

# Murray Ridge Center

*Lorain County Board of Developmental Disabilities*

## 2025 Strategic Plan

**DRAFT**

**LORAIN COUNTY BOARD OF DEVELOPMENTAL DISABILITIES (LCBDD)**

**STRATEGIC PLAN**

**2025**

<b>TABLE OF CONTENTS</b>		<b>PAGE</b>
Strategic Issue	Promotion of Advocacy For and By Individuals Served by LCBDD	2-3
Strategic Issue	Service Provision in the Most Integrated Settings Appropriate to Individuals' Needs	4-7
Strategic Issue	Reduction of the Number of Eligible Individuals in the County Waiting for Services	8-10
Strategic Issue	Planning and Setting Priorities Based on Available Resources to Meet Individuals' Needs	11-12
Strategic Issue	Increasing the Number of Individuals of Working Age Engaged in Competitive Integrated Employment	13-15
Strategic Issue	Recruitment of Sufficient Providers of Service	16-20
Strategic Issue	Identifying and Addressing Gaps Noted in Services	21-22
Strategic Issue	Expanding the Understanding of Technology Solutions for Eligible Individuals and Their Caregivers, and Increasing the Number of Eligible Individuals Utilizing Technology Solutions	23-24

**VISION:** Maximization of the well-being of Individuals served, within the constraints of what is permissible and affordable, as the basis for all decision making

**MISSION:** To ensure the availability of services and supports that assist eligible individuals in living the life they choose; to promote their health and safety; and to assist and support the families of these individuals in achieving these goals

**Strategic Objective: Promoting advocacy for and by individuals served by LCBDD through the person-centered planning process, activities, and community connections:**

Goals	Expected Outcomes
Encourage advocacy for Individuals served by formal and informal support people, community members, and friends	1. Increased amount and quality of advocacy for individuals served by LCBDD
Enhance identification of beneficial self-advocacy supports for LCBDD-eligible individuals	2. Increase in self-advocacy skills of individuals with developmental disabilities in Lorain County
Increase provider awareness/competencies relevant to the provision of self-advocacy support	3. Identification of those individuals who are interested in (increased) participation in advocacy activities
Sustain and expand opportunities for eligible individuals in Lorain County to receive training in and exercise self-advocacy	4. Increased participation of LCBDD-eligible individuals in advocacy activities

Strategic Actions	Responsible Party	Timelines
<ul style="list-style-type: none"> <li>Actively encourage Individuals served to consider carefully who to include in their person-centered planning processes</li> </ul>	Director of Service & Support Administration (SSA), SSA Managers, SSAs	On-going
<ul style="list-style-type: none"> <li>Assist Individuals served with community connections that have the potential to increase advocacy on their behalf, either collectively or as individuals.</li> </ul>	SSA Managers, Provider Compliance and Resource Specialists, SSAs, Murray Ridge Adult Services (MRAS) managers and staff	On-going
<ul style="list-style-type: none"> <li>Ensure that service plans developed within the SSA Department include individualized supports to assist with improvement of self-advocacy skills.</li> </ul>	Director of SSA, SSA Managers, SSAs	On-going
<ul style="list-style-type: none"> <li>Assist interested individuals to develop and include in their service plans desired outcomes related to self-advocacy.</li> </ul>	SSAs	On-going

Strategic Actions	Responsible Party	Timelines
<ul style="list-style-type: none"> <li>Identify consumers interested in participating in advocacy activities; ensure that supports necessary to achieve the participation of these individuals in advocacy activities are included in the person-centered plan of each of these individuals.</li> </ul>	SSAs, Provider Compliance and Resource Specialists	On-going
<ul style="list-style-type: none"> <li>Identify and participate in training opportunities for developing/encouraging self-advocacy by people with developmental disabilities (DD), and identify/arrange for related supports.</li> </ul>	Director of SSA, SSA Managers, Provider Compliance and Resource Specialists, SSAs	On-going
<ul style="list-style-type: none"> <li>Provide self-advocacy support information to providers of Residential and Adult Day/ Employment Services in Lorain County.</li> </ul>	SSA Managers, SSAs, Provider Compliance and Resource Specialists	On-going
<ul style="list-style-type: none"> <li>Offer periodic group training/information sessions/events on self-advocacy (with external consultants, as available) for LCBDD-eligible adults and their advocates/family members.</li> </ul>	SSA Managers, Provider Compliance and Resource Specialists	On-going
<ul style="list-style-type: none"> <li>Disseminate information on the Ohio Self-Determination Association regional meetings and local self-advocacy groups to LCBDD-eligible adults and DODD-certified providers that serve individuals in Lorain County.</li> </ul>	SSA Managers, Provider Compliance and Resource Specialists	On-going, as available
<ul style="list-style-type: none"> <li>Continue to support Murray Ridge Speaks Up; facilitate monthly self-advocacy training and meetings for interested MRAS Program participants; conduct quarterly Consumer/Employee Committee meetings at each MRAS Opportunity and Vocational Center (OVC); invite, encourage, and assist OVC attendees to make suggestions about the program; and carefully review all MRAS Program participant suggestions, and act upon them to the extent practicable.</li> </ul>	MRAS managers, Program Specialists, and direct support workers	On-going

**Strategic Objective: Ensuring that individuals receive services in the most integrated settings appropriate to their needs:**

**Goals/Benchmarks**

**Expected Outcomes**

Address the Centers for Medicare and Medicaid Services (CMS) requirements related to community-based, integrated service delivery

1. Provision of services to Medicaid waiver recipients and others in integrated community settings, as desired/feasible

Support/enhance community activities and membership of people with developmental disabilities in the county

2. Continued engagement of LCBDD-eligible individuals in community-based volunteering/valued activities, and other activities of interest

Strategic Actions	Responsible Party	Timelines
<ul style="list-style-type: none"> <li>As person-centered plans are developed, facilitate the identification of community activities and places that will help individuals achieve/work toward desired outcomes, and participate actively in community life.</li> </ul>	Director of SSA, SSA Managers, SSAs	On-going
<ul style="list-style-type: none"> <li>Encourage and assist Home and Community-Based Services (HCBS) waiver enrollees and other LCBDD-eligible individuals to identify the providers that are best equipped to support them in accessing desired experiences within the community.</li> </ul>	Director of SSA, SSA Managers, SSAs	On-going
<ul style="list-style-type: none"> <li>Facilitate utilization of the waiver service Participant Directed Transportation as a way for eligible individuals to access community places and opportunities.</li> </ul>	SSA Managers, SSAs	On-going
<ul style="list-style-type: none"> <li>Provide Information and Referral that assists LCBDD-eligible individuals to participate in desired, community-based activities; explore and encourage the use of natural supports and community resources for this purpose. Keep updated a database of community-based activities, locations, and contacts for SSA referral and linkage.</li> </ul>	Director of SSA, SSA Managers, SSAs, Provider Compliance and Resource Specialists	On-going

Strategic Actions	Responsible Party	Timelines
<ul style="list-style-type: none"> <li>Identify and participate in training on the facilitation of support in integrated settings and community membership, and the promotion of relationships and natural supports that reduce the reliance of people with DD on formal/paid services.</li> </ul>	Director of SSA, SSA Managers, SSAs, Provider Compliance and Resource Specialists	On-going
<ul style="list-style-type: none"> <li>Continue to have a management employee meet, on at least a monthly basis, with each MRAS Program participant who has a desired outcome involving day support away from the OVCs to identify and arrange for the delivery of indicated/desired services in community places.</li> </ul>	Adult Program Managers, Director of Adult Programs	On-going
<ul style="list-style-type: none"> <li>For MRAS, assign a management employee to work with the staff and program participants in each OVC area to plan services away from the OVC for individuals assigned to the area.</li> </ul>	Director of Adult Programs, Adult Program Managers	On-going
<ul style="list-style-type: none"> <li>Continue to use Proposals for Community-Based Services Forms to identify proposed destination(s); interests, individualized support strategies, and desired outcomes to be addressed for each MRAS Program participant to receive services at/en route to the proposed destination(s); how those to receive the community-based services were/will be involved in planning the proposed community-based activities; how these activities may enable MRAS Program participants to interact meaningfully with people (other than paid staff) who do not have DD; and how the proposed activities may foster relationship building and engagement within the broader community. Subsequent to delivery of community-based day services, document occurrences/outcomes relative to what was addressed on the associated Proposal for Community-Based Services Forms.</li> </ul>	MRAS Program Specialists MRAS direct support workers Adult Program Managers Director of Adult Programs	On-going

Strategic Actions	Responsible Party	Timelines
<ul style="list-style-type: none"> <li>Prior to taking MRAS Program participants to community places, continue to meet with them to discuss hazards/challenges that they might encounter at their destinations, and how the challenges can/will be addressed.</li> </ul>	<p>Adult Program Managers and MRAS staff</p>	<p>On-going</p>
<ul style="list-style-type: none"> <li>Systematically, using the searchable database of individual interest areas of MRAS Program participants, assist Individuals served to plan community-based activities of interest with other MRAS Program participants who have common interests; in so doing, plan for adjustments to staffing within/arrangement of the OVCs such that they will meet the needs of those receiving center-based services while others receive community-based services.</li> </ul>	<p>Adult Program Managers and MRAS staff</p>	<p>On-going</p>
<ul style="list-style-type: none"> <li>Continue to update and implement a system for identifying and communicating to MRAS Program Specialists when MRAS has reached its capacity for assisting those served to experience/work toward desired outcomes that require receipt of day services away from the OVCs.</li> </ul>	<p>Director of Adult Programs</p>	<p>On-going</p>
<p>When/if MRAS has reached its capacity for assisting eligible individuals to experience/work toward desired outcomes that require receipt of day services away from the OVCs, during the person-centered planning process, notify the teams of individuals who have such desired outcomes that MRAS is unable to facilitate the desired outcomes.</p>	<p>MRAS Program Specialists, Adult Program Managers</p>	
<p>In such cases, assist with the identification of alternative providers/facilitators of the impacted desired outcomes.</p>	<p>SSAs</p>	
<ul style="list-style-type: none"> <li>Continue to facilitate service clubs at each OVC, and sustain/expand the Acts of Giving Back Program through MRAS.</li> </ul>	<p>Adult Program Managers, MRAS staff</p>	<p>On-going</p>

Strategic Actions	Responsible Party	Timelines
<ul style="list-style-type: none"> <li>Identify and offer through MRAS a variety of activities that promote community access and social skills development. These activities will be designed for and made available to MRAS Program participants with all types and levels of abilities and disabilities.</li> </ul>	Adult Program Managers, Speech & Language Pathologist, other MRAS staff	On-going
<ul style="list-style-type: none"> <li>Identify and promote community-based activities that enable people with DD to interact meaningfully with people who don't have DD.</li> </ul>	SSAs, MRAS Managers and staff	On-going
<ul style="list-style-type: none"> <li>Communicate in a variety of ways to the local public about the value of people with DD as co-workers, volunteers, citizens, neighbors, and friends.</li> </ul>	Director of Communications, SSA Managers, SSAs, MRAS staff, Superintendent	On-going

DRAFT



**Strategic Objective: Reducing the number of individuals in the county waiting for services:**

**Goals**

**Expected Outcomes**

Reduction of waiting list for HCBS waivers

Enrollment on an HCBS waiver of everyone on the HCBS waiting list who has three or more needs, as defined in OAC 5123-9-04; and everyone on the HCBS waiting list who was on the HCBS waiting list in 2021 and, as defined in OAC 5123-9-04, has two or more needs

Reduction of waiting list for supports in semi-independent living arrangements

Expansion of the provision of support and information to assist families to meet caregiver challenges

1. More individual/family needs will be met through community-based alternative services v. HCBS waivers

2. A minimum of 30 people will be enrolled on HCBS waivers

3. Removal from the Supported Living Waiting List of some individuals desiring supports in semi-independent living arrangements

4. Family caregivers will be effectively assisted to handle care giving challenges

Strategic Actions	Responsible Party	Timelines
<ul style="list-style-type: none"> <li>Based upon research and a comprehensive review of related resources, update the LCBD Alternative Services List that includes resources needed/desired by county residents with DD and by families caring for members, including children, with DD.</li> </ul>	Provider Compliance and Resource Specialists, SSA Managers, Assigned SSAs, Alternative Services Committee members	On-going
<ul style="list-style-type: none"> <li>Enroll a minimum of 30 additional individuals on locally-funded Level I Waivers.</li> </ul>	Director of SSA, SSA Managers, SSAs	During 2025
<ul style="list-style-type: none"> <li>Continue implementation of the DODD standardized waiting list assessment for each individual on the county’s waiver waiting list and each individual requesting waiver services, and update the list based on the results of the assessment.</li> </ul>	Director of SSA, SSA Managers, SSAs	On-going

Strategic Actions	Responsible Party	Timelines
<ul style="list-style-type: none"> <li>Initiate Supported Living services for individuals on the waiting list for Supported Living services in semi-independent living arrangements, as budgeted dollars for Supported Living become available.</li> </ul>	Director of SSA, SSA Managers, SSAs	On-going
<ul style="list-style-type: none"> <li>Within the resource capacity of three and a half dedicated FTEs, implement in-home behavior analysis and support through SSA positions dedicated (in whole or in part) to in-depth analysis of maladaptive behavior causation and correlation. This is designed for application within the homes of families caring for eligible individuals, and related consultation may also be made with day care centers/school personnel.</li> </ul>	SSA/Behavior Analysts, SSA/Assistant Behavior Analysts	On-going
<ul style="list-style-type: none"> <li>Behavior Intervention Team Services (BITS)* training will be provided to families of multi-system youth with challenging/destructive behaviors, and the cost of the training will be covered through a Keeping Families Together (KFT) Grant that was applied for and secured by LCBDD through the SSA Department. BITS training will also be offered by LCBDD to families of eligible children that are not multi-system youth, but who have very challenging/destructive behaviors, and to the families of adults who live in the family home and who have very challenging/destructive behaviors.</li> </ul>	Director of SSA	2025, on-going
<p>*The focus of BITS is on teaching caregivers about the behavior spectrum, the signs of caregiver stress, appropriate physical responses to challenging behaviors, keys for successful behavior support, and tips for staying calm. This specialized training has been vital to helping families address complex, challenging behaviors in the home.</p>	Director of SSA, within the parameters of LCBDD's 2025 Budget	2025, on-going

Strategic Actions	Responsible Party	Timelines
<ul style="list-style-type: none"> <li>• Within the limitations of the KFT grant, LCBDD will continue to cover the cost of implementing safety measures in family homes of multi-system youth with challenging/destructive behaviors and the surrounding environments, with the goal of providing barriers/supports to prevent damage to the home environment and physical harm to household members.</li> </ul>	Director of SSA, SSA Manager	2025, on-going
<ul style="list-style-type: none"> <li>• Within the limitations of the KFT grant, LCBDD will continue to cover the cost of equipment/safety devices for family caregivers to use to address challenging behaviors of multi-system youth with challenging/destructive behaviors, so that they can remain in the home without significantly harming other household members.</li> </ul>	Director of SSA, SSA Manager	2025, on-going
<ul style="list-style-type: none"> <li>• LCBDD will initiate coverage of the cost of equipment/safety devices for caregivers to use to address challenging/destructive behaviors of eligible adults so that they can remain in the family home without significantly harming other household members, or remain in their own apartment in the community while retaining and not harming their service providers.</li> </ul>	Director of SSA, SSA Manager	2025, on-going
<ul style="list-style-type: none"> <li>• LCBDD will cover the cost of risk assessments and preparation of trauma-informed biologic timelines by the Nisonger Center for youth and adults with complex/challenging behaviors; the need for this has arisen, with no identified funding to address the need.</li> </ul>	Director of SSA, within the parameters of LCBDD’s 2025 Budget	2025
<ul style="list-style-type: none"> <li>• LCBDD staff, to include Behavior Analysts, SSAs, Developmental Specialists (who serve the 0-3 population) and other professionals, as applicable, will continue to offer and expand periodic trainings/information sessions for families and other caregivers on topics of expressed interest.</li> </ul>	LCBDD SSA Department *The Provider Compliance and Resource Specialists will assist with overall coordination of caregiver trainings/information sessions.	On-going

**Strategic Objective: Planning and setting priorities based on available resources to meet the needs of children and adults residing in the county who are individuals with developmental disabilities:**

**Goals**

To effectively assess the resources necessary to provide existing programs and services of LCBDD that are utilized/valued by LCBDD-eligible individuals and their families, and to make these resources available

To recognize unmet needs/desires of LCBDD-eligible individuals and their families, and to address unmet needs and, as resources allow, unmet desires by identifying third-party resources that can be used to (help) address the needs/desires, and/or providing/participating in the provision of resources to address the needs/desires

**Expected Outcomes**

The needs of children and adults with developmental disabilities residing in the county will be met

Desires of LCBDD-eligible individuals and their families/informal caregivers will be addressed

Strategic Actions	Responsible Party	Timelines
<ul style="list-style-type: none"> <li>• Create a professional-level Community/Provider Education Coordinator position to address the identified need to increase the knowledge of local child serving and other providers that are not part of the DD system about developmental disabilities/delays, including autism spectrum disorders, and their pertinent support implications. While this position will be housed within the EI Department, it will be available to educate community providers that serve children of all ages, as well as adults (including senior adults) with developmental disabilities.</li> </ul>	<p>LCBDD, superintendent, Early Intervention Supervisor</p>	<p>Effective January, 2025</p>
<ul style="list-style-type: none"> <li>• SSAs provide essential services that enable eligible individuals to access services that address their needs and life quality; SSA duties are also mandatory functions of county boards. Due to case load sizes and SSA responsibilities, three FT SSA positions will be added in 2025.</li> </ul>	<p>LCBDD, Director of SSA, Director of Human Resources</p>	<p>First quarter of 2025</p>

Strategic Actions	Responsible Party	Timelines
<ul style="list-style-type: none"> <li>The LCBDD Early Intervention (EI) Program will be operated in 2025 with one FT Speech &amp; Language Pathologist, one PT Developmental Specialist (DS), 13 FT DSs, and contracted OT and PT consultation for the EI teaming process.</li> </ul>		
<ul style="list-style-type: none"> <li>During 2025, LCBDD department heads and personnel will prepare for Board consideration Significant Financial Considerations addressing budgeted, unbudgeted, emergent, and on-going use of Agency resources.</li> </ul>	LCBDD administrators/ department heads and applicable personnel	On-going
<ul style="list-style-type: none"> <li>During 2025 LCBDD department heads and personnel will continuously monitor resource needs, and explore the use of third-party resources to (help) address needs, as applicable.</li> </ul>	LCBDD administrators/ department heads and applicable personnel	On-going
<ul style="list-style-type: none"> <li>LCBDD department heads will be actively involved with the annual budget process/ development of the 2026 Budget proposal</li> </ul>	LCBDD administrators/ department heads	Fall of 2025
<ul style="list-style-type: none"> <li>A detailed fiscal forecast will be prepared and presented to the Board in conjunction with the annual budget process.</li> </ul>	Superintendent, Direct of Business, Director of SSA	Fall of 2025
<ul style="list-style-type: none"> <li>In the event that a shortfall in resources necessary to meet the goals of this objective is identified, strategic prioritization of planned expenditures will occur.</li> </ul>	LCBDD, Superintendent, LCBDD administrators/ department heads	If/when necessary

**Strategic Objective: Increasing the number of individuals of working age engaged in competitive integrated employment:**

**Goals/Benchmarks**

A minimum of 24 LCBDD-eligible individuals will be placed in a job that meets the definition of competitive integrated employment, as defined in OAC 5123-2-05\*

90% of LCBDD-eligible individuals who are placed in a job that meets the definition of competitive integrated employment will retain the job for at least 90 days

\*OAC 5123-2-05 defines competitive integrated employment, in part, as work (including self-employment, as applicable) for which the individual is compensated at a rate that is not less than minimum wage, and not less than the customary rate paid by the employer for the same or similar work performed by other employees who do not have disabilities and who are in similar occupations and have similar training, experience and skills; for which the individual is eligible for the level of benefits provided by the employer to other employees; performed at a location where the individual interacts with persons without disabilities to the same extent as employees of the employer who are not receiving HCBS services; and which presents opportunities for advancement that are similar to those for persons without disabilities who have similar positions.

**Expected Outcomes**

1. Steady increase, between 01/2025 and 12/2025, in the number of LCBDD-eligible individuals of working age engaged in competitive integrated employment
2. Increased earnings and job retention of LCBDD-eligible individuals of working age

Strategic Actions	Responsible Party	Timelines
<ul style="list-style-type: none"> <li>• Actively participate in meetings of the Transition Collaboration Network, which has established the following objectives:                             <ul style="list-style-type: none"> <li>– Identify key components of successful transition planning for students with disabilities</li> <li>– Collaborate to determine strategies and methods for transition that can be brought back to participating organizations for use</li> <li>– Provide updates from the Ohio Department of Education (ODE)</li> </ul> </li> </ul>	Director of SSA  SSAs and SSA Managers assigned to coordination of Transition Services  Supported Employment (SE) Director	On-going

Strategic Actions	Responsible Party	Timelines
<ul style="list-style-type: none"> <li>Through on-going participation in the Transition Collaboration Network, take steps to ensure that LCBDD and local school districts use similar methods to support students with DD to obtain competitive integrated employment, and attempt to resolve any duplication of efforts.</li> </ul>	Director of SSA SSAs and SSA Managers assigned to coordination of Transition Services	On-going
<ul style="list-style-type: none"> <li>Implement and enhance service planning protocol for assisting eligible individuals to move forward on their paths to competitive integrated employment.</li> </ul>	Director of SSA, SSA Managers, SSAs	On-going
<ul style="list-style-type: none"> <li>Utilize lessons learned from community employment dismissals and voluntary terminations to increase the likelihood of successful future community employment placements/job retention.</li> </ul>	SSAs, SSA Managers, SE Director	On-going
<ul style="list-style-type: none"> <li>Develop and implement a program based on the OOD Works4Me project for those program participants engaged in piecemeal at the OVCs or participating in enclaves (community-based crews that perform work under contracts between Murray Ridge Production Center and businesses) who want to learn more about or obtain competitive, integrated employment. Develop associated timelines, tasks and budgets, as indicated.</li> </ul>	SE Director, Vocational Placement Specialists (VPSs), Job Developer and Job Coaches	Develop and initiate during first quarter of 2025; continue to implement throughout 2025
<ul style="list-style-type: none"> <li>Refer individuals, as appropriate, to Opportunities for Ohioans with Disabilities (OOD) and the Workforce Development Agency of Lorain County. Track the submission and outcome of OOD and Workforce Development Agency referrals initiated by SSA.</li> </ul>	Director of SSA, SSA Managers, SSAs	On-going
<ul style="list-style-type: none"> <li>Continue partnering with OOD in order to assist identified individuals who want community employment by working with OOD counselors to provide intensive placement services.</li> </ul>	SE Director, VPSs	On-going

Strategic Actions	Responsible Party	Timelines
<ul style="list-style-type: none"> <li>• Include in the LCBDD budget a line item for 'community employment marketing,' and make specific strategic expenditures designed to highlight the competencies of people with DD in the workforce, and the benefits of hiring people with DD (e.g. 'bus bench campaign,' radio spots, radio interviews with employers/consumers, etc.).</li> </ul>	Director of Vocational & Transportation Services, Superintendent, Board	In conjunction with the budget process
<ul style="list-style-type: none"> <li>• Facilitate utilization of the waiver service Participant Directed Transportation as a way for eligible individuals to access community work sites and opportunities.</li> </ul>	SSA Managers, SSAs	On-going
<ul style="list-style-type: none"> <li>• Facilitate utilization of the new waiver service Non-Medical Transportation to/from Community Integrated Employment as a way for eligible individuals to access community employment.</li> </ul>	SSA Managers, SSAs	On-going



**Strategic Objective: Taking measures to recruit sufficient providers of services to meet the needs of individuals receiving services in the county:**

**Goals**

Ensure that there are willing and able service providers for each HCBS waiver recipient served by LCBDD, including individuals with intensive needs

On-going awareness of unmet needs/desires for providers, and information on providers to support LCBDD-eligible individuals

Provision of user-friendly, readily accessible information about providers/resources desired by LCBDD-eligible individuals and known to LCBDD

Recruitment/identification of more providers to meet unmet needs/desires of LCBDD-eligible individuals and their families

Secure providers willing to commit to implementation of most provisions of person-centered plans

Targeted recruitment of Adult Day Support and Supported Employment providers capable of effectively addressing the desired outcomes of LCBDD-eligible adults

**Expected Outcomes**

1. Increased availability of providers, including providers of Participant-Directed Services, to meet needs of individuals receiving services in the county
2. Improved access to desired resource information by LCBDD-eligible individuals and their families; improved ability to compare resource/provider options
3. Increased access to desired providers/resources by LCBDD-eligible individuals and their families
4. Increased ability for eligible individuals to find/utilize providers of preferred person-centered plan provisions
5. Sustained satisfaction of HCBS waiver recipients with Adult Day Support and Supported Employment services
6. Increase in the number of residential and day service providers in Lorain County that are willing/able to serve LCBDD-eligible individuals with intensive medical/health-related and behavior support needs

Strategic Actions	Responsible Party	Timelines
<ul style="list-style-type: none"> <li>• Advertise the need for providers. Connect potential providers with SSA management contact to explain services and the DODD certification process.</li> </ul>	SSA Managers, SSAs, Provider Compliance and Resource Specialists	On-going

Strategic Actions	Responsible Party	Timelines
<ul style="list-style-type: none"> <li>Engage in targeted provider recruitment using strategies including, but not limited to:</li> </ul> <p><u>Residential and Adult Day Support Providers That Are Willing to Serve Individuals with Intensive Medical/Health-Related Needs</u></p> <p>Make available to providers of Medicaid waiver-funded Adult Day Array Services and/or locally-funded Adult Day Services up to 30% reimbursement of their costs (salaries, benefits, contracts, etc.) for the provision of nursing services/nursing availability in day services sites.</p> <p>Contact providers in surrounding counties to inquire about serving individuals with intense medical/health-related needs, specifically g/j-tube assistance, insulin and suctioning. Maintain a listing of those willing to provide services in Lorain County and any willing to serve Lorain County residents, but only in their contiguous/base county (Erie, Medina, and Cuyahoga).</p> <p>Connect Individuals with unmet Intensive medical needs/their families with interested providers.</p> <p>Work with Individuals with intensive medical needs/their families to identify friends and family members who may want to become DODD-certified providers and assist these potential providers with understanding the waiver, the benefits of the job, and the certification process.</p> <p><u>Residential and Adult Day Support Providers That Are Willing to Serve Individuals with Intensive Behavior Support Needs</u></p>	<p>LCBDD SSA Department</p>	<p>On-going</p>

Strategic Actions	Responsible Party	Timelines
<p>Contact providers in surrounding counties to inquire about serving individuals with intensive behavior support needs, and specifically with physical aggression and a history of elopement. Maintain a listing of those willing to provide services in Lorain County and any willing to serve Lorain County residents, but only in their contiguous/base county (Erie, Medina, and Cuyahoga). Inquire also with these providers about their experience with/interest in working with individuals with autism.</p> <p>Connect Individuals with unmet behavior support needs/their families with interested providers.</p> <p>Work with Individuals with intensive behavior support needs/their families to identify friends and family members who may want to become DODD-certified providers, and assist these potential providers with understanding the waiver, the benefits of the job and the certification process.</p> <p><u>Providers of Employment Support</u></p> <p>Contact OOD providers currently providing services in Lorain, Cuyahoga, and Erie Counties to discuss the need in Lorain County for HCBS waiver providers of employment services, and the waiver provider certification and billing processes.</p> <p>Invite employment providers with current HCBS waiver certification and listed on the DODD website as interested in serving individuals in Lorain, Erie, and/or Medina Counties or the West side of Cuyahoga County, to meet and discuss the need in Lorain County for providers of employment services.</p>		



Strategic Actions	Responsible Party	Timelines
<ul style="list-style-type: none"> <li>In discussion with/recruitment of providers of Day Array Services, provide information about the expressed unmet needs/desires relative to Adult Day Supports and Supported Employment, respectively.</li> </ul>	Director of SSA, SSA Managers, Provider Compliance and Resource Specialists	On-going
<ul style="list-style-type: none"> <li>Actively discuss with providers the unmet desire for and cost-effectiveness of providing group social/recreational opportunities for children and adults with DD, and of providing community-based group activities for people with DD. Support providers interested in providing these group services by helping to communicate the (potential) availability of the services to eligible individuals/their families, and providing other assistance, as needed.</li> </ul>	Director of SSA, SSA Managers, Provider Compliance and Resource Specialists	On-going

DRAFT

**Strategic Objective: Identifying and addressing gaps noted in services:**

**Goals**

**Expected Outcome**

Identify and address gaps in service that are creating hardship for LCBDD-eligible individuals and their families\*

Unmet and emerging needs will be identified and addressed

Pursue options for addressing transportation needs of eligible individuals

Note: Elsewhere in the 2025 Strategic Plan, there are examples of unmet needs that were identified, and will be/are being addressed. See, in particular, the sections on Reducing the Number of Individuals in the County Waiting for Services, and Planning and Setting Priorities Based on Available Resources.

\*See also section on Recruitment of Sufficient Providers of Service

Strategic Actions	Responsible Party	Timelines
<ul style="list-style-type: none"> <li>During 2025 LCBDD department heads and personnel will continuously monitor resource needs, and explore the use of third-party resources to (help) address needs, as applicable.</li> </ul>	LCBDD administrators/ department heads and applicable personnel	On-going
<ul style="list-style-type: none"> <li>Authorization of use of LCBDD resources, in addition to budgeted expenditures, to meet newly identified/emergent needs will be considered, as indicated.</li> </ul>	LCBDD, superintendent	On-going
<ul style="list-style-type: none"> <li>LCBDD department heads will be actively involved with the preparation of the 2024 Strategic Plan Progress Report.</li> </ul>	LCBDD administrators/ department heads	first half of 2025
<ul style="list-style-type: none"> <li>Strategic Plans will be developed and adopted annually; LCBDD department heads will be actively involved with the development of the 2026 Strategic Plan.</li> </ul>	LCBDD, LCBDD administrators/ department heads	Fall of 2025
<ul style="list-style-type: none"> <li>LCBDD department heads will be actively involved with the annual budget process/ development of the 2026 budget proposal.</li> </ul>	LCBDD administrators/ department heads	Fall of 2025

Strategic Actions	Responsible Party	Timelines
<ul style="list-style-type: none"> <li>• Create a professional-level Community/Provider Education Coordinator position to address the identified need to increase the knowledge of local child serving and other providers that are not part of the DD system about developmental disabilities/delays, including autism spectrum disorders, and their pertinent support implications. While this position will be housed within the EI Department, it will be available to educate community providers that serve children of all ages, as well as adults (including senior adults) with developmental disabilities.</li> </ul>	LCBDD	Effective January, 2025
<ul style="list-style-type: none"> <li>• Survey SSAs and Developmental Specialists regarding those resources/resource categories that have been found to be of particular interest to eligible individuals/families and professionals. Create a broad web-based resource hub to provide resources/resource categories that are of known interest to eligible individuals/families, and professionals within the DD system as well as to those to whom LCBDD provides general information and referral.</li> </ul>	Director of SSA, SSA Managers, Provider Compliance and Resource Specialists	First half of 2025  Summer of 2025
<ul style="list-style-type: none"> <li>• Facilitate utilization of the waiver service Participant Directed Transportation as a way for eligible individuals to access community places/resources and work opportunities.</li> </ul>	SSA Managers, SSAs	On-going
<ul style="list-style-type: none"> <li>• Facilitate utilization of the new waiver service Non-Medical Transportation to/from Community Integrated Employment as a way for eligible individuals to access community employment.</li> </ul>	SSA Managers, SSAs	On-going

**Strategic Objective: Expand the understanding of technology solutions for LCBDD-eligible individuals and their caregivers; increase the number of LCBDD-eligible individuals utilizing technology solutions:**

**Goal**

Increase and promote, as appropriate, the use of technology by eligible individuals to increase independence and enhance quality of life

**Expected Outcomes**

1. Increased awareness by eligible individuals and their support teams of potential ‘technology solutions’
2. Increased use of technology solutions to support the achievement of desired outcomes by eligible individuals

Strategic Actions	Responsible Party	Timelines
<ul style="list-style-type: none"> <li>• Throughout the initial and ongoing person-centered assessment and planning process, technology solutions will be explored and documented, and, to the greatest extent possible, used to support the desired outcomes included in the individual service plan.</li> </ul>	<p>Director of SSA, SSA Managers, SSAs, Meister ICF-IID Administrator/QIDP</p>	<p>On-going</p>
<ul style="list-style-type: none"> <li>• Provide information and training opportunities to LCBDD staff to increase their level of knowledge, skill, and comfort related to the use of technology solutions and assessing how technology may help meet needs of Individuals served or help them achieve desired outcomes. This will include the provision of monthly ‘office hours’ by the SSA Tech Team in a technology space at Murray Ridge Center of Elyria.</li> </ul>	<p>Director of SSA, SSA Managers, Provider Compliance and Resource Specialists, SSA Tech Team members</p>	<p>On-going</p>
<ul style="list-style-type: none"> <li>• Provide information and training opportunities to Individuals served and their families, providers of services, and community partners (e.g., local schools, mental health agencies, Area Agency on Aging, Lorain County Department of Jobs and Family Services, public transit authority, local vocational rehabilitation centers, and employers) to expand awareness and use of technology solutions by LCBDD-eligible individuals.</li> </ul>	<p>SSA Managers, Provider Compliance and Resource Specialists</p>	<p>On-going</p>



Strategic Actions	Responsible Party	Timelines
<ul style="list-style-type: none"> <li>Provide information and training opportunities to Individuals served, their families, and providers of service through ‘technology events’ to be held at day service sites of various providers in Lorain County, in order to expand awareness and use of technology solutions by LCBDD-eligible individuals.</li> </ul>	Director of SSA, SSA Managers, SSAs	On-going
<ul style="list-style-type: none"> <li>Provide information and opportunities for eligible individuals, families, and providers to experience the technology suite, a fully functioning apartment where various assistive technologies can be tested and experienced.</li> </ul>	Director of SSA, SSA Managers, SSAs	On-going
<ul style="list-style-type: none"> <li>Move the technology suite from an emergency suite in a house on Academy Court in Elyria, to a room at Murray Ridge Center of Elyria; this move will allow for greater access of eligible individuals to the opportunity to explore technology-based options because the emergency suite at Academy Court has been occupied approximately 75% of the time, and individuals cannot view and experiment with technology in this space when it is occupied.</li> </ul>	Director of SSA, SSA Managers, LCBDD maintenance personnel	First Quarter of 2025
<ul style="list-style-type: none"> <li>Within the constraints of the 2025 Budget, expand and update the technology suite.</li> </ul>	Director of SSA, SSA Managers, SSA Tech Team members	On-going, during 2025
<ul style="list-style-type: none"> <li>Through the person-centered planning process, assist eligible individuals with identifying and accessing technology options to reduce reliance on caregivers, and increase independence; increase technology utilization by at least 20 LCBDD-eligible individuals.</li> </ul>	Director of SSA, SSA Managers, SSAs	On-going  By 12/31/25