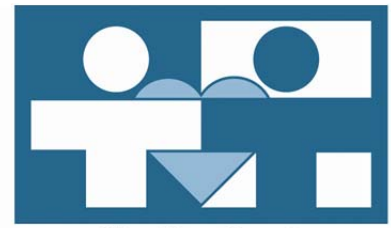


Annual Plan 2012

Final Report on Action Steps & Goals

April 2013



Hamilton County
Developmental Disabilities Services

Enjoying Positive Relationships with Friends, Family, and Staff

Create innovative approaches to move people from isolation into positive relationships with friends, family, and staff.

- Seek and acquire at least two grants for initiatives supporting families.
Progress: Summer Adventures for all Kids shared some money with families for their children to attend summer camps. A grant through the Louis Breeden scholarship assisted with \$5,400 in camperships to 33 individuals served by Butler, Clermont, Hamilton and Warren counties, with 17 out of the 33 served by HCDDS.

Explore innovative ways to train employees and contract providers. Use staff in training development.

- Continue offering *Journey to the North Star* training in the four adult centers so that all DSS staff have participated in this training.
Progress: All staff participated in the *Journey to the North Star* series. As new people are hired, they will participate in the series.
- Develop and present to all Community Services staff a series of facilitated conversations to cover the concepts of choice and responsibility, and best practices in service delivery models
Progress: All staff received training on building positive relationships. Began *Journey to the North Star* series in May. All staff received training on Routine Based Interviewing as a best practice from Early Intervention. Remaining *Journey to North Star* scheduled for all Community Services staff January-April 2013. Imagine project person-centered thinking training planned for 2013.

Build staff competencies that lead to community participation for individuals we serve.

- Build on therapeutic approach of the Life Enrichment Program by delivering sixteen training series that cover instructional strategies and best practices for service delivery, to all DSS working in the activity program.

Progress: Nine trainings were developed and provided at each adult center. Examples of training included IPADs and drumming. All adult centers participated in the four-week training.

- Identify and share best practices across the four centers in the area of scheduling activity time/work time based on individual preference and efficiency.

Progress: The administrative team toured buildings, specifically looking at the logistical set-up of the LIFE Enrichment programs. All centers took steps toward a consistent therapeutic model. A four-week training series was presented to all LIFE Enrichment staff. Activity Supervisors from the four buildings meet monthly to share ideas.

- Support productivity and job satisfaction for Community Services staff by defining roles and responsibilities and giving clear expectations for all.

Progress: Service Facilitation Teams were reorganized into focus areas for enhanced productivity and expertise. Funding Specialists have updated job descriptions. Quality Improvement staff are redefining roles. Brown bag series began with topics identified to further develop expertise.

Partner with provider and community agencies to deliver training to increase positive relationships between staff and people served.

- Support transportation partners in the North Star Advantage 2011 group to enhance customer service, support training efforts, and establish mentor program.

Progress: Three transportation providers completed the North Star Advantage Program.

Expand the scope, timeliness, and availability of information to assist people and their families in quality planning. Help all parties understand the range of options to make informed future planning decisions.

- Reorganize Service Facilitation teams to meet the needs of targeted groups.

Progress: Teams were reorganized by July 1 focused on Group Home, Adult Waiver, Adult Community, Children, and Multisystems.

Develop creative methods to directly involve individuals and families in the selection, evaluation, and retention of staff who support them.

- Work with the Human Resources Department to train and support four people served to have an active, informed role on agency interview teams.

Progress: Recruited advocates to serve on interview teams. A two-hour orientation and on-going training and support were provided.

Experiencing respect and participating in community life

Provide individuals served with opportunities to strengthen their advocacy skills and to participate in agency work groups.

- Create a media plan with advocates including designating 6 spokespeople and topics. Identify media reps to approach. Coach advocates and one family member in speaking to the media and offer them to media as resources.
- Collaborate and take leadership with the four regional counties to provide an advocacy training event for persons served.
- Support three veteran members of the ALN to serve as peer mentors for younger advocates (including people attending adult centers). Develop and implement a structured program to accomplish this.

Progress: The media initiative was postponed due to the development of a new, comprehensive positive stories and community relations plan.

Meetings were hosted at Beckman Adult Center, United Cerebral Palsy, Kidd Adult Center, and Starfire Council. People from Hamilton County who live at SODC in Batavia attended the Tuesday Night LIA meetings. The Southwest Ohio COG has been approached about combining efforts among the four regional counties. Reaching out to surrounding counties happened through support of Region Three of the Ohio Self Determination Association. Advocates went to Urbana in December to join forces with Champaign and Montgomery Counties. Two advocates presented at the National SABE (Self Advocates Becoming Empowered) Semi-Annual Conference in St. Paul, MN. An advocate gave two Keynote Speeches at the Seneca County Advocacy Conference in Huron to more than 100 advocates from across Ohio.

The establishment of a formal peer mentor program was replaced with expanding the roster of the ALN to make it more diverse and engage younger advocates.

Expand the awareness of Hamilton County citizens of the gifts and capabilities of individuals with disabilities

- Create and post on internet six videos that capture inspiring stories from people we support.

Progress: A digital media intern from the University of Cincinnati employed through the Scripps Howard Foundation produced four videos. They featured students at Fairfax School, an individual served at Jackson Adult Center, and an individual who works with a Service Facilitator. Videos were done in the second half of the year in conjunction with the Ohio Department of DD new advocacy coordinator about voting, and to feature two individuals working – Mark and Tony - who were part of the Ohio Department of DD's panel discussion with Director John Martin about the Employment First Initiative. The videos are on the agency's Vimeo channel and linked to the website.

Investigate assistive technology options that can help individuals in their homes and community.

- Investigate and pilot options for waiver funded communication devices to help individuals be more independent.

Progress: The Assistive Technology sub-committee focused efforts on remote support (remote monitoring) devices since they can be covered under Medicaid waivers in some circumstances. The sub-committee brought four vendors in – three that are waiver-certified in Ohio - to demonstrate products to Service Facilitators during the December inservice. The vendors gave information about how the products can be used with a waiver and answered questions.

Connect people we serve to people and places in their community that match their interests and gifts

- Staff will support families who receive early intervention services to access their community by compiling an accessible resource list per region. Team will consider accessibility, transportation issues, and hospitality in identified resources.

Progress: The supporting families committee communicates regularly with EI families electronically about community resources.

Expand opportunities for families to access summer programs and services

- Use Bridges funding to develop a quality work experience program for the summer of 2012.

Progress: The team used Bridges funding to provide extended services at the Oaks Summer Career Experience. All 21 participants were given at least three opportunities to job shadow at integrated jobs in the community. The staff at Great Oaks followed up with skill building for working in the community. The Experience also included guest speakers during the event. These guest speakers were persons working independently in the community who have disabilities. Bridges funding was also used for job coaching at Kings Island for 11 individuals served. Three of these individuals were asked to remain employed at Kings Island independently past the summer season.

Offer complete and timely information to people we serve and their families so that they can make informed choices about where and with whom they live, and who provides services

- Intake staff will develop contacts with at least 15 area agencies to better facilitate a "warm hand off" for those who are ineligible for DD Services.

Progress: Intake staff developed 15 contacts.

Build provider staff competencies that lead to community participation for individuals we serve.

- Support advocates to create and deliver three trainings for providers on "best customer service"

Progress: Advocates provided training for Stepping Stones Summer Camp and Camp Allyn Program staff in Batavia; staff of the Melrose YMCA; The Academy of Direct Support Professionals; Metro Staff as part of their Diversity Series; parents in the Winton Woods School District and Senior students at Mt. Healthy High School. Two advocates met with administrative staff at Creative Learning Workshop (CLW) for consultation on this topic.

Making a House my Home

Increase the number of people with disabilities using creative options to secure accessible, affordable, and safe places to live

- Host at least two forums, through Home Think Tank, to link families with resources about funding and creative housing alternatives.

Progress: Hosted three Home Think Tank sessions geared toward educating families about waivers, housing vouchers, and creative alternative housing options (ex: cooperatives).

Develop creative and affordable approaches for individuals we serve to make their homes comfortable, welcoming, and personal

- Recruit, hire and train a Home Modification and Equipment Coordinator to streamline how home modifications and equipment are accessed by people served. Develop expertise in the area of remote monitoring to offer alternatives to traditional HPC staff.

Progress: Home Modification and Equipment Coordinator was hired and centralizes housing work for HCDDS. Remote monitoring training was shared with Service Facilitators and the Funding team, including vendor demos. Home Think Tank sessions were hosted bimonthly.

Identify welcoming and accessible neighborhoods in Hamilton County and share this information widely to facilitate informed choice about the neighborhoods that match people's interests and lifestyles

- Organize and host two "Welcome to the Neighborhood" events in two communities
- Build partnerships with at least two neighborhoods/community councils in our urban core to increase access and liveability for people with disabilities.

Progress: Connections with neighborhood groups happened through the Community Development Corporations' lunchtime learning series. Home Think Tank offered two workshops at Children's Hospital on affordable and accessible housing. Starfire Council hosted Community Tables attended by people served. A connection was made between a student at Starfire U and the New Richmond Historical Society. Home Think Tank spurred two families to move from the suburbs to the city so their adult offspring will have access to neighborhoods by walking or using public transportation.

Getting Where I Want to Go

Strengthen the partnership between HCDDS and SORTA to increase satisfaction of people with disabilities who use Metro and Access services

- Support Advocates to provide at least three customer service trainings for Metro drivers.

Progress: ALN presented for Metro staff in April for their staff diversity training on "Outstanding Customer Service for People of All Abilities." Advocates attended two Metro functions - the annual plan event and Better Rapid Transit.

Develop creative, responsive, and flexible transportation (e.g. transportation pools, taxi vouchers, ride share, etc.)

- Partner with JVS to offer flexible shuttle van service for at least 1 community event a month.
- Support four people served, either over age 60 or with visual impairment, to become members of Independent Transportation Network, a network of volunteer drivers.

Progress: A leadership development project took on the JVS Shuttle Van Pilot Project with support from the "Ladies Night Out" effort. This collaborative project was presented at the "Merging Interests" Conference in June, sponsored by the Center for Independent Living Options. This goal is no longer active due to the combination of JVS and Easter Seals into Easter Seals TriState.

Two persons served over the age of 60 and one person with a visual impairment were identified to become members of the Independent Transportation Network. They received the paperwork but have not signed up for various reasons. One person may be eligible for a Roads Scholarship which is provided by agencies who serve people with visual impairments. Also, the \$75 annual registration fee is a barrier along with the cab fare. The goal has been restructured to recruit drivers for ITN who would transfer their credits earned for driving to eliminate the costs for riders whom we serve.

Planning for the Future

Support people with disabilities, their families, and staff to engage in early, ongoing, and comprehensive planning for the future

- Partner with Common Threads to co-host at least 4 sessions so that families can learn about topics they identify (including how to leverage technology), build their own community network, and problem solve around common concerns.

Progress: Four sessions were held on waivers, educational rights, and futures/estate planning in February, May, October, and November.

Provide a variety of supports, in our partnership with public schools, to educate children with special needs.

- Provide ongoing support and training resources, including how to support those who are medically fragile, for instructors and para-educators in public and agency operated schools.

Progress: The Itinerant Support consulted with the teams that support 31 students in public school classrooms. One student had significant medical concerns. CPS was offered support for students in the district's classrooms, and a training for bus company was held. A relationship with Finneytown Schools was formed to support one student.

Increase efforts with individuals and their families at key points of transition, including transition from early intervention to school, from school to adulthood, and as individuals and/or their family members reach retirement or move from the family home.

- Transition team will educate targeted groups (ex: ProKids, the ARC parent advocacy group, parent nights at local HS, trainings at SST 13) to share transition resources and expertise.
- Develop four virtual tours of community vocational/recreation programs to be given to local educational agencies.
- Partner with local school to support 6 young people with DD to attend college.

Progress: Presentations were made to the ARC parent group, SST 13, Indian Hill/Madeira Middle School, Summer Adventures at TriCounty Mall, and Kings Island for those supporting summer workers. Informational sessions were conducted at a Cincinnati Public Schools open house for Project SEARCH and the Harrison Community Network.

Videos were distributed to several instructors around the county. Continue to explore ways to share widely.

The advocacy team participated on the ProSec Collaborative though a leadership change at the Down Syndrome Association made it inactive for six months. The University of Cincinnati launched a new program for students with intellectual disabilities modeled after a program at the College of Charleston, SC. NKU in conjunction with the Human Development Institute at UK was awarded a grant to support college opportunities for students with developmental disabilities. Strong programs are at UC Clermont and Blue Ash, as well as NKU and College of Mt. St. Joseph.

Partner with Help Me Grow agencies, day care centers, and other community organizations to ensure quality services for young children from birth to age three.

- Provide at least two opportunities for professional growth around evidence-based practices to our partners and agency employees.
- EI staff identify and meet with at least three community partners (medical practitioners, support groups, private providers) to explain evidence-based early intervention practices so that they fully understand our new approach.

Progress: Informational sessions were conducted at a Cincinnati Public Schools open house for Project SEARCH and the Harrison Community Network. Dr Patty Manning presented on having difficult conversations with families when you suspect autism and Dr Robin McWilliam presented on best practices. Several mini-sessions on various topics were held for EI staff, including on the new Help Me Grow rules.

Presentations to community partners about the EI approach were given to Thomas Center, Northeast Pediatrics, Anderson Hill Pediatrics, Speech Department at CHMC, PT/OT Department at CHMC, Media Bridges Forum Radio Show, Good Sam Hospital, the Hamilton County Special Education Director meeting, and Clinton County. An information booth was also hosted at the 4c Leadership Conference.

Building and Supporting our Infrastructure

Financial Responsibility

Continue to improve the cost-effectiveness of agency operations.

- Decrease expenses by assisting Community Services with one-time costs, local funds expenditures, and payment authorizations of waivers
- Review revenue sources to determine if additional staff could bill TCM MAC to enhance revenue receipts

Progress: All Service Facilitation supervisors and the COG financial person track expenditures and receipts for all purchases. Review of purchases and discussion of policies is ongoing. Quarterly reports and analysis is prepared and submitted to appropriate supervisors.

Revenues have been enhanced through taxi and waiver billing, review of Metrocard use, analysis of ICFIID and SODC use and billing, and review of mental health expenses and Medicaid.

Expenses have been decreased through one-time policy and operational changes, Adult Services budget delegation and procedure compliance, review of payee services and provider compliance with My Plans.

Other improvements in process include moving day array attendees to Level I waivers; setting up electronic documentation files; completing ICFIID billing; sharing tracking and follow-up of Home Choice waivers.

Random Moment Time Study (RMTS) participants have been updated on a quarterly basis. Several staff were added due to their job functions falling into the parameters of what can be billed under the RMTS system.

Develop, implement, and update plans to meet the stipulations of the Tax Levy Review Committee and the Hamilton County Commissioners as part of the 2009 – 2014 tax levy process

- Prepare mid-term levy report for the County Commissioners reviewing TLRC stipulations as outlined in 2009 Tax Levy Plan

Progress: The report was reviewed with the TLRC in March after tours of Fairfax and Jackson and a presentation. Levy Plan was updated to reflect actual year-end numbers for 2011. Final report from TLRC to Commissioners was provided in July. Recommendations: 1) Continue to monitor and report ERIP program (program was finalized); 2) Continue to monitor Medicaid Waiver Program; 3) Continue to monitor school district funding. The report stated: "DDS has continued to be good stewards as they have made tough decisions to adjust to the changing economic environment. As they have met the challenges they have continued to maintain a high level of excellence in the services. They responded professionally to all our questions and requests and indeed their services are an asset to Hamilton County."

Maximize use of Medicaid and other types of non-levy funding to reduce waiting lists and provide more options to individuals and families

- Transition all providers to comparable rates in 2012 with movement to Medicaid rates by 2013.

Progress: Providers were notified in meetings of the change in Medicaid rates starting in 2013. Payment for comparable rates for comparable services began to ease the transition. Those that were not their own Provider of Record (POR) were transitioned to POR in September. Year-end meetings with all providers addressed questions about the new rates.

Continue to maintain all buildings with a high standard of cleanliness and repair to address the changing needs of people served.

- Establish capital budgets for HVAC replacements at various locations. Develop space and parking for move of Early Intervention staff from Fair Lane to Fairfax School. Install sprinkler system at Jackson Adult Center

Progress: All capital projects were completed. Queensgate renovations were completed and moves occurred. The Fairfax parking was the last completed due to zoning and below-ground wiring delays. Early Intervention staff moved to renovated office spaces at Rost and Fairfax Schools in the fall.

Human Resource Management

Investigate and implement effective strategies for recruiting, supporting, and retaining quality staff

- Provide 6 management training opportunities based on topics identified by managers.
- Research and select a new performance management system that is culturally competent and produces meaningful feedback for employee performance improvement.
- Build the workforce of the future by making at least 20 points of contact with educational institutions
- Establish an inclusive, working diversity council charged with articulating their mission, setting goals, and identifying training that supports a culturally competent organization.

Progress: Training was provided in discipline, performance evaluation, hiring procedures, leave management, family medical leave, investigations, and harassment and discrimination in the workplace

New evaluation tools were developed and implemented.

A new position of Human Resources Coordinator was created and the coordinator made an estimated 50 contacts with educational institutions.

The diversity council was established with four subcommittees focused on employee engagement, recruitment & retention, community/family and minority involvement, and training. The council conducted a training on cultural competency in December and is working on goals and objectives for 2013.

Information Technology

Define project plan for new phone and VM system

- Plan, install, configure, rollout, train on a new phone and VM system that will positively impact staff accessibility and enhance communication.

Progress: MS Lync phone, voice mail and unified communication system was installed in all locations.

- Enhance the agency website's capability to be a repository for desired information for individuals we serve, their families, providers, staff, and the community
- Re-architect, redesign and rebuild the agency Internet site so that families, individuals and providers can find resources and supports quickly and easily. Include individuals, family members, and providers in planning committee.

Progress: Community Relations and IT staff evaluated several web development firms and decided upon a company called Pixels and Dots. Community Relations staff worked with Pixels and Dots to separate the Internet website content for families, individuals and the community (public) from the provider information. The two new websites (one public and the other for providers) went live in the fall. The new public site won an award from Ohio Public Images.

Advance the features and efficiency of the agency's primary software applications to improve productivity and facilitate staff in their work

- Purchase, install and configure additional components of the electronic document management system so that staff can be efficient in locating documents quickly with searches.

Progress: KnowledgeLake was rolled out to the Benefits Department to scan, index and store documents. IT worked with staff from Community Services to help them consolidate documents and content types. Community Services secretaries received new computers, scanners, KL licenses and training. My Plans are now scanned into KL instead of into Gatekeeper. Service Facilitators were shown how to search for documents in KnowledgeLake. Additional departments will be rolled out in 2013.

Quality Improvement

Partner with provider and community agencies to deliver training to increase positive relationships between staff and people served

- Offer targeted training, developed based on site visits and ongoing needs assessment, to support independent and agency providers' quality improvement. Create new and use existing training modules to support efforts.

Progress: Targeted training was offered to Stepping Stones (Building Positive Relationships and the *Now I Get It* curriculum) in response to a needs assessment. *Journey to the North Star* series was used with North Star Advantage providers and the *Now I Get It* curriculum was used for the Combined North Star Advantage group. Developed a "Journey 2" series to be shared with adult center staff. Developed and presented training on housing schedules and billing for locally funding services for provider community. Hosted a session with John McGee on Gentle Teaching for select providers. North Star Advantage 2012 class began in September with trainings on developing positive relationships and mentoring. Hosted session on medication administration based on recent compliance reviews. Led session on ABCD philosophy for Academy of Direct Support Professionals. Hosted Director Martin in a Futures Forum about current local and national trends. Second Futures Forum scheduled for January 2013 on Issues of Aging and Disability.

Explore new and innovative ways to train employees and contract providers. Use staff in training development

- Share new training tools developed for the adult learner to assure best practice with provider community. Offer new tool at least four times a year.

Progress: Offered one *Journey to the North Star* session at the March provider operations meeting. Using the provider website to store training materials and best practices information. Held two provider forums - one on the revision process, the second on Employment First. Provider forums use cafe conversation or informal discussion to address issues of common interest. Four providers are going through the North Star Advantage which introduces innovative training tools (Tips for Success, Journey series, etc). All providers are invited to Futures Forums which address current trends and include facilitated discussion.

Maximize the effectiveness of the process to measure satisfaction of stakeholders for continuous improvement

- Research best practice models of gathering input from stakeholders. Implement strategies that match our needs

Progress: Hosting a Quality of Life summit in May to discuss creative ways to gather input from families and individuals. Responded to proposal for intern from University of Kentucky to research best practice models of gathering input. Created and began using the "Life Satisfaction Survey" to gather input from families and individuals. This is an interview based survey used for immediate feedback for HCDDS and provider staff and for longer-term planning purposes.

Use Vision 2014 forum to focus on innovative practices supporting what matters most to individuals and families

- Support innovation initiatives with diverse members who think creatively about addressing inclusive leadership, leveraging new technology, maximizing the COG, building networks of friends, and supporting a family forum.

Progress: Innovation initiatives were launched. The family initiative resulted in re-working the Family Welcome process. Several gatherings with local youth to plan for creating more social inclusion in schools resulted in a Facebook page and independently-hosted information and discussion gatherings. The technology initiative hosted several remote monitoring vendors in a session for Community Services staff. The partnership initiative hosted the Futures Forums.