

**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>	<p>Renewed grants through the Marion Community Foundation and secured an endowed fund. Also received Keeping Families Together grant funds from DODD.</p> <p>Monitoring the budget based on the impact of state rule changes based on workforce crisis.</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 enrollments onto local funded contracts to expand services. Increased the utilization of outside resources to provide services.</p>	<p>Used grants and collaborative agencies to supplement services.</p> <p>Increased waiver enrollments by 16 in the 2022 year.</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>	<p>Continual support to local providers to maintain services.</p> <p>Increased technology supports to providers and people supported. Focused on helping people get to their new “normal” life.</p>	

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<p>1.D</p>	<p>Maintain adequate staffing levels within MCBDD to ensure continuity of care and meet the needs of increasing challenges of those supported.</p>	<p>Increased the TO by adding a Service and Support Administrator to ensure manageable caseloads.</p>	<p>Board approval of an additional Service and Support Administrator position for 2023.</p> <p>Increased employee wages and benefits to promote retention.</p> <p>Improved morale and communication with permanent office all in one location.</p>	
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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.	<p>A month of social media spotlight stories for children receiving Early Intervention services to increase awareness.</p> <p>Worked with Help Me Grow to identify methods for outreach in the community.</p> <p>Used Project Play coordinator to enhance Early Intervention services.</p> <p>Interns from OSUM working with Early Intervention and taking information to university.</p>	
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.	<p>Service delivery is increasing due to staff education and outreach to families.</p> <p>EI staff will continue to identify students transitioning out of EI into preschool that may need an SSA.</p>	
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.	<p>Participation in a monthly school collaboration meeting.</p> <p>Strong relationship with local FCFC.</p>	

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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.	OhioHealth now accepts POLAR payments which allows for local therapies. Continue to try to assist with recruitment of therapies services in the community.	
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.	Have enrolled contract agencies into the Brittco system and are now billing Project Play for TXX revenue.	
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.	At the end of this year, there is one person on the current waiting list. There are two people transitioning with EXIT waivers already in process. Continue to build relationships with providers to ensure opportunities to provide needed services.	
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 assist 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.	Northland has completed \$77,000 in renovation projects approved through the RRP process. Air conditioning units were added to all needed homes. Outside of the RRP, Marion provided \$25,650 in major repairs and appliances. Looking to hire a housing manager to continue to improve the quality of residential options.	
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.	The same goal from 2021 will be carried forward.	

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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 in collaboration with workforce development, vocational rehabilitation, mental health, and schools to access 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.	<p>Have increased independent and shared living providers.</p> <p>Continue to work with new providers that contact the agency to inquire about providing new services in the county.</p> <p>Hired a DSP recruitment liaison contracted through the Clearwater COG.</p> <p>Joined the OADSP and participated in "train the trainer" program with access to OADSP curriculum. This is in conjunction with Marion Technical College.</p>	
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.	<p>Following all state incentives for retention of DSPs.</p> <p>County board is funding med administration training sponsored through the COG.</p> <p>Continued offering CPI and First Aid/CPR training to providers.</p> <p>County board funded BCI background check for DSPs.</p>	

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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.	SSAs meet with each new provider of service and review ISP to ensure they understand their responsibilities based on person-centered planning.	
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.	See 5.B.	
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.	County Board sponsored Self Advocacy Group has resumed in person meetings again. Two local providers have formed additional self-advocacy group to provide more opportunities/options for people served. Continue utilization of We Thrive Together as an option.	
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.	Collaboration with Ohio Network for Innovation (ONI) to form a local Supported Decision Making committee. Entered into a contract with ONI to provide supported decision making supports. Participating on a workgroup with the local probate court to discuss guardianship opportunities.	
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.	Continued and on-going from previous year.	

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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.	The county board is sharing information with parents and community partners and have contracted with the COG for benefits analysis services. Invite OOD staff to quarterly SSA department meetings for collaboration and updates.	
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.	Non-Medicaid employment has increased based on information from OTS. Continue to work with regional Community Life Engagement Project Manager to educate and collaborate.	
7.C.	Increase awareness of successful employment		Featured employment success stories during National Disability Employment Awareness Month in October and throughout the year.	

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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.	Permanent site is renovated and evacuation plans are completed. Looking to hire a new Director of Program and Compliance.	
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.	Sold school building. Renovated building inspections are completed. Looking to install a camera security system. Operations Department will schedule a management walk thru.	

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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.	Obtained samples from other counties to work on goal. Carry-over goal from previous year.	
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.	COG will be offering 2023 management lunch and learn program. Currently seeking suggested topics.	
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.	Completed a salary market analysis and adjusted within agency budget. Shopped benefit opportunities and modified policies to be consistent with trends. Director of Communications graduated from Executive Development Program. Will work to create an agency wide succession planning program.	

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		Agencies provided opportunities for employees to go to state training that specifically grooms and educates attendees on filling the superintendent role.	Increased table of organization to better serve those we support.	
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.	Working with local company to post signage internally throughout the building to promote awareness.	
9.F.	Implement new Diversity, Equity, Inclusion, and Accessibility Plan.		Plan is created. Created action steps to improve DEIA culture among staff and recruits.	

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10. GOAL: The Marion County Board of Developmental Disabilities will implement efforts to improve continuity of care and maximize 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.	On-going implementation of last year's goals and monitoring of monthly contacts.	
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.	Identify if additional staff are able to be MAC eligible. Monitor cost report to see if rates are aligned.	
10.C.	Monitor Title XX Eligibility through Early Intervention and Adult Vocational training.		Fiscal Specialist will work with contracted agency and early intervention staff to maximize participation.	

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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 portal and reviewing statewide comparisons for market analysis.	On-going goal from previous year as required by state. Director of Operations is a member of the Hardship Workgroup.	
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.	Update processes in alliance with OACB/DODD recommendations/guidance.	
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.	Agency staff will continue to utilize and administration will seek training to enhance Data Warehouse usage.	

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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.	Continue to work with programmers to enhance effectiveness.	
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.	Remote access is gained through "OnDemand". Utilizing MDR as an additional security measure for network security. Entered into a contract with Eagle Consulting for HIPAA compliance.	
12.C.	Transition of all units to Windows 10 operating system and update programs to ensure compatibility.	All staff has been converted to Windows 10 and transitioning to Windows 365.	Migrating to 365 December of 2022. Will start replacing old PCs to update inventory in 2023.	

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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.	Renovation is complete and waiting on engineering to validate blueprints prior to MCBDD creating CAD drawings.	
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.		Discontinued at this time; pending need for a future date.	

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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 are 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.	SSA surveys are sent after the ISP process has been completed and the EI surveys are sent at the time of discharge. We are receiving a large number of completed surveys back. Moving forward the agency will expand outreach to receive feedback from stakeholders and community members.	
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.	On-going effort to find new avenues to share awareness.	
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.	See 14.B.	
14.D.	Implementation of brand signage throughout the new building to create internal and community awareness.		Designs have been initiated and will be installed in 2023. Looking to create a history wall in area C in 2024.	
14.E.	Digital presence throughout the new building with timely messaging to keep staff and community visitors informed of MCBDD facts & events.		Still evaluating the need and funding.	

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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.		Management staff attended collaboration meetings. Marion's coordinated plan was eliminated due to allocation slots. However, local leaders are working collaboratively to identify transportation gaps.	
15.B.	Train staff on coordination transportation plan		See 15.A.	

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16.	GOAL: The Marion County Board of Developmental Disabilities will align with DODD for state-wide standardization of service and support administrative activities.			
Specific Objectives and Action Steps		2021 Progress Notes	2022 Progress Notes	2023 Progress Notes
16.A.	Implement of the Ohio Individual Service Plan (OISP).		<p>SSA staff have completed OISP trainings and Brittco has data tested their upload to DODD platform.</p> <p>ISPs will be transitioned to new format when Brittco schedules</p>	

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			Marion into the next phase.	
16.B.	Training and implementation of Technology First rule.		<p>Staff have been trained by DODD and will receive on-going annually training.</p> <p>New staff will receive training in the orientation process.</p> <p>Benchmarks will be created to monitor the growth and success. A grid will be utilized for tracking March 2023.</p>	