



# **2024 Annual Plan Outcomes**

## **Strategic Plan – 2023-2025**



# **Goal #1 – Serve**

## **Objective #1 – Provide easy access and prompt delivery of needed services to individuals throughout Cuyahoga County.**

1. Enroll 375 people on Medicaid waivers for a net increase of 25 waivers over 2023 totals.
2. Increase the number of people from statistically underserved communities in Cuyahoga County who apply for services.
3. Increase the use of equipment lending for individuals over the age of 35 and those residing in the northeast quadrant of the county who have underutilized this service.

## **Objective #2 – Help individuals actively participate in their communities through employment and other activities of their choosing.**

1. Increase the number of people in competitive employment to 1,250.
2. Complete training to 15 day-program providers on how to use the Online Resource Guide to increase their knowledge, skills and abilities to actively engage their participants in the community.

## **Objective #3 – Develop, support, and retain quality service providers to meet the needs of individuals.**

1. Partner with high schools and provider agencies to implement an inclusive direct support professional (DSP) training and job placement program by fourth quarter 2024.
2. Develop a parent/provider advisory group focusing on provider quality indicators and share information about providers who meet quality standards.
3. Assist 100 individuals who are having difficulty finding a provider by using direct assistance from provider support staff.
4. Publish at least 50 provider compliance reviews on the Cuyahoga DD website and develop a process to publish all new compliance reviews.
5. Increase the number of providers who are able to serve people who communicate through American Sign Language (ASL).
6. Offer at least 24 non-required provider trainings to enhance quality of service delivery covering at least 10 disciplines and reaching at least 150 distinct providers.

## **Objective #4 – Create opportunities for and encourage people we serve to engage in self-advocacy.**

1. Create advocacy opportunities for 2,000 unique people and survey participants to identify ways they can apply what they have learned to their lives.
2. Engage transition-age youth to start an advocacy group by 2<sup>nd</sup> quarter 2024 and engage them throughout the year on meaningful advocacy conversations and initiatives.
3. Offer training and resources to at least 25 individuals who are interested in post-secondary education to identify their support needs and advocate for ADA accommodations at their chosen school.

## **Goal #2- Communicate**

### **Objective #1 – Provide staff across departments with tools, training, and standards needed to communicate effectively with individuals and families.**

1. Develop Cuyahoga DD key messages for staff and add to annual communications training in 2024.
2. Work with Directors to support all staff in developing an elevator pitch for how they communicate about Cuyahoga DD, what the agency does, and their role within the agency.

### **Objective #2 – Communicate directly with individuals and families in common, understandable language and in the best form possible to meet their needs.**

1. Audit at least five frequently used communications to families for plain language in each service area (Eligibility, Assistive Technology & Childrens Services, Support Administration, Behavioral & Health, Family Supports, Provider Development & Support).
2. Send quarterly targeted communication (by mail or email) for each of the following service areas (Assistive Technology & Childrens Services, Support Administration, Behavioral & Health, Family Supports).

### **Objective #3 – Develop a comprehensive communications program to reach key stakeholders (individuals, families, county residents, elected officials, providers), raising awareness and support of Cuyahoga DD.**

1. Partner with Directors to identify communications needs in their areas and create a communications plan for each department that is part of the communications plan and evaluate progress quarterly.

### **Objective #4 – Make individuals, families, and the larger community aware of available services and better understand how to access Cuyahoga DD.**

1. Create at least six opportunities for family engagement that increase their knowledge, skills, and ability to successfully support their family member.
2. Develop and distribute electronic school tool kits for teacher implementation at 15 schools and launch for DD awareness month.
3. To increase community awareness of Cuyahoga DD, engage at least three new community organizations to utilize Cuyahoga DD events as volunteer opportunities for their staff.
4. Develop and launch a new Cuyahoga DD website that is engaging, user-friendly, and informative.
5. Engage in proactive media relations, developing relationships with media outlets and securing at least one media story in each major service area annually.

**Objective #5 – Engage in advocacy efforts to garner support of public officials to address critical issues facing the DD population.**

1. Proactively communicate DD priorities to at least ten elected officials who represent Cuyahoga County through in-person meetings with provider partners and people supported by Cuyahoga DD.
2. Create at least two opportunities for people we support to communicate with elected officials using an advocacy platform.

## **Goal #3 – Lead**

### **Objective #1 – Research new initiatives, collaborate with community partners, and further develop existing and early stage initiatives to serve people in creative ways.**

1. Develop a process to support individuals enrolled in the Cleveland State University RISE program and evaluate program success.
2. Develop a post-incarceration transitional housing partnership and service model by 12/31/24.
3. 25 people will complete the Beyond the Essentials of Life Skills program by 12/31/24.
4. In partnership with North Coast Community Homes and Tiny Home Living, develop, build, and set up two tiny homes to serve two individuals by 12/31/24.

### **Objective #2 – Improve supports for individuals with intense needs by adding services and developing new partnerships and expanding the use of assistive technology.**

1. Support 50 individuals and families with intense needs through Intensive Support Teams (ISTs) and demonstrate a decrease in critical behaviors as measured by the CANS assessment (individuals).
2. 100% of parents of individuals supported by the ISTs will demonstrate a decrease in stress level.
3. Parents and participants of weekend programs will demonstrate a customer satisfaction level of satisfied or highly satisfied.
4. Complete a request for proposal (RFP) process to identify at least one ICF provider partner to repurpose an existing ICF home to serve individuals with intense support needs by 10/31/24.

### **Objective #3 – Overcome obstacles to serving individuals and families using creativity and collaboration.**

1. In collaboration with the Parent Resource Network host at least two social/networking events for parents/guardians to connect.
2. Execute a new accessibility RFP focusing on creating accessible spaces not to exceed ten community organizations.
3. Expand the use of Virtual Reality by collaborating to develop modules that teach safe interactions and reduce exploitation and human trafficking.
4. Collaborate with three community partners to develop permanent sensory spaces that are accessible to individuals with DD.

5. Develop a prototype for Sensory Pods to be used in community locations that cannot develop dedicated sensory spaces.
6. Increase access to dental services for individuals served by Cuyahoga DD by collaborating with the Metro Health sedation clinic including establishing a baseline of utilization and wait times and creating efficiencies.

# **Goal #4 – Engage**

## **Objective #1 – Expand initiatives for customer service excellence and monitor effectiveness through feedback from individuals, families, and other stakeholders.**

1. Implement an incentive program to increase the percentage of responses to customer service surveys.
2. Gather feedback regarding customer service provided by Cuyahoga DD from individuals and families and use this feedback in staff customer service training.
3. Implement agency-wide customer service refresher training and continue customer service training for all new staff.

## **Objective #2 – Attract and retain high-quality employees dedicated to supporting individuals with developmental disabilities.**

1. Reinforce our mission by providing meaningful volunteer opportunities for 200 unique staff to serve alongside colleagues and individuals served and survey staff to evaluate engagement level.
2. Expand the employee recognition brunch to those who have completed one year of service with Cuyahoga DD.
3. Streamline the application process to reduce the number of incomplete applications.
4. Rebrand the employment page of the agency website to better attract high quality applicants.
5. Offer the “stay interview” with employees at regular intervals of 18 months, 3 years, and 7 years.
6. Make structural changes to the Support Administration Department to improve efficiency, customer service, and employee retention. Establish a baseline for comparison.

## **Objective #3 – Provide professional development opportunities to build leadership skills and capabilities of staff.**

1. Develop and implement a more formalized leadership shadowing program for staff interested in leadership roles.
2. Provide executive coaching opportunities for up to four leaders to continue to fine-tune engagement/leadership skills.
3. Implement a learning management system for staff to access training opportunities.



**Objective #4 – Provide staff with the necessary tools to do their best work, including workspaces, equipment, and information.**

1. Create a welcome manual for each Cuyahoga DD office location with important site-specific information as a resource for all staff.
2. Identify and implement key recommendations from the organizational needs assessment conducted in 2023.

**Objective #5 – Show pride and appreciation for the dedication and contributions of staff, creating opportunities to celebrate individual, team and organizational successes.**

1. Develop a program to engage and recognize staff for their accomplishments.
2. Offer an engagement event for employees and their families.