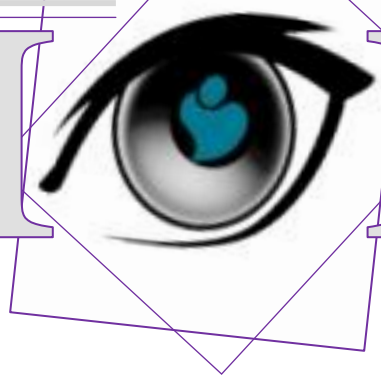


NEW HOPE'S VISION "ALWAYS THERE"



**2016 - 2018 Strategic Plan
2018 Update**

Approved: 12 – 6 – 2017



“To improve is to change; to be perfect is to change often.”

~ Winston Churchill

“Change is the law of life and those who look only to the past or present are certain to miss the future.”

~ John F. Kennedy

“There’s a huge role for county boards moving forward but it is going to look and feel somewhat different.”

~ Bridget Gargan, OACBDD Executive Director



A Major Transformation of the developmental disabilities field is underway in Ohio as a result of new rules and regulations at the state and federal level. These changes have happened sooner than anticipated when we created our 10-year strategic plan we called Envision 2020 and when we “re-envisioned” it in 2014. While the overall vision for the Richland County Board of Developmental Disabilities (Richland Newhope) remains the same, how we get there has evolved and will continue to do so in the years to come.

We now have a new, three-year strategic plan that sets some very specific goals for the agency to move from being a provider of services to that of a funder of services for people with developmental disabilities in Richland County. This is year three.

For individuals and families, it will mean more options as Richland Newhope continues to connect people to providers and natural supports in the community to meet their individualized needs as stated in their person centered plans. (See page 16 for additional details.)

“Hopefully in 10 years all the services available would still be available. Ideally, even more services would be available that would promote independence, making money, and building self-esteem.”

~Parent of child served

Input

With all the changes looming on the horizon, Richland Newhope took a different approach in 2015 to gathering input for this planning cycle. Informational meetings led by Superintendent Prather and facilitated by outside planning consultants were conducted to clarify the issues, correct any misinformation, address the known rumors, and describe the likely impacts on individuals, families, staff and providers.

Richland Newhope gathered Board members' input from its own Board, Richland Newhope Industries, The Pediatric Development Center, Youth and Family Council, and other stakeholders in order to craft our vision for the future. Our efforts also included focus groups with self-advocates, family members, individuals, providers, and staff; community forums; and ongoing conversations intended to generate information about stakeholders' views for the future.

We also examined agency outcome data, financial projections, social services trends, and economic forecasts. This process enabled us to identify what individuals and families value in order to experience a quality life and provided suggestions about ways that Richland Newhope could help them.

In 2016 we focused on executing the transition plan while constantly communicating with affected individuals and families, agency staff and the community. In 2017 we conducted surveys targeted at those impacted by the transition, other individuals and families, and community members.

Responses from individuals indicated that most envisioned community jobs and living on their own in the future. The most significant issues confronting individuals and families included uncertainties regarding integrated employment, residential supports, and long-term planning/aging of caregivers. Individuals impacted by the transition experienced a very smooth and transparent privatization effort. The surveys did indicate the need for the agency to better educate its stakeholders on the service funding obligations that the county board still retains.



**What Self-Advocates tell us they want and need
~NOW and in the FUTURE:**

New jobs

New homes

Help to see our family who live far away

To choose our housemates

To go to Washington, D.C. to talk to the President



"In the next 10 years, our son may need more services which would be dependent on his health and the health of his dad and me."

~ Parent of child served



"As I age... my concern is what kind of help will be available to help care for our daughter."

~ Parent of child served

What We Learned

We identified what individuals and families value in order to experience a quality life and received suggestions about ways that we can help them. They are:

- Early intervention and therapy for young children
- Help for families and caregivers to support children with services like child care and preschool
- Respite care for families and other caregivers
- Cost-effective, quality residential supports
- Reliable, flexible, integrated community transportation
- High quality, cost-effective choices for adult day services
- Employment opportunities that provide fulfillment and stability

Using the state's Early Learning Assessment to evaluate social foundations, language and literacy, mathematics and physical development, 10% of the 40 preschool students who took the assessment improved in all four areas, 20% showed progress in 3 areas, and 32.5% showed progress in 2 areas, and 22.5% showed progress in 1 area in the 2016-2017 school year.

• • •

Key Conclusions

Individuals and families want and need Newhope to continue connecting them to the private providers' services and supports. They rely on Newhope's person-centered planning process to both satisfy their needs and to assist them in acquiring the things that they want.

For individuals to realize their potential, Newhope plays a crucial role as a partner in their support system. Less and less, this role is as a direct provider of requested services. More times, Newhope's role is to provide guidance on getting connected with providers and natural supports. In both cases, Newhope should be responsive to the specific needs and desires of the individual.

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Person-Centered Excellence (PCE)

Beginning in late 2010, Richland Newhope has invested in the goal of truly becoming an organization that exhibits person-centered excellence. Newhope invested in additional training for its leadership and coaches in the principles, tools, and techniques common to the practice of person-centered planning and thinking. More and more each year, the values intrinsic to the initiative have found their way into every day practices across the agency. Staff have employed innovative approaches to learn new details about what is important to individuals they serve and have found new ways to help individuals live better lives. The practice of telling enlightening stories about these individuals to reinforce the practices and highlight the successes has become engrained in the organization. Recently obtained evidence strongly confirms that Newhope has made great strides in embedding PCE concepts into all levels of the organization.

Three key outcomes have been identified as priorities for Newhope's PCE efforts:

- ***For People Who Use Our Services:*** Individuals are valued members of the community through chosen, meaningful connections and relationships.
- ***For 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.



“I would like to work in the community.”

~ An Individual Served

"I work at the art gallery now. I get to sell stuff and meet a lot of people, too."

~ An Individual Served

“If they need more work done, I know I can do it because I’m the type of person who likes to work.”

~ An Individual Served



VALUES & GOALS

COMMUNITY

Children and adults will be integrated in and valued by their communities.



Goal # 1: Transition Richland County Board of DD's Adult Services and Transportation Services to Richland Newhope Industries, Inc.

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Goal # 2: Continuously improve Person Centered Excellence (PCE) throughout the agency and with its partners.

• • •

Goal # 3: Capitalize on the unique abilities of the Richland CBDD to incorporate best practices.

• • •

Goal # 4: Recruit, develop, and support providers of integrated services to adults to ensure high quality providers are available to meet individual needs.

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"Whatever the problem, the answer is community."

~ Margaret Wheatley

CHOICE

Those we serve will have the freedom and support to make meaningful choices for their lives.



EXCELLENCE

Individuals will have access to high quality services to help them live the lives they choose.

VALUES & GOALS

Goal # 5: Increase individual success in community employment and community integration.

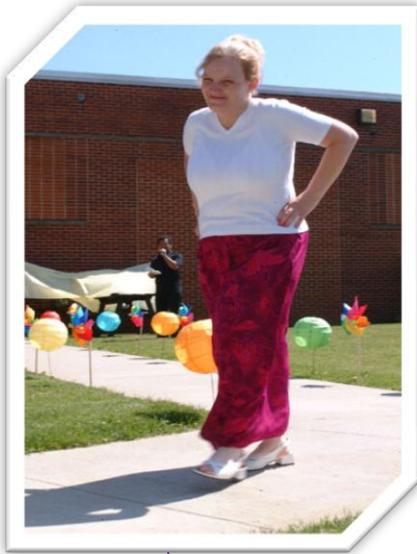
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Goal # 6: Continuously improve operations to support long term sustainability.

• • •

IMAGINATION

Richland Newhope will foster an environment that cultivates innovation, discovery, and collaboration.



RESPONSIBILITY

The agency will be financially sound and able to support individuals well into the future.

Goal # 7: Staff actively engages in and supports the mission and goals.

• • •



COLLABORATION

Partnerships will improve the quality of supports and provide opportunities for individuals and families.

**Summary of 2016 Results:
Newhope's Person Centered Planning Process Satisfaction Survey**

	Yes	Somewhat	No
Was the meeting about you and things that are <i>important to you</i> ?	95.8%	3.6%	0.5%
Did people <i>listen to you and respect what you</i> had to say at your meeting?	97.9%	2.1%	0.0%
Did you talk about <i>your future</i> and what you want to do?	89.5%	9.9%	0.5%
Did your IC encourage everyone to share what they <i>like and admire</i> about you?	95.8%	3.6%	0.5%
Was there enough time during your meeting to hear from everyone and talk about everything that you wanted to talk about?	96.9%	3.1%	0.0%

(Number responding ranged from 181 to 192.)

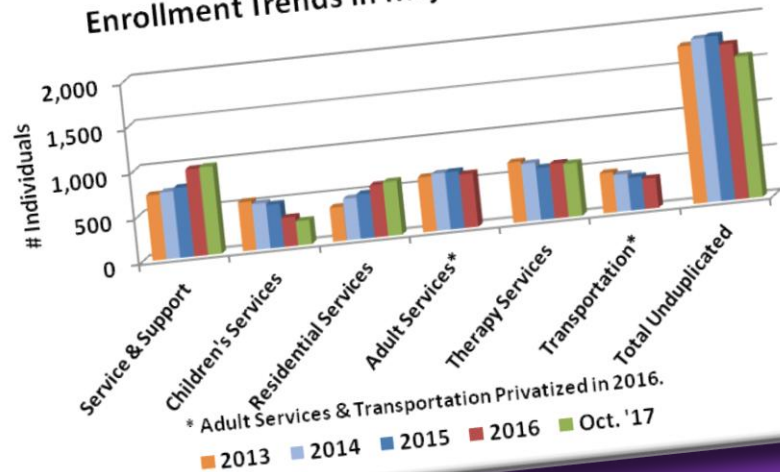
“My brother Frank has been with Richland Newhope since he was a little boy. He went to the workshop after graduating from the school and has worked in several businesses over the years. He is eligible for retirement but wants to keep working. Newhope has been so good for Frank and gives him purpose each day to go off to work. We love Frank and are so thankful for all the years Richland Newhope has been there for him.”

~ Sister of Individual Served

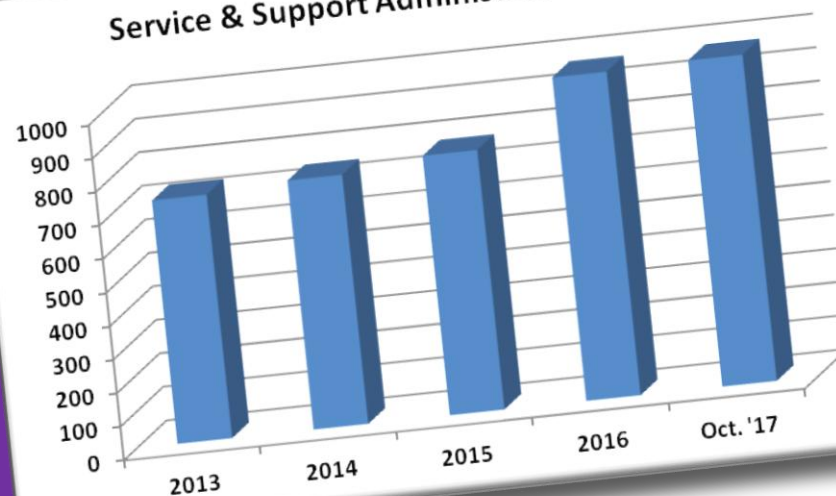


Data We Studied to Develop Our Vision

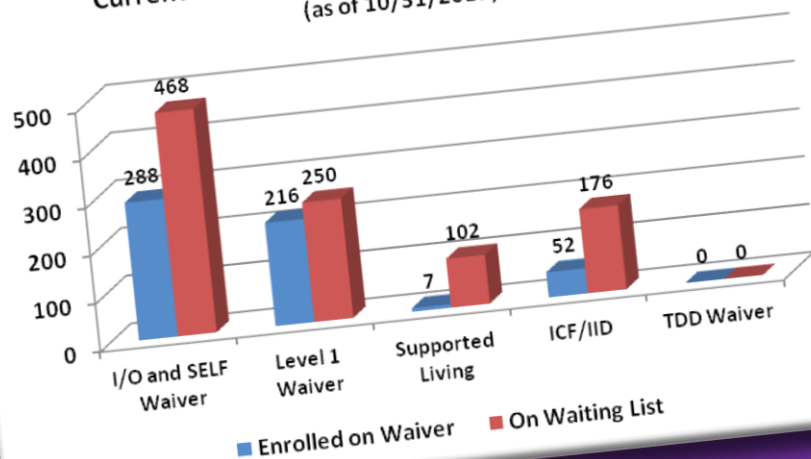
Enrollment Trends in Major Service Areas



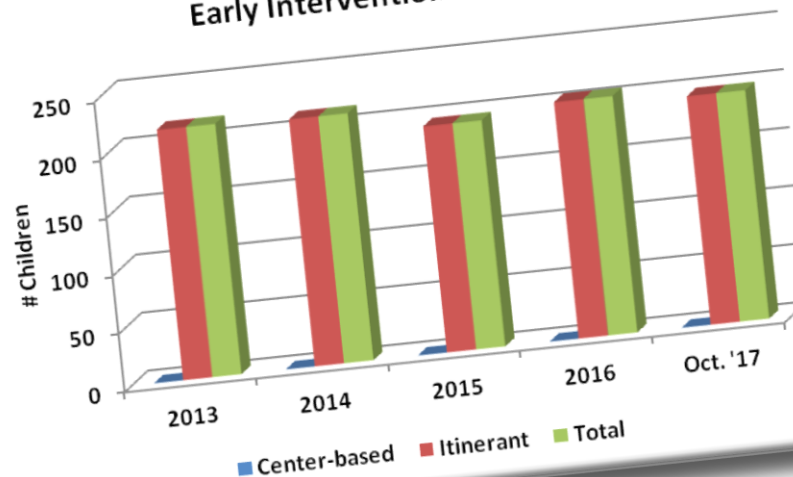
Service & Support Administration Services



Current Status of Community Residential Services (as of 10/31/2017)



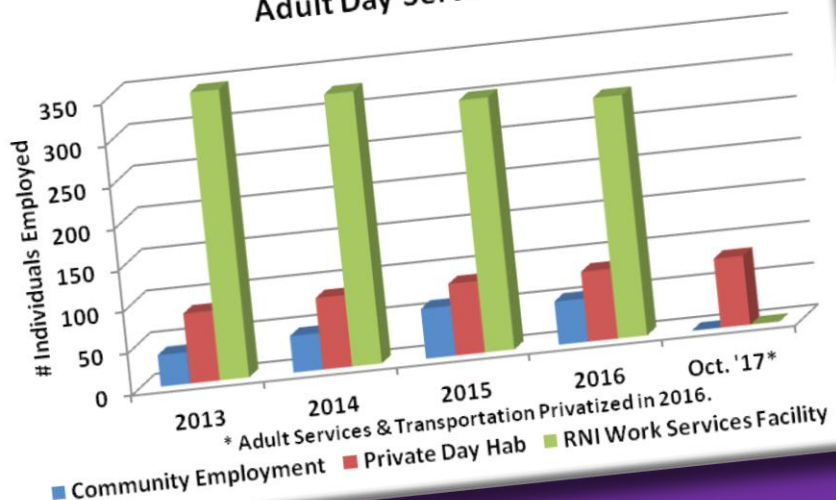
Early Intervention Services



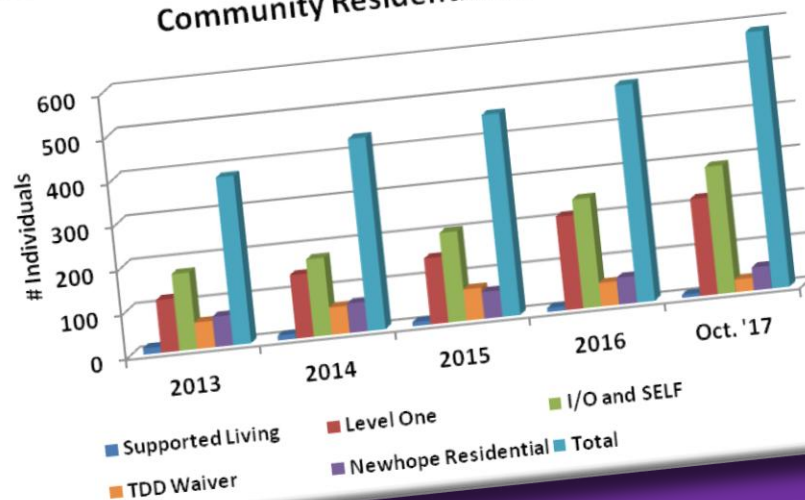
Data We Studied to Develop

Our Vision

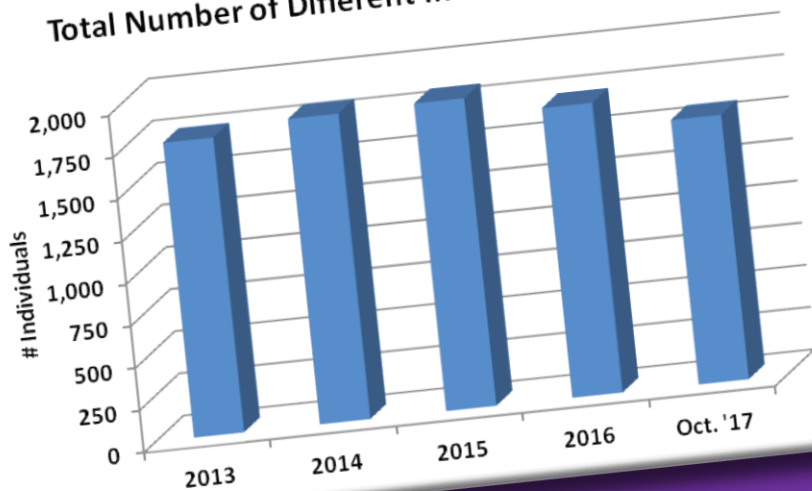
Adult Day Services



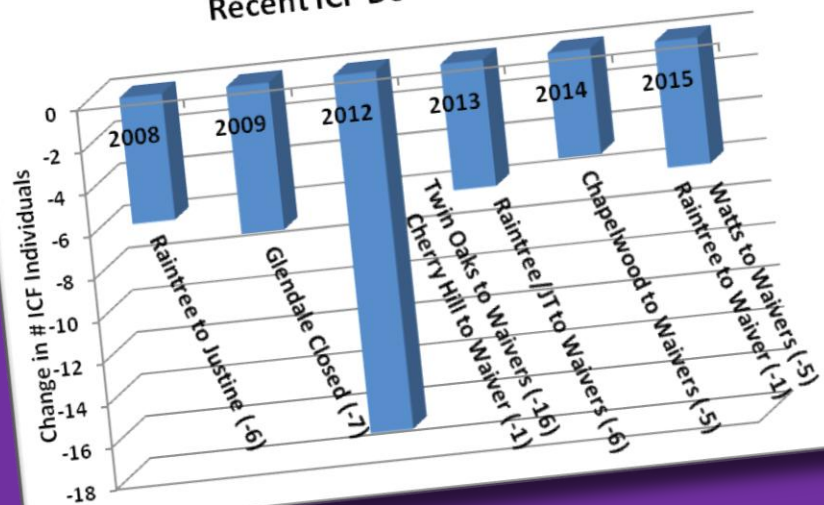
Community Residential Services



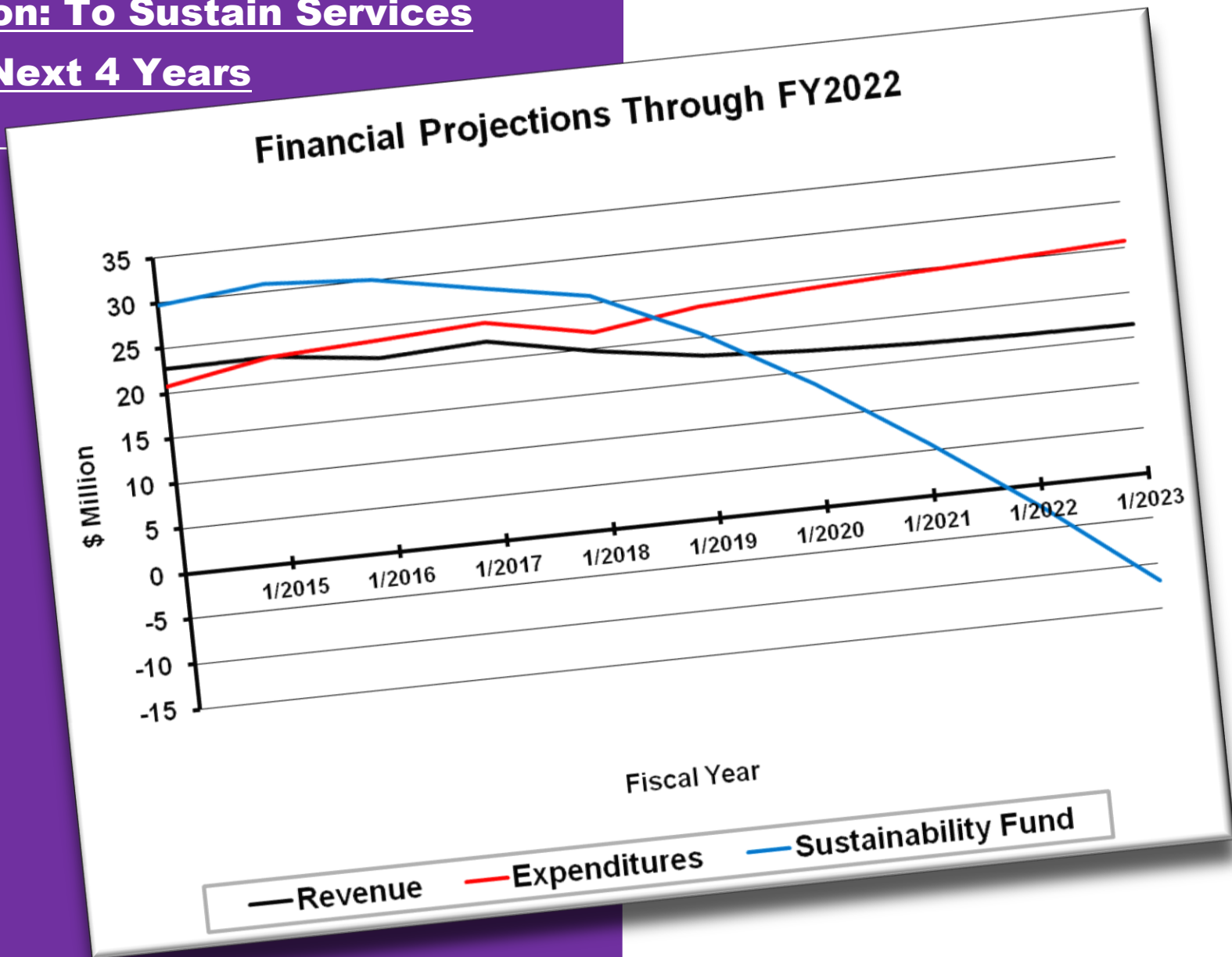
Total Number of Different Individuals Enrolled



Recent ICF Downsizing Efforts



Data We Studied to Develop
Our Vision: To Sustain Services
For the Next 4 Years



**Richland Newhope supports individuals
to fully realize their potential, embracing these
guiding principles*:**

CHOICE

Individuals have the right to choose how they will live their lives, where and with whom.

RESPONSIBILITIES

Individuals, as they take greater control and authority over their lives and resources, assume greater responsibility for their decisions and actions.

DIGNITY and RESPECT

All individuals have an inherent right to be treated with dignity and respected as whole persons.

FISCAL CONSERVATISM

To find the best quality for the most reasonable price. Individuals are free to purchase in and out of the system.

CONTROL

Individuals have the power to make decisions and truly control their lives.

**CONTRIBUTION and
COMMUNITY**

Community membership includes the opportunity to attend their neighborhood school, be employed, to own a home, to be truly involved in the routines of the community and to make a difference in the lives of others.

RELATIONSHIPS

Those with whom the individual has real relationships provide the strength, assistance, and security ensuring each individual's well-being.

DREAMING

A commitment to helping individuals determine their dreams, respecting those dreams and helping make dreams come true is crucial.

*Note: Principles adapted from the Ohio
Self Determination Association

NEWHOPE'S MISSION

Richland Newhope is committed to supporting people with developmental disabilities to live, work and be part of the community, making individual choices within their circle of support.



NEWHOPE'S VISION

All individuals and their families are exploring unlimited possibilities and discovering opportunities in their community.

2017 BOARD MEMBERS:

Nicholas Gesouras, *President*
Stephen Swank, *Vice-President*
Richard Otto, *Secretary*
Geneva Cummins
Virginia Harmon
Michael Howard
Margaret Davis
Liz Prather, *Superintendent*



Richland County Board of Developmental Disabilities

2016 – 2018 Strategic Plan

2018 Update

Supporting Children and Adults with Disabilities throughout Their Lifetime

2018 – Planning Process



Ongoing Input from Individuals and Families Served

The initial person centered planning meeting and annual reassessment meetings for children and adults are sources of valuable information about needed and desired services. Service and Support Administration (SSA) also obtains input from Family Support surveys, the Person Centered Service Plan process satisfaction surveys, the Family Resources Advisory Committee, and through quarterly provider meetings. Education Services also surveys participants regarding Service Coordination, Help Me Grow, Early Intervention, and Childcare programs. The Family Support Group meets regularly with Community Relations staff. Residential Services annually surveys residents in Raintree and in the other group homes. Self-advocates from People First, Workers Council, and Aktion Club actively pursue their high priority agenda items with management and represent invaluable sources.

Staff input originates within the various service departments and is collected by members of the planning team for review and consideration. Person-centered leaders and coaches continued to utilize exciting new tools during 2017 to generate ideas that are represented in the strategic plan. The Employment Navigation specialist also solicits feedback from those employers having experiences with employees who have a developmental disability. The Planning Committee meets quarterly to review progress and provide additional input. Finally, public comment was solicited on the final draft of the plan using social media and the agency's external website.

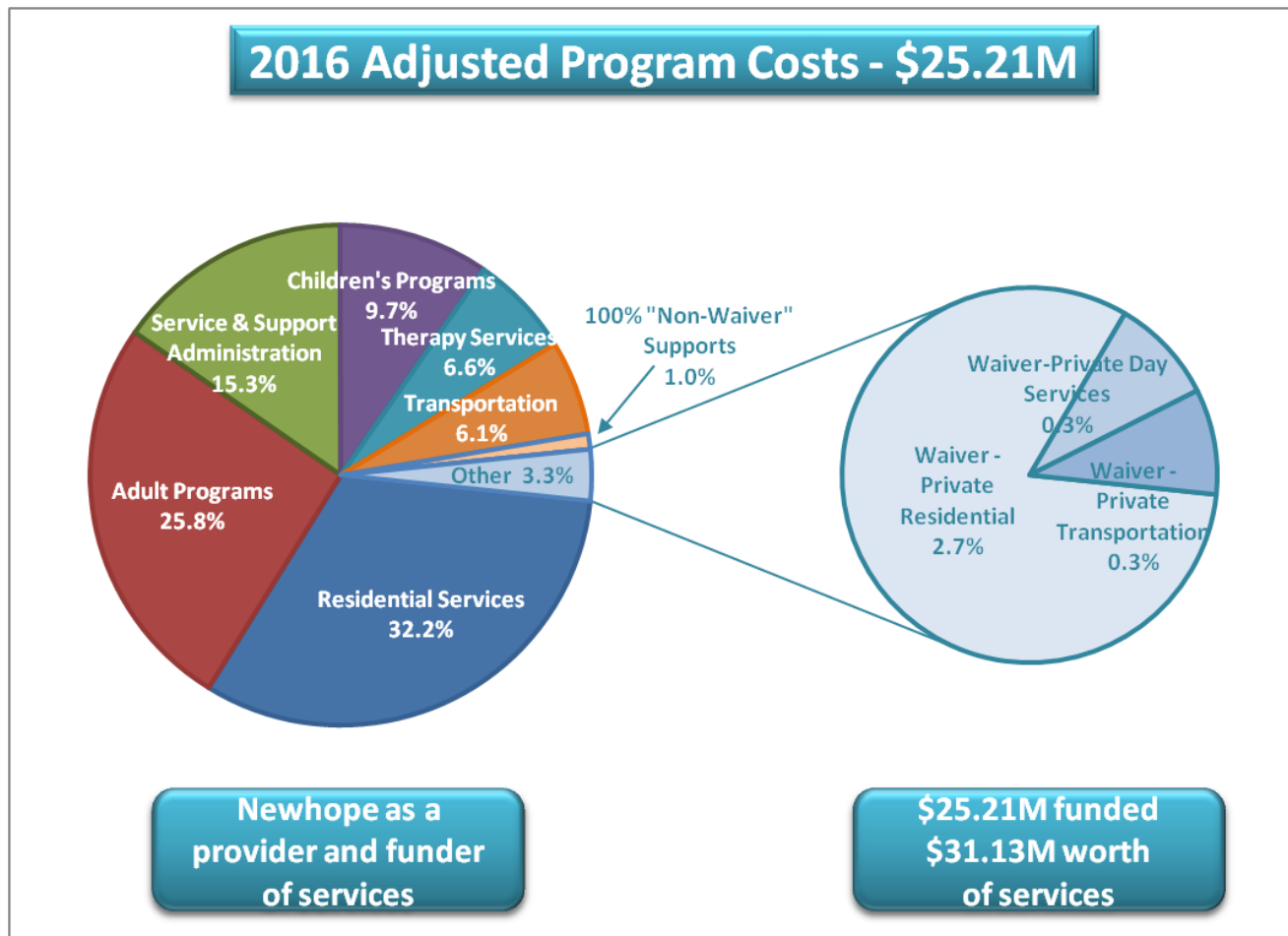
During the Newhope Re-Envision planning process, Richland Newhope identified six values central to the achievement of its mission. Three of those values involve the individuals it serves: community involvement, making meaningful choices, and access to quality services. The other three involve the agency's role in serving those same individuals: organizational creativity, financial stability, and collaboration with regional partners. During the planning cycle for 2018, these six central themes were affirmed while new goals were identified to move the agency closer to realizing its new vision for the future.

Our Financial Outlook

The Ohio Department of Developmental Disabilities goals of Employment First, diverting individuals from Intermediate Care Facilities (ICF) to less restrictive community settings, creating new waivers to reduce waiting lists, and increasing access to autism services remain priorities for 2017 and beyond. While our "transition" from direct service provider does not deflect from or otherwise lessen our shared goals and initiatives, we continue to balance individual long-term supports against available revenue sources. Complicating this effort was a decline in revenue for 2017 (from previous year) which was approximately 11.52%. This reflects the loss of Medicaid billing attributable to Adult Services and Transportation.

Year-to-date (ten months), Richland County has received \$6.1million in federal funds, and federal funds continue to be 39 - 41% of total revenues. Currently we are facing many unknowns including possible changes in Intermediate Care Facilities (ICF/IID) funding rates, Federal Financial Participation rate (FFP), and State Subsidies.

The agency will continue to use levy dollars to fund the local share for Medicaid waiver services, regardless of provider. We will also continue to identify additional funding sources and leverage local and state match dollars to draw down federal funds. These efforts, in conjunction with continued financial stewardship, have positioned us to maintain operations beyond what was expected only a few years ago. If current funding remains constant, long-term projections indicate Richland Newhope will need additional financial support within three to four years. We are committed to the needs of individuals with developmental disabilities and the sustainability of those supports.



Behind the Transformation

Ohio and Richland County are in the midst of transformational change, one that provides even more community-integrated work and life options to all individuals with developmental and intellectual disabilities. The issues that are driving change across the state and nation are two-fold. The Center for Medicaid Services (CMS) issued new rules in March 2014 stating that federal Medicaid funds can no longer be used to pay for waiver services that have the effect of isolating people, including sheltered workshops. In addition, CMS states that there is an inherent conflict of interest when county boards provide both case management (as is done by Individual Consultants) and waiver services such as adult day programming, community employment and transportation. All county boards, including Richland CBDD, must eliminate the conflict of interest by phasing out of providing waiver services directly.

An agreement between CMS and the Ohio Department of Developmental Disabilities (DODD) gives county boards until 2024 to comply with conflict free case management by no longer directly providing waiver services. Given the restrictions the CMS agreement places on individuals seeking adult day waiver services, Richland CBDD elected to accelerate this transition so that individuals retain the right to choose any provider of these services. Richland Newhope Industries, Inc. (RNI) is a private non-profit that has contracted with the Richland County Board of DD for over 50 years to provide employment opportunities for individuals with DD. They have now received their certification to provide Medicaid waiver services independent of the County Board in employment, adult day supports and non-medical transportation. The County Board transitioned the provision of these services, including adult transportation, to RNI at the end of 2016. It was our sincere desire that the transition be as seamless as possible to the individuals and families we serve, and recent survey results clearly indicate that it was achieved successfully.

Our promise to families and our community is that Richland CBDD will continue to be the primary resource that connects individuals with developmental disabilities to a lifetime of supports and services that will empower them to live a healthy, happy life.

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 by 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 WIOA 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, as well as allowing 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.

Richland Newhope, along with local schools and organizations, have signed an interagency agreement to improve the coordination of services for students with disabilities as they transition from school to adulthood. Several innovative employment programs have been developed to offer employment opportunities to transition youth and adults.

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.



**2016 – 2018 Strategic Plan
Goals and Objectives**

Goal 1: Transition Richland County Board of DD's Adult Services and Transportation Services to Richland Newhope Industries, Inc. – This goal was successfully achieved with an effective transition date of December 1, 2016.		
2017 – To read about Newhope's success in meeting all of the 2016 objectives, go to "How Did We Do" on the home page of its website at www.rnewhope.org.	2017	2018
<p>A – Develop and implement a comprehensive plan to complete the transition successfully, achieving:</p> <ul style="list-style-type: none"> • No negative impact on individuals served and family members • Positive public reaction • Seamless business operations transition • Seamless personnel transition • Changes to benefits, pay, time, etc. • Clarity on future roles and responsibilities <p>B – Evaluate the impact of the transition on individuals (service availability, funding streams, other) and take needed actions.</p> <p>C – Engage in regular dialog and</p>		

Goal 1: Transition Richland County Board of DD's Adult Services and Transportation Services to Richland Newhope Industries, Inc. – This goal was successfully achieved with an effective transition date of December 1, 2016.		
2017 – To read about Newhope's success in meeting all of the 2016 objectives, go to "How Did We Do" on the home page of its website at www.rnewhope.org .	2017	2018
communication with individuals, parents, staff, and the public about the transition to RNI. D – Engage with staff impacted by the transition to understand concerns and learn from their ideas.		

Goal 2: Continuously improve Person-Centered Excellence (PCE) throughout the agency and with its partners.		
2016	2017	2018
A – Continue to expand SSA services for children 3-5 and for more school age children. B – Support current People First board members to receive training in running	G – Continue to support the efforts of the Self Advocates in the various clubs and organizations in which they are interested in being involved, such as Aktion club, People First, Project STIR, etc. and continue to encourage individuals'	M – Continue to support the efforts of the Self Advocates in the various clubs and organizations in which they are interested in being involved, such as Aktion club, People First, Project STIR, etc. and continue to encourage

Goal 2: Continuously improve Person-Centered Excellence (PCE) throughout the agency and with its partners.

2016	2017	2018
<p>meetings.</p> <p>C – People First will offer training as requested, including Project STIR, on the topic of respect to members and others.</p> <p>D – Assess ongoing growth and development of the individuals receiving services – are they meeting outcomes and achievements on the individual level?</p> <p>E – Continue educating critical stakeholders about PCE (employers, schools, providers, etc.).</p> <p>F – Seventy-five percent of transition youth referred for services will be supported through integrated services.</p>	<p>ongoing participation.</p> <p>H – Include individuals’ desired community participation preferences during the planning process and ensure this information is included in each person’s plan.</p> <p>I – Assess our effectiveness in helping individuals achieve what’s in their plan, specifically related to the areas of employment and behavior supports.</p> <p>J – Continue educating critical stakeholders about PCE practices and provide annual training and ongoing resources.</p> <p>K – Assist individuals to identify employment and day services outcomes as a part of the planning process.</p> <p>L – Develop one-page profiles for individuals in residential, early intervention and preschool.</p>	<p>individuals’ ongoing participation.</p> <p>N – Continue educating critical stakeholders about PCE practices and provide annual training and ongoing resources.</p> <p>O – Support transition school-aged youth to become active participants in the decision-making process and to learn to be effective self-advocates utilizing supported decision making and person centered tools.</p> <p>P – Residential will create an active individual-driven advocacy group.</p> <p>Q – Residential will create and promote diverse opportunities for individuals to participate on a monthly basis in activities that focus on fitness or their overall wellness.</p> <p>R – An introduction to Supported Decision-making will be provided to families receiving services from the Early Intervention team. We will create opportunities to demonstrate how this can impact their child’s future within the</p>

Goal 2: Continuously improve Person-Centered Excellence (PCE) throughout the agency and with its partners.		
2016	2017	2018
		<p>context of everyday routines.</p> <p>S – The preschool program will include supported decision activities as part of the preschool curriculum and include supported decision making in discussions with families at parent teacher conferences.</p> <p>T – The therapy team members who support students with disabilities in the school districts will collaborate with the SSA Transition team to provide opportunities for dream boarding activities with the students and their teachers.</p>

Goal 3: Capitalize on the unique abilities of the Richland CBDD to incorporate best practices.

2016	2017	2018
<p>A – Expand Autism PLAY project.</p> <p>B – Support public schools to incorporate education for special needs students into pre-schools.</p> <p>C – Survey residents in Newhope ICFs to identify those interested in leaving a group home; assist in making the move for those interested.</p> <ul style="list-style-type: none"> Pursue state funded exit waiver slots for all individuals interested in leaving the ICF's. 	<p>D – Provide information and training to public and private schools in providing effective pre-school for special needs students.</p> <p>E – Develop Community Partnership for Inclusion Team to support community daycares.</p> <p>F – Utilize existing facilities to meet the respite needs of eligible individuals.</p> <p>G – Create a new best practice model for the Service and Support Administration function.</p> <p>H – Offer special training opportunities to private providers.</p> <p>I – Complete the development of and launch the autism resources website.</p> <p>J – Incorporate new approaches to network security into the information technology infrastructure.</p> <p>K – Residential services will identify and implement quality standards to meet the Quality Measure Initiative in Intermediate Care Facilities programming by July 1,</p>	<p>M – Provide information and training to public and private schools in providing effective pre-school for special needs students.</p> <p>N – Utilize existing facilities to meet the respite needs of eligible individuals.</p> <p>O – Offer special training opportunities to private providers.</p> <p>P – Incorporate improvements to the network information technology infrastructure as needed.</p> <p>Q – Residential services will continue to implement quality standards in our Intermediate Care Facilities.</p> <p>R – We will collaborate with community partners to support the achievement of important life outcomes for children, teens and adults with Autism Spectrum disorders.</p> <p>S – Create a best practice model for the Service and Support Administration function.</p> <p>T – We will collaborate with the Youth &</p>

Goal 3: Capitalize on the unique abilities of the Richland CBDD to incorporate best practices.

2016	2017	2018
	<p>2017.</p> <p>L – We will collaborate with community partners to support the achievement of important life outcomes for children, teens and adults with Autism Spectrum disorders.</p>	<p>Family Council of Richland County to increase referrals for Help Me Grow/Early Intervention supports.</p>

Goal 4: Recruit, develop, support and monitor providers of community-integrated services to adults to ensure high quality providers are available to meet individual needs.

2016	2017	2018
<p>A – Enhance provider recruitment and development to meet growing needs.</p> <p>B – Assure sufficient providers to meet the varying and growing needs of individuals receiving services.</p> <p>C – Revise the monitoring and quality system to support a larger number of providers and need to assess individual outcomes and accomplishments.</p>	<p>E – Recruit sufficient providers to meet the varying and growing needs of individuals receiving services.</p> <p>F – Support providers in delivering quality services by offering available resources through the website.</p> <p>G – Collaborate with the provider community to develop a best practice model that providers can embrace and strive to achieve.</p>	<p>H – Recruit sufficient providers to meet the varying and growing needs of individuals receiving services.</p> <p>I – Support providers in delivering quality services by offering available resources through the website.</p> <p>J – Collaborate with the provider community to develop a best practice model that providers can embrace and strive to achieve.</p>

Goal 4: Recruit, develop, support and monitor providers of community-integrated services to adults to ensure high quality providers are available to meet individual needs.		
2016	2017	2018
D – Support providers in person centered planning and thinking and in continuously improving service options and service quality.		

Goal 5: Increase individual success in community employment and community integration.		
2016	2017	2018
<p>A – Ensure all individuals over the age of 13 are exploring their path to employment.</p> <p>B – Provide case studies designed to inform businesses, families, and individuals about the opportunities and benefits of employment.</p> <p>C – Establish a Transition Team to collaborate with schools to enhance the transition experience and ensure graduates are ready for adult responsibilities.</p>	<p>E – Ensure all individuals over the age of 13 are exploring their path to employment.</p> <p>F – Increase opportunities for individuals looking for employment by developing relationships and collaborating with community partners as well as increasing awareness of viable resources through the Employment Navigation function.</p> <p>G – Meet the outcomes established by the Opportunities for Ohioans with Disabilities contract relationship (Vocational</p>	<p>H – Increase opportunities for individuals looking for employment by developing relationships and collaborating with community partners as well as increasing awareness of viable resources through the Employment Navigation function.</p> <p>I – Assist individuals to identify employment and day services outcomes as a part of the planning process.</p> <p>J – As per ICF Quality Measures, those adults of working age (18-65) living in the group homes will identify their place on</p>

Goal 5: Increase individual success in community employment and community integration.		
2016	2017	2018
D – Collaborate with Therapy to increase SSA involvement with pre-transition age school children.	Rehabilitation Public Private Partnership). Maintain approximately 240 open cases, have 102 active plans and support 45 individuals to be successfully employed.	<p>the Path to Community Employment.</p> <p>K – Assist individuals to explore and successfully gain employment through the Opportunities for Ohioans with Disabilities’ contract.</p> <p>L – Support individuals/families to explore and engage in integrated community activities.</p> <p>M – Residential will create and promote diverse opportunities for individuals to participate in the broader community.</p>

Goal 6: Continuously improve operations to support long term sustainability.		
2016	2017	2018
<p>A – Collaborate throughout the agency to achieve the goals and fulfill the mission</p> <p>B – Strengthen communications throughout the agency and with external stakeholders.</p>	<p>I – Collaborate throughout the agency to achieve the goals and fulfill the mission</p> <p>J – Strengthen communications with all stakeholders regarding fiscal stewardship and the county board’s ongoing</p>	<p>U – Collaborate throughout the agency to achieve the goals and fulfill the mission.</p> <p>V – Create a new agency video in anticipation of a levy campaign.</p> <p>W – Strengthen communications with all</p>

Goal 6: Continuously improve operations to support long term sustainability.

2016	2017	2018
<ul style="list-style-type: none"> Service delivery model and CB ongoing responsibilities Fiscal stewardship <p>C – Create or contract for mailing list of newsletter.</p> <p>D – Update agency informational and promotional documents and website.</p> <ul style="list-style-type: none"> Include ability to report on strategic plan progress. <p>E – Collect and analyze data to understand accomplishments and needed improvements.</p> <ul style="list-style-type: none"> Individual outcome data – are individuals generally meeting their plan goals? Provider quality data Operational effectiveness and efficiency data <p>F – Increase and improve the use of technology.</p> <ul style="list-style-type: none"> Supporting operations Enable collection and analysis of data For mobility <p>G – Maintain financial sustainability.</p>	<p>responsibilities for providing oversight and funding for provider partners.</p> <p>K – Create and/or update agency informational, promotional materials, and develop an electronic newsletter.</p> <p>L – Research the timing, amount, and degree of support for a levy request to the county commissioners.</p> <p>M – Create a speakers bureau involving providers, families and individuals to promote the agency’s mission.</p> <p>N – Use technology to improve the effectiveness and efficiency of operations, for data collection and analysis, and for a mobile workforce.</p> <p>O – Maintain financial accountability and sustainability.</p> <p>P – Maximize the use of state and federally funded waiver programs to remove individuals from the waiting list.</p> <p>Q – Determine individuals’ on-going service needs and project annual waiver enrollment.</p>	<p>stakeholders regarding fiscal stewardship and the county board’s ongoing responsibilities for providing oversight and funding for provider partners.</p> <p>X – Use technology to improve the effectiveness and efficiency of operations, for data collection and analysis, and for a mobile workforce.</p> <p>Y – Maintain financial accountability and sustainability.</p> <p>Z – Maximize the use of state and federally funded waiver programs to remove individuals from the waiting list.</p> <p>AA – Determine individuals’ on-going service needs and project annual waiver enrollment.</p> <p>BB – Identify methods and measures to improve operations in each department and agency wide to strengthen the efficiency and effectiveness of the workforce.</p>

Goal 6: Continuously improve operations to support long term sustainability.		
2016	2017	2018
<p>H – Pursue all feasible opportunities to expand the waiver programs and remove individuals from the waiting lists.</p> <ul style="list-style-type: none"> Each year’s waiver enrollment projections will be identified in the DODD Preliminary Implementation Component Tool (PICT). Use state funded waiver slots to enroll individuals from the waiting list. 	<p>R – Identify methods and measures to improve operations in each department and agency wide to strengthen the efficiency and effectiveness of the workforce.</p> <p>S – Transition out of being a provider of childcare services.</p> <p>T – Attain a successful outcome from the upcoming Ohio Department of Developmental Disabilities’ accreditation review.</p>	

Goal 7: Staff actively engages in and supports the mission and goals.		
2016	2017	2018
<p>A – Adjust staffing for the agency after privatization is complete to maintain staffing levels sufficient to achieve person centered excellence.</p> <p>B – Engage staff in achieving the goals and objectives in the strategic plan.</p>	<p>D – Engage staff as spokespersons about the agency’s mission and vision.</p> <p>E – Align hiring processes with resources to competitively recruit, successfully hire, and retain individuals with skills and characteristics that support the mission,</p>	<p>G – Engage staff as spokespersons about the agency’s mission and vision.</p> <p>H – Align hiring processes with resources to competitively recruit, successfully hire, and retain individuals with skills and characteristics that support the mission,</p>

Goal 7: Staff actively engages in and supports the mission and goals.

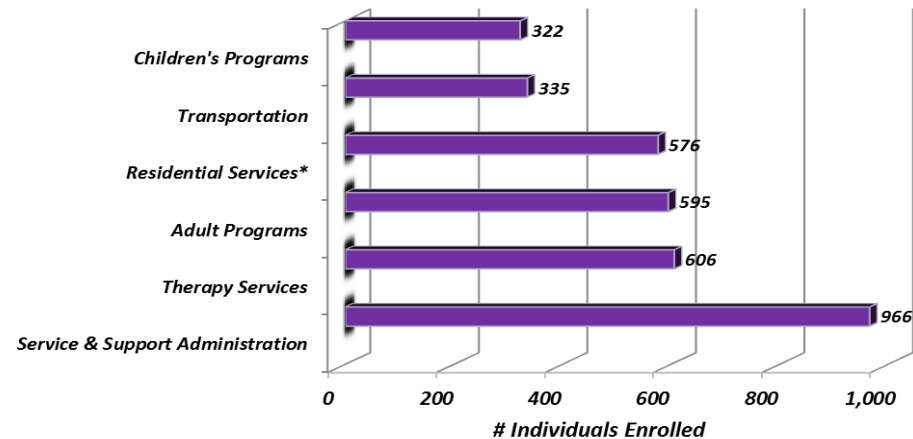
2016	2017	2018
<ul style="list-style-type: none"> Start with a discussion of Values and what they mean. <p>C – Align hiring processes to hire individuals with skills and characteristics that support the Mission, Vision, and Values.</p> <ul style="list-style-type: none"> Ensure RCBDD is competitive to be successful in recruitment. 	<p>vision, and values.</p> <p>F – Improve staff retention and morale by providing coaching, mentoring, specific recognition, and leadership development activities.</p>	<p>vision, and values.</p> <p>I – Improve staff retention and morale by providing coaching, mentoring, specific recognition, and leadership development activities.</p>

Individuals Served

The chart below depicts the number of active participants in various program areas during 2016. Since individuals can and do receive multiple county board services, they can appear in more than one program area's statistics.

Number of Individuals Enrolled in Different Program Areas During 2016

(Individuals May Be Enrolled in More Than One Program Area)



*** Sixty-one total individuals occupied Newhope and Newhope-licensed facilities**



Plan to Address Individual Service Needs 2018

- **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 behavior support Rules 5123:2-1-11 and 5123:2-2-06.
- **Crisis Intervention:** Crisis Intervention 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 Department manages all MUIs involving Richland County residents with developmental disabilities. Reported incidents are reviewed as potential MUIs and for those incidents that rise to the level of being a MUI are investigated as appropriate. All issues involving abuse, neglect, or misappropriation are reported to Law Enforcement and/or Children's Services as appropriate.
- **Information and Referral:** Information and Referral activities are provided upon request without regard to eligibility for service. Any person receiving such a request may provide assistance directly or forward the individual to the appropriate department for assistance. Information and Referral requests are typically processed through the Service and Support Administration and Early Childhood Center departments.
- **Free Choice of Provider:** Individuals will be supported to select providers of their choosing 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 – Free Choice of Providers Rule 5123:2-9-11. An adequate pool of providers will be maintained to meet the needs of all individuals in Richland County.
- **Waiting List Management:** Waiting lists for services may be established when resources are not sufficient to address service requests. As of 11/17/2017, waiting lists have been established in the following areas: Individual Options (IO) and SELF Waiver: 468, Level 1 Waiver: 250 Supported Living: 102, ICF/IID: 176. Individuals may request to be placed on more than one waiting list. The total unduplicated number of individuals on the Residential Services waiting list is 585. Well over half of these individuals are receiving other county board services while they await residential services. There are no waiting lists for the balance of the programs offered by the County Board.
- **Waiver Plan/Plan to address Waiting Lists:** The Richland County Board will continue to explore opportunities to expand resources to pursue Home and Community Based Waivers as well as maximizing existing dollars. The Richland County Board will:

- 1) Pursue all feasible opportunities to refinance adult services through the enrollment of individuals onto the Level One Waiver. During the past twelve months (from 11/1/2016 – 11/1/2017) 48 individuals were enrolled on the Level One Waiver for the purpose of refinancing. The projected enrollment for the next twelve months will be 40-45 individuals.
- 2) Each year's waiver enrollment projections will be identified in the DODD Preliminary Implementation Component Tool (PICT).
- 3) Thirteen (13) state funded slots were allocated to Richland County as a part of the House Bill 64 Waiver expansion initiative in 2016. These slots were to be used to reduce the number of individuals on the waiting lists across the state. Seven (7) of the 13 slots that have been allocated to Richland County were used to enroll individuals on the SELF Waiver and the remaining six (6) were to be enrolled on the IO Waiver. We requested and received the remaining five (5) IO slots in 2017, and all five individuals have been enrolled. In addition, we requested and received the remaining five (5) SELF waiver slots, and all five individuals have been enrolled. All 13 individuals have now been enrolled on their perspective state funded waiver slots.
- 4) We are projecting that 8 individuals will choose to enroll on an ICF Exit waiver and receive supports from a home and community based waiver as an alternative to residing in the ICF home. All individuals considering moving to an ICF with nine beds or more must be presented with alternative options including but not limited to a Diversion Individual Options Waiver slot. We are also anticipating that we will receive approximately 2 Diversion ICF slots as a result of this process in 2018.
- 5) 2017 was the final year of the Transitions Developmental Disabilities (TDD) Waiver phase out. All individuals were transitioned from the TDD waiver on or before June 30, 2017. We transitioned a total of 32 individuals from the TDD waiver to the IO Waiver during 2017 as a part of the state's phase out plan.
- 6) We received one (1) state funded SELF waiver slot for 2018.
- 7) Waiver expansion shall be based upon the availability of matching funds and individual need within the county.



Richland County Board of Developmental Disabilities Provider Recruitment and Development 2018 Plan

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 choice and to meet that growing demand for all waiver services. This will be increasingly important as we have transitioned away from being a direct service provider in the areas of Adult Day, Supported Employment and Non-Medical Transportation.

In an effort to better support existing providers and actively recruit new providers to Richland County a Provider Recruitment and Development position was added to the SSA Department in 2017. With the development of this position we are able to offer providers additional technical support, training opportunities and to overall help the provider community enhance their service delivery model. Our recruitment goals for 2018 include, but are not limited to; maintaining a sufficient provider pool to meet the on-going needs of eligible individuals.

We will meet with each newly certified independent provider within sixty days of the provider being selected to provide services to an individual, for the purposes of confirming the provider understands the individual's person centered plan and the provider's responsibilities and to ensure that the provider has contact information for the appropriate county board staff.

Richland County Board of Developmental Disabilities Early Intervention Services 2018 Plan

- **Purpose:** Early Intervention (EI) is designed to promote family competence and confidence by assisting families to learn and apply strategies which will help them meet the special needs of children with developmental disabilities in natural environments. A Developmental Specialist provides regular support to the family, backed up by a team of other professionals who can also provide services to the child and family through joint home visits. The frequency and intensity of joint home visits depends on the child and family's needs and resources available. The scope of services provided by the Richland County Board of Developmental Disabilities is specified in its plans and resolutions. Early Intervention Services are provided to families who have children that have been determined eligible under OAC 3701-8-07.



- **Assessment of Needs:** Once a child has been determined eligible, the child is further evaluated to determine their specific needs for early intervention. Our team further assesses to determine the child's strengths and needs in the family's every day routines. The family identifies their priorities and their routines to focus the intervention services. The family and members of the Early Intervention team then develops an Individual Family Service Plan which identifies parent-driven outcomes expected to be achieved with and for the child. This Plan also includes services necessary to meet the unique needs of the child and the family. This Service Plan is reviewed a minimum of every six months to assure that outcomes are achieved and modified as needed. An annual re-determination of eligibility and assessment of need is completed to obtain information about the appropriateness of current services, determine if there are other needs to be addressed, 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 one of our Early Intervention Surveys. This gives us feedback to assure that we are successfully 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) special instruction by certified Developmental Specialists who assist families to learn and apply various approaches which will help families meet the needs of their children, and 2) Service Coordination, and, 3) other professional services as identified as part of the plan.

To further support families in Richland County, several of our professional staff participated in the Autism Diagnostic Education Project (ADEP) training, sponsored by the Ohio Center for Autism and Low Incidence (OCALI). A team of early childhood staff members and a community physician are now certified and can administer the Autism Diagnostic Observation Schedule (ADOS), an evidence-based testing tool to provide early diagnosis for the presence of an autism spectrum disorder in children as young as 18 months. To further support families with children with autism we also sent another team to be trained to provide P.L.A.Y. Therapy (Play and Language for Autistic Youngsters). This is an evidenced-based approach to provide intervention and support to children birth through 5 years and their parents. This team has committed to the rigorous effort necessary to achieve full certification as P.L.A.Y. Project consultants, which usually takes about 2 years, and this training was completed in early 2016.

- **Projected Number Served:** Based on previous data, we anticipate for Calendar Year 2018 more than 160 referrals will be scheduled to determine eligibility for early intervention services. The average enrollment ranges from 115 to 125 at any given moment in time, since families are entering and exiting the program on a continuous basis throughout the year.
- **Resources Available During 2018:** Services provided by the Early Intervention Program are as outlined in Richland County Board of DD plans and Board resolutions. For 2018 the Board is able to allocate up to two full-time equivalent (FTE) Service Coordinator positions as contracted through Youth and Family Council, and five EI Specialists who are typically the primary service providers, for a total of 3.57 FTE positions. The Richland County Board of DD will support the families to prioritize their own needs and identify outcomes desired, within the parameters established in applicable law and the Richland County Board of DD, plans, and resources available.

- **Organization Structure:** Under Federal and Ohio law, the Ohio Department of Developmental Disability is currently responsible for implementation and oversight of the Early Intervention program throughout Ohio. The Richland County Board of DD 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 committees and participates in various events for families throughout the year and at various community locations in collaboration with the Richland County Help Me Grow Program. Among others, these include the Infant Mortality Committee, the Early Literacy event, and the local Kid's Fair held in downtown Mansfield. We attend Family Council as part of the community of providers of services for children in Richland County. Families are regularly surveyed to see what other ideas and supports families desire to facilitate networking and peer support opportunities. We have been active in providing information about, and referral to, Early Intervention services to local pediatricians and family physicians and this will now be expanded through the use of grant dollars received in 2017, designated specifically for outreach to our community.

Contact Information

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Richland County Board of Developmental Disabilities

RICHLAND NEWHOPE TABLE OF ORGANIZATION

