

Three Year Strategic Plan: 2021-2024

Report Two: July 2022

Goal 1: SCBDD will remain receptive, proactive, and creative in our local responses to fulfill our vision, mission, and core values.

Goal 1a: SCBDD will remain a vital resource to all stakeholders and our community by remaining receptive to emerging needs, service gaps, opportunities, and a commitment to evolve.

Department Responsible: All with Administration and the Board taking lead roles

Core Values Supported: All

Objectives:

1. Foster constructive team and department meetings to identify emerging needs, service gaps, and new opportunities.
2. Foster open communication with community and partner stakeholders to identify emerging needs, service gaps, and new avenues for collaboration.
3. Embrace 'what if' ideology opportunities to develop new pilot projects based upon feedback.
4. Monitor pilot project development for success, inefficiencies, discontinuation, changes, or expansion to ensure accountability of new initiatives.
5. Further develop current pilot projects as listed in goals 1b and 1c and advance any new pilot initiatives identified in 1a.

July 2022 Objective Updates:

1. The Community Connection Coordinators and Director continue to meet to discuss service gaps and emerging needs for youth and their families. These meetings continuously identified needs for respite, daily living skill development, and support groups. Subsequently, a new position was approved for a Family Engagement Coordinator. This Coordinator will work to address service gaps and opportunities by coordinating and developing youth and parent services such as activities, support groups, and resource trainings. As a result of DODD's new Technology First rule, SCBDD has developed an internal technology team within the SSA department. This team will periodically work to identify opportunities and needs to advance technology considerations and usage.

SSA's continued to meet, on average, twice per month to review and develop systematic approaches to emerging needs, service gaps and new opportunities. From this, several meetings branched off, when needed, surrounding housing. SSA's who had individuals looking for housing opportunities or having housing opportunities would meet to discuss those situations. This helped facilitate conversations in efforts to fill gaps in service or other needs. These meetings are only established when it is evident in the staff meetings there are several gaps.

2. Feedback from the providers identified ongoing DSP shortages impacting service availability. A new agency provider support program was approved by the board in April 2022 and will run

through September 2022. Areas of financial support included recruitment, onboarding, retention bonuses, assistance with HPC overtime, remote supports incentives, and gas support and was targeted for HPC and NMT services, which have the highest staff shortages. Additionally, the board approved a DSP gas program to address the exorbitant gas prices and impacts to DSPs getting to work and from location to location.

The SSA and Community Connections Directors began meeting with a specific provider to discuss services, openings, challenges, opportunities, etc. These meetings are now scheduled monthly and early evidence shows the benefit from these open communications. The provider has actively been considering and coordinating potential services for several individuals for their 5 open beds. OACB began holding Medicaid Manager meetings in June. These meetings have been attended by either one of the dedicated SSAs and/or the SSA Director and have proven to be very beneficial.

3. No new pilot programs were initiated in this reporting period.
4. The new PLAY and youth respite home/service initiatives are still in development.
5. SCBDD had 15 students and families involved in PLAY Project services. Work has focused on evaluating the service needs and evaluating appropriate procedures to put in place to address the development of this new extended PLAY service. During the School of Hope academic year, the PLAY consultant worked with a preschool classroom for specific child needs. Draft procedures have started and a projected implementation timeline for extended PLAY Project services is September 2022.

The SSA's toured "tech houses" in Erie and Hancock Counties and viewed several "You Tube" videos of different tech house options. Two SSAs volunteered to serve on a new Tech Committee with the SSA Director and the Superintendent to help develop the concept of a local "tech house" by posting our goal on DODD's RRS system. The committee followed up with both vendors who responded and reviewed proposals. The SSAs continued the work by selecting different products from different vendors, which were ordered, and the installations scheduled for August 2022. This committee will continue to explore opportunities to expand the usage of remote supports and assistive technology.

Goal 1b: Develop PLAY Project Consultant services to assist preschool and school age students in a variety of settings.

Department: Educational Services and Community Connections

Core Values Supported: Person-Centered, Collaboration, and Relationship

Objectives:

1. Outreach with school districts to determine their needs and the number of students who would benefit from the service.
2. Provide child specific interventions and support for school personnel to develop a basic understanding of PLAY strategies.
3. Continue to explore and expand services as needed to meet the needs of schools, students, and families.

July 2022 Objective Update:

1. School partners have expressed a need and desire to partner with SCBDD for these extended PLAY Project services. Specific numbers have not yet been identified.
2. The PLAY consultant worked with one School of Hope preschool classroom to learn some PLAY strategies for a few new students with Autism. A PLAY training was also provided during the School of Hope's staff in-service day and later to the Board for continuing education.
3. The PLAY consultant completed her Triple P coursework and certification. This will be incorporated into future services. The new Developmental Specialist and one School of Hope preschool teacher completed the PLAY Project trainings and began the supervision portion of the training.

Goal 1c: Develop an educational staff training model to help meet the School of Hope students' social, emotional, and physical needs and development.

Department Responsible: Educational Services

Core Values Supported: Person-Centered, Leadership, and Collaboration

Objectives:

1. Explore new and emerging resources and techniques and determine applicability to current and emerging School of Hope students' needs. Incorporate these into staff training opportunities to enhance student development.
2. Develop and implement a training model for educational staff that:
 - a. enhances staff's knowledge and skills to better serve students.
 - b. enhances staff's awareness and skills for emerging social emotional trends, resources, and practices.
 - c. incentivizes staff to pursue advanced training independently.

July 2022 Objective Update:

1. The PLAY consultant provided a PLAY Project training to school staff during the spring in-service day. One preschool teacher has begun to take PLAY training and incorporate the service into lesson plans and classroom structure.
2. This evaluation has begun.

Goal 1d: Enhance and enrich opportunities, services, and resources for youth and families.

Department Responsible: Community Connections

Core Values Supported: Person-Centered, Collaboration, and Relationships

Objectives:

1. Develop a youth respite home with services and activities.
2. Collaborate with various stakeholders to enhance and expand training opportunities and resources.
3. Collaborate with multiple statewide and local stakeholders to develop advanced and unique skills for staff to work with children effectively and therapeutically in newly created activities such as daily living skill development and youth respite services.

July 2022 Objective Update:

1. An RFP for the youth respite provider search was published; however, no provider responded by the deadline. Efforts will continue to focus on finding and contracting with a provider. Work at the home neared completion and the items from year one of the Keeping Families Together grant was purchased and installed. Additionally, a technology team within the SSA department worked to identify a list of assistive technology devices that were ordered for install and display at the home. This home will also serve as a location for interested or curious team members to see some technology in-person to consider. An open house was held for the neighbors and received very positive feedback.
2. Community Connection Coordinators (CCCs) met with Camp Fire Sandusky County to develop a program specifically for DD youth to focus on activities of daily living skills development in March and April 2022. The Quality Assurance Registered Nurse (QA/RN) through collaboration with the regional DD board DD nurses' meetings, was able to explore opportunities to expand nursing resources for providers. As a result, additional medication certification course resources are now available to local providers.
3. A new Family Engagement Coordinator was approved to advance this strategic plan objective. The CCCs visited multiple respite homes in the state to gather information and ideas to apply to the SCBDD's respite home.

Goal 2: Engage Self-Advocates, Special Olympians, and their support allies to return to participation and foster growth as experienced pre-pandemic.

Goal 2a: Increase self-advocate, athlete, ally, and volunteer participation in Self-Advocacy and Special Olympics services and programs.

Departments Responsible: Self-Advocacy and Sandusky County Special Olympics Coordinator and Local Leaders

Core Values Supported: Person Centered, Accountability, and Relationships

Objectives:

1. Educate all stakeholders about Special Olympic and Self-Advocacy program availability, participation, and volunteer opportunities through community, social, program/service engagements, or public speaking opportunities.
2. Develop leaders and leadership skills by:
 - a. Listening to Self-Advocates and Special Olympians and supporting their efforts to lead and grow programs in ways they desire.
 - b. Participating in local, regional, and state trainings, organizations, and events.
 - c. Increasing participation through self-advocates' recruitment efforts to people and support allies in:
 - i. sport trainings and competitions.
 - ii. advocacy services, trainings, and events.

July 2022 Objective Update:

1. SCBDD utilizes technology to enlist participation and educate self-advocates, athletes, families, and supports regarding national, state, regional and local Special Olympic and Self-Advocacy programs and services. Technology utilized includes email, social media and messaging, text messaging, and at times paper formats. Initial 2022 participation has included: DD Awareness Month’s Community Basketball Game and Leadership Day, Statewide Project STIR Training, USA training camps and games for two athletes, regional tournaments, state games, and selecting a local self-advocate of the year award recipient.
2.
 - a. Sandusky County Special Olympian was elected to join Special Olympics Ohio Athlete Leadership Council and has attended meetings in Columbus to promote athlete leadership and choice making in Ohio Sports. Sandusky County self-advocate leaders trained at two statewide trainings and Synergy Conference. Self-Advocates selected 2022 SCSO award winners for the Sports Banquet.
 - b. Self-Advocates and Special Olympians have access to Advisory committee roles, volunteer roles at games and events, and leadership opportunities like leading an introduction to Project STIR for Wood County’s People First Chapter. Sandusky County had a Statewide trainer attending a state training in March and a People First Executive officer participating in People First of Ohio board business. Self-advocates selected 2022 guest speakers for advocacy meetings and began planning for local Project STIR training. Sandusky County Special Olympics was proud to join the Sandusky County Council’s fundraising effort in May 2022. Sandusky County self-advocate was appointed to the People First of Ohio executive committee and holds the position of Vice President of People First of Ohio. Self-Advocates continue to participate in OSDA COOL meetings, NWOSDA regional meetings and trainings, and Statewide Project STIR Trainings.
 - c. Attendance numbers are lower than pre-pandemic numbers, but as sports and competitions resume it is likely the number can return to pre-pandemic enrollment. Self-Advocate attendance numbers are also lower post pandemic. Factors such as abbreviated seasons, lack of regional competitors, and DSP crisis have been identified as impacting SO and SA programs and attendance across the state. Sandusky County Self-advocates want in-person programming.
 - i. New trainings and competitions include USA games and training camps, Ottawa vs Sandusky County Bowling Tournament, Summer Disc Golf season, and a return to Spring Soccer Season. A Mike Piero Foundation softball tournament was planned for August.
 - ii. Self-Advocates attended several 2022 NWOSDA trainings at Tiffin University as well as two Statewide Project STIR trainings.

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| Goal 2b: Increase participation for transition aged youth in Self-Advocacy and Special Olympics. |
| Departments Responsible: Self-Advocacy and Special Olympics with assistance from Community Connections |
| Core Values Supported: Person-Centered, Collaboration, Accountability, and Relationships |
| Objectives: <ol style="list-style-type: none"> 1. Develop educational resources and a marketing and communication plan for effective outreach to youth and families. |

2. Identify and develop outreach opportunities to educate and promote services and involvement to school personnel and teams.

July 2022 Objective Update:

1. SCSO continues to support new youth athletes in sports programming and works with Community Connections to support families to enlist and recruit athletes and volunteers. Four new student athletes joined SO this period.
2. *No Updates.*

Goal 3: Strengthen relationships with all stakeholders to enhance quality services.

Goal 3a: Improve relationships and collaboration efforts with Medicaid waiver providers which will enhance services to eligible individuals.

Department Responsible: Service and Support Administration and Community Connections

Core Values Supported: Person Centered, Collaboration, and Relationships

Objectives:

1. Collaborate with providers and Community Connections Department to gather ideas and information on ways we can work together to better serve people and families.
2. Collaborate with providers and Community Connections Department to distribute individuals' needs and provider capacities in the most efficient manner.
3. Implement strategies to build a positive relationship between providers and the SSA Department.
4. Explore opportunities to assist providers to work with other providers to best support those served.
5. Work with providers to implement a more hands-on, organic, and on-going monitoring process for each individual.
6. Be proactive in monitoring provider's and stakeholder's social media channels and share their news, accomplishments, and content with the SCBDD audience on SCBDD social media channels in the spirit of collaboration.

July 2022 Objective Update:

- 1 & 2. This has continued in a variety of manners. When an SSA has a challenging need, the Director of Community Connections is invited to the conversation to help brainstorm opportunities and coordinate communication and/or services with the providers. This collaboration has provided good communication and resulted in Independent Providers working with agency providers to bridge service gaps and needs.
3. The SSA and Community Connections Directors began meeting with a specific provider to discuss services, openings, challenges, opportunities, etc. These meetings are now scheduled monthly and early evidence shows there has been a benefit from the open communication. The provider has actively been considering and coordinating potential services for several individuals for their 5 open beds. OACB began holding Medicaid Manager meetings in

June. These meetings have been attended by either one of the dedicated SSAs and/or the SSA Director and have proven to be very beneficial. (same as 1a2)

4. (same as 3a1)
5. The Community Education Coordinator has linked the SCBDD social media platforms with all local provider agencies who are active on social media. Provider agency feeds are monitored by the coordinator five days a week and content is regularly shared on SCBDD's Facebook and Instagram pages. This has included agency employment openings, DSP/employee milestones, individuals served birthday(s) or other personal celebrations, outings or day trips, and more.

In January, the SSA Department began a new monitoring process using a Quarterly Review Monitoring (QRM) form. This information was shared with all providers via email and one provider offered a suggestion to best implement SSA's required in-home monitoring. This process has taken some time to get used to and is still being refined, but ultimately has had positive results.

Goal 3b: Expand collaboration opportunities with adult services providers, school districts and educational partners, and community/service stakeholders through outreach, guidance, and training.

Department Responsible: Community Connections

Core Values Supported: Accountability, Collaboration, Relationships, and Excellence

Objectives:

1. Expand web-based options.
2. Explore opportunities to recruit and retain Direct Support Professionals and Independent Providers.
3. Explore, identify, and create opportunities for enhanced collaboration with a wide variety of new and existing DD and community stakeholders for the purpose of developing and optimizing service availability.

July 2022 Objective Update:

1. The Community Education Coordinator updated and restructured the website's navigation interface to simplify data points for ease of access. Tabs such as careers, provider and service searches add to the available resources.
2. A new social media campaign to recruit DSPs resulted in 3 new DSPs hired. Help Wanted billboards were also purchased in the county resulting in several inquiries. This created an avenue for SCBDD to assist agency providers with DSP recruitment and share information about becoming an independent provider. The QA/RN provided guidance and supports to 9 prospective Independent Providers (IP) to navigate DODD's expedited certification process to begin serving a person quickly. The QA/RN effectively communicated difficult to fill vacancies and service profiles with IPs, resulting in a successful connection for an individual/family in service need. SCBDD contracted with Blitz to provide a three-part DSP Magnet Workshop training series. Trainings focus on recruitment, retainment, and culture of DSPs. Several local provider agencies attended and are registered, including a SCBDD team.
3. In March of 2022, the Director of Community Relations reached out to all Sandusky County school districts to determine if their community connection service needs through the board

were being met. Schools expressed a positive collaboration and partnership with the CCCs and a team approach to addressing student needs.

Goal 3c: Improve awareness of agency services and initiatives.

Department Responsible: Administration

Core Values Supported: Person-Centered, Leadership, Collaboration, Accountability, Excellence, and Relationships

Objectives:

1. Create a service-based spreadsheet to enhance employee awareness of services provided by departments from SCBDD.
2. Develop an annual communications campaign schedule:
 - a. Develop a new communication campaign to provide more detailed education for specific services available.
 - b. Sponsor marketing campaigns targeting awareness events such as DD Awareness, National Disability Employment Awareness Month (NDEAM), Early Intervention, and DSP Week to increase awareness of SCBDD services.
 - c. Sponsor routine social media campaigns to educate and promote SCBDD services.
 - d. Educate staff on available services.

July 2022 Objective Update:

1. *No update.*
2.
 - a. *No new updates.*
 - b. The March 2022 DD Awareness campaign was themed “We ALL Belong” campaign and included 4 billboards and t-shirt sales featuring the theme. Local Leaders Day was well attended and appreciated from various local offices and elected officials. Advocacy leaders discussed topics including employment and transportation access. The Council’s scholarship and provider grant recipients were announced and featured in communications. A Community Basketball game was hosted at Fremont Middle School and featured Special Olympic and ‘celebrity’ athletes. An Early Intervention awareness and outreach campaign was sponsored in January in partnership with the Sandusky County Public Health Board. The theme was “Because Babies Can’t Wait”. Four billboards and a paid Facebook campaign were parts of the marketing.
 - c. Ongoing efforts.
 - d. Ongoing efforts.

Goal 4: Adopt improved program processes and quality employee recruitment and engagement practices to improve overall work efficiencies and satisfaction.

Goal 4a: Explore system simplification and innovation for increased efficiency and effectiveness.

Department Responsible: Administration

Core Values Supported: Person-Centered, Leadership, Collaboration, Accountability, Excellence, and Relationships

Objectives:

1. Create more effective communication amongst staff for departmental needs.
2. Increase internal audience awareness and utilization of Google Drive to easily communicate, collect information, and store information electronically to reduce redundancy and reduce email overload.
3. Explore technological advancements, upgrade opportunities, and implement changes to improve efficiencies while reducing paper processes.
4. Evaluate current departmental process, procedures, forms, and documentation methods to ensure they reflect SCBDD's mission and vision.

July 2022 Objective Update:

1. *No update.*
2. *No update.*
3. The Community Connections Department refined several simplification processes. The QA/RN simplified the CPR/First Aid training by utilizing a hybrid model. Trainees can complete most of the training independently virtually and are only in person for a small portion of the training. QA/RN also created and implemented a centralized online registration form (Cognito) for all health services training offered to local providers. This created more efficiencies and the ability to do more trainings.

3 & 4: The administration department completed the following:

- Upgraded agency cell phones to reduce calls being lost.
- Implemented conference room software to reduce scheduling from being bottlenecked and increase efficiency throughout the building allowing staff to schedule their own meeting rooms.
- Researched and implemented a trial run of visitor management software, which allows visitors to sign in via computer and the person they are meeting with is immediately notified via text or call. Once the training process is completed, the software should reduce the need for a live person to be at the desk at all times.
- Removed old vpn portals from computer devices that were causing some connection issues and installed a new vpn increasing efficiency for those who need to connect while working at remote locations.

- Remove fields from the employment application that were unnecessary in hopes to improve ease and efficiency. This will continue to be analyzed and improved revisions will occur in the next phases.

Goal 4b: Recruit and retain a quality and engaged workforce who are mission driven.

Department Responsible: All

Core Values Supported: Accountability and Excellence

Objectives:

1. Implement strategies to build a positive culture among employees.
2. Design and implement a peer mentoring program for newly hired SSA's.
3. Update and improve the current training program for newly hired SSA's.

July 2022 Objective Update:

1. The administration department completed the following tasks:
 - Revised the Vacation and Sick Leave buyout policies to increase the number of hours employees can cash in.
 - Revised and updated the Tuition Reimbursement policy to increase the annual amount to be reimbursed.
 - Developed a Student Loan Reimbursement program and policy to assist employees with some of their education-related debt.
 - Analyzed SCBDD salary wages and proposed new salary wages to the board to consider.
 - Coordinated a food truck sponsored by the board and council and began coordinating some for self-pay. In May, an ice cream truck social was also coordinated for staff, individuals, providers, and families and was held in conjunction with a Special Olympics pep rally and exhibition games.
2. Worked on developing a SSA Lead position description and secured an SSA for this role to assist with hiring, training, and mentoring SSA's among other department needs.
3. Based on recent SSA hiring feedback, the onboarding and training process and timelines were adjusted to extend this longer, disperse the DODD video training portions more, and interject the training schedule with more 'meet and greets' and facility tours. Adjustments to the timeline and curriculum format received positive feedback from the newest SSA hire.

Goal 5: SCBDD shall plan and set priorities based on available resources for the provision of facilities, programs, and other services to meet the needs of individuals with developmental disabilities. SCBDD will accomplish this by:

Goal 5a: SCBDD will accomplish the general strategic plan requirements per ORC 5126.04, ORC 5126.05, ORC 5126.054, and OAC 5123-4-01

Department Responsible: All including Administration and Board

1. Establishing an annual budget which may consider the number of individuals served and their needs, the potential number of people on a waiting list and methods to reduce this if applicable, the projected number of persons on a HCBS waiver, and the board's five-year cost projection which is submitted to DODD annually.
2. Ensuring services are provided in the most integrated setting appropriate for each individual's needs.
3. Supporting and developing community employment opportunities and the number of persons served who are successfully and independently working.
4. Ensuring sufficient provider recruitment, capacity, training, and communications to meet the needs of Sandusky County.

July 2022 Objective Update:

1. The Board reviewed an updated cash forecast. The Business Manager submitted, and the Superintendent attested to the DODD cash forecast and the calendar year 2021 cost report. The SSA Director updated the waiver projections based on emerging and urgent needs.
2. *Ongoing.*
3. *Ongoing.*
4. Ongoing efforts. SCBDD contracts with the Academy for Direct Support Professionals through the WestCon COG to provide training(s) on various topics for local provider agencies and SSAs. A DSP supervisory series has been scheduled for third quarter 2022. Board sponsored provider support programs have extended financial support to boost DSP recruitment and retention efforts. SCBDD extended the use of one employee to help a provider briefly due to significant staff shortages. SCBDD facilitated a 'We're hiring' campaign in search of DSPs and IPs.