

**Marion County Board of Developmental Disabilities
Strategic Plan: 2021-2023**

Mission Statement: The Marion County Board of Developmental Disabilities helps people to live, learn, and earn in the community.

Vision: People with developmental disabilities will be fully included in the Marion Community.

Values: Community, Advocacy, Respect, Enthusiasm, Self-determination (CARES)

1. GOAL: The Marion County Board of Developmental Disabilities will identify sustainability or modifications necessary to ensure adequate levels and opportunities for services.				
Specific Objectives and Action Steps		2021 Progress Notes	2022 Progress Notes	2023 Progress Notes
1.A.	Review current funding available and identify need to ask the community for renewed or additional support; or to make necessary cuts or modifications to current budget.	<p>Reduced liability of operational cost by developing a consolidation plan of physical space allowing for the sale of the school.</p> <p>Secured grants through the Marion Community Foundation to offer additional services.</p>		
1.B.	Identify plan to serve all individuals including those not federally funded through a waiver; for example Residential, Day Programs, Transportation, Early Intervention, and Special Olympics.	<p>Continued to evaluate caseloads for waiver allocation. Increased number of enrolments onto local funded contracts to expand services. Increased the utilization of outside resources to provide services.</p>		
1.C	Assist individuals, families, providers, and stakeholders amidst the national pandemic to secure needed services and find a system change necessary to operate in a defined new “normal”.	<p>Held monthly provider meetings to identify needs of providers. Used creative service provision to include shared living to assist in DSP shortage. Contributed in multiple monetary incentives for providers.</p>		

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1.D	Maintain adequate staffing levels within MCBDD to ensure continuity of care and meet the needs of increasing challenges of those supported.	Increased the TO by adding a Service and Support Administrator to ensure manageable caseloads.		
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2. GOAL: The Marion County Board of Developmental Disabilities will increase education and support for families and individuals in early childhood and school age.				
Specific Objectives and Action Steps		2021 Progress Notes	2022 Progress Notes	2023 Progress Notes
2.A.	Increase Early Intervention awareness and referrals. Focus on compliance and quality of service to ensure quality of care.	Initiated collaborative meetings between MCBDD and Help Me Grow (HMG). Contracted with the COG to provide Project Play coordination and other EI guidance.		
2.B.	Promote transition of SSA services and education for children ages 3-5. Provide community outreach to families and to preschool providers within Marion County.	The referral coordinator has done a good job educating this age group and guiding them toward an SSA. Number of children ages 3 to 5 has increased in the past year.		
2.C.	Build relationships with local school districts to strengthen the partnerships between Local Education Administration (LEA), families, and MCBDD to better serve the needs of those between ages 6 to 22.	There has been great improvement around this goal in a multitude of ways. Schools are communicating with us regularly, including us in conversations, and requesting guidance.		
2.D.	Ensure necessary therapies are available to meet the needs of those served. Assist in the development POLAR certifications for providers of therapy services.	Have been working with OhioHealth to try to create a local option for POLAR and have been unsuccessful thus far. OhioHealth has struggled to find a full time Physical Therapist causing a void in services.		
2.E.	Enroll all eligible Early Intervention recipients into the Title XX program for reimbursement of services.	Fiscal Specialist has worked with Developmental Specialists to maximize billing opportunities through Title XX.		

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2.F.	Promote growth of serving school age enrollment by outreach to families to offer and provide knowledge of available services.	Discontinue this goal due to similarities to the 2.B. goal above.		
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3.	GOAL: The Marion County Board of Developmental Disabilities will monitor and work to reduce anyone on the waiting lists for people served, who are eligible for county board services as funding is secured and available.			
	Specific Objectives and Action Steps	2021 Progress Notes	2022 Progress Notes	2023 Progress Notes
3.A.	Annually determine the number of projected waivers allocations that will be requested.	Internal communication among multiple departments to better utilize the waiver tracking tool. This has helped identify fiscal availability and addressing people's needs.		
3.B.	Continually assess the needs of people served and update the waiting lists as appropriate. Waivers will be implemented as necessary and available.	There is a statewide tool that we are using successfully to achieve this goal. The tool is being used to assists the SSAs in determining the appropriation of waiver services.		

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4.	GOAL: The Marion County Board of Developmental Disabilities will contract with Northland Homes and Properties to adequately maintain and improve the Marion County properties occupied by people served.			
	Specific Objectives and Action Steps	2021 Progress Notes	2022 Progress Notes	2023 Progress Notes
4.A.	Work with NHP and the contracted Home Management company, Coleman, to establish a priority of repairs/renovations that are needed to be completed.	Outside partnerships were created with the COG and Coleman to better assess the needs of the homes. This has equated to hundreds of thousands of dollars' worth of improvements through state funding.		
4.B.	MCBDD will monitor the need of purchasing an additional home for individuals with complex needs.	MCBDD has included this in our capital budget. SSAs and Northland will be aware of this opportunity and look for appropriate housing options.		

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5. GOAL: The Marion County Board of Developmental Disabilities will recruit and support providers of services to ensure providers are available to best meet the needs of people served.				
Specific Objectives and Action Steps		2021 Progress Notes	2022 Progress Notes	2023 Progress Notes
5.A.	Recruitment of sufficient providers of all services to meet the needs of people receiving services from the county board.	Increase in independent providers and shared living providers. Continue to work with the COG to expand outreach. Transitioned persons-served from other counties that bring current providers and we assist them with getting started in Marion County. MCBDD's constant outreach and promotion helps with DSP recruitment and sustainability.		
5.B.	Provide necessary supports to both agency and independent providers to continuously improve service delivery. This will include renewal and increase of certifications, compliance, and knowledge of state changes.	MCBDD continues to support providers through a liaison, rate increases, stainability (pandemic) payments, constant outreach, PPE distribution, and more.		
5.C.	SSA's will meet with each newly certified independent and agency providers within 60 days of the provider being selected to provide services to a person served for purposes of confirming the provider understands the ISP, and the provider's responsibilities and ensuring the provider has contact information for the county board.	SSA Administration ensures the coordinators meet SSA compliance within the 60 day period.		

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5.D.	Look into opportunities for agency provider development and retention; to include DSP retention, support in BCI Background Checks, and training.	Medication administration has been implemented through the COG to ensure providers and DSPs are properly trained on medication distribution and recording. MCBDD provides MUI training, CPR, CPI, and First Aid.		
5.E.	Through state-wide initiatives and local support, provide financial support. (One time payouts, amended appendix K, and DSP wage increases)	Discontinuing this goal to due redundancy (covered in 5.B.)		

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6. GOAL: The Marion County Board of Developmental Disabilities will ensure services are provided in the most integrated settings possible that is appropriate to their needs.				
Specific Objectives and Action Steps		2021 Progress Notes	2022 Progress Notes	2023 Progress Notes
6.A.	Promote the advancement of individuals' skills toward improvement in self-advocacy efforts while ensuring self-advocacy trainings, events, and meetings are offered to all individuals, regardless of their provider.	MCBDD provides many opportunities for those served to better advocate. Some include WeThriveTogether, Synergy, Self-Advocacy meetings, and Civitan.		
6.B.	Encourage individuals to implement their self-advocacy skills to fully participate in choice of providers, services, and settings through the person-centered planning process, activities, and community connections.	Providers work hard to incorporate this goal (from the MCBDD ISPs) to create opportunities that work toward this goal. They are very thoughtful in imbedding those served into the community.		
6.C.	Involve all providers with awareness of clubs, organizations, and other opportunities for advocacy and integration.	This is done in a multitude of ways, emails, newsletters, social media posts, and providers meetings just to name a few.		

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7. GOAL: The Marion County Board of Developmental Disabilities will increase the number of individuals of working age engaged in community employment.				
Specific Objectives and Action Steps		2021 Progress Notes	2022 Progress Notes	2023 Progress Notes
7.A.	Expand community employment services through OOD and provider partnerships for both waiver and non-waiver individuals.	SSAs are acutely aware of this goal and are constantly working toward referrals to OOD. Currently working on Project SEARCH program locally with OhioHealth to provide more job opportunities in the community for those served. Utilizing locally funded contracts to provide supported employment and non-medical transportation.		
7.B.	Ensure compliance with Employment Navigator requirements and DODD database.	SSA managers have taken the lead role to ensure the database is accurate and current.		

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8.	GOAL: The Marion County Board of Developmental Disabilities will ensure there is an effective Health & Safety Program.			
Specific Objectives and Action Steps		2021 Progress Notes	2022 Progress Notes	2023 Progress Notes
8.A.	Ensure the integrity of the Health & Safety programs and compliances as staff transition to temporary locations and to the final renovated permanent site for MCBDD.	MCBDD H&S committee continues to update staff on safety equipment, evacuation plans, and other required information. The goal is to provide communication and a sense of security within staff as we work through constant moves and renovations.		
8.B.	Continue to review health and safety policies and procedures to ensure all practices accurately reflect MCBDD's current programs and services. Collaborate with agencies who lease building space as appropriate.	MCBDD H&S committee does a periodic "walk through" of all buildings on the campus. Regular fire, boiler, extinguisher and hood inspections at it relates to the lease of the school and the kitchen.		

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9. GOAL: The Marion County Board of Developmental Disabilities will work to ensure all employees are well-informed in regard to their positions with the agency.				
Specific Objectives and Action Steps		2021 Progress Notes	2022 Progress Notes	2023 Progress Notes
9.A.	Implement a complete revision to the MCBDD Employee Handbook.	Management Team is meeting to revise this May 20, 2022.		
9.B.	Maintain an efficient information system for distributing information to all employees (folder on the server, regular email series, in-person meetings, etc.)	Folder systems have been created to share document and critical information. This is ongoing and in place. Goal complete.		
9.C.	Training will be planned and executed for the executive/management team.	Off-site management training to review FMLA and discuss future plans to meet more regularly. COG sponsored management lunch and learns.		
9.D.	Implement employee retention, development growth, and succession plan.	Superintendent meets with new employees after they have been with the agency for 45 days to get a pulse on how they are feeling about their orientation and role. This assists with retention and agency growth and change. Use of employee comment section in the self-evaluations to learn of potential growth and change that would further benefit the agency. Agencies provided opportunities for employees to go to state training that specifically grooms and educates attendees on filling		

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		the superintendent role.		
9.E.	To ensure the core value and mission of the organization is implemented.	During orientation, new employees are made aware of the core values and mission and the importance of implementing these in all that we do. The management team has worked hard to ensure that these values are part of life at MCBDD.		

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10. GOAL: The Marion County Board of Developmental Disabilities will implement efforts to maximize the collection of revenue.				
Specific Objectives and Action Steps		2021 Progress Notes	2022 Progress Notes	2023 Progress Notes
10.A.	Increase quality assurance and compliance of standards and timelines for Targeted Case Management.	Executive and management team have implemented timelines along with checks and balances to ensure we are maximizing revenue opportunities and maintaining compliance.		
10.B.	Monitor Medicaid Administrative Claiming program and implement the participant list that proves most beneficial to MCBDD's revenue.	MCBDD modified the MAC implementation plan based on changing roles of the employees to maximize revenue.		

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11. GOAL: The Marion County Board of Developmental Disabilities will update financial tracking processes.				
Specific Objectives and Action Steps		2021 Progress Notes	2022 Progress Notes	2023 Progress Notes
11.A.	Continual update of the budget tracking system with the 10 year cash flow projection format and monitor CBCP on DODD portal.	Utilizing the DODD porthole and reviewing statewide comparisons for market analysis.		
11.B.	Utilization of the Waiver Services Tracking tool to plan for budget and service implications.	Waiver Tracking Tool is used to project the creep and monitor state funded waivers.		
11.C.	Increase local functionality of analysis available through Data Warehouse.	MCBDD began to educate internal staff on how to use it effectively for a better picture of their own departments.		

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12.	GOAL: The Marion County Board of Developmental Disabilities will transition our Information Technology capabilities.			
Specific Objectives and Action Steps		2021 Progress Notes	2022 Progress Notes	2023 Progress Notes
12.A.	Marion will utilize the county board data exchange with Brittco and DODD (CBDX).	MCBDD has worked with DODD to implement a platform through Brittco to reduce redundancy and error through seamless one-time entry of date.		
12.B.	MCBDD's Information Technology platform will utilize programs and applications in the cloud and prioritize the security of data during the transition.	The Citrix project is in process and making great strides.		
12.C.	Transition of all units to Windows 10 will occur to ensure compatibility.	All staff has been converted to Windows 10 and transitioning to Windows 365.		

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13. GOAL: The Marion County Board of Developmental Disabilities will work to compile all building layouts to include new renovations and document all the current square footage, improvements, and transition these to store on electronic drives.				
Specific Objectives and Action Steps		2021 Progress Notes	2022 Progress Notes	2023 Progress Notes
13.A.	Update all building layouts including new renovations in one folder and ensure all square footage and new improvements are documented.	Since this goal was created, we have sold the administration building and are now renovating the Industry building to accommodate the entire staff.		
13.B.	Organize blueprints to include room layouts, HVAC layout, and plumbing layout into sections per building.	See 13.A.		
13.C.	Copy all current blueprints and room layouts onto portable storage devices and label accordingly.	See 13.A.		
13.D.	Evaluate the feasibility of an egress off of Harding Highway East.			

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14. GOAL: The Marion County Board of Developmental Disabilities will strengthen partnerships, community support, and personal relationships to provide better support, creative solutions, and more opportunities for those we serve and other stakeholders.				
Specific Objectives and Action Steps		2021 Progress Notes	2022 Progress Notes	2023 Progress Notes
14.A.	Survey community members and other stakeholders to solicit honest feedback on their thoughts regarding MCBDD.	SSA satisfaction surveys are distributed with each processed ISP. Return rate on these is good and provides feedback for improvements and growth. There is an open forum for the public to solicit feedback in several online formats such as social media, the website, and in-person community presentations.		
14.B.	Improve communications about the good things that are happening at MCBDD.	Continually looking for avenues to spread the good word of MCBDD to the community. We have created a nice foundation of varied platforms for this purpose and are always exploring different and additional ways.		
14.C.	Continue ongoing public awareness campaign to help the community understand individuals with developmental disabilities and the responsibilities of MCBDD.	Created a content calendar and communication plan to assist with this goal and keep a theme of different areas of our services and connections in the community.		
14.D.	Implementation of brand signage throughout the new building to create internal and community awareness.			
14.E.	Digital presence throughout the new building with timely messaging to keep staff and community visitors informed of MCBDD facts & events.			

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15.	GOAL: The Marion County Board of Developmental Disabilities will focus on the constant challenge of transportation for those served through community partnerships and creative means of addressing the need.			
Specific Objectives and Action Steps		2021 Progress Notes	2022 Progress Notes	2023 Progress Notes
15.A.	Implement strategies in the Coordinated Transportation Plan that makes sense for those we serve and MCBDD.			
15.B.	Train staff on coordination transportation plan			