



# Strategic Plan

## July 2021- December 2023

**MISSION:** Supporting people with disabilities and their families to achieve what is important to them

**VISION:** We envision that in the future people with disabilities would have full access to the community including; transportation, housing, employment, education, leisure, and financial opportunities

### WCBDD CORE VALUES

Collaboration



Quality



Communication



Efficiency



Community



Accountability



Transparency



### WCBDD GOALS

**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

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

**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

**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



# Goals and Objectives

- **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

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

**Objective 3:** Support providers who deliver direct services to individuals with developmental disabilities in Warren County

**Objective 4:** Provide individuals who are of working age with opportunities for community employment

- **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

**Objective 2:** Develop and enhance partnerships to provide effective and available opportunities to people served by WCBDD

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

- **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

**Objective 2:** Seek out additional forms of funding

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

- **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

**Objective 2:** Provide staff with opportunities to contribute feedback regarding the agency and services offered

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

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

# 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

- Initiatives:



- 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
- Planning & Budgeting – use of local funds and allocation of additional waivers
- Recruit sufficient providers of services to meet the needs of individuals receiving services in Warren County
- Build relationships with landlords and rental agencies to ensure sufficient housing for adults in need

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

- Initiatives:

- 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
- Provide opportunities to learn about the board and possible future appointment as a board member
- Ensure individuals receive services in the most integrated setting appropriate to their needs
- Promote changes to waiver options to provide more flexibility for service and funding options

- Objective 3: Support providers who deliver direct services to individuals with developmental disabilities in Warren County

- Initiatives

- 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
- Facilitate monthly provider meetings
- Facilitate monthly trainings for providers – both required and special training opportunities
- Assist with funding for recruitment efforts

- Objective 4: Provide individuals who are of working age with opportunities for community employment

- Initiatives

- Increase the number of individuals of working age engaged in community employment
- Work to clearly evaluate and help individuals understand their movement on their paths to employment
- Work with employers in the community to encourage employment opportunities for individuals served
- Work with local Opportunities for Ohioans with Disabilities (OOD) office to provide employment services
- Fill local OOD provider gaps with WCBDD employment services

## 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

- Initiatives

- Utilize social media outlets and website to publicize information about WCBDD, referral resources, and available services
- Distribute quarterly newsletter to mailing list and promote via social media
- Promote success stories of individuals served
- Seek volunteers and interns for programs and events
- Ensure all agency brochures are updated as changes occur and distribute to community partners
- Participate in SALT Series and other family information sharing sessions each year



- Objective 2: Develop and enhance partnerships to provide effective and available opportunities to people served by WCBDD

- Initiatives:

- Continue to build relationships with DODD, Warren County Auditor's office, and state legislators
- Work with other entities who could be collaborative partners to provide quality services without duplication: Mental Health, Children Services, School Districts, FCFC/Coordinated Care
- 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
- Participate as members of the Warren County Criminal Justice Board
- Train Warren County law enforcement through the Warren County Crisis Intervention Team training program
- Present information on the eligibility process to local school districts and the Warren County Educational Service Center
- Encourage staff and individuals to participate in statewide and countywide groups, boards, committees to promote WCBDD and provide meaningful input

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

- Initiatives

- 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
- Assist with certification needs
- Work to develop providers to support individuals with behavioral health needs and medical needs
- WCBDD to advocate for state/federal funding to increase DSP pay rates
- Initiate the C3PO process for Warren County
- Develop learning lunches for topics of interest to providers
- Create a Southwest Ohio pilot program for OnSeen-Ohio disability community transportation network



### 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

- Initiatives



- Regularly assess value and effectiveness of services
- Evaluate staff positions and wages/benefits to promote quality and reduce turnover
- Participate with Southwestern Ohio Council of Governments to share services and collaborate to make services more efficient
- Reduce WCBDD property, equipment and resources that are not needed or useful
- Establish service priorities based on budget, policies/procedures and needs of people served

- Objective 2: Seek out additional forms of funding

- Initiatives

- 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.
- Advocate for state funding to help support DSP funding rates
- Pull down federal funding to match local funding – waivers, Targeted Case Management (TCM), Medicaid Administrative Claiming (MAC), OOD, etc.
- Work with outside agencies to provide collaborative funding and services that may better meet the needs of individuals served

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

- Initiatives

- Update long term financial forecast with most current data at least quarterly
- Develop plan regarding appropriate carryover balances and levy revenue
- Ensure decision makers, such as administrative staff, board members, and county officials are provided with financial data in order to develop sustainable plan
- Plan for changes that will be occurring within our system as established by the state and federal government
- Utilize available data to forecast future service needs for individuals served



## 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

- **Initiatives**

- Money allocated in the budget every year for staff training
- Work to certify that staff training opportunities presented by WCBDD include CEUs for staff certification
- Increase cross-department knowledge/training so that employees have a better understanding of services in other divisions of the agency
- Provide tuition reimbursement for furthering education
- Promote DD system-wide trainings such as Good Life, Trauma Informed Care, Person-Centered Services and Community Integration



- Objective 2: Provide staff with opportunities to contribute feedback regarding the agency and services offered

- **Initiatives**

- 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
- Continue Superintendent Listening Sessions
- Utilize Qualtrics for staff surveys
- Keep staff informed of agency projects and utilize the intranet for updates and contact information for questions or suggestions

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

- **Initiatives**

- Implement new performance review tool
- Perform salary schedule reviews on a consistent basis
- Provide remote working opportunities for staff in order to best meet the needs of the people served
- Ensure management availability for staff either in person or virtually
- Work with benefits representatives to establish a quality benefit package each year
- Utilize intranet page for internal communication with staff

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

- **Initiatives:**

- 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
- Work with technology providers regarding best way to support staff
- Upgrade hardware in order to provide staff the ability to complete work outside of office buildings