Boone County Family Resources Strategic Plan

FY 2022

Contents

Background:

As part of the annual and ongoing strategic planning process, leadership of Boone County Families Resources (BCFR) were engaged in a brainstorming and goal setting session facilitated by the UMKC Institute for Human Development on June 30, 2021. Using the concepts and tools of the Charting the LifeCourse framework, members of the management and leadership team engaged in collaborative discussion around the vision, challenges, successes, and innovations of BCFR.

The Strategic Planning Process:

To begin the strategic planning process, the leadership team was asked to identify what they wanted for people and families in Boone County. Conversely, the group was prompted to identify what they do not want for people and families, strengthening and crystalizing the vision. By defining the goal for people and families, Boone Country Family Resources can more easily establish and assess their role in supporting individuals to reach their goals.

Shared Vision for People and Families:

- Hope, inclusion, acceptance
- Feel welcome/ heard
- Person Centered services
- Tools for good life
- Supported and included
- Choice/Access/Awareness/Accessibility
- Have connection
- To be own advocates

Identifying Needs to Reach the Vision for People and Families:

In order to further clarify the role BCFR may play in achieving the vision for people and families, the group brainstormed around the "three buckets," or individualized support needs: Discovery and Navigation (what information individuals and families need?); Connecting and Networking (what relationships and community support systems do individuals and families need?); and Goods and Services, (what tangible goods and services do individuals and families need?) to reach the vision. This process helped to solidify the vision and ground the team on what is practically needed to make the identified vision a reality.

Identifying a Vision for Boone County Family Resources:

Within the context of what is wanted for people and families, the group identified their vision for how BCFR can specifically help to "fill the buckets". A trajectory was utilized to support the group to identify what is wanted, and what is not wanted, for BCFR as an organization. By outlining what IS wanted and what is NOT wanted for BCFR, the leadership team has a clear, streamlined process for decision making. When faced with a choice, the team can assess which option will move them toward their vision, and ensure they are not engaging in activities that move them away from the vision.

Building on Strengths and Addressing Opportunities

Establishing the vision for individuals, families, and BCFR provided the context for the leadership and management team to brainstorm current strengths to build upon and opportunities for improvement. While it is important to celebrate the yearly successes and achievements, it is also beneficial to identify barriers, challenges, and what is not going well to better understand the areas for improvement.

Strengths and Opportunities

- Focus on DEI efforts and representation (diversity, equity, inclusion)
- COVID pay for Supported Living
- Outreach/ Social media
- Virtual all staff meetings -communication and coordination across integrated teams
- Growth and restructuring to meet needs (Restructure of scheduling/ flex scheduling)
- Evaluation of self and services
- Sense of pride and culture at BCFR
- Use of Life Course and utilize Living Well grant
- Comprehensive array and quality of supports and services
- Solid funding and budgeting
- Staff recruiting and targeted hiring, committed staff
- Personal planning
- Evolving training
- Able to continue operation without interruption
- Flexibility and innovation
- Electronic filing
- Increase in competitive employment benefits package
- Being more green
- Adapting to change
- Accessible and professional staff and spaces
- Welcoming environment to staff and individuals
- IT -- Training accessible / training quality has improved DEI (Progression of tech / IT team)
- Making process more streamlined
- Employee awareness committee building connections
- Good teamwork and sense of team (Teams supporting one another and collaboration between departments)
- Moving to new building (systems, network equipment, electronic records)
- Resiliency of staff and supporting one another
- Ability to work remotely (less driving time/ saving time and higher quality work/ more efficient)
- Overcoming anything with positive attitude while acknowledging downfalls
- Strong commitment to staff and recognition for work

Weaknesses and Threats

- High staff turnover (need to establish competitive wages/salary to recruit quality staff)
- Easily overwhelmed (not setting priorities)
- Increased focus on DEI efforts is needed
- Sound and office issues
- All staff meeting same day
- Physical location causes some segregation (floor levels)
- Ability to make time for employee involvement
- Need to improve transparency (internally and externally)
- Acknowledging DSP list/ orange bucket
- Need to increase name brand recognition in community (as employee and as provider)
- Accessibility for aging individuals in supported living
- Staffing concerns among service providers
- Losing personal touch due to remote work
- Focus more on natural supports
- Need to improve outreach to rural community
- Aware of surveying and monitoring individuals
- Complex services for individuals
- Communicating initiatives across teams
- Follow through
- Not responsive or slow decision making
- Increase use of Life Course
- More adaptable in structure and procedures

Identifying Priority Goals:

To continue to refine a clear set of focus areas and goals, the leadership/ management team worked together to brainstorm tangible next steps to move toward the established vision. This discussion was valuable in determining strategies to inform "the how" piece of BCFR's strategic plan.

The leadership and management team compared their responses of priorities and key actions to focus on with the survey responses from internal and external stakeholders surveys in February 2020. Overwhelmingly, the group expressed that they felt they had "a finger on the pulse," as the responses between the survey and discussion were very closely matched, validating the priorities that were identified. Additionally, the stakeholder survey also matched the management team feedback, which indicated the team is accurately aware of the areas for improvement.

To categorize and analyze the large amount of feedback from the group, themes from all the discussions were identified to establish key areas of focus for moving forward with specific planning. These key focus areas were used for outcome and goal development.

Focus 1	Identification of well-defined priorities, projects, statuses, and accomplishments to enhance transparency and accountability
Define Success	We will know we have accomplished this goal when we have identified well-defined priorities, projects, statuses, and accomplishments that guides decision making about additional initiatives to be included in an agency plan.

Focus 2	Efficient and effective services delivered by skillful, high quality, diverse, committed workforce
Define Success	We will know we have reached this goal when we have increased employee retention, satisfaction, and able to recruit quality applicants.

Focus 3	BCFR is a well-known community partner and employer, and the community recognizes the positive impact BCFR has on individual lives
Define Success	We will know we have accomplished this goal when there is an increase of referrals by current employees, an increase in referrals for individuals served from rural school districts, and there are increasing opportunities for BCFR to participate in community outreach.

Focus 4	Anticipate the needs of individuals served across the lifespan through innovative projects, pilots, initiatives, and planning
Define Success	We will know we have reached this goal when the agency is participating in cutting-edge, best practice initiatives that respond to unmet needs.

The Agency Action Plan:

These key focus areas were used for outcome and goal development. Small workgroups were formed to develop an action plan and identify potential goals that would support accomplishing the focus area. Director's Team reviewed these goals on August 24, 2021 to further narrow and "parking lot" ideas for the future, as not everything can be accomplished at once or during a global pandemic.

Focus 1	Identification of well-defined priorities, projects, statuses, and accomplishments to enhance transparency and accountability			
Define Success	We will know we have accomplished this goal when we have identified well-defined priorities, projects, statuses, and accomplishments that guides decision making about additional initiatives to be included in an agency plan.			
Outcome/Goal	**Point Person**	**Employees Responsible for Completion**	**Goal Completion Date**	**Share and Report Progress To**
Take inventory of and make a plan for all existing projects, plans and initiatives	Jessica Porter	Director's Team	September 30	Management Team Quarterly Meetings
Create a review, communication plan/strategy, and identification of measures of success for each project, plan and initiative	Jessica Porter	Director's Team	September 30	Management Team Quarterly Meetings
Develop a monitoring, progress update, revision strategy	Jessica Porter	Director's Team	September 30	Management Team Quarterly Meetings
Develop a process for assessing and approving new ideas	Joanie Chenault	Director's Team	October 31	Management Team Quarterly Meetings

Focus 2	Efficient and effective services delivered by skillful, high quality, diverse, committed workforce			
Define Success	We will know we have reached this goal when we have increased employee retention, satisfaction, and able to recruit quality applicants.			
Outcome/Goal	**Point Person**	**Employees Responsible for Completion**	**Goal Completion Date**	**Share and Report Progress To**
Evaluate strategies to recruit and retain	Jamie McElwain	Recruitment Committee and Director's Team	October 31	Management Team Quarterly Meeting
Identify opportunities for cross training and mentoring	Jessica Porter	Director's Team	March 31	Management Team Quarterly Meeting
Develop a personalized onboarding process, with the goal of decreasing turn-over	Jamie McElwain	HR and TQA	September 30	Management Team Quarterly Meeting
Develop a survey to get staff input on a bi-annual basis for development of future	Jamie McElwain	Recruitment Committee and Director's Team	March 31	Management Team Quarterly Meeting

priorities and goals, training recommendations				
Identify opportunities for ensuring competitive wages for staff, with an ongoing review cycle	Jamie McElwain	HR	December 31	Management Team Quarterly Meeting
Implement a comprehensive and meaningful DEI plan	Natasha Sigoloff	DEI Committee and Director's Team	October 31	Management Team Quarterly Meeting

Focus 3	BCFR is a well-known community partner and employer, and the community recognizes the positive impact BCFR has on individual lives			
Define Success	We will know we have accomplished this goal when there is an increase of referrals by current employees, an increase in referrals for individuals served from rural school districts, and there are increasing opportunities for BCFR to participate in community outreach.			
Outcome/Goal	**Point Person**	**Employees Responsible for Completion**	**Goal Completion Date**	**Share and Report Progress To**
Develop an incentive program for current employees to promote BCFR as an employer (Indeed reviews, Glassdoor, social media posts)	Amy Parris	Recruitment Committee and Director's Team	January 31	Management Team Quarterly Meeting
Develop (or repurpose Newsletter) a committee whose purpose is to develop outreach and community opportunities, identify potential stories to be shared	Amy Parris	Director's Team	December 31	Management Team Quarterly Meeting
Inventory all current partnerships, outreach activities, and events and identify potential additional opportunities for growth with partners and schools	Amy Parris	Management Team	January 30	Management Team Quarterly Meeting
Identification of individuals to reach out to for potential additional opportunities for growth as a community partner and employer	Amy Parris	New Outreach Committee and Management Team	March 31	Management Team Quarterly Meeting
New strategies for increasing awareness have been implemented-including in alternative language formats (regularly scheduled general training/events, videos, FB live events)	Amy Parris	New Outreach Committee and Management Team	March 31	Management Team Quarterly Meeting

Focus 4	Anticipate the needs of individuals served across the lifespan through innovative projects, pilots, initiatives, and planning
Define Success	We will know we have reached this goal when the agency is participating in cutting-edge, best practice initiatives that respond to unmet needs.

Outcome/Goal	Point Person	Employees Responsible for Completion	Goal Completion Date	Share and Report Progress To
Determine where there may be unmet needs by individuals served	Matt Hoff	Family Support Management Team	March 31	Management Team Quarterly Meeting
Research and identify other agency best practices	Joanie Chenault	Director's Team	March 31	Management Team Quarterly Meeting
Evaluate and improve satisfaction survey process with a goal of an increased response rate	Jessica Porter	TQA and Director's Team	March 31	Management Team Quarterly Meeting
Add additional training on Charting the LifeCourse person-centered plan development for all staff	Jessica Porter	TQA and Management Team	June 30	Management Team Quarterly Meeting
Evaluation of referral sources to determine potential areas for additional outreach	Matt Hoff	Family Support Management Team	June 30	Management Team Quarterly Meeting

Programmatic and Business Function Goals and Priorities

In addition to the key priority goals set for BCFR as a whole, each program and some business functions have identified additional goals and performance indicators to work towards and meet on a quarterly or annual basis. Some of these overlap and support BCFR's priority goals, and some function completely separately to assure the agency runs effectively and efficiently, that feedback is regularly considered, and that each program is accessible to stakeholders. In some cases, goals and performance indicators were established to compare with National Quality Indicators of Health. These will be reviewed along with BCFR's identified priority goals during quarterly Management Team meetings and can be found in Microsoft Teams at any time for review.

Supported Living

Objective	Measure	Interval Reported	Reported By	Applicable To	Performance Indicator
Individuals in SL are supported in maintain their health and well-being	Goal is 95% of individuals obtain their required annual medical services within 30 days of the original due date as collected in Therap and reported in Teams	Quarterly	Director of Supported Living	All Individuals in Supported Living	Access
Individuals in SL are able to live in homes designed to meet their needs	Goal is to increase or maintain the number of assistive technology devices available to assist individuals with aging in place, particularly for those over the	Annually	Director of Supported Living	All Individuals in Supported Living	Access

	age of 50 as collected by the number of devices used and reported in Teams				
Individuals in SL are active participants in their chosen planned outcomes	Goal is 75% of individuals participate in at least 2 self-identified planned outcomes that help them to thrive, connect and achieve as tracked and collected through Excel and reported in Teams	Quarterly	Director of Supported Living	All Individuals in Supported Living	Effectiveness
Individuals in SL have current residential plans	Goal is 100% of residential plans are sent to team members within 30 days of implementation as collected in Therap and reported in Teams	Quarterly	Director of Supported Living	All Individuals in Supported Living	Efficiency
Individuals in SL believe that services have helped them to lead a good life	Goal is 90% of individuals believe that SL services have helped them to lead a good life as collected through the satisfaction survey and reported in Teams	Annually	Coordinator of Training and Quality Assurance	All Individuals and Families in Supported Living	Satisfaction/ Feedback
Individuals in SL believe that staff treat them with respect	Goal is 90% of individuals believe that staff treat them with respect as collected through satisfaction surveys and reported in Teams	Annually	Coordinator of Training and Quality Assurnce	All Individuals and Families in Supported Living	Satisfaction/ Feedback

Family Support

Objective	Measure	Interval Reported	Reported By	Applicable To	Performance Indicator
Maintain optimum FCLS caseload capacity per Support Coordinator working with natural home individuals	Goal is to establish a best practice caseload capacity for SC's working with natural home individuals. Previously, this was approximately a caseload size of 45. With the addition of Team 6, this is being re-evaluated and tracked through Set-Works and reported in Teams.	Quarterly	Director of Family Support	All Individuals Supported by Family Support	Efficiency
Individuals in FS will be offered a minimum of one home visit per year	Goal is 100% of those in the Medicaid Waiver will receive at least 1 home visit a year. Goal is 80% of individuals not in a Medicaid Waiver will receive at least 1 home visit a year. This is tracked and collected in Set-Works and reported in Teams.	Annually	Director of Family Support	All Individuals Supported by Family Support	Access
Individuals in FS state staff treat them with respect	Goal is 98% of individuals report that staff treat them with respect as collected through the annual satisfaction survey and reported in Teams	Annually	Director of Family Support	All Individuals Supported by Family Support	Satisfaction/ Feedback
Individuals in FS receive services and supports from BCFR that help them to lead a good life	Goal is 98% of individuals state their services and supports help to lead a good life, as collected through the annual satisfaction survey and reported in Teams	Annually	Director of Family Support	All Individuals Supported by Family Support	Satisfaction/ Feedback
Individuals in FS are able to contact their support coordinator and receive adequate support	Goal is 65% or 110 FTE hours of Support Coordinator time is spent in direct support to individuals served as tracked through Set-Works and reported in Teams	Monthly	Director of Family Support	All Individuals Supported by Family Support	Effectiveness
Individuals in FS and their chosen team take part in the planning process of the individual	Goal is 100% of new persons served will have an initial plan meeting within 30 days and 100% of individuals will have an annual plan implemented within 365 days of their previous plan date as tracked through CIMOR and reported in Teams	Quarterly	Director of Family Support	All Individuals Supported by Family Support	Efficiency
Increase awareness of BCFR in rural communities through collaborations	Goal is one contact with each rural school bi-annually as tracked and reported through Teams.	Bi-Annual	Director of Family Support	All Individuals Supported by Family Support	Access
Individuals in FS who are hospitalized are provided follow-up support from their support coordinator	Goal is 85% of individuals who were hospitalized and stated they needed follow up support received follow up as reported and tracked through the agency's Microsoft Forms ACR and reported in Teams.	Quarterly	Coordinator of Training and Quality Assurance	All Individuals Supported by Family Support	Effectiveness

Life and Work Connections

Objective	Measure	Interval Reported	Reported By	Applicable To	Performance Indicator
Individuals in LWC community integration supports receive the skill training in the location where the skill will be implemented	Goal is 90% of individual receive community integration supports in the location where the skill would be implemented as tracked in Set-Works and reported in Teams	Quarterly	Director of Life and Work Connections	Individuals receiving Community Integration with LWC	Efficiency
Individuals in LWC are encouraged to meet personal goals for community integration	Goal is 75% of individuals actively receiving support in setting goals have made progress on those goals as tracked in Set-Works and reported in Teams.	Quarterly	Director of Life and Work Connections	Individuals receiving Community Integration with LWC	Effectiveness
Individuals who are referred to LWC for community integration will receive adequate supports	Goal is 90% of individuals referred for community integration are admitted into the program as tracked Excel and reported in Teams	Quarterly	Director of Life and Work Connections	Individuals receiving Community Integration with LWC	Access
Individuals in LWC become more independent	Goal is 90% of individuals state they feel more independent after meeting with LWC staff as collected through a satisfaction survey reported in Teams	Annually	Coordinator of Training and Quality Assurance	All individuals receiving LWC supports	Satisfaction/ Feedback
Individuals in LWC were helped to achieve their goals	Goal is 90% of individuals in LWC stated that LWC helped them to achieve their goals as collected through a satisfaction survey and reported in Teams	Annually	Coordinator of Training and Quality Assurance	All individuals receiving LWC supports	Satisfaction/ Feedback
Individuals in LWC receiving employee development services are met in the community	Goal is 65% of the time individuals meet with staff for employee development services is in the community	Quarterly	Director of Life and Work Connections	Individuals receiving Employee Development Services with LWC	Efficiency
Individuals in LWC receiving employee development services are progressively building skills for competitive employment	Goal is 85% of individuals receiving Employee Development Services are making progress to complete the program within one year of active training as tracked in Set-Works and reported in Teams.	Quarterly	Director of Life and Work Connections	Individuals receiving Employee Development Services with LWC	Effectiveness
Individuals in LWC receiving employment supports are effectively maintaining community employment	Goal is 95% of individuals who found employment in Fiscal Year 2022 were still employed at the end of the fiscal year. 75% of individuals who found employment at the end of FY2021 were still in employed status. 50% of individuals who found employment at the end of FY2020 were still in	Annually	Director of Life and Work Connections	Individuals receiving Employment Supports with LWC	Access

Objective	Measure	Interval Reported	Reported By	Applicable To
	employed status as tracked in Set-Works and reported in Teams.			
Individuals in LWC receiving employment supports were able to obtain employment supports assistance in a timely manner	Goal is 95% of individuals receiving employment services will have contact with an employer within a month of admission or new search. 75% of individuals receiving employment services locate a job within 6 months of admission or new search. Recorded and tracked in Set-works and reported in Teams.	Quarterly	Director of Life and Work Connections	Individuals receiving Employment Supports with LWC	Efficiency/ Effectiveness
Individuals in employment services receiving job supports have effective follow along as determined by the employer and individual supported	Goal is 95% of individuals receiving follow along contacted this quarter received effective follow along. 95% of the employers receiving follow along contacted this quarter received effective follow along. 95% of the individuals locating employment this quarter received follow along in accordance with fidelity standards. Recorded and tracked in Set-works and reported in Teams.	Quarterly	Director of Life and Work Connections	Individuals receiving Employment Supports with LWC	Satisfaction/ Feedback
Individuals who receive HBSS for self-directed services use fiscal intermediary services	Goal is increased participation in fiscal intermediary services by 10% every quarter. Tracked in Excel and reported in Teams.	Quarterly	Director of Life and Work Connections	Individuals receiving HBSS services	Efficiency

Business Functions

Objective	Measure	Interval Reported	Reported By	Applicable To
New employee position-based training is completed within the first 6 months of hire	Goal is 100% of employees will complete position based training within the first 6 months of hire as tracked in TalentLMS and reported in Teams.	Quarterly	Coordinator of Training and Quality Assurance	All new employees
Employees who have been employed over one year will receive competency based training annually	Goal is 100% of recertifications of annual training will be completed within 60 days of due date as tracked in TalentLMS and reported in Teams	Quarterly	Coordinator of Training and Quality Assurance	All employees
Increase the tenure among employees at BCFR	Goal is 65% of DSPs and 80% of all other employees are employed with BCFR for greater than 12 months and compared to national and state averages as tracked in HR system and reported in Teams	Quarterly	Human Resource Manager	All employees
To hire qualified external applicants in a timely fashion	Goal is that the average time from date of background screen to date received conditional job offer for	Quarterly	Human Resource Manager	All new employees and hiring managers

	all positions is 21 days as tracked in HR system and reported in Teams			
To decrease turnover among employees at BCFR	Goal is 50% or less turnover rate amongst DSPs and 25% or less turnover rate amongst all other employees as tracked in HR system and reported in Teams	Quarterly	Human Resource Manager	All employees
To provide timely annual evaluations to all employees	Goal is 100% of employees receive an annual evaluation within 60 days of the due date as tracked in HR system and reported in Teams	Quarterly	Human Resource Manager	All employees
To be a statewide leader	Goal is to be a part of 2 or more statewide or external initiatives that help support the agency's mission and influence conversations and priorities. Secondary goal is to track staff participation in external workgroups and presentations as they become available	Quarterly	Associate Director	All employees
To maintain and review the agency's budget	Goal is to monthly assess budget impacts and note adjustments and differences in projections	Quarterly	Accountant	All employees
To maintain an efficient and effective computer systems	Goal is to report progress on the IT goals identified in the IT plan	Quarterly	Information Systems Director	All employees