



2023 Annual Plan Outcomes

Strategic Plan – 2023-2025



2023 Annual/Strategic Plan Outcomes

Goal #1 – Serve

Objective #1 – Provide easy access and prompt delivery of needed services to individuals throughout Cuyahoga County.

1. Enroll new people on Medicaid waivers for an overall increase of 350.
2. Ensure that individuals not on a waiver have access to funding to meet their needs.
3. Ensure that as many families as possible enroll in the Family Supports Program and utilize their funding.
4. Identify underserved populations using equipment lending and develop action steps to improve outreach and usage.
5. Reach out to underserved populations through a variety of efforts to ensure people know about Cuyahoga DD services and how to access them.
6. Ensure that all areas of the county are represented with agency/independent providers who are able to reach people in those neighborhoods, cities and suburbs.

Objective #2 – Help individuals actively participate in their communities through employment and other activities of their choosing.

1. Increase the number of people in competitive employment from 1,029 to 1,150.
2. Increase job credentialing program opportunities by partnering with Tri-C, AmeriCorps, and/or Job Corps to allow more individuals to earn workforce credentials for increased employment options. Establish partnership and proposed initiative(s) by 7/1/2023. Make recommendations by Fall 2023 for proposed initiative(s) for 2024-2025 school year.
3. Increase monthly utilization of Cuyahoga DD's Online Resource Guide to Inclusive Places, Jobs and Events by 30%.
4. Increase the number of people accessing recreation centers and other community resources as a result of the RFP/grant process.

Objective #3 – Develop, support, and retain quality service providers to meet the needs of individuals.

1. Identify needed areas of support and provide opportunities for additional, quality training and mentoring that goes above minimum standards to position the provider to successfully deliver quality services.
2. Recruit, incentivize, and support providers to increase the number of Spanish-speaking caregivers.

Objective #4 – Create opportunities for and encourage people we serve to engage in self-advocacy.

1. Create advocacy/self-advocacy opportunities for 1,000 unique people.
2. Support 200 people who have not yet actively participated in their ISP planning to increase their level of participation.

Goal #2- Communicate

Objective #1 – Provide staff across departments with tools, training, and standards needed to communicate effectively with individuals and families.

1. Develop a Cuyahoga DD brand/style/messaging guide that defines agency communications standards and processes and share it across the agency.
 - House it on Sharepoint
 - Introduce it via Catch Up with Cuyahoga DD email
 - Incorporate into New Employee orientation
2. Collaborate with HR to create an annual communications refresher training.

Objective #2 – Communicate directly with individuals and families in common, understandable language and in the best form possible to meet their needs.

1. Use the federal Plain Writing Act of 2010 as a guide for auditing Cuyahoga DD communications (print and electronic) for plain language.
2. Develop and distribute a Cuyahoga DD Plain Writing Guide for staff. (Plain writing would also be part of the annual communications training.)

Objective #3 – Develop a comprehensive communications program to reach key stakeholders (individuals, families, county residents, elected officials, providers), raising awareness and support of Cuyahoga DD.

1. Partner with Division Managers to identify communications needs in their areas and create a communications plan for each division that will feed into an entire-agency communications plan.
2. Evaluate progress with each Division Manager quarterly.

Objective #4 – Make individuals, families, and the larger community aware of available services and better understand how to access Cuyahoga DD.

1. Develop and implement targeted strategies for reaching key constituent groups:
 - Individuals and families who receive services (subgroups include EI, school-age, transition-age, adult)
 - Underserved/underrepresented areas of the county (*see also Goal 1, Objective 1*)
 - Providers
 - Community partners who make referrals (i.e. hospitals, school districts)
 - General (County residents)
2. Plan for, develop, and build a new Cuyahoga DD website that is engaging, user-friendly, and informative (launch late 2024).
3. Develop and implement a paid advertising campaign that allows for exposure to a mix of print, outdoor, TV radio, and public transportation settings.
4. Engage in proactive media relations, developing relationships with media outlets and securing at least one media story in each major service area annually.
5. Create at least 6 opportunities for parent/family engagement that increases knowledge, skills, and abilities to successfully support their families.

Objective #5 – Engage in advocacy efforts to garner support of public officials to address critical issues facing the DD population.

1. Proactively communicate DD priorities to at least 10 elected officials who represent Cuyahoga County through in-person meetings with provider partners and people supported by Cuyahoga DD.
2. Provide support and training for individuals served and families regarding critical issues facing the DD system and how to become involved in advocacy efforts aimed at public officials.
3. Identify and promote an easy-to-use advocacy platform to empower people and families served by Cuyahoga DD to communicate their needs directly to their elected officials.

Goal #3 – Lead

Objective #1 – Research new initiatives, collaborate with community partners, and further develop existing and early stage initiatives to serve people in creative ways.

1. To increase local postsecondary opportunities, partner with Cleveland State University to start a Comprehensive Transition and Postsecondary (CTP) program to begin in Fall 2023 and enroll 10 students.
2. Explore tiny/container/ADU housing options for a variety of locations such as vacant land, NCCH property, or family property and pilot one option by 12/31/23.
3. Research and implement a transitional living skills program that helps individuals to build confidence and skills to live more independently in the community. Identify and purchase curriculum and post RFP for service provider by 8/1/2023.
4. Research and implement an adult treatment program for individuals with unique living needs such as post-incarceration or to help prevent incarceration or DC admission. Research service models and potential funding sources and make additional recommendations by 5/1/2023.
5. Increase monthly utilization of Cuyahoga DD's Online Resource Guide to Inclusive Places, Jobs, and Events by 30%.

Objective #2 – Improve supports for individuals with intense needs by adding services and developing new partnerships and expanding the use of assistive technology.

1. Open youth residential ICF to serve 6 individuals with intense support needs by 8/1/2023.
Track youth residential referrals and admissions to consider the need for additional specialized youth residential locations and make recommendations by 7/1/2024.
2. Support 75 individuals and families with intense needs through Intensive Support Teams (ISTs).
3. Expand provider availability and support individuals through quality weekend activity programs.
4. Expand provider availability and support individuals through quality after school activities.

Objective #3 – Overcome obstacles to serving individuals and families using creativity and collaboration.

1. Increase the number of people using lending library equipment to increase participation, safety and/or independence.
2. Expand the use of Virtual Reality.
3. Develop the Sensory Vehicle.

Goal #4 – Engage

Objective #1 – Expand initiatives for customer service excellence and monitor effectiveness through feedback from individuals, families, and other stakeholders.

1. Continue to provide individuals and families the opportunity to share feedback on services received and increase the survey response rate to 20%.
2. Include a customer service expert as a guest speaker at Cuyahoga DD for staff to benefit from his/her knowledge and expertise in order to support individuals/families in a more positive and proactive way.

Objective #2 – Attract and retain high-quality employees dedicated to supporting individuals with developmental disabilities.

1. Create and send out EVP (Employee Value Proposition) Statements to all staff to show the total compensation package of working for Cuyahoga DD.
2. Use EVP statements to create a template for new hires that can be shared during the recruitment process.
3. Create a leadership shadowing/training program that helps employees explore various career paths as a way to experience leadership at the organization.
4. Use a proactive recruiting method rather than a passive posting method to attract and retain a qualified applicant pool.

Objective #3 – Provide professional development opportunities to build leadership skills and capabilities of staff.

1. Launch and promote a new Learning Management System (LMS).
 - Will include a library where staff can take courses relevant to skills needed for their position
 - Track how many staff are using the LMS for various training opportunities
2. Deliver meaningful training sessions/speakers to encourage and promote professional development.
3. Implement a comprehensive leadership skills training program for supervisors and managers.

Objective #4 – Provide staff with the necessary tools to do their best work, including workspaces, equipment, and information.

1. **Outcome 1 (by March 2023): Establish Baseline** - Collect data regarding current equipment, space, and data for each Division to establish baseline. Compare data with Division responses to Staff Survey questions asking whether staff have the tools required to do the work.
2. **Develop Recommendations based on above** – Gather data on the equipment, workspace and data needed by Division via survey and small group discussions. Develop summary of proposed recommendations for presentation to Management Advisory Council.

Objective #5 – Show pride and appreciation for the dedication and contributions of staff, creating opportunities to celebrate individual, team and organizational successes.

1. Continue to offer meaningful initiatives designed to recognize and celebrate all employees and organizational success and increase participation.
2. Establish a peer recognition platform to allow for positive interaction among all levels of staff.