



**MONTGOMERY**  
COUNTY

**Board of  
Developmental  
Disabilities  
Services**

# **Always There**

**Annual Report 2021**

**Annual Plan 2022**

**Strategic Plan 2022-2025**





## Meet Torry.

Torry Brown has a passion for advocacy and for helping people with developmental disabilities live better lives. Together with members of MCBDDS's self-advocacy group, Torry speaks about disability-related issues throughout the region, and has presented trainings to public employers and medical school students on how to improve service outcomes for people with disabilities.

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# MCBDDS: Always There!

**A**lways There. These two small yet meaningful words represent the commitment of the Montgomery County Board of Developmental Disabilities (MCBDDS) to the people of Montgomery County.

During times of uncertainty, we all need reassurance. And MCBDDS has pledged to be there, in good times and bad, for the people we serve. We serve those with developmental disabilities who live independently or with family members; those in congregate settings, like shared living homes and Intermediate Care Facilities; and the providers who deliver their care every day.

As 2021 began, the rollout of vaccinations offered hope for those who had been isolated for months from family and friends. MCBDDS was tasked with ensuring that those who qualified for the vaccine in Phases 1A and 1B had the opportunity to receive these critical immunizations. We partnered with Public Health-Dayton & Montgomery County, Ziks Family Pharmacy, Mt. Enon Missionary Baptist Church, St. Benedict the Moor Catholic Church, and Dayton Children's to hold 24 community vaccination clinics that ultimately resulted in the immunization of more than 5,000 people. We also assisted with delivering vaccinations to other members of the community, including senior citizens and people with qualifying medical issues. These efforts offered tremendous opportunities to share our mission and extend our reach throughout Montgomery County.

Even during the pandemic, we worked hard to connect people with disabilities with jobs. We have more than 300 individuals working in the community, and many are essential workers in grocery stores, restaurants, hospitals, and other critical businesses.

**Always There** also means celebrating the people we serve. Our annual DD Hall of Fame and Erin Ritchey Memorial Awards were another bright spot in the pandemic year. Although we were not able to host an in-person event, we held a virtual one, with a YouTube premiere that recognized the accomplishments of people with developmental disabilities in our community, as well as those who support them. You will meet the award winners among these pages, and can learn about their triumphs by watching the 2020 DD Hall of Fame and Erin Ritchey Memorial Awards video on our YouTube channel, which can be found at *Montgomery County Board of DD Services*.

In February 2021, the Ohio Department of Developmental Disabilities (DODD) recognized our agency with a three-year accreditation award—the maximum granted to any county board in Ohio. The lead reviewer for DODD commended our service delivery efforts as "transformational," and cited them as best practice for other county boards across the state. We were honored to receive this recognition, and were invited to share our methodologies with other county boards of developmental disabilities at our state association's annual conference.

As we look ahead, we pledge to continue to listen to people served, their families and providers, and to innovate, with the goal of delivering best-in-class services. We will do this while seeking efficiencies that allow us to maintain a fiscally responsible outlook.

We appreciate your continued support of our mission, and want you to know you can count on us to be **Always There!**



**Dr. Pamela Combs, Superintendent**





## Meet Kenny.

Kenny Miller is an artist with developmental disabilities whose work has been recognized by the broader art community. In November 2020, he was invited to have a solo show of his works at the Dayton Society of Artists' exhibit space on High Street. His work has also won numerous statewide awards.

## Our Mission

Empowering people with intellectual and developmental disabilities to live productive and rewarding lives aligned with their goals and choices.

## Our Vision

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

## What is a County Board?

County Boards of Developmental Disabilities were created by Ohio statute to meet the needs of people with developmental disabilities. There is one County Board of Developmental Disabilities in every county in Ohio.

## What are Developmental Disabilities?

Developmental disabilities are conditions due to an impairment in physical, learning, language or behavior areas that impact a person's day-to-day functioning. Developmental disabilities emerge between birth and age 22, and usually last throughout a person's lifetime.

Many different types of developmental disabilities exist, and most are caused by a complex mix of factors, which may include genetics, parental health and behaviors, complications during birth, prenatal or early childhood infections, and prenatal or early childhood exposure to environmental toxins.

# Our Impact: How We Help

The Montgomery County Board of Developmental Disabilities Services is the local government agency that coordinates services and funding for eligible children and adults who are residents of Montgomery County and have a qualifying diagnosis of an intellectual or developmental disability.

## Connecting People to Critical Services

Our agency **connects people to critical services in the community, and coordinates services and funding**, which includes, but is not limited to:

- Case Management, also known as Service and Support Administration
- Transportation Services
- Employment Support Services
- Adult Day Services
- Safety and Protection Services, to address abuse and neglect
- Residential Services, to include rental homes in the community, supported living homes and Intermediate Care Facilities

## Strengthening Families

We also offer a variety of **direct services to individuals** with developmental disabilities **that are locally funded through the Montgomery County Human Services Levy**. These services are designed to help families who wish to continue to support their child in their home, including:

- Early Intervention Services for children from birth through age 2
- Mental Health Services tailored to the needs of people with developmental disabilities
- Behavior Support Services
- Respite Services through our Recreation Department
- Family Support Services, including adaptive equipment, respite care and scholarships

## Supporting Community Integration

We help ensure that individuals with developmental disabilities **have the chance to live freely in the community** by offering:

- Residential Placement Services for those who wish to live in an integrated setting in the community
- Recreation Services that offer opportunities to participate in community activities
- Self-advocacy programming to develop confidence, assert independence, to lead to decision-making
- Crisis Intervention Services to help people who have faced abuse or neglect, or have experienced the loss of a loved one





## Meet James.

A 2020 Wright State University graduate with a Bachelor of Arts in Communication, James Moon is a multi-talented person with a strong internal motivation and work ethic. It's this motivation allows him to show others how to dream bigger, work harder, and achieve more.

**1,602**

People who receive federal funding for waiver services

Number of mental health services sessions provided

**8,009**

## Service Delivery: **Numbers**

**5,595**

People who received critical services

Virtual visits with families of children served through Early Intervention program

**6,630**

**99,451**

Number of meals provided and distributed during pandemic

Number of health and safety investigations and reviews undertaken on behalf of individuals served

**845**

**838**

Recreation activities provided through Recreation program

Number of masks distributed to people served and provider staff

**49,610**



## Our Strategic Impact: **Accomplishments**

The Montgomery County Board undertook the following actions related to furthering progress toward its strategic goals, and responded to challenges as follows:

- Earned three-year accreditation renewal from Ohio Department of Developmental Disabilities, with agency's service delivery cited as "best practice" for state.
- Supported 298 individuals currently employed in the community, 100 of whom are essential workers, and helped more than 145 individuals find employment during the pandemic.
- Helped organize and operate 24 first- and second-dose COVID-19 vaccination clinics in partnership with a local pharmacy for people eligible in Phases 1A and 1B, resulting in 5000+ vaccinations.
- Developed pool of independent providers to support residential providers and ICFs in case of COVID-19 outbreaks.
- Organized, acquired and provided Personal Protective Equipment, meals and other supplies to individuals served, their families and providers through Pandemic Resource Center.
- Identified sites and acquired items needed to operate support homes for COVID-positive individuals for those displaced due to loss of caregiver, or needing to shelter in place.
- Offered grants to day services providers for small renovation projects, allowing them to serve additional people during height of COVID-19 outbreak.
- Developed and implemented local plan to help residential and day services providers address ongoing shortage of Direct Support Professionals.
- Expanded the number of people using remote supports by 32 percent in Calendar Year 2020 and another 12 percent between January and June 2021.
- Recruited new mental health services provider to expand services available in the County.
- Improved Safety and Protection Services to crime victims, with six staff completing 32 hours of Advanced Specialized Forensic Interview training.
- Expanded lending library to include iPads, allowing families of infants and toddlers to receive virtual services and supports.
- Increased respite offerings to include preschool-aged children with challenging behaviors.
- Provided emergency telehealth services to meet the urgent mental health needs of the DD community in response to COVID-19.
- Shifted in-person behavior support trainings for providers and family members to videos and other distance learning formats.
- Adjusted Parent Connections education and group activities for families of infants and toddlers to virtual offerings, and created videos to allow parents to access educational content at their convenience via YouTube.
- Provided direct and virtual support and education to teens with DD through School to Adult Life Transition Series and Career Exploration Camp activities.
- Shifted locally-funded Recreation program from in-person to virtual activities while maintaining high levels of participation.
- Launched accessible website, compliant with WCAG 3.0 standard.
- Shifted annual recognition event to virtual format to recognize the talents and contributions of people served and those that support them.



## How We Are Funded

County Boards of Developmental Disabilities are mandated by Ohio law to coordinate services and funding for people with developmental disabilities who meet state criteria for eligibility. Funding for those services comes from a combination of federal, state and local dollars. The local portion of the funds is provided through a series of property tax levies, including the Montgomery County Human Services Levy and a 1 mill levy established in 1977 that is collecting at 1977 property values.

### Waiver and Non-Waiver Services

Funding for services may be delivered through a mechanism called a waiver, which relies on a combination of federal and local funds. Once a person receives a waiver, they are guaranteed this funding for their lifetime as long as they continue to reside in Ohio, and the Ohio county that granted the initial waiver funding is responsible for continuing to grant the level of waiver funding they authorized. In Montgomery County, 1,634 people with developmental disabilities currently have waivers.

The Montgomery County Board of Developmental Disabilities pays 37 cents of every dollar for waiver-authorized services, and the federal government pays 63 cents. This match from the federal and state governments brings approximately \$64 million into area businesses. Services for children and adults who do not have waivers, which represents 65 percent of the people served by the Montgomery County Board of Developmental Disabilities, are paid primarily through local levy dollars.

## Service Challenges

The most significant service challenges facing the Montgomery County Board of Developmental Disabilities include:

- A nationwide shortage of Direct Support Professionals (DSPs) who provide care to people with developmental disabilities in their homes and in the community. This issue is, in part, caused by the low reimbursement rates DSPs' employers receive from the federal Centers for Medicare and Medicaid Services.
- The number of people with developmental disabilities in need of mental health support continues to outpace the number of professionals locally who are qualified to provide service.
- The isolation and health hazards posed by the ongoing and ever-changing COVID-19 health crisis for people with developmental disabilities, their families and caregivers.

# We take fiscal responsibility **SERIOUSLY.**

The Montgomery County Board of Developmental Disabilities Services operates in a frugal, fiscally responsible manner, and continually assesses its operational needs to ensure efficiencies while maintaining quality services and supports for County residents with developmental disabilities.

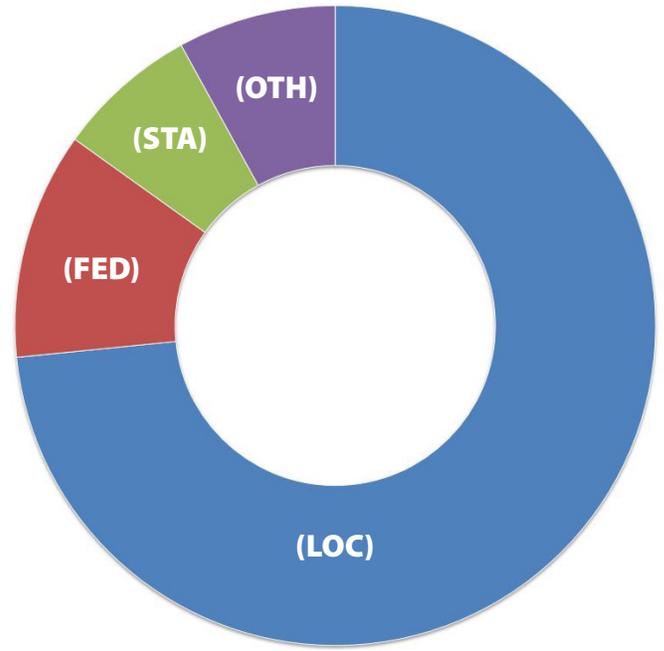
## 2020: Funding Sources

**73.41%** **Local funds (LOC)**, funded through property tax levies, including the Montgomery County Human Services Levy and a 1 mill levy specific to the Montgomery County Board of Developmental Disabilities

**11.48%** **Federal funds (FED)**

**7.12%** **State funds (STA)**

**7.99%** **Other funding sources (OTH)**



## 2020: Expenditures by Program Area

**33.46%** **Service Coordination (SSA)**

**30.25%** **Waiver Match (WVM)**

**13.06%** **Early Intervention (EIN)**

**4.71%** **Family Support Services (FSS)**

**3.18%** **Behavior Support (BHS)**

**3.17%** **Safety and Protection (SNP)**

**3.10%** **Adult Services (ASV)**

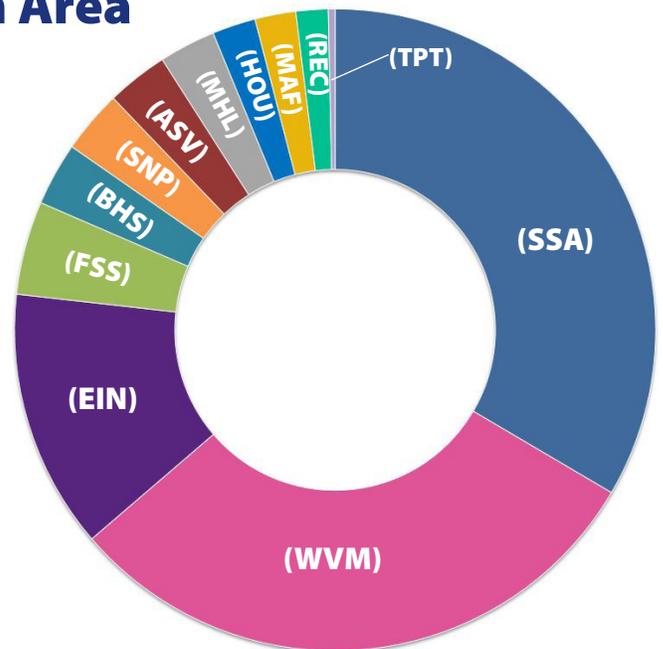
**2.85%** **Mental Health (MHL)**

**2.19%** **Inclusive Neighborhoods Housing Corporation (HOU)**

**2.06%** **Medicaid Administration Fee (MAF)**

**1.62%** **Recreation (REC)**

**0.34%** **Transportation (TPT)**



# MCBDDS recognized for its **Transformational** approach to service delivery by Ohio DODD



Throughout the pandemic, a team of MCBDDS staff like our Early Intervention program Occupational Therapist Robbi Valley delivered food and supplies to people in need.

## Check it out!

The MCBDDS Leadership Team was asked to share its transformational approach to service delivery with other county boards across the state, and did so by way of an in-person presentation and a special video (images above and below). You can view this video on our YouTube channel at *Montgomery County Board of DD Services*.



MCBDDS collaborated with Boundless to hire artists with developmental disabilities to create murals to decorate its Northview Center, thanks to a grant from Culture Works and Montgomery County.

In February 2021, the Ohio Department of Developmental Disabilities (DODD) conducted a review of the operations of the Montgomery County Board of Developmental Disabilities, and **recognized the agency with a three-year accreditation award**—the maximum granted to any county board in Ohio.

The feedback received from this review was far from routine, however. The lead reviewer for DODD **commended the agency's service delivery efforts as "transformational," and cited them as best practice for other county boards across the state.**

"We were honored and humbled to receive this recognition," said Dr. Pamela Combs, MCBDDS Superintendent. "Our goal is to provide world-class service to people with developmental disabilities, and receiving this positive feedback really energizes our team to achieve even greater things."

MCBDDS was invited to share its service delivery methodologies with other county boards of developmental disabilities at its state association's annual conference in May and at the Ohio Provider Resource Association Conference.

"The fact that the agency earned this award during a pandemic, in the midst of conducting vaccination clinics on top of its everyday business, is truly inspiring," said Naima Quarles-Burnley, J.D., a member of the agency's Board. "We can't wait to see what's next!"

# Parents *and* MCBDDS: Making a **Worldwide** Impact

**M**ost people have never considered the challenges associated with navigating life from a wheelchair. But thanks to the determination of **Jennifer Corcoran**, a Montgomery County parent of an adult with developmental disabilities, and the testimony of four Montgomery County employees, people with disabilities worldwide will gain new opportunities to take part in activities most of us take for granted.

For years, Corcoran noted how the lack of adult changing stations in public buildings prevents people with disabilities from participating in essential activities such as employment and shopping, as well as social opportunities and access to critical community services. That's why, on Wednesday, April 21, she invited three staff members of the Montgomery County Board of Developmental Disabilities (MCBDDS) and one staff member from Montgomery County's Stillwater Center to testify before the International Code Council and speak to the essential role that adult changing stations play in providing adults with disabilities access to their communities.

MCBDDS Superintendent **Dr. Pamela Combs**, Assistant Superintendent **Kamarr Gage**, and Clinical Psychologist **Dr. Scott Kidd**, along with **Bryan Bailey**, Day Program Special Projects Manager for Montgomery County's Stillwater Center, joined Corcoran in sharing testimony on behalf of adults with developmental disabilities. Their testimonies, along with those of several others from around the U.S., resulted in the unanimous passage of an addition to International Building Code that will require adult changing stations in new construction starting in 2024. **This Code, when adopted, will impact the lives of an estimated 2 billion people with disabilities worldwide.**



**Jennifer Corcoran** (above left) was inspired by her son, **Matthew** (above right), to lobby the International Code Council for the inclusion of adult changing stations in public buildings. Her work on this project, and her efforts to secure expert testimony from MCBDDS staff, was instrumental in leading the Council to adopt this long-needed addition to the International Building Code. *(contributed photo)*

"Access to the community is a fundamental right of every person," said Dr. Combs. "We, as an organization and as a County, are proud to support this step towards equity for all."

## Want to help?

If you'd like to help Jennifer and her team lobby Ohio to adopt the new building code, please contact [communityrelations@mcbdds.org](mailto:communityrelations@mcbdds.org).

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# Providing *safe, affordable, accessible housing for people with disabilities* **Inclusive Neighborhoods**

**Affordability, accessibility, availability and discrimination** are challenges people with developmental disabilities often face when searching for a home. In Montgomery County, these people have an ally in **Inclusive Neighborhoods Housing Corporation (INHC)**.

Formerly known as Miami Valley In-Ovations (MVIO), INHC is a nonprofit that offers property development and management services for people with developmental disabilities through an exclusive relationship with the Montgomery County Board of Developmental Disabilities (MCBDDS). INHC owns 92 properties that include 148 "front doors," from single-family dwellings to duplexes and apartment buildings that are distributed in communities throughout Montgomery County. Nearly 400 people call its properties home.

## **Forging a new identity**

For years, MVIO operated as a component of MCBDDS, receiving funding and supports for its operations and the purchase of new properties. This arrangement, however, presented a potential conflict of interest which spurred several changes.

As 2020 approached, the organization's leadership concluded that the MVIO name did not accurately convey its mission and vision, which led to a rebranding. On March 1, 2021, MVIO announced a new identity: Inclusive Neighborhoods Housing Corporation.

## **Next step: Privatization**

Effective January 1, 2022, INHC will become a private nonprofit housing corporation. This will allow it to align with best practices observed by nonprofit housing corporations throughout



**INHC takes pride in the maintenance of its properties, and wants them to be places people would be proud to call home.**

## **A message from INHC's Chair**

As much as things are changing at Inclusive Neighborhoods, the things we value most remain the same. Our commitment to being a provider of choice in Montgomery County for individuals with disabilities is unwavering.

2022 marks the 30-year anniversary of INHC, and we look forward to continuing our commitment to the community, Respect, Quality and Integrity, along with our operating principles of Accessibility, Collaboration, Innovation and Excellence, to guide us. We provide the level and types of services that people with disabilities need, and we are grateful for our partnerships with the Montgomery County Board of Developmental Disabilities Services, community providers, and our tenants. Their support. Relationships like these bolster our success in providing safe, affordable, accessible housing for people with disabilities.

people with DD

# ns Housing Corporation



**INCLUSIVE  
NEIGHBORHOODS  
HOUSING  
CORPORATION**

the state while continuing to supply MCBDDS clients with safe, affordable, accessible housing for people with developmental disabilities.

As part of the transformation, INHC plans to pursue funding through Section 8 Housing Choice Program vouchers offered by the U.S. Department of Housing and Urban Development for some—but not all—clients served. These vouchers offer financial assistance to people with disabilities. MCBDDS will remain in partnership with INHC through a master contract agreement.

## INHC At a Glance

- 92 properties, ranging from single-family dwellings and duplexes to apartment buildings
- 148 "front doors"
- Can serve 397 people
- \$16.5 million in home purchases using MCBDDS and Ohio Department of DD capital program funds

## Chief Executive Officer

ns Housing Corporation, ment to being the housing s with developmental disabili-

t to our core values of Com- erating principles of Account- e our efforts and ensure that th DD need in the future. We ounty Board of Developmen- nants, and thank them for s and help us reach our goal of in Montgomery County.



**Carri Paschal, CEO  
Inclusive Neighborhoods  
Housing Corporation**



**INHC housing stock ranges from older, well maintained homes to new construction. Properties are located throughout the county.**

# COVID-19 Collaborations *and* Partnerships: Community creates **UNITY**



MCBDDS's 2021 Vaccination Clinics brought people together from all areas of the county, resulting in new connections and a greater commitment to collaboration and unity.

**D**uring the first quarter of 2021, MCBDDS had the unique opportunity to collaborate with a number of community organizations as it held COVID-19 vaccination clinics for people who qualified under Ohio's Phase 1A and 1B guidelines. These collaborations brought together people from all areas of the county, resulting in greater appreciation for neighbors and stronger connections between groups that might not otherwise cross paths.

Once it became clear that county boards of developmental disabilities would be responsible for helping people with vaccinations, MCBDDS reached out to Public Health - Dayton & Montgomery County for guidance and to coordinate efforts. It also contacted Ziks Family Pharmacy to collaborate in offering the COVID-19 vaccinations to people with disabilities. This partnership grew to include Mt. Enon Missionary Baptist Church in West Dayton, a congregation with a mission to serve that was conveniently located near several major regional thoroughfares.

In late January 2021, MCBDDS, Ziks and Mt. Enon held the first of 24 clinics designed to serve people with developmental disabilities. These clinics expanded to offer vaccinations to others in the com-

munity, including senior citizens and people with chronic health conditions who qualified under the guidelines. As the vaccination effort progressed, MCBDDS also hosted clinics with Ziks at St. Benedict the Moor Catholic Church, and with Dayton Children's Medical Center. As the need for in-home vaccination became apparent, MCBDDS collaborated with Public Health-Dayton & Montgomery County to provide this service. These efforts continue.

This collaborative approach ensured that people with DD in congregate settings and their staff members who attended MCBDDS clinics received both the first and second dose of their vaccinations in a timely manner. As the months passed and more people became eligible for vaccinations, MCBDDS staff continued to support Ziks' community clinics, volunteering their personal time. Representatives of other Montgomery County organizations, learning of the success of the clinics, also volunteered.

These collaborations led to new relationships, a stronger sense of community, and greater commitment toward collaboration and unity county-wide — a "vaccine victory."



## Meet Mandy.

Mandy McMurchy is a fighter who embodies the words determination and tenacity. She has battled cancer not just once, but twice, and faced countless physical and mental challenges as a result. Yet she continues to lift others in her day program up with her huge heart and sunny outlook.

## Annual Plan Focus Areas: 2022

- Provider Support
- Quality Services
- Residential Support
- Self-Advocacy
- Community Employment
- Community Integration

### Provider Support Deliverables

- Develop and implement plan to support providers in their efforts to recruit and retain Direct Support Professionals, including grants and incentives, promotions and recognition
- Offer free monthly in-person training programs in Montgomery County for provider staff, to include onboarding, CPR and First Aid, and Medication Administration
- Promote collaboration among providers and MCBDDS to improve service delivery for individuals by continuing to host regular provider workgroup meetings annually to address issues of concern
- Offer quarterly trainings to day service and residential provider agencies on general behavior support concepts to assist them in serving individuals with challenging behaviors
- Offer training to providers and community agencies regarding dual diagnosis and best practices when working with individuals with a dual diagnosis of intellectual disability and mental illness
- Support prospective providers in their efforts to become DODD certified, and develop and establish programs in Montgomery County
- Support expansion of Community Connections Career Partnership-Ohio (C3PO) program
- Expand respite service offerings for families
- Cultivate 1-2 new providers to serve individuals with intense behavioral/mental health needs, as well as those reentering society after incarceration
- Provide annual agency-wide MUI, UI and Rights training to County Board staff and Board members through an online training system and to residential and independent providers as requested
- Meet with each newly-certified independent provider within 60 calendar days of the provider's selection to confirm that the provider understands the Individual Service Plan and their responsibilities, and ensure that the provider has contact information for the County Board
- Ensure that providers have resources needed to respond to COVID-19 pandemic
- Create video series to explain different types of providers to individuals served, their families and guardians

# Annual Plan Focus Areas: 2022

## Quality Services Deliverables

- Transition all Individual Service Plans (ISPs) to the Ohio ISP by September 2022, and ensure that staff receive training
- Expand Level One waiver enrollment in accordance with need and within parameters of resources available
- Expand training program for Service and Support Administrators to include a mentoring component
- Conduct an agency-wide Consumer Satisfaction Survey annually, gathering input from individuals, family members and guardians for use in improving services/service delivery
- Conduct annual Trends/Patterns MUI Stakeholder Committee meetings as mandated by the Ohio Revised Code (ORC) 5123:2-17 in March of 2021. Provide timely follow-up on any identified recommendations initiated by the committee
- Increase Mental Health Supports and Services' monthly program productivity by 10 percent compared to 2019-20, and actively seek ways to increase both service hours provided and revenue generated by the program
- Implement utilization of therapeutic behavioral services to maximize potential billing opportunities and ensure best use of Mental Health Services' billable time
- Increase participation in community initiatives to promote individuals' mental well-being and resiliency
- Enhance community awareness of MCBDDS through the re-branding of the Parent and Child Enrichment (PACE) Early Intervention Program
- Provide trainings for Early Intervention direct service staff and complete follow-up activities recommended by the Ohio Department of DD to support work towards the full implementation of the Primary Service Provider (PSP) approach to Early Intervention
- Continue to offer a virtual early intervention service delivery option to interested families
- Promote activities that focus on the physical and mental health of parents and caregivers of young children with special needs
- Provide each of the four Early Intervention regional teams with a Play Project Home Consultant by sending an additional staff person through the training and certification process
- Offer at least three Parent Connections parent training sessions on various topics within the goal cycle. Interested staff will serve as trainers
- Explore collaborative opportunities with community agencies and possible funding options for Early Intervention teams to be supported by an Infant Mental Health Early Childhood consultant

- Implement and monitor respite program for children under the age of six if determined appropriate
- Establish a new position of "Quality Outcomes Specialist" within Board operations that bridges the implementation and follow-through of prevention and corrective measures across Board operations and involved contracted residential agencies to ensure positive quality outcomes for individuals served and families affected by Major Unusual Incidents
- Support individuals and families in efforts to learn more about day, employment, transportation and residential providers serving Montgomery County by continuing to highlight new providers through new provider videos and in communications efforts
- Conduct Crisis Prevention Institute training to MCBDDS staff who have direct contact with individuals served and to residential and day service providers

## Residential Support/Expansion Deliverables

- Cultivate new private housing providers by targeting agencies not currently operating in Montgomery County to address emergency and respite housing needs
- Support the transition and privatization of Inclusive Neighborhoods Housing Corporation (formerly known as Miami Valley In-Ovations [MVIO])
- Educate individuals, families and guardians about Remote Monitoring and Support technologies to promote greater independence through communications, including the Board Bits newsletter, e-newsletters, website, and Provider Fairs
- Develop an additional property to meet increased need for community housing (Intermediate Care Facility downsizing) to include single-unit accessible apartments or accessible developments
- Explore integration of Remote Supports into shared residential settings to increase efficiencies and to redistribute Direct Support Professionals (DSPs)
- Update literature and website to include residential options, including Intermediate Care Facility placement options
- Expand Remote Support and Shared Living placements
- Continue to make progress towards the successful privatization and sustainability of Inclusive Neighborhoods Housing Corporation
- Provide housing support for those served by MCBDDS who were impacted by the 2019 Memorial Day tornadoes
- Explore the potential of developing respite programs for children under the age of six

# Annual Plan Focus Areas: 2022

## Person-Centered Planning/Self-Advocacy Deliverables

- Help community-based self-advocacy group members develop self-advocacy skills by scheduling and making specific skill-related presentations at group meetings
- Develop and implement initiative that helps interested and experienced self-advocates learn how to mentor others
- Work with community-based self-advocacy group members to develop disability awareness/sensitivity/customer service trainings for community groups. Schedule two community presentations
- Host annual community-based Self-Advocacy Conference, open to individuals and advocates from Montgomery County and neighboring counties
- Continue year-long multimedia campaign focused on explaining how the County Board works with people to create outcomes that improve their lives and make for a stronger and more inclusive community
- Continue to support individuals who receive services and their families in connecting with resources that can help them address their needs and improve their quality of life through Facebook, an updated website, a resource publication, and other tools
- Explore expansion of special projects legal counsel representation to support increased due process hearings; inquiries from third party legal entities; legal sanctions impacting individuals served; and ongoing consultation regarding DD policy and rule issues

## Community Employment Deliverables

- Prepare 50 individuals to work with Opportunities for Ohioans with Disabilities and/or employment providers in preparation for pursuit of community employment
- Track and follow individuals in community employment placements to assess success of provider placement efforts
- Add an additional provider offering employment-specific services in Montgomery County
- Connect three day and employment providers with community agencies in need of volunteers to support community integration, volunteerism and job skills development for individuals
- Monitor newly-initiated Community Connections Career Partnership-Ohio (C3PO) in coordination with Oakmont Schools and local providers

## Community Integration Deliverables

- Develop initiatives with at least two community agencies to promote greater understanding of developmental disabilities so they can better integrate people with such disabilities into their planning for everyday service delivery
- Define agency's brand promise to help people better understand the Board's role and work in the community, and create mechanisms and strategies to implement branding across all communications
- Facilitate exit and Intermediate Care Facility downsizing waiver enrollment and corresponding residential placements as requested by Ohio Department of DD or designee
- Deliver training to providers or community agencies regarding dual diagnosis and best practices when working with individuals with a dual diagnosis of intellectual disability and mental illness; to include quarterly Crisis Intervention Training with law enforcement
- Explore collaboration between the Recreation Department and Parent Connections staff to increase respite opportunities for families whose children ages 0 to 5 are medically fragile
- Expand the number of individuals utilizing Shared Living services

## Our Commitment to Diversity, Equity and Inclusion

Respect, inclusion, equality and justice for all are cornerstones of the disability rights movement. As an organization that serves people with developmental disabilities, the Montgomery County Board of Developmental Disabilities values every life and ensures that people of all abilities are treated in accordance with these principles.

Systemic racism and discrimination is a scourge that prevents us from achieving these goals. Racism and discrimination have no place in our society. The color of one's skin has no bearing on their value or potential to contribute to humanity, and it should not factor into their treatment by any person or organization.

Correcting such injustices will require the concerted efforts of everyone in our agency, our county, our state and our nation. We must work together, and stand by each other, to defeat it. We must examine our own practices to remove racial bias and barriers to equality and promote fairness in all we do.



## Meet Joshua.

Joshua Wilson is the kind of employee any business would love to have. Flexible, friendly, focused and dedicated, he takes on new tasks with ease. The efficiency and accuracy he brings to his work for McGregor Surmount, a printed circuit board manufacturer, makes him a valued asset to the company.

# Strategic Plan: 2022-2025

## Guiding Principles

- The health and safety of individuals, and the quality of services they receive, is of prime importance.
- Individuals have the right to make choices about how they live and work.
- MCBDDS will develop, support and assist providers to promote choices and quality services for individuals.
- MCBDDS is dedicated to educating and equipping the community to assist with the integration of people with developmental disabilities.
- MCBDDS will continue to be a responsible steward of taxpayer dollars.

## Focus Areas

- Advocate for—and deliver—quality services.
- Promote person-centered planning and self-advocacy.
- Expand and enhance residential services offerings.
- Grow community employment opportunities.
- Support integration of people with developmental disabilities into the community.
- Increase support for adult day, employment, residential and transportation service providers in Montgomery County.

# 90%

of people surveyed in 2021 say parents, family members, and legal guardians of MCBDDS participants are involved and supported.

## Focus Area: Quality Services

- Conduct an agency-wide Consumer Satisfaction Survey annually, gathering input from individuals, family members and guardians, for use in improving services/service delivery
- Support individuals and families in efforts to learn more about day, employment, transportation and residential providers serving Montgomery County by continuing to highlight new providers through communications tools and Provider Fairs
- Provide opportunities for parents to network and seek support from other parents
- Provide Behavior Support services to individuals who experience challenges associated with service transitions
- Continue to offer a virtual early intervention service delivery option to interested families
- Have Early Intervention direct service staff participate in trainings and complete follow-up activities recommended by the Ohio Department of DD to support work towards full implementation of the Primary Service Provider (PSP) approach
- Conduct annual Trends/Patterns MUI Stakeholder Committee meetings as mandated in Ohio Revised Code (ORC) 5123:2-17. Provide timely follow-up on any identified recommendations initiated by the committee
- Continue implementing new waiting list requirements per Ohio Administrative Code (OAC) 5123-9-04 HCBS Waiting List 2018-02-14
- Implement utilization of therapeutic behavioral services to maximize potential billing opportunities and ensure the best use of Mental Health Services staff's billable time
- Collaborate with MCBDDS teams on technical solutions that enhance programs and services
- Deploy statewide web-based rating system to help individuals and families evaluate providers
- Explore collaborative opportunities with community agencies and funding options for Early Intervention teams to be supported by an infant Mental Health Early Childhood consultant
- Offer at least three Parent Connections training sessions for families receiving Early Intervention Services
- Provide the four Early Intervention regional teams with a PLAY Project Home Consultant by sending an additional staff person through training and certification process
- Enhance community awareness of the County Board through re-branding of the PACE Early Intervention program
- Offer training courses to help provider agencies improve service delivery and reduce turnover
- Increase Mental Health Supports and Services' monthly program productivity by 10 percent, and actively seek ways to increase both service hours provided and revenue generated by the program
- Implement and monitor respite program for children under age of six if determined appropriate
- Enhance service provision to community by continuing to provide trainings for staff that focus on issues of diversity

### A message from Assistant Superintendent Kamarr Gage

This past year has been life-changing for people with developmental disabilities, their families, and the staff that support them. MCBDDS embraced this change and focused its energy on agency transformation, resulting in creative solutions to service delivery and enhanced services levels, giving rise to better outcomes for stakeholders.



We are thankful for the community's support of—and confidence in—our agency, and pledge to continue this innovation and collaboration in years ahead.

# 97%

of people surveyed in 2021 indicate they believe MCBDDS is providing quality services to the community.



## Meet Mark.

Mark Gay (center) may not think of himself as a hero, but his mom (right) sure does. In 2020, when she suffered a stroke, Mark's quick actions got her the live-saving treatment she needed...when she needed it. That's why his Service and Support Administrator, Mike Heitkamp (left), nominated him for an Erin Ritchey Award from MCBDDS.

## Focus Area: Person-Centered Planning/Self-Advocacy

- Enhance and include new Ohio Department of Developmental Disabilities statewide Individual Service Plan and assessment into the Individual Service Planning (ISP) process to ensure that all stakeholders, from individuals and families to providers and caseworkers, are engaged in helping individuals with developmental disabilities live rewarding lives
- Incorporate financial management and healthy lifestyle education into ISP process to assist individuals in making decisions
- Develop and present training that helps community-based self-advocacy group members learn how to advocate with elected officials that includes basic etiquette, talking points and follow up
- Help community-based self-advocacy group members develop self-advocacy skills by providing specific skill-related presentations at group meetings
- Work with community-based self-advocacy group members to develop disability awareness, sensitivity and customer service trainings for community groups. Schedule two community presentations a year
- Develop and implement initiative that helps interested and experienced self-advocates learn how to mentor others
- Develop Speakers Bureau comprised of staff members and people with developmental disabilities who can tell the story of the Board and provide trainings to people about issues related to developmental disabilities
- Increase support for individuals who receive services and their families in connecting with resources that can help them address their needs and improve their quality of life through social media, a resource publication, and other tools
- Create multi-year multimedia campaign focused on explaining how the County Board works with people to create outcomes that improve their lives and make for a stronger and more inclusive community
- Provide support that allows individuals to participate in collaborative programming, exploration and recreation

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## Focus Area: Residential Services

- Cultivate new private housing providers by targeting agencies not currently operating in Montgomery County to address emergency and respite housing needs
- Explore potential sources of funding and/or collaboration to assist Inclusive Neighborhood Housing Corporation with fiscal sustainability
- Educate individuals, families and guardians about Remote Monitoring and Support technologies to promote greater independence through communications and Provider Fairs
- Provide ongoing housing support for those served by the County Board who were impacted by the 2019 Memorial Day tornadoes
- Explore integration of Remote Supports into shared residential settings to increase efficiencies and redistribute Direct Support Professionals
- Continue to make progress towards the successful privatization and sustainability of Inclusive Neighborhoods Housing Corporation
- Explore the potential of developing respite programs for children under the age of six
- Develop an additional property to meet increased need for community housing (Intermediate Care Facility downsizing) to include single unit accessible apartments or accessible developments
- Expand Remote Support and Shared Living placements

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## Focus Area: Community Employment

- Participate with other employment agencies in creation of Miami Valley Job Development Collaboration initiative to support employers' workforce needs
- Place individuals in jobs through use of Miami Valley Job Development Collaboration
- Prepare 50 individuals to work with Opportunities for Ohioans with Disabilities and/or employment providers in preparation for pursuit of community employment
- Track and follow individuals in community employment placements to assess success of provider placement efforts
- Add an additional provider offering employment-specific services in Montgomery County
- Connect three day and employment providers with community agencies in need of volunteers to support community integration, volunteerism and job skills development for individuals
- Prepare transition-age youth for the working world through Career Exploration and Work Experience Boot Camps
- Monitor newly-initiated Community Connections Center Partnership-Ohio (C3PO) program in coordination with Oakmont Schools and local providers
- Continue to work with media and local business leaders to promote the benefits of hiring and employing individuals with developmental disabilities



### Meet Antwaun.

Antwaun McKnight overcame his fears of leaving his day hab program to land a job at Cassano's, a chain of pizza restaurants where his employers recognized his potential. Today, Antwaun is a trainer with the company and a valued staff member.

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## Focus Area: Community Integration

- Collaborate with Regional Transit Authority (RTA) to offer training for individuals on the use of public transit
- Develop and share stories about the contributions of individuals with intellectual and developmental disabilities through media outlets and other means
- Help members of countywide self-advocacy group identify priorities, secure self-advocacy training, and develop new plans of action
- Develop trainings—or attend existing trainings offered in the community—to educate specific groups about intellectual and developmental disabilities, including health-care workers, law enforcement and first responders
- Develop initiatives with at least two community agencies to promote greater understanding of developmental disabilities so they can better integrate people with such disabilities into their planning for everyday service delivery
- Facilitate exit and Intermediate Care Facility downsizing waiver enrollment and corresponding residential placements as requested by Ohio Department of DD or designee
- Expand the number of individuals using Shared Living services
- Promote adoption of visitability and Universal Design as a building practice that helps people with disabilities access new construction
- Explore collaboration between the Recreation Department and Parent Connections staff to increase respite opportunities for families whose children ages 0 to 5 are medically fragile or have high behavioral needs
- Define agency's brand promise to help people better understand the Board's role and work in the community, and create mechanisms and strategies to implement branding across communications
- Expand the number of individuals using assistive technology
- Facilitate education among individuals about how to use and advocate for STABLE accounts
- Continue educating individuals about the importance of voting, and connect them with resources to promote their involvement in the electoral process
- Provide training to providers or community agencies regarding dual diagnosis and best practices when working with individuals with a dual diagnosis of intellectual disability and mental illness

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## Focus Area: Provider Support

- Meet with individuals and family members to identify types of programming and services desired; share this information and demographic information about individuals currently receiving services from MCBDDS with providers to help them align their service offerings
- Assist providers in recruitment and retention of staff by coordinating three Hiring Events and promoting awareness of Direct Support Professionals' career field through communication tools and supports
- Promote collaboration among providers and with County Board to improve service delivery for individuals by continuing to host 10 provider workgroup meetings annually to address issues of concern
- Offer quarterly trainings to day service and residential provider agencies on general behavior support concepts to assist them in serving individuals with challenging behaviors
- Offer training to providers and community agencies regarding dual diagnosis and best practices when working with individuals with a dual diagnosis of intellectual disability and mental illness
- Support prospective providers in their efforts to become DODD certified, and develop and establish programs in Montgomery County
- Coordinate three Provider/Transition Fairs
- Provide supports that allow individuals to participate in collaborative programming, exploration and recreation with providers, MCBDDS staff and stakeholders as appropriate
- Provide annual agency-wide Major Unusual Incident, Unusual Incident and Rights training to County Board staff and Board members through the online training system, and to residential and independent providers as requested
- Explore and assist in expansion of Community Connections Center Partnership-Ohio (C3PO) program
- Evaluate via survey the newly-initiated after-school program for possible expansion
- Explore expansion of new respite programs
- Explore the viability of developing an Employment Connections program

# Leadership Team



## Board of Developmental Disabilities Services

<b>Superintendent</b>	Pamela Combs, Ed.D.
<b>Assistant Superintendent</b>	Kamarr Gage
<b>Executive Assistant to the Superintendent</b>	Julie Nelson
<b>Director, Business and Operations</b>	Andrew Kinder
<b>Manager, Clinical &amp; Mental Health Services</b>	Carroll Jackson
<b>Director, Communications</b>	Janice Saddler Rice
<b>Director, Early Intervention</b>	Esther Borders
<b>Director, Human Resources</b>	Jill Moore
<b>Director, Information Services</b>	Rachel Mallory
<b>Director, Provider Relations</b>	Mitchell Snyder
<b>Director, Safety and Protection</b>	William Angel
<b>Clinical Psychologist</b>	Scott Kidd, Psy.D.
<b>Medicaid Compliance Manager</b>	Lauren Fritz



# MCBDDS Board of Trustees

<b>President</b>	Madeline Iseli
<b>Vice President</b>	Vacant
<b>Secretary</b>	Naima Quarles-Burnley, J.D.
<b>Board Members</b>	Stephen Fortson, Ed.D.
	Susan Komorowski, M.D.
	Janet L. Peasant
	Richard Schultze



Board Members of County Boards of Developmental Disabilities are appointed to their positions for four-year terms. Five members are appointed by the Montgomery County Commissioners, and two are appointed by the Montgomery County Probate Judge. Of the members appointed by the Commissioners, at least two shall be relatives of people eligible to receive services from the agency, and whenever possible, one shall be a relative of a person eligible for Adult Services, and the other a relative of a child eligible for Early Intervention Services. Of the two Probate Judge appointees, at least one shall be a relative of a person eligible for residential services or supported living. If you would like to contact a member of our Board, please email [board@mcbdds.org](mailto:board@mcbdds.org).

# Need employees? Tap into our network!

Hiring a person with a developmental disability can provide you with a dedicated, motivated workforce, tax credits, and diversity while offering opportunity to people who really want to work.

To learn more about how your organization can benefit, contact Michelle Garrett at [mgarrett@mcbbds.org](mailto:mgarrett@mcbbds.org) or 937-329-4025.

## Meet Christian.

Dedication, motivation and reliability make Christian Smith an ideal employee--just ask Kroger, where he has worked as a bagger the last four years. Christian worked throughout the pandemic, and his friendly attitude continues to make him a favorite with customers.



## Meet Felicia.

Felicia Appleberry is a dietary aide and essential worker at The Sanctuary at Wilmington Place. Her supervisor, Marketing and Admissions Director Pam Vice, praises her as "a great worker with a positive outlook who is a real asset to our team."



**Board of Developmental  
Disabilities Services**

*A Human Services Levy-Funded Agency*

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