

## Mission

Helping people of all abilities reach their full potential, one person at a time.

## Vision

Summit County is a community where people feel included.

## Values

### **Respect - Collaboration - Innovation - Inclusion - Excellence - Trust**

#### ***Trust***

We want to earn the trust of people we support with every interaction. We realize that this can only be accomplished by delivering on our promises and remaining transparent. It is an honor that people accept us into their lives and we will not take that for granted.

#### ***Respect***

We will actively listen to people we support to understand where they are on their journey and what they want to achieve next. We respect people's choices about their lives.

#### ***Collaboration***

We will partner with those we support every step of the way. We will work with community organizations to build relationships that open doors for those we support.

#### ***Innovation***

We consistently look for ways to challenge the status quo. We create new opportunities that provide more choices for people of all abilities. We encourage our staff to pursue opportunities to better their skills and knowledge.

#### ***Inclusion***

We believe that everyone has a right to live a life where they feel included in their community. We also understand that community means something different to each person. We are committed making connections that are meaningful to those we support, building a community that only sees opportunity in each other.

#### ***Excellence***

We believe those we support, parents and the community deserve our very best and we are committed to giving it. We will work to understand the needs and expectations of those we support and continually find ways to meet and exceed those expectations.

## Long Range Plan Goals

### **Goal 1: To ensure quality services while we cultivate opportunities for people to feel included.**

Our role is to listen to people we serve, identify outcomes, and connect people to paid or natural support that will help achieve their goals. We will remain person-centered to ensure each person receives the highest quality of services possible as we create opportunities that provide meaningful community connections.

Objectives include:

- Build meaningful relationships with people we support to shape person-centered outcomes.
- Ignite the community as a natural support.
- In partnership with our provider community, build a culture in the direct service professional community that is committed to achieving people's outcomes

## 2019 Action Items

### **Identify outcomes that are meaningful to people**

As we gather more information from the individual and those who are close to him or her, we can shape more meaningful outcomes. Whether you are a child working on your next milestone or an adult wanting to gain more independence, we will work with you create well developed outcomes.

### **Complete a provider engagement survey and identify priorities for improvement**

Private disability service providers play a key role in our service delivery system. Summit DD will use a provider engagement survey to determine how well we support a diverse group of providers and work to identify priorities area for improvement, training, and support.

### **Participate in the Provider Partnership Pilot Expansion Project and implement recommendations**

A coalition of Summit DD and Summit County disability service providers were selected to participate in a statewide pilot project designed to enhance partnerships between county boards and providers. In collaboration with our partner providers, we will work to define and measure quality services.

### **Share success stories of inclusion**

Every day, people are finding more ways to make meaningful connections to community and friends. Community organizations, businesses, employers, and countless more are proving that Summit County is a place that is welcoming to people of all abilities. We will be proactive to find and share these successes to ignite the community as a natural support.

## **Goal 2: To empower an engaged workforce that achieve the best outcomes for people we support.**

Our employees are our greatest asset as we work to achieve our mission and vision. We will cultivate an energized and diverse team and ensure they have the knowledge, skills, and tools to meet and exceed the expectations of those we support.

Objectives include:

- Foster a culture that reflects our core values
- Build work systems that support organizational performance excellence.

### **2019 Action Items**

#### **Complete a thoughtful analysis of our organizational structure to ensure our collective work is aligned the achievement of the Long Range Plan.**

Our organization and our community continue to evolve. In 2019, we will review our work functions and outcomes in each of our work areas to ensure they are aligned, achieving the best results for those we serve.

#### **Identify short-term diversity priorities, making Summit DD reflective of the community we serve.**

Summit DD will complete an internal analysis of our work force and develop key diversity priorities. Once priorities are identified we will develop tools and strategies to capitalize on an internal talent pool and a diverse candidate pool for vacant positions.

#### **Complete an employee engagement survey and identify priorities for improvement**

Using a team-based approach, we will identify factors that impact employee engagement, complete an employee survey to obtain feedback, develop priorities for improvement and create a plan that addresses these priorities.

#### **Develop an approach to training and development that ensures employees have the skills and knowledge needed to achieve the goals of the Agency.**

A team of Summit DD employees have worked in 2018 to identify core competencies needed to meet the mission, vision, values and goals identified in the Long Range Plan. In 2019, we will introduce that model to employees and design an approach to training and development that supports the skills and knowledge needed to effectively demonstrate those core competencies.

## **Goal 3: To ensure that our system is sustainable for future generations.**

Summit DD has experienced an increased number people eligible for services, along with declining revenues. We will build a financially sustainable service delivery model to ensure funding is available to support the health, safety and quality of life of people we serve well into the future.

Objectives include:

- Maximize alternative revenue streams.
- Ensure that the allocation of local resources are aligned to outcomes that move us closer to our mission and vision.
- Right-size our facilities to meet future needs.

## 2019 Action Items

### **Implement facilities use plan.**

Throughout 2018, Summit DD has been completing a detailed facility use analysis to develop a plan that allows us to best serve people and families, while creating efficiencies and capitalizing on our current assets. In 2019, we will begin to implement this multi-year plan. Phase one will include design of the recommended future state and sale of assets that are no longer needed to support Summit DD's operations.

### **Prioritize non-Medicaid expenditures.**

Nearly 80 percent of Summit DD's operating revenue is funded through a local tax levy. Approximately 60 percent of that is used to pay Medicaid costs. The remaining 40 percent is used to fund supports that are not Medicaid eligible. With thoughtful analysis we will prioritize that spending on outcomes that move us closer to our mission and vision. We will review and update Board policies as they relate to non-Medicaid funding as necessary.