

The Lake County Board of DD/Deepwood

2021 Annual Goals

Goal 1. Individual Needs and Services

The LCBDD will remain committed to improving the lives of those it serves through innovative and responsive programs, services and supports.

Objective 1: Complete the wait list assessment and develop a process to reduce the number of Individuals waiting for waiver services.

The SSA Department will continue to complete Wait List Assessments in accordance with the Wait List Rule while identifying appropriate alternative resources and/or HCBS Waiver to meet the assessed needs of individuals seeking services utilizing the Immediate Needs Review Committee.

The SSA Department will continue with HCBS Waiver enrollments as approved by the Board to promote integrated community residential settings as allocated by the Ohio Department of Developmental Disabilities and to reduce the number of individuals waiting for waiver services.

The SSA Department will continue to promote further integrated community residential settings, while reducing the number of individuals waiting for waiver services, through the coordination of enrollment of individuals on Conversion Individual Options (I.O.) Waivers, Exit Individual Options (I.O.) Waivers, Diversion Individual Options (I.O.) Waivers, and Developmental Center Transitions Individual Options (I.O.) Waivers as allocated by the Ohio Department of Developmental Disabilities.

Objective 2: Determine the scope and type of future direct service provision needs.

In collaboration with the SSA Department, Broadmoor's LEEP program will update marketing tools and parent satisfaction surveys to include specific components that address parent preparedness in regards to all post-graduation options.

To help identify and determine future program needs, Early Intervention will track the way children are initially eligible for services to examine trends in diagnosis and or qualifying domains during child evaluations.

The SSA Department will continue to identify gaps in services among community resources for those individuals whose diagnoses would fall within MI/DD (Mental Illness/Developmental Disability) through the continued implementation of a technical assistance team approach that deploys the MI/DD Clinical Manager, Developmental Disabilities Service and Support Specialist and an SSA well versed in mental health issues at times of crisis to assess and make recommendations to promote continuity of care in conjunction with the State Developmental Centers' Technical Assistance process.

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The Transportation Department will collaborate with drivers to implement a new form to make School Bus Pre-Trip Inspections more effective and efficient for drivers to maintain vehicle safety.

The Vocational Guidance Center and Broadening Abilities will explore and expand opportunities for individuals to participate in community experiences, both in-person and through virtual technology.

Objective 3: Continue the development and promotion of the self-advocacy program for Individuals served.

Ongoing from 2020, Public Relations and Provider Support Services will continue to develop the Lake County Advocacy Council in order to provide training, self-advocacy and social engagement opportunities for all individuals served in Lake County.

The Lake County Advocacy Council will develop an orientation program and will establish sub committees for legislation, speakers' bureau, community service, and education in order to offer multiple opportunities for individual participation in specific areas of interest.

Objective 4: Create a plan to focus on increasing the number of hours worked for individuals engaged in competitive integrated employment.

CES will systematically implement the newly created Performance Review Document for all individuals working at Deepwood Industries minimum wage locations, and annually in subsequent years.

Objective 5: Maintain active involvement in advocacy at the state level to monitor the impact on county boards for potential legislative and funding changes impacting a county.

The Management Team at Broadmoor will facilitate the participation and representation of teachers in state and regional work groups as they become available.

The Administrative Team and other Management Team members will maintain an active role with existing Committees and Workgroups (i.e. Superintendent's Executive Committee, Vocational Habilitation Communications Workgroup, ICF Process Workgroup, Wait List Workgroup, SSA Statewide Workgroup, Provider Coordination Workgroup, Electronic Visit Verification (EVV) Stakeholder Workgroup) and will participate as appropriate in future workgroup opportunities as they are presented.

Goal 2. Communication – Internal

The LCBDD is committed to transparent and timely communication across and through all its programs, services and supports.

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Objective 1: Improve internal communication protocols.

To improve communication with all employees, Broadmoor will create a survey and utilize feedback to determine the best and most effective way to communicate school and community news in a timely fashion.

Broadmoor will update the LEEP parent survey to reflect a true alignment to program services, opportunities and expectations.

CES will utilize electronic means (FaceTime, Zoom, etc.) for quarterly departmental staff meetings to ensure important information is communicated in a timely manner.

Human Resources will coordinate with each department and the Marketing Manager to communicate agency and departmental accomplishments, upcoming events, state and federal updates, new hires/promotions/retirements, policy and procedure changes, etc. utilizing preferred communication methods gathered via the communication survey completed in 2020.

To ensure timely communication of pertinent data within the residential Nursing Department, all staff meeting minutes will be emailed to nurses who were unable to attend. As well, meeting minutes will be maintained in a master binder in both nursing stations for reference and record keeping.

In collaboration with the Community Outreach Director, the Marketing Manager will assess the current structure of internal communications, in particular, the use of the public drive and the intranet, to analyze best practices and to streamline how and where content is shared and stored.

The Transportation Department will continue strengthening communication between Transportation Staff and Broadmoor School to ensure student safety during transport and loading/unloading operations.

WB will provide a quarterly newsletter with current happenings, news and upcoming events for current attendees and employees.

Objective 2: Clarify the “Deepwood Brand” for managers, providers, and the general community.

To reinforce The Deepwood Way core values, the Transportation Department will strive to build quality professional relationships through the use of team building exercises and time spent together at informal training activities.

Ongoing from 2020, Staff Development will create short presentations highlighting the functions of each department and will conduct ‘information sessions’ in each program area to educate staff and reinforce the Deepwood Way core values across the Agency.

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Goal 3. Communication – External

The LCBDD is committed to promote its expertise as a trusted and valued information resource for all its stakeholders and will educate the community about its services and the population served.

Objective 1: Develop clear expectations for specific social media strategies.

The Marketing Manager will further assess the editorial strategy for all media (social, web, news, and digital assets) to determine enhancements needed that will further strengthen the understanding of the services and supports the LCBDD provides and will explore strategies to continue the growth trajectory of our social media followers to increase at least 10% annually.

Objective 2: Communicate with other government and community agencies in Lake County and strengthen collaborative relationships.

Nursing Management will continue to work closely with the Lake County General Health District during COVID-19 vaccine distribution and data reporting, while remaining as a member of the Continued Health Improvement Plan (CHIP) quarterly meetings.

The Public Relations Director and Marketing Manager will develop a referral process for program areas to direct all requests for public speaking to the Speaker's Bureau to ensure that approved content consistent with the Agency mission is shared consistently with the public.

Investigative Services/Public Relations/SSA will present Crisis Intervention Training (CIT) for law enforcement and other first responders.

The SSA Department will continue to partner with the Lake County Family and Children First Council Partners and Crossroads by being available to offer support, training and expertise in a consultative role.

The Administrative Team and other Management Team members will continue to meet annually with local leaders to discuss federal and state mandates.

Administrative Team members and other Management Team members will continue to actively and regularly participate in organizations such as area Rotary Clubs, Chambers of Commerce, Kiwanis, Leadership Lake County, Family & Children First Council (FCFC), Wrap Around, and United Way to promote the mission of the Lake County Board of DD/Deepwood and strengthen collaborative relationships in the community.

Objective 3: Strengthen relationships with our local Commissioners, State Legislators and elected officials regarding impact of regulations and funding changes on supports and services for Individuals.

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The Administrative Team members will continue to represent the County Board at the Lake County Commissioner meetings to support and be available as an informational resource for questions related to the Developmental Disabilities system.

Ongoing from 2020, the Administrative Team members will collaborate with the Probate Court to be a host site for initial and annual Guardianship training classes in 2021.

Objective 4: Identify and communicate strategies for families and Individuals to support the mission of the county board.

Ongoing from 2020 and in conjunction with the Parent Forums and the Lake County Advocacy Council, the Director of Public Relations will work with individuals and families to promote the mission of the County Board, while locating opportunities to participate at the local and state levels to communicate with leaders and lawmakers in order to be effective self-advocates and ambassadors for Lake County Board of DD/Deepwood.

In collaboration with Public Relations and Marketing, the Provider Support Manager will develop a process to increase Private Provider visibility across LCBDD media channels, news media, and other applicable media outlets to educate stakeholders and the general public on the role the LCBDD plays within the community and to demonstrate the County Board's relationship with Private Provider partners in the DD service delivery system.

The Transition and Employment Navigation SSAs will collaborate, develop and implement an education forum for district personnel and families on transition services to expand and increase an understanding of the support and resources available to transition age youth in Lake County.

Ongoing from 2020, the Administrative Team and Adult Services Management Team will evaluate and develop a plan to address the Federal Regulations related to compensation standards for those individuals receiving Vocational Habilitation services.

Ongoing from 2020, the, the Administrative Team and other Management Team members will offer a series of informational meetings throughout 2021 in order to act as a resource to families/caregivers while simultaneously strengthening relationships with our stakeholders.

Goal 4. Accountability – Fiscal and Operations

The LCBDD will continue to demonstrate exceptional accountability in its operations, administration and fiscal management.

Objective 1: Continue to utilize financial resources in most efficient manner possible given changes in Individual service needs.

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Business Services will continue to monitor the long term financial sustainability of the agency including preparation of required multi-year forecasts for DODD. In 2021 the focus will be on the potential long term financial impacts of the COVID-19 Pandemic.

Business Services, along with SSA Management will continue to oversee the growth of waiver match as it is impacted by people who are assessed to need waiver services per the wait list rule, as well as changes in rates and service structures.

Business Services, along with SSA Management will continue to work toward improving the accuracy of demographic data in Gatekeeper (the agency's system for tracking data for individuals served) consistent with DODD's data systems in order to lay the groundwork for a statewide multi-year plan for data exchange between county boards and DODD.

Business Services will revise the applicable accounts payable and reporting procedures to accommodate the County Auditor's implementation of the MUNIS 2019 accounting system that is expected to "go live" on January 1, 2022.

Business Services will update the records retention schedule to reflect the use of electronic formats and seek approval through the Ohio History Connection for implementation in 2021.

In collaboration with program areas, Business Services and IT will evaluate the best option for replacing the out-of-support Caretracker kiosks, currently used to document billable services, for implementation in 2021.

WB will continue to explore alternative sources of funding for program specific special events (i.e. Thanksgiving Feast catered by LaVera Party Center, OSU vs. Michigan party, Christmas Party with Santa, etc.) and will engage in fundraising activities at least 4x/year to support the event costs.

Goal 5. Staff Development and Skill Sustainability

The LCBDD is committed to recruit and retain high quality, well-trained staff dedicated to the Goals of the Board and committed to support the Individuals served.

Objective 1: Review hiring standards to promote quality hires.

Continued from 2020, the Human Resources Department will continue to review and assess the Recruitment Plan and will explore alternative sources for recruitment, perform analysis of the current recruitment strategies, and expand our recruiting partnerships.

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Ongoing from 2020, the Recruitment Committee will re-evaluate the concept of the 'open interview' day and will make recommendations for changes/improvements in order to increase turnout, while assessing the overall cost-effectiveness of this recruiting method.

The Assistant HR Director will evaluate new hires and track the associated recruiting methods to provide qualitative and quantitative data for ongoing analysis and evaluation in order to identify areas of improvement to increase the overall efficacy of the staff recruitment process.

Objective 2: Review staff training to assure that the training and mentoring depth and specificity meets the needs of individuals served.

The Nursing Management team will ensure that all new nursing hires will have adequate time to orient to the various locations prior to assignment to ensure that the unique needs of all the individuals can be met appropriately by each member of the nursing team.

The Transportation Department will update Pre-Trip Inspection training materials for School Bus Driver Recertification to be specific to the Agency's Thomas bus fleet.

The Vocational Guidance Center and the ICF/IID Programs, in collaboration with Staff Development, will develop and provide training for staff relating to Individuals served on the Path to Employment.

The ICF/IID and Vocational Guidance Center programs will collaborate, conduct training, and implement a process that will focus on the Interdisciplinary Team approach using the Seven Elements of Person Centered Planning including career options, employment opportunities, experiences and/or interests that are meaningful and that support desired outcomes.

Objective 3: Determine and implement best practice approaches for staff retention and morale.

Continued from 2020, the Human Resources Department will evaluate reasons for employee turnover and develop strategies to reduce the turnover in the affected program areas.

Ongoing from 2020, the Administrative Team, in conjunction with Human Resources, will develop a new training protocol for Extended Management with a focus on developing a service excellence culture through promoting customer service satisfaction and positive employee experience.

The ICF/IID Program will establish quality service indicators in compliance with the Ohio Department of Developmental Disabilities that will include Satisfactory Surveys, Person Centered Planning, Meaningful Community Integration Opportunities, Enhanced Staff Training, and Employee Retention.

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Objective 4: Provide education and training regarding available community resources to staff.

Continued from 2020, Staff Development will research and compile a list of community resources, including a brief description of services and contact information, that will be made available to all employees to access as needed to promote a more stable workforce.

Continued from 2020, Staff Development will create a training session related to the community resources available to employees that will be made available to all existing employees and presented ongoing as part of the Orientation program for new employees.

Objective 5: Encourage staff participation in professional service organizations.

Ongoing from 2020, each Division Director will identify staff from their respective program areas to be actively involved in professional organizations in order to promote public awareness and advocacy at the local, state and regional levels.

The Habilitation Management Team at the ICF/IID will secure membership into professional organizations, specifically the National Association of QIDPs, and will explore and engage in certifications and training opportunities to strengthen and promote the QIDP role and function within the residential program.

Objective 6: Maintain a viable succession plan for key administrative staff.

Ongoing from 2020, each Department will establish and annually review a succession plan for key administrative staff with the Superintendent.

Goal 6. Provider Development, Enhancement, Support

The LCBDD is committed to positive and quality support of the Provider community to ensure the array of services provided meet present and future Individual needs.

Objective 1: Expand supports to providers to promote quality of care.

Ongoing from 2020, Provider Support Services will enhance the process to work with Providers to identify systemic issues identified from compliance reviews completed by DODD/NEON and the Unusual Incident Review Committee (UIRC) process as well as expand supports to identify potential concerns prior to scheduled compliance reviews.

Continued from 2020, Provider Support Manager will assist the SSA Department by partnering with homemaker personal care (HPC) and remote support Providers to provide education and promote the remote support option to effectively decrease the use of OSOC (on-site on-call) by 20% and to address the ever increasing Provider staffing crisis.

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In support of the County Board's Provider partners, Provider Support Services will expand training opportunities to include external Presenters on topics of interest, and will include virtual training options to afford additional opportunities for Providers to access training.

In collaboration with Provider Support Services, Investigative Services will inform providers regarding recent choking incident trends to emphasize the importance of training direct support professionals on both choking prevention and immediate actions.

In collaboration with Marketing, Provider Support Services will develop a virtual content library for Providers, which will include training and information resources that will be accessible through the LCBDD Provider web site.

Objective 2: Develop strategies to assist providers to meet the needs of Individuals served while promoting services in the most integrated setting possible.

CES Transportation Supervisor will collaborate with Non-Medical Transportation Providers to coordinate transportation options for individuals who work 2nd and 3rd shift and weekend work schedules.

Ongoing from 2020 and when health restrictions are lifted, Provider Support Services, in collaboration with Recreation, will expand community integration experiences and make them available to individuals that are not currently served in a County Board operated program.

Goal 7. Community Integration

The LCBDD is committed to evaluate and expand community integration and collaboration to provide Individuals served with opportunities that meet their unique skill sets and needs.

Objective 1: Improve community collaboration and partnership opportunities.

As a result of ongoing COVID restrictions for visitors and volunteers in the school, Broadmoor will reach out to area schools and businesses to create virtual opportunities for students to engage with same age peers and community members.

Broadmoor's Preschool program will create three virtual family engagement educational events in order to support children's learning at home, empower parents, and improve family well-being.

In 2021, the Provider Support Manager will organize a 3rd annual Provider event to include Providers of adult day services, NMT (non-medical transportation), remote supports and a variety of alternate community resources available in the community.

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To promote the health and welfare of individuals receiving Board waiver services, SSA, Investigative Services and Legal Services will develop a HIPAA compliant information form and process that will provide individuals/guardians the opportunity to voluntarily share helpful medical and behavioral information with 911 dispatch centers in advance of first responders possibly being dispatched to a participating individual's home.

The Employment Navigation SSA will continue to expand community partnerships in order to broaden opportunities for potential job seekers through involvement in work collaborations and employment networks.

The Transitions Services SSA will explore and develop a local/regional collaboration with other County Boards, Local Agencies and stakeholders to facilitate professional development for school staff, host parent meetings, and offer employment training opportunities.

In addition to group community outings/activities for individuals in Broadening Abilities and Vocational Guidance Center, individuals will be offered at least 2 person centered/interest based community outings/activities from which they can choose to engage each quarter.

Objective 2: Endeavor to increase number of Individuals engaged in competitive/integrated employment.

CES will provide cross-training opportunities for individuals working in Group Employment to increase worker capacity to fill vacancies at alternate work locations.

CES will ensure that all individuals served in the CES Program have an active employment resume.

CES will continue its partnerships with community organizations, local employment networks, and employers to obtain opportunities for competitive/integrated employment for individuals served in the CES Program.

The SSA Department will continue to have the Employment Navigation SSA collaborate on individual teams to prepare and educate the potential job seekers on the process of obtaining desired competitive/integrated employment.

The Transitions Services SSA will continue to partner with individuals, families, local school entities and other service providers to better plan for meeting the needs of individuals seeking post high school competitive employment opportunities.

Goal 8. Technology – Hardware and Software

The LCBDD is committed to maintaining a quality technology infrastructure to support staff in their provision of services.

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Objective 1: Assess and provide access to assistive technology for those we serve.

IT will assist with the installation and configuration of assistive technologies, as needed and approved, throughout the Agency.

IT will identify and engage in training for smart technologies to maximize the use of Smart Boards located throughout the agency.

IT will supply and support program areas with PCs for use by individuals, as requested and as available.

Objective 2: Continue to provide security analysis and protocol

IT will employ an outside contractor for further penetration testing and desktop configuration to help in the “hardening” of the Server and desktop operating systems.

Ongoing from 2020, IT will employ an outside contractor to interview and investigate program areas’ needs as it pertains to technology.

IT will continue to monitor and update the agency’s antivirus and anti-malware protection.

IT will continue to assess and modify group policies to ensure access to systems are secure.

Objective 3: Stay up-to-date and analyze current and future technology needs.

Electronic options will be made available for Broadmoor forms that are required for school enrollment and will include electronic signature capabilities.

IT will complete the roll out of Microsoft Office 2016 to all users by the end of the 1st quarter 2021, at which time the email server (Exchange) will be updated to the most recent version.

IT will continue to update current Windows 7 PCs to Windows 10 to ensure all users have the most current operating system.

IT will continue to create applications for Intellivue, as needed.

IT will expand and update the current network infrastructure which may include replacement of switches or cables and/or repair or replacement of older equipment, as needed throughout the Agency.

IT will assist with the implementation of GK Anywhere 4.0 for Early Intervention (EI) and the re-implementation for CES job coaches.

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Ongoing from 2020, the Willoughby Branch will reimagine the current relaxation room to better meet the needs of small group activities and will purchase and program a stationary smart board to allow for relevant, creative, and interactive options.