



METZENBAUM CENTER

The Geauga County Board
Of Developmental Disabilities

Three-Year Strategic Plan Preliminary Goal Statements, Objectives and Plan Steps

2016-2018

Three-Year Strategic Plan
2016-2018

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Three-Year Strategic Plan 2016-2018

INTRODUCTION

It is with great pride that we present the 2016-2019, three-year strategic plan for the Geauga County Board of Developmental Disabilities (Metzenbaum Center). Following the previous strategic plan, our goal remains to help local individuals throughout Geauga County with developmental disabilities to live, learn and earn in the community, while presenting the best possible image of our organization through consistent, open communication. The employees of the Geauga County Board of Developmental Disabilities are collectively the greatest assets of the organization, and their input was measured through focus group sessions to assist in the development of this plan. Additionally, we tapped into our community via several community focus groups and a statistically accurate phone poll to help determine what they desire from us.

The end results of this outreach led us to the development of a six-goal strategic plan, spanning internal and external communication, fiscal responsibility, Increase community partnerships and continued compliance with new federal and state mandates. Each goal contains objectives with action steps for specific departments and personnel, helping us to maintain focus and achieve success.

This plan will be implemented as a guide to assist us in the continuation of ensuring that local individuals with developmental disabilities have the quality choices they need to live, learn and earn in the community, while also continuing to engage the community, informing them of our fiscal excellence and seeking their feedback on our performance as an agency. Thank you all for your efforts in putting this plan together. We look forward to working with you to ensure this plan's success.

With warm regards,

Don Rice

Donald Rice
Superintendent

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MISSION STATEMENT

Helping individuals live, learn and earn in our community

THE GEAUGA COUNTY BOARD OF DEVELOPMENTAL DISABILITIES

2015 Board Members

Board President

Nanette Warholic

Board Vice President

Dennis Schmidt

Recording Secretary

Bart Alcorn

Board Members

Martin Miller

Mark Jackson

Laura Jansen

Thomas Metcalfe

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Leadership Team

Don Rice, Superintendent

Steve Tucker, Director of Business Operations

Connie Scanlon, Human Resources Coordinator

Nicholas Bregar, IT Manager

Richelle Cross, Transportation Supervisor

Tami Setlock, Community and Residential Support Director

Megan Thirion, Employment First Manager

Michelle Hawthorne, Director of ICF

Vince Fioritto, Building and Grounds Manager

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Board Facilities

All office/building hours:

8 a.m. - 4 p.m.

The following offices/departments are located at:

The Metzenbaum Center

8200 Cedar Rd.

Chesterland, OH 44026

440.729.9406

Business Office

Steve Tucker, stucker@geaugadd.org

Community Connections

Janice Chesnes, jchesnes@geaugadd.org

Early Intervention

Meredith Myers, mmyers@geaugadd.org

Eligibility and Referral

Cindy Brown, cbrown@geaugadd.org

Human Resources

Connie Scanlon, cscanlon@geaugadd.org

Office of Incident Review and Quality Assurance

Jeff Svendsen, jsvendsen@geaugadd.org

Provider Compliance

Margaret McGrath, mmcgrath@geaugadd.org

ICF

Michelle Hawthorne, mhawthorne@geaugadd.org

In case of Emergency AFTER HOURS or on WEEKENDS

440.478.9029

Provider Relations

Superintendent's Office

Don Rice, Superintendent

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**Services Facilitated through the Geauga County Board of
Developmental Disabilities**

Early Childhood Services and Supports

Early Intervention Primary Service Provider consisting of:

- Developmental Specialists
- Speech and Language Therapists
- Physical Therapists
- Occupational Therapists

Adult Services and Supports

Program areas:

- Employment
- Advocacy
- Computer Lab
- Educational Programming
- Transportation

Ancillary Services

- Nursing
- Behavioral Health Services
- Community Relations

Service & Support Administration

- Eligibility and Referral
- School Age Transition
- Family Support Services
- Adult Behavior Support
- Community/Residential Services and Support

Quality Assurance

- Incident Review UI/MUI (Unusual Incidents and Major Unusual Incidents)
- Provider Compliance

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STRATEGIC PLANNING GOALS, OBJECTIVES AND ACTION STEPS*

Goal 1: Board Stewardship

The Board will ensure continued fiscal responsibility with taxpayer dollars and faithful stewardship of all programs, services and resources through the dutiful implementation of this strategic plan.

Objective 1:

Proactive leadership from the Superintendent

Step 1: Annual review of known federal and state mandates, ensuring the GCBDD is in line for full compliancy

To be completed end of fourth quarter annually by Superintendent

Step 2: Establish steps to address any necessary changes that need made

To be completed by end of first quarter 2017 and 2018 by Superintendent

Step 3: Carry out changes (if necessary)

To be completed by end of second quarter 2017 and 2018 by Superintendent

Objective 2:

Proactive responses to government mandates

Step 1: Review potential government mandates, ensuring the GCBDD is in a position of compliance

To be completed quarterly 2016 - 2018 by Superintendent

Step 2: Establish steps to new mandates (as needed)

To be completed as necessary by Superintendent

Step 3: Carry out any changes needed as new mandates are rolled out

To be completed within one year of identification by Superintendent

Step 4: Identify unfunded mandates and establish plans to address them without sacrificing quality of options for local individuals in need of services

To be completed quarterly 2016 - 2018 by Superintendent

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Objective 3:

Gather information and design systems that address individuals' wants and needs, while maintaining fiscal responsibility and addressing state mandates.

Step 1: Conduct focus groups with individuals receiving services throughout the county to uncover potential future wants and needs

To be completed second quarter annually by Community and Residential Support Director

Step 2: Analyze and measure results

To be completed end of second quarter annually by Community and Residential Support Director

Step 3: Model service system to appropriately meet individual wants and needs, making changes as needed

To be reviewed and edited (as necessary) end of third quarter annually by Community and Residential Support Director

Objective 4:

The Board will periodically review the progress of this strategic plan, ensuring its faithful implementations.

Step 1: The Board will establish a reporting mechanism for each objective and step within the strategic plan

To be completed by Executive Management Team first quarter 2016

Step 2: The Board will review the progress of this strategic plan quarterly

To be completed by Executive Management Team quarterly

Goal 2: Internal and External Communication

The Board will actively enhance internal and external communication for individuals served, families, staff and board members, keeping all audiences aware of what is happening from the federal and state level, as well as what is happening related to the Geauga County Board of Developmental Disabilities.

Internal Staff/Individuals Served

Objective 1:

Inform staff on impending federal and state mandates, as well as what is happening throughout the Board

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Step 1: Establish protocol to inform all internal staff on confirmed mandates from the state and federal governments

To be completed by Executive Management Team end of first quarter 2016

Step 2: Consistently communicate updates as they occur

To be completed quarterly by Executive Management team 2016-2018

Step 3: Establish a system for staff across departments to share what is happening in their department

To be completed by Executive Management Team first quarter 2016

Step 4: Measure results by surveying staff on whether or not they feel informed

To be completed by Executive Management Team end of fourth quarter annually

Objective 2:

Engage staff annually for feedback

Step 1: Develop and implement an annual survey to measure the staff's perceptions on the GCBDD

To be completed by Executive Management Team fourth quarter annually

Step 2: Analyze results and implement recommendations for change

To be completed by Executive Management Team end of first quarter 2017 and 2018

External Audiences

Objective 3:

Improve external communications

Step 1: Analyze current external communications outreach efforts

To be completed by Impact Group first quarter annually

Step 2: Establish recommendations for improving external communications to specific target audiences

To be completed by Impact Group second quarter annually

Step 3: Execute recommendations (as needed)

To be completed by Executive Management Team fourth quarter annually

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Step 4: Measure results

To be completed by Executive Management Team first quarter 2017, 2018

Objective 4:

Communicate what tax dollars are being used for

Step 1: Create annual report based on previous year's revenue vs. expenses

To be completed by Executive Management Team second quarter annually

Step 2: Publish report on the website

To be completed by Impact Group beginning of third quarter annually

Step 3: Send out mailer with high-level overview of financial facts

To be sent out by GCBDD beginning of third quarter annually

Objective 5:

Positively share success stories of individuals served

Step 1: Create protocol for staff/family members to share positive stories with the communications team

To be completed by Executive Management Team first quarter 2016

Step 2: Communicate the protocol with all staff, parents/loved ones

To be completed by Executive Management Team first quarter 2016

Step 3: Communications team to disseminate positive stories to staff, parents, loved ones, partner agencies and the general public

To be completed by Impact Group - ongoing

Step 4: Measure results

To be completed by Impact Group end of each quarter

Objective 6:

Increase community awareness on the value of the Geauga County Board of Developmental Disabilities

Step 1: Determine budget for community awareness marketing campaign

To be completed by Director of Business Operations first quarter 2016

Step 2: Develop a communications awareness plan

To be completed by Impact Group second quarter 2016

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Step 3: Create a content calendar

To be completed by Impact Group quarterly

Step 4: Carry out plan

To be completed/facilitated by Impact Group - ongoing

Step 5: Measure results

To be completed by Impact Group end of fourth quarter annually

Goal 3: Individual Needs and Services

The Board will continue to empower local individuals by creating opportunities for increased community interaction through social integration and employment opportunities, helping them live, learn and earn in the community.

Objective 1:

Increase number of employment opportunities in the community

Step 1: Identify pool of providers for community employment opportunities

To be completed by Employment First Manager first quarter annually

Step 2: Coordinate monthly meetings with providers

To be completed by Employment First Manager – monthly 2016 - 2018

Step 3: Create any marketing/communications collateral needed

To be complete by Employment First Manager and Impact Group second quarter 2016

Step 4: Provide annual report on employment

To be completed by Employment First Manager fourth quarter annually

Step 5: Measure increases in employment opportunities

To be completed by Employment First Manager fourth quarter annually

Objective 2

Increase number of day habilitation integration opportunities in the community

Step 1: Identify pool of providers for day habilitation integration opportunities

To be completed by Employment First Manager first quarter annually

Step 2: Coordinate monthly meetings with providers

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To be completed by Employment First Manager – monthly 2016 - 2018

Step 3: Create any marketing/communications collateral needed

To be complete by Employment First Manager and Impact Group second quarter 2016

Step 4: Provide annual report on day habilitation integration

To be completed by Employment First Manager fourth quarter annually

Step 5: Measure increases in day habilitation integration

To be completed by Employment First Manager fourth quarter annually

Objective 3

Increase number of individuals substantively integrated socially and recreationally into the community

Step 1: Identify social/recreational opportunities for Increased community integration

To be completed by Community Connections Coordinator and Recreation Coordinator second quarter annually

Step 2: Reach out to community organizations for participation

To be completed by Community Connections Coordinator and Recreation Coordinator third quarter annually

Step 3: Report results monthly

To be completed by Community Connections Coordinator and Recreation Coordinator, beginning September 2016

Objective 4

Increase choices of services available for individuals through private providers

Step 1: Review current pool of private providers, ensuring ample choices are available

To be completed by Community and Residential Support Coordinator quarterly

Step 2: Address any shortage of quality options by reaching out to providers

To be completed by Superintendent quarterly

Step 3: Attend vendor fairs, attracting private providers to Geauga County

To be completed by Superintendent - ongoing

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Step 4: Annually survey individuals served on satisfaction of services

To be completed by Community and Residential Support Coordinator third quarter annually

Step 5: Measure results to ensure sufficient resources to cover all needs

Annual Report to be developed by Superintendent fourth quarter annually

Objective 5

Plan for transitioning services for aging caregivers and parents

Step 1: Conduct a comprehensive assessment of numbers of parents/family members/guardians who are aging

To be completed by Community and Residential Support Coordinator second quarter annually

Step 2: Assess future needs of all identified groups

To be completed by Community and Residential Support Coordinator third quarter annually

Step 3: Develop a functional plan for meeting identified needs

To be completed by Community and Residential Support Coordinator third quarter annually

Step 4: Implement plan

To be completed by Community and Residential Support Coordinator fourth quarter annually

Step 5: Measure results

To be completed by Community and Residential Support Coordinator for inclusion in the GCBDD Annual Report third quarter annually

Goal 4: Staff Development and Skill Sustainability

The Board is dedicated to providing staff with developmental opportunities to ensure that all GCBDD staff possess the skills needed to fulfill the board's mission, vision and strategic plan.

Objective 1:

Promote a positive work environment

Step 1: Survey staff annually to measure staff satisfaction and organizational positivity, as well as desired training opportunities

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To be completed by Human Resources Coordinator third quarter annually

Step 2: Analyze survey results and identify any potential negative issues

To be completed by Human Resources Coordinator third quarter annually

Step 3: Implement programs to celebrate and increase staff positivity (as needed)

To be completed by Human Resources Coordinator first quarter annually (as necessary)

Step 4: Provide cost-effective options, as deemed appropriate, for staff to pursue opportunities to increase their skill set

To be completed by Superintendent fourth quarter annually

Step 5: Measure results

To be completed by Human Resources Coordinator end of fourth quarter annually

Goal 5: Community Partnerships

The Board will work diligently to increase the number of individuals integrated into the community through developing partnerships with employers, social agencies, private providers and other relevant groups in accordance to federal and state mandates.

Objective 1:

Increase in the quality and transparency of providers

Step 1: Establish guidelines for being recognized as a “quality” provider in Geauga County

To be completed by Community and Residential Support Coordinator fourth quarter 2016

Step 2: Establish a Provider Transparency Program, enabling Providers to easily submit information to the Board, Individuals served, Families, Parents and Guardians

To be completed by Community and Residential Support Coordinator second quarter 2017

Step 3: Measure results

To be completed by Community and Residential Support Coordinator fourth quarter 2017 and 2018

Objective 2:

Enhance relationships with current private providers

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Step 1: Establish a communications protocol to remain in constant contact with providers

To be completed by Provider Compliance Coordinator first quarter 2016

Step 2: Determine additional ways to enhance provider relationships and make recommendations

To be completed by Provider Compliance Coordinator second quarter 2016

Step 3: Implement recommendations

To be completed by Provider Compliance Coordinator fourth quarter 2016

Step 4: Measure results

To be completed by Provider Compliance Coordinator fourth quarter 2017 and 2018

Objective 3:

Continue to reduce the number of individuals receiving direct services from the Geauga County Board of Developmental Disabilities, avoiding the conflict of interest, in accordance to CMS rule

Step 1: Develop a tentative reduction plan

To be completed by Superintendent second quarter 2016

Step 2: Provide updated compliance figures in annual report

To be completed by Superintendent fourth quarter annually

Step 3: Remain on course to reduce total number of direct services to 0% by the end of 2019

To be completed by Superintendent by end of year 2018