

# LAWRENCE COUNTY DEVELOPMENTAL DISABILITIES

## Strategic Plan Progress Report

### 2024

#### INITIATIVE: SELF-ADVOCACY

**GOAL 1: Provide people served and their families with the information and resources to become self-advocates for themselves or on behalf of a family member.**

#	OBJECTIVE	DEPTS. INVOLVED	OUTCOMES	UPDATES
1.1	Support individuals served in attending state level events such as Synergy.	SSA (Moved to Community Outreach effective 12/11/24)	Individuals participate in the Synergy Conference, and/or other state events annually.	<ul style="list-style-type: none"> <li>• LCDD approved a contribution of funding for two individuals to attend the Synergy Conference. However, due to unforeseen circumstance, the individuals were not able to attend.</li> <li>• LCDD provided funding to the Synergy Conference and to the Ohio Self-Determination Association.</li> </ul>
1.2	Provide coordination so that individuals served in Lawrence County may participate in the monthly self-advocacy meetings coordinated by SOCOG.	SSA (Moved to Community Outreach effective 12/11/24)	Individuals from Lawrence County attend meetings on a regular basis.	<ul style="list-style-type: none"> <li>• PCS/Active Day has taken individuals to the monthly SOCOG self-advocacy meetings, as well as assisting individuals in participating in them virtually.</li> <li>• Lawrence County had representation at the Regional Self-Advocacy monthly meetings in Chillicothe 9 out of 12 months.</li> </ul> <p style="margin-left: 20px;">2024 Attendance:</p> <ul style="list-style-type: none"> <li>• January – 18 in-person</li> <li>• February – 19 in-person</li> </ul>

				<ul style="list-style-type: none"> <li>• March – 7 in person</li> <li>• April – 7 in person and 15 virtual</li> <li>• May – 10 virtual</li> <li>• June – 19 in-person</li> <li>• July – 19 virtual</li> <li>• August – 18 virtual</li> <li>• September – 20 in-person</li> <li>• October – none</li> <li>• November - none</li> <li>• ODS transition students observed a self-advocacy meeting through SOCOG</li> </ul>
<ul style="list-style-type: none"> <li>• 1.3</li> </ul>	Include information about self-advocacy events and opportunities in agency publications throughout the year.	SSA (Moved to Community Outreach effective 12/11/24)	People served and their families are kept notified of events.	<ul style="list-style-type: none"> <li>• Self-Advocacy information was shared in the April, June, &amp; August editions of the FOCUS newsletter in 2024.</li> </ul>
1.4	Work with the provider agencies and the ARC to support individuals in establishing a local self-advocacy group in the county for individuals served.	SSA (Moved to Community Outreach effective 12/11/24)	A local group is organized and meeting regularly. People feel it is beneficial.	<ul style="list-style-type: none"> <li>• SSA Team Lead began working on ideas for this and the ARC provided self-advocacy training to SSAs earlier this year.</li> <li>• Community Outreach Coordinator will schedule meeting with self-advocates and provider agencies to plan for self-advocacy opportunities in 2025.</li> </ul>

Analysis of Progress in 2024

LCDD made strides towards increasing opportunities for self-advocacy through making monetary contributions and by increasing the number of individuals attending the self-advocacy group in Chillicothe. There was a marked increase in participation compared to 2023. Also, ODS took transition students to participate in a regional self-advocacy meeting. At the end of 2024, the area of Self-Advocacy support duties was moved from the SSA Team Lead (current not a filled position) to the Community Outreach Coordinator.

Areas of Focus for 2025

- Work with self-advocates and providers to coordinate county-wide opportunities for education about self-advocacy, including formation of a self-advocacy group
- Look at options for future employment of a local self-advocate to lead county-wide self-advocacy efforts
- Include self-advocacy information in all LCDD publications

## INITIATIVE: NAVIGATING SERVICES THROUGH THE LIFE SPAN

**GOAL 2: Provide guidance and education to families so they have the information and tools necessary to make informed choices about services.**

#	OBJECTIVE	DEPTS. INVOLVED	OUTCOMES	PROGRESS
2.1	Expand Early Intervention to age 6 when there is a need.	EI	Families received the services necessary for a smooth transition from EI to school and other needed services.	<ul style="list-style-type: none"> <li>The EI department does not currently have the staff resources for such an expansion in 2024 but the Director continues to monitor this potential need.</li> </ul>
2.2	Connect transition-age students at ODS to an SSA so planning can begin 2-3 years prior to graduation.	SSA	All graduating students have service needs identified and ready by the time of graduation.	<ul style="list-style-type: none"> <li>Starting 2023-2024 school year, all graduating students met with a Vocational Rehabilitation Counselor from the Opportunities for Ohioans with Disabilities to discuss employment opportunities after graduation.</li> <li>Beginning 2025, all ODS students will have an SSA to also assist with planning prior to the year of graduation.</li> </ul>
2.3	Provide information to individuals and families about community socialization opportunities and resources for people with developmental disabilities.	EI, SSA, ODS	Individuals and families are informed about services and opportunities.	<ul style="list-style-type: none"> <li>EI Brochure was updated. Information is sent to families via text and email letting them know of upcoming community events. EC Director is also collaborating with other local agencies to increase our cross-agency collaboration.</li> <li>SSAs continue to provide information to individuals and families as they become aware of new opportunities and resources.</li> <li>During February of 2025, the ODS principal will work collaboratively with the Community Outreach Coordinator to develop a brochure</li> </ul>

				that details community engagement opportunities and resources for the ODS students. The brochure will be posted on the school website, sent home with all of the students, and given out annually.
2.4	Facilitate family support group meetings – including families of children in early intervention and school age programs.	EI, SSA, ODS	Regular meetings occur throughout the year for all age groups.	<ul style="list-style-type: none"> <li>• The Early Intervention (EI) department assures information is sent to families via text and email letting them know of such opportunities. EI staff participate in Appalachian Family &amp; Children First Council (AFCFC) meetings every other month and are informed of new and upcoming family support opportunities. The Early Childhood Director is also collaborating with other local agencies to increase awareness of such opportunities.</li> <li>• Plan in process to offer parent/family support group meetings on a regular basis in 2025.</li> </ul>
2.5	Refer families to parent mentors and other resources to navigate IEP meetings.	EI, SSA, ODS	Resources readily available and consistent throughout agency, and families receive the support they need.	<ul style="list-style-type: none"> <li>• As part of the EI mandated process, families are supported through the transition process which is when and where they often experience their first IEP meeting. EI staff also stay in contact with the Local AFCFC which is an additional group with connections to parent mentors and family resources/support.</li> <li>• Children’s SSA attends IEP meetings as a support to parents and can assist in making referrals for additional supports as needed.</li> <li>• Currently families are referred to Appalachian &amp; Family First Council (AFCFC) and the SSA as needed. Moving forward, the ODS brochure will detail information regarding AFCFC and by then all students will have an assigned SSA.</li> </ul>

				<ul style="list-style-type: none"><li>• Plan in process to offer additional parent/family support resources in 2025.</li></ul>
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Analysis of Progress in 2024:

LCDD made progress through the plan to add SSA services for all ODS students in 2025, and increasing the caseload of the current Children’s SSA. Program brochures were also updated to provide families accurate information and an interagency committee to serve families was formed.

Areas of Focus for 2025:

- Assessing needs of families as they transition out of EI services – ensuring they have the tools they need to navigate the system moving forward.
- Increasing family support through one-to-one advocacy and holding support groups for families.

**INITIATIVE: COMMUNITY ACCESS**

**GOAL 3: To increase access to community employment, socialization experiences, and specialized resources for individuals served and their families.**

#	OBJECTIVE	DEPTS. INVOLVED	OUTCOMES	PROGRESS
3.1	Increase number of individuals of working age in community employment.	SSA	Percentage of individuals working age in the community increases by 10% each year.	<ul style="list-style-type: none"> <li>SSAs continue to make referrals and work closely with OOD. OOD Counselor utilizes office space in the SSA department for meetings on at least a monthly basis.</li> <li>Currently, 41 individuals of working age are employed. In 2023 – the number of work age individuals in community employment was 48.</li> </ul>
3.2	Increase options for HCBS waiver providers including: community employment, transportation and nursing providers in the county.	SSA	There are adequate providers for service needs.	<ul style="list-style-type: none"> <li>Throughout the year SSA Department has continued to work with OOD and DODD regarding possibilities for additional resources for transportation to community employment. Ongoing meetings with providers continue. Transportation providers are currently the most needed service providers.</li> </ul>
3.3	Provide transitional work opportunities focused on community employment after high school, for all transition age students.	ODS	By 12/31/24, at least half of the eligible students participate in transitional work opportunities with that number increasing by 10% each year.	<ul style="list-style-type: none"> <li>2023-2024 school year: Each classroom was asked to engage in some sort of community engagement project throughout the school year. Vocational 1 students ran a laundering service for four families/individuals in the Coal Grove Community. Each student rotated through various responsibilities throughout the year: picking up laundry, sorting, washing, drying, folding, hanging, delivering, etc. Vocational 2 students ran a coffee cart and the</li> </ul>

				<p>Jets Cafe. They also volunteered at the Chesapeake Food Pantry.</p> <p>2024-2025 school year: Each classroom was asked to engage in some sort of community engagement project throughout the school year. Vocational 1 and Vocational 2 switched transition activities from the previous year.</p>
3.4	Develop community integration opportunities for students at ODS to participate in a variety of activities designed to increase socialization, peer mentoring and access to events.	ODS	Students of all age levels participate in the community on a regular basis.	<ul style="list-style-type: none"> <li>Beginning the 2023-2024 school year, students engaged in an extensive calendar of events where they had the opportunity to do the same things as their peers in member districts. Here are some examples, Swimming, bowling, Halloween Trunk or Treat, Bell Choir performances at nursing homes/court houses/special events, Santa visits, Third and Center Art Events, Camden Park, Noble Farms, Rose Valley Animal Park, Paramount Arts Center Nutcracker Performance, prom, etc.</li> </ul>
3.5	Obtain additional funding for Early Intervention to meet growing service needs.	EI	Best practices as identified by DODD are implemented in the provision of EI services.	<ul style="list-style-type: none"> <li>Added an additional EISC position – paid for by grant funding through the EI grant.</li> <li>Secured additional grant funding that is managed by SOCOG and it pays for full time OT, PT, and Speech for our LCDD EI CORE TEAM.</li> <li>Added a Nutrition Specialist to our LCDD EI CORE TEAM by connection to Hopewell services for this support. The EI team is now</li> </ul>



				using a true Primary Service Provider model with teaming and coaching.
3.6	Enroll up to 5 individuals onto HCBS waivers from the waiting list quarterly.	SSA	Individuals receive HCBS waiver services based on assessed need.	<ul style="list-style-type: none"> <li>• A minimum of 5 individuals have been enrolled each quarter in 2024. As of 12/2/24 there are 14 individuals on the current needs waiver waiting list, and the plan is to enroll all of these individuals in calendar year 2025.</li> </ul>
3.7	Increase education and options for remote supports through technology to help individuals live as independently as possible.	SSA	Individuals and families report that they are informed about assistive technology and the number of individuals utilizing the service increase each year by 10%.	<ul style="list-style-type: none"> <li>• 27 individuals served by LCDD utilized remote supports in 2024 (a slight decrease from 29 in 2023).</li> <li>• Remote support options continue to be a part of the person-centered planning process.</li> <li>• Technology event will be scheduled in 2025 – focusing on a Mobile Smart Home.</li> </ul>

Analysis of Progress in 2024:

LCDD made several strides across the organization in ensuring people served had access to the community. Early Intervention obtained funding to provide children access to additional Service Coordination services, as well as specialized therapy and nutrition services. The ODS students participated in several community events throughout the year, and the SSA department enrolled 5 people per quarter onto HCBS Medicaid Waivers. Additionally, the Board invested additional funding into the Family Support program to increase service opportunities in 2025 – to include families served by Early Intervention.

Areas of Focus for 2025:

- Increase community employment and transportation providers
- Assist more people of working age to obtain community employment
- Build partnerships to offer more community integration opportunities for people served
- Hold supported technology events
- Help people served understand more about supported technology/remote support options

**INITIATIVE: ORGANZIATIONAL CULTURE**

**GOAL 4: To promote job satisfaction, retention, and professional development of LCDD employees.**

#	OBJECTIVE	DEPTS. INVOLVED	OUTCOMES	PROGRESS
4.1	Offer wages and benefits comparable to similar jobs in the county and region.	HR	Salary ranges and benefits for all positions are in the median range of what is considered comparable to similar positions	<ul style="list-style-type: none"> <li>• A salary survey was completed in the spring and any position below market was increased based on data.</li> <li>• During 2023, 18 Employees Terminated Employment</li> <li>• During 2024, 9 Employees Terminated Employment</li> <li>• All Employees were replaced and we currently have 62 active employees.</li> </ul>
4.2	Assure access to relevant trainings, conferences, and professional development for staff.	All Depts.	Staff have access to a variety of relevant trainings throughout the year, including representation at regional and state trainings.	<ul style="list-style-type: none"> <li>• SSAs have participated in many virtual trainings by DODD and OACB this past year as well as in-person trainings provided by SSA Director, SSA Manager, and Medicaid Services Specialist. The SSA Team Lead (now currently the Medicaid Services Specialist) attended the OACB Spring Conference in May, and two SSAs along with the SSA Director and SSA Manager will be attending the OACB Annual Convention in December.</li> <li>• Two EI staff attended the OACB Spring Conference and Two EI staff also attended the OACB Annual Convention.</li> <li>• Two all-staff in-services were held in 2024.</li> </ul>

4.3	Provide regular staff team building and recognition activities.	All Depts.	Staff operate as a team, and feel valued as employees.	<ul style="list-style-type: none"> <li>• The SSA Department has a planning committee to plan for team activities. Typically, there is one activity scheduled for SSA staff each month.</li> <li>• ODS has fund raisers for staff appreciation activities through the year.</li> <li>• Staff were recognized for years of service and volunteerism (new this year) at the Staff Appreciation in-service day.</li> <li>• The administrative team completed a book study on leadership.</li> </ul>
4.4	Survey staff after events to gauge satisfaction and receive input.	Awareness	Staff receive a short and prompt survey to complete after each occurrence.	<ul style="list-style-type: none"> <li>• Surveys were sent after both all-staff in-service meetings. Information obtained was helpful.</li> </ul>
4.5	To develop a place to optimize data extraction, standardization, storage, and access across the organization.	IT	Data is accessible in formats as needed to measure progress on strategic goals, obtain demographic information, and to generate reports for the community.	<ul style="list-style-type: none"> <li>• File server folders and data files are continuously reviewed to improve access and minimize duplication.</li> <li>• A data analysis tool using Microsoft Power Bi has been made available to the SSA and EI leadership. This tool extracts data from our Gatekeeper application.</li> </ul>

Analysis of Progress for 2024:

Employee retention numbers were significantly increased in 2024 compared to 2023, and more effort was put into staff development opportunities and recognition across the agency.

Areas of Focus for 2025:

- Do more staff surveys staff to gauge satisfaction and gather input
- Create opportunities for staff to grow as leaders and utilize their talents
- Engage in succession planning discussions

**INTIATIVE: COMMUNITY AWARENESS AND EDUCATION**

**GOAL 5: To increase the community’s understanding of what LCDD does, how it operates, and the impact of its services on people served, their families and community.**

#	OBJECTIVE	DEPTS. INVOLVED	OUTCOMES	PROGRESS
5.1	Increase LCDD presence on-line, digitally, and in written formats to share information about services and funding.	Community Outreach, IT	LCDD is recognized throughout the community and information about the agency is accessible to the community.	<ul style="list-style-type: none"> <li>• Social Media presence has grown via Facebook and effective Dec 1 our Instagram page is active.</li> <li>• As of 7/15/24, average FB views were 1,009, and as of 12/12/24, average FB views are 68,503.</li> <li>• A social media strategy is in place for 2025. This will highlight peer-nominated staff members, service provider spotlights, community events, and our bi-monthly focus (which is distributed both via email and Facebook).</li> <li>• New program brochures have been created, EI-completed, SSA-awaiting final draft for print, ODS- currently in development. We are also designing a general informative card with QR codes that will give anyone who scans it direct access to our website pages for each program.</li> <li>• Updated our advertisements with Kindred communications.</li> </ul>
5.2	Redesign the LCDD website and keep it updated so that important	Community Outreach, IT	A website that is current, contains all necessary information, is easily accessible and	<ul style="list-style-type: none"> <li>• The general calendar of events has been redesigned and updated.</li> <li>• The website menu system has been streamlined, and the color scheme updated to</li> </ul>

	information is easily accessed.		utilized interactive graphics.	be more visually appealing. All pages are under review to improve content and visual appearance.
5.3	Develop infographics to visualize how local tax funding translates to direct services for people.	Community Outreach, Superintendent, Business Manager	Modern and interactive presentation.	<ul style="list-style-type: none"> <li>In progress</li> </ul>
5.4	Obtain resources to coordinate community awareness and education activities agency wide.	Community Outreach	Resources are designated and coordinated to support community awareness and education.	<ul style="list-style-type: none"> <li>The Board created the position of Community Outreach Coordinator and the position was filled in June.</li> </ul>
5.5	Develop opportunities to speak in the community about LCDD services – including individuals served and their families.	Community Outreach	A schedule of community groups are identified and speaking engagements are occurring as scheduled.	<ul style="list-style-type: none"> <li>Speaking engagements are being scheduled and the Community Outreach will coordinate in 2025.</li> </ul>

Analysis of Progress in 2024:

LCDD employed a full-time Community Outreach Coordinator and this has moved awareness and education efforts forward significantly. The website has been updated and commercials were done by people served and their families. There has been a huge increase in our social media interactions since the summer.

Areas of Focus for 2025:

- Develop and provide access to more financial data on the website and other publications
- Continue updating website
- Develop message around why LCDD services are important
- Develop message to explain Medicaid Waivers to the public
- Work to expand knowledge of LCDD services to all areas of the county
- Develop more partnerships with local businesses, civic groups and agencies