



2024 Annual Action Plan



Our Mission:

Supporting individuals through strong partnerships and high-quality services

Our Vision:

A community that recognizes the importance and potential of all people

About the Strategic Plan

The Strategic Plan Development Team first met in August 2023 with a consultant from the Ohio Association of County Boards (OACB). Two additional planning sessions were held in October 2023 for further development of the plan. The Strategic Plan and the Annual Action Plan are the outcome of the discussions for new and/or enhanced initiatives for the Allen County Board of Developmental Disabilities in 2024- 2026.

2024-2026 Goals

GOAL #1: Build a strong workforce. (people, employees, providers)

GOAL #2: Ensure people are supported and receive quality services. (people, families, providers, community)

GOAL #3: Increase independence and enhance efficiency. (transportation, resources, technology)

GOAL #4: Create effective communication and advocacy. (awareness, communication, inclusion)

Color Coding: **Early Intervention** **Service and Support Administration** **Medicaid Services** **Advocacy and Access Business** **Human Resources and Community Engagement** **Superintendent & Leadership**

GOAL #1: Build a strong workforce. (people, employees, providers)

Goal #1: Build a strong workforce.

Strategies	Objectives	Action Steps to Achieve Objectives	Results
Support the provider community to ensure quality services.	Restart DSP learning lunches.	<p>Meet with provider group and explore co-facilitating lunches. Set cost and approximate attendees; budget accordingly. Medicaid Services Manager, May 2024</p> <p>Identify topics for luncheons. Set calendar. Invite speakers. Medicaid Services Manager, July 2024</p> <p>Communicate with providers, publicize luncheons and invite DSPs. Medicaid Services Manager and Community Relations Coordinator, October 2024</p> <p>Host 1 lunch. Medicaid Services Manager, December 2024</p>	
	Continue to offer required trainings once per month for provider partners. Assess additional required training as requested by providers.	<p>Assess and consider expanding availability for CPR, First Aid and Med Admin to train more DSPs. Advocacy & Access Manager and Medicaid Services Manager, May 2024</p> <p>Clearly define role of Behavior Support Specialist and Behavior Support Consultant for summer months. Review success coach role to assist providers. Develop a schedule for supports and benchmarks. Director of Community Support Services and Advocacy & Access Manager, March 2024.</p> <p>Survey independent providers on training and support needs. Medicaid Services Manager, July 2024.</p> <p>Support providers on training to see results of higher quality services, specifically, in regards to MUI reporting, UI follow-up and ISP individual specific training when many risks are present. SSAs will attend home meetings for group sites at least quarterly. IAs will be invited as needed. SSA Managers June 2024</p>	

Goal #1: Build a strong workforce.

Strategies	Objectives	Action Steps to Achieve Objectives	Results
	<p>Improve relationships with providers and develop relationships with Direct Support Professionals (DSPs).</p>	<p>Create a long range plan to acknowledge provider employees throughout the year. This may include, social media posts, incentives, cards, etc. Organize the annual recognition luncheon and plan more wide-spread event for national DSP week. Director of Community Support Services, Medicaid Services Manager & Community Relations Coordinator, June 2024</p> <p>Form a committee to work on improving provider relationships. Create a survey and then use information to make decisions related to what providers feel would strengthen and improve relationships. Director of Community Support Services & Medicaid Services Manager, September 2024</p>	
<p>Expand employment opportunities for individuals.</p>	<p>Plan for rule changes due to work completed by the Ohio Department of Developmental Disabilities (DODD) Blueprint Workgroup. Review outcomes and implement changes related to outcome documents.</p>	<p>Set schedule of goals on recommendations of state work completed. Stay engaged in meetings where DODD is making decisions or seeking input on future rule changes. Director of Community Support Services, June 2024.</p> <p>Connect with ADS providers who are participating in the DODD Adult Day Services Quality Pilot Program and provide ongoing technical assistance and support throughout the pilot. Provide updates and training, as needed, on value-based payment and outcome based reimbursement with Adult Day and Employment Services. Advocacy and Access Manager & Employment Coordinator, March 2024</p>	
	<p>Promote "Employment First." Increase the number of people working in competitive integrated employment. Identify barriers to competitive integrated employment.</p>	<p>Set benchmarks for the action plan and how the barriers found will be addressed so employment benchmarks can be achieved. Track 20 new job starts yearly. Measure growth of hours worked, jobs lost and jobs attained. Advocacy and Access Manager & Employment Coordinator, December 2024</p>	
	<p>Improve individuals competitive integrated employment retention rates.</p>	<p>Track retention rates and explore ideas to improve retention. Advocacy and Access Manager & Employment Coordinator, December 2024</p>	
	<p>Promote "Employment First" in the community and public schools.</p>	<p>Discuss ideas for social media usage, dedicated website to Employment First and other ideas to promote an environment where the first choice for all people should be competitive integrated employment. Advocacy and Access Manager & Employment Coordinator and Community Relations Coordinator, July 2024.</p>	

Goal #1: Build a strong workforce.

Strategies	Objectives	Action Steps to Achieve Objectives	Results
Develop strong leaders at the Allen County Board of Developmental Disabilities (ACBDD).	Support and mentor employees for success as future leaders.	Create a short and long-term plan for developing leaders. Each year engage one employee with leadership goals to attend Allen Lima Leadership, every other year OACB Executive Development and look for more opportunities in dedicated events and development courses. Superintendent & Leadership , May 2024	
		Promote strongly "When the leader gets better the organization gets better." Ensure Leadership team and others attend two sessions per year that will grow and enhance their leadership development. Superintendent & Leadership , December 2024	
	Increase training when employees are promoted or accept a new position.	Develop an orientation schedule for when employees are promoted or take on a new role. Ensure dedicated training occurs so information is not lost when someone transfers or is promoted. Director of Human Resources & Community Engagement , July 2024	
	Enhance the Employee Performance System.	Look for innovative ideas and systems for employee performance and also, for a system that encourages employee growth toward leadership or other professional development noted. Director of Human Resources & Community Engagement , December 2024	

Goal #2: Ensure people feel supported and are satisfied with services.

GOAL #2: Ensure people are supported and receiving quality services. (people, families, providers, community)

Strategies	Objectives	Action Steps to Achieve Objectives	Results
Develop healthy partnerships and collaborations.	Strengthen partnership with the Mental Health & Recovery Services Board (MHRSB).	Set meeting with MIDD Task Force, MHRSB leadership and/or providers of mental health services in Allen County to showcase the past success with the clinic and doctor dedicated to DD issues. Discuss change in continuity of care since this clinic ended. Gather concrete data and offer suggestions on how this can be recreated to ensure consistent and strong communication with treating doctors for those who have a dual diagnosis. Superintendent & Director of Community Support Services , September 2024.	
		Set benchmarks and ideas to improve attendance and the strength of work completed by the Dual Diagnosis Intervention Team (DDIT). Director of Community Support Services & Advocacy and Access Manager , December 2024.	
	Improve communication and collaboration with community partners.	Develop a list of all the regular contacts had by members of the Leadership team per week. Discuss where strong partnerships exist and where improvement could occur. Superintendent & Leadership , June 2024	
		Schedule regular collaborative meetings to improve communication and services with Allen County DJFS (waiver, Medicaid, etc.) Medicaid Services Manager and Director of Community Support Services , June 2024	
	Develop new collaborations with community agencies that have not yet been a partner with ACBDD.	Assess the list of strong partnerships and create a schedule for development of a new partner every six months. Arrange sharing of resources, cross training at meetings or networking breakfasts or Fast Breaks. This is to build collaboration and it can also, educate community agencies on ACBDD. Superintendent & Leadership , December 2024	
	Establish and/or strengthen partnerships with the Allen County schools.	Send letters annually to all school districts administrators and special education departments explaining the services and supports offered and contacts for follow-up. Focus on all the parts of the agency and what can be offered short and long term for schools and families. SSA Manager, Director of Early Intervention , and Transition Coordinator , September 2024	
		Increase presentation for APPLE & Kids on the Block by 10% annually. Recruit new talent and willing employees. Advocacy and Access Manager , December 2024	

Goal #2: Ensure people feel supported and are satisfied with services.

Strategies	Objectives	Action Steps to Achieve Objectives	Results
	<p>Improve relationships with local law enforcement agencies.</p>	<p>Develop stronger relationships with local administration of law enforcement agencies. Learn of ways to partner and support the work by any law enforcement officer. Look for creative ways to visit, support and re-establish strong relationships with new administrators. Build confidence that individuals are being interviewed, heard and represented with legal needs or victimization issues. Investigative agent employees will work together to set a plan and follow-up. Superintendent & Investigative Agents, December 2024.</p>	
<p>Support families and caregivers.</p>	<p>Develop volunteer base to engage people served.</p>	<p>Appoint a planning team to work on increasing and formalizing the FANS volunteer base. This will involve recruitment activities (i.e. retirees), community members and others. Director of Human Resources & Community Engagement and the Community Connections, September 2024.</p>	
	<p>Engage community volunteers.</p>	<p>Create a list of all agency-wide volunteers. Work to ask current volunteers in one area if they will help in another. For example sending an announcement of a volunteer opportunity to the people that help with the Chicken BBQ. Regularly engage and encourage the volunteers to be involved, and thank them for their help. Director of Human Resources & Community Engagement and Leadership, December 2024.</p> <p>Create a flyer for ways to volunteer so a consistent message is given by all. Community Relations Coordinator, September 2024.</p> <p>Regularly shout out and thank volunteers in quarterly newsletter. Create catchy title and send the newsletter to volunteers so they are engaging and seeing the needs regularly. Consider shout out on social media, but know the audience and what medium is best to use for the goal and target audience. Community Relations Coordinator, December, 2024.</p>	
	<p>Ensure quality services.</p>	<p>Analyze if the mission of providing high quality services is being met by a strong survey system of all those impacted by ACBDD services. At least annually, send a survey to people and guardians. Work to increase return rates so data is reliable. Send out annual surveys to Provider Partners and Community Partners. Director of Human Resources & Community Engagement and Community Relations Coordinator, March 2024</p>	
	<p>Ensure affordable, accessible and desired housing is available.</p>	<p>Discuss with families in a variety of venues, including Caregiver Connection the housing needed. Visit an intentional community. Work with LODDI to establish a long term view of housing goal. Superintendent & Director of Operations, October 2024</p>	

Goal #2: Ensure people feel supported and are satisfied with services.

Strategies

Objectives

Action Steps to Achieve Objectives

Results

Help individuals access services in the community and at home.

Identify and meet needs/maximize wants through person-centered planning and high quality services.

Assess the need for universal changing tables. Present at various social and business groups in the county. Apply for the DODD sponsored grants to get one universal changing table for ACBDD to loan out to groups. Work with Marimor Foundation to identify ways for this movement to expand. **Superintendent**, July 2024

Assess and integrate the 2023 crisis intervention training. Set goals to ensure internal processes are in place; this will include, a revised handbook, training and other items identified. **Advocacy & Access Manager and Behavior Support Specialists**, February 2024

Research for new and creative ideas in customer service training for public employees or social service type of agencies. Consider cost/benefit of such training for employees and others. **Director of Operations**, September 2024.

Assess and track how many people served are in need of a provider and have an unmet need in order to address gaps in services. Work to recruit providers to meet these needs. Update the Provider Pool bi-annually. **SSA Managers**, July 2024

Utilize Keeping Family Together (KFT) funding to meet significant needs and improve behavioral outcomes according to the grant guidelines. Develop and follow a strong process for purchases within the agency. **Director of Business, SSA Managers**, and **ISS Coordinator**, June 2024

Review individuals needing services and the timeline to meet those services, during Resource Allocation Committee (RAC) meetings. Enroll up to 12 people on the Individual Options waivers, 2 SELF waivers, and 16 Level One waivers in 2024. **Medicaid Services Manager**, January 2024

Using a person-centered approach, strengthen outcomes.

Increase attendance with the Person Centered Thinking Workgroup for Outcome development. Further, develop employee skills to ensure progress of outcomes in Individual Support Plans (ISP) . **SSA Managers**, September 2024

Educate employees, community providers and families about the long term impact of screen usage for children birth to age 5.

Learn more about the "Becoming Tech Intentional" presentation by DODD in October 2023, where research on screen usage in small children is leading to increased developmental disabilities. Discuss with Family Children First Council and Early Childhood Collaborating Committee about what is learned, and set action plan on how to address these new findings in Allen County. **Director of Early Intervention**, June 2024

GOAL #3: Increase independence and enhance efficiency. (transportation, resources, technology)

Goal #3: Increase independence and enhance efficiency.

Strategies	Objectives	Action Steps to Achieve Objectives	Results
<p>Ensure financial stability so services are available in 2027 and beyond.</p>	<p>Analyze future funding, service needs and fiscal sustainability.</p>	<p>Analyze the fiscal emergency rule and share with the Board the score and impact as relates to new funding needs in the future. Director of Business, July 2024.</p> <p>Training for Directors and Board members on future funding needs, rules with levies, request of the Commissioners and the Political Action Committee (PAC). Superintendent & Consultant, December 2024.</p> <p>Assess the children needing services and available resources and caseload sizes. Assess a change of requirement for employees that might lead to Position Description changes. Collaborate with NOWAC on the available resources that DODD is funding for EI assessment and therapies. Director of Early Intervention, March 2024.</p> <p>Create a system to analyze individuals moving from SSA only to Community Engagement. Director of Human Resources & Community Engagement, June 2024</p>	
	<p>Assess new waiver rules and how that will impact cost.</p>	<p>Create a list of all the Appendix K flexibilities, including the unbucketing, that were allowed with waiver changes since 2020 and track cost increases related, if possible. Discuss with Resource Allocation Committee (RAC) the waiver match changes quarterly, including the changes being track. Medicaid Services Manager, March 2024</p> <p>Establish a process and flow chart for requests of parents to be paid caregivers for minor children. Closely monitor and assess the facts and fiction of the new waiver rule for parents to be paid caregivers for minor children. Director Community Support Services & SSA Managers, March 2024</p>	
	<p>Prepare list of mandated vs non-mandated services.</p>	<p>Prepare list of mandated and non-mandated services, including all costs related to that service. Director of Business & Superintendent, June 2024.</p>	

Goal #3: Increase independence and enhance efficiency.

Strategies	Objectives	Action Steps to Achieve Objectives	Results
		<p>Analyze the ISS budget and monitor growth toward the total liability v. budgeted. Suggest changes related to either the budget, services or total served. Regularly review with RAC. Director of Community Support Services, September 2024</p>	
	<p>Reduce the number of individuals waiting for services.</p>	<p>Continue to analyze individual's waiting for services. Develop strategies for ensuring needs are met or alternative assistance is available. At the Resource Allocation Committee (RAC) meetings report on the number of individuals waiting and changes from previous quarter. Medicaid Services Manager & Director of Community Support Services, January 2024</p>	
<p>Utilize technology effectively and efficiently.</p>	<p>Expand the work of tech experts, increase education on tech options and increase tech consultations.</p>	<p>Establish a tech library and apply for funding related to purchasing needed items. Set up process for lending, tracking and replacing. SSA Managers, March 2024</p> <p>Assess the Regional Tech Hub Grant, if awarded to Wood County, which includes Allen County, to see where and when ideas can be applied. Track referrals to this grant and benefits. Director of Community Support Services, September 2024</p>	
<p>Ensure efficient and reliable transportation.</p>	<p>Support employees' technology needs.</p> <p>Increase use and efficiency of Self-Directed Transportation (SDT) as a Home and Community Based (HCBS)waiver service.</p> <p>Discuss and develop transportation options for people who are employed but may not be able to self-direct their services.</p>	<p>Create a tech plan for improvements and maintenance of technology at ACBDD. Ensure employees have the tools for efficiency and track closely the risks identified by Go Concepts and mitigation of the risks. Director of Business, June 2024.</p> <p>Meet with RTA Employees and/or Board about costs and rates related to individual's being self-sufficient. Director of Community Support Services & Superintendent, January 2024</p> <p>Build provider capacity for SDT. Increase use of SDT by 10%. Expand Uber and Lyft options. Director of Community Support Services, October 2024.</p> <p>Partner with an organization to discuss the need for transportation outside of typical business operating hours for persons who may not be able to self-direct this service. Director of Community Support Services, December 2024.</p>	

Goal #4: Create effective communication and advocacy.

GOAL #4: Create effective communication and advocacy. (awareness, communication, inclusion)

Strategies	Objectives	Action Steps to Achieve Objectives	Results	
<p>Continue to educate on who ACBDD is and what ACBDD does.</p>	<p>Ensure a continual process for informing the public of the services and supports offered by ACBDD.</p>	<p>Enhance use of social media and other communications to regularly ensure the message of who ACBDD is and what ACBDD does is shared. Use "Did you know" type of monthly social media posts with a branded way the community and reader will know this is a reliable information. Set a regular and predictable schedule for social media, but allow for real-time communication as well. Community Relations Coordinator, March 2024.</p>		
		<p>Improve the manner in which speakers are talking on behalf of ACBDD. Create more opportunities with a variety of speakers to give a standard message. The message needs to be in line with the brand, and reviewed/discussed with the Public Relations committee. Superintendent & Leadership, September 2024</p>		
		<p>Meet and interview one individual served per month. Ensure this is a variety of people, services and providers. Set a calendar to ensure this is a priority. Community Relations Coordinator, February 2024</p>		
		<p>Establish a schedule to introduce the new superintendent to community partners, families and others.</p>	<p>Identify plan and timeframe for new Superintendent to visit and speak at identified service clubs, organizations and community agencies. Schedule to be a guest on the Noon Edition. Superintendent & Leadership, February 2024</p>	
		<p>Improve communication from public schools about ACBDD.</p>	<p>Plan a timely and effective transfer of duties with Lima Rotary and community boards. Superintendent, June 2024</p>	
		<p>Educate new Board member(s) on services and supports of ACBDD and importance of communication.</p>	<p>Develop a communication for local school districts to consider placing in school newsletters about services ACBDD offers individuals and families impacted by Special Education. Advocacy Manager & Access Manager & Community Relations Coordinator, August 2024.</p>	
		<p>Once the new member is appointed. Schedule required orientation as developed by OACB. Discuss additional tours, training or meetings that the new Board member would like to receive. Superintendent, March 2024</p>		

Goal #4: Create effective communication and advocacy.

Strategies	Objectives	Action Steps to Achieve Objectives	Results
<p>Continue to advance and support advocacy initiatives.</p>	<p>Expand participation at Synergy.</p>	<p>Meet monthly with the new Board member to review the agenda, attachments and decisions to be made at the upcoming meeting. Superintendent and Assistant Superintendent, Ongoing 2024</p>	
	<p>Assess and implement a plan to host a local advocacy conference where any Allen County resident can attend.</p>	<p>Analyze the 2023 funding for individuals to attend Synergy. Develop a proposal for similar, or modified assistance given in 2023. Consider fundraising and other options for those that applies, and as budget or staffing allows. Advocacy & Access Manager, August 2024</p>	
	<p>Assess and implement a plan to host a local advocacy conference where any Allen County resident can attend.</p>	<p>Assess the interest in hosting a local conference and the resources to coordinate such an event. Talk with counties that have been hosting an advocacy conference, about the cost and time commitment. Form an exploratory committee with individuals served to formally request this type of event and funding needed. Advocacy & Access Manager, December 2024</p>	
	<p>Hold a Project STIR refresher course for past participants.</p>	<p>Gather list of Past Participants. Develop a list of topics and plan new information from the original training. Create presentation. Transition Coordinator and Educational Consultant, June 2024</p>	
<p>Ensure quality services and effective communication.</p>	<p>Restructure the survey process of all services so it is efficient, conducted regularly and intentional.</p>	<p>Contact other county boards for ideas on surveying and return rates. Assess if the email sign off with link to survey is still active. Ensure the survey is included on the new website. Report survey results immediately, if problematic. Report on all results with semi-annual updates of the Annual Action Plan. Director of Human Resources & Community Engagement and Community Relations Coordinator and Leadership, March 2024</p>	