



GREENE COUNTY BOARD  
OF DEVELOPMENTAL DISABILITIES

**GCBDD**

*A Lifetime of Dignity  
and Opportunity*

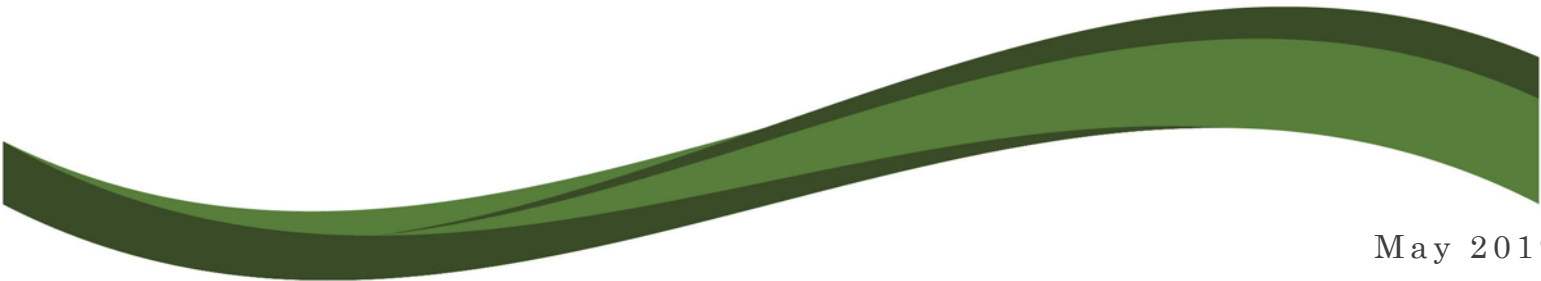
# STRATEGIC PLAN

## 2019-2021

PRESENTED BY:



THE  
**impact | group**  
IGPR.COM



May 2019

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## **MISSION AND VISION STATEMENTS**

**MISSION:** Helping people lead dignified, successful lives.

**VISION:** A lifetime of dignity and opportunity.

The Greene County Board of Developmental Disabilities is a county agency committed to serving individuals with disabilities in Greene County, while providing support services for their families.

Our mission is helping people lead dignified, successful lives. The Board strives to ensure the availability of programs, supports, and services that assist eligible individuals with disabilities in making choices and achieving a life of increasing capability so that they may live, work, and play in the community.

## **BOARD MEMBERS**

- **Cara Hume, President**
- **Joe Graf, Vice President**
- **Vijay Gupta, Secretary**
- **Melinda Mays**
- **Joan Dautel**
- **Stefanie Comperry**
- **Paul Quolke**

## LEADERSHIP TEAM

**John LaRock – Superintendent**

**Mary Ann Campbell – Director, Early Childhood Programs**

**Jennifer Frey – Program Manager, Early Childhood Programs**

**Myra Jackson – Director, Finance and Administration**

**Tom Schaeffer – Manager, Medicaid Services**

**Jose Nava – Fiscal Manager**

**Rob Lee – Manager, Facilities Management**

**Greg Geyer – Manager, IT**

**Heather Bird-Shimko – Manager, HR**

**Delana Zapata – Manager, Community Relations**

**Denise Summerville – Director, Service and Support Administration**

**Kris Keith – Manager, Service and Support Administration**

**Jeanne Turner – Director, Community Services**

**Sarah Combs – Manager, Provider Support Services**

**Carmen Royer – Manager, Transition Services**

## SERVICES

Major service areas include Early Childhood Programs, Community Services, Service and Support Administration, Community Relations and Finance and Administration Services. Each of these areas is committed to excellence in providing services to our many valued citizens.

## EARLY CHILDHOOD

Four Oaks is the Early Childhood program under the Greene County Board of Developmental Disabilities (GCBDD). Four Oaks is also under the Ohio Department of DD Early Intervention Program. Early Intervention Services are provided in conjunction with Greene County Public Health (GCPH). Early Intervention in Greene County uses the Primary Service Provider (PSP) evidenced-based practices for serving their families. Four Oak's goal is to support parents in gaining the competence and confidence needed to help their child learn within their family's daily activities and routines. What families do matters a great deal to the development of their young child. The Four Oaks team interventions are based on the child's individual needs and their family.

Four Oaks offers the following services: special instruction, occupational therapy, physical therapy, speech and language pathology, service coordination through Greene County Public Health, social work, and sign language services. Four Oaks offers additional services through their two autism projects: Autism Diagnosis Education Project (ADEP), Play, and Language for Autistic Youngsters (The P.L.A.Y. Project).

Program options are flexible and are designed to meet individual family choices. Services are provided at no charge to the family.

## COMMUNITY SERVICES

The Community Services Division is responsible for the following functions:

### Transition Services

The Greene County Board of Developmental Disabilities Transition Team strive to help transition age students (ages 14-22) and families prepare for the changes that come as high school ends. The primary objective of the Transition Team is to identify students within Greene County that

may qualify for our services. Once connected with services, the Transition Team can provide supports for students, families, teachers and members of the Individualized Education Program (IEP) team to collaborate and develop personalized transition plans based on the student's preferences, interests, needs and strengths. As part of the person-centered approach, these supports could include experiential learning to assist in developing life skills that enable a student to achieve post-graduate goals and make all necessary connections to community agencies and /or services.

### ***For Students***

What do you plan to do when high school ends? Do you plan to work, attend college, or even learn a trade? Will you live at home, by yourself, or with a roommate? What will you do for fun and how will you get there? Entering adulthood can be confusing and overwhelming. The Transition Team wants to assist you as you begin planning for your adult life. The Team is ready to help guide you as you make decisions that will determine what your adult life looks like.

### ***For Parents***

What will your student do when they graduate? Would you like them to work and live as independently as possible? Will they need supports to accomplish their goals? The transition process can be a stressful time for students and their families. The Transition Team can help you navigate, connect with agency partners, and answer any questions you have. The Transition Team works closely with Greene County school districts to help students and their families prepare for adulthood. The Transition Team assists with referral for family support services, employability skills classes, in-school work opportunities, community work site visits, monthly School to Adult Life Transition (SALT) meetings, summer boot camps, promoting self-advocacy and career competitions.

### ***For Agencies***

The Greene County Board of Developmental Disabilities Transition Team would like to come alongside your agency to help ensure that best

outcomes possible for transition age students in Greene County. For the transition process to be successful, students need supports from a variety of agencies. Whether you work for an educational, vocational rehabilitation, or social services agency, the Transition Team would like to collaborate with you. The Team is dedicated to multiagency planning and sharing information and resources to provide students with a comprehensive transition experience.

### **Provider Supports**

The Provider Supports Department offers supports and oversight activities aimed at developing and maintaining positive partnerships with providers and our local communities, which foster quality care and integration for the individuals we serve.

We offer assistance to current providers certified by the Ohio Department of Developmental Disabilities (DODD) and those working to become certified. This assistance includes help with the initial and renewal certification process, background checks, CPR and First Aid training, initial and annually required training, Crisis Prevention Institute (CPI) training, medication administration certification training, and ongoing compliance support. We complete an orientation process with newly certified providers, where responsibilities are reviewed and connections are made with Board supports. We also perform local provider compliance reviews as assigned by DODD. Through our Medication Administration Quality Assurance Reviews, conducted by our Quality Assurance RN, we work with providers and SSAs to confirm that the required standards for medication administration and other health related activities are being met.

Our Investigative Agent investigates and documents Major Unusual Incidents (MUI) per the protocol established by DODD. The Investigative Agent (IA) works closely with SSAs, providers, law enforcement, Children Services, and other community entities, to support timely reporting and communication, and appropriate follow-up related to preventative measures. The IA reports to our Board monthly

on MUIs, including a comparison of current trends with those in past years. The IA is responsible for the MUI Stakeholder Committee that looks to identify system challenges and suggested changes to support the health and safety of individuals served.

Through SSA referrals, our behavior supports offer assistance to individuals and their teams with developing strategies to help with behavioral challenges, and work to assure that the Board remains in compliance with regulations surrounding behavior supports and the use of restrictive measures. If there is an imminent risk of harm or legal sanction for an individual, our Behavior Support Specialist works with the team to develop the least restrictive measures possible to keep the individual and others safe. Through our Human Rights Committee, which contains a required representation of stakeholders, proposed restrictive measures are reviewed for approval prior to implementation.

We also collaborate with local businesses and providers to offer meaningful opportunities for individuals in their communities. Based on individual feedback we coordinate community activities throughout the year including banquets and dances, music therapy, visual arts programs, physical fitness activities, and sporting events. In partnership with our Transition team, we also look to connect with our community through the All Hands In network, which links needs of individuals with members of their community that would like to help.

The Voices of Greene County, is our community based self-advocacy group that meets regularly to plan presentations and activities that aim to build self-advocacy skills, and increase awareness about disability related issues. The group holds an annual conference and discovery day for individuals to learn more about self-advocacy and explore their interests. They also partner with various community agencies and businesses to support disability awareness.



## **SERVICE AND SUPPORT ADMINISTRATION**

The Service and Support Administration Division is responsible for the following functions:

### **Intake/Eligibility Determination**

An individual must reside in Greene County and be determined eligible in order to receive Greene County Board of DD services. Eligibility SSAs work with individuals and families from the initial referral to determine if an individual qualifies for services. Eligibility for services is a two-step process. An individual must have a qualifying diagnosis with the onset of the disability occurring prior to the age of 22, and then the individual must be assessed to display three or more substantial functions limitations on either the Children's Ohio Eligibility Determination Instrument (COEDI) or Ohio Eligibility Determination Instrument (OEDI).

### **Service and Support Administration (SSA)**

Using person-centered planning, the Service and Support Administrator (SSA) assists the individual and members of the individual's team to identify what is important to the individual (goals/future plans) and important for the individual (health/safety needs). SSAs function as a primary point of coordination that assists the individual with the development, implementation, coordination, and monitoring of the Individualized Service Plan (ISP). SSAs also assist with provider selection and ensure that individuals have free choice when choosing from available, willing providers. SSAs provide training on the individual ISP outcomes/supports for the selected provider.

SSAs work in partnership with the individual and the members of their ISP team to ensure that the services in the ISP meet the needs of the

individual and help the individual achieve desired outcomes. Often individuals receive services from multiple systems. The goal of Service and Support Administration is to maintain the individual as the focus while coordinating services across systems.

In the event of crisis or emergency that takes place outside of the Board's hours of operation, eligible individuals can access an on call SSA and receive service coordination assistance. The Service and Support Administration Division also provides information about Board services and referral to community resources to all individuals regardless of their eligibility status.

### Employment Navigation

The primary responsibility of Employment Navigators is to assist in the planning, coordinating, and monitoring of employment related supports to Board eligible individuals who are seeking jobs. Employment navigation supports individuals to identify their place on the path to employment and obtain services designed to help them advance on the path. Employment navigation is not about service provision, but rather about offering targeted SSA assistance in the area of employment supports. Our Employment Navigators work in conjunction with individuals, families, and many community partners (Ex. Opportunities for Ohioans with Disabilities (OOD), residential providers, employers, employment services staff, etc...) to maximize the resources available to help individuals achieve their desired employment outcomes.

## **COMMUNITY RELATIONS**

Brochures detailing the programs and supports of the Board are created and upgraded on an as-needed basis; newsletters are published on an as-needed basis and distributed to individuals served, their families, and mailed to those who have requested copies.

Guest speaking is available to provide an opportunity to detail the Board's programs. If your organization would like to schedule a speaker, please contact the Board office at 562-6500.

## **FINANCE & ADMINISTRATION**

### **Financial Management**

The primary responsibility of the fiscal function is to maintain a positive cash flow to ensure all programs operate effectively. Each month the Board is presented with financial reports showing planned and actual revenue, expenses and projections for the remainder of the year. This enables the Board members and Board managers to identify potential cash shortfalls and make any needed adjustments.

The fiscal function is also responsible for the routine day-to-day activities of making deposits, paying bills, coordinating with county officials, managing payroll and overseeing the purchasing responsibilities and IT Services.

On average, approximately 86 percent of annual revenue comes from local property taxes voted on by county residents. The state provides six percent, while eight percent comes from Medicaid and other federal reimbursements.

### **Medicaid Waiver/Local Funds Administration**

The County Board of DD administers three Medicaid Waiver Programs, the Individual Options, Self-Empowering Life Funding and the Level One Waivers. Our Medicaid Department oversees the enrollment/disenrollment process, monitors local Waiver capacity, individual funding ranges, and provider reimbursement for services rendered. The administration of Medicaid Programs requires abidance by all terms and conditions set forth in the federally-approved waiver documents including any appendices and attachments, related sections of the Revised Code, and administrative rules promulgated by the Ohio department of Medicaid.

In addition to the administration of Medicaid funds, this department manages the Family Support Services Program and allocates, tracks, and processes the local levy dollar that available for all Board non-Waiver Programs.

### Human Resources

The Human Resources department helps the organization reach its goals by balancing the needs and goals of both the Board and the employees while being fiscally responsible to the taxpayers.

The HR department assesses staffing needs, coordinates and maintains mandatory state certification for all required employees, assists with business analysis and process improvement, ensures compliance with policy and regulations, and assists managers with performance counseling.

The Human Resources department is key in implementing the most recent health and safety rules for our staff. The individuals our staff serve require strict attention to health and safety issues. Continual training is essential for our staff to be efficient and work in a safe manner.

Lastly, the HR department is responsible for making sure a final candidate for a position, goes through a thorough background check through Ohio Bureau of Investigations, registry checks of the DD Abuse Registry, State Nurses Registry, Sex Offender Registry, OIG Fraud Registry, Government Entity Exclusion Registry, Offender Registry and the Ohio Department of Medicaid Provider Exclusion and Suspension List. The final candidate must also have a medical exam and drug screen prior to being hired.

### Facilities Management

The Board operates its programs from four facilities, one which is owned by the Board and three which are leased.

## STRATEGIC PLAN VISION STATEMENT

***“ACTION-FOCUSED, ACCOUNTABLE AND INDIVIDUAL-CENTERED”***

### STRATEGIC GOALS\*

**GOAL 1 – BOARD STEWARDSHIP** – The Greene County Board of Developmental Disabilities (Board) will assure the stewardship of all programs, services and resources through the faithful oversight of this Strategic Plan’s implementation.

- A. Review plan progress to assure 90% completion of annual Action Steps.

**Step 1.** Plan progress review.

**TBCB:** Board and Superintendent, Quarterly 2019-2021

- B. Develop leadership transition and succession planning program.

**Step 1.** Develop plan.

**TBCB:** Board and Superintendent, December 2019

**Step 2.** Implement plan with notification to all stakeholders.

**TBCB:** Board and Superintendent, December 2019

- C. Provide required Annual Plan elements to DODD.

**Step 1.** Provide DODD plan.

**TBCB:** Board and Superintendent, April 1, 2020-2021

**Step 2.** Provide DODD plan fiscal projections including expenses and revenues approved by the Superintendent.

**TBCB:** Superintendent, April 1, 2020-2021

**Step 3.** Provide DODD annual plan specifying:

- The number of individuals on the Board’s waitlist.
- The service needs of individuals on Board’s waitlist.
- The projected annual cost of services.
- The projected number of individuals to be provided home and community-based services.
- How services will be phased in over the Plan period.

**TBCB:** Superintendent, December 31, 2020-2021

## **GOAL 2 – COMMUNICATIONS INTERNAL and EXTERNAL –**

The Board is committed to creating open, innovative and effective lines of communication within and between its departments. The Board will educate its stakeholders on the programs and services available and why the Board is a vital part of the Greene County community.

- A. Improve Communication between Board Departments with a goal of 75% staff satisfaction with improved communication.
  - Step 1.** Conduct staff in-service on Department functions annually.
  - TBCB:** Director of Community Services, June 2019-2021.
- B. Educate community on the Board's Vision and Goals through six annual formal presentations.
  - Step 1.** Conduct presentations on Board's Strategic Plan.
  - TBCB:** Community Relations Manager, December 2019-2021
- C. Improve communication with families through increased periodic newsletters, emails and social media campaigns.
  - Step 1.** Develop communications plan.
  - TBCB:** Community Relations Manager, July 2019
  - Step 2.** Implement plan.
  - TBCB:** Community Relations Manager, September 2019
- D. Redefine/Rebrand the Board.
  - Step 1.** Assure Board compliance with state standards/mandates.
  - TBCB:** Provider Support Manager, June 2019
  - Step 2.** Market Board's new Strategic Plan.
  - TBCB:** Community Relations Manager, June 2019
  - Step 3.** Develop new brand concepts and strategies.
  - TBCB:** Community Relations Manager, September 2019
- E. Review potential shared services/advertising with the COG.
  - Step 1.** Participate with COG public relations subcommittee.
  - TBCB:** Community Relations Manager, June 2019
  - Step 2.** Determine desired services and advertising.
  - TBCB:** Community Relations Manager, September 2019
  - Step 3.** Implement and report services and advertising.
  - TBCB:** Community Relations Manager, December 2019-2021

### **GOAL 3 – ACCOUNTABILITY – The Board will demonstrate exceptional accountability in its operations and fiscal management.**

- A. Study potential metrics for all staff to determine workload capacities and productivity.**

**Step 1.** Design study and identify staff.

**TBCB:** Director of Finance and Administration, June 2019

**Step 2.** Implement study.

**TBCB:** Director of Finance and Administration, September 2019

**Step 3.** Present results to staff at in-service day.

**TBCB:** Director of Finance and Administration, first in-service 2020

### **GOAL 4 – INDIVIDUAL NEEDS AND SERVICES – The Board will continue to provide high-quality programs to its individuals while creating opportunities to increase community integration and interaction both socially and vocationally.**

- A. Increase total numbers while improving services for 3–21 years old.**

**Step 1.** Determine present total numbers as a baseline.

**TBCB:** SSA Director, June 2019

**Step 2.** Determine service needs.

**TBCB:** SSA Director, December 2019

**Step 3.** Develop and implement service offerings based on identified needs.

**TBCB:** SSA Director, Director of Community Services and Superintendent, June 2020

- B. Determine improved process for determining Board eligibility.**

**Step 1.** Investigate strengths and weaknesses of present process.

**TBCB:** Director of Finance and Administration and SSA Director, December 2019

**Step 2.** Develop proactive plan to enhance strengths and reduce weaknesses.

**TBCB:** Director of Finance and Administration and SSA Director, March 2020

**Step 3.** Implement plan.

**TBCB:** Director of Finance and Administration, SSA Director and Superintendent, June 2020



- C. Determine service needs for individuals with challenging behaviors and individualized medical needs.

**Step 1.** Determine present number of individuals with challenging behaviors.

**TBCB:** Provider Support Manager, December 2019

**Step 2.** Determine service needs by age categories

**TBCB:** Provider Support Manager, June 2020

**Step 3.** Recommend new programs/supports based on service needs determination.

**TBCB:** Provider Support Manager, September 2020

**Step 4.** Implement services.

**TBCB:** Provider Support Manager and Superintendent, March 2021

## **GOAL 5—STAFF DEVELOPMENT AND SKILL ACCOUNTABILITY—**

The Board will maintain a high-quality workforce including Administrators dedicated to achieving its goals and dedicated to achieving a positive and appreciative work environment.

- A. Encourage management and non-management staff to participate in creating a positive work environment and an Appreciative relationship culture.

**Step 1.** Develop staff training program for appreciation, customer service, and management skills.

**TBCB:** Director of Finance and Administration, June 2019

**Step 2.** Implement training program.

**TBCB:** Director of Finance and Administration, September 2019

**GOAL 6 – SERVICE QUALITY –** The Board will continue to provide a wide variety of supports and services while continually improving and enhancing service quality.

- A. Develop and increase relations with public schools.

**Step 1.** Review service requests from public schools.

**TBCB:** Manager of Transition Services, December 2019



**Step 2.** Determine the viability of service requests.

**TBCB:** Manager of Transition Services, June 2020

**STEP 3.** Implement desired services.

**TBCB:** Manager of Transition Service and Superintendent, September 2020

**B. Develop strategies for keeping staff safe in community settings.**

**Step 1.** Develop a safety policy.

**TBCB:** Early Childhood Director and SSA Director, December 2019

**Step 2.** Determine staff safety training implications.

**TBCB:** Early Childhood Director and SSA Director, March 2020

**Step 3.** Implement trainings.

**TBCB:** Early Childhood Director and SSA Director, June 2020

**C. Increase positive relationships with, and support to, Providers.**

**Step 1.** Facilitate Provider meetings.

**TBCB:** Provider Supports Manager, Monthly 2019-2021

**Step 2.** Provide a minimum of 75 Provider trainings annually.

**TBCB:** Provider Supports Manager, December 2019-2021

**Step 3.** Solicit Provider feedback on current needs and possible solutions at least 12 times annually.

**TBCB:** Provider Supports Manager, December 2019-2021

## **GOAL 7 – NEW SERVICE DEVELOPMENT – The Board will continue to explore new service options to meet identified service gaps.**

**A. Research transportation service options.**

**Step 1.** Determine present and future transportation needs.

**TBCB:** Director of Community Services, June 2020

**Step 2.** Determine viable options.

**TBCB:** Director of Community Services, December 2020

**Step 3.** Make service recommendations to Board.

**TBCB:** Director of Community Services and Superintendent, March 2021

**\*THIS STRATEGIC PLAN IS A LIVING, FLEXIBLE DOCUMENT SUBJECT TO ALTERATIONS AS FEDERAL, STATE OR FUNDING CIRCUMSTANCES CHANGE. DATES FOR OBJECTIVES AND STEPS ARE “BEST ESTIMATES” AND MAY BE MODIFIED OR DELETED AS UNFORSEEN CIRCUMSTANCES OR EVENTS ARISE.**