

# Summit DD 2020 Action Plan

2019 – 2021 Long Range Plan

## 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

### 2020 Action Items

#### **Ensure Early Intervention services meet growing demand for services.**

Ohio's biennium budget increased its investment in Early Intervention (EI). This investment allows infants with a diagnosis of Neonatal Abstinence Syndrome (fetal exposure to addictive substances) or elevated blood lead levels to become automatically eligible for Ohio EI. Summit County has experienced a dramatic increase in the number of children and families who receive EI services over the past three years, and expect that growth will continue. We will review our processes from intake and eligibility determination, to service coordination, to the provision of services to ensure family have timely access to quality EI services.

#### **Increase access and support for multi-system youth.**

Ohio has invested significant funding to support youth and families who are involved in multiple systems, with a goal of preventing custody relinquishment for the sole purpose of receiving needed services. Summit DD will continue to coordinate with agencies that make up Summit County's Family and Children First Council to locally support Board eligible children with complex needs. Summit DD will collaborate with our community partners to enhance supports to multi-system youth, with the goal of keeping families together.

#### **Enhance supports for transition-age youth.**

Graduates from high school have many choices to make about their futures, youth with disabilities face the same choices. Summit DD has a dedicated team of Service and Support Administrators (SSAs) that will explore these choices with individuals and families. Summit DD has partnered with local schools to develop pilot programs with the goal of graduates becoming college or career ready. Summit DD will use the outcomes and learning from those pilots to expand the pilot to additional school districts and grade levels.

#### **Connect individuals to an array of residential options in the community.**

Summit DD will use information about the desired residential outcomes identified in the individual service plans to develop residential options in the community. We will collaborate with residential agencies, such as Akron Metropolitan House Authority, and landlords to support people in a variety of

residential settings that meet their needs. From independent living, to drop in support, to 24/7 supports, adults should enjoy the right to choose where they live within what they can afford.

**Partner with providers to enhance services to individuals we support.**

In 2019 Summit DD received a grant from the Ohio Association of County Boards to participate in a provider partnership pilot. The collaborative work group developed priorities for 2020 to enhance services to those we serve. Summit DD will take an active role in supporting the retention and recruitment of direct care professionals. The work group will develop quality indicators for the provision of services. Summit DD will provide a greater level of support and coordination for providers who serve people with complex behavioral needs. Finally, Summit DD will use feedback from providers through a survey to review its current provider support practices to ensure they meet the needs of the provider community.

**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 continue to 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.

**2020 Action Items**

**Recruit a qualified, diverse pool of candidates.**

Through the creation of the 2019-2021 Long Range Plan, Summit DD updated its Mission, Vision, and Core Values. A team of Summit DD staff translated these core values into core competencies that individuals, families and the community should expect of all employees. In 2020, the Agency will focus its efforts on ensuring position descriptions reflect these core competencies and recruitment efforts produce a qualified, diverse candidate pool for vacant positions. Summit DD will implement a talent management system that effectively sources vacant positions and streamlines the onboarding process.

**Implement a performance management system.**

Summit DD will enhance job descriptions, onboarding, orientation and training to ensure core competencies are systematically demonstrated across the workforce. To accomplish this the Agency will implement an employee development program that focuses on regular coaching and continuous development of employees.

**Implement work systems that support the needs of those we support.**

As supports for those we serve become more community-based, our employees must also be more community-based to meet the needs of those we serve, at times that are more convenient for those we serve. Summit DD will review workplace policies and procedures, technology, and space needs to support a community-based workforce.

### **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.

#### **2020 Action Items**

##### **Address the needs of those on the wait list.**

Beginning September 1, 2018, every county board of developmental disabilities will use a statewide assessment process to evaluate the needs of each person requesting services from the county board, and to assess the needs of individuals who are on the transitional waiting list. The assessment will help determine if there is a need for service that is not being met. If the individual has an immediate need, it will be met within 30 days. If an individual has an unmet need that is not a threat to their health and safety, the individual may be placed on a current needs waiting list. Summit DD will annually review the needs of the individuals on the current needs waiting list and will allocate resources to meet those needs based on available funding.

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

In 2019 Summit DD announced plans to renovate its Barberton and Cuyahoga Falls workshops into office space for the Agency's 280 employees (pending board approval in 2019), drastically reducing the total amount of square feet and acreage the Agency maintains. The next phase of the facilities use project involve the detailed design of the remodeled facilities and the request for proposal for future construction. Summit DD will continue to work with stakeholders on the future use or sale of current buildings.

##### **Continue to refine long-term financial forecasts.**

Summit DD has realized drastic growth in the number of adults and kids eligible for services over the past five years. This drastic growth has resulted in an increase in spending on services for eligible individuals, with revenue remaining fairly flat. Despite this growth the Agency has remained fiscally responsible and has maintained a fund balance that protects services for individuals. However, it is projected that deficit spending to meet the growing demand for services could impact the future fund balance. The Agency will identify future growth, revenue and expenditure scenarios to create a longer-term financial forecast that protects the health and welfare of those eligible for services.

##### **Use data to drive organizational excellence.**

Summit DD will examine how it selects, gathers, analyzes, manages, and improves its data, information, and knowledge assets; how it learns; and how it manages information technology to improve performance. The Agency will also align how it uses the review those findings to improve performance to ensure it is consistent with current trends and best practices.