

Greene County Board of
Developmental Disabilities

GCBDD



Compassion.
Community.
Commitment.

STRATEGIC PLAN

2023-2026

***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.**

October 2022



TABLE OF CONTENTS

	PAGE
MISSION AND VISION STATEMENTS	3
BOARD MEMBERS	3
LEADERSHIP TEAM	4
SERVICES	4 – 12
STRATEGIC PLAN VISION STATEMENT	13
GOAL 1 – BOARD STEWARDSHIP	13
GOAL 2 – COMMUNICATION INTERNAL AND EXTERNAL	13-14
GOAL 3 – ACCOUNTABILITY	14
GOAL 4 – INDIVIDUAL NEEDS AND SERVICES	14-15
GOAL 5 – STAFF DEVELOPMENT AND SKILL ACCOUNTABILITY	15
GOAL 6 – SERVICE QUALITY	16
GOAL 7 – NEW SERVICE DEVELOPMENT	17



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

- **Paul Quolke, President**
- **Elizabeth Eng, Vice President**
- **Cara Hume, Secretary**
- **Melinda Mays**
- **Debra Williamson**
- **Sharon Bonadies**
- **Lesley Davis**



LEADERSHIP TEAM

John LaRock- Superintendent
Jennifer Frey- Director, Early Childhood Programs
Andrea Geiger- Program Manager, Early Childhood Programs
Tom Schaeffer- Director, Finance and Administration
Sheila Bloom-Manager, Medicaid Services
Jose Nava- Business Manager
Rob Lee- Manager, Facilities Management
Greg Geyer- Manager, IT
Heather Bird -Shimko-Manager, HR
Delana Zapata- Director, Community Relations
Denise Summerville-Director, Service and Support Administration
Kris Keith-Manager, Service and Support Administration
Celeste Johnson- 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, occupation therapy, physical therapy, speech and language pathology, service coordination through Greene County Public Health and social work. 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.

All Hands In

Through our All Hands In network, we collaborate with local businesses , community groups/agencies and providers to offer meaningful and integrated opportunities for individuals in their communities. Based on individual feedback, we coordinate community activities throughout the year.

The Voices of Greene County Advocacy

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.

Provider Supports

The Provider Supports Department offers supports and oversight activities aimed at developing and maintaining positive partnerships with providers and our local communities to foster quality care for 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. Supporting individuals served in accessing and maintaining Social Security and Medicaid benefits is another role of our department.



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 Agents (IAs) investigate and document Major Unusual Incidents (MUI) per the protocol established by DODD. The IAs work 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 IAs report to our Board monthly on MUIs, including a comparison of current trends with those in past years. The IAs are responsible for the MUI Stakeholder Committee that looks to identify system challenges and suggested changes to support the health and safety of individuals served.

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 to 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 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.

Behavior Supports

Behavior Support services work in conjunction with SSA services to provide additional assistance to individuals, families and ISP teams when challenging behaviors interfere with an individual's life. Upon receipt of a referral from and individual's SSA, our Behavior Support Specialist assists SSAs and ISP teams with developing strategies and facilitating their implementation. The Behavior Support Specialist also incorporates a person-centered approach while assessing and determining appropriate supports for the individual. If there is an imminent risk of harm or threat of legal sanction for individual, our Behavior Support Specialist works toward using the least restrictive measures possible to keep the individual and others around them safe.

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

Community Relations works across divisions to create meaningful communications for people with developmental disabilities, their families, service providers and other partners. They develop and manage many types of communications including the GCBDD website, social media, videos and publications. These communications strive to inform the public of our mission, goals and successes through positive stories in both local and state media. GCBDD collaborates with other governmental agencies and external partners on messaging communications that are assessable, useful, consistent and credible.

Although communication is a program-wide responsibility, the Community Relations Department is the coordinating liaison between GCBDD and the public, to give community members the information it needs to be aware of our programs and services.

Guest speaking is available to provide an opportunity to detail the Boards programs by contacting the Board office at 937-562-6500.



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 87% of our annual revenue comes from local property taxes voted on by county residents, 9% comes from Medicaid and other federal reimbursements, and the remaining 4% comes from other miscellaneous sources.

Medicaid Waiver/Local Funds Administration

The County Board of DD administers three Medicaid Waiver Programs, the Individual Options, Self-Empowered 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 dollars that are available for all non-waiver programs offered by the county Board.



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 two facilities, one which is owned by the Board and one which is owned by the County.

Information Technology

The IT Department maintains the data and voice network and all devices that are connected to it, in addition to providing staff technical support, training and IT consulting.



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 ensure completion or modification of action steps.
TBCB: Board, Superintendent and Directors, Quarterly 2023 as an agenda item at a regular scheduled Board meeting
- B. Update and Monitor implementation of succession plan for 2023.
TBCB: Superintendent, March 2023
- C. Maintain a current 10-year financial forecast.
TBCB: Business Manager and Superintendent , updated and presented to the Board when modified
- D. Take the necessary steps to ensure placement of a 3.5 mill renewal levy approved by the County Commissioners on the November 2023 Ballot.
TBCB: Superintendent, November 2023
- E. Develop and implement a strategic levy campaign to pass the 3.5 mill renewal levy.
TBCB: Superintendent and Director of Communications, April 2023

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. Continue to educate community on the Board’s Vision and Goals, and services.
Step 1. Community networking with all stakeholders.
TBCB: Director, Community Relations, Ongoing



- B. Increase website accessibility and user experience.**
 - Step 1. Develop “new user” friendly Eligibility page.**
TBCB: Director, Community Relations, December 2023
 - Step 2. Implement videos.**
TBCB: Director, Community Relations, December 2023
 - Step 3. Maintain AccessiBe (current website accessibility software) updates.**
TBCB: Director, Community Relations, October 2024
- C. Promote updated GCBDD Brand and message.**
 - Step 1. Provide staff guidance on usage of GCBDD agency messaging (3-30-3)**
TBCB: Director, Community Relations, November 2023

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

- A. Study potential areas in which the county board can maintain, enhance and develop internal and external services through a collaboration with providers, county boards and the COG.**
 - Step 1. Study the outstanding service needs for internal staff and external services.**
TBCB: Director of Finance and Administration, July 2023
 - Step 2. Implement study.**
TBCB: Director of Finance and Administration, January 2024
 - Step 3. Implement identified cost effective areas with outside partners.**
TBCB: Director of Finance and Administration, January 2024 and ongoing

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. Continue to expand availability of services to eligible individuals aged 3 to 21 years old.**
 - Step 1. Determine unmet respite needs and/or underserved populations.**
TBCB: Director of Service and Support Administration, March 2023
 - Step 2. Explore community partnerships with agencies and/or expansion of existing agreements related to respite services.**
TBCB: Director of Service and Support Administration, June 2023
 - Step 3. Develop and implement additional respite service options.**
TBCB: Director of Service and Support Administration, December 2023
- B. Increase the visibility /accessibility of information pertaining to Board eligibility and services.**
 - Step 1. Develop new “user friendly” eligibility page for Board’s website**
TBCB: Director of Community Relations /Director of Service and Support Administration, December 2023



Step 2. Develop/update SSA information page on the Board's website

TBCB: Director of Community Relations/Director of Service and Support

Administration, July 2024

Step 3. Identify methods to enhance Eligibility Coordinator's relationships with local school personnel and/or social service agencies.

TBCB: Director of Service and Support Administration, March 2023

Step 4. Implement methods to enhance relationships

TBCB: Director of Service and Support Administration , September 2023 and ongoing

C. Increase the functionality of behavior support services for individuals with challenging behaviors.

Step 1. Identify current number of individuals having unresolved behavior support needs.

TBCB: Director of Service and Support Administration, March 2023

Step 2. Examine the current behavior support services referral process for strengths and areas in need of modification.

TBCB: Director of Service and Support Administration, March 2023

Step 3. Implement recommended changes to the process

TBCB: Director of Service and Support Administration, September 2023 and ongoing

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 the use of a county board intranet for the purposes of obtaining training opportunities, forms, information and assistance.

Step 1. Study areas that will assist staff in gaining needed tools that will assist them in their work duties.

TBCB: Director of Finance and Administration, March 2023

Step 2. Work directly with the HR & IT Department to design a user friendly county board intranet.

TBCB: Director of Finance and Administration, September 2023 and ongoing



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. Promote DD Awareness to local school via book donation (inclusion themed) to local schools, and collaborate with transition students to continue the message to community and schools at the earliest level.**
TBCB: Director, Community Relations, June 2023
- B. Continue to develop and establish relationships with local preschools, Greene County elementary and middle schools to provide outreach to individuals 3 to 13 years.**
 - Step 1. Develop a primary contact with all public preschools, elementary schools, and middle schools in Greene County. This includes Beavercreek, Bellbrook, Cedarville, Fairborn, Greene County ESC, Greenview, Xenia, Yellow Springs.**
TBCB: Manager of Transition Services, December 2023
 - Step 2. Identify students that are currently eligible for services from GCBDD, students that need to go through redetermination, and those that have never been eligible but might require county board services.**
TBCB: Manager of Transition Services, December 2023
 - Step 3. Host a quarterly event designed to build relationships with preschool/elementary/middle school families.**
TBCB: Manager of Transition Services, December 2023
- C. Increase positive relationships with, and support to, Providers.**
 - Step 1. Review Board's budget to determine available funding opportunities for providers based on current statewide developments and needs.**
TBCB: Provider Supports Manager, Director Community Services, Director of Finance, December 2023
 - Step 2. Confirm current active providers in Greene County and support accordingly.**
TBCB: Provider Supports Manager, Director Community Services, Director of Finance, December 2023
- D. Promote , support and recognize current DSPs and maintain DSP recruitment efforts.**
 - Step 1. Donate DSP ID service card for local independent providers and promote statewide recognition.**
TBCB: Director, Community Relations, September 2023



GOAL 7- NEW SERVICE DEVELOPMENT- The Board will continue to explore new service options or community partnerships to meet identified service gaps.

- A. Research and collaborate transportation service options.**
 - Step 1. Participate with Miami Valley Regional Planning Commission and Human Services Transportation Council , and other available transportation options.**
TBCB: Director, Community Relations, Ongoing
 - Step 2. Identify individuals with current barriers in transportation supports.**
TBCB: Director of Service and Support Administration, June 2023
 - Step 3. Explore the use of Self-Directed Transportation as a viable option.**
TBCB: Director of Service and Support Administration, December 2023
 - Step 4. Make recommendations to the Superintendent and Board.**
TBCB: Director, Community Relations and Director of Service and Support Administration, January 2024
- B. Develop training and services for local childcare.**
 - Step 1. Determine present and future childcare training needs and support.**
TBCB: Director of Early Childhood, Ongoing
 - Step 2. Determine individualized childcare concerns and needs.**
TBCB: Director of Early Childhood, Ongoing
 - Step 3. Implement training and continued support to the classrooms in form of observations, coaching, and community outreach.**
TBCB: Early Childhood Director and Community Services Director, Ongoing

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