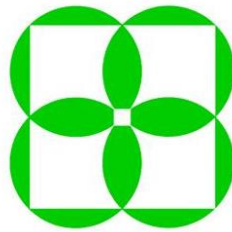


Developmental Disabilities
Resource Board of St. Charles County

DDRB



Strategic Plan
FY2022

Results

Developmental Disabilities Resource Board

Vision

People have what they need to live the lives they choose.

Mission

The DDRB is a leader, ensuring that individuals with developmental disabilities living in St. Charles County have quality opportunities and choices to be fully included in society.

Values

Partnership: Partnership enables us to better serve individuals with developmental disabilities in St. Charles County. Partnering allows us to maximize our resources and efforts to more effectively and efficiently meet the needs of our community.

Accountability: To be progressive in thought and actions requires challenge, motivation, and participation of the entire community. Striving for excellence ensures quality outcomes and results for individuals receiving supports and services. Other tools, such as accrediting bodies, audits, and satisfaction surveys, are useful methods to assist us.

Self-determination/Choice: Individuals with developmental disabilities and their families/guardians have rights and responsibilities to determine the direction of their own lives. To do so, information and choices are needed; diversity of services and providers is necessary and appropriate. Providing information to consumers so they can make educated and informed decisions is a key role and responsibility for us.

“Big Questions” Facing the DDRB

- A. How will the DDRB strategically manage available resources to impact future service priorities?**

- B. How will people with developmental disabilities in St. Charles County receive quality case management services?**

- C. How does the DDRB assure quality opportunities and choices are available and accessible when people need them throughout their lives?**

- D. How does the DDRB make sure people get the information they need when they need it?**

- E. How does the DDRB educate the community on the value of fully including people with developmental disabilities?**

Goals/Actions to Impact “Big Questions”

Question A: How will the DDRB strategically manage available resources to impact future service priorities?

Goal A1: Assist DDRB funded agencies to attract and maintain an adequate Direct Support Professional (DSP) workforce to provide quality services.

- **Action Step:** Analyze and project the effects of increased DSP wages on service delivery costs and resultant impact on DDRB funding.
Deadline: October 31, 2021
Person(s) Accountable: Finance Director
Results: Inflationary trends added pressure to the DSP wage challenge. The Board approved DSP5 funds for Emmaus Homes, Community Living and Willows Way. Additionally, Willows Way requested emergency funding to address the impact of increased residential DSP wages that were essential in FY2022. The Board approved the “emergency” request. The wage increases continue, and it is expected to have an impact on future DDRB funding requests.
- **Action Step:** Identify and fund technology projects that impact agency efficiency and/or effectiveness.
Deadline: March 31, 2022
Person(s) Accountable: Finance Director
Results: In December 2021, the Board approved adaptive equipment/enabling equipment/enabling technology for three agencies. Additionally, the Board approved several technology projects for FY2023.

Goal A2: Communicate impact of state legislation on future DDRB tax revenue.

- **Action Step:** Identify specific legislative activity and analyze budget implications for the DDRB.
Deadline: April 30, 2022
Person(s) Accountable: Executive Director and Finance Director
Results: Senator Eigel’s bill to eliminate personal property taxes in St. Charles County would reduce DDRB revenue of \$2 million annually, upon full implementations. This represents 16% of tax revenue and would reduce services, especially considering the high inflationary trend.
- **Action Step:** Work with other governmental entities to educate St. Charles County state representatives, senators, and the community on the negative impact on services should the Missouri personal property tax be eliminated.
Deadline: January 31, 2022

Person(s) Accountable: Executive Director and Finance Director

Results: The Executive Director worked in partnership with other St. Charles County property taxing districts to educate legislators and community member on the impact of the elimination of personal property taxes on public services in St. Charles County. The bill filed to do so was defeated in 2022 but is expected to be refiled in 2023.

Goal A3: Manage DDRB owned property efficiently.

- **Action Step:** Identify qualified providers interested in partnering with the DDRB to manage the DDRB owned residential properties.

Deadline: October 31, 2021

Person(s) Accountable: Finance Director

Results: There has been public interest in the plans for Lakeside House. The Finance Committee is considering options. During FY2023, the Finance Committee will develop a property plan.

Goal A4: Maximize state and federal funding to support individuals with developmental disabilities in St. Charles County.

- **Action Step:** Identify state and federal funding available to St. Charles County citizens with developmental disabilities.

Deadline: December 31, 2021

Person(s) Accountable: Executive Director, Case Management Director, Finance Director and Agency and Community Relations Director

Results: Partner agencies and the DDRB were able to secure Coronavirus Aid Relief and Economic Security (CARES) Act funds. Agencies were also able to secure forgivable loans through the Paycheck Protection Plan. In addition, St. Charles County generously provided personal protective equipment to agencies and the DDRB and has reserved \$2.1 million of American Rescue Plan Act (ARPA) for mitigating the impact of the pandemic on St. Charles County citizens with developmental disabilities and support agencies. The funds will be allocated beginning late 2022 and must be expended by December 31, 2024.

- **Action Step:** Explore DDRB policy options to ensure that all available funding identified above are sought.

Deadline: December 31, 2021

Person(s) Accountable: Executive Director, Case Management Director, Finance Director and Agency and Community Relations Director

Results: No policy changes were considered. There is significant statewide support through MARF and MACDDS to notify agencies of funding opportunities and assist in the application process.

- **Action Step:** Actively support expansion of Partnership for Hope and development of an additional Medicaid Waiver utilizing state/county funding.
Deadline: June 30, 2022
Person(s) Accountable: Executive Director, Case Management Director, Finance Director and Agency and Community Relations Director
Results: The state is evaluating the Medicaid Waivers and is moving towards consolidation, not expansion.

Human Resources (HR)

Goal A5: Collaborate with partners to identify HR best practices and assist agencies with implementing appropriate best practices.

- **Action Step:** Collaborate with agencies and other partners to provide HR expertise and assistance in the areas of human resources, training, cultural competency, emerging trends, and/or other identified needs. This will include at least one training/hosted event that is timely and relevant to human resources.
Deadline: June 30, 2022
Person(s) Accountable: Human Resources Director
Results: The HR Director has been appointed to the Missouri State University Women in Leadership Executive Program Advisory Board. This appointment will enable the HR Director to access leadership training resources to assist agencies and other partners. The HR Director presented Cultural Competency information to the St. Louis Arc and Community Living, Inc. to support them in their diversity, equity, and inclusion initiatives.

Goal A6: Assist St. Charles agencies attract and maintain a DSP workforce to provide quality services. Explore ways to meet staffing needs that supports agencies in providing funded services.

- **Action Step:** Collaborate with service providers in St. Charles County to identify methods to support employee recruitment and retention.
Deadline: June 30, 2022
Person(s) Accountable: Human Resource Director
Results: The Board added a funding priority in FY2023 to support recruitment and retention of staff and provided a 4% Market Rate Adjustment to support agencies with increasing staff wages to increase recruitment and retention.

- **Action Step:** Survey agencies to evaluate staffing needs of funded programs.
Deadline: October 2022
Person Accountable: Agency and Community Relations Director, Program Committee
Results: Agencies experienced significant staffing shortages which affected the agency's ability to serve all individuals requesting services. These factors did affect funding requests for FY2023.
- **Action Step:** Evaluate survey results to determine opportunities to partner with agencies to meet staffing needs.
Deadline: November 2022
Person Accountable: Agency and Community Relations Director, Program Committee
Results: The DDRB Board approved a 4% market rate adjustment to support staff wage increases and approved additional funds requested by agencies for projects that needed a larger adjustment to increase wages to obtain/maintain staffing needed for essential/critical services.

Goal A7: Monitor legal and HR landscape on items that may impact the DDRB and its partners, such as coronavirus response, legislation, and changes to benefits at Federal, State and local levels.

- **Action Step:** Maintain contacts within the legal and HR arenas and prepare/communicate appropriate responses to new legislation/actions as appropriate.
Deadline: June 30, 2022
Person(s) Accountable: Human Resource Director
Results: The HR Director continues to maintain contacts and seek out resources to prepare/communicate appropriate responses to new legislation/actions such as the recent Missouri Victims' Economic Security and Safety legislation that provides unpaid leave to victims of sexual and domestic violence.
- **Action Step:** Meet Bi-monthly with regional IDD provider agencies' HR Directors; meet quarterly with St. Charles County municipal HR Directors; attend monthly Society for Human Resource Meetings and weekly HR Legal Briefings.
Deadline: June 30, 2022
Person(s) Accountable: Human Resource Director
Results: The HR Director continues to participate in local, state and national HR organizations and collaborates with the HR leaders from DDRB funded agencies, other non-profits serving individuals with developmental disabilities and local municipalities regarding HR issues, policies, benefits and other relevant items. Meetings continue both in-person and on a virtual basis. Information is also shared via email questions/answers and surveys on a regular basis.

Question B: How will people with developmental disabilities in St. Charles County receive quality case management services?

Goal B1: The DDRB will assure that all individuals with a developmental disability living in St. Charles County receive the resources and information they need to live the lives they choose.

- **Action Step:** Grow the DDRB Case Management program in order to continue long range plan to serve all Medicaid eligible individuals 16 years and above in St. Charles County who are deemed eligible through DMH and choose DDRB for case management services.
Deadline: June 30, 2022
Persons Accountable: Case Management & Finance Directors, Program and Finance Committee
Results: There were 86 new customers that chose the DDRB this past fiscal year. This is 23 less than last year's total. To date there are approximately 180 eligible adults in St. Charles County still being served by the local Regional Office.
- **Action Steps:** Ensure that all students with developmental disabilities have the resources they need in order to transition to adult services.
 - Continue to serve all new 16- & 17-year-olds who choose the DDRB, regardless of Medicaid status.
 - Identify opportunities to provide resources and information to all five school districts in St. Charles County by participating in a minimum of 8 events.
 - Collaborate with the Agency and Community Relations Director to identify individuals and provide resources to students in other learning environments.**Deadline:** June 30, 2022
Persons Accountable: Case Management Director, Case Management Leadership Team.
Results: This past fiscal year, of the 86 new referrals, 24% were in the 16/17-year-old category. A waitlist was established during the year which could have impacted the new referral numbers. Opportunities to provide resources and information to school districts was once again limited this past year. Staff participated in two virtual events. The case management program no longer has a staff in the School Liaison role however, staff is still available for resource information and guidance regarding transitions from high school.
- **Action Steps:** Ensure that technology support and resources are available to assist with connecting to customers and their families in order to provide quality case management service.
 - Investigate expansion of the IPAD/tablet pilot program
 - Evaluate how the new DMH ConneXion Database will interface with the software currently used by case management staff.

- Identify opportunities to partner with the Division of Developmental Disabilities on projects that educate customers/families on technology resources.

Deadline: June 30, 2022

Persons Accountable: Case Management Director, Finance Director, Program and Finance Committees

Results: There has been no expansion of the IPAD/tablet program. Case management staff are able to use their laptops and DDRB issued cell phones to complete their work. The Division of Developmental Disabilities (DD) continues to work on the ConneXion program for implementation next year. The Case Management Director continues to stay abreast of any feedback. The staff who was identified to complete the technology navigator training program with the Division of DD has now been certified. She will now be available to families and staff for consultation and resource sharing.

Goal B2: Identify national trends and critical issues as they relate to the delivery of quality case management services.

- **Action Step:** Evaluate the impact that the DSP crisis has on the case management service delivery system and the ability to assist customers to secure services that meet their needs.

Deadline: June 30, 2022

Person Accountable: Case Management Director, Program Committee

Results: Connecting individuals and families to critical services continues to be a struggle due to the DSP shortage and provider capacity. Two trends of note were a significant increase in 30-day discharge notices on residential services due to the inability to staff homes. Additionally, there continues to a huge lack of transportation services with yet another provider giving notice to several individuals this past month.

- **Action Step:** Ensure that the management of long-term services and supports continues to include quality case management services.

Deadline: June 30, 2022

Person Accountable: Case Management Director, Program Committee

Results: Conversation around long term services and supports continue to be in the forefront of services delivery. This upcoming year, the Value Based Payment system being implemented by the Division of DD and its impact on enhancement of quality services will be evaluated.

Goal B3: Identify opportunities to collaborate with community partners to expand resources and increase access points for all individuals with developmental disabilities living in St. Charles County.

- **Action Step:** Investigate expansion of current system navigation options to increase access points available to assist families.

Deadline: June 30, 2022

Person Responsible: Case Management Director, Community Relations Specialist

Results: The Community Relations Specialist participated in the Regional Information and Assistance Network (RIAN) workgroup that created a Google site for agency family navigators to utilize while assisting families in St. Charles and St. Louis Counties and St. Louis City. This site is available to public and will be available on the DDRB Website. The 3-year IDHHelp grant expired and was discontinued due to continued low utilization. The grant did produce a Google site for the agency.

- **Action Step:** Partner with UMKC Institute for Human Development on a grant to increase access to preventive health care options in order to achieve healthy outcomes.

Deadline: June 30, 2022

Person Responsible: Case Management Director, Program Committee

Results: Implementation of this project began this past quarter. Components include development of a statewide resource directory, expanding provider capacity, assessing community sites and connecting individuals to resources will be the focus. Two community site accessibility evaluations have been completed and five capacity building resources have been initiated.

- **Action Step:** Collaborate with community partners to expand distribution of resources and information in both a virtual and in-person environment.

Deadline: June 30, 2022

Person Responsible: Case Management Director, Agency & Community Relations Director

Results: Several collaborations and distribution of resources were completed this year. Information was disseminated regarding two new dental resources, Skills Center, three technology support partners, FACT Family Support Partner program and new DDRB program information.

Question C: How does the DDRB assure quality opportunities and choices are available and accessible when people need them throughout their lives?

Goal C1: Explore innovative approaches/requests that address unmet needs and new service delivery methods.

- **Action Step:** Identify unmet needs of individuals/families. Partner with Alliance to develop ways to identify unmet needs.
Deadline: June 2022
Persons Accountable: Agency and Community Relations Director, Program Committee
Results: The Board approved funding for an Individual Assistance Emergency Fund. These funds were used by agencies to assist individuals with Housing, Transportation, Health and Technology needs. Agencies will report at the end of the fiscal year how the funds were used to meet individual's needs. After evaluating the effectiveness, the board will consider future funding opportunities.
- **Action Step:** Establish annual funding priorities for established services and identified unmet needs.
Deadline: November 2021
Persons Accountable: Agency and Community Relations Director, Program Committee
Results: The Board approved funding priorities at the December 2021 Board Meeting. The priorities included one-time request (direct support initiatives, recruitment and retention projects, one-time investments, technology assistance for organizational effectiveness/efficiency and service innovation) and new projects.
- **Action Step:** Evaluate opportunities to meet the needs individuals/projects using technology.
Deadline: October 2021
Persons Accountable: Agency and Community Relations Director, Program Committee
Results: The DDRB released an RFE (Request for Expansion of providers for assistive and enabling technology). Funding for two agencies was approved, Variety and UCP, to expand capacity of Adaptive Equipment Providers. Additionally, funding was approved for an Assistive Technology service provided by The St. Louis Arc. All three projects were approved in December 2021 and started in January 2022.

- **Action Step:** Review all existing new projects and make funding recommendations for FY2023 based on project effectiveness as evidenced by achievement of outcomes and indicators, and number of individuals served.
Deadline: Quarterly updates: November, February, May
Program Committee meetings and funding recommendations in May 2022.
Persons Accountable: Agency and Community Relations Director, Program Committee
Results: Pilot Projects were review at the April and June Program Committee meetings. Two projects completed the Pilot Project status: BCI Skills Center and Benefit Specialist. All other Pilot Projects were funded for FY2023.
- **Action Step:** Develop capacity building opportunities for partner agencies on the topic of Social Justice/Cultural Responsiveness. Topics will include strategies to enhance individual planning and service provision.
Deadline: June 2022
Persons Accountable: Agency and Community Relations Director, Alliance Program Team, Program Committee
Results: This was not completed.
- **Action Step:** Establish a consumer focus group to provide information to assist the Board in developing funding priorities and identifying unmet needs.
Deadline: June 2022
Persons Accountable: Executive Director
Results: Initial discussions were held, but the pandemic necessitated putting the project on hold.

Goal C2: Report quality outcomes in all service areas.

- **Action Step:** Complete Agency Partner Review Meetings. Establish a method to report results to the Board.
Deadline: Dec 2021
Persons Accountable: Alliance Program Team, Agency and Community Relations Directors, Program Committee
Results: Partner Review Meetings (PRM) were started in October 2021 and were completed in January 2022. A summary of the PRM was reviewed at the March Program Committee Meeting. An overview of PRM was included in the 2021 Outcome Report.

- **Action Step:** Report Outcome and Indicators year end results for all funded projects.
Deadline: October 2021
Persons Accountable: Alliance Program Team, Agency and Community Relations Director, Program Committee
Results: The 2021 Outcome Report was shared at the February Program Committee and Board Meeting. Measuring and reporting indicators was affected by the impact of the pandemic on service delivery.

Question D: How does the DDRB make sure people get the information they need when they need it?

Goal D1: Ensure that all DDRB-funded services are accessible to eligible individuals.

- **Action Step:** Evaluate IDDHHelp Project and related navigation services available in St. Charles County.
Deadline: June 2022
Persons Accountable: Agency and Community Relations Director, Community Resource Specialist, Program Committee
Results: Due to the lack of telephone and website traffic across the three-county region, the program was discontinued. The IDDHHelp website has links to each county's website and phone calls are being forwarded to the PLB who is routing calls to the DDRB Community Relations Specialist.
- **Action Step:** Create and widely distribute 6 videos to deliver information and resources about DDRB and funded partners.
Deadline: June 30, 2022
Persons Accountable: Agency and Community Relations Director, Community Relations Specialist, Program Committee
Results: Due to the pandemic's impact on service delivery four videos were created.
- **Action Step:** Educate the Board and community at least monthly about the impact individuals and families have experienced through participation in DDRB funded services.
Deadline: June 2022
Persons Accountable: Agency and Community Relations Director, Community Relations Specialist
Results: 12 program highlights were presented at DDRB Board meetings - Unlimited Play; MACDDS Award Winners: Pathways to Independence, LifeBridge Partnership, BCI Skills Center; Sts. Joachim and Ann Care Center Adopt A Family; Emergency Housing Assistance Report; Willow Way ISLA Program; DASA WeCanDu Camp; STEP Program; SOAR Program; People First, St. Charles County Chapter; Case Management Transition Age Services customer highlight; Mental Health Champions award; DSP award winners.

Question E: How does the DDRB educate the community on the value of fully including people with developmental disabilities?

Goal E1: Educate the community on the value of fully including people with developmental disabilities by sharing their stories.

- **Action Step:** Create or post six video stories of individuals with developmental disabilities who are included in the St. Charles County Community.
Deadline: June 30, 2022
Persons Accountable: Community Relations Specialist and Agency and Community Relations Director
Results: Four videos were created and shared on DDRB Website and social media.
- **Action Step:** Target at least one social media post per month related to the value of fully including people with developmental disabilities in the community. Highlight People First activities in social media posts.
Deadline: June 30, 2022
Persons Accountable: Community Relations Specialist and Agency and Community Relations Director
Results: People First announcements were posted monthly on Facebook. Additionally, there were 50 community announcements, 78 agency announcements, 18 DDRB announcements, and 27 news/blog post on the DDRB Website.
- **Action Step:** Develop a Speakers Bureau of individuals/families that can emphasize their story to share the need for support services for individuals and families to be included in their communities.
Deadline: June 30, 2022
Persons Accountable: Community Relations Specialist and Agency and Community Relations Director
Results: The Community Relations Specialist attended a Storytelling for Advocacy Workshop resulting in numerous resources for simple and effective strategies for leveling up storytelling for change. This is being shared with People First members to support this ongoing process. A speakers' bureau was not developed.