

**Richland County Board of
Developmental Disabilities**

Vision 2022 - 2024 Strategic Plan



Mission: Richland County Board of Developmental Disabilities is dedicated to supporting people to be valued members of their community and to live the life they desire.

Vision: Richland County is a community that values and respects the abilities of all people.

**Richland County Board of
Developmental Disabilities
Board Members:**

Stephen Swank, *President*

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Planning

During the planning process for 2022 - 2024, the Richland County Board of Developmental Disabilities (Richland Newhope) developed a three-year strategic plan that set priorities for the agency. We continued to reaffirm the five values central to the achievement of our mission: Dignity & Respect, Personalized Service, Community, Excellence, and Accountability. During the planning cycle for 2022-2024, we engaged the services of a consulting organization to facilitate the planning process. They used several methods to obtain input from various stakeholders for the planning team to consider, including focus groups, staff and community surveys, phone interviews, and virtual meetings. They then integrated the input into a framework from which the planning team developed goals for the agency. This document represents the product of that effort and will guide our priorities into the next three-year period.

As a funder of services for people with developmental disabilities, Richland Newhope continues to connect people to paid providers and natural supports in the community to meet their individualized needs, as stated in their person-centered plans. We continue to be a direct service provider for individuals ages birth to three as a part of our Early Intervention program. We also provide extensive residential supports to those that live in our licensed group homes.

"Thank you to the County Board for the up-to-date information given throughout the COVID-19 pandemic as well as the PPE supplies."

-Agency Provider

"Newhope staff helped us through the application process for both independent provider and agency provider processes. The availability and flexibility to meet at times that were most convenient for us was appreciated. Newhope staff didn't hesitate to dig deeper to find answers; whether that was researching or networking, they left no stone unturned. Our family appreciates the staff, and we are fortunate to have them as a resource for IP and agency needs."

-Parents of enrolled children

Person-Centered Excellence (PCE)

Three key outcomes have been identified as priorities for Newhope's Person-Centered efforts:

For the Individuals:

Individuals are valued members of the community through chosen, meaningful connections, and relationships.

For the Employees:

Employees are empowered to support individuals to live, work, and participate in their community.

For the Organization:

All aspects of Richland Newhope will be engaged in supporting a balance between what is important to and important for individuals to have meaningful lives.

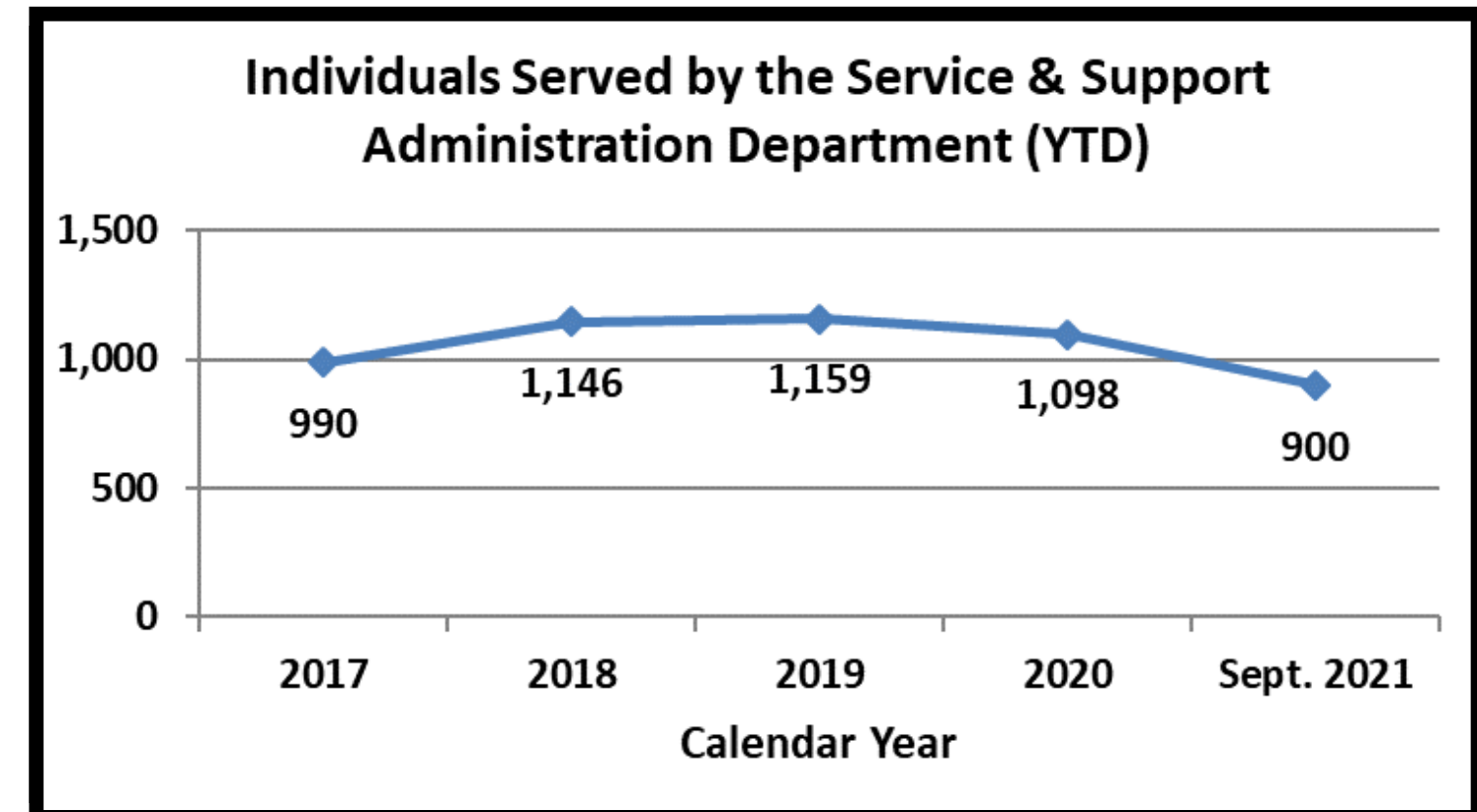
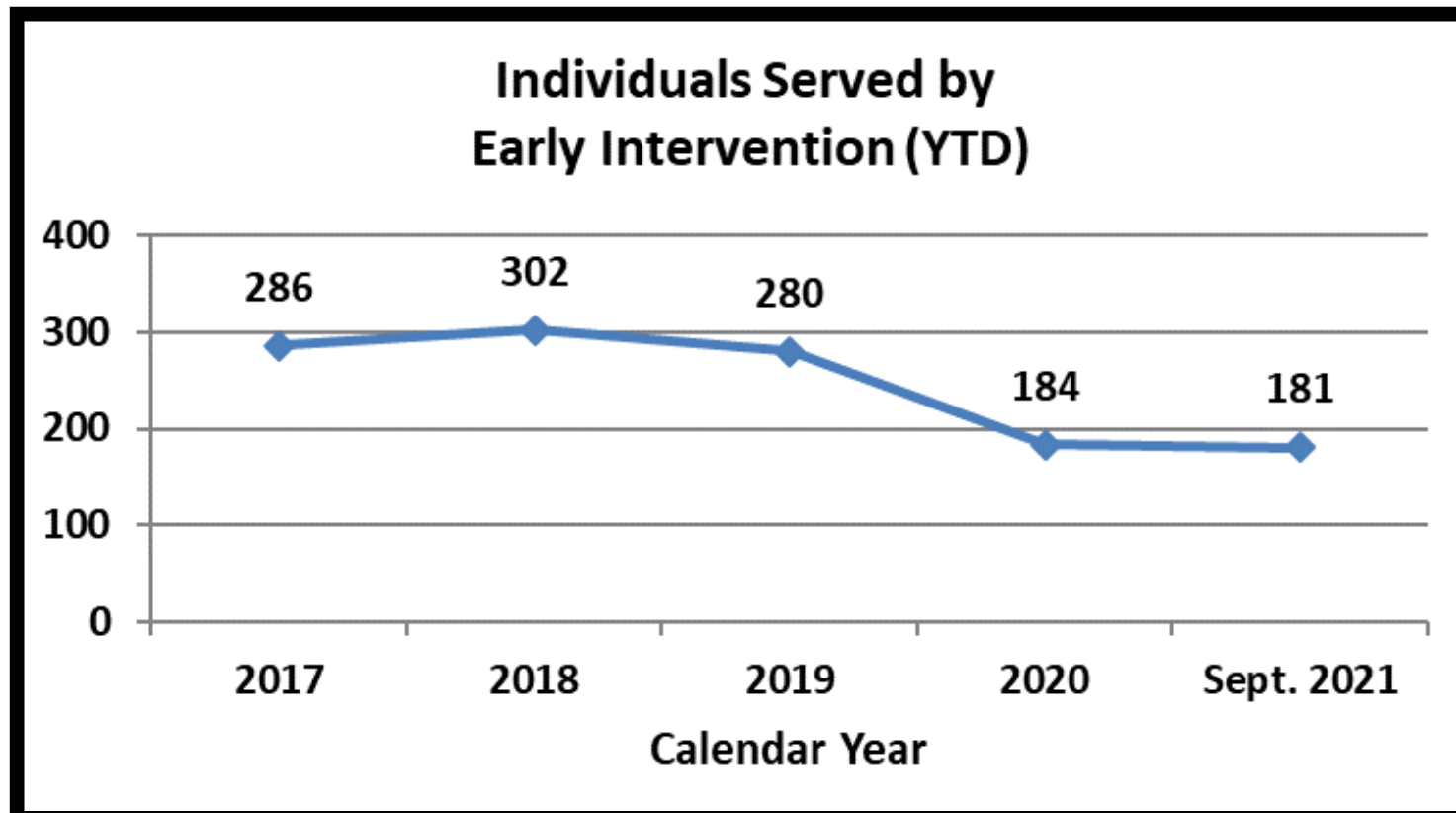
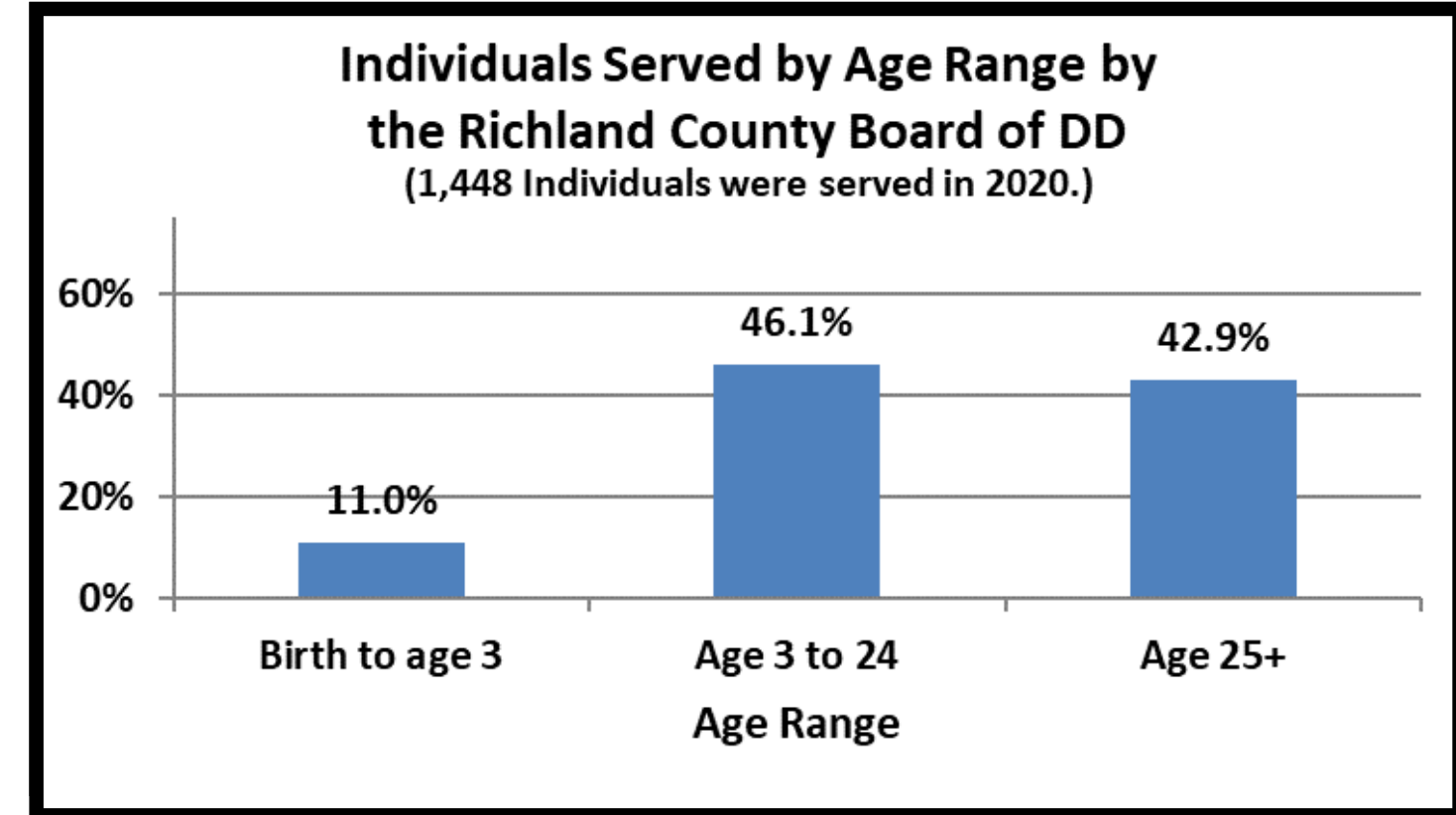
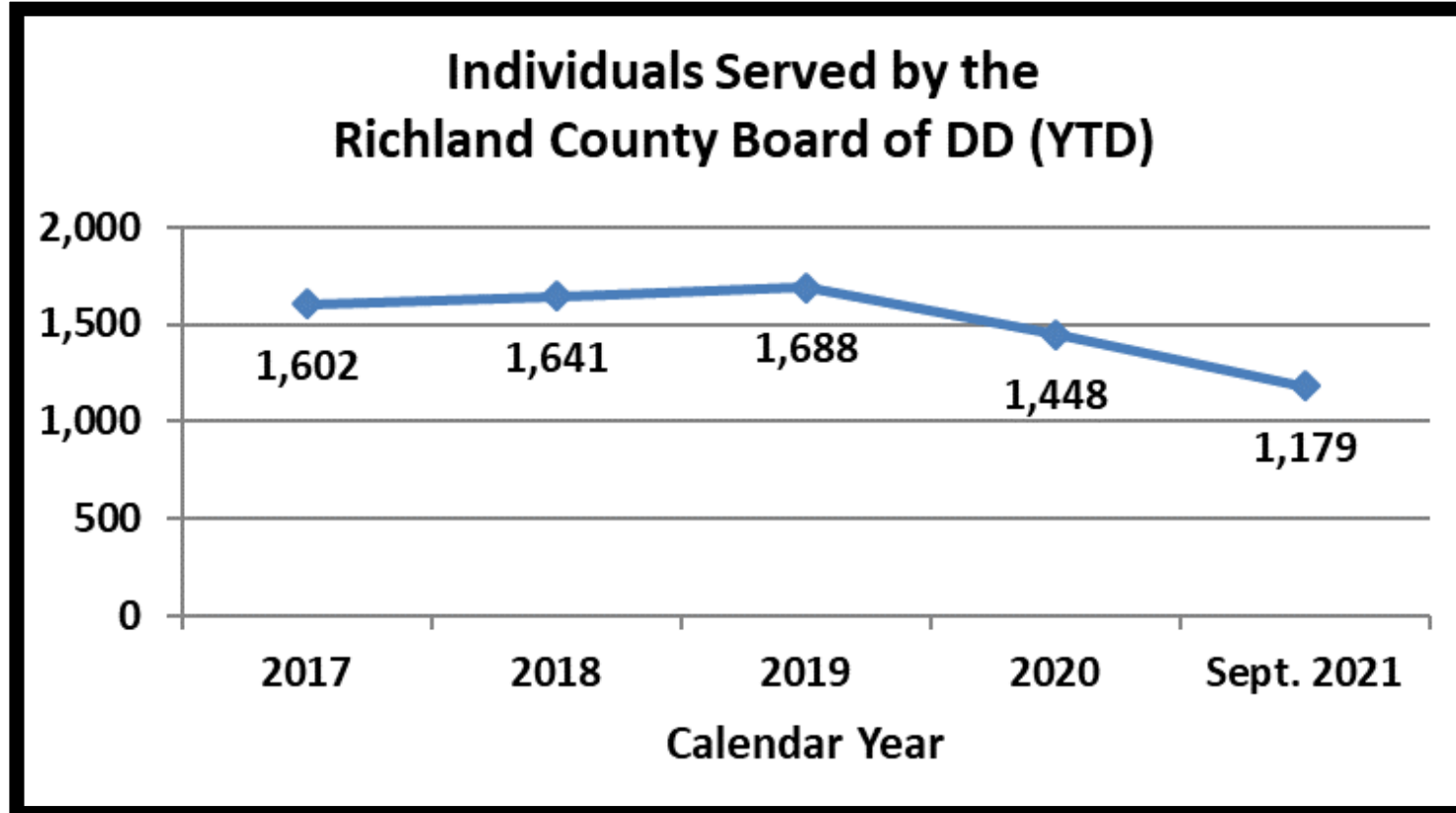
Person-Centered Excellence

Beginning in late 2010, Richland Newhope invested in the goal of truly becoming an organization that exhibits Person-Centered Excellence (PCE). Newhope invested in training for its Leadership Team and Individual Consultants in the principles, skills, and techniques on which person-centered thinking and planning are founded. Newhope continues to invest in this goal by expanding Person-Centered Training to Direct Service Providers, Independent Providers, Provider Agencies, and Community Agencies. Our goal is to use person-centered thinking and planning skills to learn what is important to those we support and to help them live the lives they choose. We continue to use stories about those we support to celebrate their successes across the agency and highlight their strengths and value in their relationships and community.

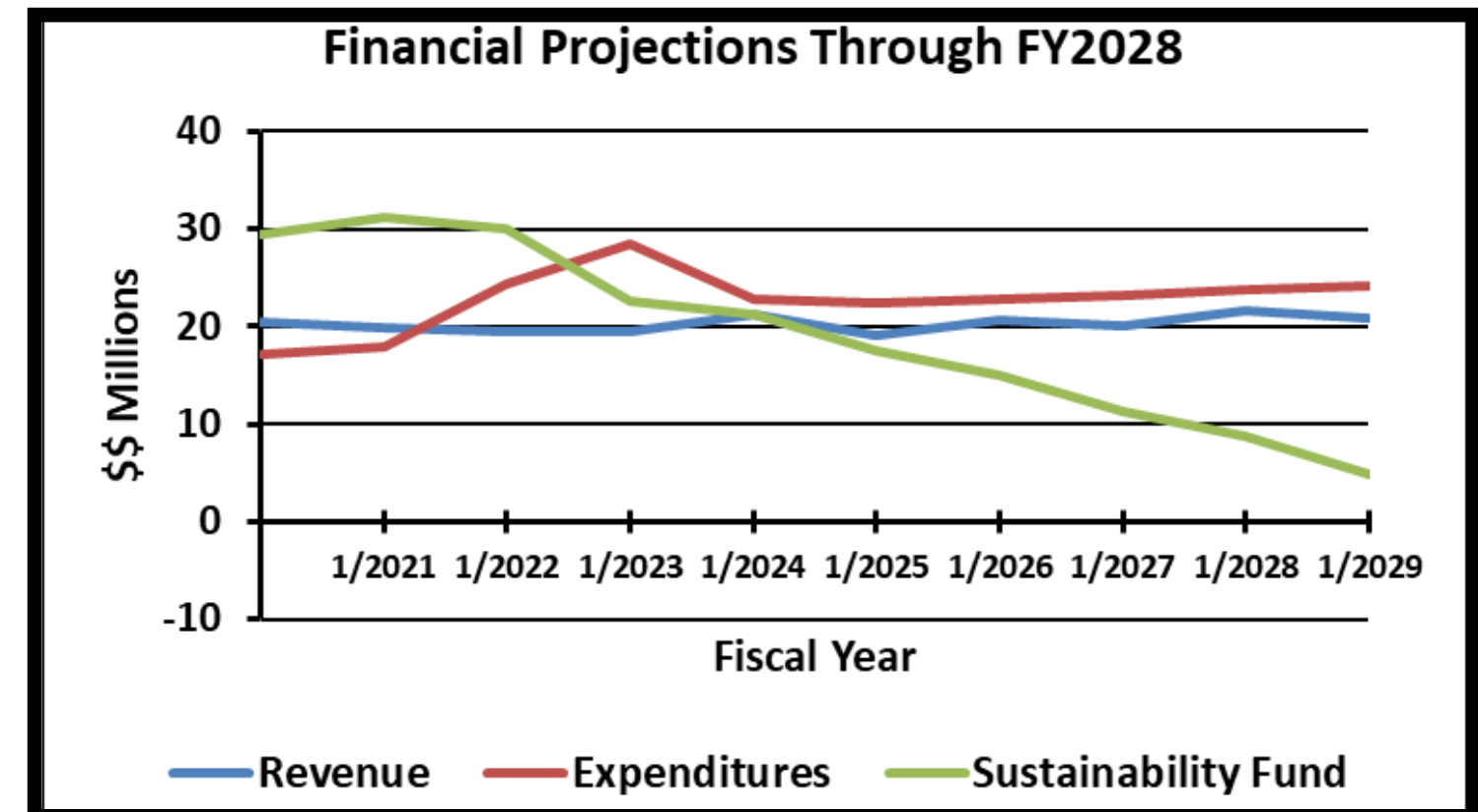
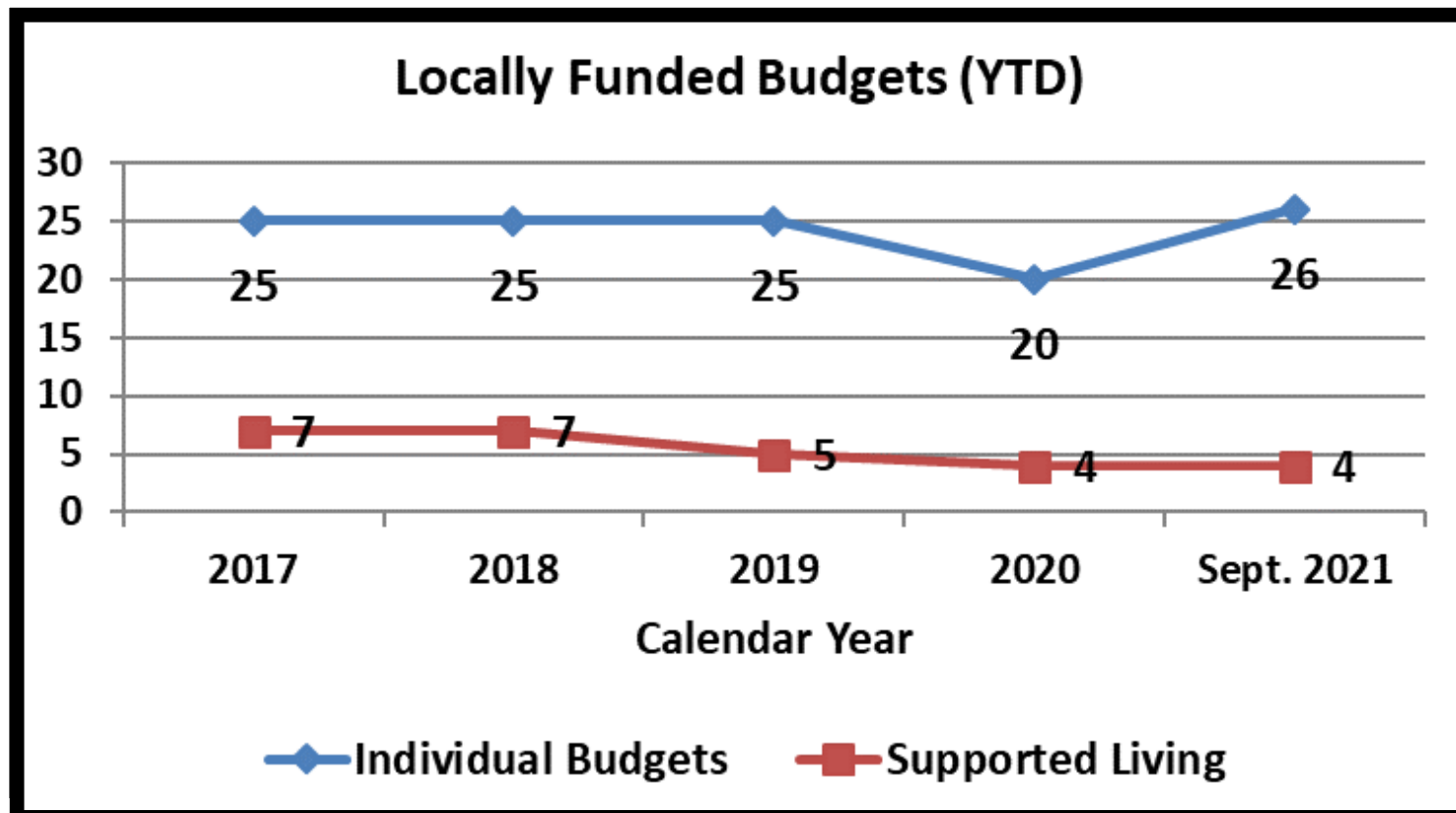
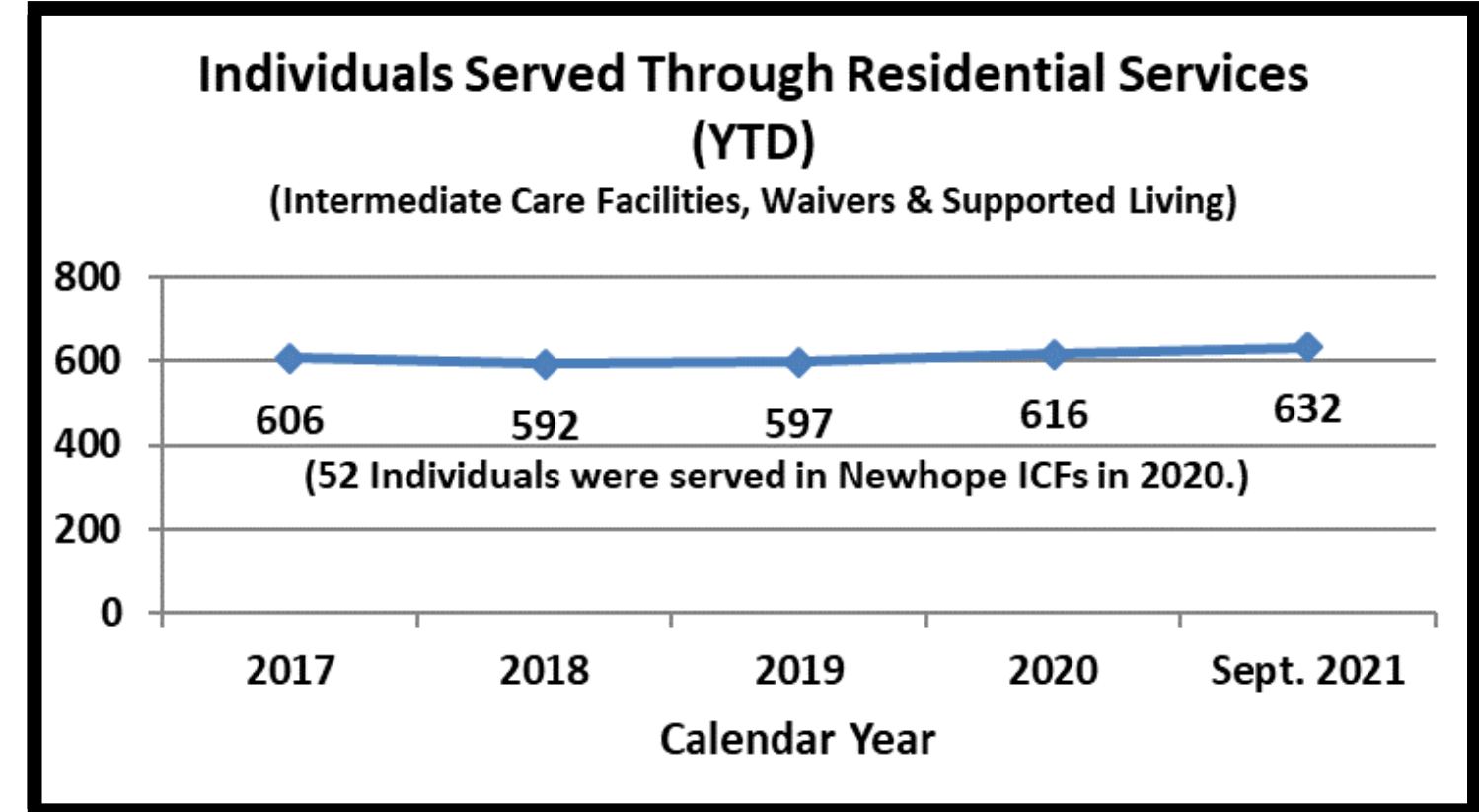
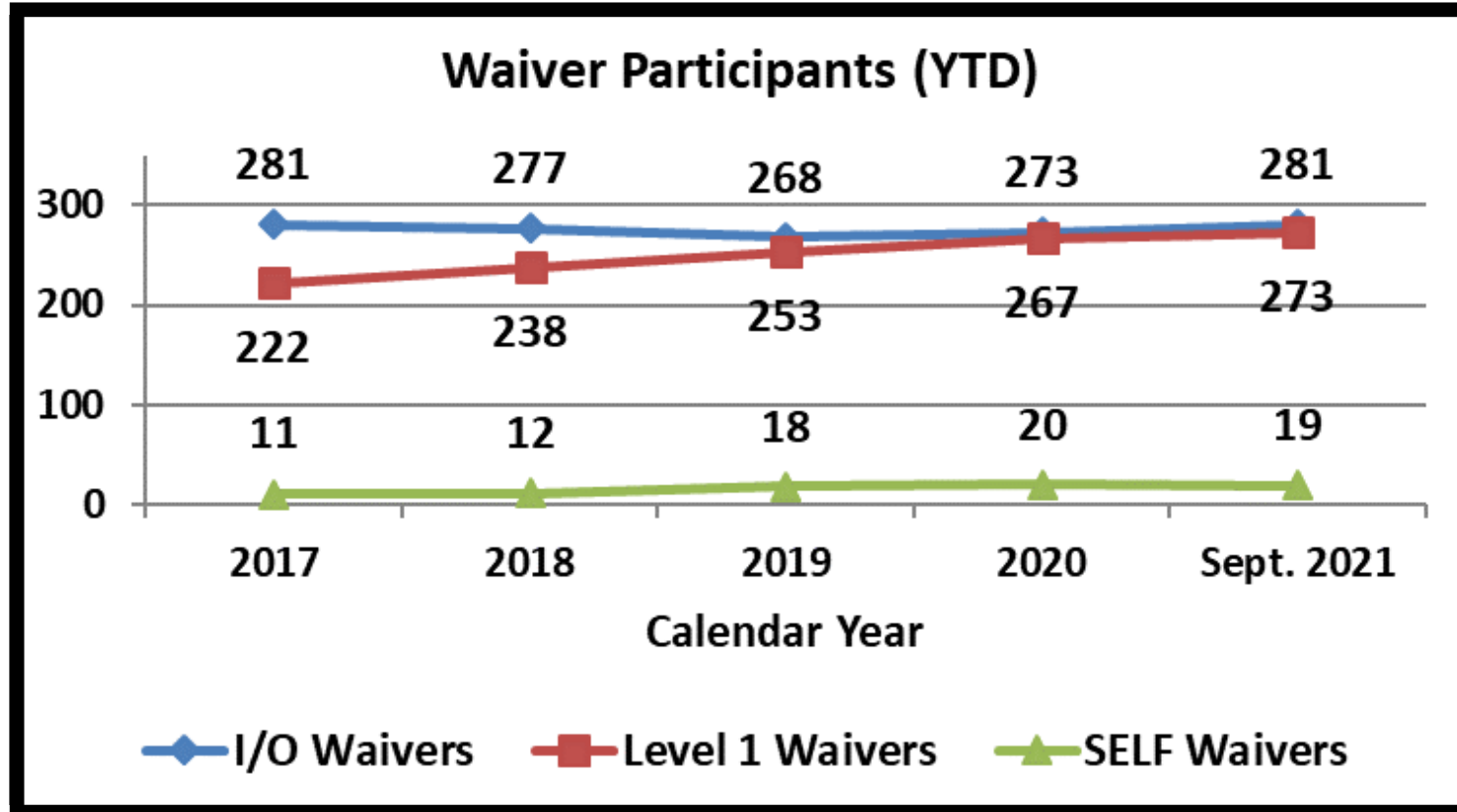
"Just apply yourself and keep looking. If you don't think there's a job out there for you, there definitely is. There's a job out there for everyone."

- An individual served

Data



Data



Values

Dignity and Respect

- All individuals have an inherent right to be treated with dignity and respect.
- The agency values its employees and promotes a positive working environment.



Community

- Individuals are encouraged to be engaged in the community.
- Agency partnerships improve the quality of supports and provide opportunities for individuals and families.



Accountability

- As individuals take control and authority over their lives and resources, they assume greater responsibility for their decisions and actions.
- The agency utilizes resources in the most efficient and effective manner possible.

Personalized Service

- Individuals have the power to make decisions to truly control their lives.
- The agency fosters an environment that nurtures growth, discovery, creativity, and collaboration.



Excellence

- Individuals have access to high quality services to help them live the lives they choose.
- The agency continues to be a leader in its industry.



Individual Needs and Services

Goals

1. Review internal processes to remove unnecessary barriers to accessing resources for individuals served.
2. Ensure that all individuals are engaged in the person-centered process to the best of their ability.
3. Continue to increase self-advocacy efforts throughout the county.
4. Ensure that all service coordinators are trained in the available opportunities for the individuals they work with in addition to any resources available to families. Make sure these are explicitly communicated to the individuals/families/guardians we serve as a part of the person-centered planning process.
5. Identify barriers to community participation and work to eliminate these barriers.
6. Allocate resources based upon those available to address the waiting list.

Provider Development and Support

Goals

1. Evaluate and expand supports to providers to promote quality of care.
2. Continue to attract providers of desired services to Richland County.
3. Continue to find methods to recognize DSPs and providers positively.

Staff Recruitment, Retention, and Development

Goals

- 1. Determine and implement best practice approaches for staff retention and morale. Develop a purposeful method to show staff appreciation on a regular basis to infuse these methods into the everyday working environment and appreciation.**
- 2. Establish a clear path for advancement within the organization regarding professional opportunities and compensation. Provide training for management-level employees. Provide staff with professional development opportunities to provide critical knowledge and to provide a sense of professional accomplishment.**
- 3. Study the efficacy regarding potential remote work for employees and the accountability measure required in order to put this practice in place.**
- 4. Provide customer service training and reinforcement for all Richland County Board of DD employees.**
- 5. Explore options and create mechanisms to implement a direct pathway for others to enter the workplace at Newhope. Review hiring procedures and practices to ensure a timely process.**

Communication (Internal and External)

Goals

1. Make every attempt to increase transparency through consistent delivery of internal messaging.
2. Develop a comprehensive external communication program that includes brand enhancement and messaging to drive the mission, vision, and identity of the Richland County Board of DD.
3. Foster, cultivate, and grow community relationships and collaborative community partnerships with civic/service organizations, local businesses, and other stakeholder groups.

Operations and Fiscal Accountability

Goals

1. Continue to utilize financial resources in the most efficient manner possible.
2. Seek alternative funding sources and potential collaborative funding partnerships.

Technology

Goals

1. Maximize the use of assistive technology for the individuals we serve where possible.
2. Ensure the use of technology to help employees be more efficient in their day-to-day work.

Facilities

Goals

1. Evaluate current facilities and assets to determine present and future needs.

Service and Support Administration

- Service Coordination: Each individual and/or family will be assisted to develop a person-centered plan (PCP) that describes what is important to and important for the individual. The individual's specific service needs, along with the plan to address those needs, shall be addressed through the PCP. The PCP shall specify the person responsible for service coordination and service monitoring. Plans shall be written in accordance with the Service Support Administration and BehaviorSupport Rules 5123-4-02 and 5123-2-06.
- Employment Navigation: RCBDD employs two-full time Employment Navigation Specialists. An Employment Navigation Specialist specializes in knowledge about specific employment-related supports and services. They assist students, adults, parents, teachers, and schools through transitional career pathways and community connections. Employment Navigation Specialists build relationships and partnerships with businesses that would benefit students and adults on their path to employment. Through these partnership opportunities, students gain experiences surrounding their transition goals. Building relationships with the area schools is a key component of these positions.
- Emergency Response System: Emergency response is available 24 hours per day, seven (7) days per week through the Service & Support Administration's on-call system.
- Major Unusual Incidents (MUIs): The MUI Unit in the Service and Support Administration (SSA) Department manages all MUIs involving Richland County residents with developmental disabilities. Reported incidents are reviewed as potential MUI's and those incidents that rise to the level of being an MUI are investigated as appropriate. All issues involving abuse, neglect, or misappropriation are reported to Law Enforcement and/or Children's Services as appropriate.
- Free Choice of Provider: Individuals will be supported to select providers of their choice from the list of all qualified and willing providers in accordance with the Service and Support Administration Provider Selection Procedure and the Home and Community-Based Services Waiver Providers Rule 5123:2-9-11. An adequate pool of providers will be maintained to meet the needs of all individuals in Richland County.

Plan to Address Individual Services Needs

- Waiting List: DODD Rule 5123-9-04 sets forth the process to administer the waiting list assessment to determine if an individual has no need, a current need, or an immediate need. As part of that process, the Individual Consultant talks with the family about their needs and various ways to address those needs, including local resources, waiver services, and the option of seeking admission into an Intermediate Care Facility (ICF). Upon completing the Waiver Waiting List Assessment, a copy of the waiting list assessment, Due Process, and the Ohio Department of Developmental Disabilities "Residential Options Counseling Pamphlet" are sent to the individual/guardian/family. The "Residential Options Counseling Pamphlet" outlines the differences between ICF services and waiver services. The Richland County Board of Developmental Disabilities (RCBDD) website also has a link to find ICF openings in the state of Ohio and the "Residential Options Counseling Pamphlet."
- Waiver Plan | Plan to Address Waiting Lists: The Richland County Board of Developmental Disabilities (RCBDD) will continue to explore opportunities to expand resources to pursue Home and Community Based Waivers as well as maximize existing dollars. The RCBDD will:
 - Continue to pursue all feasible opportunities to utilize Level One Waivers for individuals who need adult day services, employment services, and non-medical transportation rather than an individual budget where appropriate. Year-to-date, as of 10-13-2021, 12 individuals were newly enrolled on the Level One Waiver.
 - Each year's waiver enrollment projections will be identified in the Level of Care component of the Ohio Department of Developmental Disabilities (DODD) Customer Relationship Management platform.
 - As of September 2021, the RCBDD was actively serving 849 individuals through the Service and Support Administration Department, with 551 individuals enrolled on a DODD waiver. Of these, 269 are enrolled on an Individual Options (I/O) Waiver, 264 on a Level One Waiver, and 18 on a Self-Empowered Life Funding (SELF) Waiver.
 - All individuals considering moving to an Intermediate Care Facility (ICF) with eight beds or more must be presented with alternative options, including but not limited to a Diversion Individual Options Waiver slot. In 2021, no one received an I/O Diversion Waiver.
 - In 2021, we had three individuals that had received Exit Waiver slots and enrolled on an I/O Waiver, as they chose to move out of an ICF and into the community. It is projected that we may have 3-4 individuals in 2022 interested in Exit Waivers from RCBDD's Youth Transition Home/ICFs.
 - Waiver expansion shall be based upon the availability of matching funds and individual need within the county. For CY 2021, we projected 20 Level One Waivers, 10 SELF Waivers, and 8 Individual Options Waivers to address the waiting list need. As of October 2021, we have enrolled 12 new Level One Waivers, two new SELF Waivers, and six new Individual Options Waivers.

Employment First

We envision a time when every working-age adult with developmental disabilities has an opportunity to explore their career options and seek jobs that match their skills and interests. The Employment First Initiative, established in 2012 in Ohio, makes community employment the preferred outcome for adults with disabilities. Community employment can lead to greater independence, wealth, and self-esteem. Employers benefit from having a more diversified workforce. Our communities become stronger when all citizens are able to participate and contribute in all the ways they can.

Efforts are underway throughout Ohio to expand community employment services for people with developmental disabilities. The Ohio Department of Developmental Disabilities (DODD) and Opportunities for Ohioans with Disabilities (OOD) have begun a statewide job counselor initiative, allowing the state to support more people on a path to community employment.

The Workforce Innovation and Opportunity Act (WIOA), signed by the President in 2014, seeks to update and improve the nation's workforce development system while providing supports to people with disabilities to enter and remain in competitive, integrated job settings. The Workforce Innovation and Opportunity Act prohibits individuals age 24 and younger from working in jobs that pay less than minimum wage unless they first try vocational rehabilitation services. This Act includes exceptions for those deemed ineligible for vocational rehabilitation and allows individuals who already earn less than the minimum wage under a special minimum wage certificate through the Department of Labor to continue to do so.

Like all young people, youth with disabilities should grow up expecting to work and succeed. Employment First requires a partnership with these young job seekers and other adults with disabilities, their families, employers, providers, government, and the community. Richland Newhope is committed to fostering this partnership while raising expectations for people with developmental disabilities.



Medicaid Services

- Coordinator of Provider Recruitment and Development: An adequate pool of providers will be maintained to meet the needs of individuals in Richland county. The ability to recruit and retain a sufficient pool of quality providers is critical to give individuals a choice and to meet the growing demand for all waiver services.
 - In an effort to better support existing providers and actively recruit new providers to RichlandCounty, the Coordinator of Provider of Recruitment and Development position was added in 2017. With the development of this position, we can offer providers additional technical support, training opportunities and help the provider community enhance their service delivery model.
 - Provider 101 training is offered for new providers to learn the basics of being a provider.
 - We contract with NEON to offer initial medication administration certification in Cert. I, II, and III bi-monthly and renewal certification in these same areas of medication administration on a bi-monthly basis.
 - We offer CPR/First Aid training to providers on a quarterly basis.
 - We coordinate MUI/UI training for providers.
 - We offer background checks for providers.
 - We meet with each newly certified independent provider within 60 days of the provider being selected to provide services to an individual to confirm that the provider understands the individual's person-centered plan and responsibilities. The meeting also ensures that the provider has contact information for the appropriate County Board staff.
 - The Coordinator hosts monthly provider meetings for agency providers and bi-monthly meetings for independent providers.
 - The Coordinator will work one-on-one with various providers to assist them with DODD certification and re-certification processes.
 - The Coordinator assists providers with all billing issues and inquiries.
 - The Coordinator assists new providers with creating a one-page profile to introduce themselves to new clients.
 - The Coordinator assists providers with finding new clientele by posting information on individuals seeking providers.

Plan to Address Individual Services Needs

- Multi-System Youth Home: In 2019, Richland Newhope saw an increase in youth who were in jeopardy of out-of-county placement due to varying needs. These youth were already receiving services from multiple local agencies; however, their support teams were at a crossroads with figuring out how to appropriately serve them while keeping them in Richland County. In November of 2019, Newhope developed a partnership with I Am Boundless, Inc., which took over the Cherry Hill Intermediate Care Facility operations. To date, we have four young women residing in this home, receiving wraparound supports and maintaining their relationships with family and their community. In 2021, two of the original young women moved out of the Cherry Hill home and received Individual Options exit waivers.
- Building on the success of the first Multi System Youth/IntermediateCare Facility, Newhope and I Am Boundless opened up a second Multi-System Youth /Intermediate Care Facility at the Evelyn Road home. There are currently four young males residing in this home.
- In 2021, Newhope worked with I Am Boundless and opened a transition-age waiver home for individuals with dual diagnoses. This home is located on Curtis Drive and currently has two individuals and one respite person residing there.
- In 2022, Newhope plans to work with provider ViaQuest to convert the Paxford Drive duplex into an emergency respite location. This location will meet the needs of both individuals and parents when temporary respite is needed.



Self-Advocacy

- Richland County's People First is a chapter of People First of Ohio. People First of Ohio assists people with disabilities who are self-advocates to talk about their needs and rights with people in their communities. Self-advocates make sure that people with disabilities have the right to do what they want in their lives, are responsible for their own choices, and have the right to live and do things in the community like other citizens. Self-advocate officers lead Richland County People First group. The officers are voted in for a two-year term and meet twice a month. The group meetings are held on the third Monday of the month. During this time, speakers are brought to train and educate on topics about everyday life to make crucial decisions. Fundraisers are held throughout the year in order to pay for conferences, bring in speakers, and donate to charities.
- Aktion Club is a service club connected to Kiwanis. Aktion Club members volunteer around the county doing service projects, raising money, and collecting food to donate to local food banks.
- Project STIR (Steps Toward Independence and Responsibilities) is a train-the-trainer program. During the training, participants are taught communication skills, problem-solving skills, self-knowledge, self-determination, and rights and responsibilities, all through hands-on skits and role-playing techniques. The ten-week curriculum ends with a celebration of completion, leaving with a life course portfolio to use in planning meetings as a tool to voice future dreams and goals. Classes are taught at different day hab facilities and local high schools.



Special Olympics

- The mission of Richland County Special Olympics is to provide year-round sports training and athletic competition in a variety of Olympic-type sports for children and adults with intellectual disabilities. Special Olympics provides athletes continuing opportunities to develop physical fitness, demonstrate courage, experience joy, and share gifts, skills, and friendship with their families, other Special Olympics athletes, and the community.
- The Board supports the Special Olympics program through the Community Education Department and with financial resources. Sporting events are primarily overseen and organized by an extensive network of community volunteers.
- It is the intent of Richland County Special Olympics to offer year-round athletic programs, including but may be limited to golf, track, bowling, softball, basketball, and swimming.



Early Intervention Services

Purpose: Early Intervention (EI) is designed to promote family competence and confidence by assisting families to learn and apply strategies that will help them meet the special needs of their children with delays and/or developmental disabilities in natural environments. Each family has an Early Intervention Service Coordinator who is the primary point of contact for the family. Once a child is eligible and services are determined, a Primary Service Provider provides regular support to the family. The Primary Service Provider is backed up by a team of other professionals who can provide services to the child and family through consultation and/or joint visits. The frequency and intensity of visits depend on the child and family's needs and the resources available. The scope of services provided by the RCBDD is specified in its plans and resolutions. Early Intervention services are provided to families with children who have been determined eligible under ORC 5123-10.

Child Assessment: A Child Assessment is completed by the child's team to determine the child's strengths and needs in the family's everyday routines. The family identifies their priorities and their routines to focus on the intervention services. The family and members of the Early Intervention team then develop an Individual Family Service Plan (IFSP), which identifies parent-driven outcomes. The IFSP includes services necessary to meet the outcomes. The IFSP is reviewed a minimum of every six months to ensure that outcomes are achieved and modified as needed. Annual redetermination of eligibility (if applicable) is completed to determine if the child continues to be eligible for Early Intervention. A child assessment is completed to obtain information about the appropriateness of current services, determine if there are other needs to be addressed, and/or if the child has reached age-appropriate skill levels and no longer needs EI services. When families exit the program, they are asked to complete an Early Intervention Survey. This gives us feedback to ensure that we are successful in following the key principles for providing Early Intervention services in natural environments and that evidence-based best practice is achieving the outcomes desired.

Services: Services available from the Early Intervention program include: 1) service coordination 2) special instruction by certified Developmental Specialists who assist families in learning and applying various approaches that will help families meet the needs of their children, and (3) other professional services as identified as part of the plan.

Projected Number Served: Based on previous data, we anticipate for Calendar Year 2022, more than 150 referrals will be scheduled to determine eligibility for Early Intervention services. The average enrollment ranges from 90 to 130 at any given moment since families are entering and exiting the program continuously throughout the year.

Resources Available During 2022: Services provided by the Early Intervention program areas are outlined in RCBDD plans and Board resolutions. For 2022, the Board can allocate up to two full time equivalent (FTE) Service Coordinator positions as contracted through Youth and Family Council and up to three EI Specialists. They are typically the primary service providers. The RCBDD will support the families to prioritize their own needs and identify outcomes desired within the parameters established in applicable law, the RCBDD plans, and the resources available.

Organization Structure: Under Federal and Ohio law, the Ohio Department of Developmental Disabilities is currently responsible for implementing and overseeing the Early Intervention program throughout Ohio. The RCBDD provides specified Early Intervention services in accordance with Board resolutions and available resources.

Public Relations Activities/Schedule of Events: The Early Intervention program is represented on local and state committees, including Maternal Child Health Network and DODD Early Intervention Stakeholder Advisory. The EI program participates in various events for families throughout the year and at different community locations in collaboration with Richland County's Youth and Family Council. We attend Family Council as part of the community of providers of services for children in Richland County. In 2022, outreach will be collaborated with Ohio Outreach Specialists and have available information available for local childcare providers, Early Head Start programs, physicians, and the Community Baby Shower. In addition, local collaboration is made with school districts to improve transition supports to children transitioning from Early Intervention to preschool.



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THE RICHLAND COUNTY BOARD OF DEVELOPMENTAL DISABILITIES

Richland Newhope Table of Organization

Individuals

