



MIAMI COUNTY BOARD OF DEVELOPMENTAL DISABILITIES (RIVERSIDE)

**STRATEGIC PLAN**

**2022-2024**



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## Mission

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To empower people with developmental disabilities to live, work and play as full members of our community.

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## Vision

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To build a community that supports and values people of all abilities.

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## Values

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Respect

Integrity

Teamwork

Accountability

## STRATEGIC PLAN

FROM OUR  
SUPERINTENDENT

Our last Strategic Plan covered the years of 2019-2021. Just one of those three years took place before the COVID-19 pandemic. While the pandemic presented significant challenges in that time, I am proud of the progress our team was able to make on our goals despite some unanticipated obstacles.

Some of the outcomes from our previous Strategic Plan include how our use of LifeCourse Tools along with the new OhioSP allowed us to work ahead of state implementation deadlines. In addition, our efforts to build strong relationships with local resources allowed us to implement several successful COVID-19 vaccine distribution clinics in cooperation with the Miami County Public Health Department when those needs arose. We also supported provider agencies and individual DSPs during crisis not only to ensure the continuity of services, but the health and welfare of our local workforce. In addition, our commitment to technology and innovation resulted in our preparedness to instantly switch from in-person to virtual visits for Early Intervention, allowing for the continued delivery of services in homes so that children ages 0-3 did not fall further behind on reaching developmental milestones. Our agency values of Respect, Integrity, Teamwork and Accountability guided us through uncertain times, and the quality of character in all of our employees allowed us to rise above the challenges and achieve all of these goals.

While we continued delivering services with a keen eye on our Five Areas of Focus from our previous Strategic Plan, one particular challenge simply forced us to implement actions we did not anticipate. The challenge I am addressing is the shortage of Direct Support Professionals (DSPs) in our field. What was a shortage crisis in previous years turned into an emergency crisis as the pandemic continued.

DSPs provide a wide array of services to people with developmental disabilities from just a few hours of support once or twice a week, to providing round-the-clock care to others who need it. Some DSPs help people with simple tasks such as grocery shopping, errands or recreational activities. Other DSPs specialize in a service, such as being a "payee" and helping with personal finances, or in transportation by providing rides. Because the shortage is at a crisis level at the time of publication for this document, Riverside employees are filling in on caregiving shifts at individuals' homes.

Our focus for the next three years will no doubt center around stabilizing this issue in our local community, as our friends and neighbors with developmental disabilities deserve the highest level of care. I hope you will join us in our mission and assist us in recruiting caring workers to our field.

If you or someone you know would be interested in exploring the many options and opportunities to become a Direct Support Professional and support people with developmental disabilities, we welcome you to call us at 937-440-3000 or visit [riversidedd.org](http://riversidedd.org) for more information.



A handwritten signature in blue ink that reads "Brian W. Green".

Brian W. Green  
Superintendent

# STRATEGIC PLAN

## 5 AREAS OF FOCUS

### **Person-Centered Focus**

Discovering what is important to and for the people we serve to empower them to live their best lives.

### **Innovation**

Creating and supporting innovative solutions to enhance the quality of life for the people we serve.

### **Relationships**

Building and enhancing connections between people, families and the community to foster relationships and independence for each person.



### **Inclusion**

Ensuring all people have opportunities to participate in their community

### **Excellence & Sustainability**

Developing and streamlining organizational processes to create a sustained model of excellence.

AREA OF  
FOCUS

#1



## Person-Centered Focus

*Riverside will continue focusing on discovering what is important to and for the people and families we serve to empower them to live their best lives.*

### OBJECTIVES FOR AREA OF FOCUS #1

- 1** Utilize LifeCourse Tools across birth to end of life to identify and build upon what is important to and for the individuals and families we serve and their desired outcomes.
- 2** Sustain best practice of supporting service delivery by meeting individuals and families in their home and community.
- 3** Implement new OhioISP to provide person centered process for accessing and planning.
- 4** Encourage the individuals and families we serve to discover and use their voices to communicate their wants, needs and desires.

AREA OF  
FOCUS

#2



## Relationships

*Riverside will continue to create opportunities to build and enhance connections between individuals served, families, the community and our employees to foster relationships and independence for each person.*

### OBJECTIVES FOR AREA OF FOCUS #2

- 1** Build collaboration across our organization to cultivate a culture that "it's all our jobs" allowing for seamless support and transition for the individuals and families we serve.
- 2** Identify additional resources and connect individuals and families when needed.
- 3** Collaborate with and support community partners to enhance the outcomes for the individuals and families we serve.
- 4** Foster person-to-person and family-to-family opportunities to enhance support and connection.

AREA OF  
FOCUS

#3



## Excellence & Sustainability

*Riverside will maintain a culture of excellence and sustainability to ensure the successful attainment of our mission, vision and values.*

### OBJECTIVES FOR AREA OF FOCUS #3

- 1** Manage budget effectively to ensure long-term fiscal sustainability and meet current and immediate needs.
- 2** Use evidence-based practices in the support and services for the individuals and families we serve.
- 3** Sustain collaborative relationships with providers to ensure understanding and successful delivery of services to individuals and families.
- 4** Educate the community on Direct Service Provider (DSP) workforce shortage impact and career opportunities.

## STRATEGIC PLAN

### AREA OF FOCUS

# #4



## Inclusion

*Riverside will embrace equity and inclusion for all people in our community.*

### OBJECTIVES FOR AREA OF FOCUS #4

- 1 Ensure that individuals and families receive services in the most integrated settings based on their needs.
- 2 Expand employment, volunteer and recreational opportunities to foster and strengthen community engagement with the individuals and families we serve.
- 3 Enhance our engagement, retention and development practices to ensure employees feel respected, valued and celebrated and are equipped to thrive.
- 4 Increase our employees' ability to engage knowledgeably and compassionately with people across diverse backgrounds to meet the needs of the individuals, families and communities we serve.



## STRATEGIC PLAN

### AREA OF FOCUS

# #5



## Innovation

*Riverside will continue to create and support a culture of innovation to enhance the quality of life for the individuals and families we serve.*

### OBJECTIVES FOR AREA OF FOCUS #5

- 1** Continue to educate the community to improve identification of individuals with developmental disabilities or delay sooner to connect them to available resources.
- 2** Evaluate opportunities to improve efficiency without compromising quality of services provided to individuals and families.
- 3** Explore new innovations to better support and increase independence for the individuals and families we serve.

## BY THE NUMBERS

### Early Intervention

Early Intervention serves families with children birth to age three with developmental delays or disabilities to provide high quality, evidence-based services to enhance the child's development and caregiver's capacity to meet the needs of their child.

	2014	2015	2016	2017	2018	2019	2020	2021
0-2	187	215	245	244	255	260	247	

### School Age

School age services consist of consultation to public schools, behavior support, assistive technologies and transition services for students age 14 and older.

	2014	2015	2016	2017	2018	2019	2020	2021
3-5	71	92	107	130	69	65	95	
6-18	173	173	182	182	179	177	177	

### Adults

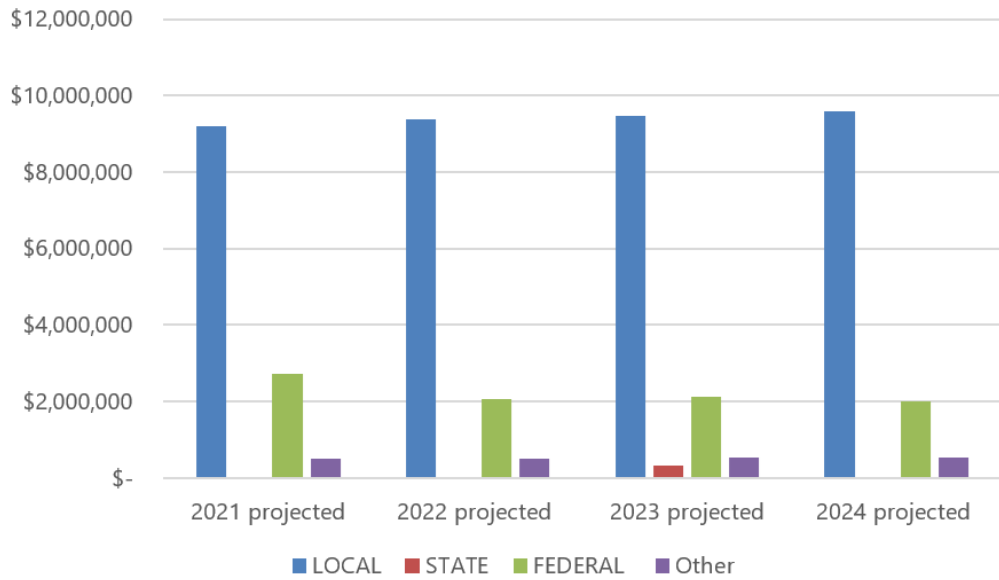
Adult services consist of case management, consultation to providers and families, behavior support, assistive technologies and transition for end of life.

	2014	2015	2016	2017	2018	2019	2020	2021
19-55	441	453	477	471	479	466	458	
56+	99	108	107	117	111	107	94	
TOTAL	784	826	873	900	838	815	824	

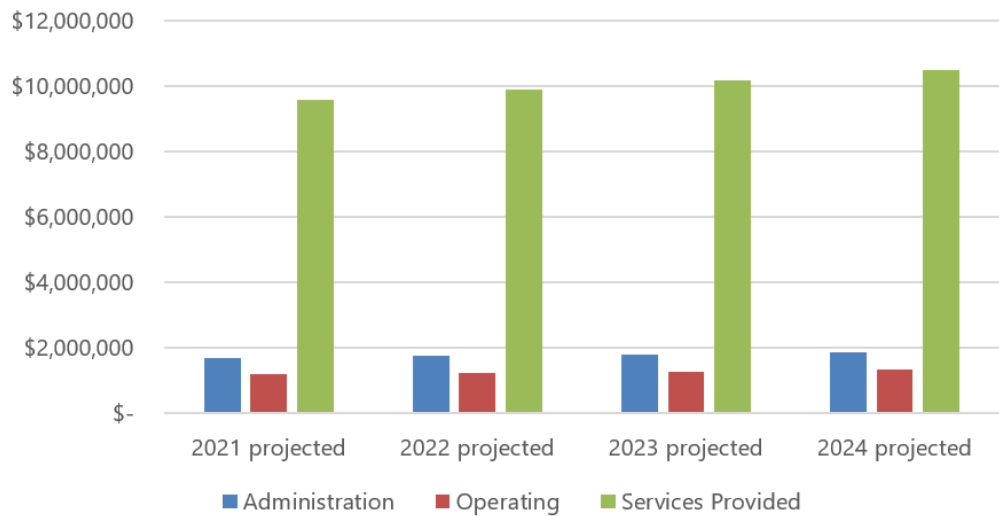
# STRATEGIC PLAN

## BUDGET

### Revenues



### Expenditures



Projections	2022	2023	2024
Direct Support - Locally Funded	\$1,212,351	\$1,576,056	\$1,623,338
Non-Federal Share of Medicaid Services (Waiver Match)	\$2,225,537	\$2,448,091	\$2,619,457

## Appendix

### **Planning and Setting Priorities (ORC 5126.04)**

Riverside plans and set priorities based on available resources for the provision of facilities, programs and other services to meet the needs of Miami County residents who are individuals with developmental disabilities.

Riverside assesses the facility and service needs of the individuals with developmental disabilities who are residents of the county.

Riverside requires individual service plans for individuals with developmental disabilities who are being served or who have been determined eligible for services and are awaiting the provision of services.

Riverside uses the statewide waiting list assessment tool to understand a person's need for services, including current needs and immediate needs, and shall ensure that methods of having their service needs evaluated are available.

If a foster child is in need of assessment for eligible services or is receiving services from Riverside and that child is placed in a different county, Riverside and Children's Services will work together and follow the process in rule to coordinate the services.

Riverside elects not to participate in the provision of or contracting for educational services for children ages six through twenty-one years of age. Riverside does not have any responsibility for or authority to provide educational services for children ages six through twenty-one years of age.

### **Three-Calendar Year Plan**

Riverside shall, by resolution, develop a three-calendar year plan that includes the following three components:

1. An assessment component (ORC 5126.042, 5126.059, 5126.0510, 5123.046)
2. A preliminary implementation component (ORC 5126.042)
3. An implementation component (ORC 5123.046, 5126.059, 5126.0510, 5126.042, 5123.046, 5126.054, 5126.056, 5126.055)