

# Clermont County Board of Developmental Disabilities

## 2014 Annual Action Plan



Clermont County Board of Developmental Disabilities  
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Sharon Woodrow, Superintendent

## Vision

It is the vision of the Clermont County Board of Developmental Disabilities to promote and support competence and confidence in families with babies and children, and a self-determined, safe and healthy lifestyle for adults. The Board will be a well-managed, financially-responsible public organization with a committed and respected staff that provides cost-effective, quality services. The Clermont County community will be well informed about developmental disabilities, including causes and preventive measures, and will be accepting of individuals who have developmental disabilities.

## Mission Statement

The mission of the Clermont County Board of Developmental Disabilities is to promote safe and supportive environments while understanding our responsibility to respect the choices and needs of individuals with developmental disabilities and to empower them to be engaged in their community.

## Philosophy

Individuals and families served by the Clermont County Board of DD have the right of choice and flexibility regarding what, how and where services are provided. Individuals and families will be empowered to make decisions, become partners and work cooperatively with professionals, and exert control over the services provided to them.

**WE BELIEVE** that persons with developmental disabilities have the right to be treated with dignity and respect, be able to take reasonable risk and be protected from exploitation, abuse, and degrading treatment.

**WE BELIEVE** that infants and toddlers learn best in their natural environments, doing things they enjoy and with people with whom they are familiar.

**WE BELIEVE** that educational services will honor the informed choice of the individual or individual's family in partnership with local school districts.

**WE BELIEVE** that adults with developmental disabilities have the right to make choices regarding the lifestyle, their working environment and their living arrangements.

**WE BELIEVE** in providing adequate information to make informed choices. We believe in the importance of ongoing life planning and support individuals and families through the many transitions of life.

**WE BELIEVE** that adults have the right to work in the community in accessible workplaces, with access to the supports necessary to be successful and the right to wages and benefits provided to other workers in the same setting. We believe individuals should be encouraged to seek employment first.

**WE BELIEVE** that persons with developmental disabilities have the right to have access to the support and services they need to be participating members of their communities, including transportation, recreation, social outlets and friends, and regular interaction with peers who do not have disabilities.

## Information and Referral

If you need help finding the right services in the Clermont County Community or in the Developmental Disabilities Board's program, call the Information and Referral Division at **513/732-4831**. If you are specifically interested in services for a child under the age of 3, you may also contact our Help Me Grow office at **513/732-5030**.

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## SUPERINTENDENT'S REPORT & EXECUTIVE SUMMARY

Welcome to 2014!

We hope you will find this 2014 Annual Action Plan interesting and helpful as it represents many months of diligent strategic planning by our Board and staff. This arduous process began last May as our Board Committees began to meet to review our fiscal situation, the recognized needs of the individuals we serve as well as those who contact us daily, and the new mandates and initiatives that are being presented to us. It's been a challenging, yet positive experience.

You will find that we continue to plan for some or most of the traditional services we have always provided, but you'll note that there will also be changes to our service delivery system, as well as new services being developed.

One significant change is that individuals who have an I/O or Level One Waiver and who are receiving day services from Clermont County DD will be looking for a new provider during 2014. For several reasons including financial ones, the Board has decided that when individuals have this type of funding, there are many more great options available to them – making it possible for us to manage our resources differently and reduce our costs. We still intend to provide day programming to individuals without that funding stream; our goal is to

serve folks who can't get day services any other way. While that change is being planned for in 2014, we expect that it will take all of 2014 to make the change, and our goal is to have the new program system in place by January of 2015. And with that, we expect that the individuals who do choose a new provider will be happy and successful.

The resources that will be leveraged from the Adult Services changes will be available to support some of the new mandates and our current needs – in particular – Employment First - and our commitment to helping individuals with developmental disabilities become more integrated into their communities. Work defines most of us and certainly a sense of community is important to us all. We are excited about the opportunities this change will allow. Please read the Adult Services portion of this plan carefully for the details.

Another change planned for 2014 is our goal to become a Mental Health Provider. As a response to needs that are regularly presented to us, we intend to be able to offer the therapy and medication monitoring that is not readily available to individuals with a developmental disability. This will become a billable service, so it is something that can become sustainable for the future and will have a very

positive impact on individuals' lives.

Our COG, the Southwestern Ohio Council of Government, is finally growing and expanding and Clermont County DD will have new partnerships and the ability to purchase some services at a reduced cost, saving personnel dollars. With all the new demands on us, our revenue is staying the same; no growth in revenue is expected for 2014.

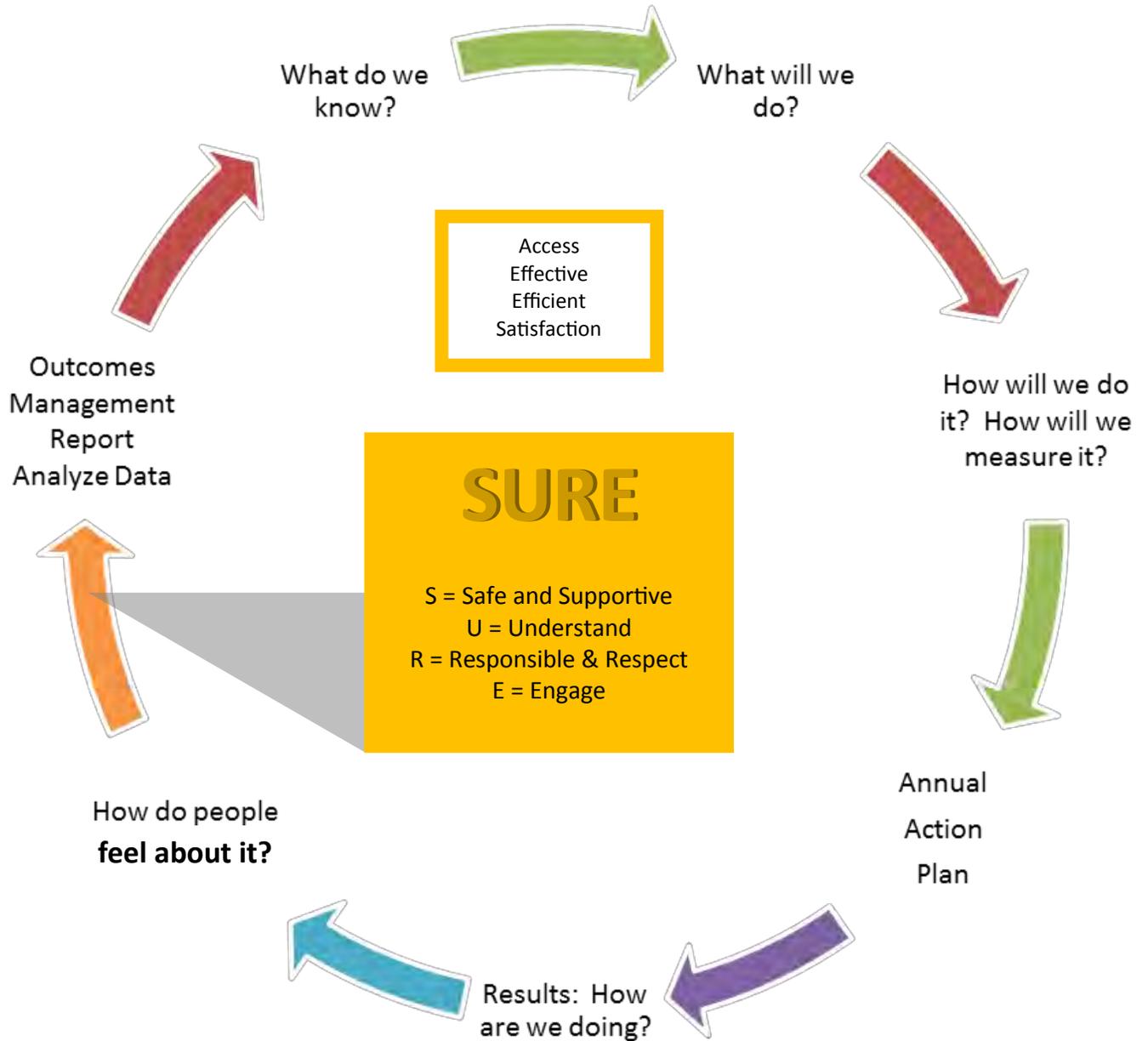
There are so many great things planned for 2014, and I hope you'll take time to review this document carefully. Also, as always, you can call us directly with your questions and concerns.

Happy New Year, and here's to a great 2014!

Sharon Woodrow  
Superintendent



# Clermont DD Planning Process



## EARLY INTERVENTION

The Early Intervention Department operated by the Clermont County Board of DD is for children birth to three with developmental delays or disabilities, or who have a diagnosed physical or mental condition, or who are at high risk for developmental delays, and their families. The program follows guidelines and/or rules from the Ohio Department of DD, from Part C of I.D.E.A. as well as the policies and procedures from the Ohio Department of Health Help Me Grow system. The EI Department operates all programs in collaboration with the Clermont County Early Childhood Coordinating Council and the Clermont County Family and Children First Council.

There are three components of the birth to three programs that are operated through the Clermont County Board of DD. These three components are the **Part C Early Intervention Program (EI), the Regional Infant Hearing Program (RIHP), and the Clermont County Help Me Grow Central Coordinating Site and Part C service coordination (HMG).**

The **Part C Early Intervention Program** is funded through small amounts of state and federal dollars with the majority of funding provided through local levy dollars. This program receives Help Me Grow, Federal Part C funding, and state General Revenue Funds to assist in

covering the cost of conducting some evaluations for the determination of eligibility. Help Me Grow funds cover the cost of Service Coordination and those services include: family assessments; IFSP development; coordination of the implementation of the IFSP. The Clermont County Board of Developmental Disabilities is a provider of services for the Help Me Grow program. We provide Part C EI services to infants and toddlers with disabilities and delays and their families, these services are paid for by local levy dollars. These services include comprehensive developmental evaluation and ongoing assessment; adult coaching service delivery with a **developmental specialist** who will provide special instruction as defined by the Ohio Department of Health - "Special instruction services" means services provided by qualified personnel to promote an infant or toddler's acquisition of skills in a variety of developmental areas, including cognitive processes and social interaction; curriculum planning, including the planned interaction of personnel, materials, and time and space, that leads to achieving the outcomes in the IFSP for the infant or toddler with a disability; providing families with information, skills, and support related to enhancing the skill development of the child; and working with the infant or toddler with a disability to enhance the child's development, defined

by the Ohio Department of Health as **occupational therapy** which means services provided by qualified personnel designed to address the functional needs of an infant or toddler with a disability related to adaptive development, adaptive behavior, play, sensory, motor, and postural development. These services are designed to improve the child's functional ability to perform tasks in home, school, and community settings and include identification, assessment and intervention; adaption of the environment and selection, design, and fabrication of assistive and orthotic devices to facilitate development and promote the acquisition of functional skills; and prevention or minimization of the impact of initial or future impairment, delay in development, or loss of functional ability — **physical therapy** as defined by the Ohio Department of Health means services provided by qualified personnel to address the promotion of sensorimotor function through enhancement of musculoskeletal status, neurobehavioral organization, perceptual and motor development, cardiopulmonary status, and effective environmental adaption. These services include screening, evaluation, and assessment of children to identify movement dysfunction; obtaining, interpreting, and integrating information appropriate to program planning to prevent, alleviate, or compensate for movement dysfunction and

related functional problems; and providing individual and group services or treatment to accomplish any of the above, **speech-pathology therapy** means services provided by qualified personnel to identify communication or language disorders or delays in development of communication skills, including the diagnosis and appraisal of specific disorders and delays in those skills; refer for medical or other professional services necessary for habilitation or rehabilitation of children with communication or language disorders and delays in development of communication skills; and provide services for the habilitation, rehabilitation, or prevention of communication or language disorders and delays in development of communication skills.; referral services; family support; family activities; opportunities for respite; support for inclusive child care; transition activities; and more. Approximately 424 children are served through this program in one calendar year.

Part C of I.D.E.A. requires that service delivery practices be based on proven evidence. Clermont DD supports the primary service provider set of practices to meet this federal requirement. EI services provided incorporate important components of these practices.

## EARLY INTERVENTION continued...

These components are based on research that now proves that young children learn best in **environments that are natural for them**, such as their home, grandma's house, or childcare setting. Research also proves that children learn best when they are **with people they know** (i.e. family), doing things they are **interested in** and **occur regularly** throughout their day (i.e. family routines and everyday activities). Clermont DD has provided services compatible with these practices for many years and will continue to build on the now-proven strategies that accompany this knowledge.

The **Regional Infant Hearing Program** (RIHP) is funded through the Ohio Department of Health. The funding is primarily from Part C of I.D.E.A. This is provided through a grant that has been awarded to Clermont DD since 2001. The RIHP serves nine counties in the southwest region of Ohio. The focus of this program is to locate children in the birth to three age range who have a hearing loss or are deaf. The primary source of referrals to this program is the Universal Newborn Hearing Screening (UNHS) process. The program is responsible for contacting the families of children who are referred through UNHS (a newborn scores a 'non-pass' in one or both ears). The RIHP program contacts each family and assists them as needed through the audiological

diagnostic process. If a child has a confirmed, permanent hearing loss, the RIHP provides habilitative services to the child and family. A Deaf Mentor program is part of this service, and many parent support and education activities are offered as well. Approximately 60 children and their families receive direct, ongoing services from this program in a calendar year. Over one thousand families are referred and contacted throughout a year regarding information specific to the Universal Newborn Hearing Program or for other purposes appropriate for each child and family.

The **Clermont County Help Me Grow Coordinating Site** is located at the Wildey Center. This program is funded through Part C of I.D.E.A. and state GRF dollars. The purpose of this program is to ensure that all components of Help Me Grow (HMG) are implemented in Clermont County. This includes ensuring that all eligible children are identified and are enrolled in appropriate services as per the choices made by families. Activities that are conducted by the HMG program include but are not limited to resource and referral, Child Find, intake, follow along, service coordination, family support, and more. Help Me Grow processes all referral for early intervention and home visitation. The referrals for early intervention come to Clermont DD and the

home visitation referrals go to the ODH approved providers for Clermont County. Several hundred children and families receive some sort of support through the Help Me Grow Central Intake and Coordinating Site each calendar year. **The Clermont County HMG Part C Service Coordination** is also located at the Wildey Center. This program is also funded through Part C of I.D.E.A. and state GRF dollars. All service coordinators have been credentialed by the state of Ohio and are current with that certification. The service coordinators ensure that all children and families receive the services they need. They coordinate the comprehensive developmental evaluation and ongoing assessment; family assessments; IFSP development; coordination of the implementation of the IFSP; transition into their next environment, which could be a preschool special education classroom with the local school district or Head Start or home

with the family. All children must exit the program by their third birthday.

All of the programs operated through the Clermont DD program for children birth to three focuses on the early identification of eligible children. Early identification and early enrollment into appropriate services are among the recommended indicators of success in all birth to three services. Family choice and family involvement are also significant factors in the success of services to this age population. All programs operated through Clermont DD on behalf of young children are committed to excellence in service delivery, safety and the satisfaction of each family. The purpose of Part C Early Intervention Programs is to build upon each family's confidence and competence in supporting their child with unique and special needs.



## SCHOOL AGE PROGRAM

The Clermont County Board of Developmental Disabilities School Age Program provides special education services to Clermont County students. The Thomas A. Wildey School is an educational option on the continuum of services offered in Clermont County. The School Age Program serves students (age 6 through the student's 22<sup>nd</sup> birthday) with intensive cognitive/medical/physical needs, multiple disabilities, significant behaviors, and autism spectrum disorders.

The Wildey School currently serves 45 students residing in Batavia, Bethel, Blanchester, Clermont, Northeastern, Felicity, Goshen, Milford, New Richmond, West Clermont, and Williamsburg School Districts. Student placement is determined by the Individual Education Plan (IHP) team, the team considers the needs of the student in determining the least-restrictive environment.

Students are currently placed in classrooms, based on their needs which are categorized into three groups; Sensory, Structured Teaching and Transition. Classrooms maintain an age range of 60 chronological months. Class sizes average between 5 - 7 students per class. Each classroom has an instructor and instructor assistant. Several students also require the service of an individual assistant, which is provided by the student's home school district. There is an average ratio of 1:2 between staff and students.

Students receive related services in Speech and Language Therapy, Physical Therapy, and Occupational Therapy as identified in their Individual Education Plan. Students also participate in Adapted Physical Education and swimming.

Student behavior issues are addressed through behavior plans utilizing a team approach and the services of the school behavior support specialist. All of our staff is trained in crisis prevention.

The nursing department serves as a vital link in the health and welfare of the students. The nurse(s) administers medications, provides medical procedures such as tube feeding, and provides staff training.

The School Age Program follows rules and procedures set forth by the Ohio Department of Education (Operating Standards and Model Procedures) and I.D.E.A. (Individuals with Disabilities Education Improvement Act). Parents receive a copy outlining special education procedural safeguards in "Whose Idea is This?" at annual IEP meetings. In addition, the School Age Program also follows Ohio Department of DD and Clermont DD rules, procedures and policies.



**The vision of the School Age Program is to provide a safe learning environment for students to participate in the educational process and provide students the opportunity to achieve their fullest potential.**



## ADULT SERVICES PROGRAM

2014 will be a time of change for the Adult Services programs being offered at the Clermont County Board of DD. There are a number of things guiding these changes. The department continues to emphasize "Employment First" for the individuals served in the Adult Program. In early 2012, Ohio Governor John Kasich issued an Executive Order identifying Ohio as an "Employment First" state for individuals with developmental disabilities. For many years, the Adult Services program has operated a Community Employment Department and will continue to assist individuals with finding employment in their community. Along with those efforts, the agency continues to be a part of the Bridges to Transition grant program, a joint effort with the Ohio Association of County Boards and the Opportunities for Ohioans with Disabilities Agency, to provide work exploration activities to students age 14-22. Along with the Employment First Initiative, there is a continued emphasis on individuals living and working in integrated, non-segregated settings and being paid minimum wage or higher vs. being paid a commensurate rate for the work they do in a sheltered workshop setting. Our goals will continue to reflect efforts to assist individuals find these types of opportunities. Finally, the Board, while looking at the financial picture in the long term, recognizes the need to

make sound fiscal decisions as to what size and scope of a program the agency can offer. The Adult Services program will move toward finding its niche of providing services to those individuals that may not be able to receive services in another setting. As more and more private day providers begin to establish themselves and offer services, the agency needs to continue to evaluate what our role should be in the "marketplace." Because of everything previously mentioned, the Board has adopted a plan to discontinue serving individuals that receive their funding through a waiver in 2015. By adopting this plan, individuals who receive their funding through a waiver will have a year to seek out another day program offered by a private day provider that accepts the waiver as funding.

In 2014, Adult Services will continue to offer paid work opportunities to individuals at the locations that offer work and in community enclave locations. Adult Services continues to operate a number of enclave opportunities in the community, and the goal is to increase those opportunities throughout the year. These enclaves offer individuals the chance to work in businesses throughout Clermont County doing light assembly, document preparation, hotel cleaning, and lawn maintenance and landscaping. PRIME (Promoting Real Inclusive Meaningful Employment) is another option

offered to individuals. This small program works more exclusively with individuals who are interested in obtaining a community job, but need to continue to work on some soft skills that would help them be successful for the long term in the community. Other program offerings include community integration, volunteerism, and life skills/life enrichment activities for those individuals for whom working is a more long term goal, or have decided that they are at the point in their life where work is less a priority.

The Employment Services program is based out of the Grissom Building and provides a variety of vocational trainings which include: job seeking, teaching interview skills (mock interviews), developing/writing resumes, job coaching, and follow along services. This program currently supports over 200 people located throughout the community in different business locations. Employment Services also partners with other local entities in supporting people. These include OODA and local school districts (assisting transition students).

The Adult Services Department continues to promote its CORE values and they are: Safe and Inviting Environments, Understand, Responsibility, and Engagement.

The nursing staff within the

## ADULT SERVICES PROGRAM continued...

Adult Services Program plays a vital role in meeting the needs of the people we support. Individuals attending our programs require varied levels of medical care from intermittent to continual medical care, treatment and medications throughout their program day. In addition, our nursing staff provides training for Clermont DD staff as well as outside community members in health related issues, delegated nursing, and other required trainings.



## COMMUNITY SUPPORT SERVICES

The Community Support Services Department has the mission to provide individuals with a disability with the resources and support needed to ensure that they receive services that are essential to their well-being. Community Support Services components include home and community based waiver services, supported living, the adult services individual budget option, self-determination and advocacy, behavior support, service and support administration, intake and eligibility, waiting list management, crisis intervention, facility-based respite, provider support, provider compliance and alternative options service management. Staff assist individuals and their families to identify needs and obtain the supports necessary to meet those needs based on the available resources.

One primary service of Community Support Services is coordination by Service and Support Administrators. Included in Service and Support Administration are the following activities: needs assessment; development of Individual Service Plans; arranging for services; monitoring the provision of those services; Facilitating the selection of providers; assisting in eligibility determination; development of Individual Service Plan; promoting and evaluating services with maximum participation by the individual/guardian. The

Service and Support Administration role is also responsible for: serving as an information and referral contact to respond to questions and requests from individuals in the community regardless of their eligibility for services; assisting with crisis intervention and necessary emergency services to individuals and their families on a 24 hour basis.

Throughout 2014, we will be addressing the Waiting List for both Level One and SELF Waivers. We will be continuing to participate with partner agencies to fund therapeutic residential placements and will assist in emergency placement and services as necessary. We have funds set aside for short-term stabilization to assist people facing temporary crisis situations. In response to the transition of Adult Services in their approach in being a day support waiver provider in 2015, we will be assisting individuals in the pursuit of other providers for this service. We will host a Provider Fair in 2014 as an avenue for exploring the various providers and vendors that can be utilized with both waiver and local dollars.

Another important component of the Community Support Services Department is the Behavior Support staff. Behavior Support Services are designed to ensure agency compliance with behavior support policies and

procedures. Behavior Support teaches people ways to make choices, express themselves as individuals, and to develop healthy and safe relationships. Behavior Support staff provide consultation on behavior support needs of individuals who qualify for DD services of all ages and in all environments. Behavior Support also provides staff and providers with crisis intervention training and behavior support plan training.

The Behavior Support Staff are our primary resource as a member of the FAST TRAC service teams and the onsite resource for the Gift of Time (GOT) Respite family collaborative that provides site-based respite at the Wildey Center two Saturdays a month.

The Behavior Support staff have also been very involved in the training needs of direct support staff and have served as liaisons for the in-home behavior support training provided to families through our contract with CITE (Community Integrated Training and Education). The 2014 goals support continuing to utilize CITE as well as other residential treatment agencies as funds are available, hoping to partner with other county agencies to share costs of serving individuals with dual diagnoses.

Adult Individual Budget and Self Determination continues to be a service delivery method allowing individuals to self-

direct and manage their resources according to their individualized needs and desired outcomes. An Individual Budget is a predetermined amount of funding that a person is able to direct for services and supports as an alternative to facility-based Adult Service day programming. We will be offering an additional 30 Individual Budgets in 2014.

Alternative Options is a funding stream designed to assist individuals and families to meet current needs that are not otherwise funded and are presenting a hardship to the day-to-day functioning of the individual and/or their participation in their community. The Board will continue to support the Alternative Option program in 2014.

There are multiple support and administrative duties performed within the Community Support Services Department to assist plan developers and the Provider community in the delivery of services. The supports include processing provider and other local fund payments related to residential services, offering provider monthly training opportunities and coordinating provider payment authorizations. Data base management for the entire agency is another function performed within the Community Support Services Department.



## FAMILY SUPPORT SERVICES

The purpose of the Family Support Services Program is to provide services and supports that will assist a family to care for a family member with developmental disabilities living at home. The program promotes the unity of families by assisting them to meet the special needs of the individual with developmental disabilities whereby preventing institutionalization.

With the help of Family Support Services, families can purchase necessary equipment and services, thus easing some heavy expenses while increasing self-sufficiency of a family member with disabilities. The Family Support Services Program makes payments on behalf of eligible families to approved Providers and vendors. The amount of assistance is determined by a scale based on the federally taxable income of the person(s) who provide for and live with the individual with the disability. The requests are handled on a first-come, first-served basis until funding is exhausted. The Family Support Services Coordinator and other county board staff also assist in identifying other potential resources for the family.

Reimbursable Expenses include: Respite Care (both in and out of home); Special Equipment; Special Diets, Home Modifications; Education, Training and Counseling; Support Necessary for Continued Skills; Other Approved Services.



## COMMUNICATIONS AND COMMUNITY RELATIONS

The Communications and Community Relations Department has four main areas, each essentially important to the Clermont County Board of Developmental Disabilities.

Coordinating news and interviews between Clermont DD, the public, and the media is a primary goal of the department. This includes TV/radio media and print press relations, monthly newsletters, agency brochures, and public e-mail alerts that are received by local stakeholders such as township trustees, county department heads, village councils, and other community members. Additionally, members of the Community Relations Department are “out and about” in Clermont County as much as possible, distributing Clermont DD information and answering the public’s questions. This is as involved as hosting two booths at the week-long Clermont County Fair, to conducting Disability Awareness Curriculum trainings for various groups.

Volunteers are a necessary piece of the Clermont DD program, because they bring valuable knowledge, talented expertise, and willing hearts to assist the staff and individuals with special projects and daily routines. Currently, the Community Relations Department supervises and coordinates 250+ volunteers each year.

Many individuals participate in social and leisure activities each month. The Community Relations Department creates, implements, and supervises these activities which take place primarily within the community. Activities such as lunch outings, scrapbooking, bowling, theater performances, movie outings, bingo, and cornhole are just a few of the activities planned each month. In 2014, we will add at least three new activities to our schedule.

Although the Clermont County Board of Developmental Disabilities is supported by local tax dollars as well as state/federal funding, the Community Relations Department supervises several fundraisers each year. This is a necessary avenue for developing additional funding for programs and services that we normally wouldn’t be able to afford.

The Clermont DD Empowers Me non-profit board came into existence in January, 2012, for the purpose of managing monies raised at Clermont DD fundraisers. We will work closely with this Board in 2014 to find additional fundraisers and board members.

We have published “The Beacon” newsletter on a monthly basis for nearly 20 years. In 2013, we began a bi-monthly newsletter that was published in February, April, June, August, October, and December.

We are exploring online programs so that an email newsletter can be published and distributed for the “in-between” months in 2014.

The Community Relations Department works closely with the Clermont DD Empowers Me Board and will continue this relationship in 2014. We will help the Board seek grants for the Sanctuary Model Training by researching Trauma-Informed Care grants.

Emergency preparedness is something that is very important to Clermont DD since our involvement as the Volunteer Reception Center during the 2012 tornado. As such, we will continue our relationship with the Emergency Management Agency in Clermont County to keep abreast of any trainings that are offered. We will also hold 2-3 exercises/mock disasters in 2014 to engage community members to assist us with the VRC module.



## INVESTIGATIVE UNIT

The Investigative Unit for the Clermont County Board of DD manages information for all Clermont DD service providers, including County Board operated programs and services, involving significant incidents that pose a risk to the health and safety of individuals with developmental disabilities. This information is generated through the Major Unusual Incident (MUI) process. The Ohio Department of DD defines certain types of occurrences as Major Unusual Incidents or incidents that have the potential to pose a significant risk to the health and safety of the individuals we serve. The MUI process seeks to ensure that individuals with developmental disabilities have access to appropriate treatment and care, and ensure that providers of services address individual needs in a thorough and proactive manner. The MUI process reviews both individual and DD system needs. The Investigative Agent performs the duty of investigation, information gathering, review, and analysis of MUI's, and ensures that services providers take appropriate actions toward the resolution and prevention of Major Unusual Incidents.

The County Board currently employs 1.5 Investigative Agents for the purpose of managing all MUI information and requirements. The MUI process applies to all eligible individuals in accordance with OAC 5123:2-17-02, and are not subject to waiting lists.

Major unusual incident reporting levels have consistently increased over the last five years, and 2013 reporting rates were at the highest level since the development of the reporting system.

The Ohio Administrative Code section 5123:2-17-02 identifies the following as Major Unusual Incidents:

Category A: abuse (physical, sexual or verbal); accidental or suspicious death; exploitation; failure to report abuse, neglect, MUI; misappropriation; neglect; peer to peer acts; prohibited sexual relations; rights violation with risk of harm to individual.

Category B: attempted suicide; other death; medical emergency; missing individual; significant injury.

Category C: involvement with law enforcement; unapproved behavior support; unscheduled hospitalization.





## BUSINESS OPERATIONS

The Business Operations Department is a support department that provides several functions for the County Board such as: fiscal operations, information technology, facilities maintenance and safety, transportation management, human resources, and quality and compliance. By performing these functions the Business Operations Department provides support to the employees who serve individuals with disabilities.

The Fiscal Operations Department is responsible for all financial aspects of the Board. From the day-to-day accounting to financial projections to reporting the Board's finances, the Fiscal Operations Department's primary objective is to manage the County Board's revenue and expenses to ensure all programs can operate effectively and efficiently. To meet this objective, effective budgeting and monitoring are essential. The Director of Business Operations presents monthly financial reports to the Board showing budget to actual statements and financial projections. In addition, the finance committee meets to discuss in detail the County Board's financial condition and long term plans to best meet the needs of the individuals we serve. This enables the Board and Administrators to identify potential funding shortages and make any adjustments that may be needed. For 2014, the main goal is to assist the Adult

Service Department in their transition into a smaller program by providing financial projections and analyzing potential cost savings.

The Information Technology Department is responsible for maintaining a computer network with approximately 160 computers, 7 servers, and the resulting printers, scanners, copiers and other peripherals necessary to operate the computer systems. Network administration is a primary function which includes maintaining security of the network, antivirus protection, employee logon and passwords, software licensing and maintaining proprietary software and databases. For 2014, the Information Technology Department has several initiatives. Continue to implement Intellinetics, a document imaging software, to migrate towards a paperless environment. Replace all remaining Windows XP machines with new Windows 8 computers. Implement a wireless network solution for the Wildey Center. (Currently, the Wildey Center uses individual wireless routers with limited coverage in the building.) Finally, research and analyze (HIPAA) guidelines for sending and receiving emails and implement a (HIPAA) compliant solution for the Board.

The Facility Maintenance and Safety Department is responsible for maintaining all

aspects of County Board facilities from maintenance, to cleaning, to capital improvements. Safety is maintained through constant inspections, drills, and assessments of the facilities, grounds, and vehicles under rules established by the Occupational Safety and Health Administration (OSHA), Americans with Disabilities Act (ADA), Ohio Bureau of Workers Compensation (BWC), Ohio Department of Education (ODE) and the Ohio Department of Developmental Disabilities (ODODD).

Each year, we review and analyze our facilities and safety needs. Once again, we plan on making several improvements. Our first priority for 2014 is to renovate the remaining one third of the Wildey Center that was not part of the 2008 renovation. In 2008, two thirds of the Wildey Center was renovated to include new HVAC, lighting, ceilings and bathrooms. The remaining one third of the building continues to operate on an antiquated pneumatic HVAC system that includes two 40-year-old boilers and an outdated air conditioning system. The renovation will provide for an all new efficient HVAC system, lighting, ceilings, a secure reception area and convert two bathrooms to be handicapped accessible. This renovation is necessary to improve on efficiency, retire two 40 year old boilers, and replace lighting that will no longer meet new federal energy

efficiency standards. We have already awarded the bid, and plan to start the project towards the end of 2013.

Our next project is to analyze and implement a long-term record storage solution in accordance with the Board's record retention schedule that adheres to the Ohio Historical Society requirements for storing records. Currently, records are stored in the Board's warehouse without fire suppression or climate control. To meet the Ohio Historical Society requirements, we are going to analyze the cost and efficiency of several options. The first option is to install a fire suppression and heating and air condition system into the file section of the warehouse. The next option would be to contract with a third party for offsite storage in a compliant facility. The final option would be to scan the records for electronic storage that would be backed up at an offsite location. Once all the options are analyzed, we will select the most cost effective and efficient solution.

Another project will be to improve the exterior lighting at the Wildey Center. Numerous exterior lights are no longer functioning which is a safety and security issue. We will assess the need and provide the appropriate lighting for a safer environment. Finally, we will update the signage and video surveillance system in the Wildey Center to create a more welcoming secure

## BUSINESS OPERATIONS continued...

environment.

In the spring of 2014, the Agency will be undergoing our CARF Survey. This is a “best practices” and compliance review survey during which the surveyors will be on-site for several days. The Assistant Director of Business Operations in charge of human resources and agency compliance serves as the CARF coordinator. In 2013, we completed our Ohio Department of Developmental Disabilities Accreditation survey, and achieved the highest accomplishment of a 4-year accreditation, with our CARF Accreditation granting us an additional (5<sup>th</sup>) year. During the CARF survey, we will be reviewed to see how we meet the many 2013 CARF standards. In addition to the review of documents, records, and files from all areas of the agency, surveyors will meet with various stakeholders including persons served, families, and employees. Our last survey was in April 2010, and we achieved the maximum 3-year accreditation. We have every expectation that we will once again pass this survey with excellent results in 2014, and it is our first goal for the new year.

In 2013, the Human Resources Department began working towards digitizing the personnel files and had a goal to convert all active personnel files to electronic records by the end of 2013. Due to problems with the Intellinetics

implementation for HR, that plan was delayed, and when we were finally able to begin scanning, we decided to begin with the terminated files, as they are “static” in nature. In 2014, we will continue that process and complete digitizing the active personnel files as well.

Human Resources will continue to identify additional training opportunities utilizing the PublicSchoolWorks catalog to maximize efficiency. In late 2013, the classroom portion of transportation training was assigned to Adult Services through that system, as was the classroom portion of forklift training. We will work with the Facilities and Safety Coordinator to identify additional areas of safety training that we can offer in 2014.

In 2013, we completed an in-depth assessment of insurance benefits that could be offered to employees by the Board, rather than remain within the County’s benefits plans. While the decision was made to remain in the County’s insurance for 2014, we will continue to research insurance options to identify if there are competitive alternatives to the County’s benefits packages that are more beneficial to our employees, while keeping overall costs in line with the County’s plans.

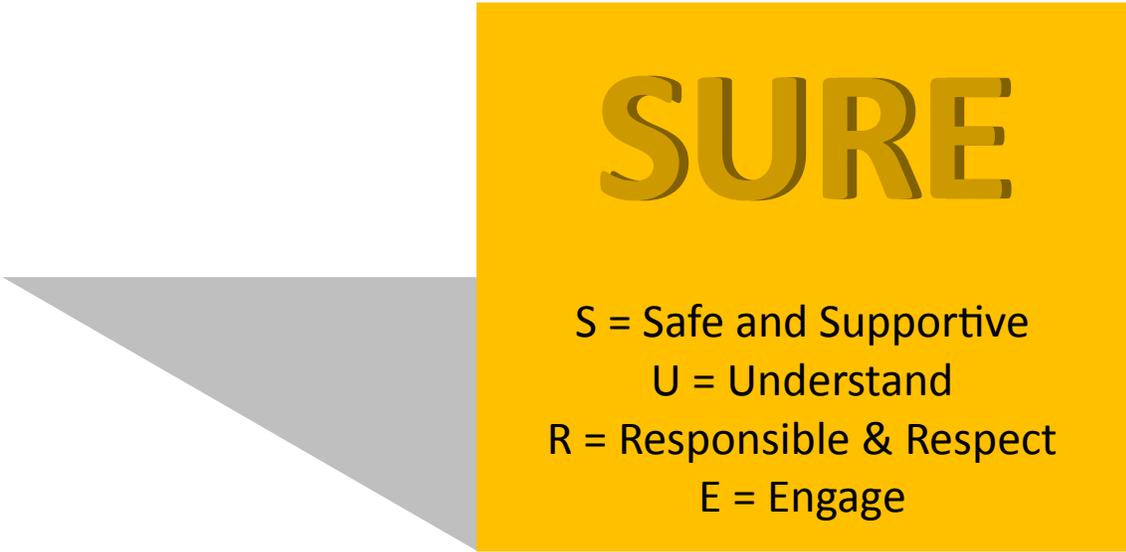




## CORE VALUES

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At the end of 2009, the Adult Services Division began to identify and include four Core Values into their program. The Long Range Planning Committee has discussed them, and agreed that we should also incorporate these Core Values into the Long Range Plan. The Core Values are:



# SURE

S = Safe and Supportive

U = Understand

R = Responsible & Respect

E = Engage

Over the course of the year 2014, the Long Range Planning Committee will examine in greater detail just what these Core Values mean to the agency –not only programmatically but also in the non-programmatic areas, and view them from internal as well as external perspectives.

## ACCESSIBILITY PLAN UPDATE

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The Clermont County Board of DD Accessibility Plan outlines the work that lies ahead as we continue to identify, remove, and prevent barriers for persons with disabilities served by our organization as well as in the community. This plan serves as our guide. It is reviewed regularly to document our progress in completing identified activities for barrier removal. The plan also provides for the continual monitoring of the Board's accessibility needs and priorities, as well as its financial planning to implement barrier removal as new measures become achievable.

Each Division describes our ongoing efforts to recognize and reduce barriers, whether financial, environmental, architectural, attitudinal, etc. Our Long Range Plan has also identified specific needs and written goals to remove barriers. Departmental goals have been developed, based on the input received throughout the year. Physical environments and programs have been modified or changed, and consumers have been provided access to the community through a variety of opportunities. Each year, we continue to find that many areas of improvement weren't identified as needs at the time we updated the plan for the previous year, but became priorities as the need was identified.

An area that we identified as a

need for improved accessibility was in the use of technology. In 2009 the agency's website was redesigned to a more user-friendly format, we maintain an active Facebook, Twitter, and other social media presence; anyone with internet access can become more connected to our agency, each other, and the community. In 2012 and 2013, we further developed our website to make it more interactive, and we continue to look for ways to make our website and social media accessible. Continuous improvement in identifying the need for and accessing technology is identified throughout this document, in our Long Range Plan and individual Department goals.

Accessible parking and signage at the Wildey Center continues to be a "work in process." We added more internal signage in 2012 and proceeded with plans to increase the parking, which was completed in 2013. As we enter 2014, we are beginning a renovation which, although primarily being done to update the HVAC systems in the un-renovated part of the building, will increase the security of our Wildey main entrance. We continue to review the visitors' parking locations, the bus entrances, and other issues which maintain a safe and secure access to our buildings by persons served as well as the general public.

The major barrier that has consistently been difficult to eliminate and which continues

to face our Clermont County citizens with disabilities is that of transportation. Inconsistent and often non-existent transportation remains a common barrier to allowing our consumers to work and live a full life in their community. As a large county with both urban and rural areas, we continue to look for ways to connect those in the more remote locations of the county with a means of transport to work and for social connections. The public transportation system in Clermont County, Clermont Transportation Connection, provides door-to-door service; however, even if you have a regular work schedule, you must request your transportation every two weeks. It is not possible to get a standard, permanent "ride." In 2009, they added a shuttle service that provides regular transportation routes to and from limited sites for those in the higher traffic corridors of the county, and connects to Greater Cincinnati's public transportation system. However, there remains a strong need for door-to-door service. Clermont County DD continues to be "at the table" at transportation meetings and hearings and provides a strong presence of continuing to advocate for additional transportation to work opportunities. While we didn't see any changes to this situation in 2014, we will continue to advocate and attend meetings. Also in 2014, changes will be proposed in the

Adult Services Individual Budget program that would allow individuals to use funds from this program to pay for transportation services for employment. These funds might be used to hire a provider to help transport the individual to and from work, if there are no other public transportation options available. The funds could also be used to pay for public transportation options when they are available.

Clermont County DD remains concerned about other types of barriers, in particular the environmental and attitudinal barriers that still exist in our community and within our programs. In 2012, the Adult Services program renovated the Donald A. Collins building to address environmental concerns. The renovations included turning a large work floor into two smaller program areas for individuals. One of the new rooms was equipped with a drop ceiling, new lighting, and new flooring to create a quieter environment with fewer distractions for activity programming. The new production area was also enclosed with walls, so that there were fewer environmental distractions for individuals that are working. At the Wildey Center, the Adult Services program purchased new furniture and storage units for each of the activity rooms to create more space for the

## ACCESSIBILITY PLAN UPDATE (continued)

individuals and their needs. In 2013, the Adult Services program addressed attitudinal barriers in the community by starting a new program entitled PRIME (Promoting Real Inclusive Meaningful Employment). This program is designed to promote individuals exploring their communities and making connections with fellow community members that will hopefully lead to employment opportunities. Along the way, we hope to break down any attitudinal barriers present in the community towards individuals with disabilities.

Financial barriers continue to exist within the Clermont County Board of DD; waiting lists for services remain an ongoing challenge. While our balance sheet looks positive at this point in time, given the continued economic crisis faced by Ohio and the nation, we have and will continue to lose important state revenue. This concern and how to address it was our number one priority for 2009, and we focused our efforts on passing a replacement levy in May 2010. We were very fortunate to pass this levy which brought in additional revenue, but we cannot be over-confident, because it passed by the relatively small number of 522 votes. In November 2013 we were successful on the ballot, asking voters to renew one of our continuing levies. Our work remains cut out for us to remain very visible in the community and we are committed to using levy dollars to provide more services. 2012 and 2013 were years in

which we earmarked these additional funds for building modifications that will make our facilities safer; additional services for individuals without Medicaid waivers has also been budgeted. More information concerning these changes can be found in the departmental sections of the Annual Action Plan – specifically the Community Support Section.

The Long Range Planning Committee has continued to focus on identifying ways to remain visible in the community through fundraising efforts and partnerships. Employees from the DD program continue to present a “Disability Awareness Training” curriculum multiple times throughout the year to any group who is interested in learning about what it is like to have a disability. These groups include church youth groups, school classes, community civic organizations, etc. Our Community Relations Department continues to mail brochures to local civic and school groups each year, to give the public an overview of the training; this brochure attracts many speaking engagements throughout the year.

While assessing our facilities for architectural barriers, we have continued to improve access by means of automated doors and entrances wherever there are public entrances. During the renovation process in 2008, we modified our original plan regarding which entrances would be used as public entrances and, in 2009 and 2010, we installed security cameras at the main entrances of each building. While

we wish to maintain access to our buildings and programs by the public, we must also ensure the safety of the people we serve and all who work in our facilities. In late 2012, we revisited our security procedures and implemented a temporary, stricter security measure at the main entrance to the Wildey Center. We are aware that this procedure limits access to the building but we feel it is a necessary step to take at this time. In 2013, we began working with an architect to determine a renovation plan and budget for renovation to the main Wildey entrance that not only takes security into consideration, but allows for better access to those permitted to enter. We also completed a change to the Grissom entrance doors so that security is improved while access is not restricted for those permitted to enter. The Adult Services entrance at the Wildey Center was remodeled and automated in 2012. In addition, some of the heavy fire doors throughout the Wildey Center were modified so that they can open automatically. In 2013, all of the Wildey Center fire doors were automated. New exterior doors were added to some of the Adult Services Classrooms at the Wildey Center, for quicker evacuation during drills and in cases of real emergency. In addition, we automated the restroom doors in the Wildey Adult Services wing because it is was difficult for individuals and employees to pass through them. In 2014,

the sidewalks at DAC will be repaired, which will not only improve accessibility but also safer passage for everyone.

In spite of the current and potential financial challenges, Clermont County DD will not lose focus about the multiple barriers faced by the people with developmental disabilities in our community.

Please see the individual sections of our plan for more information.



## ADA ACCESSIBILITY RECOMMENDATION TIMELINES

Building	Area of compliance	Estimated Cost	Target Date for Completion:
Willey	Automatic Door on EI entrance	\$3500	Target: 12/31/06 Revised to: 12/31/08 Revised to: As funds permit; no later than 12/31/10; Budgeted for 2011; postponed due to change in entrance and priority for Adult Services entrance construction. 2013- Completed
Willey	Pave an extended walkway from SSA exit to shelter; Updated to include paving and expanding parking lots	\$262,310.00	Target: 12/31/10; Revised: budgeted for 2011 with parking lot completion; postponed until 2012; continued into 2013 due to contractor's schedule; completed 2013
Willey	Analyze the need to automate classroom doors at Willey Center and budget for it; Updated- will automate interior fire doors in Adult Service wing as priority for 2012 while planning to make all remaining entrances and fire doors accessible at the Willey Center Update: automate 4 sets of Adult Services wing restroom doors	\$10,00.00 to make Adult Services fire doors accessible and automated; 2012/2013: \$14,880.00 for fire doors  \$12,120.00	Target for analysis: 6/11 Adult Services fire doors budgeted for completion in 2012; two sets automated in 2012; continue and complete remainder in 2014 Completed in 2013
DAC	Repair and pave sidewalks	\$12,000.00	To be completed in 2013- postponed for completion in 2014.
Adult Services	Replace aging adult services vans	\$190,000.00 (2012)  \$50,000.00	Replaced four vans in 2012 Will replace one in 2014.

## GOVERNOR KASICH'S EMPLOYMENT INITIATIVE

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Taken from [www.ohioemploymentfirst.org](http://www.ohioemploymentfirst.org)

### **Employment First is *shifting expectations for a cultural transformation***

Every person has abilities, skills and talents to enrich the community and people around us. We envision a time when every working-age adult with developmental disabilities has opportunity to explore their career options and seek jobs that fit their skills and interests.

We start by shifting expectations. Young people with developmental disabilities will learn about employment options and planning during their school years. Adults with developmental disabilities should have support teams that assist in learning more about how abilities and interests can match opportunities in with workplace. Every person should expect that community employment is the preferred outcome for working-age adults with developmental disabilities.

Every agency, school, organization and individual within Ohio's developmental disabilities system plays a role by focusing on what everyone can do and providing the best supports and services to enable people to choose and succeed in community employment. We're transforming to a system culture that creates opportunities and pathways for integration, independence and full community participation.

Community employment brings so many benefits - from greater independence and wealth building potential to improved self-esteem and personal satisfaction. And that's just the beginning: Employers and co-workers benefit through more diversity and a broader range of capable employees available; while society at large benefits when all citizens are able to participate in and contribute to their communities in all the ways they can.

For more information, visit [www.ohioemploymentfirst.org](http://www.ohioemploymentfirst.org).



**Every Person. Every Talent. Every Opportunity.**

# TECHNOLOGY PLAN

The mission of the Information Technology (IT) Department of the Clermont County Board of DD is to enable, support and help our customers (the CCDD staff) and make the most of information and technology so they can be the best at their jobs and deliver the CCDD mission.

## Connectivity and Security

Information Technology provides local area network connectivity to CCDD staff at 3 sites. IT also provides remote access to mobile workers.

Each staff member is provided their own user ID and password to access the network. Their access rights to network resources as well as software applications are based on their job responsibilities. Requests to changes staff access rights must be submitted by a supervisor or director.

Email can be accessed remotely via an Internet connection using password-protected Outlook Web Access.

Agency policy dictates that user IDs and passwords are for their individual use and are not to be shared with anyone.

Internet connectivity is currently provided by Time Warner. We use a standard firewall to protect against threats.

## Hardware

Hardware is maintained on an established schedule to reduce the possibility of hardware failures

from interrupting board activities. Personal computers for staff are rotated on a 3-5 year rotation.

## Software

The board has an established set of software that is utilized by staff based on their access rights.

Standard software includes:

- MS Office 2010/2013 (Word, Excel, PowerPoint, etc.)
- Infallible Financial Software
- Gatekeeper – manages information on individuals we serve including waiver billing

## Assistive Technology

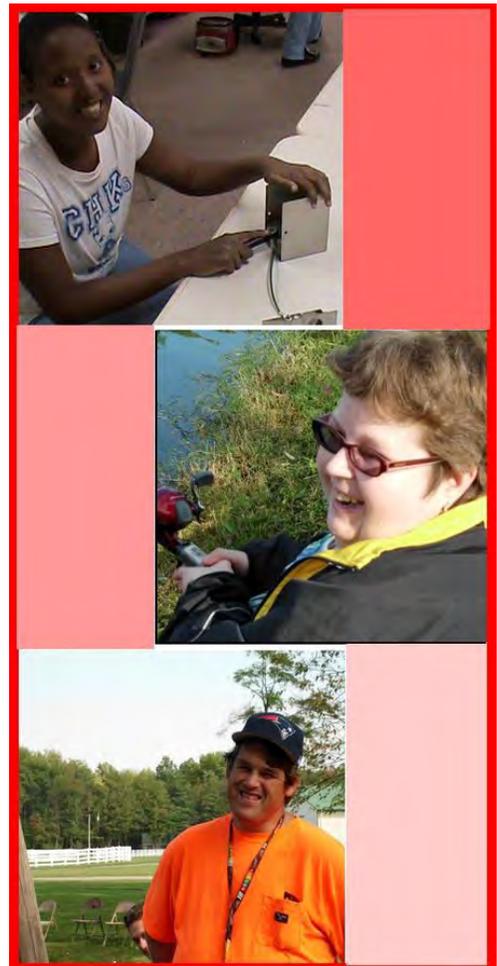
The board is continually analyzing new technologies and adaptive equipment to assist employees and clients to perform jobs or activities more efficiently. The information technician serves on a State wide IT committee dedicated to share information on new technologies and adaptive equipment to maximize technology.

## Backup and Recovery Policies

The IT department regularly conducts backups on all production systems. There are also recovery policies in place should a failure take place. Please see the Information Technology Backup & Recovery Procedures for specific information on back-ups and recovery.

## Virus Protection

The agency utilizes industry standard software to provide virus protection to servers and staff PCs. Trend Antivirus or Microsoft Security software is installed and regular updates.



## DIVERSITY & CULTURAL COMPETENCY

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The Clermont County Board of Developmental Disabilities is committed to expanding the participation rates of people of diverse backgrounds who have disabilities in advocacy efforts and every aspect of life.

Our commitment to equity, opportunity, and inclusion for all people with disabilities has led the Clermont County Board of Developmental Disabilities to become fully invested in empowering persons of diverse cultural, racial, and ethnic backgrounds with disabilities and their families. Persons of diverse backgrounds with disabilities often face multiple barriers, including access to services and supports and discrimination in community, education, and employment settings. Research indicates that, while people with disabilities face enhanced challenges, those of diverse backgrounds are disproportionately affected. They face higher incarceration rates, over-representation in segregated special education programs and diminished social and employment outcomes, among other things.

The Clermont County Board of Developmental Disabilities recognizes the value of diversity and what it means to embrace cultural and linguistic competency. We believe individuals of diverse backgrounds must be supported by public and organizational policy and practices in order to achieve full inclusion. This acknowledgement, support, and advocacy of diversity is essential to attaining positive outcomes for people with disabilities, and building a sense

of community. It is our goal to connect persons of diverse backgrounds with disabilities to the organizations, services, and supports that lead to community inclusion and positive life outcomes.

The Clermont County Board of Developmental Disabilities is committed to cultural and linguistic competency, and we continue to shed light on the issues, policies, and practices that impact people of diverse backgrounds with disabilities. Cultural competency isn't achieved through an article, event, or webinar. It is achieved by embracing the differences in us all, celebrating our unique contributions, and supporting equity in access, services, and outcomes for all people.

The demographics of Clermont County as of 2012 US census data indicate a county with a population of 199,000 people, 96% Caucasian, 1.3% African American, 1.6% Hispanic or Latino, 0.2% American Indian and Alaska Native, and 1.1% Asian. 3.8% of the population indicates a language other than English is spoken at home. Although Clermont County is considered statically a part of the Metropolitan Cincinnati area, the county is officially designated as part of "central Appalachia," a political, cultural, and bioregional classification that includes southeastern Ohio, eastern Kentucky, and most of West Virginia.

The Clermont County Board of Developmental Disabilities respects the cultural diversity in Clermont County and has taken

the following actions to support this diversity:

- The agency has the ability to access interpretive services as needed, including a subscription to Language Line Solutions for telephone and in-person interpreter services when contacted by non-English speaking individuals. This information is available during person-to-person meetings and can be accessed on our website.
- The agency's Accessibility Plan contains information under Communication Barriers about special consideration of different disabilities and cultures.
- All employees have completed Cultural Diversity training via the web-based training program, and all new hires complete this Cultural Diversity training at HR Orientation. Additional Cultural Diversity training for staff and individuals takes place as needed.
- The agency will continuously assess cultural competency needs and address those needs as they arise.
- Clermont DD offers a Disability Awareness Curriculum that is presented to groups who are interested in learning more about individuals with developmental disabilities and the Clermont DD program in general. This curriculum gives group members the opportunity to experience what it feels like to have a disability and offers individuals as speakers who tell their own stories in person or through videotaped interviews.

## RISK MANAGEMENT PLAN

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The goal of the Clermont County Board of DD referred to as “the Board” Risk Management Plan is to “Promote Quality Services and Manage Risk Effectively”. The Board is to protect itself against accidental loss or losses which would significantly affect the Board’s personnel, property, budget, or its ability to continue to fulfill its responsibilities.

It is the Board’s policy for every employee to act to reduce risk of accidental loss or injury to the greatest extent feasible, consistent with carrying out the Board’s mission of helping people with disabilities shape their own future, while recognizing that for every individual there is a right to experience life and take risk.

To accomplish the goal of effective management of risks, areas of exposure are identified and tracked through Business Operations Department with the assistance of all divisions of the organization.

Risk management includes actions taken before and after a loss occurs and is directed towards reducing risks and reducing the frequency and severity of losses. When analyzing a loss exposure and its treatment the impact on the Board, as well as the individual department is evaluated.

The Board is exposed to many risks in the course of daily operations. Most fall into one of the following categories:

General Liability	Vehicle Related Loss
Professional Liability	Contractual Liability
Employee Liability	Business Loss
Property Loss	Loss of Reputation

### General Liability

General liability refers to the amount of loss payable to others outside the agency for injury or damage arising from operations. It applies to personal injury, bodily injury and property loss or damage to a third party resulting from the negligence of the program operations or the employees.

The Board manages general liability risk by maintaining general liability insurance. The Board reviews insurance annually with the insurance broker for adequacy of coverage and limits.

In addition, the Board has established a safety committee for each building owned and occupied by the Board to discuss safety issues and limit risk. The Safety Committee consists of labor and management and is responsible for:

- Establishing procedures for handling suggestions and recommendations of the committee.
- Conducting regular systematic workplace inspections to discover and report unsafe conditions and practices.
- Review circumstances and causes of accidents and recommend corrective measures.
- Conduct monthly meetings to discuss accident and illness prevention methods, safety and health promotion, hazards noted on inspections, injury and illness records, and any other safety issues.
- Recommend changes to improve protective clothing, equipment, administrative controls, or engineering controls.
- Develop and revise rules, policies or procedures to comply with all current safety and health standards.
- Monitor and evaluate all safety related drills.
- Promote and champion all safety training to employees.

The safety committee’s overall goal is to make the Clermont County Board of DD a safer work environment.

### Professional Liability (Including Directors and Board Member Coverage)

Liability is most prevalent in two areas training of employees and hiring, treatment and termination of employees. In terms of Directors and Board Member liability, consumers and guardians rightfully expect a high level of character, professionalism and ethical conduct. Directors and Board Members must exercise reasonable care in diligence in carrying out their tasks. Negligence in fiscal management is the most common target of Directors and Board Members liability. Failure to comply with the Americans with Disabilities Act (ADA) opens yet another arena for possible liability exposure.

The Board manages professional liability risk by maintaining professional liability insurance. The Board reviews insurance annually with the insurance broker for adequacy.

### Liability to Employee

The Board’s liability to its employees includes compensation for job related accidents or occupational illnesses. Three types of loss exposure are workers compensation claims, employer liability claims, and non-compliance with applicable occupational safety and health regulations.

The Board manages employee liability risk by maintaining workers compensation insurance and safety committee meetings. The Board reviews insurance annually with the insurance broker for adequacy.

## RISK MANAGEMENT PLAN (continued)

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### **Property Loss**

Physical property at risk includes real and personal property whether owned or leased. The loss may result from fire, accident or theft. Property may be destroyed, damaged or lost. The organization may also experience an interruption in normal operations.

The Board manages property loss by maintaining property insurance with the Clermont County Board of Commissioners and safety committee meetings. The Board reviews insurance annually with the Commissioners for adequacy.

### **Vehicle Related Loss**

Risks include property damage to the vehicle itself, in addition to liability claims for personal injury and property damage as a result of vehicle operation. The specific types of liability are numerous and run the gamut from minor fender benders to loss of life.

The Board manages vehicle related loss by maintaining auto insurance, safety committee meetings and driver training. The Board reviews insurance annually with the insurance broker for adequacy.

### **Contractual Liability**

When risk is contractually transferred from one party to another, loss exposures can be increased or decreased. Contractual liabilities can arise out of leases, rental agreements, special service agreements, joint use agreements, cooperative adventures, and contractual labor.

Contractually liability is managed through indemnification clause within contracts. Additionally, contracts are reviewed by and approved as to form by the Clermont County Prosecutors Office.

### **Business Loss / Interruption**

Loss or reductions of funding and major losses of facilities all create risk. Risk is managed through various committees to include long range planning committee and the finance committee.

### **Loss of Reputation**

Loss of reputation could result from negative publicity arising from negligent or unethical behavior of staff and/or organization. Loss of reputation is managed through the long range planning committee, the Public Relations Department and Directors.

### **Risk Avoidance**

The Board may elect to avoid undesirable high risks and programs with excessive costs by refusing to undertake unsafe activities or by discontinuing high-risks programs.

### **Loss Prevention and Loss Reduction**

Risks inherent in the existence and operation of the Board can be reduced, resulting in a decrease in both frequency and severity of accidental loss. It is the responsibility of the safety committee and each department and its personnel to conduct the business of the Board in such a way as to reduce or prevent hazards to individuals and property and to evaluate the risk cost potential when developing new programs.

### **Risk Retention**

It is general policy of the Board to retain the financial responsibility for its risk of accidental loss to the maximum extent possible without jeopardizing the financial position of the Board or the continuation of essential programs.

### **Risk Transfer**

The financial responsibility for risks may be transferred to others through contractual agreement or through the purchase of insurance. The Board will purchase insurance when required by law, bond or contractual agreement. Commercially insuring risks does not alter the responsibility or personnel of the Board for compliance with required and appropriate safety and security standards.

## INPUT BY DEPARTMENT

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The Clermont County Board of Developmental Disabilities receives input from various sources and stakeholders. Using traditional paper surveys to emailed versions, SurveyMonkey.com and more, below are the input samples and information by CCDD Department.

### EARLY INTERVENTION

Input into the all of the early childhood programs comes from a variety of sources.

**Families/Caregivers:** Input from families and caregivers are a critical component of the Early Intervention programs. Opportunities for families and caregivers to provide feedback in 2013 included:

- Ongoing phone surveys to families by Families Connected
- Exit surveys by phone conducted by Families Connected
- Quarterly Roundtable discussions by Families Connected
- Parent Participation on FCF Councils and the Early Childhood Coordinating Council
- Anecdotal feedback from families on a regular basis as a part of routine service delivery
- A specialized survey in 2013 by the Ohio Department of Health
- A specialized phone survey conducted by the Early Childhood Director in November of 2013 to families without email addresses and the same survey to families with email via survey monkey
- Ongoing administrative review of requests made by families for changes in services as well as celebrations shared by families throughout a calendar year



Although these opportunities were available to all families, historically the actual number of comments and feedback received through these various measures were low. One of the most successful feedback from families/caregivers occurred during the phone surveys done by EI administration. In the past we have been able to contact 45% of the families called.

One prominent theme that we learned from the phone surveys with families is that many parents used the respite program that is available and asked for more. They reported how wonderful it was to know they were leaving their child, some with significant issues, with someone they trusted. The families were so grateful for this program that it will continue as a goal in 2014.

**Governance/Monitoring:** Each of the three Early Intervention Programs operated through or by the CCBDD have oversight and monitoring entities. Feedback from each of these overseeing bodies has been regular and specific throughout 2013.

*Ohio Department of Health:* Ongoing oversight of all components of Help Me Grow including Central Intake and Coordinating Site and Part C service coordination, all components of service provision, all requirements of Part C.

*Ohio Department of Developmental Disabilities:* Ongoing support and monitoring of all components of the implementation of Part C services and DODD requirements. The DODD review in 2013 gave this department a glowing evaluation. One of the comments was that together with Help Me Grow, we provide seamless services to families.

*Local Family and Children First Council:* Ongoing quality assurance and oversight of all practices of the Central Intake and Coordinating Site as well as Part C service coordination.

Ongoing feedback and recommendations from these overseeing entities provides information on a regular basis to all of the EI programs operated by the CCBDD. Programmatic and policy decisions are considered and altered as appropriate based on this feedback.

**Child Outcome Monitoring:** The monitoring of each child's outcomes on their IFSP and their developmental progress is also utilized as a source of input to the EI program. IFSP goals are tallied and tracked to insure that goals and services are well matched. For example, a sample of 214 child outcomes were tracked as being met, partially met, or not met. Of the 214 goals measured, 96% were met or partially met. This indicates that overall the services that the EI program is providing are successful. The Ohio Department of Health also implements a system of gathering data on each child's progress. This data is compared to children state wide and will eventually provide Clermont County specific information regarding children's progress in HMG.

## SCHOOL AGE

The School Age Program is being challenged to meet the requirements of Ohio Senate Bill 316 which includes the following:

- Required notification of the Autism Scholarship and Jon Peterson Scholarship programs each time a school district completes an evaluation for a child with a disability, or undertakes the development, review or revision of the child's IEP.
- Ohio Academic Extended Content Standards
- Alternate Assessment for Students with Significant Cognitive Disabilities (AASCD). The AASCD marks a change in Ohio's alternate assessment, which previously consisted of a portfolio-based collection of evidence. The AASCD is aligned to Ohio's Academic Content Standards-Extended and designed to allow students to demonstrate their knowledge and skills in an appropriately rigorous assessment.
- Complete Secondary Transition Plans beginning at age 14 on all new IEPs.

We continue to see a change in programming based on the needs of the students. Students with more intense needs require smaller classrooms with less stimulus to be successful. Our focus is on improving communication, decreasing behaviors and increasing vocational training.

This school year we created an "intensive" classroom which provides services to students with challenging behaviors. This classroom consists of (2) classrooms with (3) students in each. The instructor travels between these classrooms.

The goals for the School Age program are in alignment with our Continuous Improvement Plan (CIP). Our needs were identified by the School Age administration, staff, parents and school districts. We surveyed families and received feedback from our local school districts, which we serve.

Our primary goal is to provide services that are in compliance with state and federal regulations and to assist districts in meeting all state indicators related to special education. Our secondary goals are focused on how we can provide the "Best Programming" and utilize our resources efficiently. We need to keep up with new education reform mandates.

Our goals this year focus on transition of students into adulthood. We are exploring options outside of sheltered workshops as part of the "Employment First" initiative. We are meeting with families in 1:1 meetings to prepare transition plans and explore individual options.

Our other goal this year is to look at staffing, examining the best ways to meet the needs of the students and reduce our cost so that we can remain competitive with a reducing student population.

We are listening to all of our stakeholders in our community. We are connected to local and state organizations that keep us informed, involved and in the conversation on what is happening in the world of autism, developmental disabilities, and special education.

Our School Age program has made tremendous progress in the last couple of years as we focused on providing quality programs and we really looked at the needs of our student population. Many programs are in place that has increased success in transitions, communication, and behavior. We look forward to building on these successes to make the Wildey School the best place for students with developmental disabilities to learn and grow to their fullest potential.



## INVESTIGATIONS

Ohio Department of DD rules provide the structure through which investigative services are provided. An annual state evaluation aids in identifying areas to focus on for continual improvement of services. Additionally, quarterly trend and pattern analysis of various levels of incident reporting identify areas to address as well.

Clermont County Board of DD has a Stakeholder's Committee that meets twice a year to review data, identify trends and patterns, and make recommendations to address the identified health and safety needs of the entire DD service community in Clermont County. Participants on this committee represent CCBDD programs and services, agency and independent providers of services, consumers of service, and legal guardians or family members.

## INPUT BY DEPARTMENT continued..

### COMMUNITY SUPPORT SERVICES

Primarily input from the individuals we serve is obtained through Plan development for those eligible to receive services administered by the Community Support Services Department. Team meetings and ongoing communication with Individuals and Families provides opportunity to foster quality relationships focusing on the satisfaction of those we serve.

The Community Support Services Department gathers input from individuals through use of our satisfaction survey that is distributed with every annual individual service plan sent to individuals and guardians for anyone who currently receive formal supports coordinated through the Community Support Services Department. Feedback received indicated that all in all everything is good and respondents consistently commented that they are satisfied with services and our staff. This information validates the work we do and gives us guidance in establishing the priorities for goals as well as changes needed in procedures and practices.



Through a protocol established by the Ohio Department of Developmental Disabilities and in accordance with 5123:2-9-08, an ongoing review of waiver providers is completed to ensure that Providers continue to maintain the qualifications and standards required for each waiver service for which a Provider is certified. The process involves reviewing the records and documents and in some cases, this also involves gathering input from Provider staff, service recipients and guardians/ involved families. The Compliance Reports are carefully monitored to assure consumer services are provided according to the guidelines and governing rules.

### FAMILY SUPPORT SERVICES

Participating family are asked to complete a Satisfaction Survey. The survey is sent each year along with a request for updated income tax verification to determine FSS program reimbursement eligibility.

Through a contractual agreement, administration for the Family Support Services funds is the responsibility of the Southwestern Ohio Council of Governments. This service includes a FSS Coordinator who handles the day to day operations and a fiscal agent to manage dispersing payments and tracking utilization. There is a Family Support Services Advisory Committee in place with representatives from County Boards and parents who receive FSS funding.

The Family Support Services Advisory Committee is responsive to the requests for services by meeting quarterly or more often as needed to review available resources and develop procedures that prioritize funding of the services to best meet the needs of families, including the amount of resources that will be available to each family.

Families eligible for services are able to request funds for approved services per calendar year. The funds are available dependent upon funding availability and service provider availability. Funding for the Family Support Services program is provided by the Ohio Department of Developmental Disabilities in an annual allocation. Clermont DD provides additional local tax funds to help meet the needs of families.

It is the intent of the Board to apply available funds to serve as many families as possible. In order to do this, the annual cap per family is determined based on the number of eligible families and annual allotment available for the FSS program. The annual amount set for 2014 will be up to \$750 if one household member is eligible for DD services. The amount increases if other household members are also eligible.

### TECHNOLOGY PLAN

The goals of the IT Department are closely tied to the goals of the agency. The following goals have been defined for calendar year 2014:

1. Maintain or enhance the computing infrastructure that supports the technological needs of the CCDD.
  - a. Maintain or enhance system components.
    - i. Replace remainder of Windows XP computers that may use or transmit health related data. Goal date 8/4/2014
    - ii. Find copier for SSA cubical room.

- iii. Research and possibly implement Gatekeeper Anywhere for Adult services.
- iv. Research HIPPA guidelines on sending E-Mail.
- v. Deploy Infallible on Terminal Services.
- vi. Research adding a wireless solution for all of the Wildey building.

b. Improve server disaster recovery services.

## COMMUNITY RELATIONS

In December, 2013, a short survey was emailed to community stakeholders including county leaders, village/township representatives, board members, and providers. This year's survey was sent using SurveyMonkey.com to 475 addresses. Information from this survey helps the Community Relations Department in many ways; it helps determine where to publicize the efforts and accomplishments of our agency; the survey assists us to gauge where the public learns about programs (internet, website, email, etc.); and it tells us where our problem areas lie regarding events and activities. Because of its close relationship with the public, the Clermont DD Community Relations Department welcomes input throughout the entire year.

The survey for 2013 asked six questions. The first question reflected the public's opinion of our mission statement and if we are fulfilling it through programs and services. A question about our websites resource page was asked, as well as what changes should be made to our existing site. Participants in the survey were very complimentary of our site, but one suggested more training links and information pages for individuals. We will explore this in 2014.

Next, we asked questions about the fundraisers we produce each year for the Gift of Time Respite Cooperative. The top two results were Dancing with the Stars/Clermont's Got Talent and the Car Show. Additional fundraisers, such as the 5K for the Levy, were also a favorite. Regarding our activity program, those who took the survey said they would like to more activities that are affiliated with music, those that promote exercise, and activities that take place outdoors. We will be looking at new opportunities for people to enjoy in these three areas throughout 2014.



## ADULT SERVICES

The Adult Services Program uses various means to obtain feedback regarding the programs offered and their quality. First and foremost, the program seeks feedback from those it serves, the individuals. This is done through the Individual Planning process, annual satisfaction surveys and also through the use of Client Council meetings. Those meetings focus on any/all issues presented by those in attendance as well as issues impacting the program.

In addition to soliciting feedback from the individuals served, feedback is also obtained from families, guardians, providers and other stakeholders through the use of satisfaction surveys and discussions during the individual plan process.

The 2014 Goals in Adult Services continue to address ways to increase community employment opportunities for individuals; address ways to disseminate information to families, guardians, and providers about community employment and the benefits individuals can receive from seeking a community job; to increase Supported Work/Enclave opportunities; to continue to support individuals to develop the skills to build healthy relationships, healthy communication, and healthy conflict resolution; to continue to develop the self-advocacy skills of the individuals served; and finally to support the individuals and their families who will be seeking a new provider in 2014.

## 2014 DEPARTMENTAL GOALS

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***\*Goals are listed by department and coincide with the “SURE” Core Values (SURE = Safe, Understand, Responsible, Engaged) and align with CARF Requirements (Efficiency, Effectiveness, Access, and Satisfaction). Both SURE and CARF are referred to on Page 4.***

### **Early Intervention**

1. Due to the new structure of Part C, ODH and DODD now sharing responsibility at the state level. The EI department, in conjunction with HMG and the RIHP will provide services as per the requirements of Part C and following state direction. (Understand – Effectiveness)
  - a. The EI Department will staff the program to reflect effective implementation guidelines of evidence based practice.
  - b. Regular, consistent team meetings and quarterly whole team meetings will provide the basis for provision of evidence based practices.
2. The EI, HMG, and RIHP programs will access the most up to date technology to more effectively communicate with each other and the families we serve. (Engagement – Efficiency)
  - a. Evaluate team meeting minutes, child files and staff reports that the EI, RIHP, and HMG programs are building capabilities for videoconferencing, e-mail, online shared calendars, accessing electronic files from Gate Keeper, electronic form completion, as well as functional applications that will assist the therapist while working with a family, etc.
3. The department will continue to provide respite services for families whose children are eligible for Part C services. (Understand – Satisfaction)
  - a. Ensure that Families Connected provides respite days three to four times per month for children and families.
4. The department will continue to assist families in the early identification or ruling out of autism. (Responsibility – Satisfaction)
  - a. Ensure that the EI Department will work with the regional ADEP program to provide public awareness activities, increase medical home involvement, and improve communication with families about and the therapy strategies for autism, including P.L.A.Y Project.
5. The department will provide increased access to services to families/caregivers specific to the development of emotionally healthy relationships and environments for children. (Safety - Access)
  - a. The EI department will work collaboratively with other agencies in the county to expand Mental Health resources and accessibility to families whose children are eligible for Part C.
6. The department will offer 1 – 2 individual budgets to families with children served in early intervention. (Understand – Satisfaction)
  - a. The EI department wants to be able to offer families more choices in the services they receive from us.
7. Work with childcare centers to expand capabilities to accept and appropriately care for children with medical and developmental needs. (Understand – Access)
  - a. We will have staff in at least one child care center will feel better equipped to care for a child with a disability in his or her facility.
8. We will explore the effectiveness and efficiency of providing limited services to children age 3 – 5. There seems to be a gap in our community to serve preschool age children with autism using a play based curriculum. We will investigate all aspects of this idea and put a business plan together to see if it is cost efficient, perhaps become an Autism Scholarship provider, community supported and space allowable for this department. (Understand – Effectiveness)

### **School Age Program**

1. Increase training in safety and crisis prevention through frequent practice. (Safe and Supportive– Access)
2. Increase staff understanding of the “Jobs First” initiative and options available to students for transition planning. (Understand – Efficiency)
3. Implement individual transition meetings to explore individual options with families who have a child who will exit school age programming within two years. (Understand – Access)
4. Evaluate therapy (OT, PT, SLP) needs and staffing, increase therapist workday to allow more time for evaluations, documentation and reporting. (Engagement – Efficiency)
5. Prepare and provide professional development for the new OAT/OGT Alternate Assessment which is moving from a portfolio style assessment to a performance style assessment. (Responsibility – Effectiveness)
6. Provide ongoing teacher training on developing compliant IEP’s and transition plans. (Responsibility – Satisfaction)



## 2014 DEPARTMENTAL GOALS

### Community Support Services

1. Expand services in 2014 to include 10 additional Level One Waivers, 10 additional SELF Waivers, and 30 additional individuals for the Adult Services Individual Budget. The Supported Living Program and the Individual Options Waiver will be reserved to be utilized as appropriate for emergencies. (Engagement-Access)
2. Respond to the expressed needs of Eligible Individual and their families by continuing to fund the Alternative Option Program. The guidelines will be refined based on historical collateral on usage and evaluation on satisfaction of outcomes. (Understand-Effectiveness/Efficiency)
3. Continue collaborating with other agency partners and independent contractors of specialized services. In 2014, this will include continuing these relationships and providing funding for Family Support Services, in home behavior support consultation, respite services, guardianship services, and short term stabilization services. (Safe and Inviting-Effectiveness)
4. Work in partnership with other Board Departments to develop streamlined procedures and processes for addressing the expansion of Administrative functions necessary to support increasing services. (Responsibility-Efficiency)
5. Continue partnerships with other agencies in supporting Therapeutic residential placements within budgeted resources, targeted to meet the need of individuals with co-occurring diagnosis of Developmental Disabilities and Mental Health. (Engagement-Access)
6. Provide information and tools to promote Self Advocacy by expanding our support of the Individuals in our People In Action chapter and our support of empowering Guardians and Families through training opportunities such as FAST TRAC, Common Threads and other collaborations. (Responsibility-Satisfaction)



### Adult Services

1. The Adult Services Department will continue with its current Employment First Initiative efforts and Transition efforts for students transitioning from school to work. The department will work with teams, school districts, and SSA's to expand upon the number of individuals that are interested in participating in the Employment First Initiative and Transition Programs offered. Measure: Twelve individuals from the current Sheltered Workshop Environment obtaining Community Employment in 2014. (**Engagement** – Access)
2. The department will increase or will provide Benefits Analysis Services for individuals who are seeking Community Employment. The Community Employment Department will research providing this service or will expand the relationships with others who do provide it in the Clermont County community. Measure: Each individual participating in the Employment First Project in 2014 will receive a benefits analysis. (**Understand** – Access)
3. The department will work with its current partners to explore offering individuals the opportunity to work in more integrated community based settings through updating and expanding Supported Employment Enclave opportunities. The department will review its current strategies and work with the Business Development team, Clermont Sheltered Work Administrative Services and its partners to develop more enclave opportunities. Measure: Two new enclaves in 2014. (**Engagement** – Access)
4. The department will continue to teach the individuals served a modified version of Mandt's first 3 chapters which incorporate teaching skills regarding building healthy relationships, building healthy communication skills, and building healthy conflict resolution skills. The department will help individuals served to strengthen their skills in building healthy relationships, communication, and conflict resolution. Measure: To have 10 individuals each from DAC, Grissom, and Willey participate in the adapted training. (**Safe and Supportive** – Effectiveness)
5. The department will continue to develop Self Advocacy and Community Social Skills classes for the individuals attending the Adult Services Department. Individuals will participate in classes and then be presented with opportunities to volunteer and/or present to different community groups to put what they have learned into practice. Measure: 10 individuals that would be interested in participating in public speaking/volunteer opportunities. (**Engagement** – Satisfaction)
6. The department will work on more effective ways of transitioning individuals from Sheltered Employment-Enclave opportunities to Community Employment. The department will review its current standards for supporting individuals in enclaves and will explore new ways to assist individuals to gain real work experiences through their work on the enclaves. Measure: 1 individual from each enclave will transition to community employment. (**Engagement** – Effectiveness)
7. The department will work with the individuals and families that are supported using the waiver by helping them find new providers beginning in 2015. The department will continue to work to become the provider that serves those that others are unable to serve or who don't have funding. The department will assist in the preparation for a provider fair in early 2014 and will help individuals and families find a provider that best meets their needs. Measure: Those individuals supported with the waiver for day services will be served by a new provider in 2015. (**Responsibility** – Efficiency)

## 2014 DEPARTMENTAL GOALS

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### Communications and Community Relations

1. We will continue our goal of fine-tuning our signature event to raise money for respite. Dancing with the Stars has become a well-known event for Clermont DD and has basically put us on the media map. We raised a significantly-lower amount than 2011. We feel this was mostly due to the aftermath of the EF-3 tornado that occurred in our county the week before our event. We hope to increase our awareness and audience base in 2013. (Responsibility-Efficiency)
2. The Community Relations Department will offer three new activities in 2013 for individuals who participate in the Community Activity Program. The use of Social Media will assist us to reach a wider audience of individuals across the county. (Understand-Satisfaction)
3. Create a Bi-Monthly Newsletter that will enhance content for audience and with an expanded email blast list, will reach people online as well as via mail. We will research the cost of an online newsletter program (Constant Contact vs. other programs) (Understand – Access)
4. Strengthen and engage Clermont DD Empowers Me Board by recruiting 3-5 new members, building committees to utilize board member talents, and to help strategize for new fundraisers that will be held for respite, levy, and other upcoming needs. (Engage – Efficiency)
5. Obtain grants for Sanctuary Model Training by researching Trauma-Informed Care Grants and working with the Trauma Institute Group for training information. (Safe and Supportive – Effectiveness)
6. Engage Emergency Preparedness Committee to host a Community Preparedness Fair in 2014 that will engage community members to assist in bringing new/innovative ideas for people with disabilities to better prepare themselves for a disaster/emergency situation. (Safe and Supportive – Access)
7. Continue Volunteer Reception Center Involvement by holding 2-3 exercises/mock disaster trainings each year, revising VRC paperwork, revising VRC handbook for those working a disaster from Clermont DD, working with the Emergency Management Agency to revise the web-based Emergency Operations Center model, and training staff on the WebEOC model. (Engage - Access)

### Investigative Unit

1. Meet applicable timelines for prompt incident identification and reporting. (Safe, Responsible)
2. Meet applicable timelines for review or investigation of incidents and completion of related reports (Safe, Responsible)
3. Ensure prompt communication with concerned parties via regular review of incident reports and response. (Understanding, Respect, Engagement)
4. Ensure team communication, communication, and planning in relation to each MUI. (Supportive, Respect, Engagement)
5. Review data to assess for individual and system wide incident trends and patterns and monitor provider review and assessment. (Safe, Responsible)
6. Work with regional Council of Government to develop shared support plan for investigative services (Responsible)
7. Provide support and assistance with development of Mental Health Services for individuals receiving services (Understanding, Respect, Engagement)

### Business Operations and Capitol Improvement Goals

1. Assist Adult Service Program in their transition to a smaller program; provide financial projections for cost savings (Responsibility – Efficiency)
2. Renovate the remaining one third of the Wildey Center that was not renovated in 2008: replace HVAC; replace ceiling tile; replace lighting to meet current regulations; remodel main reception area; renovate bathrooms to make them handicap accessible; estimated cost: \$502,500 (Safe and Inviting Environments – Access)
3. Assist Agency Departments in digitize records using Intellinetics; Increase efficiency by putting digitized documents at the fingertips of user (Safe and Inviting Environments – Access)
4. Analyze the Wildey warehouse document storage system and the cost of: Digitizing records; 3<sup>rd</sup> party storage; Installing a sprinkler system in the warehouse (Safe and Inviting Environments – Access)
5. Improve exterior lighting at the Wildey Center: Improve security and safety, estimated cost \$5,000 (Safe and Inviting Environments – Access)
6. Improve signage in Wildey Center: Improve security and safety; estimated cost \$5,000 (Safe and Inviting Environments – Access)
7. Improve video surveillance system at the Wildey Center: Improve security and safety; estimated cost: \$2,000 (Safe and Inviting Environments – Access)
8. Provide a wireless network for the Wildey Center: replace individual wireless routers with a universal system; estimated cost: \$2,500 (Safe and Inviting Environments – Access)

# 2014 DEPARTMENTAL GOALS

## Risk Management

Promote quality services and manage risk effectively. (Incorporate a system of checks and balances to clearly define accountability and monitor critical performance variables.)

## Family Support Services

Analyze and make guideline recommendations through the FSS Advisory Committee that will assure funds are equitable and provided to as many families as possible within available resources. (Understand-Effectiveness)



# 2014 GOALS — PICTORIAL VERSION

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## Early Intervention



Provide services as per the requirements of Part C and following state direction.



Access most up-to-date technology.



EI will continue to provide respite services.



Will continue to assist families in early identification or ruling out of autism.



EI will increase access to services for emotionally health relationships/environments for children.



Will explore providing limited services to children ages 3-5 through play curriculums for children with autism.



Will work with child care centers to help them care for children with medical and developmental needs.



Will offer 1-2 individual budgets to families.

## Investigative Unit



Meet timelines for prompt identification and reporting.



Meet timelines for review and completing reports.



Communicate with everyone when reviewing incident reports.



Communicate with everyone for each MUI.



Review paperwork for trends and patterns.



Work with the COG (Council of Governments) to develop a shared plan for investigations.



Provide support with developing Mental Health Services for individuals served.



# 2014 GOALS — PICTORIAL VERSION

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## School Age



Increase staff training in safety/crisis prevention.



Train staff on “Employment First” initiatives for transition planning.



Implement transition meetings for students who will graduate in 2 years.



Evaluate and increase therapy staff to give more time for evals, documentation, and reporting.



Provide staff training for the new Ohio Achievement and Ohio Graduation Tests.



Provide ongoing teacher training.

## Adult Services



Continue Employment First Initiative and transition efforts for students.



Increase/Provide Benefits Analysis Services for those seeking community employment.



Work with current partners to offer the chance to work in more integrated settings.



Continue to teach individuals the modified Mandt training.



Continue to develop self-advocacy and community social skills.



Work on effective ways to transition from workshops/enclaves to community employment.



Will work with individuals/families that are supported by waivers to find new providers.

# 2014 GOALS — PICTORIAL VERSION

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## Community Support Services



Expand services to provide 10 more Level One Waivers, 10 more SELF Waivers, and 30 more individuals for the Adult Services Individual Budget. Supported Living and I/O Waivers will be used for emergencies.

Continue to fund the Alternative Options Program.



Continue collaborating with agency partners.



Work with other departments to expand administrative functions to help support increased services.



Continue partnerships with other agencies in support of therapeutic residential placements for those with DD and Mental Health Diagnoses.



Provide info and tools to promote self advocacy

## Communications and Community Relations



Continue events to raise money for Respite Program.



Offer 3 new activities in the community



Create an online newsletter for the months that we don't print the Beacon.



Recruit 3-5 new members for the Clermont DD Empowers Me non-profit board.



Obtain grants for trauma-informed care training.



Plan a Community Preparedness Fair in 2014.



Continue Volunteer Reception Center training.



# 2014 GOALS — PICTORIAL VERSION

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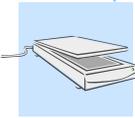
## Business Operations



Assist Adult Services in their transition to a smaller program.



Renovate the final 1/3 of Wildey Center not renovated in 2008.



Assist all departments to scan all paperwork.



Analyze Wildey warehouse paper scanning/storage.



Improve outdoor lighting at Wildey.



Improve signs at Wildey.



Improve video surveillance system at Wildey to ensure safety.



Provide wireless network at Wildey.

## Risk Management



Promote quality services and manage risk effectively.

## Family Support Services



Assure funds are reasonable and provide them to as many families as possible with available resources.

## THREE-YEAR PLAN

### ***SURE = Safe, Understand, Responsible, Engagement***

#### ***S-Goals Involving Safety:***

Goal: Facility stabilization

- Sell/lease Krenning Center – 2014
- Sell/lease Grissom Center – 2015
- Evaluate the needs of departments; - on-going
- Evaluate the current space and all future necessities. - 2014
- Continue to review accessibility input from Individuals served who utilize our buildings daily or intermittently for meetings as consideration when accessibility upgrades are designed - Ongoing
- Analyze future space needs as the Agency down sizes from three to two buildings. 2015
- Budget and plan for modifications/renovations to existing space as needs identified. 2013-2015
- Develop formal Green Technology plan. - 2015

Goal: Accessibility

- All buildings completely accessible in all areas – 2017
- Increased transportation opportunities for persons served by Clermont DD -2015
- Develop transportation partnerships 2013-2015
- Expand van service to work/medical appts – 2017
- Repair/repave parking lots at Grissom and DAC - 2015
- Evaluate and adapt the current environments to accommodate individuals that need smaller quieter environments due to their disabilities. - 2014

Goal: Community Integration:

- Design successful model transition partnerships and services for individuals currently in institutional settings who can be served in community housing with needed supports. 2014
- Identify and budget for additional accessible doors, signage, and accessible parking spaces for visitors and employees as needs change – 2013-2015

#### ***U-Goals Involving Understanding:***

Goal: Identify true needs of individuals seeking services

- Increase Alternative Services 2014 - 2017
- Continue to utilize SELF Waiver because of its flexibility and cap – 2014-2017

Goal: Culture Change

- Implement Sanctuary Model - 2013-2015
  - Training in trauma based services
  - Training in supporting all in your circle – other staff, individuals, families
  - Training in leading from where you stand/sit
- Culture change to support our goals: what is best for the people we serve, change thinking from old model of "sheltered workshops" and group homes to community models - 2013-2015
- Develop a system for direct support and professional staff to share knowledge, talents and training across departments (facilitates the "lead from where you sit" philosophy) 2014

Goal: Identify technology needs. 2013-2015

- Increase productivity
  - Training
  - Equipment/tools
  - Software
  - Access
  - Human resources
- Expand the use and application of Gatekeeper
- Expand the access to and availability of computers and internet technology to employees currently without work email and computers
- Establish regular training schedule of computer classes which will provide ongoing support on programs and devices used by the County Board.

Goal: Awareness

- Create a yearly COG fundraiser that will raise both awareness and funds for all four county programs. - 2014
- Train Clermont DD staff in all aspects of our agency and utilize their talents at community speaking engagements, expos, etc. - 2013-2015
- Work with the County Emergency Management Agency to train additional Clermont DD Staff on the WebEOC/Volunteer Reception Center; hold 2-3 mock disaster drills per year -2014
- Building upon new website and social media pages to reach, access, and serve younger demographics within our program. 2013-2014
- Identify community partners who may be willing to participate in Long Range Planning Committee meetings and communicate process to their constituents/stakeholders 2013-2014

**SURE**

S = Safe and Supportive  
 U = Understand  
 R = Responsible &  
 Respect  
 E = Engage

## THREE-YEAR PLAN (continued)

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Identify a list of community partners who may be willing to attend 1-3 Board meetings per year as audience members and communicate Board information to their constituents/stakeholders 2014

Commit to supporting Self Advocates by providing staff resources and training dollars to promote leadership development. 2013-2015

### ***R-Goals Involving Responsibility:***

Goal: Fiscal sustainability and growth

- Increase levy revenue - 2015
- Replace oldest continuing levy – by 2015
- Combine and replace 2 next oldest continuing levies – by 2017
- Evaluate the need and timing to request tax payers for additional levy dollars.

Goal: Fundraising

- Continued major fundraising activities for Respite services in conjunction with Empowers Me Board 2013,2014, 2015
- Develop stable funds for Alternative services through community stakeholders/fund raising activities by 2017
- Seek and find a corporate sponsor or foundation to provide ongoing, dedicated resources to provide for services for individuals with DD - 2015
- Fundraising training for the senior management team and key interested staff. 2013-2014
- 3 year CARF Accreditation – 2014
- Key person dedicated to grant writing and bringing additional money into the agency 2014

Goal: Succession Planning

- Develop a plan to hire new people who have the potential to cross train and who possess leadership skills – 2013-2014
- Identify key positions with possible vacancies by 2015 – begins 2013 and continues to 2015
- Evaluate needs and develop new positions with an eye to multi-disciplinary talents and expertise 2013, 2014, 2015
- Develop training programs for management staff for upward mobility – 2013 – 2015
- Develop a training program for potential leaders who are currently on staff - 2014
- Investigate a leadership development training course for staff that have shown an aptitude for leadership through performance reviews and volunteer opportunities in the agency – 2013-2014
- Evaluate our vendors and implement central purchasing system - 2015
- Renovate the rest of Wildey making the building more energy efficient. - 2014
- Review non-bargaining and management compensation system to ensure consistency and maintain competitive salaries (also ties in with succession planning and recruitment) – on-going
- Establish formal peer mentoring for direct support and professional employees, utilizing cross-training between departments. 2015
- Develop recruitment plan to attract diverse, qualified external applicants – 2013-2015

### ***E-Goals Involving Engagement:***

Goal: Increase opportunities for individuals to receive all support in the community

- All individuals in day programs operated by CCBDD spend 50% of their time in a Community setting/ mobile work crews, store front programs, senior centers, volunteering- 2015
- Employment Services: - increased by 100 individuals working in community – 2015
- Identify and utilize non-facility based locations to provide programming - 2014
- Identify entrepreneurial community-based vocational opportunities that may include non-disabled participants - 2015
- GOT respite expanded to include home respite by volunteer members - 2015
- Children's respite expanded to home and community services – includes EI – 2015
- Develop a longstanding community volunteer opportunities for the Clermont DD Young Professionals Group. 2014/2015
- Organize support groups for families, advocates and self-advocates. 2014/2015

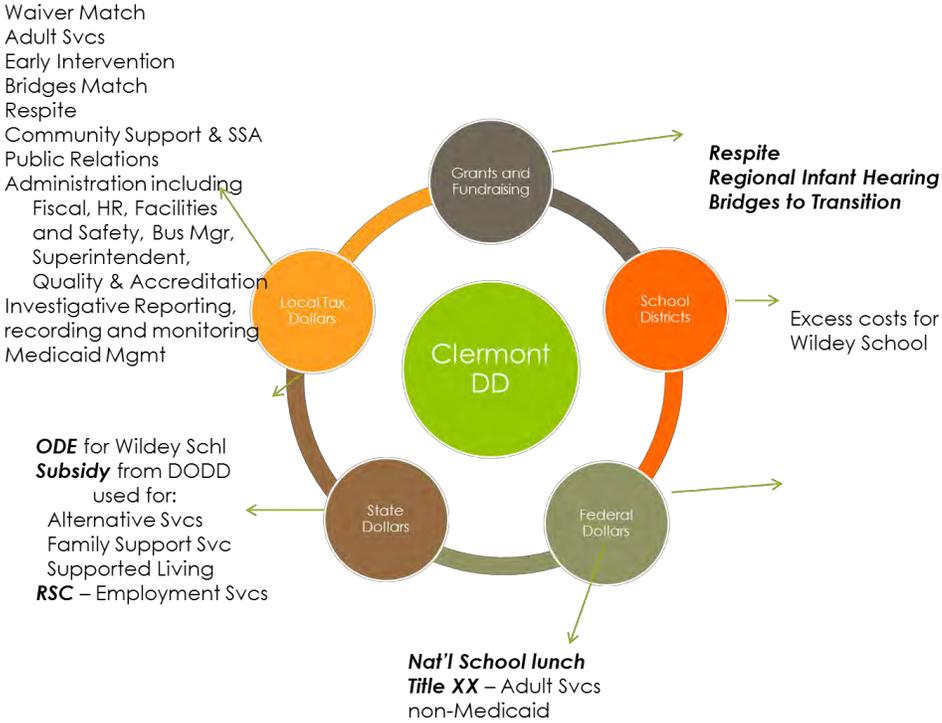
# SURE

S = Safe and Supportive  
 U = Understand  
 R = Responsible &  
 Respect  
 E = Engage

Three major areas were considered when formulated goals for 2014:



Funding streams for programs and services come from federal, state, and local dollars:



## BILL OF RIGHTS

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The following “People First Language” version of section 5123.62 ORC is an attempt to clarify (so all people can understand their rights)

Legal language which is often not easily understood by all.

- A. I have the right to be treated **nicely** (with respect) at all times and as a **person** (an individual).
- B. I have the right to a safe, clean home. If it is a **group home/nursing home** (licensed home), it will be checked every year by the State and local fire department. I have the right to be alone with family and friends. I may have visitors where I live.
- C. I have the right to get **food** (meals) that are healthful and good for me. I have a choice of foods that **I like** (choice of menu).
- D. I have the right **to go** to church or place of worship of my choice, **or not to go** to church or place of worship.
- E. I have the right to go to the doctor, dentist or hospital when I need to **as soon** as I need to.
- F. I have the right to get people to help me with the way I **talk, walk** or **do things** with my hands. I have the right to get people to help me with the way I act or the way I feel. People need to **ask me first** if I need help.
- G. I have the right to say it is **O.K.** to accept **help** (assistance) and training without being **made to** (being forced on me).
- H. I have the right to have some **time to myself** and a place to go to **be alone**.
- I. I have the right to **use the telephone, to talk** (communicate) to people **I choose** to. **Write letters** or **talk** with **anyone** I want about any subject I want to discuss in a responsible way.
- J. I have the right to keep **things of my own** that I choose to have. People **cannot take away** my **personal things** as a way of punishment. Adults **can not** be grounded (punished) by another person.
- K. I have the right to **be with** (socialize) and to be friends with both men and women.

## BILL OF RIGHTS continued...

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- L. I have the right to **belong** (join) in activities or do things that will help me grow to be the best person I can be.
- M. I have the right to have a **job** and **make money, save money** for my **dreams** and **goals** for my life.
- N. I have the right to be treated like **everyone** else under the law.
- O. No one should **hit me, hurt me, yell at me**, or say **hurtful** (terrible) things to me. I need people to help me be the best person that I can be.
- P. I have the right to go to **school** or **work** setting and meet and work with other people from my community. I have the right to **education, training classes** that help me to go out into the community.
- Q. I have the right to decide things that will **affect me**. This means something that may **change** your way of life.
- R. I have the right to **choose** someone like my **parents** or an **advocate** or a **friend** to speak with me and or for me to do things.
- S. I have the right to **take care** (manage) and spend my own money based on **if I can** my (ability) to do so.
- T. I have the right to have the **papers** (information) in my file kept **secret** (private). People need to get my signed **O.K.** (permission). I have the right to **see** (review) **my file**.
- U. I have the right to **tell** (complain) if **I** don't agree with something. I also have the right to talk about my **problem** (complaints) without being **scared** (threatened) by others to change my mind or get me in trouble.
- V. I cannot be given **medicine** (pills, shots) to **change** (control) my behavior, or be **tied up, held down or locked up** unless it is needed to keep me from hurting myself or others, or unless I have **O.K.** (agreed) and there is a written plan the **I** was a part of the planning of such plan.
- W. I have the right to learn about how laws are made, **join in** community decisions, **vote** for the people who make the laws, and be able to tell them how I feel about the laws.
- X. I have the right to say "**no**" to be part of any **study** or **test** (experiment).

# DEFINITION OF A DEVELOPMENTAL DISABILITY

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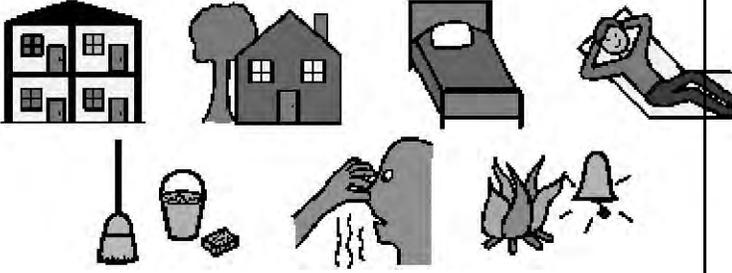
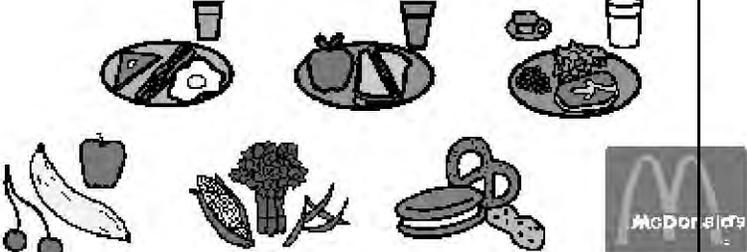
## Section 5123:01 Ohio Revised Code Ohio Department of Developmental Disabilities

“Developmental disability” means a severe, chronic disability that is characterized by all of the following:

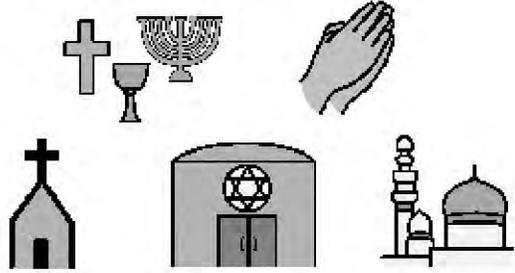
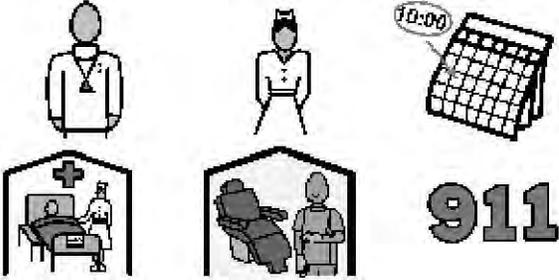
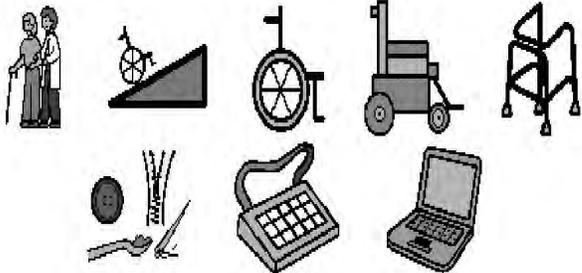
- (1) It is attributable to a mental or physical impairment or a combination of mental and physical impairments, other than a mental or physical impairment solely caused by mental illness as defined in division (A) of section 5122.01 of the Revised Code.
- (2) It is manifested before age twenty-two.
- (3) It is likely to continue indefinitely.
- (4) It results in one of the following:
  - (a) In the case of a person under three years of age, at least one developmental delay or an established risk;
  - (b) In the case of a person at least three years of age but under six years of age, at least two developmental delays or an established risk;
  - (c) In the case of a person six years of age or older, a substantial functional limitation in at least three of the following areas of major life activity, as appropriate for the person’s age: self-care, receptive and expressive language, learning, mobility, self-direction, capacity for independent living, and, if the person is at least sixteen years of age, capacity for economic self-sufficiency.
- (5) It causes the person to need a combination and sequence of special, interdisciplinary, or other type of care, treatment, or provision of services for an extended period of time that is individually planned and coordinated for the person.



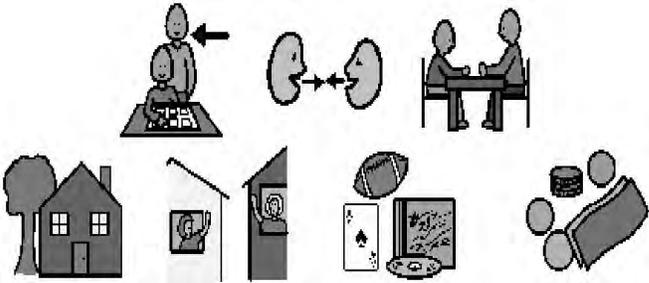
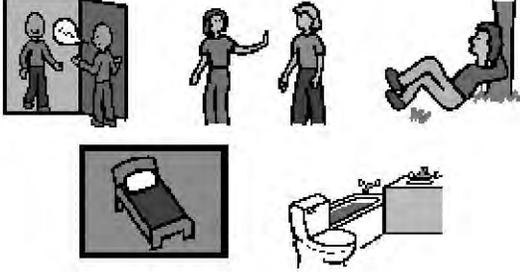
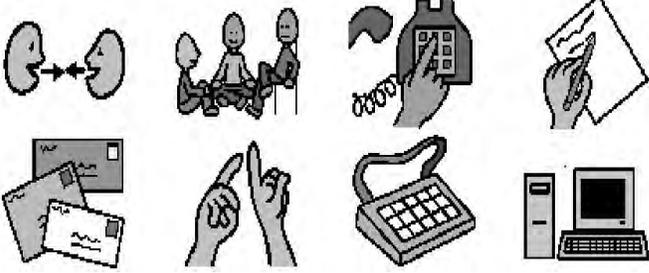
# BILL OF RIGHTS — PICTORIAL VERSION

Ohio Revised Code Section 5123.62	Simplified Version	Picture Version
<p>A. The right to be treated at all times with courtesy and respect with full recognition of their dignity and individuality.</p>	<p>You should be treated nicely at all times.</p>	
<p>B. The right to an appropriate, safe, and sanitary living environment that complies with local, state, and federal standards and recognizes the person's need for privacy and independence.</p>	<p>You should have a clean safe place to live and a place to be alone.</p>	
<p>C. The right to food adequate to meet accepted standards of nutrition.</p>	<p>You should have food that is good for you.</p>	

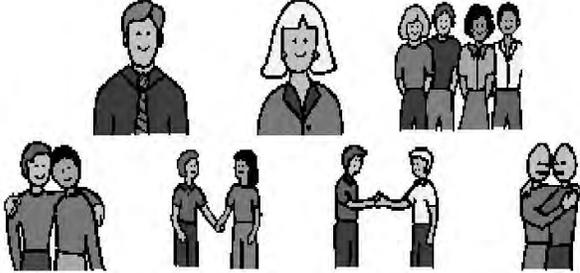
# BILL OF RIGHTS — PICTORIAL VERSION

Ohio Revised Code Section 5123.62	Simplified Version	Picture Version
<p>D. The right to practice the religion of their choice or to abstain from the practice of religion.</p>	<p>You should be able to go, if you want, to any church, temple or mosque.</p>	
<p>E. The right of timely access to appropriate medical or dental treatment.</p>	<p>You should be able to go to the doctor or dentist when you are sick.</p>	
<p>F. The right of access to necessary ancillary services including, but not limited to occupational therapy, physical therapy, speech therapy, and behavior modification and other psychological services.</p>	<p>You should be able to have people help you with the way you walk, talk, do things with your hands, act or feel; if you need it.</p>	

## BILL OF RIGHTS — PICTORIAL VERSION

Ohio Revised Code Section 5123.62	Simplified Version	Picture Version
G. The right to receive appropriate care and treatment in the least intrusive manner.	You should be able to have people help and teach you, if you want.	
H. The right to privacy, including both periods of privacy and places of privacy.	You should be able to have time and a place to go to be by yourself.	
I. The right to communicate freely with persons of their choice in any reasonable manner they choose.	You should be able to call, write letters, or talk to anyone you want about anything you want.	

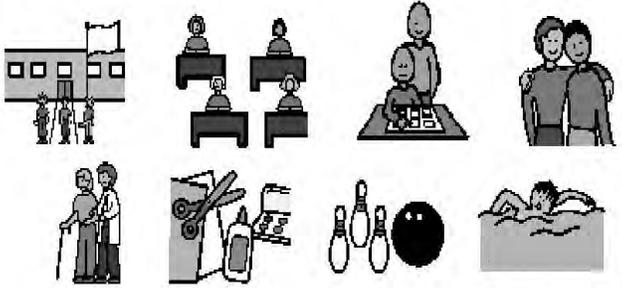
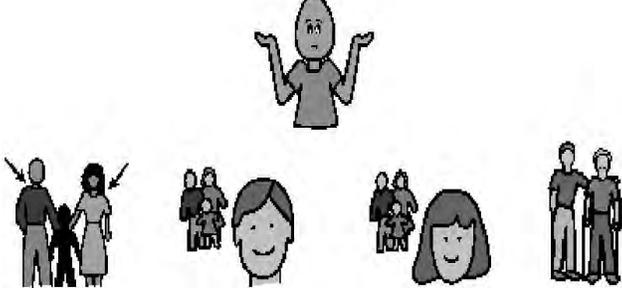
## BILL OF RIGHTS — PICTORIAL VERSION

Ohio Revised Code Section 5123.62	Simplified Version	Picture Version
<p>J. The right to ownership and use of personal possessions so as to maintain individuality and personal dignity.</p>	<p>You should be able to have your own things and be able to use them.</p>	
<p>K. The right to social interactions with members of either sex.</p>	<p>You should be able to have men and women as friends.</p>	
<p>L. The right of access to opportunities that enable individuals to develop their full human potential.</p>	<p>You should be able to join in activities and do things that will help you grow to be the best person you can be.</p>	

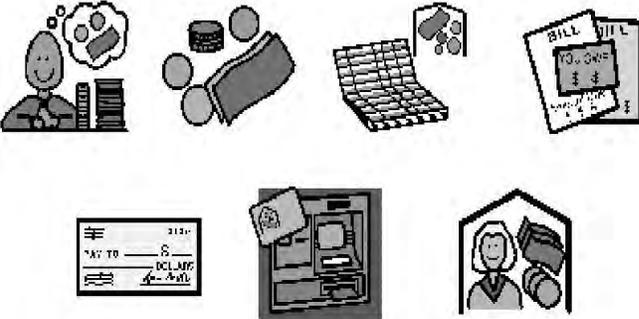
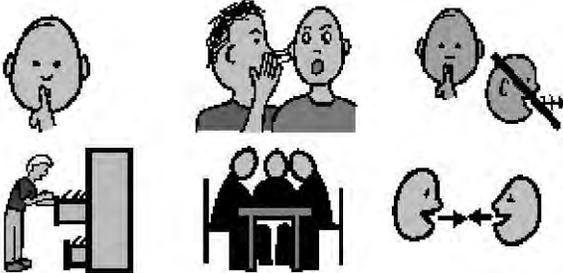
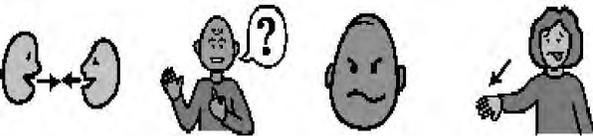
## BILL OF RIGHTS — PICTORIAL VERSION

Ohio Revised Code Section 5123.62	Simplified Version	Picture Version
<p>M. The right to pursue vocational opportunities that will promote and enhance economic independence.</p>	<p>You should be able to work and make money.</p>	
<p>N. The right to be treated equally as citizens under the law.</p>	<p>You should be treated like everyone else.</p>	
<p>O. The right to be free from emotional, psychological, and physical abuse.</p>	<p>You should not be hit, yelled at, cursed at, or called names that hurt you.</p>	

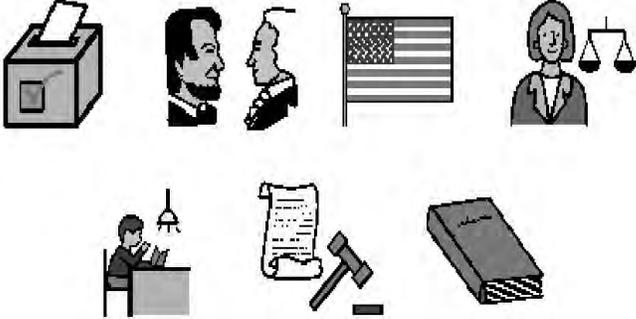
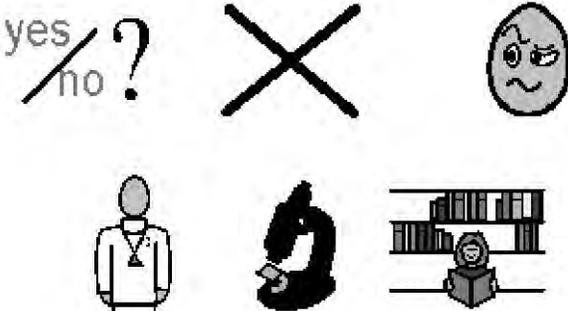
## BILL OF RIGHTS — PICTORIAL VERSION

Ohio Revised Code Section 5123.62	Simplified Version	Picture Version
<p>P. The right to participate in appropriate programs of education, training, social development, and habilitation and in programs of reasonable recreation.</p>	<p>You should be able to learn new things, make friends, and have activities to go to, and go out in your community.</p>	
<p>Q. The right to participate in decisions that affect their lives.</p>	<p>You should be able to tell people what you want and be part of making plans or decisions about your life.</p>	
<p>R. The right to select a parent or advocate to act on their behalf.</p>	<p>You should be able to ask someone you want to help you let others know how you feel or what you want.</p>	

# BILL OF RIGHTS — PICTORIAL VERSION

<b>Ohio Revised Code Section 5123.62</b>	<b>Simplified Version</b>	<b>Picture Version</b>
S. The right to manage their personal financial affairs based on individual ability to do so.	You should be able to use your money to pay for things you need and want, with help, if you need it.	
T. The right to confidential treatment of all information in their personal and medical records (except to the extent that disclosure or release of records is permitted under sections 5123.89 and 5126.044 of the Ohio Revised Code.	You should be able to say “Yes” or “No” before people talk about what you do at work or home or look at your file.	
U. The right to voice grievances and recommend changes in policies and services without restraint, interference, coercion, discrimination, or reprisal.	You should be able to complain or ask for changes if you don’t like something without being afraid or getting in trouble.	

# BILL OF RIGHTS — PICTORIAL VERSION

Ohio Revised Code Section 5123.62	Simplified Version	Picture Version
<p>V. The right to be free from unnecessary chemical or physical restraints.</p>	<p>You should not be given medicine that you don't need or held down if you are not hurting yourself or others.</p>	
<p>W. The right to participate in the political process.</p>	<p>You should be able to vote and learn about laws and your community.</p>	
<p>X. The right to refuse to participate in medical, psychological, or other research or experiments.</p>	<p>You should be able to say "Yes" or "No" to being a part of a study or experiment.</p>	

## BOARD MEMBERS AND MEETING INFORMATION

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Harry Snyder - President  
Laurie Benintendi - Vice President  
Kim Pellington - Secretary  
Greg Carson  
Robert Grant  
Jennifer Mailloux  
Rex Parsons

The Clermont County Board of Developmental Disabilities will meet on the fourth Thursday of each month at the Thomas A. Wildey Center, 2040 US Hwy 50, Batavia, Ohio 45103. Unless otherwise announced, each meeting of the Board will begin at 5:30 p.m.

The public is invited to attend meeting of the Board; however, when addressing the Board, the following policy must be adhered to:

Excerpt from Board Policy 209  
Regulation Governing Appearance before the Board of Developmental Disabilities

Any individual or group may address the Clermont County Board of DD concerning any subject that lies within the Board's jurisdiction. Questions are to be directed to the Board as a whole and may not be put to any individual member of the Board or the Administrative staff.

Anyone wishing to address the Board shall notify the Superintendent in writing at least seven (7) days in advance excluding Sundays and Holidays, and request to be placed on the Board agenda. The president shall allocate the amount of time that can be used in the presentation of any subject presented to the Board.

Clermont County Board offices are open Monday through Friday, 8:00 a.m. to 4:00 p.m. The public is always welcome. Appointments for tours and special meetings should be made in advance; however every effort will be made to accommodate schedules and requests.

Our main telephone number: 513/732-7000  
Our after-hours emergency number: 513/319-0179

Website: [www.clermontdd.org](http://www.clermontdd.org)

Find us on:



# ADMINISTRATION

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## CLERMONT COUNTY DEVELOPMENTAL DISABILITIES SERVICES

Sharon Woodrow, Superintendent  
2040 US Highway 50  
Batavia, OH 45103  
732-4890  
732-7006 Fax  
swoodrow@clermontdd.org

### ADMINISTRATIVE SERVICES

**Sue Brenner**  
Asst. Director Community Support Services  
513/732-4850 sbrenner@clermontdd.org

**Lisa Davis**  
Director of Community Relations  
513/732-4921 ldavis@clermontdd.org

**Jodie Jones**  
Investigative Unit Supervisor  
513/732-4830 jjones@clermontdd.org

**Sharon Richmond**  
Director of Community Support Services  
513/732-4840 srichmond@clermontdd.org

**Maureen Serbu**  
Asst. Director Business Operations  
513/732-4891 mserbu@clermontdd.org

**David Sininger**  
Director of Business Operations  
513/732-4924 dsininger@clermontdd.org

### SCHOOL AGE SERVICES

**Jay Williams**  
Principal of School Age Services  
513/732-4970 jwilliams@clermontdd.org

### EARLY CHILDHOOD SERVICES

**Kimberleigh Szaz**  
Director of Early Childhood Services  
513/732-5032 kszaz@clermontdd.org

**Thomas A. Wildey Center**  
2040 US Hwy 50  
Batavia, OH 45103

**Early Intervention** 513/732-7026  
**Help Me Grow** 513/732-5030  
**Regional Infant Hearing Program** 513/732-7033

### ADULT SERVICES

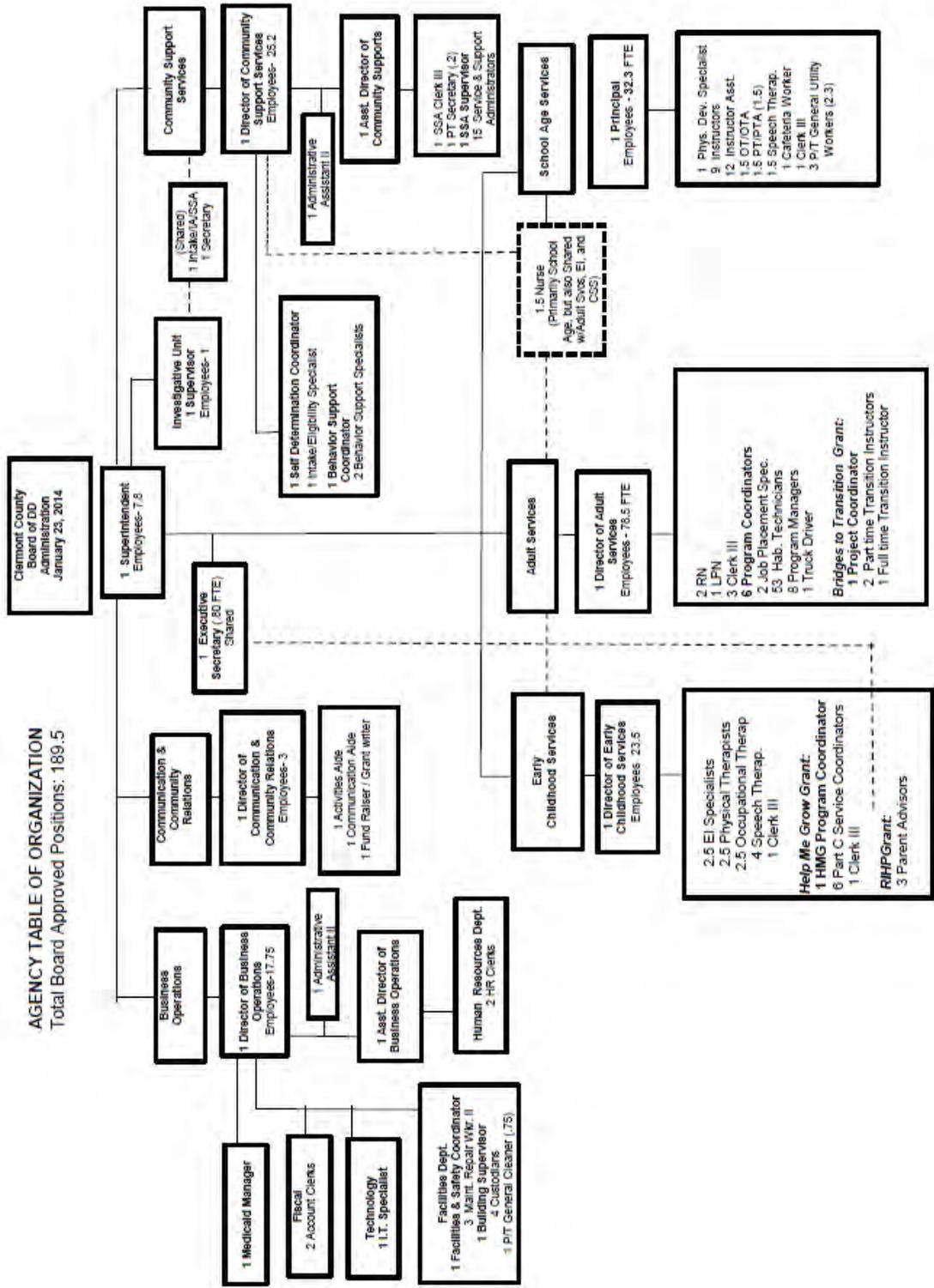
**Dan Ottke**  
Assistant Superintendent  
513/732-4930 dottke@clermontdd.org

**Donald A. Collins Habilitation Center**  
Mailing: 2040 US Highway 50  
Location: 4275 Armstrong Blvd.  
Batavia, OH 45103

**Grissom Center**  
Mailing: 2040 US Highway 50  
Location: 4231 Grissom Drive  
Batavia, OH 45103

**Wildey Center Adult Wing**  
Mailing & Location: 2040 US Highway 50  
Batavia, OH 45103

# TABLE OF ORGANIZATION



**AGENCY TABLE OF ORGANIZATION**  
Total Board Approved Positions: 189.5

