



PERRY COUNTY BOARD OF

DEVELOPMENTAL DISABILITIES

Strategic Plan

2023 - 2025

PerryDD.org

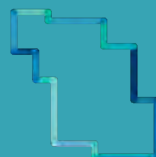
601 Senior Drive,
New Lexington, OH 43764

Ph: 740-342-3542

Fax: 740-342-3542

Report Abuse / Neglect: 740-605-7746

Effective Plan Dates:
January 1, 2023 - December 31, 2025



Contents

Executive Summary	2
Board of Directors	3
Critical Findings	4
Advantages	5
Challenges	6
Opportunities	7
Mission, Vision, Values	8
Next Steps	9
Strategy Map	10

Senior Leadership Team (SLT)



(L to R) Jessica Stroup Administrative Supports Director, Caley Boyden Finance Director, David C. Couch Superintendent, Ron Spung Service and Support Administration Director, Shelly Lackey Community Supports Director, Ashley Wollenberg Children's Program Director

Executive Summary



The Perry County Board of Developmental Disabilities (PCBDD) believes the common philosophy that *all of us are better than one of us*. This statement supports and emphasizes the PCBDD values of working together and making things easier.

With Perry County being a small county in southeast Ohio, there are often limited resources available in our local communities compared to larger counties across the state, but we believe more teamwork and collaboration are a routine part of providing services to people in Perry County.

Working together with other agencies, people, communities, and organizations is key to helping us accomplish our vision of **Community Without Barriers**. We understand this work cannot be accomplished alone.

Through partnerships, education, and support, the PCBDD continues to build upon the framework of its mission, vision, and values. PCBDD is also guided by three core competencies of **culture, innovation, and leadership**, which fosters an environment where people can discover unique ways to support people with disabilities. When we are led by our mission of **making connections to promote abilities and enrich lives**, we are led to be a community who sees abilities, not disabilities.

PCBDD also values **listening**, and this strategic plan was developed from the perspectives and input of a variety of people. PCBDD continues to experience sustainability due to our value in **growing and learning, promoting creativity, and putting people first**. PCBDD appreciates the collaborative efforts and insight that went into this plan. PCBDD also believes this plan enables us to work together in all areas to accomplish our mission and vision.

Through the support of our local communities, we cannot only accomplish our mission, but we are also able to meet the ever-changing needs of people we support. Thank you for making this journey with us to focus on the abilities of people and our community. **Teamwork makes the dream work.**

Sincerely,

A handwritten signature in blue ink that reads "David C. Couch". The signature is fluid and cursive.

David C. Couch, Superintendent
d.couch@perrydd.org

Board of Directors



RACHEL BARNHART
BOARD PRESIDENT



KEVIN HOWELL
BOARD VICE-PRESIDENT



DENISE DUPLER
BOARD SECRETARY



MATT SHERIDAN
BOARD MEMBER



FRITZIE NITSCHKE
BOARD MEMBER



KAREN CHENNELLS
BOARD MEMBER

SKY GETTYS
BOARD MEMBER



Critical Findings

As part of the Strategic Planning Process, the Perry County Board of Developmental Disabilities (PCBDD) sought information from the following customers and key stakeholders: People, Families and Guardians who receive services, Providers, PCBDD Employees and Board of Directors, Collaborative Partners, Schools and Members from the Community.

This information was used to identify *Strategic Advantages*, *Strategic Challenges* and *Strategic Opportunities* for the organization. These were the critical findings that supported the development of the new *Vision*, *Mission*, *Values* along with the Strategy Map that will move the Perry County Board of Developmental Disabilities into the future.



Making connections. Promoting abilities. Enriching lives.

Community
Without
Barriers

PerryDD.org

Advantages

Culture

- PCBDD has developed programs that promote *responsibility, accountability, independence, leadership* and *self-sufficiency*.
- PCBDD promotes a culture of excellence through collaboration and trust.
- PCBDD has high levels of customer and employee satisfaction.

Financial

- PCBDD is financially stable allowing for flexibility to meet future needs.

Internal Operations

- PCBDD promotes innovation to collaborate with the community to provide unique person-centered supports.
- PCBDD has a new campus allowing for reduced organizational costs, increased internal communication and improved operational efficiencies.
- PCBDD has invested in technology to allow for staff mobility and promote operational efficiency.
- PCBDD has systems in place to improve organizational performance.
- PCBDD has a growing community employment program.

Regulatory Environment

- PCBDD exceeds all regulatory requirements from various governmental agencies.

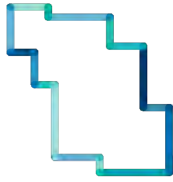
Workforce

- PCBDD has an engaged workforce who meets needs through innovative and collaborative solutions.
- PCBDD has staff with specialized knowledge and education to maximize services and supports.



#CommunityWithoutBarriers

Challenges



Financial

- PCBDD has little control over increasing waiver costs and assessed service needs of youth and aging adults.
- PCBDD sustainability is largely dependent on taxpayer support and funding.
- PCBDD needs to maximize opportunities to educate staff about salaries, wages, and benefits.

Internal Operations

- PCBDD needs to develop a systematic approach for process review and improvements.
- PCBDD needs to continue to address the ongoing safety needs of a mobile workforce.
- PCBDD is faced with continued state and federal rule changes that impact the organization.
- PCBDD needs to balance organizational growth and the capacity for current and future staff to meet expanding needs.
- PCBDD needs to evaluate internal communication barrier to address consistent message of expectations.
- PCBDD needs to improve effective and efficient Human Resource (HR) systems.
- PCBDD needs to identify and address the lack of physical space for growth in current facility.

Relationships

- PCBDD needs to address the ongoing needs of the community through outreach and education of services.
- PCBDD needs to work with providers and other partners to address direct service provider shortage.
- PCBDD needs to educate customers on opportunities for recreation, respite, transportation, and evening social activities including community service groups.
- PCBDD needs to continue to develop relationships with mental health providers to increase availability of services for dually diagnosed.

Service Offerings

- PCBDD needs to continue to address the lack of service offering in Perry County (Transportation, Housing, Home Health, Therapies and other specialized services).
- PCBDD needs to exceed expectations for monitoring in person service delivery.

Technology

- PCBDD needs to continue to assess technology needs to ensure confidentiality and address technology threats/risks.
- PCBDD needs to continue to address discrepancies of information entered into data systems.

Workforce

- PCBDD struggles to find qualified applicants to fill vacant positions.
- PCBDD struggles with retaining SSA's which impacts service delivery.

Opportunities



Culture

- PCBDD can define their organizational culture to promote understanding of the Mission, Vision, Values, Core Competencies, and Strategic Plan.
- PCBDD can continue on the Baldrige Journey and consider cycles of improvement.

Financial

- PCBDD can explore new revenue streams and grant opportunities.

Internal Operations

- PCBDD can reassess office space to accommodate organizational growth and to consider the use of external environments.
- PCBDD can continue to provide staff training on current trends and topics.
- PCBDD can develop a systematic approach to regular review and continuous improvement of the organization.
- PCBDD can maximize listening, learning, and monitoring with customers.

Relationships

- PCBDD can maximize outreach opportunities through social network platforms.
- PCBDD can strengthen relationships with local providers and partners.
- PCBDD can work with local businesses to increase community employment opportunities.
- PCBDD can educate partners on County Board services, supports, and strategies.
- PCBDD can increase participation in and support of Pioneering Possibilities in their service projects.

Service Offerings

- PCBDD can increase and improve service offerings (recreation, home visits, art, outings, respite, accessible play spaces) and non-Medicaid funded services.
- PCBDD can identify additional self-directed transportation options and education on current opportunities.

Technology

- PCBDD can increase learning opportunities for staff and partners to maximize existing technology and streamline processes.
- PCBDD can explore new technology to increase efficiency of HR processes (payroll).
- PCBDD can increase use of assistive technology through the Technology First initiative.

Mission, Vision, Values



OUR MISSION

MAKING CONNECTIONS TO PROMOTE ABILITIES AND ENRICH LIVES

OUR VISION

COMMUNITY WITHOUT BARRIERS

OUR VALUES

LISTENING

WORKING TOGETHER

PUTTING PEOPLE FIRST

GROWING AND LEARNING

PROMOTING CREATIVITY

MAKING THINGS EASIER

PerryDD.org



Next Steps

PCBDD will begin to determine the long and short-term Action Plans that need to be developed to address the initiatives identified in the Strategy Map.

Quarterly balanced scorecard updates will be provided to the board and PCBDD staff addressing initiatives, key performance measures, and targets.



Website



Facebook



YouTube



Sarah A. Winters Building
601 Senior Drive
New Lexington, OH 43764

David C. Couch, Superintendent
Report Abuse/Neglect 740-605-7746

Couch Connections Center
600 Senior Drive
New Lexington, OH 43764

STRATEGY MAP

MISSION

Making connections to promote abilities and enrich lives

VISION

Community Without Barriers

STRATEGIC GOALS

Sustain Organizational Culture

Align Processes

Exceed Customer Expectations

Fiscal Responsibility

STRATEGIC OBJECTIVES		INITIATIVES	MEASURES	TARGETS
Financial	Financial Sustainability	<ul style="list-style-type: none"> Manage allocation of new waivers Educate community Manage emergency funding 	<ul style="list-style-type: none"> New waivers and authorized waiver costs Number of people with immediate/current needs waiting for services 	<ul style="list-style-type: none"> Meet service needs
	Improve Customer Experience	<ul style="list-style-type: none"> Support providers and partners Grow self-advocacy Expand community employment Assess service needs Build connections 	<ul style="list-style-type: none"> Customer engagement and satisfaction Community employment levels 	<ul style="list-style-type: none"> Develop baseline measures Increase 5% annually
	Improve Organizational Performance	<ul style="list-style-type: none"> Develop process improvement system Develop data management process 	<ul style="list-style-type: none"> Baldrige application Results of process improvement 	<ul style="list-style-type: none"> Submission of 50-page Baldrige application by Dec 2023 Decrease organizational costs and discrepancies
	Improve Operational Efficiencies	<ul style="list-style-type: none"> Maximize existing technology Explore new technologies Improve recruitment and retention Define and promote organizational culture Evaluate for organizational growth 	<ul style="list-style-type: none"> Employee retention Employee engagement 	<ul style="list-style-type: none"> Staff retention rates at or below the BLS rates Goal of 4 for all employee engagement categories
Customer				
Internal Processes				
Learning & Growth				

VALUES: Putting People First, Listening, Making Things Easier, Growing and Learning, Working Together, Promoting Creativity