

# Strategic Plan 2017-2019



**Blanchard Valley Center  
Hancock County Board of Developmental Disabilities**

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### Introduction

In late 2015, after completing the prior strategic plan, the Blanchard Valley Center (BVC) board and leadership determined the need to develop a new strategic plan to guide the organization into a changing future.

Phase one of the planning process was an assessment to provide a comprehensive evaluation of what BVC is doing and to provide insight into what BVC should focus on in the future. To gain this understanding as objectively and thoroughly as possible, I completed the following activities:

- Analysis of financial trends.
- Analysis of service delivery trends.
- Focus groups with persons served to understand satisfaction and wishes.
- Focus groups with parents to understand satisfaction, wishes for their family member, perceived agency strengths, concerns, and expectations.
- Focus groups with staff members in all departments to understand recent trends, strengths, opportunities for improvement, and needed accomplishments.
- Focus group with providers to understand their perception of the board’s strengths, weaknesses, and needed accomplishments.
- Focus group with government officials that support BVC to understand their perception of recent trends and of the Board’s strengths, weaknesses, and needed accomplishments.
- Written surveys for persons served, providers, and family members.
- Meetings with current employers of people served by BVC.
- Interviews with board members and leadership team members to envision an ideal future.
- Evaluation of recent changes at the state and federal level and identification of needed changes.

The information from this assessment was used to develop this strategic plan.

## **Mission, Vision, Values**

The Mission statement for BVC is:

**BVC provides resources and supports that empower people with DD to live lives with meaning and purpose.**

The Vision statement for BVC is:

**Every person with DD lives, learns, works, and plays as valued members of our community.**

BVC staff and board follow these Values in all aspects of their work:

We believe:

1. In **Person Centered** thinking and actions in everything we do.
2. In **Self Advocacy** so that people with DD direct their own futures.
3. In **Celebrating the Abilities** of people with DD.
4. In **Honesty and Transparency** on all fronts.
5. In **Respecting** the people we support, their families, our community, and our employees.
6. In **Balancing** what is best for each person with what is financially responsible and sustainable.

## **Future Vision**

This vision of the future was developed from ideas expressed by board, staff, persons served, family members, providers, and partners. This narrative represents the long term vision that the organization is working toward. **Read this as though you are in the year 2026.**

*The Hancock County Board of Developmental Disabilities, known as Blanchard Valley Center, fully embraced community inclusion and has successfully transitioned services to be community based. Blanchard Valley faculty teach within the public schools so that all children can learn and play together. Individuals with DD live in neighborhoods throughout the county and participate in social, community, and faith groups as full members. They are valuable contributors to their communities.*

*BVC continues to embrace its role as the case manager for services to persons of all ages with DD. Person-centered planning addresses each person holistically, preparing each person for a lifetime of maximum independence and competence. All individuals receiving services are life-long learners, achieving the goals they set for themselves. In collaboration with public schools, providers, and community partners, BVC strives to achieve and measure:*

*Children ready to learn*

*Children succeed in school*

*Youth successfully transition to adulthood*

*Job seekers find meaningful work*

*Individuals contribute to their own support*

*Individuals thrive in the Hancock County community*

*BVC has strengthened its early childhood programming to ensure children are ready to learn. The agency increased SSA support for school age children to assist children in succeeding at school. BVC supports a variety of transition programs that are school and community based to enable children to transition to adulthood.*

*BVC and its providers have strengthened their ability to provide competitive work opportunities, and successfully transitioned from a workshop and activity services model to an integrated employment and service model early in the strategic plan cycle. Providers of services to adults have increased their employment services and share the goal with BVC to enable every person desiring employment to succeed in working competitively. Employment outcomes have increased over 2016 in every measure: the number employed competitively, the number of hours worked, the average wage earned, the number with employer provided benefits, and the number of employer partners.*

*Self-advocacy is an essential skill that is taught in school and is supported by BVC in adults. Self advocates are active contributors to board meetings, participate in defining services, and assist in identifying future needs.*

*The agency fully achieved Conflict Free Case Management by the end of 2016. This change enabled strong, collaborative relationships with the providers that are serving individuals in Hancock County. As a result, the providers and the service options today are varied and flexible enough to meet the unique needs of every individual. SSAs and providers work as a team to achieve plan outcomes and ensure the health and safety of each individual receiving services.*

*Improved efficiencies have enabled the agency to increase the number of individuals receiving services, greatly reducing the number of individuals waiting for services. BVC and providers have adopted technology that contributed to the efficiencies allowing resources to be used for more individuals. The agency has demonstrated its value to the Hancock County community, resulting in continued support for its levies. Community members understand the full responsibilities of the agency, no longer perceiving it as simply a school or a workshop.*

*Staff members successfully navigated the operational changes caused by the 2014 defined system changes. They remain motivated and committed to helping persons with developmental disabilities achieve all they can. They strive to find teachable moments that help someone learn and develop a new capability or talent. BVC maintains its ability to have outstanding board members who bring diverse skills, passion for improving the lives of people with DD, and connections throughout Hancock County.*

*BVC assesses and improves its operations on a continuous basis, involving staff members at all levels in making the assessments and suggesting needed improvements. Every department makes the time to bring staff together to identify strengths, concerns, and possible improvements. All staff in-service days include time for shared reflection and brainstorming across the agency.*

*Staff members, board members, and providers work collaboratively and passionately to achieve this vision of the future.*

## **Strategic Goals**

### **1. Continue the journey to full community inclusion.**

**Objective 1A:** Identify and support opportunities to engage individuals with DD as part of the Hancock County community.

**Objective 1B:** Educate community organizations and businesses about the benefits of including and supporting individuals with DD as part of their organizations.

**Objective 1C:** Provide supports (ex: one time financial) to individuals and their families that will enable the individual with DD to remain in the community.

**Objective 1D:** Evaluate the benefits of transitioning the residents of the ICF to live in the community.

**Objective 1E:** Evaluate the benefits of transitioning Blanchard Valley School classes to be housed within public schools.

**Objective 1F:** Expand services and supports for children from birth until they enter school.

**Objective 1G:** Support needs and wishes of adult learners.

**2. Increase community employment success.**

Objective 2A: Continue to strengthen the ability of the CommUnity Works! department to assist individuals with DD in successfully gaining employment.

Objective 2B: Expand Children's Services and SSA Services to children to include the need to prepare for an adult life with meaning and purpose.

Objective 2C: Collaborate with public schools to strengthen transition age education and supports.

Objective 2D: Increase enrollment in Project Search.

Objective 2E: Develop educational materials and programs introducing stakeholders to the benefits of community employment. (Note that this overlaps with Goal 5)

- Family members
- Individuals served
- Public schools
- Employers
- General community

Objective 2F: Monitor emerging workforce needs to enable individuals to have the right skills.

Objective 2G: Support providers of community employment services in providing outstanding services.

Objective 2H: Enhance the employability of individuals by helping them develop soft employability skills.

**3. Become a totally Person Centered organization.**

Objective 3A: Educate all stakeholders about Person Centered Planning, service options available through PCP, and about individual rights and responsibilities.

- BVC staff and board
- Individuals
- Families
- Schools
- Providers

Objective 3B: Continuously strengthen Person Centered Planning.

- Asking the right questions for the individual.
- Plans lead to individual lives with meaning and purpose.

Objective 3C: Evaluate individual accomplishments and successes as part of the planning process to identify future plan needs and to track outcomes across the agency.

Objective 3D: continue to strengthen the self advocacy program.

- Include younger age individuals.
- Include self advocates in the work of the agency and the board.
- Support self advocates in speaking out to the community.

Objective 3E: Reduce the numbers on the waiver waiting lists.

- Develop service oriented waiting lists to identify real needs.
- Increase the number of waivers available to meet the needs of those who do need waivers.

**4. Increase outstanding provider options to meet the needs of all receiving services**

Objective 4A: Continue to strengthen relationships between BVC and providers.

Objective 4B: Educate and support providers with best practices training.

- Best practices in different kinds of services

- Community based services
- System changes as they arise
- Person Centered planning and thinking (Overlaps with Objective 3A)

Objective 4C: Establish a provider advisory group.

Objective 4D: Include provider representation in all system planning groups at BVC.

Objective 4E: Recruit providers able to deliver unmet service needs.

Objective 4F: Support bringing the Community Connections Career Partnership Ohio (C3PO) program to Millstream Career Center.

Objective 4G: Provide training for provider direct care staff.

## **5. Continuously educate the community.**

Objective 5A: Clarify within BVC each department's roles, responsibilities, and deliverables.

Objective 5B: Expand the public awareness department.

Objective 5C: Prepare public oriented descriptions of BVC that can be used in multiple ways.

- Topics include at a minimum:
  - Who we are
  - What we do
  - Services we support and the DD system
  - Benefit to the community
  - Ongoing relevance and importance of BVC
- Formats and tools might include:
  - Formal presentation
  - Newsletters, including family News Blast
  - FAQ section on website with text and video explanations
  - Brochures

Objective 5D: Include self advocates in every public discussion and presentation regarding BVC.

Objective 5E: Expand BVC participation and activities in DD Awareness month (March), and National Disability Employment Awareness month (October).

Objective 5F: Establish a family advisory and support group.

Objective 5G: Expand volunteerism internally and externally throughout BVC staff.

## **6. Continuously improve operations.**

Objective 6A: Complete the BVI transition successfully and incorporate appropriate past BVI tasks into BVC.

Objective 6B: Develop, maintain, and implement a campus master plan that addresses ongoing agency needs.

- Agency needs
- Buildings, parking, open space
- Public usage

Objective 6C: Explore the benefit of moving to Individual Budget as a way to clarify individual funding.

Objective 6D: Utilize mobile technology to support on site input of notes.

Objective 6E: Define what data to track and begin entering the appropriate data. Use data in ongoing planning and decisions.

- Data that can be tracked immediately
- Data that might take time to develop (ex: ISP outcome and accomplishment data)

Objective 6F: Develop and implement long term staffing model and plan.

- Support for this strategic plan, including:
  - SSA support for school children
  - Support for public schools
  - Technology support and user training
  - Data specialist

Objective 6G: Increase communications and collaboration throughout the agency.

Objective 6H: Increase participation and advocacy at the state level to address system and rule changes needed to fulfill our mission.

**Timing of Our Work**

<b>Goal 1: Continue the journey to full community inclusion.</b>		
<b>2017</b>	<b>2018</b>	<b>2019</b>
<p><u>1A</u>: Identify and support opportunities to engage individuals with DD as part of the Hancock County community.</p> <p><u>1B</u>: Educate community organizations and businesses about the benefits of including and supporting individuals with DD as part of their organizations.</p> <p><u>1C</u>: Increase supports to individuals and their families that will enable the individual with DD to remain in the community.</p> <p><u>1D</u>: Evaluate the benefits of transitioning the residents of the ICF to live in the community.</p> <p><u>1E</u>: Evaluate benefits of transitioning Blanchard Valley School classes to be housed within public schools.</p> <p><u>1F</u>: Expand services and supports for children from birth until they enter school.</p> <ul style="list-style-type: none"> <li>Evaluate community need and identify resources to fulfill</li> </ul>	<p><u>1A</u>: Continue supporting opportunities to engage individuals with DD as part of the Hancock County community.</p> <p><u>1B</u>: Continue educating community organizations and businesses about the benefits of including and supporting individuals with DD as part of their organizations.</p> <p><u>1C</u>: Continue supports to individuals and their families that will enable the individual with DD to remain in the community.</p> <p><u>1D</u>: Develop a plan to transition the residents of the ICF into the community, if determined to be beneficial.</p> <p><u>1E</u>: Develop a plan to transition Blanchard Valley School classes to be housed within public schools, if determined to be beneficial.</p> <p><u>1F</u>: Expand services and supports for children from birth until they enter school.</p> <ul style="list-style-type: none"> <li>Begin providing new services and supports</li> </ul>	<p><u>1A</u>: Continue supporting opportunities to engage individuals with DD as part of the Hancock County community.</p> <p><u>1B</u>: Continue educating community organizations and businesses about the benefits of including and supporting individuals with DD as part of their organizations.</p> <p><u>1C</u>: Continue supports to individuals and their families that will enable the individual with DD to remain in the community.</p> <p><u>1D</u>: Implement the plan to transition the residents of the ICF into the community.</p> <p><u>1E</u>: Implement the plan to transition Blanchard Valley School classes to be housed within public schools.</p> <p><u>1F</u>: Continue services and supports for children from birth until they enter school.</p> <p><u>1G</u>: Support needs and wishes of adult learners.</p>
<p><b>Metrics for Board</b></p> <ul style="list-style-type: none"> <li># of individuals in ICF</li> <li># of individuals served in traditional Early Intervention</li> <li># of individuals served through in home services for the ages of 3-5</li> <li># of individuals receiving supports to stay in home; cost to provide supports</li> <li># of individuals with some form of adult education</li> </ul> <p><b>Metrics for Management Team</b></p> <ul style="list-style-type: none"> <li>Individual and family assessment results describing community inclusion (from COG survey)</li> </ul>		

<b>Goal 2: Increase community employment success.</b>		
<b>2017</b>	<b>2018</b>	<b>2019</b>
<p><u>2A</u>: Continue to strengthen the ability of the CommUnity Works! department to assist individuals with DD in successfully gaining employment.</p> <p><u>2B</u>: Expand Children’s Services and SSA Services to children to include the need to prepare for an adult life with meaning and purpose.</p> <p><u>2C</u>: Collaborate with public schools to strengthen transition age education and supports.</p> <p><u>2D</u>: Increase enrollment in Project Search.</p> <p><u>2E</u>: Develop educational materials and programs introducing stakeholders to the benefits of community employment.</p> <p><u>2F</u>: Monitor emerging workforce needs to enable individuals to have the right skills.</p> <p><u>2G</u>: Support providers of community employment services in providing outstanding services.</p> <p><u>2H</u>: Enhance the employability of individuals by helping them develop soft employability skills.</p>	<p><u>2C</u>: Collaborate with public schools to strengthen transition age education and supports.</p> <p><u>2D</u>: Increase enrollment in Project Search.</p> <p><u>2E</u>: Continue promoting the benefits of community employment.</p> <p><u>2F</u>: Continue monitoring emerging workforce needs to enable individuals to have the right skills.</p> <p><u>2G</u>: Continue supporting providers of community employment services in providing outstanding services.</p> <p><u>2H</u>: Continue enhancing the employability of individuals by helping them develop soft employability skills.</p>	<p><u>2C</u>: Collaborate with public schools to strengthen transition age education and supports.</p> <p><u>2D</u>: Increase enrollment in Project Search.</p> <p><u>2E</u>: Continue promoting the benefits of community employment.</p> <p><u>2F</u>: Continue monitoring emerging workforce needs to enable individuals to have the right skills.</p> <p><u>2G</u>: Continue supporting providers of community employment services in providing outstanding services.</p> <p><u>2H</u>: Continue enhancing the employability of individuals by helping them develop soft employability skills.</p>
<p><b>Metrics for Board</b></p> <ul style="list-style-type: none"> <li>• # of individuals working in community                             <ul style="list-style-type: none"> <li>○ Working full time</li> <li>○ Working part time</li> </ul> </li> <li>• # of individuals keeping their job for some period of time (to be defined)</li> <li>• # of individuals in a day service or workshop</li> <li>• # of individuals staying home</li> </ul> <p><b>Metrics for Management Team</b></p> <ul style="list-style-type: none"> <li>• Pay and benefits for individuals working</li> <li>• # of individuals in Project Search</li> <li>• # of individuals who graduate from high school ready for employment</li> <li>• # of individuals participating in soft skills training</li> <li>• Analysis of factors that hinder employment success</li> </ul>		

<b>Goal 3: Become a totally Person Centered organization.</b>		
<b>2017</b>	<b>2018</b>	<b>2019</b>
<p><u>Objective 3A</u>: Educate all stakeholders about Person Centered Planning, service options available through PCP, and about individual rights and responsibilities.</p> <p><u>Objective 3B</u>: Continuously strengthen Person Centered Planning.</p> <p><u>Objective 3C</u>: Evaluate individual accomplishments and successes as part of the planning process to identify future plan needs and to track outcomes across the agency.</p> <p><u>Objective 3D</u>: continue to strengthen the self advocacy program.</p> <ul style="list-style-type: none"> <li>• Include younger age individuals.</li> </ul> <p><u>Objective 3E</u>: Reduce the numbers on the waiver waiting lists.</p>	<p><u>Objective 3B</u>: Continuously strengthen Person Centered Planning.</p> <p><u>Objective 3C</u>: Evaluate individual accomplishments and successes as part of the planning process to identify future plan needs and to track outcomes across the agency.</p> <p><u>Objective 3F</u>: continue to strengthen the self advocacy program.</p> <ul style="list-style-type: none"> <li>• Include self advocates in the work of the agency and the board.</li> </ul> <p><u>Objective 3G</u>: Reduce the numbers on the waiver waiting lists.</p>	<p><u>Objective 3B</u>: Continuously strengthen Person Centered Planning.</p> <p><u>Objective 3C</u>: Evaluate individual accomplishments and successes as part of the planning process to identify future plan needs and to track outcomes across the agency.</p> <p><u>Objective 3F</u>: continue to strengthen the self advocacy program.</p> <ul style="list-style-type: none"> <li>• Support self advocates in speaking out to the community.</li> </ul> <p><u>Objective 3G</u>: Reduce the numbers on the waiver waiting lists.</p>
<p><b>Metrics for Board</b></p> <ul style="list-style-type: none"> <li>• Results of COG Survey for individuals and family members:</li> <li>• # of individuals receiving the services and supports needed</li> <li>• # of individuals living a life with meaning and purpose</li> </ul> <p><b>Metrics for Management Team</b></p> <ul style="list-style-type: none"> <li>• # of individuals who achieved plan outcomes</li> <li>• Analysis of root causes that prevented individuals from achieving plan outcomes</li> </ul>		

<b>Goal 4: Increase outstanding provider options to meet the needs of all receiving services</b>		
<b>2017</b>	<b>2018</b>	<b>2019</b>
<p><u>4A</u>: Continue to strengthen relationships between BVC and providers.</p> <p><u>4B</u>: Educate and support providers with best practices training.</p> <p><u>4C</u>: Establish a provider advisory group.</p> <p><u>4D</u>: Include provider representation in all system planning groups at BVC.</p> <p><u>Objective 4E</u>: Recruit providers able to deliver unmet service needs.</p>	<p><u>4A</u>: Continue to strengthen relationships between BVC and providers.</p> <p><u>4B</u>: Continue educating and supporting providers with best practices training.</p> <p><u>4D</u>: Include provider representation in all system planning groups at BVC.</p> <p><u>Objective 4E</u>: Recruit providers able to deliver unmet service needs.</p>	<p><u>4A</u>: Continue to strengthen relationships between BVC and providers.</p> <p><u>4B</u>: Continue educating and supporting providers with best practices training.</p> <p><u>4D</u>: Include provider representation in all system planning groups at BVC.</p> <p><u>Objective 4E</u>: Recruit providers able to deliver unmet service needs.</p> <p><u>Objective 4F</u>: Support bringing the Community Connections Career Partnership Ohio (C3PO) program to Millstream Career Center.</p> <p><u>Objective 4G</u>: Provide training for provider direct care staff.</p>
<p><b>Metrics for Board</b></p> <ul style="list-style-type: none"> <li>• # providers available for each service</li> <li>• Provider satisfaction</li> <li>• Family and individual satisfaction with services received</li> </ul> <p><b>Metrics for Management Team</b></p> <ul style="list-style-type: none"> <li>• # of individuals with unmet service needs</li> </ul>		

<b>Goal 5: Continuously educate the community.</b>		
<b>2017</b>	<b>2018</b>	<b>2019</b>
<p><u>5A</u>: Clarify within BVC each department’s roles, responsibilities, and deliverables.</p> <p><u>5B</u>: Expand the public awareness department.</p> <p><u>5C</u>: Prepare public oriented descriptions of BVC that can be used in multiple ways.</p> <p><u>5D</u>: Include self advocates in every public discussion and presentation regarding BVC.</p> <p><u>5E</u>: Expand BVC participation and activities in DD Awareness month and National Disability Employment Awareness month.</p> <p><u>5F</u>: Establish a family advisory and support group.</p>	<p><u>5C</u>: Continue public oriented information and presentations.</p> <p><u>5D</u>: Include self advocates in every public discussion and presentation regarding BVC.</p> <p><u>5E</u>: Expand BVC participation and activities in DD Awareness month and National Disability Employment Awareness month.</p> <p><u>5F</u>: Support family advisory and support group.</p>	<p><u>5C</u>: Continue public oriented information and presentations.</p> <p><u>5D</u>: Include self advocates in every public discussion and presentation regarding BVC.</p> <p><u>5E</u>: Continue BVC participation and activities in DD Awareness month and National Disability Employment Awareness month.</p> <p><u>5F</u>: Support family advisory and support group.</p> <p><u>5G</u>: Expand volunteerism internally and externally throughout BVC staff.</p>
<p><b>Metrics for Board</b></p> <ul style="list-style-type: none"> <li>• Availability of informational materials</li> <li>• Whether levy passes</li> </ul> <p><b>Metrics for Management Team</b></p> <ul style="list-style-type: none"> <li>• Success of the family advisory group</li> <li>• # of public presentations</li> <li>• # of unique individuals who participated in public presentations</li> <li>• Information from COG assessment</li> </ul>		

<b>Goal 6: Continuously improve operations.</b>		
<b>2017</b>	<b>2018</b>	<b>2019</b>
<p><u>6A</u>: Complete the BVI transition successfully and incorporate appropriate past BVI tasks into BVC.</p> <p><u>6B</u>: Develop, maintain, and implement a campus master plan that addresses ongoing agency needs.</p> <p><u>6D</u>: Utilize mobile technology to support on site input of notes.</p> <p><u>6E</u>: Define what data to track and begin entering the appropriate data. Use data in ongoing planning and decisions.</p> <p><u>6F</u>: Develop and implement long term staffing model and plan.</p> <p><u>6G</u>: Increase communications and collaboration throughout the agency.</p>	<p><u>6B</u>: Update and continue to implement a campus master plan that addresses ongoing agency needs.</p> <p><u>6C</u>: Explore the benefit of moving to Individual Budget as a way to clarify individual funding.</p> <p><u>6E</u>: Continue tracking, refining, and using agency data.</p> <p><u>6H</u>: Continue high quality communications and collaboration throughout the agency.</p>	<p><u>6B</u>: Update and continue to implement a campus master plan that addresses ongoing agency needs.</p> <p><u>6C</u>: If beneficial, implement Individual Budget.</p> <p><u>6E</u>: Continue tracking, refining, and using agency data.</p> <p><u>6H</u>: Continue high quality communications and collaboration throughout the agency.</p> <p><u>6I</u>: Increase participation and advocacy at the state level to address system and rule changes needed to fulfill our mission.</p>
<p><b>Metrics for Board</b></p> <ul style="list-style-type: none"> <li>• Financial forecasts, budgets, actual reports</li> <li>• Campus master plan and progress</li> <li>• Specific agency metrics (to be determined from Objective 6E)</li> </ul> <p><b>Metrics for Management Team</b></p> <ul style="list-style-type: none"> <li>• Staffing effectiveness</li> <li>• Comprehensive agency metrics (all data identified in Objective 6E)</li> </ul>		