Stark County Board of Development Disabilities Executive Summary

This annual plan and the corresponding goals for July 2012 to June 2013 are built upon our three year strategic plan. The strategic plan is made up of our identity, the directions we are moving, the commitments we are making, and initiatives on how we intend to get there. Our strategic plan is our decision making framework and challenges each of us to ask four questions as we set goals and make decisions for the future:

**Question #1:** Does the decision or initiative move us from segregated to community environments?
**Question #2:** Does it move us from a provider-funder to a funder-provider role?
**Question #3:** Does it move us from a reactive to a proactive decision making framework?
**Question #4:** Does it move us from un-sustainability to sustainability?

The annual plan has over one hundred goals we are to accomplish and they touch every aspect of our agency. We will continue to pursue new and inventive management strategies that will make us an efficient and responsive community partner as we serve over 3,400 people with disabilities and their families. We will continue to maximize the use of local dollars by securing more federal tax dollars to serve the Stark County community and will provide 60 Level One Waivers. By using bold thinking and strategic decision making, we will continue to streamline the budget, leverage new technology to ensure effective communication, and chart a course for the future that will allow the Board to keep offering high quality services. We will look to expand our relationship with the provider community to provide quality services together. We will expand the number of people working in the community making minimum wage or better and decrease the number of people served in our workshops. We will be expanding the number of students in embedded classrooms this next year and we will look to serve students only as a last resort. We have also informed school districts of our need to charge a percentage of excess costs beginning in January 2015. We will for the second year, offer 10 Individual Option Waivers off the waiting list and will begin enrollment as appropriate and within our resources on the new SELF waiver. We will accomplish this with the help of the 629 Stark County Board employees, while continuing to evaluate and decrease the number of employee positions based upon attrition, and implement systems and processes to help our employees work more efficiently.

The central Annual Plan question is “If the money we have today is all we may have for the next ten years, how do we adapt to meet the needs of the new person entering the system?” This annual plan builds upon the changes initiated last year so we can focus our attention on our mission of “being the support that connects individuals and families with services they need.” This annual plan is the final product of feedback from over 200 stakeholders, participation from our employees, and input received from people who attended two public forums held on June 12, 2012. We will be reporting to the Board on the status of these goals in December 2012, and again in June 2013. These goals give us needed direction and clarity and will help to define us as we prepare for a critical levy in May 2013. These goals will be accomplished, and we thank our board and employees in advance for the work to make this annual plan happen.

William E. Green
Superintendent

Larry Marcus
Board President

“Amazing. Every. One.”
Stark County Board of Developmental Disabilities

The Board was created by Ohio Law in 1967 to provide services to people with developmental disabilities. The name of the Board changed from the Board of Mental Retardation and Developmental Disabilities (MRDD) to the Board of Developmental Disabilities in 2009. The governing board is made up of 7 members that oversee the services provided. The governing board members receive no compensation and volunteer their time. Board members are appointed to four-year terms by the Stark County Commissioners and the Stark County Probate Judge.

Stark County Commissioners
Tom Bernabei
Janet Weir Creighton
Dr. Peter Ferguson

Stark County Probate Judge
The Honorable Dixie Park

State Senator Scott Oelslager met with students participating in the Bridges to Transition program during a visit in March. The Bridges program strives to enhance career exploration options and increase career options for students as they transition from school to employment.
The mission of the Stark County Board of Developmental Disabilities is:
To be the support that connects individuals and families with the services they need.

We value:
• Choice     • Dignity and Respect     • Accountability     • Stewardship     • Integrity

The directions we are moving:
• From segregated to community environments     • From Provider-Funder to Funder-Provider role
• From reactive to proactive decision making     • From unsustainable to sustainability

About Stark County DD and Our Services

The Stark County Board of Developmental Disabilities provides services from infancy onward to more than 3,400 Stark County residents with mild, moderate, severe, or profound developmental disabilities. These services include educational programs beginning with Early Intervention and Preschool, and continuing throughout the school-age years. For adults, we provide workshops and supported employment in the community. Senior citizens also benefit from specially designed programs. The Board also funds residential care in the community with appropriate supports based on individual needs. In addition to a variety of programs, the Board also provides yellow bus transportation throughout Stark County to almost 500 individuals, traveling more than 1,300,000 miles annually.

Support: Tax levies approved by the Stark County voters along with state and federal dollars support the services to participants, their families or caregivers.

Referrals: Program participants are generally identified through referrals from public schools, social service and human service agencies, hospitals, doctors, parents, friends, and relatives.

Staff: The staff of the Stark County Board of DD is highly qualified and committed. All staff providing direct services to individuals enrolled are certified/registered by either the Ohio Department of Education or the Ohio Department of Developmental Disabilities or a state licensing board. All employees of the Board also meet the rules and regulations of the State Department of Administrative Services.

Public Access to County Board Administrative Offices
Bill Green, Superintendent
Stark County Board of Developmental Disabilities
2950 Whipple Avenue NW
Canton, Ohio 44708
Community Feedback

Financials

The Stark County Board of DD continues its pursuit of new and inventive management strategies, which allows the Board to remain an efficient and responsive community partner. Through grant programs, maximizing federal Medicaid dollars by increasing the number of Medicaid supported waivers for people going into adult services, and implementing more than $2.5 million in cost saving reductions; we are reducing the burden on local taxpayers from having to bear the total cost of the increasing service needs. By partnering with Medicaid, the Board has been able to save over $4 million in local levy funds.

The following represents the number of persons currently served and projections for our 2012-13 annual plan year.

The Stark DD’s expenditures in the preliminary budget for 2013 mirror the expenditures that were reported in 2010. By using bold thinking and strategic decision making, Stark DD has maintained its budget, leveraged new technology to ensure effective communications, and has eliminated waiting lists for early intervention and adult services. This has been able to occur at the same time that the Board is losing $5.6 million in State funding in increments of around $1.4 million over the next 4 years. Additionally, the Board is planning for an anticipated reduction of $1.25 million in 2013 local property tax received due to the property being valued less than 6 years ago. The County Auditor is responsible for valuing property every 6 years by statute.

The Board’s fiscal health extends to 2018 as long as there is success renewing levies that expire in 2013 and 2014. A significant initiative within this annual plan is protecting the Board’s present funding level. The Board will continue to examine how services are delivered and continue implementation of its strategic plan to ensure that it is addressing long term funding issues.

Stark County DD 2011 Revenues and Expenses

REVENUES BY SOURCE 2011
($50,286,475)

- Federal $6,429,480 14.76%
- Donations $20,231 0.04%
- Local $29,133,144 57.94%
- State $12,698,621 25.25%

EXPENDITURES BY SERVICES 2011
($44,692,694)

- Waiver Services $8,089,605 18.10%
- SSA & MUI Services $5,259,124 11.77%
- Agency Wide $2,999,994 6.71%
- Building Services $1,621,665 3.63%
- Information Technology $1,213,766 2.72%
- Health & Therapy Services $2,056,497 4.60%
- Transportation $4,782,180 10.70%
- Adult Services $11,923,608 26.68%

SOURCE - INDIVIDUAL Data System (IDS), OCTOBER AVERAGE DAILY MEMBERSHIP (ADM) REPORTED TO THE OHIO DEPARTMENT OF MRDD

PROJECTED
Community Feedback

Stakeholder Input Methodology

Burges & Burges Strategists, in conjunction with Stark County Board of Developmental Disabilities (Stark DD), completed stakeholder surveys to identify internal and external perceptions and opinions about Stark DD’s communication efforts, funding challenges and level of service. Based upon this process, perceptions of Stark DD were quantified and goals were incorporated to attempt to address this feedback.

The Board with the facilitation of Burges and Burges and the Center for Marketing and Opinion Research (CMOR), used the following strategies to obtain input from stakeholders: polling, online questionnaires of its internal and external stakeholders, use of a series of listening sessions, in depth interviews with over 30 Stark County community leaders, and holding two public hearings.

The results of the stakeholder input follow by category. This year’s annual plan and the corresponding goals are largely based upon this feedback and ongoing implementation of the agency’s three year strategic plan.

Community Awareness Polling Results

Over the past several years, the Board has partnered with CMOR to assess how familiar Stark County citizens are with the Board and the services provided. The results of the 2012 Poll found that over 40% of the 800 people interviewed were aware of the services provided and that nearly 65% of those who were aware of the Board had a favorable opinion of the services provided. There were about 35% who had no opinion at all. This is comparable to the 2011 Poll and previous surveys since 2007. When respondents were asked how Stark DD did in communicating the vision, mission, and values of Stark DD to the public, forty-seven percent responded favorably. Respondents came in even more favorably at nearly 60% on topics concerning quality services, promoting integration of people with disabilities into the community, and delivering services within its resources.

When respondents were asked about their levy support, 46.7% indicated they would support, 5.7% would be against, and 47.6% were undecided. The respondents were split nearly fifty-fifty on the topic of combining the levies expiring in 2013 and 2014, or if the Board should renew the expiring levies separately.

Targeted Case Management data
(submitted for Medicaid reimbursement for SSA services)

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<th>2007</th>
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Individuals Receiving Services by Stark County Board of DD

“Amazing. Every. One.”
Community Feedback

Internal Survey and Listening Session Results

In total, 131 staff members completed the online survey between November 29, 2011, and December 9, 2011, and 22.90% of the respondents indicated they were adult service staff members and 21.37% indicated they were school staff members, and 21.37% were Service and Support Administration/Investigative Services. Only 14.50% of respondents represented management. Just over half (54.62%) of the respondents have worked for Stark DD for more than 10 years, while 23.08% of the respondents have worked for Stark DD for less than five years. A good majority (84.62%) of the respondents live in Stark County.

When asked how respondents rated the quality of services and support provided by Stark DD, 57.69% rated them as good and 36.92% as excellent. Only 5.38% of the respondents rated them as fair. When asked how the community would rate the quality of services and support provided by Stark DD, 70.54% rated them good and 20.93% excellent. Only 8.53% rated them fair. No respondents indicated poor for either question.

The majority (84.73%) of respondents agreed they are informed about what is going on at Stark DD, and 72.30% agreed the administration does a good job of keeping staff informed of developments and news. Eighty-five percent of the respondents agreed the administration listens to caregiver/stakeholder concerns, while 65.39% agreed the administration listens to staff concerns and supports them, but 34.64% did not agree the administration listened to staff concerns. Though a majority of staff were positive about the administration in this area, it signifies there is disconnect between some staff.

When asked if respondents agreed the administration/Board consults staff before making decisions, 71.87% disagreed. Although the majority of the respondents did not agree that they were consulted before decisions, 62.79% said the staff and administration have good working relationships. When asked how staff would prefer for internal communications to be delivered, 67.18% indicated email and 25.95% selected meetings.

External Survey Results

Seventy-three respondents completed the external online survey between November 29, 2011, and December 13, 2011. The external Stark DD survey was made available on the Stark DD website and Facebook page. More than 45% of the respondents were partners or providers, while 20.55% were caregivers. Almost 10% of the respondents have no direct affiliation with Stark DD, but live in Stark County, and 8.22% use Stark DD services. Other respondents included previous employees and associates of volunteers, caregivers or Stark DD service users. Almost two-thirds (65.75%) of the respondents indicated they were very familiar with Stark DD, and 39.73% rated the quality of services/support provided by Stark DD as excellent. More than 40% rated the quality of services as good, while 19.18% said fair. No respondent selected poor.

When compared to other county social service agencies such as Job and Family Services and Mental Health and Recovery Services, 67.12% of the respondents said Stark DD was very important; 26.03% said important, while only 2.74% said somewhat important. Less than 5% (4.11%) had no opinion.

When respondents were asked if they were aware Stark DD serves 3,400 residents in Stark County annually, 73.97% said yes. When asked if respondents were aware the services provided by Stark DD are at no cost to participants, their families or caregivers, 93.06% said they were aware.
Community Feedback

Almost all (97.26%) of the respondents were aware Stark DD is funded by tax levies approved by Stark County voters along with state and federal funding, yet only 63.02% of the respondents said they were at least somewhat familiar with the three-year strategic plan.

External respondents were asked to rank the many services offered by Stark DD Skills/Job Training. Job Placement for Adults with Developmental Disabilities was the highest ranked service, followed by Residential Services and Educational Alternatives for Children. Health and Safety Services and Service Coordination were fourth and fifth respectively. Respondents considered Recreation for People with Developmental Disabilities to be least important.

In Depth Community Leader Interviews

A list of civic, business, education and faith leaders, along with elected officials, and government representatives was compiled for the in-depth interviews. Each person contacted was asked if they would be willing to answer questions concerning Stark DD. There were 32 interviews completed, and they lasted 15 to 20 minutes depending on the respondent’s familiarity with Stark DD. Only two interviews were declined.

Almost half of the respondents admitted they are not familiar with Stark DD and its leadership. Due to this relative lack of awareness, they were unable to give detailed perceptions of the agency and its leadership. Although they did not consider themselves knowledgeable, they offered no negative feedback about the agency or its leadership. Those who are familiar with Stark DD have positive perceptions of the agency and spoke highly of its offerings. One respondent stated,

“… Huge fan of what they are doing. Very positive perception – they do an excellent job supplying services to clients and (a) community at large. Have a good handle on what is going on which incurs confidence.”

Another respondent with first-hand knowledge stated:

“It’s an agency in transition in means of programming, leadership and funding. I think the current leadership is making positive efforts to be more fiscally responsible and found a fine job of keeping the public informed through the process. My peers would probably say respect and communication is a good thing; there wasn’t always a respect to the agencies in the past. They’re becoming more of a partnership with its peers.”

Almost all of the respondents considered Stark DD equally as important as Job and Family Services and Mental Health and Recovery Services Board when asked how important the agency is in comparison to other county social service agencies. Respondents acknowledged that each agency meets specific needs but considered Stark DD services high in importance. One respondent noted that Stark DD,

“Definitely serves a more specific population; JFS serves a more broad range in the community, but there is a lot of support needed in the DD community.”

Another respondent stated,

“I think it’s very important. There are only a few agencies that employ and help the handicapped. I think they are all really important organizations, they all serve specific needs…”

Adult Services Provided in Stark County 2010-2012 (to date)
Skills training and job placement for adults with developmental disabilities and educational alternatives for children resonated highest when asked what services respondents considered to be most important. Most respondents agreed that job placement and skills training are important because they give adults with developmental disabilities a, “sense of purpose” and, “improve their sense of worth.” Other respondents noted the training allows adults with development disabilities to, “be in the workforce…build self-esteem and allow them to function in society.”

Those who believed educational alternatives for children are most important noted that, “Anytime you can provide relief for the family who has a child with DD, it’s a good thing. You have to give these families support.”

Although skills training, job placement and educational alternatives for children are considered to be the most popular services provided by Stark DD, respondents also mentioned transportation and respite care.

**Stakeholder Summary and Conclusions**

Most respondents rated the quality of services and support provided by the Stark County Board of Developmental Disabilities highly. Like in-depth interview respondents, those surveyed and listening session participants considered Stark DD as important as any other social service overseer or agency in Stark County. Most respondents considered themselves to be ambassadors for Stark DD and were committed to its success.

Although communication gaps are perceived from staff, most believed they are aware of what is going on at Stark DD. Those who acknowledged communication gaps believe transparency would help Stark DD overcome those barriers.

Like in-depth interview research conveyed, most believed Stark DD has improved over the years due to new leadership, and although Stark DD is operating in a tax adverse climate, respondents agreed additional funding is needed to protect Stark DD services. Respondents noted Stark DD is currently operating at the leanest amount possible without further threatening the quality of services currently offered.

Skills and job training along with job placement for adults continued to resonate well with respondents, in addition to educational alternatives for children.

Respondents suggested employing a comprehensive outreach and communications effort to help make the community aware of our successes as well as needs and challenges. Although only a few internal respondents mentioned internal waste, most external and internal respondents believed Stark DD has been good stewards of tax payer dollars. As Stark DD moves forward, respondents encourage more electronic communications and meetings to educate the community.

In summary, to successfully communicate Stark DD’s vision, mission, and values, it is crucial the agency begins to implement effective and targeted messaging. As the agency continues to refine its communication efforts, it must begin to better educate audiences through comprehensive outreach.
The SWOTs analysis was developed using feedback from surveys, listening sessions, in depth community leader interviews, and with the assistance of management team and union leadership. The strengths and weaknesses are internal to the agency, while the opportunities and threats are external factors. The annual operating plan is seeking to build on the agency’s strengths, address organizational weaknesses, maximize the response to opportunities, and overcome the agency’s threats.

**Strengths:**
- Committed and dedicated staff.
- Quality of services and supports.
- Number of people served.
- Longevity/tenure of workforce.
- Strategic plan
- Access to technology.
- Provision of health, safety and welfare.
- Broad array of services offered.
- Increased community integration.

**Weaknesses:**
- Communication gaps between management and staff.
- Lack buy-in to embrace the strategic plan.
- Perceptions that the agency is wasteful.
- Silos exist within the agency.
- Need to improve the continuity of care.
- Need more involvement from employees and stakeholders in decision making.
- Lack of trust in administration.

**Opportunities:**
- Continue integration into the community by increasing community partnerships.
- Seek other funding sources and grants.
- Reduce residential waiting lists by offering more waivers.
- Educate the public about who we are, what we do and who benefits.

**Threats:**
- Loss of control when partnering with others.
- Loss of identity as agency funds more services and provides less.
- Misinformation about the agency.
- Continued downturn in the economy.
- Lack of name recognition in the community and understanding about what we do.
- Loss of state funding.
- Failing to pass expiring 2013 and 2014 levies.
Annual Action Plan Goals by Department

Agency
- Will complete an agency-wide and in-depth review of current billing practices, procedures and software to determine if the SCBDD is billing in an accurate and timely manner for all of the services that are provided, therefore, maximizing incoming revenue as well as developing efficient processes.
- Will host at least three regional Ohio Self Determination Association meetings before June 2013.
- Re-institute an employee recognition dinner to recognize years of service and contributions to the agency.
- Implement an employee Intranet using SharePoint for the purpose of moving to paperless workflows and electronic approvals. As a part of this goal, assess contracting parts of the initiative out to expedite implementation.
- Will implement a comprehensive levy campaign that will renew a 1.9 mill levy that expires in 2013, and in effect combine a 1.4 mill levy that expires in 2014.
- Continue efforts to use County Board facility space as efficiently as possible.
- Contract for an Accreditation Plan of Correction look behind survey to further assess how systems are working, and make adjustments as needed.

Finance
- Continue to monitor and make recommendations regarding revenue, expenditures, and increasing the agency’s sustainability beyond 2018.
- As a community partner, assist Goodwill Industries as their fiscal agent for participation in the Vocational Rehabilitation Public-Private Partnership.
- Assess the viability, and develop a plan for electronic leave approvals through the KRONOS system. As a part of the assessment, visit and/or collaborate with other programs that have implemented this module to assist with the assessment.
- Further assess and finalize the billing transition from the IT department to Finance. As a part of this goal, make recommendations and develop a plan regarding any needed job realignment.

Communications
- Agency representatives will meet with at least 40 community leaders as a part of a comprehensive plan to communicate the vision, mission, and role of the Stark County Board of Developmental Disabilities.
- A Community Report will be published in the Canton Repository as a means of educating the public on the accomplishments, finances, and annual activity of the Board.
- All In the Family will be published on a quarterly basis to keep the Board’s stakeholders aware of the activities of the Board.
Adult Services

• A committee will be developed with the task of developing and implementing a comprehensive training regarding professional traits needed to perform direct service. (Carry over from 2011)

• Change the titles of key personnel to more accurately reflect responsibilities and roles, as well as to move from antiquated job titles. (Carry over from 2011)

• Develop and implement a training program for people with disabilities to assist them to become more self-determined and to become active participants in development of their support plans. (Carry over from 2011)

• Decrease the errors in billing to less than 2%. (Carry over from 2011)

• Will hold at least four meetings a year with a cross-section of staff for the purpose of obtaining input, determining challenges for staff and how we can enhance our services.

• Will match the employment wants, desires and opportunities of a minimum of 20 people currently attending our three congregate settings.

• Will match the day service wants, desires and opportunities of a minimum of 15 people currently attending our three congregate settings.

• Each month 140 individuals including at least 20 people who utilize equipment to ambulate and who are served by the three shops will have opportunities to experience their communities.

• The supported employment enclave sites will have a quality review at least once a month and most will occur twice a month.

• By 3/1/2013, each work services location will have a monthly production work time of 40%.

• By 1/15/2013, the chapters of People First will host a Self-Determination Conference.

• By March 2013, we will have at least 17 active volunteer sites.

• By May 2013, 368 people working at community work sites will be making minimum wage as compared to 348 currently.

• By December 2013, at least six staff working in the field will have the ability and the necessary technology to complete documentation from mobile units.

• By August 2012, West Stark and Higgins will have reorganized their floor layouts.

• By December 2012, we will develop and implement a plan to make each site more secure and more accountable.

• Between June 1, 2012 and May 1, 2013, twelve additional individuals will select the providers of their choice under Enhanced Choice.

• By December 2012, we will have completed 80 customer satisfaction quality reviews.

• By July 1, 2012, determine the number of individuals who are currently transported by NMT or Proline to Higgins and then transported to enclave sites by SCBDD vans. Evaluate if it is possible to have individuals taken directly to and from the enclave sites by Proline or NMT providers and base each decision on efficiency and cost effectiveness.
Service and Support Administration/Investigative Services

SSA Unit

- **Increase capacity to provide waiver funded services to individuals:**
  - Enroll 65 L1 Waivers to accomplish Adult Services refinancing.
  - Enroll 16 IO Waivers to serve individuals with rule-based emergency needs.
  - Enroll 10 IO Waivers from waiting list needs-based priority groups.
  - Review, assess and add as necessary 1.0 FTE Payment Authorization Specialist to support additional waiver enrollments.
  - Add 3.0 FTE SSA’s based on additional waiver enrollments.
  - Review, assess and add as necessary 1.0 FTE SSA Supervisor to support additional waiver enrollments.
  - Review, assess and add as necessary 1.0 FTE File Clerk to continue support of SSA efficiency and productivity.
  - Develop plan for expanded facility needs to accommodate staff beyond 6/30/13.

- **Continue and increase collaboration with Stark County ICFs:**
  - Develop a liaison with all Stark County ICF’s that will help foster administrative relationships and increase knowledge of provider resident populations.
  - Continue participating on ICF HRCs.
  - Continue quarterly behavior support collaborative meetings to include a planned training agenda.
  - “**Develop strategies to reduce restrictive and aversive interventions:**
    - Foster a decrease in restrictive and aversive interventions.
    - Develop and provide trainings to SSAs and providers on Positive Behavior Support.
    - Decrease unapproved rights restrictions through ISP review.”

- **Improve ongoing SSA work process and work product:**
  - Maintain or exceed staff productivity (TCM) average of 100 documented hours per month.
  - Increase SSA compliance with timely ISP distribution standard (14 days prior to span) to 50%.
  - Develop and document additional internal procedures for requiring and reviewing documentation submitted to support qualifying diagnoses.
  - Develop user-friendly communication materials to better support families and providers to understand and access provider selection support.
  - Develop and document procedures consistent with applicable OAC to accomplish allocated SELF Waiver enrollments.”
• **Develop and increase utilization of technology to improve work efficiency and process:**
  - Complete development of an electronic assessment-driven ISP process.
  - Develop and implement new Gatekeeper-based assessment and ISP process for the Specialized Services Unit.
  - Develop additional paperless work routines and products.
  - Develop and implement a mobile (remote) electronic on-call procedure utilizing the most cost-effective technology.
  - Explore the feasibility of a SCBDD enclave archiving indexed SSA files to the Intellivue SSA file cabinet.
  - Develop and implement electronic incident reporting via Gatekeeper.
  - Develop a false allegation checklist for IA’s in Gatekeeper.

• **Provide additional training opportunities:**
  - Semi-annual training for HRC and BSRC members.
  - 2-4 Positive Behavior Support trainings for staff and providers.
  - Semi-annual training on DD population to law enforcement via collaboration with Stark County Crisis Intervention Team.
  - Training to SSAs and providers to increase the effectiveness of preventative measures in response to MUIs.
  - Training to NP staff to increase understanding of work product that becomes public record.
  - Training to SSAs that increases the quality of TCM documentation.

• **Maintain effective community collaborations with agency partners to better serve individuals who have involvement with other systems:**
  - DJFS Children’s Services – improve coordination of transition services for youth “aging out” of foster care.
  - CPS – proceduralize and improve our process when receiving requests for support for families.
  - Mental Illness/Developmental Disability Team – continue to coordinate needs-based supports for individuals receiving services from both systems.
  - Service Review Committee – continue service coordination for high risk children and youth with other represented systems.
  - Crisis Management Team – continue procedure development and case review for high risk adults with law enforcement, Court of Common Pleas, county hospitals, public defender, mental health system and Heartland Behavioral Health.
  - HOPE Program – participate in quarterly meetings with the Court of Common Pleas and mental health system representatives.
Health and Therapy Services

- Continue the Health Matters program expanding the nursing role and increasing the participation by 50% to 48 individuals. Program outcomes will be measured by collected fitness data. A minimum of 5 community outings will be taken with each group.
- Continue implementation of medication administration to a minimum of 12 additional individuals in the schools and adult services programs.
- Health Services Education committee will develop and implement a minimum of 4 training sessions that will enrich competencies of staff certified in medication administration.
- Health Services Technology committee will research available electronic health record software with the task of identifying features needed to support secure professional documentation and move to an electronic health record.
- Continue facilitation of the quarterly Medical Administrative Services (MAS) roundtable meetings to improve communications and support in the provider community.
- Continue revision of HIPAA policies and procedures to provide clarity and assure compliance to current law and rule.
- Develop a marketing program to attract Physical, Occupational and Speech Therapists that reflects collaboration with the therapy staff, principals and Human Resource department resulting in participation in 2 career fairs.
- A minimum of 13 ISPs will be reviewed monthly for compliance to the medication administration rules.

Human Resources

- Update the agency employment application form.
- Implement the People-Trak software package for HR and Finance staff. Partner with IT for training timelines and report development. Determine timeline to give agency managers software access for paperless work flows.
- Implement a web based performance evaluation system, beginning first with classified positions in the bargaining units. This will include the use of an updated, standardized format for the evaluation form.
- Collaborate with the leadership of the SCEPTA and Support unions to develop employee appreciation initiatives.
- Create a document library for the Human Resources staff that includes department work procedures, software reference manual, policies and procedures, and collective bargaining agreements.
- Survey agency management staff and provide training quarterly on a topic of interest or need.
- Add competencies to position descriptions and publish in updated Descriptions Now format.
- Create a 2-year timeline for review and update of existing Personnel policies with an adoption date prior to 2010.
- Collaborate with Supported Employment managers to develop a program for approved continuing professional development opportunities for SE staff that meet the DODD certification requirements.
- Implement a new policy on corrective action, and perform in-service training of all staff on the policy by November 30, 2012.
Information Technology

Billing
• Develop and implement a TCM quality assurance audit in tandem with Health services and review a minimum of 13 ISP’s and corresponding notes by August 31, 2012.
• Complete Medicaid Quality Assurance audits and provide feedback to the Adult Services Director.

IT
• Assist in the migration of an individual payroll system from Vertex Pathway to Primary Solutions Gatekeeper. (continued from last year)
• Ongoing - continue to upgrade IT systems and software to keep pace with current technology.
• Work with HR on installation and implementation of new People-Trak software by June 30, 2013.
• Work with HR on the implementation of electronic evaluations by December 31, 2012.
• Develop a device replacement plan to embrace new technologies that includes mobile devices by July 31, 2012.
• Complete feasibility study for SharePoint to include workflows for policy distribution and others as determined by departments October 31, 2012.
• Develop a copier replacement plan to continue replacement of obsolete copiers and printers by August 15, 2012.
• Continue Implementation of Intellivue document scanning and complete project by March 2013.

Building and Grounds
• Contract for an Accreditation Plan of Correction look behind survey to further assess how systems are working, and make adjustments as needed.
• Complete final Phase of HVAC computerization at Higgins Workshop by May 31, 2013.
• Upgrade security systems and video cameras at Whipple Dale center.
• Complete final phase of RSSS interior hallway renovations.
• Work with AEP on energy efficient HVAC roof top units at WSC, replacing the building’s original system of 31 years.
• Replace roof at Eastgate School.
• Add swipe card security access at the Bus Garage.
• All Sites - Continue our commitment to reducing energy costs by the conversion of T8 lighting and motion sensor lighting.
• WDC - Would like to add a one-way pick up drop off road on the Wise Ave. side of the building. The new road would take the parents and providers off of Wise Ave. and make the loading process safer. The cost is $17,800.
School Age Programs

- Research Health/Wellness programs that connect Ohio Content Standards and reflect collaboration with the Health Services Department. Implementation in the 2012-2013 school year.
- Training initiatives and models will be sought that will equip teachers and assistants with increased competencies to “establish collaborative learning experiences that promote inclusive environments.”
- Assess establishing a People First Chapter for School Programs and have students participate in Project STIR as eligible and appropriate.
- Expand efforts to promote disability awareness into the public schools and seek to provide at least 5-8 trainings for the 2012-2013 school year.
- Continue initiative to review and revise school age policies and procedures to ensure that they are relevant.
- Continue to seek partnerships that will assist the agency in implementing the 3 year strategic plan, especially as it relates to embedding classrooms into additional school districts.
- Ensure that the Wartsler classroom has a full complement of students for 2012-2013 by fall 2012 and beyond. Begin planning for an additional classroom at the 3-5 grade level that will be community based by the 2013-2014 school year utilizing another district site.
- Follow timelines established to submit CCIP and student counts in accordance to ODE requirements.
- Ensure that all DD school program employees know the reporting requirements for MUI/UI incidents. Review the process by completing a quarterly professional development and role play of incidents to develop the skills to have 100% compliance for protocol cases for the 2012-2013 school year.
- Continue to expand the Bridges to Transition program creating opportunity for students who attend other school districts, who are eligible for Board services, to participate for the 2012-2013 program year.
- Develop and implement guidelines for eligibility so that new students are only served as essential due to significant medical and/or behavioral issues. Measures will be developed and implemented to decrease student enrollment for the 2012-13 and the 2013-14 school years. The Superintendent will further document the Board’s intent to charge a percentage of excess costs beginning in January 2015.
**Early Intervention & Preschool Programs**

- Continue developing typical peer recruitment marketing program through the 2012-2013 school year.
- Continue collaboration with Plain Local Schools and Stark County Educational Service Center to offer preschool within an integrated community setting. Expand opportunities for SCBDD children within the ESC classes and have more shared activities.
- Establish a partnership with Head Start that will offer preschool families additional services they cannot currently receive through SCBDD by September 1, 2012.
- Maintain Ohio Department of Education licensure and prepare for the new ODE Early Childhood Race to the Top Quality Standards to be put into place in 2013. This is an ongoing goal.
- Determine a different method of conducting Toddler Classes so that not all staff are involved with center based services, thus allowing more time for home visiting services. Put new plan in place by 1/1/13.
- Maintain Ohio Department of Developmental Disabilities, and Commission for the Accreditation of Rehabilitation Facilities (CARF) accreditations. This is an ongoing goal.
- Develop an exit survey by 12/31/12, for EI parents to complete when exiting out of services so we may be constantly improving the services we offer.
- Begin offering monthly playgroup sessions for EI and community families with young children, alternating sites between Eastgate ECC and Early Childhood Resource Center beginning July, 2012.
- Arrange for technical assistance from DODD and DJFS for combined staffs of Help Me Grow and SCBDD on writing meaningful transition outcomes. This is to be completed by 10/1/12.
- Work with communications manager to continue updating all Early Childhood Services brochures and informational fliers, not only with current info and logo but also into Spanish.
- Continue to research grants that will allow SCBDD Early Childhood services to expand equipment, technology, and services offered. This is an ongoing goal.
- Schedule a series of parenting information/education sessions utilizing various community resources beginning July, 2012.

**Transportation**

- Complete annual Bus Inspection with 100% compliance.
- Address aging fleet problem by purchasing 2 buses, one parabus, 4 vans and one box truck.
- Update all Transportation policies and procedures and review with all staff.
- Increase involvement with collaborative transportation efforts with Plain Township School District.
- Insure smooth transition for all school and workshop passengers during bus changes in Fall of 2012.
- Provide quality training that emphasizes driving skills and customer relations.
- Purge all building files as per the File Retention Schedule.
- Review all building and yard security procedures.
SSA Services

SSA CASELOAD SIZE – May 2012
Department-wide average caseload size is at 32 for the funded units and the specialized services unit.

Note: The SSA Department monitors caseload size with regard to the type of funding source, in units serving individuals with funding.

<table>
<thead>
<tr>
<th></th>
<th>Level One</th>
<th>IO</th>
<th>Mixed (IO, L1)</th>
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</thead>
<tbody>
<tr>
<td>Average Caseload Size</td>
<td>43</td>
<td>27</td>
<td>33</td>
</tr>
<tr>
<td>Recommended Size</td>
<td>40-45</td>
<td>25-30</td>
<td>30-35</td>
</tr>
</tbody>
</table>

May 2012 and YTD 2012
Among other functions, the SSA Specialized Services Unit supports all individuals who are referred for services but have no identified funding source for services. “Triaging” responsibilities are assigned to one SSA allowing for some needs to be addressed on an information and referral basis, thus avoiding the necessity to assign these cases to an SSA caseload. Eligibility determination requests are assigned once we receive the necessary verification of a qualifying diagnosis.

<table>
<thead>
<tr>
<th></th>
<th>May 2012</th>
<th>YTD 2012</th>
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<tbody>
<tr>
<td>Calls Triaged</td>
<td>232</td>
<td>451</td>
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<tr>
<td>New Referrals for SSA Services</td>
<td>26</td>
<td>91</td>
</tr>
<tr>
<td>New Referrals for Eligibility Determination</td>
<td>6</td>
<td>65</td>
</tr>
<tr>
<td>Individuals Determined Eligible for Services</td>
<td>7</td>
<td>56</td>
</tr>
<tr>
<td>Individuals Determined Not Eligible for Services</td>
<td>9</td>
<td>42</td>
</tr>
<tr>
<td>New Guardianship Appointments</td>
<td>8</td>
<td>42</td>
</tr>
<tr>
<td>Unit Member’s Average Caseload Size</td>
<td>32</td>
<td>32</td>
</tr>
</tbody>
</table>
**Investigative Services**

The Stark County Board of Developmental Disabilities is required by Ohio Administrative Code 5123:2-17-02 to investigate and file a report on all allegations of abuse, neglect, misappropriation, exploitation and rights code violations occurring against an individual with developmental disabilities.

During May 2012 a total of 82 new Major Unusual Incidents (MUI's) from across the county were established. In comparison, during May 2011, 80 new MUI's were established. Of the 82 new MUI's established in May, ten (12%) occurred in Stark DD programs; the remaining 72 new MUI's occurred outside of Stark DD programs. MUI's year to date are 382.

![2011 County-Wide Major Unusual Incidents Chart](chart_image)
North Place
Service & Support Administration & Investigative Services
1278 S. Main Street
North Canton, OH 44720
330-479-3570

Transportation/Bus Garage
3059 Cleveland Ave. S.W.
Canton, OH 44707
330-484-6451

West Stark Center
7891 Hills & Dales Rd. NE
Massillon, OH 44646
330-479-3970

Lester Higgins Adult Center
3041 Cleveland Ave. S.W.
Canton, OH 44707
330-484-4814

Whipple-Dale Centre
Administration & Just Imagine Gift Shop
2950 Whipple Ave. NW
Canton, OH 44707
330-477-5200

Rebecca Stallman Southgate School
3057 Cleveland Ave. S.W.
Canton, OH 44707
330-484-2547

Eastgate Early Childhood and Family Center
2121 Ashland St. NE
Louisville, OH 44641
330-479-3440