

**WYANDOT COUNTY BOARD OF DEVELOPMENTAL DISABILITIES
(Wyandot County DD)**

STRATEGIC ACTION PLAN FOR CY 2023

Board Approved: November 17, 2022

OUR MISSION

Working in partnership with Wyandot County citizens with developmental disabilities, their loved ones, providers and the community to provide the supports people need to discover, pursue, and achieve a life that is meaningful, connected, safe and healthy.

OUR PURPOSE is to help each person discover, pursue, and achieve their fullest potential so they may **learn, earn, live, and connect** in their community.

OUR PHILOSOPHY:

The philosophy of WyCBDD is based on a belief in the equal rights and inherent worth of everyone. We will promote the safe, healthy, and self-determined choices of people to the greatest extent possible to help people learn, earn, live, and connect in Wyandot County.

OUR VALUES:

ABILITY:

We believe that each person has unique abilities and meaningful contributions to make.

OPPORTUNITY:

We believe every person deserves opportunities to discover, pursue, and achieve their fullest potential.

COMMUNITY:

We believe community isn't just where you live, but it's how well you live with others in your community. We believe that within the heart of our community, everyone belongs!

BETTER TOGETHER: <https://youtu.be/aJ9fmnX5OFw>

We believe that at the end of the day, we are not that different. We all want **acceptance**. We all want **friendship**. We all want **love**. And **a safe place to live**. We choose to believe...We Are Better Together!

PERSON-CENTERED: We promote the principles of self-determination, which include a person/family-centered approach to individualized planning, as well as freedom, responsibility, support, and authority.

SELF-ADVOCACY: We recognize that people with disabilities must play a significant role in the design and structure of the system of services and support. This is called self-advocacy.

CHOICE: WyCBDD programs and services are voluntary, meaning they are not forced upon people and families. Eligible people and families can choose to participate, and they have the right to choose not to participate.

PROFESSIONALISM & RESPECT: WyCBDD employs qualified, caring, respectful employees who provide the highest quality services and support to people. WyCBDD promotes our employees' continuous improvement and professional development.

STEWARDSHIP: WyCBDD will assess, plan, authorize, fund, and monitor the quality of the services and supports provided to address peoples' needs within the resources entrusted to us.

OUR VISION:

Child & Family Services Vision

WyCBDD envisions a future in which every child with an intellectual/developmental disability participates in a child-centered, individualized education experience beginning as early as birth and is meaningfully connected to children and friends without disabilities. We envision a future where this continues until they successfully transition to a community connected/integrated adulthood. We envision a future where parents and families are actively engaged and have information, services, peer and professional support readily accessible where and when they need it, through all ages, stages, and transitions. We believe in the following:

- Consistency and Best Practice. Children learn through repeated interactions with their environment, usually dispersed over time. This will include parents, caregivers, teachers, other professionals, caregivers, and typically developing peers (other kids).
- Parent/Caregiver Engagement. The importance of parent/caregiver involvement. When parents/caregivers are provided the information, material, and emotional support they need, they can then provide the best learning opportunities for their children.
- Parent Education & Support. Parents as teachers. Parents/caregivers have the greatest amount of influence on children. Therefore, the greater their confidence and competence, the greater the outcomes for their children.
- Professional Consultation & Support. The role of the professional is to enhance the confidence and competence of children and their parents/caregivers. We will employ, train, and maintain highly competent Child & Family Services professionals.
- Collaboration & Partnership. We will fully collaborate and partner with other child and family serving organizations, community resources, parents and families for the benefit of children with intellectual/developmental disabilities.

Vision for the Future of Adult Services

We envision a future in which every individual with a developmental disability is presumed to have the ability, with the right support, to be meaningfully connected to and participate in the community, including integrated employment. A future in which people have had genuine community-based experiences including job exploration and discovery, job shadowing, paid community trial work experiences, and volunteer opportunities. Life experiences lead to person-centered outcomes.

We envision a future in which all persons who desire to be meaningfully connected with people and places in the community, have that opportunity. We envision a future in which members of the community and community groups feel comfortable and supported when fully including people with intellectual and other developmental disabilities. We envision a future in which each person's place on the path to community connection is identified, and each person has the services and support necessary to be both in and of the community. And we envision a future in which people who desire creative outlets to express themselves through the arts will experience opportunities to do so side-by-side others in the community who share the same interests. This vision includes ready access to affordable and reliable transportation services.

Vision for the Future of SSA/Case Management Services

The WyCBDD SSA department envisions a future when the services and supports we provide embody the principles of self-determination including, but not limited to, person-centered, individualized, responsible, and community-based for each person served. A future where people and their families are able to think about and express their hopes and dreams, and their person-centered support teams are able to help fulfill them utilizing both paid and unpaid community supports. A future where people are fully and meaningfully included in the community and participate as valued members.

Vision for the Future of Administration & Facilities Services

A future in which we recruit, train, and maintain highly qualified, competent staff and service providers. A

future in which we are able to provide the necessary finances and technology to help all other service units within the organization achieve their vision. A future in which WyCBDD facilities are fully accessible, healthy, safe, professional, and sufficient to meet our unique needs. Spaces, training, and technology will be designed to promote teaching, skills training, community access and community inclusion.

OUR SERVICES & SUPPORTS:

County Board Service Eligibility. Programs and services are available to persons residing in Wyandot County who have a developmental disability which causes substantial functional limitations in at least three major life areas as prescribed by the Ohio Revised Code. Infants and toddlers age birth to 3 years are eligible for county board early intervention developmental services, if there are developmental delays identified and documented. Children ages 3 through 5 are eligible with a diagnosis of a developmental disability and who have been evaluated by their local education authority (i.e., school district) as eligible for special education services. Children ages 6 through 15 are eligible with a diagnosis of a developmental disability and who have been determined to have a substantial functional limitation in at least 3 life domains in accordance with the Children’s Ohio Eligibility Determination Instrument (COEDI). Persons age 16+ are eligible with a diagnosis of a developmental disability and who have been determined to have a substantial functional limitation in at least three life domains in accordance with the Ohio Eligibility Determination Instrument (OEDI) for adults.

Free Choice of Provider. Where Medicaid home and community-based waiver services (HCBS) are utilized, the WyCBDD fully recognizes and supports the person’s freedom to choose any certified and willing provider of these services. This free choice of provider is assured by Wyandot DD Service & Support Administrators (SSA/Case Managers).

Least Restrictive/Most Integrated Settings. Wyandot County DD assesses, plans, authorizes, and monitors services based on the individualized needs of the person (i.e., person-centered). The emphasis of service delivery will be on movement to the least restrictive environment/most integrated service settings to include, but not limited to: educational, vocational, residential, habilitation, and recreation/leisure. This is consistent with Ohio’s commitment as an Employment First/Community First state.

Employment First. Wyandot County DD is fully supportive of the Governor’s Executive Order and the General Assembly’s confirming legislation declaring Ohio an Employment First state. As such, Wyandot County DD will continuously evaluate its programs, services, and practices to align with the principles of Employment First and Community First. Employment First is a philosophy that integrated community employment is the preferred outcome for people with intellectual/developmental disabilities of working age and should be pursued if that is the person’s interest, preference, and desire. Wyandot County DD recognizes each person is unique and is therefore on her/his own place on the path to community employment and/or community integration. We deeply respect this. It is at the core of self-determination. Wyandot County DD strives to provide everyone with opportunities to explore and experience community-based, integrated settings and services. We anticipate that people will progress along their path toward community employment, integration and connectedness.

OUR ORGANIZATION:

The Wyandot County Board of Developmental Disabilities administrative offices are located at 11028 County Highway 44, Upper Sandusky, Ohio at Angeline School. As a public entity, the Board’s administrative offices are open to the public, typically weekdays 7am-4pm. Members of the public may access the Board and the Board’s administrative offices using the following contact information:

Wyandot County Board of Developmental Disabilities
11028 County Highway 44

Upper Sandusky, OH 43351
Phone: (419) 294-4901
Fax: (419) 294-2054
Email: admin@wycbdd.org
Website: www.wycbdd.org

The seven (7) member volunteer board holds its regularly scheduled public meetings on the third Thursday of the month beginning at 7:30pm unless otherwise advertised. Board meetings are not typically scheduled for the months of July and December.

GENERAL PURPOSE STATEMENTS

Assure the availability of comprehensive services based on assessed needs to eligible people with developmental disabilities in Wyandot County, with an emphasis on community inclusion, least restrictive environment, self-determination, self-advocacy and person/family-centered planning.

Employ qualified, caring, and dedicated employees who provide the highest quality services and support to people served and to promote their continuous improvement and professional development.

Assure safe, healthy, and accommodating facilities for the provision of specialized services. To be a leader in the area of accessible facilities and practices.

Ensure the availability of age-appropriate, up-to-date materials, supplies and equipment in order to meet the specialized needs of people with developmental disabilities.

Provide, support or arrange for the safe, efficient, reliable, and accessible transportation services that connect people to needed programs, services, and the community.

Promote open lines of communication, input, feedback, and response between Wyandot County DD and our community in order to promote awareness and understanding.

Evaluate, assess, and monitor program services in relation to the changing needs of people, parents/families, community, and DD professionals.

Assess, plan, authorize, provide, and monitor services to eligible people/families in a manner that addresses needs within the available resources entrusted to us by the public.

Comply with applicable state, federal, and local laws, rules, and regulations.

STRATEGIC ASSUMPTIONS

People with intellectual/developmental disabilities (I/DD) will increasingly receive their services and support within community-based programs as opposed to institutions and other large, congregate settings. Wyandot County DD believes the optimal outcome for a person with I/DD is meaningful inclusion in the community to the fullest extent possible, including community employment.

As the statistical cohort commonly known as the baby boomers grows older, we expect to see an increased emphasis on what is being called the “aging caregiver” issue. “Aging Caregiver” refers to a parent/family member who is over the age of 60 and is the primary caregiver for a loved one with I/DD residing in the family home. In addition, this aging population will continue to place a strain on the demand, and therefore the availability, for a sufficient direct services professional (DSP) workforce.

Early childhood enrollment will continue to grow due to:

1. Increased awareness;
2. Early identification and referral;
3. Improved medical technologies in pre-natal and post-natal care;

As high school students with I/DD transition from school to adulthood and enter the job market, many will desire community employment, as well as community-based vocational training opportunities. Others may need a more specialized, support-intensive day program environment. In alignment with Ohio's Employment First/Community Life Engagement initiative, Wyandot County DD will continue to promote integrated community employment as the preferred employment outcome for young adults with I/DD.

We expect the state and federal government to continue to guide county DD boards away from the direct services provider role (e.g., adult day services, transportation, schools, etc.) and toward the role of assessor, funder, and administrator of specialized services. We know the county board must cease as a provider of HCBS Medicaid direct services no later than March 1, 2024.

As demand for home and community-based services continues to exceed available state funding, there will be greater pressure placed on local revenue to provide these services to Wyandot County citizens with developmental disabilities and their families.

Self-Advocacy

Self-advocate is the term used for an individual with a disability who is working to provide her/himself and others with improved services and improved opportunities that support choice, control, and responsibility in their everyday lives. Self-advocacy groups provide a forum for self-advocates to come together, network, share ideas, support one another, and advocate together for change. Self-advocates learn to speak up and to stand out.

Self-advocates work in groups and associations at local, regional, state, and at times national levels. These groups and associations utilize self-advocacy advisors to assist and support their self-advocacy groups. An advisor is typically a person without a disability who is not a voting member of the self-advocacy group, but who is available to help members grow their advocacy skills.

WyCBDD's current self-advocacy group is called The Voice of Wyandot, as selected by its membership. The Voice of Wyandot is a local chapter of the Ohio Self-Determination Association (OSDA). Voice of Wyandot self-advocates attend local, regional (Tiffin, OH), and state-wide OSDA meetings and trainings specific to topics important to self-advocates. A small number of Wyandot County self-advocates have completed a year-long self-advocacy training called Project STIR (Steps Toward Independence and Responsibility). This is a "train-the-trainer" self-advocacy model, meaning some local self-advocates can conduct the Project STIR classes and curriculum for the benefit of their peers. Project STIR curriculum focuses on topics such as facilitating meetings, voting, assuming leadership roles, and speaking up for oneself and for others.

WyCBDD will continue to promote and support local self-advocacy efforts in the following ways:

- Renew annual membership in the OSDA;
- Provide self-advocacy advisory to teach and support the growth of self-advocacy skills;
- Facilitate the transportation necessary for self-advocates to actively participate in regional OSDA meetings; and
- Include self-advocates in the planning and prioritizing of WyCBDD programs, services, and operations.

SSA/Case Management Services

- **County Board Eligibility Determination, Information & Referral:** Service & Support Administration will be the first contact for inquiries regarding all new referrals for WyCBDD services. This provides for a centralized intake process. Service & Support Administration will be responsible for county board eligibility determination. Information and referral services are provided by SSAs regardless of eligibility.
- **Service Coordination:** SSAs will serve as the designated service and support administrators for the purpose of Individual Service Planning (ISP). The WyCBDD chooses to provide this service directly, and not through a contract with another provider.
- **Service Monitoring:** ISP plan services are monitored by SSAs. This is not contracted out.
- **Crisis Intervention:** SSA services are available on a 24-hour basis to people served. The emergency contact information is provided on the organization's voice mail message during non-business hours.
- **Major Unusual Incident (MUI) Review and Assessment:** Service & Support Administration will review each unusual incident and refer suspected MUIs to a state-certified investigative agent for investigation and filing with the state. WyCBDD contracts for the services of a part-time investigator. MUIs are filed immediately with the Ohio Department of DD via a secure web-based incident tracking system (ITS). It is the SSA Director who assures all aspects of the MUI and SSA rules are in compliance.
- **Provider Recruitment, Support, and Compliance:** These services will be provided through contracts with the West Central Ohio Network (WestCON) council of governments and Hancock County DD, in partnership with the WyCBDD SSA unit.
- **Employment Navigation:** In 2016 the State of Ohio added employment navigation as a service to be provided by county board SSAs. Employment Navigation, simply stated, is service coordination connecting an individual who is interested in integrated community employment with the employment services the person needs to get a job and/or maintain it.

Residential/Home & Community-Based Waiver Services

There are **68** people served in residential/community-based services settings within Wyandot County (up from 65 last year) to include: **39** Individual Options Waivers; **24** Level One Waivers; **2** receiving Self-Directed Life Funding (SELF) Waivers; and **3** receiving locally funded Supported Independent Living services. The SSA Team plans, coordinates, administers, and monitors residential service delivery in Wyandot County.

There are currently **8** people on the waiver wait list, 3 that have two areas of identified need and 5 that have one area of identified need. Effective 9/1/2018 the Ohio Department of DD changed its waiting list rule which gives county boards a 2-year period to conduct a waiting list needs assessment for everyone who is on the list. As individual need assessments are completed, the waiting list numbers will change, including the elimination of priority status. The new assessment tool, developed and required by the Ohio Department of DD, determines immediate need, current need place on wait list, current need not placed on wait list, and no current need.

In 2022 SSAs authorized waiver services in the amount of \$3,086,882 of which approximately \$1,111,278 is the non-federal Medicaid match share. The average annual waiver authorization per waiver was \$47,491

In 2009, WyCBDD committed all State of Ohio Department of Developmental Disabilities subsidy dollars (i.e., 501 subsidy, tax equity, supported living subsidy, etc.) as non-federal match commitment. An exception to this was the Family Support Services (FSS) grant which is allocated directly to eligible families, not to Medicaid match. Effective with the state fiscal year 2020 budget, the Ohio Department of

Developmental Disabilities included language in state law implementing this statewide. Therefore statewide, effective July 1, 2019 state subsidies have been shifted to the Medicaid waiver match line item and must be used to match HCBS Medicaid Waiver services.

Medicaid waiver programs require that either the state or local county board pay approximately 40% of the funding (i.e., the non-federal “match”). Federal Medicaid funds are then leveraged to draw down the remaining 60% of Waiver costs (i.e., FFP or federal financial participation rate).

Based upon available resources, WyCBDD expects to allocate \$50,000 of additional Medicaid HCBS Waiver local match in 2023 (i.e., levy dollars) in order to continue to address the current need waiver wait list, including but not limited to the privatization of county board operated adult services. Any additional Medicaid HCBS Waiver enrollment would be the result of unanticipated emergency/immediate needs (e.g., loss of caregiver), replacement (one individual dis-enrolls and therefore another individual can be enrolled), or expansion of state-funded HCBS Waiver slots. At this time, it does not appear the Ohio Department of DD will hold any state-funded Medicaid HCBS Waivers in reserve for county boards in fiscal emergency (i.e., hardship).

STRATEGIC ACTION PLANNING

As a result of individualized needs assessments, feedback from people/families, as well as satisfaction surveys, WyCBDD leadership sets priorities and establishes a plan to grow and improve services to local citizens with developmental disabilities and their families.

WyCBDD also has access to an online version of Chapter 5126 of the Revised Code and the Administrative Rules of the Ohio Department of DD (ODoDD). ODoDD provides updated administrative rules to the Wyandot County Board of DD. These are then provided to the WyCBDD leadership team and utilized to assure WyCBDD plans and services are aligned with statutes, rules, and regulations.

The annual planning process includes:

- 1) Review of mission, vision, and values.
- 2) Seek input and accept feedback from people, families, staff, providers, and the community.
- 3) Monitor and report progress at least annually.
- 4) Assure annual action items align with the organization’s strategic vision, goals, & objectives.

Annually, on or before December 31st, the Wyandot County Board of DD develops, adopts by resolution, and submits to the Ohio Department of DD an annual plan which in accordance with ORC 5126.04 and 5126.054 is based upon available resources and includes at minimum the following components:

The number of people with developmental disabilities residing in the county who are placed on the county board's waiting list established for the services pursuant to section [5126.042](#) of the Revised Code; the service needs of those people; and the projected annualized cost for services;

The projected number of people to whom the board intends to provide home and community-based services based on available funding as projected in the board's annual five-year projection report submitted pursuant to section [5126.053](#) of the Revised Code, first required beginning April 1, 2020;

In accordance with Ohio Administrative Code 5123-4-01, the plan shall also:

- Include the county board's mission, vision and values;
- Promote self-advocacy by people served by the WyCBDD through the person-centered planning process, activities, and community connections;
- Ensure that people receive services in the most integrated setting

- appropriate to their needs;
- Address reducing the number of people in the county waiting for services;
- Address increasing the number of people of working age engaged in community employment;
- Address recruiting sufficient providers of services to meet the needs of people receiving services in the county; and
- Address meeting with each newly certified independent provider within sixty calendar days of the provider being selected to provide services to an individual, for 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.

The WyCBDD makes the plan available to people and families who receive services, employees of the county board, citizens of the county, and any other interested persons.

The WyCBDD prepares a report annually and makes this available on its website and via public board meetings.

The WyCBDD holds a public hearing, no later than the thirty-first day of December each year, to gather public comment on WyCBDD programs and services. The Wyandot County Board of DD utilizes local media to provide a thirty-day notice of the date of the board's public hearing. The WyCBDD carefully considers this input in the development of programs and services. The plan shall include the WyCBDD table of organization.

LONG-TERM STRATEGIC VISION & PLANNING (2022-2026)

The county board of the future will be the administrator of specialized services & supports for people, rather than the provider of these services. The county board of the future will serve as the assessor of individual needs, person-centered planner, funder, health/safety/quality assurance monitor, provider relations & support, and community outreach & development. Therefore, Wyandot County DD will continue its transition from service provider to service administrator.

OUR STRATEGIC PRIORITIES AND ACTION ITEMS

Administration & Community Development

- 1. Increased Community Transportation Options (evenings/weekends) 2023+**
 - a. Actively participate in Wyandot County Coordinated Transportation Coalition in order to partner and advocate for the expansion of public transit service and other transportation options such as Uber/Lyft.**
 - b. Budget and fund contribution of local match for federal public transit grant.**
- 2. Increased Competitive Compensation for DSP Workforce 2023+**
 - a. Within available funds, continue to utilize local resources to increase direct service wages in order to recruit and retain a much needed DSP workforce.**
 - b. Advocate and support state-level initiatives to increase direct service wages.**
- 3. Larger meeting/training spaces & private SSA office space 2023/24**
 - a. Engage the professional services of an architect/design-build firm to assess our current use of space, and draft a future use plan which is aligned with the vision.**
 - b. Phase 1 of the use plan should include increased private office and meeting space due to the confidential nature of service planning and discussion.**
- 4. Develop a Continuum of Services Planning & Support Complete 2022**
- 5. Increased mobile tech/secure work anywhere (e-sign, printing, etc.) Ongoing**

- 6. Increased number of accessible CCA homes 2024/2026
- 7. Financial Stability & Sustainability Post Privatization (e.g., sufficient match) 2024+
- 8. Increased Employment Services Available by Waiver Certified Agencies (i.e., statewide “blueprint” workgroup recommendations) 2025/Future Vision

Enhance Family Support Services

- 1. Increase MSY services close to home/intensive home-based (coaching) 2023+
 - a. Partner with Wyandot County Family & Children First Council to increase intensive home-based support for parents/caregivers of multi-system youth (MSY)
 - b. Continue partnership with behavioral health services through the WestCON council of governments, to include utilizing a Keeping Families Together grant from the Ohio Department of DD.
- 2. Increase SSA services to support children/families through school years 2023+
 - a. Increase focus of child/family SSA to more effectively engage with transition youth and their families.
 - b. Assign younger children (not yet transition age) to active SSA caseloads to increase child/family access to SSA support, and to increase the knowledge of all SSAs within the SSA department.
 - c. Increase utilization of Family Support Services (FSS) by transferring it and embedding it within the SSA department.
- 3. Encourage and support Parent/Family Peer Support Network 2023+
 - a. FSS Coordinator will engage and support a parent/family peer support group, specifically as their children grow older and have different needs.
 - b. Budget to support whatever direction the parent/family support groups lead (e.g., outside trainers/presenters, refreshments, meeting space, tech, etc.)
 - c. Developmental Specialist, FSS Coordinator, and SSA Department will work collaboratively to support a parent mentor network.
 - d. Develop a full-time Parent Mentor/Family Support Specialist. Future Vision

Increased Provider Support Services

- 1. Increase the available pool of Direct Services Providers. 2023+
 - a. Continue efforts through WestCON communications specialist to recruit DSPs via an on-going social media campaign, to include assisting existing provider agencies with outreach to potential DSPs.
 - b. Continue to offer training/technical assistance (e.g., assist with complex state provider certification application, etc.) to interested and new Independent Direct Service Providers (IDSPs) through our contract with Hancock DD provider support services.
 - c. SSA Managers will continue to actively engage with potential providers that demonstrate interest in expanding into Wyandot County.
- 2. Enhanced Provider Support Services/Relations 2025/Future Vision
 - a. Expand our provider support/training contract with Hancock DD to include initial DSP training, onboarding, orientation training (i.e., DSP Academy)
 - b. Full-time Provider Support Specialist

Increased County Board Capacity & Specialization

1. **Increase capacity of SSA department by adding additional SSA/Case manager and SSA administrative support, which frees up SSA/Case Managers to spend more time directly serving people.** 2023+
2. **Increased Medicaid Compliance/Management** 2023+
 - a. **Explore adding this specific role and duties within an existing position description.**
 - b. **Continue to grow this over time to develop into a full-time position post privatization.** 2025/Future Vision
3. **Broaden the scope of Self-Advocacy county-wide** 2023+
 - a. **Support SSAs to develop a county-wide self-advocate group (e.g., Wyandot Care Crew, Carey Kiwanis Aktion Club, etc.) to expand access to individuals living in the community semi-independently.**
 - b. **Continue to grow this over time to develop into a Communications/Community outreach role post privatization.**
4. **Continue to work collaboratively with Hancock CBDD Investigative Agents for MUI support.** Ongoing
5. **Explore behavior support partnerships with other county boards.** Ongoing

Increased Emphasis on Assistive Technology

1. **Assistive Tech Support for People Served** 2023+
 - a. **Expand the scope of our current Assistive Technology Services contract with the NCOESC to allow the consultant to work with persons served who might benefit from an assistive/smart technology in-home consult.**
 - b. **Evaluate this expanded service for future contract renewals.**
2. **Mobile Secure Work Anywhere (printing, e-signature, etc.)** 2023+
 - a. **Evaluate e-sign options and implement the one that works best for SSAs and EI.**
 - b. **Explore the cost/benefit of mobile printing for SSAs and EI.**
3. **Assistive Technology/Smart Room for Demonstration.** 2025/Future Vision