

Charting Our Course: Strategic Plan



2010-2012





“Planning is bringing the future into the present so that you can do something about it now.”

Alan Lakein

The values we hold

- Autonomy and self-determination through informed choice
- Community presence and participation
- Continuous personal growth
- Increased independence, productivity and economic self-sufficiency
- The opportunity to develop social relationships and friendships
- Happiness
- A healthy and safe life

The principles that guide us

- We will foster a culture of customer service and communication.
- We support the principles of self-determination. Within reason, we will empower people with choice, options and control of their plans for services and support.
- We will provide services and supports in the community, whenever possible.
- We will provide services and supports that respond to the needs of people with developmental disabilities. We will collaborate with others in the community to meet those needs.
- The services and supports we provide must be cost-effective and outcome-based. We value preservation of the family unit above all else and the use of natural supports.



Objectives

Expand employment and entrepreneurial pursuits.

We must create new employment opportunities for the men and women with developmental disabilities we serve through the development of

- New business relationships, new partnerships with contract agencies, new partnerships with other community agencies and other new models for direct employment or contracting.
- Entrepreneurial ventures and products that create employment opportunities, both in community settings and in adult activities centers.

Autism services for adults.

Individuals with autism spectrum disorders are participating in all aspects of school, work and the community. Careful transition planning from high school and secondary education programs is critical for them to be successful in community employment, competitive employment and adult activities centers. We must make sure that we work closely with families and school districts to ensure smooth transitions.

Manage the needs of high-risk individuals.

As more individuals with difficult behaviors and those who have been involved with the justice system are coming to us for services, we must develop better techniques to manage the challenges they present. We will work to improve their quality of life while limiting the risk they may present to others.

Expand programs for risk assessment and safety.

Responding to the high risks associated with serving individuals who are medically fragile and those with difficult behaviors, we will proactively preplan ongoing risk and safety assessments in order to minimize adverse effects.

Address the medical needs of people with developmental disabilities.

We will address the health concerns of an aging population of individuals who have developmental disabilities by increasing staff training and promoting healthy life choices by consumers. We will work with the local medical community to improve consumer access to health care.

Conduct a housing/waiver study and develop a three-year plan.

We will conduct a comprehensive study of residential services to ensure that we are using our resources efficiently to provide services in the most cost-effective manner.

Expand services through more flexible service models.

In order to continue to support community residential services to meet the anticipated growing demand, we must find efficiencies and innovative cost-effective service models.

Forge partnerships that increase community integration.

To enhance the capacity of communities to value and support people with developmental disabilities, we will forge partnerships with community programs and educational and corporate entities that promote community acceptance and integration.

Vigilantly review programs and redirect resources, when necessary.

In tight economic times, we must know the true cost of programs and services, both internal and contracted, understand specialty vs. generic services and be able to redirect resources as demands change. Our business is to maximize the resources available and, at the same time, direct those resources to serve the maximum number of individuals with developmental disabilities possible. We must employ outcome measurements to help us make the right decisions.

Rebrand the organization.

As a result of legislation passed by the Ohio General Assembly in 2009, the term *mental retardation* was removed from our name. We will need to continue the process not just of eradicating the old name wherever it appears, but of defining our story to reshape and reinforce our brand. We will clarify with our various constituencies not only who we are and what we do but also why we're important to the fabric of this community.

Increase communication with and among consumers and families.

As social media venues make information sharing more immediate and exhaustive, we will use those channels to help consumers and their families gather information, make informed decisions, exchange experiences and advice and complete some of the enrollment process. We will increase our use of social media to inform consumers and their families about important issues, opportunities and developments.

Expand customer service training.

Knowing how to give great customer service, both internally and externally, is one of the keys to growing and sustaining our mission. We will identify core customer service competencies for each of our departments and offer relevant, engaging training that addresses them.

Address changes in county governance/structure.

In November 2009, voters approved a significant restructuring of Cuyahoga County government. Although our functions are largely independent of the rest of county government, we rely on the county to write the checks that pay our bills, process our payroll and collect the tax dollars generated by our levy. The county commissioners place our levy on the ballot, when necessary, appoint five of our seven board members, approve our annual expenditures plan and ratify large contracts, including labor agreements. We need to engage with the new county executive and county council members to ensure that programs and services for people with developmental disabilities and their families continue to garner the strong support they have had.





Strategic issues

- Fiscal constraints vs. the demand for more programs and services
- How do we become a more self-determined organization

Strategic focus

- Individuals and families with developmental disabilities in Cuyahoga County form the cornerstone of our plans.
- A broad range of programs and services must deliver the highest value to the individuals and families we serve.
- Programs and services may change as the needs of individuals served change.
- Our competitive advantage will be strengthened by
 - Total knowledge of our customer base
 - A customer-driven organization
 - Continually tailoring and shaping our programs and services to respond to the voice of our customers
 - Product and service life cycles built on the needs of the market served

We listened to

- Consumers and their families
- Staff
- Community partners and providers
- National, state and local leaders
- Advocacy groups



Want more details?

Unabridged copies of the *2010-2012 Cuyahoga County Board of Developmental Disabilities Strategic Plan* are available by calling (216) 736-2647.

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Mission

Our mission is to support and empower people with developmental disabilities to live, learn, work and play in the community.



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