

LORAIN COUNTY BOARD OF DEVELOPMENTAL DISABILITIES

STRATEGIC PLAN

2019 – 2021

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LORAIN COUNTY BOARD OF DEVELOPMENTAL DISABILITIES (LCBDD)

STRATEGIC PLAN

2019 – 2021

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VISION: Maximization of the well being of Individuals served, within the constraints of what is permissible and affordable, as the basis for all decision making

MISSION: To ensure the availability of services and supports that assist eligible individuals in living the life they choose; to promote their health and safety; and to assist and support the families of these individuals in achieving these goals

Strategic Objective: Increase the number of LCBDD-eligible individuals of working age engaged in community employment

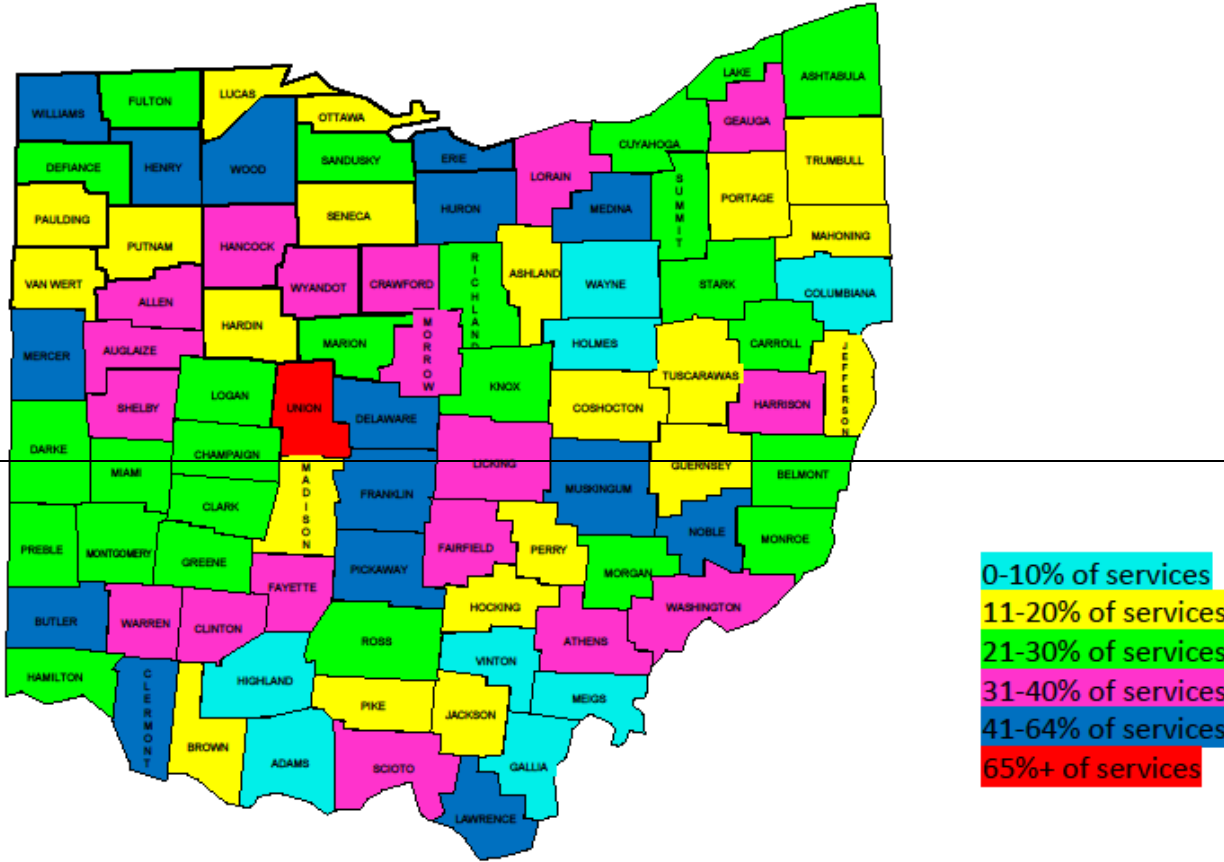
Focus:

- The Ohio Department of Developmental Disabilities (DODD) enacted on 4/1/2014 an Employment First Policy (OAC 5123:2-2-05) which identifies community employment as the desired outcome for individuals of working age with developmental disabilities (DD), and requires county boards of DD to have strategic plans that identify benchmarks and strategies for increasing the number of adult consumers engaged in community employment; OAC 5123:2-2-05 defines community employment as work that takes place in an integrated setting within the competitive job market, for a rate of pay that is at or above minimum wage and no less than the customary wage and level of benefits paid by the employer for the same or similar work performed by persons who do not have disabilities.
- In 2016 – 2018, LCBDD exceeded the benchmark (as reflected in its 3-year plan) of placing at least 20 adult consumers in community employment every year; LCBDD placed 28 individuals in community employment in 2016, 27 individuals in community employment in 2017, and 29 individuals in community employment between 01/01/2018 and 11/20/2018.
- As of November 20, 2018, 90 Supported Employment service recipients in Lorain County were employed in jobs that meet the definition of community employment; the established target is that 99 individuals served by LCBDD be competitively employed by 12/31/2018.
- Job loss (including voluntary job termination) has been identified as a key concern by the LCBDD Supported Employment Department, and improved job retention by individuals in community employment was a focus in 2018.
- In October of 2018, all eligible individuals on record with LCBDD (and/or their guardians/parents) were invited to take a survey that included questions about unmet needs/desires. Appropriate/more available job exploration and placement was identified as an unmet need by four (3.5% of adult) respondents. Employment in the community or more/different employment in the community was identified as an unmet need by four (3.5% of adult) respondents. Transportation to work was identified as an unmet need by six (5.3% of adult) respondents.
- With regard to transportation to work, whenever possible, family, neighbors, friends or other natural supports that provide transportation without charge shall be utilized; this position is supported by OAC 5123: 2-9-18 (B)(17).
- County boards of DD and/or providers of employment services for people with DD are required to submit to DODD data on a variety of employment-related measures.

- DODD published, in September of 2018, information and a target relative to the % of Ohioans with developmental disabilities receiving “integrated employment services.”

Current % receiving integrated employment services: 30%

Target: 50% by 2024



Goals/Benchmarks

A minimum of 22 LCBDD-eligible individuals will be placed in a job that meets the definition of community employment every year, between 2019 and 2021

90% of LCBDD-eligible individuals who are placed in a job that meets the definition of community employment will retain the job for at least 90 days

75% of LCBDD-eligible individuals who are placed in a job that meets the definition of community employment will maintain the job for one year or more

Expected Outcomes

1. Steady increase, between 01/2019 and 12/2021 , in the number of LCBDD-eligible individuals of working age engaged in community employment

2. Increased earnings and job satisfaction of LCBDD-eligible individuals of working age

Strategic Actions	Responsible Party	Timelines
<ul style="list-style-type: none"> • Continue to coordinate and take a leadership role on the Lorain County Employment First Transition Team, which has established the following goals: <ul style="list-style-type: none"> • Establish a baseline measurement of employment outcomes of Youth in Lorain County, including information about the services, education, support, etc. received while in school and immediately after. • Building upon the identified strengths and resources of Lorain County and the Ohio Employment First process, create a plan that outlines a process of awareness, training and communication to support higher expectations for community employment for Youth with DD In Lorain County, with a focus on all stakeholders (families, students, schools, DD system employees, OOD representatives, service providers, etc.). • Identify a continuum of options for Youth with DD to prepare and support these Youth to engage in community employment. 	Supported Employment Director	On-going

Strategic Actions	Responsible Party	Timelines
<p>Through on-going participation on the Lorain County Employment First Transition Team, take steps to ensure that LCBDD and local school districts use similar methods to support students with DD to obtain community employment, and to resolve any duplications of effort.</p> <ul style="list-style-type: none"> • Update and execute a strategic, targeted plan to create community-based integrated employment opportunities for adult consumers utilizing a team of Supported Employment staff. Include strategies for evaluating the human resource needs of local employers, approaching specific employers, and making employers aware of the benefits of hiring people with developmental disabilities. • Include in the LCBDD budget a line item for community employment marketing, and identify specific strategic expenditures designed to highlight the competencies of people with DD in the workforce, and the benefits of hiring people with DD (e.g. 'bus bench campaign,' radio spots, radio interviews with employers/consumers, etc.) • Facilitate the meetings/activities of a Community Employment Advisory Committee consisting of local business leaders from diverse industries (food service, manufacturing, retail, local government, not-for-profits) that will meet quarterly to develop best practices with regard to providing community employment services and placing consumers in competitive jobs. • Maintain ongoing contacts with a variety of business and industry representatives to promote community-based placements. 	<p>Supported Employment Director Director of Service & Support Administration</p> <p>Director of Vocational/Transportation Services Supported Employment Director Marketing/Job Placement Specialist</p> <p>Director of Vocational/Transportation Services Superintendent</p> <p>Supported Employment Director Marketing/Job Placement Specialist</p> <p>Marketing/Job Placement Specialist</p>	<p>On-going</p> <p>On-going</p> <p>Annually, in conjunction with the budget process</p> <p>On-going</p> <p>On-going</p>

Strategic Actions	Responsible Party	Timelines
<ul style="list-style-type: none"> • Solicit Agency staff/supporters for job leads. • Develop relationships with a variety of civic organizations/chambers of commerce/service clubs that could lead to employment opportunities for adult consumers. • Continue partnering with Opportunities for Ohioans with Disabilities (OOD) to assist identified individuals who want community employment by working with the OOD counselors to provide intensive placement services. • Utilize lessons learned from community employment dismissals and voluntary terminations to increase the likelihood of successful future community employment placements/job retention. • Actively participate in the development and promotion of MOVE, Lorain County’s Coordinated Transportation Plan which, if funded, would develop and implement a mobility management program, and create pilot projects to increase the availability of affordable public transportation services. • Systematically track and document occasions on which lack of transportation precluded a community employment opportunity for an LCBDD-eligible individual, or resulted in job loss for an LCBDD-eligible individual. • Consider additional investment in the provision of work-related transportation when natural supports are unavailable. 	Marketing/Job Placement Specialists	On-going
	Marketing/Job Placement Specialists	On-going
	Director of Supported Employment Vocational Placement Specialists	On-going
	Director of Supported Employment Vocational Placement Specialists	On-going
	Director of Vocational/Transportation Services	On-going, until complete
	Director of Supported Employment Vocational Placement Specialists Service & Support Administrators	Starting January of 2019
	Director of Supported Employment Director of Vocational/Transportation Services, Superintendent, Board	In conjunction with development of the 2020 Budget

Strategic Actions	Responsible Party	Timelines
<ul style="list-style-type: none"> Refer individuals, as appropriate, to the DODD/OOD job placement partnership through which technical assistance is given and providers of employment support receive funding 	Director of Service & Support Administration Service & Support Administration Managers Service & Support Administrators	On-going
<ul style="list-style-type: none"> Continue to implement and enhance an assessment and service planning protocol for assisting eligible individuals to move forward on their paths to community employment. 	Director of Service & Support Administration Service & Support Administration Managers Service & Support Administrators	On-going
<ul style="list-style-type: none"> Seek guidance from DODD consultants on: (1) best practices for assessment and service planning to assist eligible individuals to move forward on their paths to community employment, (2) how to access and interpret statewide data on community employment of people with DD, (3) which providers have had the greatest success with assisting individuals with DD to achieve desired community employment outcomes. 	Director of Service & Support Administration	By June 30, 2019, and thereafter as needed
<ul style="list-style-type: none"> Develop and begin collecting data on a metric that measures whether or not post-secondary school employment matches the job preferences identified by eligible individuals during the secondary school transition process. 	Director of Service & Support Administration	By September 30, 2019
<ul style="list-style-type: none"> Assemble and arrange for periodic meetings of a team of local entities to troubleshoot adult employment issues, relative to all eligible Lorain County adults interested in community employment. 	Service & Support Administration Department	To be initiated no later than the mid-point of the strategic plan
<ul style="list-style-type: none"> Post information about transition-related education opportunities in which LCBDD participates, or which it provides, on the LCBDD website. <p><u>See also Provider Recruitment Section.</u></p>	Community Education/Volunteer Director, PT LCBDD Administrators/Managers, as applicable	On-going

Strategic Objective: Within resource constraints, ensure/assist eligible individuals to receive services in the most integrated settings appropriate to their needs

Focus:

- The community at large provides opportunities for activities/relationships that are not available within any single service delivery site.
- The federal Centers for Medicare and Medicaid Services (CMS) will require more service delivery in integrated settings for those on Medicaid waivers. DODD has submitted to CMS a Transition Plan designed to move Ohio's DD service system in this direction.
- It is recognized that, for many LCBDD-eligible individuals, more staffing is required to deliver community-based v. center-based day services for a number of reasons, including: (1) the need for a second staff member to be present at community service sites in order to address unanticipated urgent/emergent needs of members of groups of individuals that would require only one dedicated staff member in a setting where back-up staff meet unanticipated needs of a larger group of individuals, (2) the need for continuous presence of staff, who would otherwise rotate among a larger group of individuals, to assist with intermittent personal care needs of individuals who need this assistance at each community service site, (3) the greater need for continuous and/or simultaneous movement of Individuals in many community settings as compared to day center settings, which requires more staff to assist individuals who have ambulation challenges than the number of staff required to assist these individuals in a setting where all group members do not need assistance to move at the same time, (4) additional staff needed in some community settings, as compared to day centers, due to the environment/terrain being less familiar/accommodating to Individuals served, and (5) greater need for assistance of some program participants in some community settings, as compared to day centers, to address potential risks in these environments that do not exist in day centers, and expectations of others in these environments.
- In 2016, to address this strategic objective as it relates to Adult Day Support, the LCBDD Evening/Weekend Recreation Program was discontinued for Medicaid waiver recipients in order to redeploy Recreation Department staff to serve as the extra staff needed for delivery of community-based services through the Murray Ridge Adult Program; this increased, by eight 'people days' per week, the availability of employees to serve as 'second/back-up' staff when day services are delivered by LCBDD away from the day centers.
- Pursuant to the 2016 – 2018 strategic plan, LCBDD expanded the fleet of Agency vehicles to accommodate increased community-based service delivery within the Murray Ridge Adult Service Program; assisted Adult Program participants to learn community access and safety skills; systematically identified community activities/places where eligible individuals could explore interests/pursue desired

outcomes without incurring significant expense, interact meaningfully with people who don't have DD, and play valued roles; and arranged for extensive community-based volunteering by interested program participants.

- In celebration of its 50th Anniversary in 2017, LCBDD supported interested program participants to give back to the community through the "Fifty Acts of Giving Back Initiative;" in its first year, this effort resulted in 213 separate 'acts of giving back' involving more than 180 Lorain County adults with DD. Extensive community-based volunteering continues through the "Giving Back Program" of Murray Ridge Adult Services.
- Following its 2018 accreditation review, Murray Ridge Adult Services assigned a Program Manager to work individually, on at least a monthly basis, with each program participant with a desired outcome involving day support away from the opportunity and vocational centers (OVCs) to identify and arrange for the delivery of desired services in community places.
- Four (3.5 %) adult respondents to LCBDD's October 2018 survey, and two (5 %) respondents in the age range 7-21 expressed an unmet desire for (more) support for community interaction.

Goal

Address CMS requirements related to community-based, integrated service delivery

Increase the amount of time that all interested Adult Program participants spend receiving community-based day services

Identify more community places where individuals with DD may enjoy spending extended periods of time without incurring significant cost

Arrange for eligible individuals to receive community-based services that help them enjoy themselves, progress toward desired outcomes, engage actively with people (other than paid staff) who do not have DD, and play valued roles within the community

Expected Outcomes

1. Increased provision of Murray Ridge Adult Services in integrated community settings
2. Continued engagement of LCBDD-eligible individuals in volunteering and other valued activities in their community
3. Increased participation by LCBDD-eligible individuals in desired, community-based activities with the assistance of Medicaid waiver providers and other assistance, including natural supports
4. Improved ability of Service & Support Administrators to assist with identification of specific community-based services desired by eligible individuals, and linkage of these individuals with providers that are well-equipped to provide these services

Strategic Actions	Responsible Party	Timelines
<ul style="list-style-type: none"> Hire an additional Recreation Specialist to support the planning and delivery of community-based services within the Murray Ridge Adult Program. Continue to have a management or professional level employee work, on at least a monthly basis, with each Murray Ridge Adult Program participant who has a desired outcome involving day support away from the OVCs to identify and arrange for the delivery of indicated/desired services in community places. Assign a professional level or management employee to work with the staff and program participants in each OVC area to plan services away from the OVC for Individuals assigned to the area. Continue to use for planning of services to occur outside the OVCs Proposals for Community-Based Services Forms to identify proposed destination(s); interests, individualized support strategies, and desired outcomes to be addressed for each person to receive services at/en route to the destination(s); how those to receive the community-based services were/will be involved in planning the proposed community-based activities; how these activities may enable Adult Program participants to interact meaningfully with people (other than paid staff) who do not have DD; and how the proposed activities may foster relationship building and engagement within the broader community. Subsequent to delivery of community-based day services, support staff will document occurrences/outcomes relative to what was addressed on the Proposal Forms. 	<p>Director of Human Resources Director of Adult Programs Habilitation Manager - Recreation</p> <p>Adult Program Managers Recreation Specialists Fitness & Leisure Activity Specialist</p> <p>Director of Adult Programs Adult Program Managers Recreation Specialists Fitness & Leisure Activity Specialist</p> <p>Adult Program Managers and Staff Recreation Specialists Fitness & Leisure Activity Specialist</p>	<p>January, 2019</p> <p>On-going</p> <p>2019 - 2021</p> <p>On-going</p>

Strategic Actions	Responsible Party	Timelines
<ul style="list-style-type: none"> Systematically, using the searchable database of individual interest areas of Murray Ridge Adult Program participants, assist Individuals served to plan community-based activities of interest with other Adult Program participants who have common interests; in so doing, plan for adjustments to staffing within/arrangement of the OVCs such that it will meet the needs of those receiving center-based services while others receive community-based services. Establish a Committee and through it work to address barriers to successful planning and delivery of community-based services within the Adult Program, including factors related to the cost of some community-based activities, communication/coordination with residential caregivers, and uncertainty about availability/approval for use of collective resources needed for community-based service delivery. Continue to research and disseminate information about community places where LCBDD-eligible individuals may enjoy spending time without incurring (significant) expense. Establish and implement a formal protocol for the use of resources at the disposal of Murray Ridge Adult Services (vehicles; Area staff; 'supplemental staff,' including those assigned to the Seniors Program; nurses, etc.) for community-based service delivery; the protocol will be designed to maximize community-based day services using existing resources, and provide equitable opportunities for those who are interested in community-based day support, while diligently assisting those with desired outcomes that must be addressed away from the OVCs to experience/work towards those outcomes. 	<p>Recreations Specialists Fitness & Leisure Activity Specialist Adult Program Managers</p> <p>Director of Adult Programs Adult Program Managers</p> <p>Director of Adult Programs Quality Assurance Manager, PT Habilitation Manager, Recreation Recreations Specialists Fitness & Leisure Activity Specialist Adult Program Managers</p> <p>Quality Assurance Manager, PT Adult Program Managers and Staff</p> <p>Superintendent Director of Vocational/Transportation Services Director of Adult Programs Director of Nursing Quality Assurance Manager, PT Habilitation Manager, Recreation Adult Program Managers</p>	<p>On-going</p> <p>2019 - 2021</p> <p>Beginning first quarter of 2019</p> <p>On-going</p> <p>Beginning first quarter of 2019</p>

Strategic Actions	Responsible Party	Timelines
<ul style="list-style-type: none"> Expand capacity for community-based support through Murray Ridge Adult Services by strategically identifying ways to use more 'Area staff,' and be less reliant on the use of 'supplemental staff' for community-based service delivery. 	Quality Assurance Manager, PT Adult Program Managers and Staff Director of Adult Programs	Beginning in 2019
<ul style="list-style-type: none"> Continue to implement and refine a system for identifying and communicating to Program Specialists when Murray Ridge Adult Services has reached its capacity for assisting those served to experience/work toward desired outcomes that require receipt of day services away from the OVCs. 	Director of Adult Programs Adult Program Managers Quality Assurance Manager, PT Superintendent	On-going
<ul style="list-style-type: none"> When Murray Ridge Adult Services has reached its capacity for assisting eligible individuals to experience/work toward desired outcomes that require receipt of day services away from the OVCs, during the person-centered planning process, notify the teams of individuals who have such desired outcomes that Murray Ridge Adult Services is unable to facilitate the desired outcomes. 	LCBDD Program Specialists Vocational Placement Specialists	On-going, as applicable
<p>In such cases, assist with the identification of alternative providers/facilitators of the impacted desired outcomes.</p>	Service & Support Administrators	On-going, as applicable
<ul style="list-style-type: none"> Continue strategically to locate and approach organizations and/or businesses in the local community that desire/are willing to take on multiple volunteers with DD. 	Director of Supported Employment Marketing/Job Placement Specialist Quality Assurance Manager, PT	On-going
<ul style="list-style-type: none"> Continue to facilitate service clubs at each OVC, and sustain/expand the Acts of Giving Back Program through Murray Ridge Adult Services. 	Quality Assurance Manager, PT Director of Adult Programs Adult Program Managers and Staff	On-going
<ul style="list-style-type: none"> Prior to taking consumers to community places, continue to meet with them to discuss hazards/challenges that they might encounter at their destinations, and how the challenges can/will be addressed. 	Adult Program Staff and Managers Director of Adult Programs Quality Assurance Manager, PT	On-going

Strategic Actions	Responsible Party	Timelines
<ul style="list-style-type: none"> Identify and offer through Murray Ridge Adult Services a variety of activities that promote community access and social skills development. These activities will be designed for and made available to Adult Program participants with all types and levels of abilities and disabilities. 	Adult Program Staff and Managers Director of Adult Programs Quality Assurance Manager, PT	On-going
<ul style="list-style-type: none"> Identify and promote community-based activities that enable people with DD to interact meaningfully with people who don't have DD. 	Quality Assurance Manager, PT Adult Program Managers and Staff Service & Support Administrators	2019 – 2021
<ul style="list-style-type: none"> Attend staff meetings at each OVC to address and report on progress with the above objective, and to solicit related suggestions from Adult Program staff 	Quality Assurance Manager, PT	At least 2x/year, 2019 – 2021
<ul style="list-style-type: none"> As person-centered plans are developed, facilitate the identification of community activities and places that will help individuals achieve/work toward desired outcomes, and participate actively in community life. 	Service & Support Administrators	On-going
<ul style="list-style-type: none"> Encourage and assist waiver enrollees to identify the providers that are best equipped to support them to access desired experiences within the community 	Service & Support Administrators	On-going
<ul style="list-style-type: none"> Provide Information and referral that assists LCBDD-eligible individuals to participate in desired, community-based activities; explore and encourage the use of natural supports and community resources for this purpose. 	Service & Support Administrators Service & Support Administration Managers	On-going
<ul style="list-style-type: none"> Identify and participate in training on the facilitation of support in integrated settings and community membership, and the promotion of relationships and natural supports that reduce the reliance of people with DD on formal/paid services 	Director of Service & Support Administration Service & Support Administrators	2019 – 2021, as opportunities arise

Strategic Actions	Responsible Party	Timelines
<ul style="list-style-type: none"> Communicate in a variety of ways to the local public about the value of people with DD as co-workers, volunteers, citizens, neighbors and friends <p><u>See also Waiting List Reduction and Provider Recruitment Sections.</u></p>	Community Education/Volunteer Director, PT Service & Support Administration Managers Superintendent	2019 - 2021

Strategic Objective: Promote self-advocacy by individuals served by LCBDD through the person-centered planning process, activities, and community connections

Focus:

- DODD-administered Medicaid waiver rules require provider training in Self-Determination, which includes assisting individuals to develop self-advocacy skills, to exercise their civil rights, to exercise control and responsibility over the services they receive, and to acquire skills that enable them to become more independent, productive and integrated within the community.
- The Service and Support Administration rule (OAC 5123:2-1-11) requires that each individual's service plan include services and supports to assist the individual to improve self-advocacy skills, and increase each individual's opportunities to participate in advocacy activities, to the extent desired by the individual.
- Some Murray Ridge Adult Program participants have formed a self-advocacy group called "Murray Ridge Speaks Up."
- Murray Ridge Adult Services offers monthly Self-Advocacy meetings and training at each OVC. The meetings are conducted by Adult Program participants and staff that received a four-day training in Project STIR (Steps Toward Independence and Responsibility).
- Murray Ridge Adult Services also implements a consumer suggestion process, and has a Consumer/Employee Committee that exists as a vehicle for program participants to have input about enhancing services.

Goal

Enhance the assessment/identification of beneficial self-advocacy supports for LCBDD-eligible individuals

Increase provider awareness/competencies relevant to the provision of self-advocacy support

Sustain and expand opportunities for eligible individuals in Lorain County to receive training in and exercise self-advocacy

Expected Outcomes

1. Increase in self-advocacy skills of individuals with developmental disabilities in Lorain County

2. Identification of those individuals who are interested in (increased) participation in advocacy activities

3. Increased participation of individuals with developmental disabilities in Lorain County in advocacy activities

Strategic Actions	Responsible Party	Timelines
<ul style="list-style-type: none"> Revise the annual assessment tool/process used by LCBDD Service & Support Administrators to include more probing questions about self-advocacy skills and supports desired; in so doing, include questions related to speaking up about choices when with friends and providers. 	Director of Service & Support Administration Service & Support Administration Managers	During first half of 2019
<ul style="list-style-type: none"> Ensure that service plans developed within the SSA Department include individualized supports to assist with improvement of self-advocacy skills. 	Service & Support Administrators Service & Support Administration Managers	On-going
<ul style="list-style-type: none"> Assist interested individuals to develop and include in their service plans desired outcomes related to self-advocacy 	Service & Support Administrators	On-going
<ul style="list-style-type: none"> Identify consumers interested in participating in advocacy activities; ensure that supports necessary to achieve this are included in the person-centered plan of each of these individuals 	Service & Support Administrators	On-going
<ul style="list-style-type: none"> Identify and participate in training opportunities on self-advocacy of people with DD, and identifying/arranging for related supports. 	Director of Service & Support Administration Service & Support Administrators	2019 – 2021, as opportunities arise

<ul style="list-style-type: none"> • Provide self-advocacy support information to providers of Residential and Adult Day/Employment Services in Lorain County. Develop and begin collecting data on a measure or measures of provider competency relative to supporting self-advocacy, including an assessment of competencies related to LCBDD's provision of related information. • Offer periodic group training/information sessions on self-advocacy (with external consultants, as available) for LCBDD-eligible adults and their advocates/family members. • Disseminate information on the Ohio Self-Determination Association regional meetings and local self-advocacy groups to LCBDD-eligible adults and DODD-certified providers that serve individuals in Lorain County. • Continue to support Murray Ridge Speaks Up; to facilitate monthly Self-Advocacy training and meetings; to conduct quarterly Consumer/Employee Committee meetings at each OVC; to invite, encourage and assist OVC attendees to make suggestions about the Adult Program; and to carefully review all Adult Program participant suggestions, and act upon them to the extent practicable. • Consider facilitation of a self-advocacy group for any and all LCBDD-eligible individuals; in so doing, learn about how this works in counties where the county board of DD facilitates such groups. • Consider arranging/sponsoring Project STIR training for additional Individuals served (and their identified 'allies'). <p><u>See also Section on Service Delivery in Integrated/Community Settings.</u></p>	<p>Director of Service & Support Administration Service & Support Administration Managers Service & Support Administrators</p> <p>LCBDD SSA Department</p> <p>Service & Support Administration Manager Service & Support Administrators Adult Services Managers</p> <p>Adult Services Managers Program Specialists Adult Services Staff</p> <p>Service & Support Administration Managers Adult Services Managers</p> <p>Service & Support Administration Managers Adult Services Managers</p>	<p>On-going</p> <p>Measures to be developed and data collection to begin no later than 09/30/2019</p> <p>On-going</p> <p>On-going, as available</p> <p>On-going</p> <p>During the 2019 – 2021 plan period</p> <p>During the 2019 – 2021 plan period</p>
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Strategic Objective: Reduce the number of eligible individuals in the county waiting for services

Focus:

- As of 11/15/2018, 882 people were on LCBDD's Medicaid Home and Community Based Services (HCBS) Waiver Waiting List; the estimated annualized cost of enrolling all of these individuals on Medicaid waivers, based on the average cost of HCBS waivers in Lorain County as of 11/2018 (\$55,677.13), is \$49,107,228.70. The federal share of the cost of Medicaid waivers, or Federal Financial Participation (FFP) level, effective on 11/15/2018 was 63.09%; the non-federal share, or 'Medicaid Match,' consequently was 36.91%.
- As of 11/15/2018, there were 459 people on LCBDD's waiting for supported living services in semi-independent living arrangements; the estimated annualized cost of providing Supported Living services to these individuals, based on the 11/2018 average cost of locally-funded Supported Living services for people in semi-independent living arrangements (\$8,378.30), is \$3,845,639.70.
- Effective 09/01/2018, DODD enacted a new administrative rule, Ohio Administrative Code (OAC) 5123-9-04, on waiting lists for HCBS waivers. This rule requires the completion of a standardized assessment for each individual who seeks placement on a county's HCBS waiver waiting list, or who was on this waiting list on the day prior to the effective date of the rule. A county board is not able to enroll on a waiver anyone who is determined through the waiting list assessment to have a "Current Need" for HCBS waiver services until the standardized waiting list assessment has been completed for every individual on the county board's HCBS waiver waiting list. OAC 5123-9-04 requires that the county board administer the waiting list assessment tool to everyone on the county's transitional HCBS waiver waiting list (composed of individuals on the waiting list prior to the effective date of the rule) by 12/31/2020. It is expected that all waiting list assessments required of LCBDD can be administered by, but not before, the end of 2019.
- OAC 5123-9-04 will have the effect of reducing the number of people on the HCBS waiver waiting list because only those with a need/desire to use HCBS waiver services within twelve months will be permitted to be on this waiting list (which was not the case under the most recent previous rule on HCBS waiver waiting lists), and because the rule requires county boards to place individuals who are found to have "Current Need(s)" on the waiver waiting list if the Current Need(s) "cannot be met by community-based alternative services in the county where the individual resides."
- OAC 5123-9-04 requires that county boards assist individuals on waiting lists in identifying and accessing alternative services that address, to the extent possible, the individual's needs.
- In October of 2018, all eligible individuals on record with LCBDD (and/or their guardians/parents) were invited to take a survey that included questions about unmet needs/desires. Fifty-two percent of the respondents indicated that they had no unmet needs/desires. Some identified unmet needs/desires included:

UNMET NEED/DESIRE	# OF RESPONDENTS	% OF RESPONDENTS
EQUIPMENT	2	1.2
HOME MODIFICATIONS	3	1.75
VEHICLE MODIFICATIONS	1	0.6
MORE FINANCIAL SUPPORT	3	1.75
NURSE ASSISTANCE AT HOME	3	1.75
PARAPROFESSIONAL ASSISTANCE AT HOME	5	2.9
POST-SECONDARY LIFE SKILLS TRAINING	8	4.7
SUPPORT FOR COMMUNITY INTERACTION	6	3.5
SOCIAL/RECREATIONAL ACTIVITIES	11	6.4
COMMUNITY-BASED GROUP ACTIVITIES	3	1.75
APPROPRIATE CAMP PROGRAMS/FUNDING FOR CAMP PROGRAMS	3	1.75
TRANSPORTATION	13	7.6
"A PROVIDER"	2	1.2
RESPIRE	6	3.5
RESIDENTIAL/SUPPORTED LIVING	8	4.7
WAIVER	10	5.8
MEDICAID	1	0.6
ENOUGH HOURS THROUGH WAIVER	1	0.6
ADDITIONAL THERAPY	10	5.8
MORE APPLIED BEHAVIORAL ANALYSIS (ABA)	3	1.75
GUIDANCE FOR FAMILIES ON HOW TO PREVENT EMOTIONAL/AGRESSIVE BEHAVIOR	4	2.3
BEHAVIOR SUPPORT	1	0.6
HELP LEARNING SKILLS TO WORK WITH FAMILY MEMBER WITH DD	2	1.2
"COMMUNICATION SUPPORT" /INFORMATION ABOUT AVAILABLE RESOURCES/BENEFITS	4	2.3

It is noteworthy that some of the above-referenced items (such as therapy) are not covered by HCBS waivers. Other items (respite and equipment, for example) are often accessed through the Family Support Program. A majority of the identified needs/desires might be funded (in part) through Family Support Services; however, both funding and appropriate provider availability are required to meet needs/desires.

- Some of the services provided and/or administered by LCBDD that were among individuals’ top three valued supports included:

MOST IMPORTANT SUPPORTS RECEIVED	# OF RESPONDENTS	% OF RESPONDENTS
EARLY INTERVENTION	10	5.8
MURRAY RIDGE SCHOOL	6	3.5
SUPPORTED EMPLOYMENT SERVICES PROVIDED BY MURRAY RIDGE	18	10.5
MURRAY RIDGE ADULT SERVICES (MRAS)	38	22.2
LCBDD-ADMINISTERED ADULT DAY SERVICES PROVIDED BY A PROVIDER OTHER THAN MRAS	7	4.1
PARAPROFESSIONAL SUPPORT, IN HOME OR COMMUNITY – NOT IN A DAY PROGRAM	17	9.9
TRANSPORTATION	8	4.7
RESPIRE	7	4.1
FAMILY SUPPORT SERVICES (FSS)	19	11.1
“WAIVER’	5	2.9

Goal

- Reduction of waiting list for HCBS Medicaid waivers
- Reduction of waiting list for supports in semi-independent living arrangements
- Expanded provision of desired support to eligible individuals
- Expansion of the provision of support and information to assist families to meet caregiver challenges

Expected Outcomes

1. More individual/family needs will be met through community-based alternative services v. HCBS waivers
2. A minimum of 110 people will be enrolled on HCBS waivers
3. Family caregivers will be assisted to handle care giving challenges
4. Growth in services will be fiscally sustainable, and will not jeopardize the continuation of the Early Intervention Program or Murray Ridge School

Strategic Actions	Responsible Party	Timelines
<ul style="list-style-type: none"> Hire a Part Time Provider Compliance/Resource Specialist who will have, as one of two primary roles, responsibility for identification of and user-friendly communication about community-based alternative services as well as targeted provider recruitment. <u>See also Provider Recruitment Section.</u> 	<p>Director of Human Resources Director of Service and Support Administration</p>	<p>As early as possible in 2019</p>
<ul style="list-style-type: none"> Post information about self-advocacy events and resources on LCBDD website 	<p>Provider Compliance/Resource Specialist, PT Community Education Director, PT</p>	<p>By fall of 2019, with on-going updates there-after</p>
<ul style="list-style-type: none"> Based upon research and a comprehensive review of related resources, update the LCBDD Alternative Services List that includes resources needed/desired by county residents with developmental disabilities (DD) and by families caring for members, including children, with DD. 	<p>Provider Compliance/Resource Specialist PT Service & Support Administration Managers Assigned Service & Support Administrators Alternative Services Committee members</p>	<p>On-going</p>
<ul style="list-style-type: none"> Establish a Board (FSS) Committee to assess the current parameters of the Family Support Program relative to identified needs, and consider expansion of the program. 	<p>Board President</p>	<p>early 2019</p>
<ul style="list-style-type: none"> Make recommendations relative to above assessment. 	<p>FSS Committee Members</p>	<p>no later than 11/2019</p>
<ul style="list-style-type: none"> Complete, in accordance with OAC 5123-9-04, standardized assessment of each individual who was on the county's HCBS waiver waiting list on the day prior to the effective date of the rule, and who has not been removed from this list by request or in accordance with related rule provisions. 	<p>LCBDD Service & Support Administrators</p>	<p>no later than 12/31/2019</p>
<ul style="list-style-type: none"> Enroll a minimum of 55 additional individuals on locally-funded Level I (L1) Waivers. 	<p>LCBDD SSA Department</p>	<p>during 2020</p>
<ul style="list-style-type: none"> Enroll a minimum of 45 additional individuals on locally-funded LI Waivers, and 10 individuals on locally-funded Individual Options Waivers. 	<p>LCBDD SSA Department</p>	<p>during 2021</p>

Strategic Actions	Responsible Party	Timelines
<ul style="list-style-type: none"> • Initiate Supported Living services for individuals on the waiting list for supported living services in semi-independent living arrangements, as budgeted dollars for Supported Living become available. • Consider increased funding for the reduction of the waiting list for supported living services in semi-independent living arrangements. • Within the resource capacity of two dedicated FTEs, implement in-home behavior analysis and support through SSA positions dedicated (in whole or in part) to in-depth analysis of maladaptive behavior causation and correlation. This is designed for application within the homes of families caring for eligible individuals, and related consultation may also be made with day care centers/school personnel. Note: similar assistance may be provided within the context of the Early Intervention Program. • Assess need/desire for and affordability of expanded capacity for in-home behavior analysis and support. • LCBDD staff, to include Behavior Analysts, SSAs, Developmental Specialists (who serve the 0-3 population) and other professionals, as applicable, will continue to offer and expand periodic trainings/information sessions for families and other caregivers on topics of expressed interest (e.g. toilet training, puberty, self advocacy) 	<p>Director of Service and Support Administration Service & Support Administration Manager Assigned Service & Support Administrators</p> <p>Director of Service & Support Administration Superintendent Board members</p> <p>SSA/Behavior Analyst SSA/Assistant Behavior Analysts</p> <p>Director of Service & Support Administration Superintendent, Board members</p> <p>LCBDD Children Services Department LCBDD SSA Department *The Provider Compliance/Resource Specialist, PT will assist with overall coordination of caregiver trainings/information sessions.</p>	<p>On-going</p> <p>In conjunction with the annual budget processes in 2019, 2020 and 2021</p> <p>On-going, as needed & within capacity</p> <p>In conjunction with the annual budget processes in 2019, 2020 and 2021</p> <p>On-going</p> <p>Beginning in 2019</p>

Strategic Objective: Recruit sufficient providers of services to meet the needs of eligible individuals receiving services in Lorain County

Focus:

- In Lorain County, as of 11/2018, 55 Agency Providers and 187 Independent Providers were actively serving LCBDD-eligible individuals enrolled on HCBS waivers, and an additional 13 Independent Providers were actively providing Supported Living services.
- There exists a well recognized shortage of direct service professionals (DSPs) in Ohio, and this has impacted the availability of qualified paraprofessionals throughout the DD system.
- Between 07/01/2015 and 12/31/2017, LCBDD enrolled 53 individuals (many of them children) on DODD-funded SELF Waivers, and this has given rise to unprecedented concerns about the lack of service providers in the county. Under the SELF Waiver, provider shortages are exacerbated by the cumbersome paperwork that Independent Providers are required to process through an administrative agency called Morning Star; this requirement is unique to Independent Providers of “participant-directed” homemaker personal care (HPC) services which, until February of 2018, were unique to the SELF Waiver.
- The strategic planning survey disseminated In October of 2018 to all eligible individuals on record with LCBDD (and/or their guardians/parents) resulted in expressed concerns about caregiver availability: Four respondents (3 of whom had Medicaid waivers) identified an unmet need for the availability of qualified caregivers; two respondents (1 of which had a Medicaid waiver) expressed a need for more residential/group home options; and one respondent (without a waiver) called for “better access to providers in our county.”
- While there exists an in-depth and rule-compliant process for assisting HCBS waiver enrollees and Supported Living recipients to select providers that are appropriately certified and available, there has been a call for provider information that is more user-friendly, accessible to Individuals/families of eligible individuals who are not enrolled on HCBS waivers or in Supported Living, and helpful to those who are seeking supports that are not covered by HCBS waivers.
- Unmet need/desire categories were identified through a survey disseminated in October of 2018 to all individuals on record with LCBDD (or their parents/guardians), and the responses may be reflective of a need to actively recruit, identify and/or communicate more effectively about service/support providers in these categories (see section on Reducing the Number of Eligible Individuals in the County Waiting for Services). Individual strategic planning survey responses also reflected the need for increased assistance of eligible individuals to identify providers of various supports not generally funded within the DD system such as resources for religious instruction for kids/teens with DD, therapy providers that accept adults with DD and take insurance, guardianship, and specific mental health services.

- Through person-centered planning, individuals are assisted to identify supports and strategies to assist them in achieving desired outcomes; however, highly individualized, specific supports can only be received if there is a provider willing to provide the supports.
- Listed below, per the strategic planning survey conducted in October of 2018, are some unmet needs/desires relative to Adult Day Services and Supported Employment, respectively:

UNMET NEED/DESIRE*	# OF RESPONDENTS	% OF RESPONDENTS
AVAILABILITY OF VERY SMALL DAY SERVICE SETTINGS	1	0.6
POST SECONDARY EDUCATIONAL OPPORTUNITIES	2	1.2
POST-SECONDARY LIFE SKILLS TRAINING	8	4.7
MORE PHYSICAL ACTIVITY	4	2.3
MORE LIFE EXPERIENCES OF SPECIFIC PERSONAL INTEREST	2	1.2
MORE COMMUNICATION STRATEGIES FOR NON-VERBAL INDIVIDUALS	1	0.6
DAY PROGRAM WELL EQUIPED TO WORK WITH PEOPLE WHO ARE DEAF	1	0.6
EARLIER PICK-UP TIME FOR DAY PROGRAM	2	1.2
MORE WORK AT DAY PROGRAM	2	1.2
MORE ENCLAVES (SUPERVISED, COMMUNITY-BASED WORK CREWS)/ENCLAVE WORK	3	1.75
APPROPRIATE /MORE AVAILABLE JOB EXPLORATION AND PLACEMENT SUPPORT	4	2.3
EMPLOYMENT IN COMMUNITY, OR MORE/DIFFERENT EMPLOYMENT IN COMMUNITY	4	2.3
FEELING COMFORTABLE THAT LEVEL OF SUPERVISION AT WORK IS ADEQUATE	1	0.6
TRANSPORTATION TO WORK	6	3.5

*Expressed desires for social, recreational and community-based activities are also being considered applicable to Adult Day Support.

- Despite progress during the past three years with recruiting both Residential and Adult Day Support providers willing/able to serve individuals with intensive medical/health-related needs and intensive behavior-related needs, providers in these categories continue periodically to have been unavailable to serve eligible individuals in the county.
- Adult foster care is an important, and relatively cost-effective option, particularly for individuals requiring (temporary or permanent) residential placement; there is an on-going need for qualified, caring and readily available adult foster care providers in Lorain County. Children and/or pets within foster settings have sometimes precluded the use of this option by specific individuals; the need for foster providers to become delegated to administer medications has also been a barrier to placements.

Goal

Ensure that there are willing and able service providers for each HCBS waiver recipient served by LCBDD, including individuals with intensive needs

On-going awareness of unmet needs/desires for providers/information on providers to support LCBDD-eligible individuals

Provision of user-friendly, readily accessible information about providers/resources desired by LCBDD-eligible individuals and known to LCBDD

Recruitment/identification of more providers to meet unmet needs/desires of LCBDD-eligible individuals and their families

Secure providers willing to commit to implementation of most provisions of person-centered plans

Targeted recruitment of Adult Day Support and Supported Employment providers capable of effectively addressing the desired outcomes of LCBDD-eligible adults

Ensure that an acceptable and appropriate foster home (shared living option) is readily available for each eligible individual requiring emergency placement, if adult foster care is appropriate for and desired by the individual.

Expected Outcomes

1. Increased availability of service providers, including providers of Participant-Directed Services, to meet the needs of waiver recipients served by LCBDD
2. Improved access to desired resource information by LCBDD-eligible individuals and their families; improved ability to compare resource/provider options
3. Increased access to desired providers/resources by LCBDD-eligible individuals and their families
4. Increased ability for waiver recipients to find providers of preferred person-centered plan provisions
5. Enhanced satisfaction by some LCBDD-eligible individuals with Adult Day Support and Supported Employment services
6. Increase in the number of residential and day service providers in Lorain County that are willing/able to service individuals with intensive medical/health-related and behavior support needs
7. Increase in the total number of readily available foster homes

Strategic Action	Responsible Party	Timelines
<ul style="list-style-type: none"> • Hire a Part Time Provider Compliance/Resource Specialist who will have, as one of two primary roles, responsibility for identification of and user-friendly communication about community-based alternative services as well as targeted provider recruitment. • Create and include on the LCBDD website a searchable database of providers that can meet support needs of Lorain County residents with DD (including any providers of summer camps/recreation). • Add a link to the LCBDD website about the need for providers. Connect potential providers with SSA management contact to explain services and the DODD certification process. • Engage in targeted provider recruitment using strategies including, but not limited to: <p><u>SELF Waiver/Providers of Participant Directed (HPC) Services</u> Host a meeting for all HPC providers currently working in Lorain County (Agency and Independent) to discuss need for SELF Waiver providers, and provide education on the SELF Waiver. Contact IO and Level One certified providers directly to discuss need for SELF Waiver providers and provide education on the SELF Waiver. Connect SELF Waiver enrollees/their families with interested providers through the assigned SSA. Host a provider fair specific to the SELF Waiver. Work with SELF Waiver enrollees/their families to identify friends and family members who may want to become certified Independent Providers under the SELF Waiver, and assist these potential providers with the certification process and the DODD financial management agent process through Morning Star.</p>	<p>Director of Human Resources Director of Service & Support Administration</p> <p>Provider Compliance/Resource Specialist, PT Community Education Director, PT Information Systems Staff, as needed</p> <p>Community Education Director, PT Provider Compliance/Resource Specialist, PT</p> <p>LCBDD SSA Department</p>	<p>As early as possible in 2019</p> <p>By fall of 2019, with on-going updates thereafter</p> <p>2019, On-going</p> <p>2019–2021, until adequate capacity exists</p>

Strategic Action	Responsible Party	Timelines
<p><u>Residential and Adult Day Support Providers That Are Willing to Serve Individuals with Intensive Medical/Health-Related Needs</u> Contact surrounding county boards to inquire about providers serving individuals with intense medical/health-related needs, including g/j-tube assistance and suctioning. Contact these providers to develop a listing of those willing to provide services in Lorain County and any willing to serve Lorain County residents, but only in their contiguous/base county (Erie, Medina, or Cuyahoga). Connect Individuals with unmet intensive medical needs/their families with interested providers. Host a provider fair specific to providers that are willing/able to serve individuals with intensive medical/health-related needs. Work with Individuals with intensive medical needs/their families to identify friends and family members who may want to become DODD-certified providers, and assist these potential providers with the certification process.</p> <p><u>Residential and Adult Day Support Providers That Are Willing to Serve Individuals with Intensive Behavior Support Needs</u> Contact surrounding county boards to inquire about providers serving individuals with intensive behavior support needs, and specifically with physical aggression and a history of elopement. Contact these providers to develop a listing of those willing to provide services in Lorain County and any willing to serve Lorain County residents, but only in their contiguous/base county (Erie, Medina, or Cuyahoga). Inquire also with these providers about their experience with/interest in working with individuals with autism. Connect Individuals with unmet behavior support needs/their families with interested providers. Host a provider fair specific to providers that are willing/able to provide behavior-related supports, and/or to serve individuals with intensive behavior support needs.</p>		

Strategic Action	Responsible Party	Timelines
<p>Work with Individuals with intensive behavior support needs/their families to identify friends and family members who may want to become DODD-certified providers, and assist these potential providers with the certification process.</p> <p><u>Providers of Employment Support</u> Invite OOD providers currently providing services in Lorain, Cuyahoga and/or Erie Counties to meet and discuss the need in Lorain County for HCBS waiver providers of employment services, and the waiver provider certification and billing processes. Invite employment providers with current HCBS waiver certification and listed on the DODD website as interested in serving individuals in Lorain, Erie and/or Medina Counties or the West side of Cuyahoga County, to meet and discuss the need in Lorain County for providers of employment services. Host a provider fair specific to providers that are willing to provide employment services to individuals with DD in Lorain County through HCBS waiver programs.</p> <p><u>Providers of Remote Technology and Support</u> Provide education to the SSA staff on the various types of remote supports that are available. Invite remote support providers to SSA staff meetings to share information about their agencies and services. Ask SSA staff to identify individuals who may benefit from remote supports and invite those specific Individuals/their families to a meeting with remote support providers. As requested, connect providers directly to individuals/families through the assigned SSA to evaluate needs and provide recommendations. Invite remote support providers to be present at provider fairs specific to providers who meet various needs that may be addressed through remote support.</p>		

Strategic Action	Responsible Party	Timelines
<p><u>Providers of Foster Care</u></p> <p>At each training for Independent providers, discuss the need for certified Adult Foster Care providers, and later follow-up with those who express interest.</p> <p>Strategically place in public venues posters for the purpose of recruiting foster care providers, with emphasis on the need for foster homes without children or pets.</p> <p>Utilize currently accessible methods that incur no additional cost to inform the community of the need for Adult Foster Care providers without children or pets.</p> <p>Formally advertise for Adult Foster Care providers without children or pets, if deemed necessary.</p> <p>Arrange for medication delegation classes in the evenings or on weekends, if it is determined that this will increase the number of foster providers in the county that are delegated to administer medication.</p> <ul style="list-style-type: none"> • For each Medicaid waiver recipient for whom there is no willing and able provider with a previously expressed interest in operating in Lorain that is acceptable to the waiver recipient, given required consent, promptly conduct a statewide search for a willing, able and acceptable provider. • Incorporate into the provider database a web-based system through which LCBDD is able to post a profile for certified providers to view and indicate if they are interested in serving the individual. This mechanism will also allow SSA staff to notify providers when a new profile has been posted, and providers will be able to indicate on the website whether or not they are interested in serving the individual based on his/her profile. 	<p>LCBDD SSA Department</p> <p>Provider Compliance/Resource Specialist, PT Community Education Director, PT Information Systems Staff, as needed</p>	<p>On-going</p> <p>By fall of 2019, with on-going updates thereafter</p>

Strategic Action	Responsible Party	Timelines
<ul style="list-style-type: none"> Keep a running record of provisions that providers with a current expressed interest in operating in Lorain County are unwilling to implement. Evaluate this running record, and identify: (1) the types of services that providers currently operating in the county have been unwilling to provide, and (2) the circumstances under which and number of instances in which no provider that is on record as being interested in operating in Lorain County is willing/able to provide HCBS waiver services. Use this information in the design and execution of provider recruitment strategies. In discussion with/recruitment of providers of Day Array Services, provide information about expressed unmet needs/desires of eligible individuals in Lorain County relative to Adult Day Supports and Supported Employment, respectively. Actively discuss with providers the unmet desire for and cost-effectiveness of providing group social/recreational opportunities for children and adults with DD, and of providing community-based group activities for people with DD. Support providers interested in providing these group services by helping to communicate the (potential) availability of the services to eligible individuals/their families, and providing other assistance, as needed. Establish a committee to address strategies for identifying/facilitating the development of providers of transportation, including accessible transportation, that are available/affordable to Lorain County residents with DD/their families. LCBDD will continue to provide Early Intervention Services (for eligible infants and toddlers ages 0-3), Supportive Home Services, Supported Employment Services, and an Adult Day Program. 	<p>Service & Support Administrators Provider Compliance/Resource Specialist, PT Director of Service & Support Administration</p> <p>Provider Compliance/Resource Specialist, PT Director of Service & Support Administration Service & Support Administration Managers Service & Support Administrators</p> <p>LCBDD SSA Department</p> <p>Director of Service & Support Administration Vocational/Transportation Services Director Provider Compliance/Resource Specialist, PT</p>	<p>On-going</p> <p>On-going</p> <p>2019 - 2021</p> <p>By fall of 2019</p>

Strategic Objective: Meet with each newly certified Independent provider within sixty days of the provider being selected to provide services to an individual, for the purposes of confirming that the provider understands the individual service plan and the provider's responsibilities, and ensuring that the provider has contact information for the county board

Focus:

- Per the Administration and Operation of County Boards of Developmental Disabilities rule (OAC 5123-4-01), the county board shall include in its strategic plan a strategy for meeting with each newly certified provider within sixty days of the provider being selected to provide services to an individual, for the purposes of confirming the provider understands the individual service plan and the provider's responsibilities and ensuring the provider has contact information for the county board.
- It is important, and often related to the health and safety of individuals served, that all providers understand their responsibilities as outlined in individual service plans, and are able to contact the county board with questions and concerns, and to provide information.
- This strategic objective is addressed in the following SSA procedures: Free Choice of Provider, Apartment Supports, Foster Care, Initial Waiver Enrollment, and Waiver Redetermination. Each referenced procedure states that the SSA will document the communication/meeting related to this strategic objective in Targeted Case Management (TCM) notes.

Goal

Meet with each newly certified Independent provider within sixty days of the provider being selected to provide services to an individual, for the purposes of confirming that the provider understands the individual service plan and the provider's responsibilities, and ensuring that the provider has contact information for the county board.

Expected Outcomes

1. Each newly certified Independent provider will be promptly aware of and understand his/her responsibilities as outlined in individual service plans
2. All certified Independent providers will have needed contact information for the county board

Strategic Action	Responsible Party	Timelines
Follow SSA procedure provisions requiring that SSAs meet with each newly certified provider within sixty days of the provider being selected to provide services to an individual, for the purposes of confirming the provider understands the individual service plan and the provider's responsibilities, and ensuring the provider has contact information for the county board.	Service & Support Administrators Service & Support Administration Managers	On-going