

MCBDDS Transition Plan



**Board of Developmental
Disabilities Services**

Montgomery County Board of Developmental Disabilities Services

Transition Plan

SITUATION ANALYSIS

In 2015, the Centers for Medicare and Medicaid Services (CMS) mandated a series of changes to how funds are managed and services provided to citizens with developmental disabilities. These mandates state that the same organization can no longer provide both case management and direct services to individuals receiving waiver funding, as it presents a conflict of interest and is not in the best interest of the people being served. This provision, referred to as “Conflict Free Case Management,” requires all Ohio counties to transition all waiver-funded services to non-affiliated service provider organizations by 2024.

As a result, County Boards statewide are expected to transition 70 percent of individuals receiving waiver services to private providers by 2020. For the Montgomery County Board of Developmental Disabilities Services (MCBDDS), this means transitioning 396 individuals on a waiver who are receiving adult or employment services to private providers on or before January 1, 2020. It also means that MCBDDS will transition 101 individuals who are receiving waiver transportation services to private providers in the same timeframe.

The Board of the Montgomery County Board of Developmental Disabilities Services (MCBDDS) recognizes the challenges this ruling presents to the individuals and families of those currently receiving services. The Board retained The Impact Group to consult and assist with the development of a comprehensive Transition Plan.

The starting point for this Transition Plan was to seek input from MCBDDS stakeholders, including individuals who receive services, their families, providers, MCBDDS staff and Board members, and community leaders. To gather this input, The Impact Group conducted 33 focus group meetings with MCBDDS stakeholders. Their input provided the basis for the values and principles in the Transition Plan document, which the Board will use to guide future decisions. This Plan will also be incorporated into the agency’s overall Strategic Plan in coming months.

OUR VISION

We envision a community where individuals with intellectual and developmental disabilities are valued, respected and integrated into open and barrier-free environments where they can thrive.

CORE VALUES

MCBDDS is committed to:

- Person-centered planning and execution
- The health and safety of the individuals it serves
- Ensuring quality services for individuals with developmental disabilities
- Community integration and inclusion
- Open communication and transparency
- Fairness and consistency in all processes
- Compassion and encouragement for all stakeholders
- Creative solutions based on best practices
- Teamwork and collaboration
- Responsible fiscal management

GUIDING PRINCIPLES

1. The health and safety of individuals served is of prime importance, and MCBDDS will make services available to help individuals with the emotional impact of the transition.
2. The quality of services to individuals will be of prime importance.
3. The Board will develop, support and assist providers to promote choices and quality services for individuals.
4. Key stakeholders will be engaged in the transition planning and implementation process.
5. Communications will be regular and open to all key stakeholders including, but not limited to, individuals, parents, staff, providers and community partners.
6. The Board is dedicated to educating and equipping the community to assist with the integration of the people it serves.
7. The transition process and plan will comply with federal and state mandates.
8. The Board will continue to be responsible fiscal stewards of taxpayer dollars.
9. The transition of staff will be handled professionally and compassionately, with services and supports provided to assist in the transition.
10. The Transition Plan will be implemented over time and presented in advance, with benchmarks, timeframes and descriptions of changes.

Principles and Action Steps: Service Delivery



Principle I: The health and safety of individuals served is of prime importance, and MCBDDS will make services available to help individuals with the emotional impact of the transition.

Action Steps:

- **Develop and mail out surveys to individuals served and/or guardians/care providers determining individual needs for emotional support to assist with transition.**
Responsible Person: Carroll Jackson; 4th qtr. 2016
- **Develop mental health support group(s) designed to target issues identified in survey.**
Responsible Person: Carroll Jackson; 4th qtr. 2016
- **Determine best location/time/day of week to run group(s) for maximum benefits.**
Responsible Person: Carroll Jackson; 4th qtr. 2016
- **Contact interested individuals and schedule initial assessments to open services.**
Responsible Person: Carroll Jackson; 4th qtr. 2016
- **Initiate services.**
Responsible Person: Carroll Jackson; 1st qtr. 2017 and 2018
- **Allocate resources and repurpose infrastructure to support staff that are working with individuals to plan and develop services.**
Responsible Person: Kamarr Gage, Linda Cudd; 1st qtr. 2017
- **Hire two additional Investigative Agents in the Department of Safety and Protection to ensure the Board is operationally effective in protecting individual health and safety during and after the transition.**
Responsible Person: Bill Angel; 4th qtr. 2016 and 2017
- **Provide new training opportunities through the Department of Safety and Protection to our community partners and providers to ensure they implement the expectations to ensure health and safety of the individuals they serve.**
Responsible Person: Bill Angel; 4th qtr. 2016, 2017 and 2018
- **Ensure corrective action plans and prevention plans are implemented in a timely and effective manner that promotes positive quality outcomes for individuals' health and safety.**
Responsible Person: Bill Angel; 4th qtr. 2016, 2017 and 2018



Principle 2: The quality of services to individuals will be of prime importance.

Action Steps:

- **Create and fill Provider Development Manager position.**
Responsible Person: HR Director; 1st qtr. 2016. Completed
- **Fill one Behavior Support Services position to expand capacity for adult behavior support services in advance of the transition.**
Responsible Person: Scott Kidd; 1st qtr. 2016. Completed
- **Determine the staffing needs of the various departments in conjunction with the Executive Board staff.**
Responsible Person: HR Director; continuously throughout the Transition process
- **Create and provide on-going trainings to service providers regarding evidence-based practices.**
Responsible Person: Mitch Snyder; 4th qtr. 2016, 2017 and 2018
- **Provide consultation or direct behavior support services to individuals who experience increases in problematic behaviors associated with the individuals' transition experiences.**
Responsible Person: Scott Kidd; quarterly beginning 1st qtr. 2016
- **Align all services provided by the Board with state and federal rules.**
Responsible Person: Nancy Banks; 4th qtr. 2016, 2017 and 2018
- **Develop a web-based rating system as a mechanism for individuals and families to share feedback about providers.**
Responsible Person: Kamarr Gage, Rachel Mallory; 4th qtr. 2017



Principle 3: The Board will develop, support and assist providers to promote choices and quality services for individuals.

Action Steps:

- **Work with MONCO to assess the future of their services.**
Responsible Person: Nancy Banks, Linda Cudd, Mitch Snyder; 3rd qtr. 2016
- **Work with Southwest Ohio Council of Governments to determine what resources could be offered to providers or augment County Board operations.**
Responsible Person: Kamarr Gage; continuously throughout the Transition process
- **Develop provider trainings to assist providers with future mandates.**
Responsible Person: Mitch Snyder; 4th qtr. 2016, then continuously throughout the Transition process
- **Explore benefits of implementing OhioDD.com (web-based access to individuals' information).**
Responsible Person: Rachel Mallory; 4th qtr. 2016
- **Develop resources that can help providers address initial and ongoing barriers (e.g. train-the-trainer models, behavior support, billing support, nursing technical assistance, fluid access to Emergency Housing Facility to Developmental Centers to residential continuum).**
Responsible Person: Kamarr Gage, Mitch Snyder; 4th qtr. 2016, 2017 and 2018
- **Create and develop opportunities for individuals and family members to connect and communicate with private providers.**
Responsible Person: Kamarr Gage, Linda Cudd; continuously throughout the Transition process
- **Gather and share general demographic information regarding individuals with provider representatives to support their planning efforts.**
Responsible Person: Kamarr Gage, Linda Cudd; 4th qtr. 2016, 2017 and 2018
- **Gather and share information about services and programming desired by individuals and families with provider representatives to support their planning efforts.**
Responsible Person: Mitch Snyder; continuously throughout the Transition process
- **Support providers in their efforts to hire quality staff to meet the needs of individuals.**
Responsible Person: Mitch Snyder, HR Director; 4th qtr. and continuously throughout the Transition process

Principles and Action Steps: Engagement and Communication



Principle 4: Key stakeholders will be engaged in the transition planning and implementation process.

Action Steps:

- **Use direct response tools to solicit information, feedback and opinions from stakeholders.**
Responsible person: Janice Rice, Nancy Banks; 2016, 2017, 2018, 2019
- **Host frequent listening sessions with individuals to allow them to share their input and concerns about the Transition.**
Responsible Person: Nancy Banks; 2016, 2017 and 2018
- **Host parent meetings at various times and locations for parents to learn the latest information from MCBDDS leaders and share their concerns.**
Responsible Person: Nancy Banks; 2016, 2017 and 2018
- **Promote better communication with staff by hosting regular meetings between MCBDDS leaders and staff at each building.**
Responsible Person: Nancy Banks; 2016, 2017 and 2018



Principle 5: Communications will be regular and open to all key stakeholders, including, but not limited to, individuals, parents, staff, providers and community partners.

Action Steps:

- **Build internal communications infrastructure to support timely communication to employees.**
Responsible Person: Rachel Mallory, Janice Rice; 4th qtr. 2016
- **Introduce individuals, parents, providers, community members and employees to the Board's new communication tools which improve accessibility and timeliness of information delivery.**
Responsible Person: Janice Rice; 1st and 2nd qtrs. 2016.
- **Communicate key elements and points of Transition Process in a manner that is easy for stakeholders and broader community to access and understand.**
Responsible Person: Janice Rice; 2016, 2017, 2018
- **Provide timely, regular and consistent Transition updates to stakeholders and community partners via a variety of channels.**
Responsible Person: Janice Rice; 4th qtr. 2016, 2017 and 2018
- **Provide face-to-face updates concerning transition planning and implementation to key stakeholder groups on a regular basis.**
Responsible Person: MCBDDS Leaders; 4th qtr. 2016, 2017 and 2018
- **Create and develop opportunities for individuals and family members to connect and communicate with private providers.**
Responsible Person: Kamarr Gage, Linda Cudd; continuously throughout the Transition process
- **Establish system to identify concerns and perceptions of key stakeholders, and use information to inform and address emerging concerns and misinformation.**
Responsible Person: Janice Rice and all Leadership Staff; 4th qtr. 2016, 2017 and 2018
- **Demonstrate a willingness to address questions from key stakeholders, and strive to respond to them in a timely and transparent fashion.**
Responsible Person: Janice Rice and all Leadership Staff; 2nd qtr. 2016, 2017 and 2018
- **Host face-to-face meetings with staff at critical junctures in the transition process to provide clarity and answer questions about the Transition and its implications for them.**
Responsible Person: Nancy Banks and HR Director; 2016, 2017 and 2018
- **Educate members of the broader community about the transition to support the integration and acceptance of individuals.**
Responsible person: Janice Rice, all Leadership Staff; 4th qtr. 2015, 2016, 2017, 2018



Principle 6: The Board is dedicated to educating and equipping the community to assist with the integration of the individuals it serves.

Action Steps:

- **Provide training to new providers regarding dual diagnosis (intellectual disability and mental illness) and best practices when working with challenging behaviors related to mental health symptoms.**
Responsible Person: Carroll Jackson; 4th qtr. 2016, 2017 and 2018
- **Provide ongoing support and consultation to staff as needed to help ensure successful placement.**
Responsible Person: Carroll Jackson; 4th qtr. 2016, 2017 and 2018
- **Continue taking strategic actions to support high school students making transition to adult life.**
Responsible Person: Kamarr Gage, Linda Cudd; continuously throughout the Transition process
- **Create interest from traditional and non-traditional service providers to become a catalyst to facilitate community integration opportunities.**
Responsible Person: Kamarr Gage, Mitch Snyder, Janice Rice; continuously throughout the Transition process

Principles and Action Steps: Process and Planning



Principle 7: The transition process and plan will comply with federal and state mandates.

Action Steps:

- **Submit progress reports to the Ohio Department of Developmental Disabilities.**
Responsible Person: Nancy Banks; 2nd qtr. and 4th qtr. of 2016, 2017 and 2018
- **Work with Board to determine continuation of services to individuals without waivers other than Stillwater Center. The Board will continue to serve Stillwater Center.**
Responsible Person: Nancy Banks; 4th qtr. 2016
- **Determine if the Board will serve as a provider of last resort.**
Responsible Person: Nancy Banks; 4th qtr. 2017
- **Establish and implement annual benchmarks approved by Ohio Department of Developmental Disabilities to meet CMS mandates.**
Responsible Person: Nancy Banks; 4th qtr. 2016, 2017 and 2018
- **Collaborate with private providers of adult day and transportation services to create new options.**
Responsible Person: Nancy Banks; continuously throughout the Transition process
- **Explore and pursue options where the Board can act or contribute to a regional clearinghouse for coordination and funder of services that promotes community inclusion.**
Responsible Person: Kamarr Gage; Rachel Mallory; 4th qtr. 2017



Principle 8: The Board will continue to be responsible fiscal stewards of taxpayer dollars.

Action Steps:

- **Evaluate future service options and costs to ensure high quality services while being fiscally responsible.**
Responsible Person: Michael Proulx; quarterly beginning 2016, 2017 and 2018
- **Develop Memorandum of Understanding with county for sublease of buildings.**
Responsible Person: Michael Proulx; 4th qtr. 2016
- **Develop lease and RFP process for buildings.**
Responsible Person: Michael Proulx; 4th qtr. 2016
- **Develop criteria to guide selection of lessees to lease the buildings.**
Responsible Persons: Administrative Staff; 4th qtr. 2016
- **Post and Publish RFPs for leasing of buildings.**
Responsible Person: Michael Proulx; 4th qtr. 2016
- **Continually assess operational needs to ensure efficiencies, address consolidation and maintain quality service delivery.**
Responsible Person: Linda Cudd, Emerson Jeter; continuously throughout the Transition process
- **Participate in statewide committees to advocate that county boards do not absorb new or additional costs.**
Responsible Person: Nancy Banks, Michael Proulx; continuously throughout the Transition process
- **Recycle vehicles and products no longer in use to acquire those necessary to accomplish our programming mission.**
Responsible Person: Michael Proulx, Emerson Jeter; continuously throughout the Transition process
- **Dispose of those vehicles and products we no longer need and accept the best price offered to get the best return on investment.**
Responsible Person: Michael Proulx, Emerson Jeter; continuously throughout the Transition process
- **Work with Montgomery County regarding effect of Transition on Human Services Levy funding.**
Responsible Person: Nancy Banks, Michael Proulx; 3rd qtr. 2016, 2nd qtr. 2017 and 2nd qtr. 2018



Principle 9: The transition of staff will be handled professionally and compassionately, with services and supports provided to assist in the transition.

Action Steps:

- **Promote better communication with staff by hosting regular meetings between MCBDDS leaders and staff at each building.**
Responsible Person: Nancy Banks; 2016, 2017 and 2018
- **Conduct staff meetings to review revised layoff policy when approved.**
Responsible Person: HR Director; Completed
- **Provide staff with seniority lists related to future staff transitions and updates as needed.**
Responsible Person: HR Director; in process
- **Host sessions to assist staff with future employment transitions.**
Responsible Person: HR Director; quarterly beginning 2nd qtr. 2016 and continuously throughout Transition process



Principle 10: The Transition Plan will be implemented over time and presented in advance, with benchmarks, timeframes and descriptions of changes.

Action Steps:

- **Schedule and conduct Board workshop for members.**
Responsible Person: Nancy Banks and The Impact Group; 1st qtr. 2016. Completed
- **Post Transition Plan Process document on website and solicit input from stakeholders.**
Responsible Person: Nancy Banks, Janice Rice; 2nd qtr. 2016
- **Host a special meeting with various stakeholder groups (e.g. individuals, staff, parents, providers and community partners) and share the Board-approved Transition Plan Process document.**
Responsible Person: Nancy Banks; 3rd qtr. 2016
- **Provide timely, regular and consistent Transition updates to stakeholders and community partners via a variety of channels.**
Responsible Person: Janice Rice; 4th qtr. 2016, 2017 and 2018
- **Continue to make strong communicative efforts to educate County Commissioners, Levy Commission, political leaders and stakeholders on the evolution of the Transition Process and its implementation.**
Responsible Person: Nancy Banks; continuously throughout the Transition process



TIMELINE

2016

MCBDDS will:

- Gather information from individuals and families about desired services.
- Create and share list of private providers in County to serve as resource for individuals and families to consult.
- Focus on development of providers and increasing provider capacity.
- Develop process and criteria for RFPs and leasing of buildings.
- Assist high school students with efforts to transition to adult life via SSA services, SALT Series and provider fairs.
- Help individuals and families become acquainted with providers and services available through Meet and Greet events and visits to provider locations.
- Develop mental health support groups to assist individuals with changes associated with transition.
- Task SSAs and teams to work with individuals and families to begin developing plans for individuals' transitions to private providers.
- Host sessions and events to assist staff with future employment transitions.
- Share information with MCBDDS staff about how to become independent providers.
- Identify training needs of private providers.
- Begin posting and publishing RFPs for leasing of individual buildings as determined by provider interest. (This process could continue throughout 2017-2019.)
- Set benchmarks for reduction of services for 2017 and submit to Ohio DODD.

2017

MCBDDS will:

- Continue to help individuals and families become acquainted with providers and services available.
- Task SSAs and teams to work with individuals and families to develop plans for individuals' transitions to private providers.
- Continue posting and publishing RFPs for leasing of individual buildings as determined by provider interest.
- Evaluate possible consolidation of MCBDDS facilities and restructuring of Table of Organization as needed.
- Host sessions and events to assist staff with future employment transitions.
- Provide training options for provider agencies.
- Set benchmarks for reduction of services for 2018 and submit to Ohio DODD.

2018

MCBDDS will:

- Evaluate possible consolidation of MCBDDS facilities and restructuring of Table of Organization as needed.
- Continue to help individuals and families become acquainted with providers and services available.
- Host sessions and events to assist staff with future employment transitions.
- Provide training options for provider agencies.
- Set benchmarks for reduction of services for 2019 and submit to Ohio DODD.

2019

MCBDDS will:

- Evaluate possible consolidation of MCBDDS facilities and restructuring of Table of Organization as needed.
- Have transitioned approximately 396 people receiving adult and/or employment to private providers by the end of 2019.
- Have transitioned approximately 101 people receiving transportation services to private providers by the end of 2019.
- Continue to help individuals and families become acquainted with providers and services available.
- Host sessions and events to assist staff with future employment transitions.
- Provide training options for provider agencies.