



STARK COUNTY BOARD OF
DEVELOPMENTAL DISABILITIES

STRATEGIC PLAN
2021 - 2023

INTRODUCTION:

AN EXCITING JOURNEY

On behalf of the Stark County Board of Developmental Disabilities, we are pleased and excited to share with you our new 2021-2023 Strategic Plan.

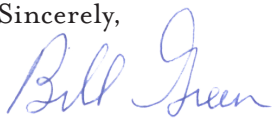
Over the past number of months, we engaged people served, families, providers, community partners, employees, and many others in the development of, what we believe, is a bold and innovative plan. This plan builds on our successes, acknowledges the challenges we face, and takes advantage of the opportunities that lie before us.

We want each person we serve to live their best life – as determined by them and their circle of support. To do this, we know we must continue to educate, advocate, and build stronger relationships with our service providers. Our plan is built upon these three focus areas: EDUCATION, ADVOCACY, and PROVIDER RELATIONS.

With a laser focus on supporting people served and their families, embracing our community, and empowering our employees, we are well positioned to accomplish our goals. Through our collective efforts, we will make it easier for people served and families to receive the services they want and need, we will improve connections with our service providers as well as the citizens who support us through their tax dollars, and we will continually strive to deliver better, safer, and more person-centered outcomes than we ever have before.

We hope you will join us on this exciting journey as we better connect with our community and work towards our new mission of “supporting choices and opportunities for people with disabilities and their families.”

Sincerely,



William Green



▲ Superintendent William Green

► The Strategic Plan Steering Committee

Facilitating the strategic plan process was Amy Renkert, principal with Greylodge Consulting. She was supported by Bill Green, Superintendent and Lisa Parramore, Communications Manager. The full steering committee included: Jodi Broom, co-founder of Sharing Solutions and family member; Tiffany Daniels, parent, independent provider; Jan Dougherty, parent; Amanda Haga, SCEPTA labor El representative, Developmental Specialist; Beth Humbert, provider and parent; Audra Martin and/or Haydee Thomas, gold star collaborative provider; Gayle Miller, SCEPTA labor School representative, Teacher; Tom Rickels, gold star collaborative provider, president of Ohio Waiver Network; Marc Risaliti, person served and self-advocate; Dan Sutter, board member and parent; Terryl Swejk, Education Consultant, State Support Team Region 9; Amy Troyer, faith coordinator, parent; Danette Zane, person served and self-advocate.



Amy Renkert



Lisa Parramore



Jodi Broom



Tiffany Daniels



Jan Dougherty



Amanda Haga



Beth Humbert



Audra Martin



Gayle Miller



Tom Rickels



Marc Risaliti



Daniel Sutter



Terryl Swejk



Amy Troyer



Danette Zane

OUR PROCESS:

DRAWING FROM THE EXPERIENCE OF THE COMMITTEE

Beginning in August 2020, the Board requested input from stakeholders on the Board's strengths and weaknesses, the opportunities that may exist, as well as possible threats that could impact the future. The survey resulted in themes that have been documented in a SWOT Analysis.

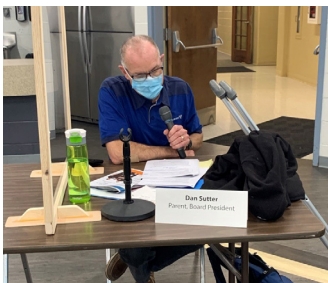
Stakeholders also told us this plan must:

- Continue to put people with disabilities at the forefront of everything we do;
- Have better support and simpler methods to get help;
- Support people's rights and inclusion for all regardless of race or disability;
- Enhance people's lives while maintaining sustainability.

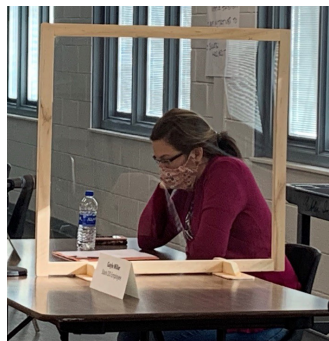
The survey also solicited interested stakeholders to serve on the strategic planning committee, with the goal of pulling together a diverse group of self-advocates, family members, service providers and Stark DD employees. The group was charged with developing a vision and a set of actionable priorities to guide Stark County Board of Developmental Disabilities for the next three years.

Amy Renkert, principal with Canton-based Greyledge Consulting, facilitated the process, leading the steering committee through a series of five, two-hour work sessions beginning in late October. Mrs. Renkert assisted the committee as they consolidated the agency's vision and mission into one progressive "super statement." Goals/Action Steps born in small group work had to be "strategic."

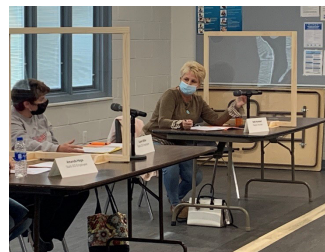
A historic challenge for this committee was how to work together in the midst of a global pandemic. COVID-19 had gripped the world most of 2020; face coverings, social distancing and virtually meetings had become the norm. Rather than meet virtually, the committee met in-person, with an abundance of caution and safety protocols in place.



▲ All participants of the steering committee were required to wear a face covering for all the meetings. Therefore, to ensure that conversation could be heard, wireless microphones were available for each table.



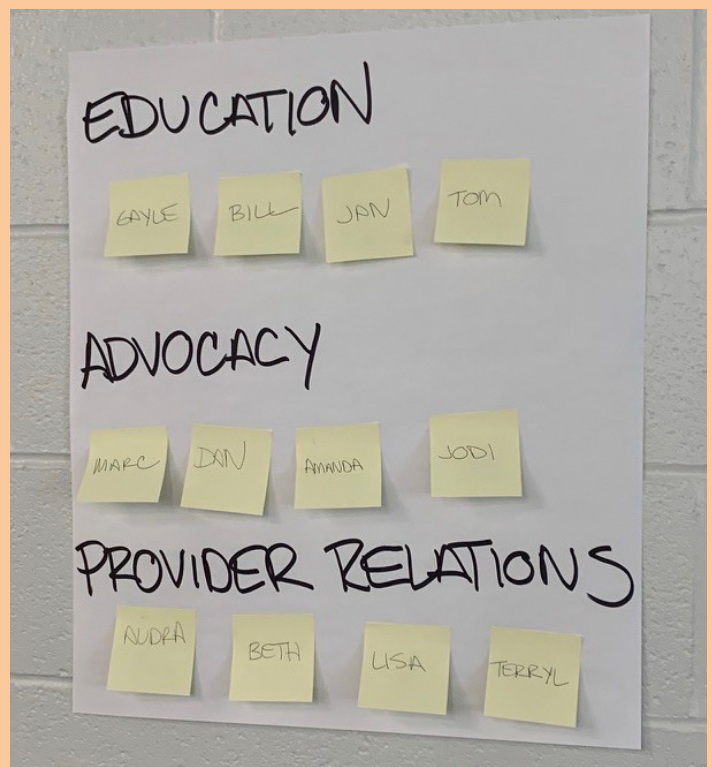
▲ Steering committee participants sat two per 6 foot table for all of the meetings, separated by a plexiglass divider.



▲ Tables were spaced apart in a semi-circle in the meeting room.



▲ Periodically, the committee broke into small group discussions, spreading out to separate conference rooms with plenty of space.



OUR MISSION

WHAT WE DO AND WHY WE DO IT

Supporting choices and creating opportunities for people with disabilities and their families.

WE VALUE

Choice

We believe people have the right to choose how they will live their lives, where they will live, and with whom. Opportunity, natural supports, and available resources enable people to realize their choices.

Dignity & Respect

We believe inclusion begins with a core belief that everyone deserves dignity and respect. Dignity and respect focuses on the significance and value of every person as a unique individual. We show our commitment to upholding other people's dignity by the ways in which we treat them; fairly, truthfully and with care and compassion. We respect other's views, choices and decisions and do not make assumptions about what they want, like or how they want to be treated.

Accountability

In fulfilling our mission, we will conduct ourselves in a manner that is responsible and answerable to people with disabilities and to the Stark County community.

Stewardship

We are responsible for the planning and management of resources entrusted to the agency in order to connect as many individuals with the services they need. We value services that respond to the public need by adhering to what we do best and ensuring that we are using public resources in an efficient and effective way.

Integrity

We choose to be honest, trustworthy, and ethical in all we do.

2021 - 2023 Strategic Plan Survey

SWOT Analysis

STRENGTHS:

- Support provided to people served and families (8)
- Address vital need in community with collaborative relationships (5)
- Dedicated staff (4)
- Communication with stakeholders (4)
- Provision of provider support (3)

OPPORTUNITIES:

- Fighting the status quo
- Engagement of community and education on what we do (6)
- People served and family education
- Increased technology (2)
- Supported decision-making should be explored, implemented
- Better communication
- Training, education and continued resources for providers (4)
- Develop program to educate the community and school on anti-bullying
- Increase provider oversight
- Better communication with families
- More collaboration with other Stark county agencies (4)

WEAKNESSES:

- Help for people with dual diagnosis
- Identity – What do you do?
- Not letting families know of all the services available
- Wanting more contact communication
- Tend to side more with provider or guardian and not the person being served
- Consistent training among SSAs
- Some Stark DD staff may be resistant to addressing and supporting changes that will need to occur due to current social, political and financial environment
- Concern from staff about talking about real issues and concern can result in repercussion
- Not enough community employment opportunities
- DSP turnover
- Loopholes in SSA follow-up, response time

THREATS:

- Funding and sustainability (21)
- COVID-19 keeping people healthy and safe (11)
- A lack of quality providers and DSP turn over (5)
- Not finding appropriate housing and community jobs
- Not addressing the people on the wait list

FOCUS AREA ONE

EDUCATION

What is it?

The focus area of EDUCATION strives to help those we serve, families, our employees, community partners and the greater Stark County community understand the various ways we help people with disabilities to live a meaningful life. This includes providing information and educating about changes in the industry.

Initiative 1

Educate the medical field about services and supports that are available, and the importance of getting families connected as early as possible.

- We will conduct informational sessions, hold meetings, and offer seminars to the medical field that emphasizes the importance of early detection and referral for services.
- Expand our outreach to the medical field using multi-media platforms that include video, social media, and print communication.
- Partner with Sharing Solutions, an Intellectual and Developmental Disability Support Group, to establish a list of preferred medical providers.
- Enrich relationships with our community partners such as Early Head Start, Early Childhood Resource Center, Mercy Medical Hospital, Aultman Hospital, Akron Children's Hospital, Case Western Reserve University, Help Me Grow, Stark County Job & Family Services (including Child Protective Services), and the Social Security Administration.

Initiative 2

Educate the community on who we are and what we do.

- Continue use of multi-media communication that includes: billboards, newspaper articles,

radio, social media, internet advertisements, success stories, etc. We will use the Center for Marketing Research (CMOR) annual poll to assess effectiveness of the public awareness education campaign.

- Actively participate as a Stark County Chamber of Commerce member as well as with other civic organizations.
- Expand the "Did You Know" concept to a broader audience.
- In year two of the plan, implement a comprehensive public awareness campaign using the expertise of an outside consultant to re-assess existing communication strategies.
- Educate the citizens of Stark County on why their tax dollars are needed, how their money is used, and the importance of their continued support. We will publish an annual community report in print and online.

Initiative 3

Enrich the training for Service and Support Administrators (SSAs) to improve consistency, knowledge, and responsiveness. Within the training, self-advocates, families, and providers will share their roles and responsibilities.

- We will establish a revised mechanism to monitor monthly SSA performance.

- We will add a provider presentation to the new SSA employee orientation to enrich their knowledge of the challenges that providers face on a daily basis.

Initiative 4

Improve opportunities for people served throughout their life, which includes early intervention, education, employment, health, housing, aging, and family support.

- Update and advertise the Stark DD Navigation Tool.
- To complement the navigation tool, we will assemble guidelines, checklists, and resources regarding key transitions and life changes.
- Review and revise, as necessary, the processes for life transitions to make it seamless for people served and their families.
- Educate people served and families on options for community employment.

Initiative 5

Educate people served, families, and circles of support on the options for using assistive technology and remote supports to promote independence and improve a person's quality of life.

- Sharing Solutions, an Intellectual and Developmental Disability Support Group, will develop a list of assistive technology providers for people served, families, and providers.
- Educate people served, families, and providers on assistive technology and remote supports and

how they can increase independence and improve quality of life.

- Establish a provider technology focus group made up of people served, families, and providers to address integration of technology into their services.
- Assess people who can reasonably begin remote supports, even as pilots.



FOCUS AREA TWO

ADVOCACY

What is it?

The focus area of ADVOCACY strives to help those we serve, and their circle of support including families, educators and support professionals.

Initiative 1

Collaborate with people served, families, and the Stark County community to identify and increase options and choices.

- Expand transportation and recreational opportunities to meet the needs, interests and preferences of those we support.
- Direct financial resources to reduce and/or eliminate the waiver waiting list by planning and budgeting for 95 new HCBS waivers, and increase support to the Family Support Services program.
- Foster partnerships with school districts to meet the specialized needs of students with complex needs; with our focus on the needs that occur after school, weekends, and summer.
- Collaborate with Sharing Solutions an Intellectual and Developmental Disability Support Group, to expand their reach to families and other parent groups.
- Enrich our relationships with local school districts to make sure they are aware that we are an available resource, both in and out of the classroom. Ensure that we connect with students and families in our local school districts so they know we are here to help with their after school, weekend, and summer service and support needs.

Initiative 2:

Provide choices and opportunities for people to live their best life.

- Ensure that people served are active in developing the plans for their life.
- Provide training and more opportunities for self-advocacy. We will support and elevate the leadership role of self-advocates, as well as continue to offer annual Project STIR, an advocacy training curriculum.
- Develop stipend for self-advocates to work as a part of the Speaker's Bureau to share the challenges and opportunities they face being a part of the community.
- Increase the number of people who are competitively employed by 5% each year of the plan.
- Ensure proactive systems are in place to prevent abuse, neglect, and mistreatment, as well as address other safety issues or concerns. Implement a safety training for people served and their circle of support.
- Reaffirm and broaden our commitment to activities such as Special Olympics, Aktion Club, Next Chapter Book Clubs, as well as pursue new opportunities for community integration.

Initiative 3

Continuously improve processes and systems so that they are simple and easy to use for people served and their families.

- Through the use of technology, simplify processes and reduce paperwork, as well as establish electronic work flows when possible.
- Develop a dashboard on key indicators of the Board's performance.
- Establish a subcommittee as part of the learning council to develop a comprehensive training curriculum.



FOCUS AREA THREE

PROVIDER RELATIONS

What is it?

The focus area of PROVIDER RELATIONS strives to build stronger relations with our service community. Initiatives build on accomplishments achieved in the previous 2017-2020 Strategic Plan.

Initiative 1

Support providers to deliver quality home and community based services and supports.

- Expand the Employment Resource Network (ERN) to more providers. The ERN's purpose is a public-private partnership that is in place to improve workforce retention through employee support and training.
- Provide training on meeting outcomes within each person's support plan.
- Be a support to the provider community by offering access to an Employee Assistance Program (EAP). The EAP can assist employees with personal problems and/or work-related issues that may impact their job performance, health, mental, and emotional well-being.
- Support providers by providing them access to our RELIAS Learning Management System to provide on-line training to their employees.
- Expand the Direct Support Professional All Star program to recognize and celebrate the successes of work well done.

Initiative 2

Assess provider capacity and enrich recruitment to address specialized needs of people served and families.

- Create an Independent Provider Network to assist in addressing specialized needs of people served.
- When there are unanswered service and support requests, ensure that follow-up occurs and that needs addressed.
- Expand Direct Support Professional recruitment efforts and evaluate the efficacy of a "recruitment center" model.
- Evaluate the use of technology to give Direct Support Professionals the opportunity to sign-up for additional shifts with any provider.
- Meet with each newly certified independent provider within sixty (60) days of the provider being selected to provide services.

Initiative 3

Expand transportation options in the evenings and on weekends.

- Assess the use of transportation services, such as Lyft and Uber, to expand the transportation options for the people we serve.
- Assess the use of a request for proposals (RFP) to seek transportation providers who are willing and able transport on the evenings and weekends.
- Establish an Independent Provider Support Network to assist with addressing transportation needs.

Initiative 4

Partner with the provider and business communities to enhance opportunities for competitive employment.

- Enlist ambassadors who are competitively employed, as well as who they work for, to provide testimonials.
- Recognize and honor businesses who employ people with disabilities.
- Expand exposure for people served to job fairs and hiring events.
- Continue to enrich the relationship between the Opportunities for Ohioans with Disabilities and the Stark County Employment Collaborative.



Know Me

NAME *Heather*

PASSION *Everything Massillon*

My Story
Hi! I have done job training programs with Goodwill, First Christian Day Services and Project Search with Siffrin, Opportunities for Ohioans with Disabilities and Aultman Hospital. And now...I have found my place!

Heather McElroy
Dishwasher, AVI Foodsystems Inc.
at Aultman Hospital
6 months of service

Know Stark DD
Stark County Board of Developmental Disabilities



WHO WE ARE

LEADING THE WAY IN STARK COUNTY

The Board was created by Ohio Law in 1967 to provide services to people with developmental disabilities. The governing board is made up of seven 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 Probate Judge



**The Honorable Judge
Dixie Park**

Stark County Commissioners



Bill Smith



Janet Weir Creighton



Richard Regula

Stark DD Board Members



**Daniel Sutter
President**



**Maria Heege
Vice President**



**Dr. Jessica
Falvo Lang
Recording
Secretary**



**James
Anderson**



Roger Gines



Carmelita Smith



Cindi Sutter

Stark DD Administrative Staff



William Green
Superintendent

Amy Anderson - Director of Service and Support Administration

Tim Beard - Building & Grounds manager

Brandon Haney - Manager, Information Technology

Rebecca Holthaus - Principal, School Programs

Ed Lewis - Provider Compliance & Support Manager

Tammy Maney - Early Childhood Director

Leigh Page - CFO/Business Manager

Lisa Parramore - Communications Manager

Connie Poulton - Director of Human Resources

Kristen Quicci - Manager, Health & Therapy Services

Ketrina Sabean - Executive Assistant

Diane Sidwell - Manager of Transportation

Tom Vaughn - Manager of MUI & Investigative Services

2021 - 2023 Strategic Plan



Stark County Board of
Developmental Disabilities

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