

# VMRC Strategic Planning Update Report

Board of Directors Meeting September 26, 2020

Senior Leadership



# Strategic Plan Focus Areas

- **Housing**
- **Employment**
- **Communication**
- **Resource Development**
- **Organizational Culture**

# Housing

## Goal:

VMRC will provide alternative housing models to better serve individuals with autism and those with complex behavioral and health support needs.



# Community Resource Development Plan

VMRC 1819-3/ 1920-3 **Enhanced Behavior Supports Home – for Children** needing significant behavior supports. In a beautiful neighborhood community (4 private bedrooms)

1819-4/ 1920-4 In a beautiful neighborhood **Enhanced Behavior Supports Home-for Adults with Autism**

This home is in the “renovation stage”



# CPP/ CDRP In Development

- Enhanced Behavior Supports Home for Adults with Traumatic Brain Injury- (4) private bedrooms
- Community Crisis Home for Children- (4) private bedrooms
- These project are multilayered –Housing Acquisition and Service Provision





# In Progress...

- September 25, 2020 Request for Proposal release
- October 21, 2020 Applicants conference
- October 30, 2020 Deadline for receipt of proposals
- Nov 2nd -13th, 2020 Evaluation and Interviews.
- Nov 16th-20th, 2020 Notice of selection mailed to applicants
- Dec 7th-11th, 2020 Startup contract signed
- December 14, 2020 Notification of project award posted on VMRC website



# Employment

**Goal:** VMRC will expand job opportunities to enrich lives and empower individuals.

- 7 Supported Employment Vendors providing supports for Group and Individual placements.
- 4 vendors offer support for internships
- 8 Day Programs offer paid employment jobs for skill development.



# Employment

- 70 consumers working in group settings thru Supported Employment Vendors
- 127 consumers working in individual jobs with job coaching supports thru Supported Employment Vendors.
- 7 consumers have completed internships in the past 2 years and 3 have been hired into permanent jobs with the employer.
- Increase Competitive Integrated Employment (CIE) Payments.

Incentive Payments are given to vendors for placing and retention of consumers in jobs. Payments are made after 30 days (\$1,000), 6 months (\$1,250) and 12 months (\$1,500) of consecutive employment.

CIE fiscal year data:

Fiscal Year 16/17 – 22 consumers

Fiscal Year 18/19 – 51 consumers

Fiscal Year 19/20 – 40 consumers *to date*. Deadline for submittal is October





# Communication

***Consistent*** and ***reliable***

communication and ***access*** to information

enhances ***relationships*** among VMRC staff, individuals served, families and providers

and contributes to high ***quality***

***services*** and ***increased***

***satisfaction.***



**Goal:** VMRC will improve the quality, frequency and methods of communications so that VMRC staff, individuals served, families and providers feels supported and have access to consistent and relevant information.



## **Current status**

- **Quarterly All-Team meetings have now been occurring for 5 years and will continue**
  - Analyzed data from staff surveys
  - Developing agendas per survey results
  - Agency activities and trainings evolved from meeting process

## **Plans**

- **Continue to meet Quarterly using agency-wide consistent agendas**

# New Modes of Internal Communication

- “insideXchange”: Implemented on 10/15/2015 with hopes of becoming similar to an employee portal.
- Announcements, Recognitions, Classifieds, regional weather, traffic, and needed links to necessary information, deep crawl search function, Policies and Procedures, blog, Self-Determination.
- Revisions made periodically based on feedback to include New Employee bio section, Inspiration blog, and re-formatting.
- Analyzed feedback and initiated expansions of calendar system and vendor portal for efficiencies. The Mobility Project, now named “Atticus”, focuses on automated IPP process and work flow.

## Plans

- Expansions of calendaring/scheduling system and vendor portal for efficiencies
- Laptop/mobile roll-out upon process completion.

# VMRC Newsletter

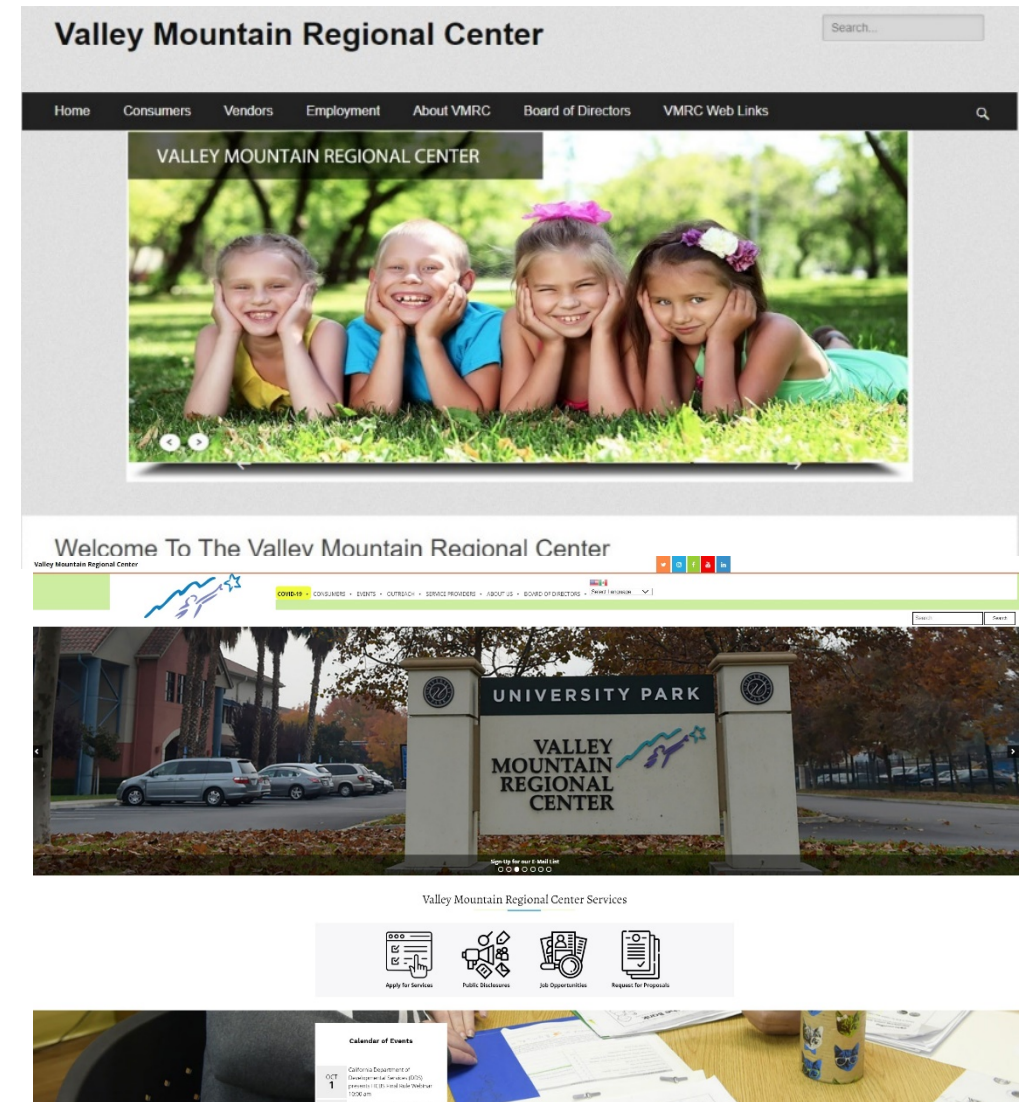
- Create an agency newsletter that will be available on the VMRC website and in print in limited quantities in each office. And distributed according to plan. Identify subcommittee and contributors. Develop plan (2014); Implement to produce twice annually (2015). Review feedback and adjust process and content as necessary (2016);
- **Continue to produce 2 x year, evaluate and modify (2017-2018) (In May 2019 a monthly edition began via Constant Contact)**
- Valley Mountain Connection newsletter **distributed 5<sup>th</sup> Edition This Summer**. Available on the VMRC website, Facebook, iXc, and hard copies in VMRC offices, **and Email through Constant Contact (during COVID-19 we are not releasing a Connection Newsletter, instead, we have a weekly Health Advisory – we have published 30 consecutive advisories)**
- Present to consumers/families during the intake process
- **Developed online sign-up mechanism**, i.e. “Join Mailing List” **(This is available via our website)**



# Website

## Current status

- Website revisions are ongoing regular update meetings (new website via Go Daddy, Word Press and with technical support from John Joyner was launched in early 2019, managed by Doug and Tony)
- Intake fill-in form development being reviewed by consultant
  - Adding more contributors (waiting for complete migration)
  - Placement of applicable YouTube video on website. (English and Spanish intake videos are on YouTube and the website main page)





# Social Media

## Current status

- We now have 4 regular contributors for our Facebook page (Doug, Tony, Cindy, and Tara).
- Facebook followers increased every month now at 1113 (added over 300 people this year) – We now have 2,595 followers.
- Since March we have added 4177 contacts to our email marketing Constant Contact application and have initiated 24 information campaigns. We now have 9,389 active contacts and have initiated 330 campaigns.
- Opened a Twitter account for the Legislative Committee and staff in September 2017 – in the process of building it up. We now have 484 followers and are tweeting anywhere from 1 – 84 times per month.

## Plans

Future plans for **Instagram** (account has been created and has 668 followers and 178 posts) (to reach younger audience, i.e. siblings and young adults), **LinkedIn** (we have 1,094 followers) (Management ideas in house and employment of PWD), **WordPress Blog program** (Word Press is the program that we use for our new website launched in early 2019) (extended short articles), and **YouTube** (our channel is up and running and we have 14 videos posted) (for videos on our website, and all social media platforms)

Next step: writing **social media strategic plan** and policies.





# Connect with Consumers and Families More

## Current status

**Semi-Annual Contact process began on 2/15/16.**

- SANDIS Tracking tool developed for staff.
- Revision of “Complaint Line” to “Feedback Line”. Messages can occur through website and Facebook.
- Staff can submit suggestions via iXc.

## Plans

- Employee suggestions monitored monthly by Communications Committee via revised iXc process (electronic mailbox).



# Decreasing Caseload Averages Increase Cultural Responsiveness



## Current status

- Committed to hiring 25 new Service Coordinators over two year period (Currently we have 51 certified Bilingual Staff)
- Assess the extent of need for monolingual services and find out who/how many use translation services.
- Hired Cultural Specialist to address POS Disparity awareness.
- Partnership with Parent Groups and other organization like UC Davis CEDD in Spanish to bring trainings to Families (Families First, Special Needs Connections, La Family Disparity Funds Program)
- Continue to do Outreach to our community (via Zoom)

# Assign Liaisons for Day Activity and SLS Programs with VMRC Staff

## Current status

- Program Manager Representatives assigned as contact for day activity and SLS vendors.
- Schedule and tracking form devised for quarterly meetings.

## Plans

- Develop survey of process and modify, if needed. Revise schedule as necessary.
- **ongoing monitoring**



# Speaker's Bureau: Outreach

## Current status

- 28 presentations made in 2016, 35 in 2017, 39 in 2018, 34 in 2019 – Continued outreach.
- Developed tracking system and feedback questionnaire. Survey to all participants.

## Plans

- Speaker's Bureau, in conjunction with Cultural Specialist to schedule with different ethnic groups to provide greater awareness of services.
- Universal PowerPoint to be updated and translated into language needed.
- **ongoing monitoring**



# Resource Development

- The VMRC community will benefit from a ***proactive planning process*** to ***anticipate future needs*** and advance the services and opportunities to ***provide choices*** and ***inclusion*** for people with developmental disabilities.



# Communicate Service Developments and Opportunities to All Stakeholders

## Progress Update:

- Inform CLASP of RFPs, DDS changes, VMRC events, vendor trainings.
- Inform VMRC staff of New Provider Summaries of new projects.
- Use VMRC's web site and social media to post any vendor trainings, or vendor events taking place at VMRC and RFP's
- Unmet Needs Tracking systems have been completed and in use
- Paulson Project completed and 7 residents in placement
- HCBS training continues monthly

## Plan

- Work with IT to look at having a Vendor Portal of some sort for vendors to sign up for trainings and training forms and information – ongoing.



# Resource Development 2021

- Continue to develop resources based on Unmet Needs
- Clinical and Early Start resources are developed as a result of expanding the Department to include Jason Toepel, Program Manager
- Continue to provide supports to Case Management to make appropriate residential placements, agency and State wide using the Internal and External Residential Screening
- Continue to SURGE plan in anticipation of ongoing residential support needs for persons who have tested positive or who have been exposed to COVID 19
- Continue to support Residential providers and consumers using the Health and Safety Waiver process
- Develop ALL new resources in accordance with HCBS settings rules
- Continue to provide technical assistance to vendors , staff and regional partners as needed
- Continue to provide Residential Services Orientation twice annually
- Continue to provide Supported Living Services Orientation as needed
- Continue to provide Day Program Orientation as needed
- Continue to attend Inter Agency meetings with partner agencies

# Organizational Culture

- Work closely with the VMRC Communication Committee in disseminating information about policy/procedural changes especially those issues identified in the employee survey where staff were most dissatisfied.

- The agency began contributing more towards the cost of medical benefits in 2014 which helped with overall staff compensation and increased staff job satisfaction.
- We have also had significant salary increases in October 2015, July 2016 and October 2016 which has caused a greater increase in job satisfaction.
- We have also moved away from ADP as a payroll provider and we have a closed collective bargaining agreement through October 2018 which are two items that previously did not have a positive effect on staff morale.
- And as stated earlier, VMRC has committed to hiring 25 new Service Coordinators over the 2016-2017 and 2017-2018 fiscal years, another unit was established in the 2019-2020 Fiscal Year, and we continue to add 17 service coordinator positions for 2020-2021.



# Collaborative Working Agreements

- Working with labor to integrate the changes in the collective bargaining agreement into our policy and procedure manual – **completed and being reviewed by outside counsel.**
- A revised policy and procedure manual will be distributed to all staff in late 2017 updated in 2018.
- Human Resources participating in the Inside exchange and the Communication Committee meetings for greater communication with staff.



# Organizational Culture Survey



- We're in contract with Kinetic Flow to do a consumer and families survey, provider survey, and employee engagement survey. This was be the third and final survey of the strategic plan for organizational culture.
- Employee Survey is completed and all surveys were presented to the board of directors in Summer of 2020.
- Though not even close to satisfactory level yet the employee engagement score has increased to 9% (from the original 2%) and the actively unengaged has dropped to 28% (from an original 60%).

# Succession Planning

- Three mentoring agreements were initiated as a pilot project – one has ended.
- Two mentoring agreement are continuing.
- Both Experiences are reportedly very positive
- Staff have expressed an interest in mentoring assignments from case management.
- Mentoring agreements are complete. All were described as favorable experiences but at this time none have advanced in the company.





# Increase Training Opportunities

- VMRC has created and filled a [Instructional Design and Training Manager](#) to further our LMS training work, plus manage all training for staff and management.
- The project will greatly increase the agencies ability to provide staff with quality training materials, in a timely manner, that will provide more convenience for the trainee and trainer.
- The [Training](#) manager has already made changes to [the new employee on-boarding and orientation](#) to help with eventually transitioning larger parts of new employee training the LMS.
- The internal Training Committee created a comprehensive training plan that will be implemented by the Training Manager.



# Human Resources Strategy

- Continue to focus on hiring, on-boarding, training and maintaining staff within the agency.
- Focus on succession planning during year to where there will be retirements.
- Continue to enhance and develop our training tools making training easier and more effective.
- Enhance our paylocity HRIS system to add new modules which will be beneficial to the staff, HR and payroll.
- Continue to strive and further improve the culture and environment.
- Work with the union leadership to continue having a positive and cooperative work environment.

# Increase Training Opportunities – This past year

- In the past calendar years we have provided 12 trainings available to staff and community members, Home and Community Based Services New Rules (2), ARCA Grassroots Day (1) Self-Determination (3), Advocacy - 10 Campaign (3), Advocacy Talking to Legislators (1), Dental Report & Legislative Policy (3) History of Developmental Services (3), Health Care Policy (1).
- In 2018 we have made several outside trainings available to staff on the following topics: (1) Developmental Disabilities Public Policy, (2) Down Syndrome Conference, (3) Spirituality and Developmental Disabilities, (4) Person Centered Planning and Thinking, (5) Autism Conference, (6) CHOICES Conference, and (7) the Supported Life Institute Conference. Supported Decision Making and Alternatives to Conservatorship, End of Life Planning, Social Media, and a variety of management and leadership topics.
- New Implementation of the LMS will provide a record of the completed training for each employee and the training plan includes a comprehensive review of policies and procedures.



# What I See in My Crystal Ball



- More COVID-19 Response for at least another year
- Permanent Changes to the way we do our work at VMRC and in community services: Remote work is here to stay for many, continual investments in technology that support remote communication and work in general, stagnate allocation of buildings, mileage, printing, paper filing. Remote services to expand to residential services, and many continue forever in day supports.
- Self-Determination: A lot of pressure to increase efficiency by advocates and expand the program versus a lot of pressure by Finance to rein it in.
- More DDS Oversight before it actually balances back
- Budget Crisis: The State Already showed it's hand on what kind of cuts they're looking at.
- Continued decline of licensed homes while at the same time increases of expensive specialized licensed homes.
- More and more LTSS focused on family supports for adults living at home.
- VMRC adult population changing from predominately Caucasian to predominately Hispanic – some service delivery demands will evolve, some are the same, some generational tension will develop that clash with culture.
- National Policy: Will contribute to the budget crisis because the tax cuts and COVID-19 relief have created massive deficits that have to be reduced.
- Impacts of National Political Events: Continuation of Current Administration/Congress or Administration/Congressional Change.