



# 2022

## ANNUAL PLAN

C U Y A H O G A C O U N T Y  
Board of Developmental Disabilities

# 2022 Annual Plan

## About the Annual Plan

The Cuyahoga County Board of Developmental Disabilities' annual plan is part of the three-year strategic plan covering 2020-2022. During the final year of this strategic plan, we strive to build on the momentum gained as we make progress on our strategic goals. These goals are specifically focused on improving service and support to people with developmental disabilities.

## 2022 Strategic Goals

- People have access to needed supports.
- People receive person-centered, quality supports.
- People are supported with innovative solutions and options.
- People recognize and value the Cuyahoga County Board of DD

## Cuyahoga County Board of DD Leadership

Kelly A. Petty, Superintendent & CEO

Board members:

Cynthia V. Schulz, *President*

Stephen M. Scheidt, *Vice President*

Allison R. Frazier, *Recording Secretary*

Lisa M. Hunt

Mozelle T. Jackson

Steven M. Licciardi

Alaina N. McCruel

The mission of the Cuyahoga County Board of Developmental Disabilities is to support and empower people with developmental disabilities to live, learn, work and play in the community.

Our values align with the strategic goals set forth and provide a strong foundation for continuous improvement of the quality of life for people we serve.

### Values of the Cuyahoga County Board of Developmental Disabilities:

#### **SELF DETERMINATION**

People with developmental disabilities and their families are the primary decision makers in the management of their lives and are supported to pursue what is important to them.

#### **INCLUSION**

People with developmental disabilities are able to access and participate fully in the community where they are welcomed, included, supported and celebrated.

#### **INNOVATION**

People with developmental disabilities have access to new and innovative options to meet their needs and help them achieve their goals.

#### **POSITIVE EXPERIENCE**

People with developmental disabilities are supported with services that meet their needs. All interactions exceed expectations and satisfaction.

#### **HEALTH & WELL-BEING**

People with developmental disabilities have access to needed health care and the best quality of life possible, with zero tolerance of abuse and neglect.

#### **PROFESSIONALISM**

People with developmental disabilities will be served by staff who show respect for others and work with integrity, striving to do their very best for all those served.

## **GOAL 1: People have access to needed supports.**

We make sure people with developmental disabilities and their families are aware of the support Cuyahoga DD can provide them and how to access it. We make accessing support fast, friendly, and easy to understand. We make people feel cared about and connected.

We are committed to directing financial resources to individuals and their families whenever possible, so they can choose the types of services, supports and the provider(s) they wish to access. The annual allotment available to those eligible for our Family Supports Program in 2022 will increase by \$500 per individual/family. These funds can be used to help cover the cost of recreation and leisure activities, specialized equipment, summer camps, respite care, etc. Cuyahoga DD will continue to make Support Administrator (SA) “discretionary funds” available to eligible individuals, allowing SAs to direct funds to meet specific needs of people on their caseloads. To ensure that individuals receive the services they need, we will enroll additional people on Medicaid waivers and develop a new provider search tool. We are also examining how we can make supports easier to access by simplifying our internal processes.

### **Objective 1 – Provide exceptional, person-centered service**

- Implement agency-wide customer satisfaction survey with people served and families. Survey will show that at least 95% of people served are satisfied or highly satisfied with the customer service they received.

### **Objective 2 – Direct financial resources to individuals with developmental disabilities**

- Enroll new people on Medicaid Home & Community Based Services (HCBS) waivers. Request and utilize 300 new slots.
- Increase utilization of Family Supports dollars for at least 75 families.
- Support Administrators will authorize \$1 million of funds which have been allocated as discretionary spending for direct needs of individuals.

### **Objective 3 – Provider selection is effective and efficient**

- 70% of families are able to find a willing and qualified provider within 30 days of placement of referral on the Provider Search Tool (PST).

### **Objective 4 – Simplify all processes**

- Each department will identify at least one process or procedure to be simplified and demonstrate its positive impact on people served and their families.

## **GOAL 2: People receive person-centered, quality supports.**

Using person-centered planning, we ensure people with developmental disabilities are living the lives they want. We encourage people with developmental disabilities to actively participate in planning. We work to prevent abuse and neglect and make people feel safe. We assist and support providers to help people live their best lives and be a part of their communities.

The private provider community in Cuyahoga County has done an outstanding job supporting individuals with developmental disabilities under very difficult circumstances resulting from the COVID-19 pandemic. Cuyahoga DD is proud to have provided significant financial relief to these providers in 2020 and 2021 to help cover their additional expenses. We will continue and expand this support to providers in 2022.

Cuyahoga DD recognizes that individuals with especially challenging behavioral needs and their families may require additional support beyond what is available through Homemaker/Personal Care (HPC) or similar services. We will implement several initiatives to help meet this need. Two interdisciplinary teams have been formed to support these individuals with the goal of keeping families intact. Other efforts are to ensure qualified staffing and respite options, and the development of a community-based residential facility.

Supporting people to find and maintain employment and to access their communities has been a priority for Cuyahoga DD for many years. In 2022, we plan to do even more to promote community employment and inclusion.

### **Objective 1 – Increase the number of people who are active participants in the team planning process**

- Increase the number of people who actively participate in or lead the team planning process by 120 as reported by their Support Administrator.

### **Objective 2 – Be proactive in preventing abuse, neglect, and other health and safety concerns**

- Ensure the continuity and effectiveness of Major Unusual Incidents (MUI) Prevention Plans so that individuals do not experience a similar MUI within at least six months.

### **Objective 3 – Provide opportunities for self-advocacy**

- Create/provide opportunities for 500 unique individuals to attend self-advocacy events.

#### **Objective 4 – Increase the number of people who are active members of the community**

- Develop at least 35 new partnerships/collaborations with community organizations to encourage and promote new opportunities for people to participate in activities available to the general public.

#### **Objective 5 – Increase the number of people who are competitively employed**

- Increase the number of people who are competitively employed from 964 to 1,175.
- Provide \$800,000 of incentives to providers of employment services to increase collaboration, efficiency, and effectiveness.

#### **Objective 6 – Develop and maintain a person-focused and innovative thinking culture**

- Implement at least 10 new ideas that were submitted via the staff "innovative ideas contest" conducted in 2021.

#### **Objective 7 – Enable providers to be ready, willing, and able to meet the needs of all people**

- Provide \$6 million to service providers to better support the direct care workforce.

#### **Objective 8 – Address identified gaps in areas of service provision**

- Support 35 - 50 individuals/families with high behavioral needs through Interdisciplinary Teams and other initiatives.

## GOAL 3: People are supported with innovative solutions and options.

We are open to new ideas and approaches; we challenge conventional views and develop new models and collaborations. As technology advances, we promote its use to build skills and independence.

There are a number of exciting housing initiatives planned for 2022. “Try Tech” apartments offer individuals and families the opportunity to experience the benefits of living with assistive technology. This trial time helps people make informed decisions about items they choose to use in their own homes. Also, we are expanding partnerships with area colleges for individuals with disabilities to live with college students to foster skills in independent living. These and other housing developments combined with increased subsidies will make sure individuals have choices that best fit their needs.

Ensuring families know about the variety of housing options available to them is an ongoing effort. In 2022, Cuyahoga DD will invest in additional marketing to include videos, printed materials, and website enhancements to make sure that this information is more accessible to interested individuals and families.

Cuyahoga DD intends to be the leader in assistive technology for people with developmental disabilities. The outcome is to build skills, increase community participation and promote independent living through the use of technology. In addition to encouraging visits to the Custom Living Environment (CLE) and Assistive Technology Vehicle (ATV), we plan to develop a sensory and mobility clinic in one of our existing buildings. This clinic will be a place where individuals can experience a variety of mobility aids and sensory experiences that are difficult to trial at home.

### Objective 1 – Develop and try new models for: housing, transportation and recreation/leisure

- Expand available housing opportunities and develop new ones including TryTech, youth residential facility, and Experience Living with a College Student.
- Support various housing options by using shared living incentives, increased home modification caps, locally funded respite, internet for remote supports, and increased subsidies.
- Research, identify, and visit 10 - 15 places across the state and around the country offering innovative housing ideas that may be replicated in Cuyahoga County.
- Develop 3 - 5 relationships with community apartment landlords to create several small “communities” in existing apartment complexes.
- Increase utilization of Cuyahoga DD’s online *Guide to Inclusive Places, Jobs and Events* by 25%.

## **Objective 2 – Promote use of post-secondary education options**

- Increase the number of people enrolled in post-secondary education options by 50.

## **Objective 3 – Promote use of technology to help people achieve independence and explore new technologies that help them live better lives**

- Support 500 people in visiting the Custom Living Environment (CLE) and Assistive Technology Vehicle (ATV).
- Facilitate at least 100 lending library equipment trials through the use of visits to the CLE/ATV.
- Develop a sensory and mobility clinic for equipment trials.



## **GOAL 4: People recognize and value the Cuyahoga County Board of DD.**

Increasing awareness about Cuyahoga DD and the resources we provide to the community is a focus for the 2022 annual plan. We will increase and enhance relationships in the community, especially with entities that also support people with developmental disabilities. We will grow our positive reputation by improving our performance across the agency.

We plan to introduce a more efficient customer relationship management (CRM) system. This will not only increase efficiency for Cuyahoga DD staff but will also allow individuals and families easier access to information through a client portal. We will also continue to streamline and improve our website and expand our social media presence. A podcast will be launched covering a variety of topics related to supporting people with disabilities. We will increase engagement at the state level to ensure that the needs of people we serve are at the forefront when legislators are making decisions impacting those with developmental disabilities.

Like the rest of the country, Cuyahoga DD has found it challenging to attract and hire staff for all vacant positions. Currently there is a lack of quality applicants despite an increase in recruitment efforts. To accomplish the strategic investments outlined in all four goal areas, we will need to hire to fill additional positions. We will continue to develop strategies to attract and retain qualified staff.

Cuyahoga DD employees working from home due to the COVID-19 pandemic has caused us to evaluate the way we work and the way we use our existing space. A hybrid in-office/at-home work model for long-term use is being explored. This type of model has proven to be effective and desirable for many of our staff. With fewer people working in our administrative buildings at any one time, we are exploring ways to maximize our space.

### **Objective 1 – Expand community outreach efforts to individuals with developmental disabilities and their families**

- Receive at least 75 new referrals generated by relationships with 10 new agencies.

### **Objective 2 – Maintain a state-of-the-art website and other tools/methods that promote timely, accurate and easy to access information**

- Conduct an audit and modify the Cuyahoga DD website based on user experience feedback as well as best practices recommended by an outside consultant.
- Use targeted, direct communication strategies in at least 6 areas to share important information with people served and their families.

### **Objective 3 – Be a driver of change at the local and state levels**

- Actively promote discussion and problem solving at the local and state levels including strategies to address the shortage of direct support professionals and low rate of pay.

### **Objective 4 – Develop an organizational structure with effective and outstanding leaders**

- Provide initiatives through the Management Advisory Council to improve effective staff communication.

### **Objective 5 – Recruit, develop, support, value, and retain the best employees**

- Conduct a comprehensive study of salaries.
- Hire 46 new staff positions as indicated in the 2022 budget plan to achieve our strategic goals.
- Staff employee engagement survey scores will increase by 15% for each category measured in 2021.
- Hold one all-agency meeting to review Cuyahoga DD values, strategic plan goals, promote synergy, and increase cross-departmental communication.
- Conduct diversity, equity, and inclusion (DEI) training for 100% of staff and implement other strategies identified by the Diversity Steering Committee in 2021.

### **Objective 6 – Maintain financial stability**

- Develop meaningful five-year projections.
- Study benchmarks of other county boards of developmental disabilities and similar agencies for use in budget planning.

### **Objective 7 – Use technology to streamline work and track metrics**

- Expand our website's *Guide to Inclusive Places, Jobs and Events* to create a resource connecting job-seekers with employers.
- Develop a tool to assist individuals with finding an independent provider.

### **Objective 8 – Evaluate building usage and staff office space**

- Establish work from home, remote visit, and office space policies.
- Reconfigure Donzella Administration Building (Lakeside) work areas to reflect workspace needs.
- Evaluate Adult Activity Center (AAC) utilization and plan for 2023 and beyond.

## **Objective 9 – Develop 3-year strategic plan and complete accreditation**

- Complete a 3-year strategic plan for 2023 - 2025.
- Successfully complete Ohio Department of Developmental Disabilities (DoDD) review and achieve a 3-year accreditation.