



Fairhaven Programs

Everyone Belongs in the Heart of Trumbull County

Early Intervention ♥ Children ♥ Adults ♥ Seniors ♥ Residential ♥ Transportation

Three-Year Strategic Plan

2016-2019

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*To be completed dates are to be considered "best estimates" and guidelines for completion, which may change given unforeseen circumstances.

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INTRODUCTION

It is with great pride that I present the 2016-2019, three-year strategic plan for the Trumbull County Board of Developmental Disabilities. Following the previous strategic plan, our goal remains to provide choices, opportunities and resources that enable children and adults with developmental disabilities to fully reach their potential as members of the community, while presenting the best possible image of our organization through consistent, open communication. The employees of the Trumbull County Board of Developmental Disabilities are collectively the greatest assets of the organization, and their input was measured through focus group sessions to assist in the development of this plan. Additionally, we tapped into our community via several community focus groups to help determine what they desire from us.

The end results of this outreach lead us to the development of a nine-goal strategic plan, spanning internal and external communication, fiscal responsibility, empowerment of individuals we serve and striving to ensure we maintain high-quality staff to fulfill the organization and board's vision. Each goal contains objectives with action steps for specific departments and personnel, helping us to maintain focus and achieve success.

This plan will be implemented as a guide to assist us in the continuation of providing the individuals we serve with opportunities and resources to fully reach their potential as members of the community, while continuing to engage the community, informing them of our fiscal excellence and continually seeking their feedback on our performance as an agency. Thank you all for your efforts in putting this plan together. I look forward to working with you to ensure this plan's success.

With warm regards,

Edward J. Stark

Edward J. Stark
Superintendent

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MISSION STATEMENT

To provide choices, opportunities and resources that enable children and adults with developmental disabilities to fully reach their potential as members of the community.

VALUES

We believe the following core values apply to everyone. These core values guide our decision making process and our interactions with individuals, family members, fellow employees, and community members.

- Accountability
- Collaboration and Teamwork
- Compassion
- Dignity and Respect
- Flexibility

THE TRUMBULL COUNTY BOARD OF DEVELOPMENTAL DISABILITIES

2015 Board Members

Board President
Kevin Reilly

Board Vice President
Lawrence Connelly

Recording Secretary
Mary Cunningham

Board Members
Dominic Albanese
Grace Bacot
Rocco Maiorca
Larry Larson

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Senior Leadership Team

Edward Stark, Superintendent
Thomas Stanko, Chief Financial Officer
Lisa Casassa, Early Intervention Director
Rosanne Morell, Principal
Linda Tiihonen, Fairhaven Foundation Director
Jennifer Durno, Director of Transportation
John Vogt, Medicaid Services Manager
Cynthia Totten, Director of Human Resources
John Spolarich, IT Director
Stacie DelliQuadri, SSA Director
John Danes, Adult Services Director

Leadership Team

Kathy Angelo, Assistant Director of Transportation
Rick Mistovich, Workshop Director – Champion Workshop
Michael Crogan, Workshop Director – Niles Workshop
Ken Bielecki, Workshop Director – Tomaski Center
Brian Engelmores, Habilitation Director – Champion Workshop
Steve Kelecava, Director of Transportation Safety and Maintenance
Martha Johnson, Cafeteria Supervisor
Amanda Stephens, IT Specialist
Chad Hamm, Accountant
Ruth Smith, SSA Supervisor
Sandra Kernen, Pre-School Director
Matt Johanntges, MUI Coordinator

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Board Facilities

All office/building hours:

8 a.m. - 4 p.m.

The following departments can be reached at:

Business Office

Thomas Stanko, 330.652.9800

Early Intervention

Lisa Casassa, 330.652.5811

Preschool Services

Sandra Kernana, 330-652-5811

Fairhaven School

Rosanne Morell, 330.652.5811

Eligibility and Referral

Julia Wike, 330.652.1116

Human Resources

Cynthia Totten, 330.652.9800

Major Unusual Incidents

Matthew Johanntges, 330.652.1116

In case of Emergency AFTER HOURS or on WEEKENDS

330.747.2696 or #211

Services and Supports Administration (SSA)

Stacie DelliQuadri, 330.652.1116

Superintendent's Office

Lisa McGearry, 330.652.9800

Morrison Board Office

45 North Road
Niles, OH 44446
330.652.9800

Champion Workshop

455 Educational Highway
Warren, OH 44483
330.847.7275

Transportation Office

420 Lincoln Way
Niles, OH 44446
330.652.1432

Service and Support Administration

6000 Youngstown-Warren Road
Niles, OH 44446
330.652.1116

Fairhaven Industries, Inc.

45 North Road
Niles, OH 44446
330.652.9800

Niles Workshop

420 Lincoln Way
Niles, OH 44446
330.544.0462

Tony Tomaski Workshop

45 North Road
Niles, OH 44446
330.652.6168

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Services

Early Childhood Services and Supports

Early Intervention Primary Service Provider consisting of:

- Developmental Specialists
- Speech and Language Therapists
- Physical Therapists
- Occupational Therapists

Preschool and School Age Services

- Speech and Language Therapists
- Physical and Occupational Therapists
- Educational Services and Supports
- School to Work Transition Services

Adult Services and Supports

Program areas:

- Community Employment
- Employment Skills Training
- Facility Based Employment
- Personal/Social Skills Training
- Transportation
- Advocacy
- Computer Lab

Transportation Services

Service & Support Administration

- Eligibility and Referral
- Family Support Services
- Community/Residential Services and Support
- Incident Review UI/MUI (Unusual Incidents and Major Unusual Incidents)
- Provider Compliance

Ancillary Services

- Nursing
- Behavioral Support Services
- Community Relations

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STRATEGIC PLANNING GOALS, OBJECTIVES AND ACTION STEPS*

Goal 1: Board Stewardship

The Board will ensure fiscal responsibility and faithful stewardship of all programs, services and resources through the faithful implementation of this strategic plan.

Objective 1:

Maintain a focus on progressive leadership at all levels

Step 1: Review present administrative staff positions

To be completed by Superintendent quarter 1 annually

Step 2: Implement necessary actions

To be completed by Superintendent quarter 2 annually

Step 3: Conduct additional evaluations annually

To be conducted by superintendent as needed

Objective 2:

TCBDD will work more closely with Fairhaven Industries

Step 1: TCBDD and Fairhaven Industries Board will establish a meeting schedule

To be completed by Adult Services Director quarter 2, year 1

Step 2: Hold quarterly meetings

To begin quarter 2, year 1

Step 3: Hold monthly meetings

To begin quarter 2, year 2

Objective 3:

Review current policies, procedures and practices for implementation consistency

Step 1: Establish policy, procedures and practices committee

Already completed – Senior Leadership Team will serve as this committee

Step 2: Assess present policy and procedure manuals, identifying any inconsistencies or needs for updates

To be completed by Senior Leadership Team, beginning quarter 2, year 1

Step 3: Provide recommendations to Superintendent and board

To be completed by Senior Leadership Team, quarterly, beginning quarter 2, year 1

Step 4: Implement recommendations

To be completed by Senior Leadership Team - ongoing

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Objective 4: Annual review of the strategic plan to measure progress

Step 1: Review of the strategic plan

To be reviewed annually by Senior Leadership Team quarter 4 annually

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Goal 2: Internal Communication

The Board will educate stakeholders in Trumbull County on the variety of programs and services available to individuals with developmental disabilities, focusing on why the TCBDD is a vital part of Trumbull County.

Objective 1:

Maintain and enhance the TCBDD brand

Step 1: Review current mission and vision statements, ensuring they are still relevant to the Board's culture and the individuals served

To be completed by Superintendent quarter 1, year 1

Step 2: Host messaging training for staff and internal stakeholders, ensuring all internal audiences are using the same message

To be completed by Superintendent quarter 2, year 2

Step 3: Conduct an annual review of messaging, vision and mission statements

To be conducted annually by Superintendent, beginning quarter 1, year 2

Objective 2:

Improve internal communication

Step 1: Develop a database to connect families, individuals and staff.

To be completed by Fairhaven Foundation Director and Director of IT quarter 1, year 1

Step 2: Create a clear statement and understanding of what the Board is capable of doing, and what it is legally mandated to do, and communicate with all internal stakeholders in a positive way.

To be completed by Superintendent within one quarter following transition plan creation

Objective 3:

Identify spokesperson for transition committee to share updates with internal staff on transition plan

Step 1: Identify a pool of potential spokespersons from within the transition committee

To be completed by Adult Services Director quarter 2, year 1

Step 2: Select a spokesperson

To be completed by Adult Services Director quarter 2, year 1

Step 3: Establish a protocol for sharing updates with internal staff

To be completed by Adult Services Director quarter 3, year 1

Step 4: Implement protocol

To be completed by Adult Services Director quarter 2, year 1 - ongoing

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Goal 3: External Communications

The Board will educate residents in Trumbull County on the variety of programs and services available to individuals with developmental disabilities, focusing on why the TCBDD is a vital part of Trumbull County.

Objective 1:

Determine resources available for external communications team

Step 1: Identify resources available internally, as well as possibilities for outsourcing

To be completed by Superintendent quarter 1, year 1

Objective 2:

Improve external communications

Step 1: Develop a master community outreach list, identifying high priority groups in the community (including schools and businesses) that may not be aware of the Board.

To be completed by Superintendent quarter 1, year 1

Step 2: Develop an external communications outreach plan

- Create annual external communications outreach plan
- Implement plan
- Measure and report success

To be completed by Superintendent and External Communications Resource quarter 2, year 2

Objective 2:

Increase brand recognition

Step 1: Enhance name recognition and overall visibility of the Board through advertising/branding efforts

To be completed by Superintendent and Public Awareness Committee quarter 3, year 2

Objective 3:

Increase community awareness of TCBDD by sharing individual success stories, employment opportunities and success stories

Step 1: Establish a list of potential ambassadors to go into the community and speak positively on behalf of the Board

To be completed by Senior Leadership and SSA Department quarter 3, year 2

Step 2: Select a list of ambassadors

To be completed by Senior Leadership and SSA Department quarter 3, year 2

Step 3: Train ambassadors on messaging

- Identify success stories

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- Share stories on all relevant external communications platforms
To be completed by Senior Leadership and SSA Department quarter 4, year 2

Objective 4:

Establish an educational orientation for new consumers, parents, guardians, providers, etc. regarding County Board operations and general developmental disabilities concepts

Step 1: Develop an orientation program

To be completed by School Principal and SSA Director quarter 1, year 1

Step 2: Determine and create necessary collateral

To be completed by School Principal and SSA Director quarter 1, year 1

Objective 5: To be revisited quarter 1, 2017

Host an annual community open house

Step 1: Schedule date for annual community open house

To be revisited quarter 1, year 2

Step 2: Develop outline for community open house

To be revisited quarter 1, year 2

Step 3: Send out invitations for community open house

To be revisited quarter 1, year 2

Step 4: Host community open house and measure success

To be revisited quarter 1, year 2

Objective 6:

Measure approval rating by community stakeholders

Step 1: Establish survey tools to measure community approval of programs and services

To be completed by SSA Director quarter 1, year 1

Step 2: Conduct surveys to community stakeholders

To be completed by SSA Director quarter 2, year 1

Step 3: Collect and analyze data, comparing to approval in previous years

To be completed by SSA Director quarter 3, year 1

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Goal 4: Accountability – Fiscal, Programs and Service Outcomes

The Board will remain dedicated to developing and annually reviewing policies around fiscal responsibility, leveraging all available resources toward providing the best level of programs and services for individuals it serves.

Objective 1:

Communicate fiscal responsibility with all stakeholders

Step 1: Annually identify fiscal resource allocations

To be completed annually by CFO and Adult Services Director quarter 1 annually

Step 2: Annually review federal and state funding compliance

To be completed annually by CFO and Adult Services Director quarter 1 annually

Step 3: Annually assess state and federal funding gains/losses

To be completed annually by CFO and Adult Services Director quarter 1 annually

Step 4: Create collateral to disseminate to the general public and other stakeholders

To be completed annually by CFO and Adult Services Director quarter 4 annually

Objective 2:

Invest in technology agency-wide

Step 1: Develop a long-term plan for upgrading technology

To be completed CFO and IT Director quarter 1 annually

Step 2: Communicate plan with all internal staff

To be completed by IT Director – ongoing as needed

Step 3: Implement plan

To be completed by IT Director quarter 2 through quarter 1 of the following year annually

Step 4: Complete implementation and evaluate the success of the plan

To be completed by IT Director quarter 1 annually

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Goal 5: Individual Needs and Services

The Board will continue to work to provide excellent services to individuals served in its own facilities, while creating opportunities to increase community interaction through social and employment opportunities.

Objective 1:

Enhance business relationships to increase employment opportunities

Step 1: Identify, assess, select and track potential businesses to target for community employment to create a community employment plan objective

To be completed by Adult Services Director annually quarter 1 beginning 2015

Step 2: Implement community employment plan

To be completed by Adult Services Director immediately following the development of the plan annually

Step 3: Measure and report success

To be completed by Adult Services Director quarter 4 annually

Objective 2:

Increased the number of individuals substantively integrated into community employment

Step 1: Establish goals for community employment

To be completed by Adult Services Director quarter 1 annually

Step 2: Measure and report success

To be completed by Adult Services Director quarter 4 annually

Objective 3: Will be re-evaluated quarter 1, year 3

Increase the number of individuals substantively integrated socially into the community

Step 1: Create a tracking system for individuals to increase community social interaction

To be completed by

Step 2: Establish goals for community social interaction

To be completed by

Step 3: Measure and report success

To be completed by

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Objective 4: Will be re-evaluated year two, following transition plan completion

Finding work for individuals in the workshop

Step 1: Provide a present assessment of “down time” in each workshop

To be measured by

Step 2: Develop a plan status to decrease “down time” and increase productivity

To be completed by

Step 3: Implement plan

To be completed by

Step 4: Report plan status and measure success

To be completed by

Objective 5: To be re-evaluated year 3, likely completed by an intern, overseen by SSA Director

Develop an infrastructure, anticipating the needs of aging caregivers and parents

Step 1: Conduct a comprehensive assessment of numbers of parents/family members/guardians who are aging

To be completed

Step 2: Assess future needs of all identified groups

To be completed

Step 3: Develop a functional plan for meeting identified needs

To be completed

Step 4: Implement plan

To be completed

Step 5: Measure results

To be completed

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Goal 6: Staff Development and Skill Sustainability

The Board is dedicated to providing sufficient staff development opportunities to ensure that all TCBD staff are equipped with the skills needed to efficiently fulfill the Board's mission, philosophy and strategic plan.

Objective 1:

Provide new learning opportunities for staff

Step 1: Identify and create a list of new opportunity areas and skill sets needed

To be completed by Director of Human Resources quarter 1 annually

Step 2: Develop an established list, broken down by department

To be completed by Director of Human Resources quarter 3 annually

Step 3: Distribute list to all internal staff

To be completed by Director of Human Resources quarter 4 annually

Objective 2:

Establish a system for cross-department team building and communication

Step 1: Assess current procedures and processes that facilitate cross department interactions and communications

To be completed by Director of Human Resources and Adult Services Director quarter 1, 2015

Step 2: Build engagement and interaction plan among staff

To be completed by Director of Human Resources and Adult Services Director quarter 1, year 1

Step 3: Identify potential communication team building activities

To be completed by Director of Human Resources and Adult Services Director quarter 2, year 2

Step 4: Implement program

To be completed by Director of Human Resources and Adult Services Director quarter 1, year 3

Step 5: Develop a plan to increase team building and communication cross-departments

To be completed by Director of Human Resources and Adult Services Director quarter 3, year 2

Step 6: Measure and report success

To be completed by Director of Human Resources and Adult Services Director quarter 4, year 3

Objective 3:

Staff training for new federal and state mandates

Step 1: Establish a communications protocol for informing staff of new federal and state mandates

To begin by Director of Human Resources and Superintendent quarter 1, year 1 - ongoing

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Step 2: Provide staff training for changes in DODD rules (waivers, behavior supports, SSA rules, etc.)

To be complete by Director of Human Resources and Superintendent - ongoing

Objective 4:

Increase service quality by internal staff

Step 1: Develop quality standards for internal staff

To be completed by IT Director and Director of Human Resources quarter 2-4 year 1

Step 2: Implement standards

To be completed by IT Director and Director of Human Resources quarter 1, year 2

Step 3: Assess annually

To be completed by IT Director and Director of Human Resources quarter 4 annually

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Goal 7: Service Quality

The Board is dedicated to ensuring the highest quality programs and services for the individuals it serves, promoting self-advocacy in making decisions on what is important to them, enabling them to fully reach their potential as members of the community.

Objective 1:

Measure satisfaction of individuals served

Step 1: Establish survey tools to measure satisfaction of programs and services

To be completed by SSA Director quarter 2 annually

Step 2: Conduct surveys to individuals served

To be completed by SSA Director quarter 3 annually

Step 3: Collect and analyze data, comparing to satisfaction in previous years

To be completed by SSA Director quarter 4 annually

Objective 2:

Formalize the current MUI unit

Step 1: Establish a manager for the MUI department

To be completed by Superintendent quarter 1, year 1

Step 2: Separate current MUI into a separate department

To be completed by Superintendent and MUI Coordinator quarter 3, year 1

Step 3: Establish an investigative agent for the MUI department

To be completed by Superintendent quarter 3, year 1

Objective 3:

Increase service quality by private providers

Step 1: Develop quality standards for external staff

To be completed by SSA Director, beginning quarter 1, year 3

Step 2: Implement standards

To be completed by SSA Director, beginning quarter 1, year 3

Step 3: Assess annually

To be completed by SSA Director, beginning quarter 1, year 3

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Objective 4:

Promote self-advocacy of all individuals served

Step 1: Trumbull County Board of DD will become a member of the Ohio Self Determination Association.

To be completed by Superintendent Quarter 2, Year 1

Step 2: Develop an internal Self-Advocacy Committee consisting of county board staff and individuals served. (to develop CB self-advocacy mission statement, monthly meetings, include advocacy on website, work with local People First/Arc, etc.)

To be completed by SSA Director Quarter 2, Year 2

Step 3: Host a Project Stir training program

To be completed by SSA Director Quarter 2, Year 3

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Goal 8: Provider Development, Enhancement or Support

The Board will continue to work closely with private providers in Trumbull County to ensure that individuals served by private providers receive the systems and supports needed to reach their full potential as members of the community.

Objective 1:

Increase the quality and capacity of providers

Step 1: Establish a list of current private providers, identifying the array, capacity and specialty of services

To be completed by SSA Director quarter 2, year 1 - reviewed annually

Step 2: Establish a projected list of future array, capacity and specialty of services needed

To be completed by SSA Director quarter 2, year 1 - reviewed annually

Step 3: Develop a capacity plan

To be completed by SSA Director quarter 2, year 1 – reviewed annually

Step 4: Implement and report success of the plan, making adjustments as needed

To be completed by SSA Director – ongoing – following DODD Benchmark Reporting Guidelines

Objective 2:

Improve communications with outside agencies

Step 1: Create a master list of all private providers in Trumbull County

To be completed by SSA Director quarter 1, year 1 - ongoing

Step 2: Assure listing of all private providers on the external communications list

To be completed by SSA Director quarter 1, year 1 - ongoing

Step 3: Establish invitations to all private providers to all open houses and vendor fairs

To be completed by SSA Director quarter 1, year 2

Step 4: Establish standardized, scheduled face-to-face meetings with providers to communicate state and federal changes

To be continued by SSA Director quarterly

Objective 3:

Increase transportation options

Step 1: Assess current transportation operations

To be completed by Director of Transportation quarter 2, year 1 – ongoing quarterly

Step 2: Determine additional transportation options through polling and surveying individuals served and their guardians/families

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To be completed by Director of Transportation quarter 3, year 1

Step 3: Identify the transportation needs and desires of individuals served

To be completed by Director of Transportation quarter 4, year 1

Step 4: Leveraging all available resources, establish a comprehensive transportation plan

To be completed by Director of Transportation quarter 1, year 2

Step 5: Measure and report success

To be completed by Director of Transportation quarter 1, year 3 - ongoing

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Goal 9: Service Reduction and Future Options

The Board will work diligently to remain in compliance with state and federal standards.

Objective 1:

Establish a Transition Committee spokesperson to help internal staff stakeholders positively embrace changes and create a transition plan with community stakeholders

Step 1: Identify internal staff members and community stakeholders to serve on transition team

To be completed by Superintendent and SSA Director quarter 2, year 1

Step 2: Develop transition team

To be completed by Superintendent and SSA Director quarter 2, year 1

Step 3: Assess all federal and state mandated changes

To be completed by Superintendent and SSA Director quarter 3, year 1

Step 4: Establish a transition plan

To be completed by Superintendent and SSA Director quarter 3, year 1

Step 5: Develop Transition Committee and determine a meeting schedule

To be completed by Superintendent and SSA Director quarter 4, year 1

Step 6: Create committee roles, responsibilities and guidelines

To be completed by Superintendent and SSA Director quarter 4, year 1

Step 7: Communicate transition committee updates with internal stakeholders

To be completed by Superintendent and SSA Director quarter 4, year 1

Objective 2:

Transition committee will create a transition plan to present to the Superintendent

Step 1: The TCBDD will develop a transition committee to meet regularly with the Fairhaven Industries Board to determine its viability to be established as a private provider

To be completed by Adult Services Director and Senior Leadership Team quarter 2 (Jan. 2016)

Step 2: Develop a schedule for the transition committee and Fairhaven Industries to meet regularly

To be completed by Adult Services Director and Senior Leadership Team quarter 2 (Jan. 2016)

Step 3: Hold meetings to develop best practices for Fairhaven Industries to establish itself as a viable private provider

To be completed by Transition Committee quarterly 2016

Ongoing, monthly, 2017-2018

Step 4: Implement recommendations

To be completed by Transition Committee - ongoing

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Objective 3:

Develop resources to support families impacted by the State of Ohio's plan for ICF and YDC on an individualized basis

Step 1: Evaluate community capacity for individuals transitioning from YDC or an ICF

To be completed by SSA Director - ongoing – up to quarter 1, year 3

Step 2: Determine resources needed to meet those capacity needs

To be completed by SSA Director - ongoing – up to quarter 1, year 3

Step 3: Work with community partners to develop the needed resources

To be completed by SSA Director - ongoing – up to quarter 1, year 3