

# **2023 Strategic Plan Update**

to 2022-2024 Strategic Plan

### **Our Mission**

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

### **Our Vision**

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

#### **Our Values**

Respect Integrity Teamwork Accountability

### **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



### **Person-Centered Focus**

- Planned and facilitated activities to help people served and their families work toward life goals
- Coordinated community-based employment and volunteer opportunities for people served
- Maintained our Charting the LifeCourse focus agency-wide with person/family-centered planning, as well as with our employees and strategic planning process
- Continued to be part of the initial meeting and annual ISP (Individual Service Plan) discussions
- Conducted "Continuous Reviews & Monitoring" procedures at all service delivery locations
- Participated in statewide OhioISP implementation workgroup
- Implemented new OhioISP to provide person centered process for accessing and planning
- Implemented DODD's new Behavior Support Rule to enhance person-centered focus for those with behavior support plans, and updated internal policies, procedures and documentation



## Relationships

- Established and/or maintained relationships with community organizations to educate the public about our services
- Demonstrated our appreciation for Direct Service Professionals (DSPs) through creative outreach, and to volunteers and donors through holiday mailings and deliveries
- Built on interdepartmental relationships to strengthen our team and enhance the customer experience for families transitioning between Early Intervention and SSA (case management) services, and for people served who utilize SSA and Community Connections Department services
- Shared resources with other local agencies and counties to identify and utilize best practices
- Provided consultation visits with local daycare and preschool employees to maximize the potential of the children with disabilities whom they serve
- Identified new resources and assisted individuals and families in utilizing those resources
- Continued to expand collaboration with county agencies to grow knowledge of services and streamline supports for employees, individuals and families we serve
- Educated the community on DSP workforce shortage impact and career opportunities
- SSAs increased interactions and support of DSPs in homes of individuals served growing trust, collaboration and relationships
- Participated in number of collaboration meetings with local school district employees to enhance the customer experience for children and families we mutually serve
- Supported service provider agencies by implementing programs to reimburse them for program specialist services and non-Medicaid reimbursable services

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# **Excellence & Sustainability**

- Monitored costs and obligations to ensure budget spending while also monitoring for timely invoicing and payments
- Used ARPA funds when possible to ensure careful stewardship of funds
- Provided ongoing trainings for employees to increase practices using evidence-based strategies and practices with families and children in Early Intervention
- Utilized employee trainers for routine SSA (case management) updates and to ensure consistent practices across the department
- Developed OhioISP guidance documents for SSA Department and continuously update them to capture all DODD & software changes
- Utilized Services Budget Review Committee (SBRC) to review all service funding requests and ensure careful and consistent use of funds
- Secured outside funding sources and resources and assisted families with application processes
- Ensured fiscal responsibility of HR budget by continuous review and monitoring
- Streamlined career development process based on employee and management feedback
- Maintained and expanded independent benefit program for improved coverages
- Maintained market-competitive compensation plan for improved attraction and retention of quality employees
- · Maintained facility and grounds at our building
- Provided in-kind maintenance work to homes managed by Housing Opportunities for People (HOP)
- Completed annual DODD cost report and DODD 5-10-year cost projections
- Continued to provide professional tech support to employees working both onsite and remote
- Regularly mitigated network threats to IT system
- Replaced and configured 31 aging laptops
- Purchased and installed a new server storage array and managed ethernet switch providing more stability and redundancy in the overall IT infrastructure
- Increased Wi-Fi strength throughout the building by running wired Wi-Fi extenders
- Facilitated the addition of a secondary A/C unit for server room to protect unit from overheating
- Completed sewer lining project along with excavation and repair of damaged sewer
- Installed 4G cellular communicator for fire alarm system
- Installed Panic Button for reception area
- Began chiller replacement project
- Developed "Communication Cards" that summarize our services and provided them to employees and empowered them to hand out to anyone with an interest in knowing more about us
- Implemented comprehensive communications strategies to continue community education efforts
- Provided in-kind support to in-home provider agencies and independent providers throughout crisis to maintain services for people we support



### **Inclusion**

- Made referrals to Ohio Parent2Parent mentors for families seeking peer support
- Achieved 100% compliance serving children and families in their natural environments
- Supported more children in child care settings through individualized consultations with daycare and preschool employees
- Provided diversity, equity and inclusion training for employees to enhance their ability to connect more effectively with all internal and external stakeholders
- Coordinated efforts between Opportunities for Ohioans with Disabilities and employment service providers to assist people served through navigating the process of obtaining and maintaining employment
- Assisted adults and children served with identifying community activities in which to participate based on their interests and attended with them as needed to get started
- Attended business, non-profit and community events to ensure Riverside is represented and included in all facets of our community
- Ensured that individuals and families receive services in the most integrated settings based on their needs



# **Innovation**

- Implemented the "Change Initiative," a unique approach to "Continuous Review & Monitoring," whereby our SSAs (case managers) seek to help service providers find solutions to challenges
- Expanded mentoring and stretch assignment opportunities to employees for continued growth and professional development
- Two employees developed and implemented SSA CAFÉ (<u>C</u>oaching, <u>A</u>chieving, <u>F</u>un & <u>E</u>mpowering) training to enhance case management onboarding and ensure consistency in foundational skills
- Began trainings for Ohio SIBS (for siblings of people with disabilities) and "The Future Is Now," a program for aging parents of people with developmental disabilities, to offer enhanced support for future and end-of-life planning
- Developed employee-centered career development plans for all Riverside employees
- Expanded outreach efforts for more diverse and improved employee candidate pipeline
- Transferred all child and employee records to electronic filing systems for improved efficiency and confidentiality
- Implemented a new level of multifactor authentication for VPN access to further protect the Riverside network
- Implemented the use of an interactive smartboard and owl conference room cameras for enhanced virtual meetings
- Created new Community Connections activities to meet the needs and assist people served in achieving goals
- Regularly reviewed all policies and procedures that can be changed or put in place to increase efficiencies for the agency

# **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	2022
0-2	187	215	245	244	255	260	247	248	314

### **School Age**

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

	2014	2015	2016	2017	2018	2019	2020	2021	2022
3-5	71	92	107	130	69	65	95	108	125
6-18	173	173	182	182	179	177	177	181	182

### **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	2022
19-55	441	453	477	471	479	466	458	454	444
56+	99	108	107	117	111	107	94	98	98

### **Total People Served**

	2014	2015	2016	2017	2018	2019	2020	2021	2022
TOTAL	971	1,041	1,118	1,144	1,093	1,075	1,071	1,089	1,163

# **Budget**

Projections	2022	2023	2024	2025
Direct Support - Locally Funded	\$1,212,351	\$1,865,400	\$1,902,708	\$1,940,762
Non-Federal Share of Medicaid Service (Waiver Match)	\$2,225,537	\$2,640,208	\$2,693,012	\$2,746,872