



Warren County Board of Developmental Disabilities July 2021 – December 2023 Strategic Plan Update

Review Period: July 2021 – December 2021

GOAL 1: Provide quality services and supports to individuals with disabilities living in Warren County and their families to enhance their lives and promote integration

OBJECTIVE 1 Reduce the number of individuals in Warren County waiting for services

Initiative	Status	Update
1: Conduct waiting list assessments within 30 days of request from individual or guardian; or when service coordinator determines status may have changed; or within 90 days of receiving notice that an individual on another County Board's waiting list for HCBS Waiver Services has moved to Warren County	On Target	Assessments are completed per SSA Division Procedure (SSP-313) Waiting List Assessment Procedure. In calendar year 2021, 31 Initial and 35 Reassessments were completed
2: Planning & Budgeting –use of local funds and allocation of additional waivers	On Target	As of 12/31/21, there were 747 waivers held by individuals served. Expenses increased in county held funds during 2021 which was attributed to staffing cost to support individuals and costs to support schools and providers via grant/support arrangements.
3: Recruit sufficient providers of services to meet the needs of individuals receiving services in Warren County	On Target	Successfully assisted with 48 new Independent Provider certifications; 2 new Agency certifications; and 22 Recertifications (Independent and Agency)
4: Build relationships with landlords and rental agencies to ensure sufficient housing for adults in need	In Progress	CHAP rents more than 70 units to individuals served by WCBDD. Many staff members have cultivated working relationships with private landlords throughout the county in order to contact for assistance when needed. A Residential Options Coordinator position was created to assist with this initiative.

OBJECTIVE 2 Promote self-advocacy for individuals served by WCBDD through the person-centered planning process, activities and community connections

Initiative	Status	Update
1: Continue to strengthen the “Voices Speaking Out” Advocacy Group through recruitment, staffing and funding in order to promote what they do to stakeholders, and promoting the person-centered planning process to know and understand ISPs	On Target	Advocacy group attended trainings on person centered planning. Each month, one member gives a brief synopsis of their life and what is important to them. Additionally, members are asked “how they spoke up”, which gives them the opportunity to think about things that are important to them in their lives. Advocacy Newsletter continues to go out, and the group continues to promote itself during recreational activities as well. Service coordinators also routinely share information with individuals about the opportunity to be included in the Advocacy Group.
2: Provide opportunities to learn about the board and possible future appointment as a board member	Not Started	While there has not been a formal meeting to start this process, the “Voices Speaking Out” Advocacy Group had the opportunity to speak to the Leadership Warren County Class of 2020 on advocacy and service projects, represent themselves and the agency at the Clearcreek Township Police Department’s National Night Out, engage the community at World Social Inclusion Day at Makino Park during this report period. These are all growing opportunities for becoming responsible leaders.
3: Ensure individuals receive services in the most integrated setting appropriate to their needs	On Target	There are a variety of residential options currently existing in Warren County to meet individuals’ level of care. WCBDD is committed to the establishment of residential living arrangements which are consistent with the principles of self-determination and community integration, ensuring that individuals receive services in the most integrated setting appropriate to their needs.
4: Promote changes to waiver options to provide more flexibility for service and funding options	On Target	During the annual assessment and development of the Individual Service Plan, service coordinators share information about the various service options available to meet the Individual’s assessed need.

		Recently, WCBDD has seen an increase in authorizations for Remote Support Services and Assistive Technology. Both services have offered an alternative way to meet a person's need that otherwise would have been met with Homemaker/Personal Care services.
--	--	--

OBJECTIVE 3 Support providers who deliver direct services to individuals with developmental disabilities in Warren County

Initiative	Status	Update
1: Meet with each newly certified independent provider within sixty calendar days of the provider being selected to provide services to an individual, to confirm the provider understands the individual service plan and the provider's responsibilities and ensuring the provider has contact information for the WCBDD	On Target	Per SSA Division Procedure (SSP-303) Service Monitoring Procedure, service coordinators conduct residential monitoring visits within thirty (30) days after the start of residential services or thirty (30) days after a change in residential providers.
2: Facilitate monthly provider meetings	On Target	Monthly provider meetings were held every month July – December 2021. Starting in July 2021, the meetings were held as hybrid in person/virtual to accommodate as many providers as possible.
3: Facilitate monthly trainings for providers –both required and special training opportunities	On Target	In addition to the required initial and annual provider trainings that were held monthly for providers both virtually and in person, trainings for the longevity add on were held twice each month, CPR/First Aid was held once each month, and Bridges out of Poverty was a special training held as well.
4: Assist with funding for recruitment efforts	On Target	During the third quarter of 2021, WCBDD offered a reimbursement program for providers to assist with recruitment that included a bonus incentive for staff hiring. Additionally, WCBDD provided all onboarding required classes for DSPs to providers at no charge as well as background checks as required by DODD.

OBJECTIVE 4 Provide individuals who are of working age with opportunities for community employment

Initiative	Status	Update
1: Increase the number of individuals of working age engaged in community employment	On Target	Between 07/01/21 – 12/31/21, the WCBDD Community Employment Program: <ul style="list-style-type: none"> * Assisted 9 enrolled individuals to become employed in the community; * Received a total of 151 OOD authorizations for services; and * Served 21 enrolled individuals in Summer Work Adjustment Services Additionally, the Transition Program provided weekly vocational training classes including Job Class and Community Life Skills Class. WCBDD contracts with IKRON to provide vocational training classes in 7 local school districts.
2: Work to clearly evaluate and help individuals understand their movement on their paths to employment	On Target	Service coordinators review with each person who is receiving post-high school services where they fall on the Path to Employment at least once annually. They also have ongoing communication with Opportunities for Ohioans with Disabilities and Individual Employment Supports providers. In calendar Year 2021, the SSA Division supported 190 adults with securing and maintaining competitive employment
3: Work with employers in the community to encourage employment opportunities for individuals served	On Target	Between 7/1/21 – 12/31/21, WCBDD Community Employment Program: had 2 representatives present at the Franklin Chamber of Commerce meetings; had several staff actively participate in the monthly SW Ohio Provider Support Network Confab meetings; worked with 8 new businesses that contacted WCBDD for assistance in filling vacant positions; and worked with 38 local business partners while providing assistance with job development, job coaching, community-based assessments and/or work adjustment training
4: Work with local Opportunities for Ohioans with Disabilities (OOD) office to provide employment services	On Target	The WCBDD Community Employment Program received a total of 151 OOD authorizations for services in the areas of Job Coaching, Job Development, Career Exploration, Work Adjustment, Community Based Assessments and Work Incentives Planning
5: Fill local OOD provider gaps with WCBDD employment services	On Target	The WCBDD Community Employment Program received a total of 151 OOD authorizations for services in the areas of Job Coaching, Job Development, Career Exploration, Work Adjustment, Community Based Assessments and Work Incentives Planning

GOAL 2: Enhance partnerships, outreach and public knowledge of the Warren County Board of Developmental Disabilities in order to ensure the availability and effective delivery of services

OBJECTIVE 1 Create awareness of services and supports offered by the WCBDD

Initiative	Status	Update
1: Utilize social media outlets and website to publicize information about WCBDD, referral resources, and available services	On Target	The Community Relations Team provides 2 – 3 posts per week, publicizing and promoting WCBDD information, resources, available services, and success stories on social media. Additionally, the Community Relations Team continues to publicize and promote local, regional, and statewide information, resources, services, and success stories that may benefit individuals and families enrolled with WCBDD.
2: Distribute quarterly newsletter to mailing list and promote via social media	On Target	The Community Relations team continues to distribute the WCBDD Dreams Quarterly Newsletter electronically to the mailing list. All newsletters are available to the community on the website as well.
3: Promote success stories of individuals served	On Target	The Community Relations Team continues to work with all agency departments to promote success stories via social media, press releases, and newsletters. A total of seven press releases were distributed between 07/01/21 – 12/31/21.
4: Seek volunteers and interns for programs and events	On Target	The Community Relations Team continues its volunteer/intern recruitment for programs and events, and has continued outreach efforts through engaging in different local and regional events
5: Ensure all agency brochures are updated as changes occur and distribute to community partners	On Target	Agency brochures will continue to be updated and shared with the community via expos, resource fairs, and other events. In addition, the agency website is in the process of being updated and reconfigured, due to the efforts of the agency website committee.
6: Participate in SALT Series and other family information sharing sessions each year	On Target	WCBDD Community Connections Division sponsors Student to Adult Life Transition Series (SALTS) meetings at least once, and up to four times per month during the school year. The following number of people participated in the SALTS meetings: September 2021: 66 participants in SALTS meetings October 2021: 60 participants in SALTS meetings November 2021: 48 participants in SALTS meetings December 2021: 57 participants in SALTS meetings

OBJECTIVE 2 Develop and enhance partnerships to provide effective and available opportunities to people served by WCBDD

Initiative	Status	Update
1: Continue to build relationships with DODD, Warren County Auditor's office, and state legislators	On Target	Business Services works closely with DODD on service authorizations for waiver services. Business Services works closely with the Warren County Auditor's office for processing of all invoices, payroll activities and financial information.
2: Work with other entities who could be collaborative partners to provide quality services without duplication: Mental Health, Children Services, School Districts, FCFC/Coordinated Care	In Progress	Staff members participate in meetings with Mental Health Recovery Board Serving Warren and Clinton Counties and New Housing Ohio to work on expanding affordable housing opportunities for adults with co-occurring needs. Additionally, management team members are active participants in the Warren County Juvenile Detention Alternatives Initiative, WC SSAY Committee, Regional Autism Advisory Committee, SWOCOG Options for Children Committee, and FCFC Early Childhood Collaborative Committee. The WCBDD Community Resources Division is the Pooled Fund Fiscal Agent providing administration of funds, payment of bills, and maintenance of financial reports for Clinical Committee and Coordinated Care to make service decisions for multi system youth.
3: Work in partnership with other agencies to provide services to multi-system youth and adults –i.e. Merakey, Mental Health, Children Services, Southwestern Ohio Council of Governments, CITE	In Progress	WCBDD works in conjunction with other counties in the SWOCOG as part of the Multi-System Coordination committee to develop respite opportunities. The committee is working on a contract for training staff in Resilience-Based De-Escalation in these respite facilities. WCBDD continues to contract with Envision to provide Intensive In Home Supports services. Since July 1, 2021 Envision has provided CITE services to 24 individuals in Warren County with 9 individuals remaining on their waiting list. The contract also assists families with toilet training needs. The partnership with Merakey continues through SWOCOG and Multi-System Coordination to provide dual diagnosis treatment to referred individuals in Warren County.
4: Participate as members of the Warren County Criminal Justice Board	On Target	WCBDD staff participated as a member of the Warren County Criminal Justice Board in 2 meetings between 07/01/21 – 12/31/21
5: Train Warren County law enforcement through the Warren County Crisis Intervention Team training program	On Target	WCBDD Support Services Director provided training to Warren County Law enforcement once between 07/01/21 – 12/31/21
6: Present information on the eligibility process to local school districts and the Warren County Educational Service Center	Needs Improvement	No Eligibility presentations took place between 07/01/21 – 12/31/21 for school districts
7: Encourage staff and individuals to participate in statewide	On Target	WCBDD staff participate in, are members of, and/or hold leadership

<p>and countywide groups, boards, committees to promote WCBDD and provide meaningful input</p>		<p>roles within the following: Statewide SSA Director meetings, Region 3 SSA Director meetings, Careers with Peers Council, Transition Bootcamp Committee, APSE's Quality Assurance Committee, Regional Benefits Committees, PAR Ohio, Lebanon Rotary, Special Olympics Ohio, Child Advocacy Center Steering Committee, Family and Children First Council, Warren County Criminal Justice Board, Warren County Bar Association Certified Grievance Committee, Ohio Superintendents of County Boards meetings, FCFC for State of Ohio, Early Childhood Collaborative Committee of FCFC, Help Me Grow Home Visiting Program, County Early Intervention, Early Head Start, Baby Therapeutic Interagency Program, Children's Services meeting regarding CARA: Cross-System Opportunities to Protect Ohio Children, Early Learning Center Policy Council, Early Learning Center Education and Health Advisory Committees, OACB-OACF-EI Regional and State groups, RAAC Committees, Warren County Task Force, Business Manager Leadership Team, Statewide Provider Certification/Compliance Workgroup, Regional Provider Support Workgroup, Regional Policy to Practice Committee, and Regional Behavior Support Workgroup, Regional Nursing Support Group</p>
--	--	---

Objective 3 Support the recruitment of additional providers in order to meet the needs of individuals receiving services in Warren county

Initiative	Status	Update
<p>1: Promote provider development through various events and provider group participation Provider fairs to highlight Warren County providers Promote provider job openings through social media and Job Fairs Facilitate training opportunities and focus groups Appreciation dinner/awards Monthly Direct Support Professional (DSP) and Provider Spotlight</p>	<p>On Target</p>	<p>Between 07/01/21 – 12/31/21, DSPaths Longevity Add-On training was held every other Thursday, Annual Provider Certification was held twice per month, CPR/First aid was held monthly, 2 billing and documentation trainings were held, and monthly Provider meetings were held. Provider Development Coordinators attended the OPRA Conference and met with different providers of services and gathered information regarding how they could help in Warren County. Staff assisted providers with recruitment by posting open positions on the WCBDD website and Social Media, giving Ohio Means Jobs – Job Order Forms out, and assisted contacting Independent Providers and Agency Providers to see if staff could work open shifts for Agency Providers in need. Agency and DSP monthly spotlights were posted on the WCBDD Website and promoted via Social Media. Finally, the annual DSP Appreciation Dinner took place 09/14/21 and a Provider Fair took place on 09/18/21 in conjunction with the WCBDD's Family Fun Day.</p>
<p>2: Assist with certification needs</p>	<p>On Target</p>	<p>Provider Development staff met with Independent and Agency Providers regularly for both initial and recertification needs. Between 07/01/21 – 12/31/21, 50 new providers were certified and 22 providers were recertified. The required initial and annual trainings for providers were held twice a month, once through zoom and once in person and CPR and First Aid courses began in person.</p>
<p>3: Work to develop providers to support individuals with behavioral health needs and medical needs</p>	<p>In Progress</p>	<p>WCBDD is participating in the multisystem coordination committee through the SWOCOG to develop respite sites, providers, and a regional resource team to provide technical assistance for individuals with behavioral needs. Additionally, the SWOCOG is being contracted to assist with dual diagnosis intervention services provided by Merakey.</p>
<p>4: WCBDD to advocate for state/federal funding to increase DSP pay rates</p>	<p>In Progress</p>	<p>Support Service Manager participated in Regions 3 & 4 Provider Support committee meetings with DODD for ideas to advocate for increased provider assistance. WCBDD hosted Listen and Learn sessions in conjunction with DODD, OPRA, and OACB in order for CB staff, providers, and families to give their ideas and suggestions for further assistance when the state agencies are making requests to legislators.</p>
<p>5: Initiate the C3PO process for Warren County</p>	<p>Not Started</p>	<p>This program is currently on hold at the state level as the agency that oversees it is revamping it. Once the new program is ready, WCBDD will begin the process to initiate the program.</p>
<p>6: Develop learning lunches for topics of interest to providers</p>	<p>Not Started</p>	<p>Due to COVID – 19, the lunches were not an option to start between 07/01/21 – 12/31/21</p>
<p>7: Create a Southwest Ohio pilot program for OnSeen-Ohio disability community transportation network</p>	<p>In Progress</p>	<p>An OnSeen-Ohio demonstration was presented to Warren County providers in June 2021. In July 2021, individual meetings were scheduled with providers and the On-Seen administration for further demonstration and information. Following those meetings, the WCBDD provider development coordinators followed up with the providers who indicated that the time was not right for them. Support Services Manager is a member of the Regional Policy to Practice Workgroup who discusses transportation needs regionally and this program is discussed.</p>

GOAL 3: Ensure financial sustainability of the Warren County Board of Developmental Disabilities through forecasting, planning, funding opportunities and good fiscal stewardship

OBJECTIVE 1 Ensure services are provided in economically efficient ways

Initiative	Status	Update
1: Regularly assess value and effectiveness of services	On Target	All agency staff positions are evaluated when an employee leaves, to determine if the position is still needed and/or alterations to the position description might be needed. Revenues and expenses are evaluated monthly when financial reports are generated for the Board presentation. The long-term plan is completed annually.
2: Evaluate staff positions and wages/benefits to promote quality and reduce turnover	On Target	Human Resources and Community Relations Director evaluates open positions and staff salaries to ensure competitiveness. Staff salary schedules were revised effective 09/2020. Remote working was expanded officially in July 2021 for efficiency and to meet staff needs
3: Participate with Southwestern Ohio Council of Governments to share services and collaborate to make services more efficient	On Target	The WCBDD utilized the SWOCOG for: Family Support Services, Home Modification/equipment, Coordination, Public Relations, Multiple Needs Coordinator/Data Program, Occupational Therapy, Multi-System Supports, Community Supports, Administrative Supports, Provider Workforce Costs, and Specialty contracts
4: Reduce WCBDD property, equipment and resources that are not needed or useful	On Target	Two residential homes were sold by WCBDD in 2021, with another still on the market; The Oregonia Road property is no longer used by WCBDD, and this building will be sold or leased by WCBDD.

OBJECTIVE 2 Seek out additional forms of funding

Initiative	Status	Update
1: All sources of financial support are sought prior to utilizing local taxpayer dollars for services: grant opportunities, Opportunities for Ohioans with Disabilities (OOD), Waivers, etc.	On Target	Current non-local taxpayer funding includes Title XX, Targeted Case Management (TCM), Opportunities for Ohioans with Disabilities (OOD), and Medicaid Administrative Claiming
2: Advocate for state funding to help support DSP funding rates	On Target	WCBDD supports and advocates for state funding to be utilized to support DSP funding rates. This is done with the leadership of the Superintendent's Association.
3: Pull down federal funding to match local funding –waivers, Targeted Case Management (TCM), Medicaid Administrative Claiming (MAC), OOD, etc.	On Target	Federally funded programs that WCBDD participates in include Targeted Case Management, Medicaid Administrative Claiming and waiver services. Additionally, we are currently benefitting from reduced waiver match due to the Federal Health Emergency, which is providing an enhancement upon the federal rate.
4: Work with outside agencies to provide collaborative funding and services that may better meet the needs of individuals served	On Target	WCBDD contracts with outside agencies to provide various types of services such as residential, transportation, and adult day. Local services are utilized until service needs exceed the local services funding level, then a waiting list assessment is pursued, for possible waiver enrollment.

Objective 3 Utilize data received to forecast future financial position and maintain long term projections

Initiative	Status	Update
1: Update long term financial forecast with most current data at least quarterly	On Target	The long-term financial forecast is updated on a regular basis, at minimum of quarterly.
2: Develop plan regarding appropriate carryover balances and levy revenue	In Progress	Superintendent and Business Services Director to work to determine an appropriate plan regarding carry over and levy revenue. Currently, this is being done year to year, in conjunction with the long-term planning document.
3: Ensure decision makers, such as administrative staff, board members, and county officials are provided with financial data in order to develop sustainable plan	On Target	Monthly financial reports are provided to the board members and administrative staff. Long term planning is shared with county officials as needed.
4: Plan for changes that will be occurring within our system as established by the state and federal government	On Target	Administrative staff proactively seek the most recent data regarding system change and how it will affect WCBDD. Staff attend meetings with OPRA, Ohio DD Business Managers Organization and trainings provided by DODD and OACB to stay up to date.
5: Utilize available data to forecast future service needs for individuals served	On Target	Forecasts and projections are done by utilizing the waiting list assessment, Administrative Team meeting information, and current costs. Waiver requests are completed annually and data is gathered to

		indicate current cost trends for those served in order to incorporate that information into the planning document and annual budget.
--	--	--

GOAL 4: Ensure Warren County Board of Developmental Disabilities staff are qualified and supported in order to provide the best services possible to individuals in Warren County

OBJECTIVE 1 Provide training opportunities for staff so they will be well-informed and skilled in their delivery of services

Initiative	Status	Status
1: Money allocated in the budget every year for staff training	On Target	Division Directors work annually with the Business Services Director on budget submissions that include staff training costs
2: Work to certify that staff training opportunities presented by WCBDD include CEUs for staff certification	In Progress	Training and Development Specialist shared training with division directors
3: Increase cross-department knowledge/training so that employees have a better understanding of services in other divisions of the agency	On Target	WCBDD created an Employee Job Shadowing/Cross-training Committee to address this goal
4: Provide tuition reimbursement for furthering education	On Target	Tuition Reimbursement has continued for all staff. Between 07/01/21 – 12/31/21, WCBDD had 5 staff utilize tuition reimbursement for furthering education
5: Promote DD system-wide trainings such as Good Life, Trauma Informed Care, Person-Centered Services and Community Integration	Not Started/In Progress	Due to COVID-19, in person Good Life trainings as well as Trauma Informed Care were unable to be provided. Providers received Person-Centered Services and Community Integration during their initial and annual trainings.

OBJECTIVE 2 Provide staff with opportunities to contribute feedback regarding the agency and services offered

Initiative	Status	Update
1: Form staff committees to gain valuable input prior to implementation of new initiatives and agency plans, namely website updates, insurance planning, diversity, and cross training	On Target	WCBDD has continued the Insurance Committee and has formed the Employee Job Shadowing/Cross-training Committee, Diversity, Equity and Inclusion Committee and Website Committee. The new committees began meeting this report period.
2: Continue Superintendent Listening Sessions	On Target	Superintendent has continued to do Listening Sessions on a regular basis.
3: Utilize Qualtrics for staff surveys	In Progress	Qualtrics is now the default agency survey platform used for internal and external surveys. It is used for the annual agency survey as well as for various internal agency feedback projects.
4: Keep staff informed of agency projects and utilize the intranet for updates and contact information for questions or suggestions	Not Started	Intranet will be utilized the first quarter of 2022

Objective 3 Offer staff the support and resources they need in order to provide excellent services to individuals and families served

Initiative	Status	Status
1: Implement new performance review tool	In Progress	Supervisors received the new evaluation tool this report period for input.
2: Perform salary schedule reviews on a consistent basis	On Target	Salary schedule had a regular review during this report period.
3: Provide remote working opportunities for staff in order to best meet the needs of the people served	On Target	A new procedure was created during this report period in order to provide remote working opportunities to best meet staff needs. Office building work spaces were also renovated to accommodate changes in needs. Employees participate in remote work as appropriate for their positions and the needs of the people served.
4: Ensure management availability for staff either in person or virtually	On Target	All management staff are required to be in office a minimum of two days each week to ensure in-person availability on a weekly basis. Management staff is also equipped with the technology to be available via email, phone call, text, or zoom meeting whenever needed. Additionally, each division director has monthly standing meetings with their staff for updates/questions/needs.
5: Work with benefits representatives to establish a quality benefit package each year	In Progress	WCBDD continued to work with USI for all insurance and wellness needs during this report period.
6: Utilize intranet page for internal communication with staff	In Progress	Each division now has access to the Intranet and is able to control their division specific page to communicate information to staff. The Intranet can be used for various tasks such as staff meeting agendas, calendars, rule postings, training guides, data tracking, procedures, forms, reminders, and information changes.

Objective 4 Provide up-to-date hardware and software to WCBDD employees in order to assist them in completing their employment responsibilities

Initiative	Status	Status
<p>1: Evaluate software systems to be utilized by WCBDD staff to provide the most opportunities for efficiency and effectiveness Determine best software for individual database, tracking and compliance Upgrade financial software Continue to utilize Zoom when practical and necessary Utilize Qualtrics survey software to get additional feedback from stakeholders immediately following meetings and trainings</p>	<p>On Target</p>	<p>A project is being launched for the Early Intervention utilization of a technology program in conjunction with Warren County ESC to increase efficiency. Other divisions are working with IT Management for software needs. The upgrade to the financial software has been completed with the MIP project. Zoom has been fully deployed, and now WCBDD is expanding to include Zoom conference rooms in buildings. Qualtrics is the default agency survey platform used for internal and external surveys.</p>
<p>2: Work with technology providers regarding best way to support staff</p>	<p>In Progress</p>	<p>WCBDD is partnering with a technology company for software needs that will increase Early Intervention efficiency. In addition, WCBDD worked with Esign to expand the electronic signature platform to offer new features to staff.</p>
<p>3: Upgrade hardware in order to provide staff the ability to complete work outside of office buildings</p>	<p>In Progress</p>	<p>All agency laptops were replaced with newer models for more effective remote working capabilities.</p>