

- Identify gaps in existing services for children 3-5.
- Evaluate benefit of services integrated with pre-school.
- Define eligibility criteria.
- Develop curricula.
- Identify and secure staff and contract services needed.

September 2016 – Began process of exploration

February 2017 – Continue process of exploration

Objective 3B: Develop financial plan to support expansion.

- Expected enrollment.

Huron County Board of DD Strategic Plan

- Expected costs.
- Sources and amount of funding (i.e. Title XX, local agencies)
September 2016 – Began process of exploration
February 2017 – Continue process of exploration

Objective 3C: Develop referral sources.

- Educate referral sources.
- Build partnerships with pre-schools.
September 2016 – HMG and Early Childhood

Objective 3D: Continuously improve service offerings.

- Assess results – transition to school and to SSA services.
September 2016 – Transition planning at all IEP meetings. Focused communication with transition age students. Ensure Employment First process and Intake is discussed throughout the transition process.
February 2017 – Transition SSA meet with children and family a minimum of one time a year. Transition SSAs attend IEP meetings to ensure transition planning is discussed at each meeting.
- Assess costs and funding.
- Assess referrals.
- Assess enrollment numbers.

Objective 3E: Establish and support network for family supports.

September 2016 – Community Connections for Kids.

4. Recruit, develop, and support providers of integrated services to adults to ensure high quality providers are available to meet individual needs.

Objective 4A: Ensure there is a provider for every individual's needs.

September 2016 – Will track number of providers for each year.

- Identify gaps in service offerings (location, specific needs such as medically fragile, employment, off hours transportation).
Dec 2015 – spoke with Mary McLeod-Bethune Intervention & Enrichment Center about transportation. They are willing to provide transportation in Huron County. Notified SSAs of the new provider.
Jan 2016 - met with COG counties and providers to brainstorm ideas for serving those with intense behavioral/medical needs.
September 2016 –
 - In January met with Echoing Hills village about providing services in Huron Co.
 - In February met with Partners in Community about opening up day service site in the new London area that focuses on services for Level 1 Waivers.
 - In May met with Lucy Idol Center about opening up site in Milan/Norwalk area specializing in serving those with intense needs. Met with Flat Rock about what our needs are and what they offer. They are now offering non-medical transportation(NMT). Been in contact with REM Ohio about opening up site in Huron Co.
 - REM increasing SL services, slowly but surely increasing in Huron Co. but having trouble finding supervisors.February 2017 –

Huron County Board of DD Strategic Plan

- November 2016 emailed Partners in Community & Goodwill Industries, both currently accepting people at Sandusky sites but not starting to serve (Goodwill) or opening new site (PIC) in Huron County yet
- June – November 2016 in contact with REM Ohio multiple times about services in Huron County (NMT, ADS, HPC). June – SSA Director contacted REM for help with recruiting of Ohio Shared Living providers. August – they hired new Program Coordinator & Program Director. September – still planning on opening day service site in Huron County, hoping for 1st of the year. November – having a hard time with staffing, now hoping for Spring for opening of day service site.
- July 2016 COG sent a Request for Proposal for Programs or Services to providers in order to support community integration as well as a Positive Behavior Culture fund request for providers in need of support with positive behavior strategies for people they serve. Proposals also posted on HCBDD website.
- August 2016 met with The Learning Farm about providing day services to people in Huron County.
- September/October 2016 dispersed independent provider recruitment brochures to various locations around Huron County. Provider recruitment article included in HCBDD newsletter.
- September 2016 - Ability Works emailed me expressing their willingness to provide Career Planning and other employment services. Met with Ellis-Michael Healthcare Services about providing NMT services and HPC for Level One waivers immediately in Huron County.
- October 2016 met with Creative Foundations about providing services in Huron County. Attended 1st annual Provider Forum hosted by Clearwater COG to bring county boards and providers together to collaborate and to recruit providers to counties they may not currently provide services in. Spoke with Book-a-Ride about providing transportation in Huron County – said she needs to wait until she can hire someone else. Contacted Church’s Cab Company about providing transportation.
- November 2016 emailed providers to see who would be interested in entering into a “Provider of Last Resort” contract with HCBDD – received responses from and met with Flat Rock Homes, REM Ohio, ECI, Easter Seals, Luxury Care Homes, & Alpha Care. Held Provider Fair in conjunction with Self-Ad spaghetti dinner fundraiser.
- December 2016 met with Personalized Care Provider about providing services in Huron County.
- January 2016 SSA Lead contacted Sandusky Transit System about providing transportation from Norwalk to Sandusky. Spoke with IP Robin McCracken about providing services to someone for a few hours in Huron County.
- o Joint objective with 5E.
- Evaluate provider offerings in other counties to identify potential providers to recruit to Huron County.
 - July 2015 - emailed providers from COG/DODD listings to see who would be interested in providing services in Huron County.
 - Sept 2015 – spoke with Jeff Davis and Jason Umstot about assistance with provider recruitment.
 - Nov 2015 - mailed letters and provider interest forms to providers in Ashland, Erie, & Sandusky counties to see who would be interested in providing services in Huron County.
 - Dec 2015 – spoke with Mary McLeod-Bethune Intervention & Enrichment Center about transportation. They are willing to provider transportation in Huron County. Notified SSAs of the new provider.
 - September 2016 – See first bullet above

Huron County Board of DD Strategic Plan

September 2016 – In February followed up with Goodwill about providing services in Huron County. Not yet providing DD services at Bellevue location.

February 2017- See first bullet above

- Provide technical assistance (through COG) on provider certification. Ongoing/available through Clearwater COG.

Mar 2016 – they now have available initial provider certification training on their website.

September 2016 - July & Ongoing – Will help when able, if not, email Provider Coordinator Workgroup for guidance or refer provider to the COG.

February 2017- ongoing – will help when able, if not, email Provider Coordinator Workgroup for guidance or refer provider to the COG.

- Increase independent providers. See second bullet above.

September 2016 – See first and second bullets above.

- In February received voicemail from person interested in becoming an independent provider. Called back that day and week later, left voicemails, never heard back.

- In July independent provider recruitment brochure developed and to be handed out at various locations including HCJFS, chamber office, local churches, libraries, etc.

February 2017 – See first bullet above

- Meet free choice of provider benchmarks.

April 2016 - Met with numerous potential providers in the past several months.

September 2016 – In July CLI became private provider. HCBDD no longer provider of direct services. Ongoing contact/meetings with potential new providers.

February 2017 – See first bullet above, ongoing contact/meetings with potential new providers in order to increase number of providers providing services in Huron County.

Objective 4B: Ensure individuals/families understand options and unique service offerings to be able to make appropriate choices.

- Put primary emphasis on services needed before identifying a specific provider.

April 2016 - SSAs doing as part of initial & redetermination process.

September 2016 – Ongoing

February 2017 – Ongoing

- New Adult Assessment was developed and is being implemented. New Assessment is person centered and more efficient ensuring extensive and competent planning for Teams. Needs are addressed in Assessments rather than services available.

- All families provided with Guide to Alternative Services at redetermination and initial meeting to acquaint families with resources in the community.

- Improve provider selection book.

Nov 2015 – mailed and emailed current and potential providers a “Provider Information & Interest Form” in the hope of using those in the provider selection book.

September 2016 – Did not receive a very good response to this mailing, not even from some of our larger, current providers.

February 2017 – Due to not receiving a very good response from providers, this will not be addressed.

- Include provider options and information in user friendly format on web site.

February 2017 – Not yet confirmed

- Continue provider meetings with SSAs to ensure SSAs understand service offerings.

April 2016 - New providers have met with the SSA department on an ongoing basis.

September 2016 – Ongoing as providers are available.

February 2017 – Ongoing as providers are available.

- Implement provider appreciation and recognition.

Nov 2015 – held provider recognition breakfast.

Huron County Board of DD Strategic Plan

September 2016 – Will continue annually

February 2017 – held 2nd annual provider recognition breakfast in October 2016

Objective 4C: Support providers in continuously improving service options and service quality.

- Meet with each newly certified independent provider within 60 days of the provider being selected to serve an individual in order to confirm provider understanding of the individual service plan, understanding of the provider's responsibility in fulfilling the plan, and provider's ability to contact the county board.

April 2016 – Ongoing

September 2016 –

- Ongoing through the Commencement Tool.

- Exploring a Gold Standard Option with the COG

February 2017 –

- Ongoing through the Commencement Tool

- Exploring a Gold Standard Option with the COG

- Develop a shared partnership between HCBDD and providers in successfully supporting individuals.
April 2016 - Ongoing building of relationships with providers through constant communication (email, phone, in-person).

September 2016 – Continue Ongoing

February 2017 – Continue ongoing

- Continue brown bag meetings with providers.

April 2016 - Ongoing, bimonthly

September 2016 – Continue ongoing

February 2017 – Continue ongoing

- Increase self-advocate participation provider meetings.

April 2016 - Not yet completed.

- Provide technical assistance (through COG) on provider compliance.

April 2016 - Providers and families have access to the COG as necessary for questions/concerns.

September 2016 – Continue ongoing.

February 2017 – Continue ongoing.

- Provide education to providers to improve overall quality of integrated services.

June 2016 – plan to have OACB representative come to speak at provider brown bag regarding community integration.

September 2016 –

- In June Scott Marks, Community Opportunities Director with OACB, presented at our provider brown bag meeting.

- In July offered a request for proposal to providers for community integration activities.

5. Increase community employment and success.

Objective 5A: Sustain and expand the Local Leaders group

- Representatives from all school districts.

April 2016 - For the October 2015 meeting, emailed a new explanation of the purpose of the meeting and invitation to join our group to all of the local schools. 2 more months of meetings before summer break. Another letter and invitation will be sent to the school districts when we reconvene our meetings in September.

September 2016 – The Huron County Local Leaders group does not meet during the summer months (June, July, August). When we return to our meeting schedule, I will again extend invitations to all of the county school districts – the email will be sent out at the end of August.

Huron County Board of DD Strategic Plan

February 2017 – Invitations and explanation of our group’s functions were extended to all of the local school districts in August 2016 to join our Employment First Local Leaders group. All school representatives continue to receive email invites each month to the meetings. We do not have any new members to the group, however, we do have a core group of members with consistent attendance – Huron County Bd. of DD; OOD/EF; Bridges to Transition; Huron County Department of Job and Family Services; CLI, Inc.; Abilities in Action; Goodwill; Lorain County of Bd. of DD; North Point ESC.

- Increase engagement with employers.
April 2016 - HCBDD will continue to work with local employers to attend the Local Leaders group.
September 2016 – This has been a challenge. We have great relationships with local employees, however, it has been difficult to find employers willing to commit to our meeting schedule. The employers/managers are working managers who are working during the times of our meetings.
February 2017 – Continues to be a challenge.

Objective 5B: Support schools in improving transition programs to prepare for community employment.

- Use Bridges program as a tool.
April 2016 - HCBDD continues to participate in the Bridges to Transition program. HCBDD Bridges Coordinator continues to work with local school programs to provide services to students.
September 2016 – we continue to participate in the bridges to Transition program, a joint venture between DODD and ODD. Our Bridges to Transition program continues to work with our local school programs to provide services to students.
February 2017 – We continue to participate in the Bridges to Transition program. Our Bridges to Transition Coordinator continues to work with our local school programs to provide services to students. The Coordinator is spending 10 hours per week in direct services to the students eligible for the program. The board has also hired two SSA’s that specifically work with transition age students.
- Identify and help schools implement best practices in life and employment skills.
April 2016 - Not yet addressed.
September 2016 – SSA assigned to each school. Goal to attend each IEP for linkage and referral.
February 2017 – Mike Rey, job developer, created a transition/employment skills curriculum program to be used by Christie Lane School. Bridges to Transition Coordinator spends 10 hours per week providing direct services to the students on her caseload.
- Develop and implement transition agreement to use with schools.
April 2016 - HCBDD’s Director of Compliance and Provider Relations created and implemented a transition agreement with the local school districts.
September 2016 – Julie Tyler has developed and implemented a transition agreement with the local school districts.
February 2017 - Completed
- Use SSAs for school age children to make case with schools for needed skills.
April 2016 - Not yet addressed.
September 2016 – Not yet addressed.
February 2017 – Transition SSA meet with children and family a minimum of one time a year. Transition SSAs attend IEP meetings to ensure transition planning is discussed at each meeting.
- Transition SSAs have met with two school districts to educate staff regarding services available to HCBDD eligible students.

Huron County Board of DD Strategic Plan

- Development of material regarding Transition Services to be given to all school districts.

Objective 5C: Continue to support effective non-school transition programs.

- Bridges to Transition
 - April 2016 - continues to support students in the transition from school to work. The program provides some summer work experiences for students, however, must follow OOD rules.
 - September 2016 – The Bridges to Transition program continues to support students in the transition from school to work. The program provides some summer work experiences for students, but they must follow the ODD rules in doing so.
 - February 2017 – We continue to participate in the Bridges to Transition program. Our Bridges to Transition Coordinator continue to work with our local school programs to provide services to students. The Coordinator is spending 10 hours per week in direct services to the students eligible for the program. The board has also hired two SSA's that specifically work with transition age students.
- Summer programs
 - April 2016 - HCBDD is exploring additional opportunities.
 - February 2017 – Bridges to Transition students may participate in summer work experiences if stated in their work plan.
- Others as identified
- Explore possibility of Individual Budget for transition youth.
 - April 2016 - Not yet addressed.
 - September 2016 – Not yet address.

Objective 5D: Increase number of employers hiring individuals with DD.

- April 2016 - HCBDD is keeping a job developer on staff after the transition period with the workshop. The job developer will continue to increase awareness with employers of the possibilities and benefits of hiring individuals with DD. The job developer will continue to assist individuals with completing applications.
- September 2016 – HCBDD is keeping a job developer on staff after the transition period with the workshop. The job developer will continue to increase awareness with employers of the possibilities and benefits of hiring individuals with DD. The job developer will continue to assist individuals with completing applications. We have found that most businesses have gone to on-line applications for employment.
- February 2017 – HCBDD has a job developer on staff.
 - July 2016 – 30 individuals with 35 jobs
 - February 2017 – 33 individuals with 38 jobs
- Increase awareness with employers of the possibilities and benefits of hiring individuals with DD.
 - February 2017 – HCBDD has a job developer on staff. Job developer continues to increase awareness with employers of the possibilities and benefits of hiring individuals with DD. HCBDD has become a provider of service for OOD/Employment First, effective February 2017.
- Foster understanding of critical success factors such as non-traditional job applications (i.e. video).
 - February 2017 - Will be addressed as needed by the individuals that we serve.
- Develop case studies.
 - September 2016 – Will be addressed in 2017 – After the transition is complete.
 - February 2017 – To be completed this year based on the newspaper articles completed in October 2016.
- Secure employer testimonials.
 - September 2016 – Will be addressed in 2017 – After the transition is complete.

Huron County Board of DD Strategic Plan

February 2017 – To be completed this year based on the newspaper articles completed in October 2016.

- Host free reverse job fair to introduce employers to individuals wanting employment.
September 2016 – Will be addressed in 2017 – After the transition is complete.
February 2017 – To be discussed this year.

Objective 5E: Increase transportation options that will support community employment. (Joint objective with 4A).

April 2016 - HCBDD currently has a contract with Huron County Transit to provide transportation services. HCBDD currently provides a majority of the transportation services for community employment which ended 3/31/2016. Free Choice of Provider will be offered to everyone. MBIE has recently agreed to provide transportation services in our county, although they have not been chosen by our individuals to provide this service.

September 2016 –

- We continue to have a contract with Huron county Transit to provide transportation services. Flat Rock has recently agreed to provide non-medical transportation for individuals. With HCBDD no longer being a provider of services, CLI, Inc. is now a provider of transportation services.
- Met with Huron County Transit to become a medicaid provider for non-medical transportation. They are exploring the option.

February 2017-

- Current transportation providers for community employment include:

CLI, Inc.

Huron County Transit

Ellis Michael

HCBDD provides gas cards to individuals/families that transport to and from work

- Willing providers, but have not been selected to provide services:

Flat Rock

Mary McLeod

Sandusky Transit System

Objective 5F: Provide benefits analysis through the COG to individuals interested in community employment.

April 2016 - HCBDD has a contract with the COG for benefits analysis services. The HCBDD has 2 options for providing benefits analysis – through the contract with the COG or through OOD.

September 2016 – The Board has a contract with the COG for benefits analysis services. The board has 2 options for providing benefits analysis – through our contract with the COG or through OOD, for those individuals who have an open case for services through them.

February 2017 – Completed through the COG benefits analysis staff person or through OOD for individuals receiving services through OOD.

Objective 5G: Determine appropriate home for Employment Navigator function; establish staff in best organization.

April 2016 - Discussions continue on this topic.

September 2016 – Discussions continue on this topic.

February 2017 – Discussions continue on this topic.

Huron County Board of DD Strategic Plan

Objective 5H: Hire a job coach for Christie Lane School.

April 2016 - A job description is being developed for a Transition Specialist/SSA. This position will be responsible to work with Christie Lane School students to develop more of a transition to work program. This position will also work with the SSA with the student caseload, to assist as needed.

September 2016 – We did not hire a job coach for the school. We hired another SSA for school age and transitioning students. It has been determined that a job coach will not be hired for Christie Lane School.

February 2017 – It has been determined that a job coach will not be hired for Christie Lane School. A transition/employment skills curriculum has been developed by Mike Rey, job developer, which the senior teacher and aide implements.

6. Ensure all operations and systems are effective, efficient, and innovative to support long term sustainability.

Objective 6A: Continue ongoing public awareness campaign to help the community understand individuals with DD and the responsibilities of HCBDD.

April 2016 - HCBDD continues to contract with the Krabill Marketing Group, LLC. for quarterly newsletters. Internally, the Community Outreach Specialist will continue to write newspaper articles, design brochures, and utilize social media for public awareness. Annually the DD Awareness Breakfast will be held in March.

September 2016 – A wall calendar will be produced annually. Efforts to increase public awareness will continue. The HCBDD website will be updated on a regular basis.

February 2017 – The newsletter will be reduced from quarterly to semiannual production, with distribution via email in as many cases as possible, in the interest of cost savings. A charity basketball game between the Huron County Bards and the Huron County celebrities will take place in March 2017; if successful, this is projected to become an annual event to both raise awareness and emphasize the value of community connections.

- Establish PR budget.

April 2016 - Not yet completed.

September 2016 – Not yet completed.

February 2017 – Completed.

- Utilize multiple media to get message out.

September 2016 – This will be a continuous process.

February 2017 – This will be a continuous process, primarily through the use of HCBDD's Facebook page and website, the Norwalk Reflector, WLKR/WKFM radio and Discover Norwalk magazine.

- Address misconceptions about individuals with DD.

April 2016 - Not yet completed.

September 2016 – This will be a continuous process.

February 2017 – This will be a continuous process, using various approaches, such as a series of four feature stories about individuals employed in the community that appeared in the Norwalk Reflector in October 2016.

- Create clear message about transition to independent CLI.

April 2016 - Newspaper articles, letters sent to families, and newsletters have been mailed to families, staff, and community members.

September 2016 – Continue to work on PR campaign and address the transition.

February 2017 – Completed

Huron County Board of DD Strategic Plan

- Develop community friendly annual report.
April 2016 - Not yet completed.
September 2016 – Not yet completed.
February 2017 – Currently appears on the HCBDD website; this will be developed as an integral and easy to understand part of the annual wall calendar for 2018.

Objective 6B: Continuously improve communications within agency.

- Continue staff focus groups to understand concerns.
April 2016 - Implemented in 2015; will continue in Fall 2016.
- Continue post board follow up.
April 2016 - Morning meetings are held on Fridays after the Board meeting to go over the agenda.
- Deliver clear message about transition to independent CLI.
April 2016 - On-going discussions at staff meetings, in-services, memos to families, and newsletters.
- Implement different ways to speak with and hear from staff such as message boards and post it walls.
April 2016 - Message boards are posted in all buildings for staff to ask questions, these are addressed at the Friday meetings.
September 2016 – Will continue to seek new ways to gather information
February 2017 – Completed Staff Satisfaction Survey in Early 2017

Objective 6C: Improve processes and outcomes in all departments.

- Develop benchmarks that identify department efficiency and effectiveness.
April 2016 - Not yet established, will by Fall 2016.
September 2016 – Continuously improve Policies and Procedures. Also, Continue to improve procedures to ensure efficiency in service delivery.
- Engage all staff in identifying possible improvements.
April 2016 -Will be determined on how to complete in Fall 2016.
- Apply for grant to support Six Sigma training for staff.
April 2016 - Completed boot camp for Lean Ohio. Will be working on applying for grant in early Summer 2016.
September 2016 – Working on submitting grant proposal.
February 2017 – Grant proposal on hold.
- Measure improvements in benchmarks over time.
April 2016 - HCBDD currently provides updates to DODD on benchmarks; will work on establishing internal benchmarks for each department in Fall 2016.
September 2016 – Benchmarks were submitted to DODD in June.
February 2017 – Benchmarks were submitted to DODD in 12/2016.

Objective 6D: Ensure all staff understand future and focus of agency.

- Share strategic plan widely.
April 2016 - Current 2016-2018 Strategic Plan posted on HCBDD website. Updates will also be posted on website with option for public feedback. Both the Strategic Plan and Updates will also be made available to all families, employees, Huron County citizens, and any other interested party.
- Implement new Annual Action Plan format.
April 2016 - Also posted on HCBDD website. The Annual Action Plan and Strategic Plan will be combined for efficiency.
February 2017 – Looking at putting financial and waiver information on back of calendars

Huron County Board of DD Strategic Plan

Objective 6E: Ensure appropriate infrastructure and supports for services (such as non-waiver Recreation) that will remain with HCBDD.

April 2016 - Will be on-going after transition occurs July 2016; and continuous monitoring of financial solvency will occur.

September 2016 – Recreation remained with Board, will continue to monitor financial impact.

Objective 6F: Develop a long term budget supporting this strategic plan.

April 2016 - 3 year budget in place; additional line items will be determined by Fall 2016 to commence in 2017.

February 2017 – Three-year budget completed.

Objective 6G: Assist AOS in becoming a private provider.

April 2016 - Has not been completed.

February 2017 – Continue to meet with AOS board to look at alternative funding sources. The AOS Director will be retiring in 1 ½ years.

Huron County Board of DD Strategic Plan

Goal 1: Complete the transition of Christie Lane Industries, Inc. from the current relationship with HCBDD to become fully independent.		
2016	2017	2018
<p>1A: Transition staff from HCBDD to CLI.</p> <p>1B: Develop financial transition plan.</p> <p>1C: Determine disposition of all physical assets and take action required to ensure ongoing operations.</p> <p>1D: CLI develop business plan and infrastructure supporting stand-alone operation.</p> <p>1D: Inform each person being served and family of changed and new service options as a result of CLI becoming independent.</p> <p>1E: Evaluate ongoing services and quality of services to identify gaps in services and improvements needed.</p>	<p>1E: Evaluate ongoing services and quality of services to identify gaps in services and improvements needed.</p> <p><u>Note:</u> Once the transition is completed, responsibility for the ongoing success of CLI belongs to the CLI Board and leadership team.</p>	<p>1E: Evaluate ongoing services and quality of services to identify gaps in services and improvements needed.</p>
<p>Possible metrics</p> <p><u>Board metrics</u></p> <ul style="list-style-type: none"> • Staff transitions to CLI • Contract in place • Overall plan in place and milestones being met • #s served over time <p><u>Management/leadership team metrics</u></p> <ul style="list-style-type: none"> • Satisfaction of individuals served • Financial stability of CLI and HCBDD • Staff satisfaction • Family feedback and satisfaction 		

Huron County Board of DD Strategic Plan

Goal 2: Continuously improve the Person-Centered Planning case management services.		
2016	2017	2018
<p>2A: Continuously assess the quality of person centered plans and case management services; take corrective action as needed.</p> <p>2B: Fully implement the Individual Budget system.</p> <p>2C: Increase the number of young children and school age children receiving person centered case management.</p> <p>2D: Reduce the number of individuals on the waiting list.</p> <p>2E: Continue to support self advocates and develop their advocacy and self-determination skills.</p>	<p>2A: Continuously assess the quality of person centered plans and case management services; take corrective action as needed.</p> <p>2B: Continuously improve the Individual Budget system.</p> <p>2C: Increase the number of young children and school age children receiving person centered case management.</p> <p>2D: Reduce the number of individuals on the waiting list.</p> <p>2E: Continue to support self advocates and develop their advocacy and self-determination skills.</p>	<p>2A: Continuously assess the quality of person centered plans and case management services; take corrective action as needed.</p> <p>2B: Continuously improve the Individual Budget system.</p> <p>2C: Increase the number of young children and school age children receiving person centered case management.</p> <p>2D: Reduce the number of individuals on the waiting list.</p> <p>2E: Continue to support self advocates and develop their advocacy and self-determination skills.</p>
<p>Possible metrics</p> <p><u>Board metrics</u></p> <ul style="list-style-type: none"> • % of individuals achieving defined outcomes <ul style="list-style-type: none"> ○ Narratives supporting this • Self advocacy participation <ul style="list-style-type: none"> ○ Projects ○ Board and agency participation • Waiting list numbers <p><u>Management/leadership team metrics</u></p> <ul style="list-style-type: none"> • IB progress and accomplishments • Self-determination meetings 		

Huron County Board of DD Strategic Plan

Goal 3: Expand Early Childhood Services to include children 3-5 years old.		
2016	2017	2018
<p>3A: Define service offerings.</p> <p>3B: Develop financial plan to support expansion.</p> <p>3C: Develop referral sources.</p>	<p>3D: Continuously improve service offerings.</p> <p>3E: Establish and support network for family supports.</p>	<p>3D: Continuously improve service offerings.</p>
<p>Possible metrics</p> <p><u>Board metrics</u></p> <ul style="list-style-type: none"> • Financial analysis – income and expenses • Numbers served • Numbers served who enter regular school <p><u>Management/leadership team metrics</u></p> <ul style="list-style-type: none"> • Community partners • Referral source numbers • Individual Budget • Staff changes and training needs • Evaluation of what is working and what is not 		

Goal 4: Recruit, develop, and support providers of integrated services to adults to ensure high quality providers are available to meet individual needs.		
2016	2017	2018
<p>4A: Ensure there is a provider for every individual's needs.</p> <p>4B: Ensure individuals/families understand options and unique service offerings to be able to make appropriate choices.</p> <p>4C: Support providers in continuously improving service options and service quality.</p>	<p>4A: Ensure there is a provider for every individual's needs.</p> <p>4B: Ensure individuals/families understand options and unique service offerings to be able to make appropriate choices.</p> <p>4C: Support providers in continuously improving service options and service quality.</p>	<p>4A: Ensure there is a provider for every individual's needs.</p> <p>4B: Ensure individuals/families understand options and unique service offerings to be able to make appropriate choices.</p> <p>4C: Support providers in continuously improving service options and service quality.</p>
<p>Possible metrics</p> <p><u>Board metrics</u></p> <ul style="list-style-type: none"> • Number of providers • Number of individuals receiving services from each provider • Funding allocated to provider services <ul style="list-style-type: none"> ○ Day ○ Employment ○ Transportation <p><u>Management/leadership team metrics</u></p> <ul style="list-style-type: none"> • Number of potential providers in the funnel • List of service gaps needing providers 		

Huron County Board of DD Strategic Plan

Goal 5: Increase community employment and success.		
2016	2017	2018
<p>5A: Sustain and expand the Local Leaders group</p> <p>5B: Support schools in improving transition programs to prepare for community employment.</p> <p>5C: Continue to support effective non-school transition programs.</p> <p>5D: Increase number of employers hiring individuals with DD.</p> <p>5E: Increase transportation options that will support community employment. (Joint objective with 4A)</p> <p>5F: Provide benefits analysis through the COG to individuals interested in community employment.</p> <p>5G: Determine appropriate home for Employment Navigator function; establish staff in best organization.</p> <p>5H: Hire a job coach for Christie Lane School.</p>	<p>5A: Sustain and expand the Local Leaders group</p> <p>5B: Support schools in improving transition programs to prepare for community employment.</p> <p>5C: Continue to support effective non-school transition programs.</p> <p>5D: Increase number of employers hiring individuals with DD.</p> <p>5E: Increase transportation options that will support community employment. (Joint objective with 4A)</p> <p>5F: Provide benefits analysis through the COG to individuals interested in community employment.</p>	<p>5A: Sustain and expand the Local Leaders group</p> <p>5B: Support schools in improving transition programs to prepare for community employment.</p> <p>5C: Continue to support effective non-school transition programs.</p> <p>5D: Increase number of employers hiring individuals with DD.</p> <p>5E: Increase transportation options that will support community employment. (Joint objective with 4A)</p> <p>5F: Provide benefits analysis through the COG to individuals interested in community employment.</p>
<p>Possible metrics</p> <p><u>Board metrics</u></p> <ul style="list-style-type: none"> • Total individuals employed • Total hours worked with comparison to desired hours worked • Number of employers • Age of individuals employed <p><u>Management/leadership team metrics</u></p> <ul style="list-style-type: none"> • Sufficient transportation and employment providers (barriers to success) • ROI on employment services • Participation in local leaders • What day services available and used when not working 		

Huron County Board of DD Strategic Plan

Goal 6: Ensure all operations and systems are effective, efficient, and innovative to support long term sustainability.		
2016	2017	2018
<p>6A: Continue ongoing public awareness campaign to help the community understand individuals with DD and the responsibilities of HCBDD.</p> <p>6B: Continuously improve communications within agency.</p> <p>6C: Improve processes and outcomes in all departments.</p> <p>6D: Ensure all staff understand future and focus of agency.</p> <p>6E: Ensure appropriate infrastructure and supports for services (such as non-waiver Recreation) that will remain with HCBDD.</p> <p>6F: Develop long term budget to support this strategic plan.</p>	<p>6A: Continue ongoing public awareness campaign to help the community understand individuals with DD and the responsibilities of HCBDD.</p> <p>6B: Continuously improve communications within agency.</p> <p>6C: Improve processes and outcomes in all departments.</p> <p>6D: Ensure all staff understand future and focus of agency.</p> <p>6G: Assist AOS in becoming a private provider.</p>	<p>6A: Continue ongoing public awareness campaign to help the community understand individuals with DD and the responsibilities of HCBDD.</p> <p>6B: Continuously improve communications within agency.</p> <p>6C: Improve processes and outcomes in all departments.</p> <p>6D: Ensure all staff understand future and focus of agency.</p>
<p>Possible metrics</p> <p><u>Board metrics</u></p> <ul style="list-style-type: none"> • Average cost per person served • Public interest <ul style="list-style-type: none"> ○ Web visits ○ Facebook contacts <p><u>Management/leadership team metrics</u></p> <ul style="list-style-type: none"> • Communication progress <ul style="list-style-type: none"> ○ Number of focus groups ○ Attendance at informational meetings • Progress toward improved department benchmarks • Staff satisfaction 		