



Executive Committee Meeting

Wednesday, June 2, 2021, 6:30 PM

Via Zoom Video Conference

<https://zoom.us/j/93095703466>
<https://zoom.us/j/93095703466?pwd=djliL3VsdIN2c3BwVEVhdityaUQ2dz09>
[pwd=djliL3VsdIN2c3BwVEVhdityaUQ2dz09](https://zoom.us/j/93095703466?pwd=djliL3VsdIN2c3BwVEVhdityaUQ2dz09)

Meeting ID: 930 9570 3466 Passcode: 178702

One tap mobile +16699006833

For accommodations, please contact Doug Bonnet at 209-955-3656, or by email at DBonnet@vmrc.net



Meeting Book - Executive Committee Meeting

Executive Committee Meeting

- | | |
|--|-------------|
| A. Review and Approval of Meeting Agenda
Margaret Heinz, President | Action Item |
| B. Review and Approval of Executive Committee Meeting Minutes of 05/05/21
Margaret Heinz, President | Action Item |
| C. Public Comment
Margaret Heinz, President | |
| D. Items for Approval
Margaret Heinz, President | Action Item |
| 1. VMRC Strategic Plan Proposal
Tony Anderson, ED | Action Item |
| 2. Board of Directors Meeting Schedule 2021-2022 Fiscal Year
Tony Anderson, ED | Action Item |
| E. Items for Discussion
Tony Anderson, ED and Bud Mullanix, HR Director | |
| 1. Executive Director's Report
Tony Anderson, ED | |
| 2. Notable Consumer Information
Tony Anderson, ED | |
| 3. Vendor Information
Tony Anderson, ED | |
| 4. Self-Determination Update
Tony Anderson, ED | |
| 5. Other Matters
Tony Anderson, ED | |
| 6. Personnel and Union Update
Tony Anderson, ED and Bud Mullanix, HR Director | |
| F. President's Report
Margaret Heinz, President | |
| G. Next Meeting - Wednesday, 07/14/21, 6:30 PM via Zoom Video Conference
Margaret Heinz, President | |



Minutes Executive Committee Meeting

05/05/2021 | 06:30 PM - 07:30 PM - (GMT-08:00) Pacific Time (US & Canada)

Via Zoom Video Conference

Committee Members in Attendance: Dena Pfeifer, Margaret Heinz, Mohamed Rashid, Linda Collins, Lynda Mendoza

Committee Members not in Attendance: None

Staff in Attendance: Doug Bonnet, Tony Anderson, Christine Couch

Public Present: Irene Hernandez, Interpreter, Lori Scott, Facilitator for Dena Pfeifer, Tammy Ryerson of Medic Alert, Josefina Jervis of Medic Alert

Meeting Called to Order at 6:30 PM by Margaret Heinz.

A. Review and Approval of Meeting Agenda

Mohamed Rashid made a motion to approve the Meeting Agenda. Dena Pfeifer seconded the motion. The Meeting Agenda was approved unanimously.

B. Review and Approval of Executive Committee Meeting Minutes of 04/07/21

Mohamed Rashid made a motion to approve the Executive Committee Meeting Minutes of 04/07/21. Dena Pfeifer seconded the motion. The Executive Committee Meeting Minutes of 04/07/21 were approved unanimously.

C. Public Comment

None.

D. Items for Approval

None.

E. Items for Discussion

1. Executive Director's Report – Tony Anderson

Today we finished our 2nd of 6 2nd Shot Clinics and tomorrow is the last day for Modesto.

Next week we are doing Friday, Saturday, and Sunday.

OIG - the audit has been address for VMRC and DDS was very complimentary about our performance.

So far we have had 589 1st Shots in Modesto and 874 Stockton 1st shots.

Intake is finally seeing a large increase. Flyers of medical offices and other partners and the online referral process are all factors that are helping.

Vendors News

2 CPP projects for children

We have not heard yet about the grant awards for HCBS projects

New Interview policy was presented but still needs modification so the new policy is not going forward to the board yet.

2. Notable Consumer Incidents/Complaints – Tony Anderson

Ratios are now at 1:82 but last month we added the Equivalent of a caseload.

Assessment appeal just heard - decision pending but the parent had such misleading guidance that the parent is definitely not going to prevail.

Parent has been reporting we don't have emergency services but we reported back to DDS that we do and provide a report showing the parent actually received over \$350,000 worth of services on an emergency basis during covid.

3. Vendor Information – Tony Anderson

Daime - 96 members now paid

New officers; president Melanie Gonzales

Vice Marisol

Secretary Chris Martin

Treasurer: Tamara Hernandez

Candace Bright - Board Rep

Did some quick statistics:

Total amount Possible: \$15,000,000

Total amount given to RCs: \$13,712,939

Average number of concepts submitted vs number of concepts approved:

All RCs: 58%

VMRC: 42%

Average amount submitted vs approved:

All RCs: 21%

VMRC: 8%

Transportation Broker - VMRC is now getting mitigation plans from the transportation providers like the day programs.

2 CPP projects for children

We have not heard yet about the grant awards for HCBS projects

4. Self-Determination Updates – Tony Anderson

We had a meet and greet and updates and overview event for SDP and interested individuals.

546 enrolled statewide and we have 39 of those at VMRC

We have one conflict - a disagreement over buying an inground swimming pool.

5. Other Matters – Tony Anderson

Any other matters of significance for board leadership.

6. Personnel and Union Update – Tony Anderson and Bud Mullanix

Return to the building policy and procedures

Union

- We had a good meeting with them. They have asked that an employee survey be done in regards to returning back to work
- An email be sent from the union and management leadership in regards to the Governors comments about CA opening up on June 15th

Recruiting

- Headcount is not up to 375 people with 3 others joining at the end of the month
- We have a handful of recent backfills only
- Director of Consumer Services-Adult interview scheduled for May 12th, 7 internal candidates

F. President's Report – Margaret Heinz

Thank you to all of the volunteers for the Vaccination Clinics. Everything has went very smooth and operated well. Thank you, Doug, Tony, Christine and everyone else.

We had a resignation of a board member recently.

Next ARCA web academy is this Saturday. It's the 2nd part of the diversity training. They are replaying it on Wednesday.

There is a Senate Budget Hearing tomorrow.

Extension of waivers came out today and are extended through June.

Lisa Utsey will be representing VMRC on the ARCA Consumer Advisory Committee.

Statewide there are 921 Service Coordinators needed, so we need to find a way fund for this.

It is important that we understand why we are celebrating Cinco De Mayo.

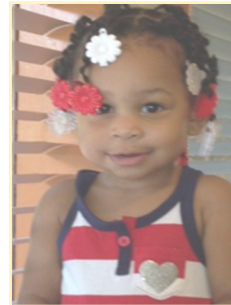
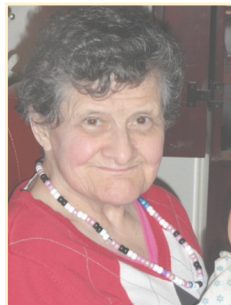
G. Next Meeting - Wednesday, 06/02/21, 6:30 PM via Zoom Video Conference

Meeting adjourned at 7:30 PM.

VALLEY MOUNTAIN REGIONAL CENTER



*Life with the power of choice
and possibilities*



Strategic Plan FY 2021/22-2023/24

At-a-Glance

Life with the power of choice and possibilities

Valley Mountain Regional Center:

- Opened its doors in 1974
- Serves 15,800+ individuals in Amador, Calaveras, San Joaquin, Stanislaus, and Tuolumne counties
- Employs more than 350 staff in three local offices
- Contracts with 2,000+ vendors
- Directed by a 21-member Board of Directors

Our Vision:

Life with the power of choice and possibilities.

Our Mission:

The mission of Valley Mountain Regional Center (VMRC) is to support people with developmental disabilities as they enrich their lives through choices and inclusion. VMRC is committed to securing quality, individualized services in collaboration with families and the community.

Values:

- Quality
- Respect
- Commitment
- Integrity
- Compassion
- Accountability
- Open Communication



Strategic Focus Areas 2021/22-2023/24:

- Training
- Consumer Health (Physical & Mental)
- Consumer Empowerment (& Support)
- Outreach, Connections & Engagement
- Organizational Culture

June 2021

Welcome to the Valley Mountain Regional Center!

Regional Centers were established in California through legislation sponsored primarily by Assemblyman Frank Lanterman to meet the needs of individuals with intellectual and developmental disabilities and their families. In 1969, the Lanterman Mental Retardation Services Act (Lanterman Act) established a statewide system of regional centers. In 1974, Valley Mountain Regional Center's first Board of Directors was organized to serve the five counties of Amador, Calaveras, San Joaquin, Stanislaus, and Tuolumne and had a caseload of just 944. There are now 21 regional centers serving every county in the State.

Today, Valley Mountain Regional Center (VMRC) serves over 15,800 people with a staff of more than 350 professionals and a team of more than 2,000 service providers. Valley Mountain Regional Center aims to be a partner in our greater communities and engage people and resources.

In the following pages we present VMRC's roadmap to the future to guide our focus over the next three years. These focus areas are additional areas of concentration where VMRC would like to make a noticeable difference, they are in addition to areas VMRC focuses each day – on optimizing services and supports for each consumer and family we support.

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Life with the power of choice and possibilities

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Who we are

Vision:

Life with the power of choice and possibilities

Life with the power of choice and possibilities.

Mission:

The mission of Valley Mountain Regional Center (VMRC) is to support people with developmental disabilities as they enrich their lives through choices and inclusion. VMRC is committed to securing quality, individualized services in collaboration with families and the community.

Values:

- **Quality**

We meet the needs of the people we serve while simultaneously striving for excellence through ongoing self-examination and continuous improvement.

- **Respect**

We value and understand the uniqueness of each individual.

We exhibit compassion and concern in our communications.

We recognize that respect is noticeable when it leads to greater productivity, satisfaction and improved relationships.

- **Commitment**

We follow issues through to problem resolution.

We fulfill our promises to our constituents.

- **Integrity**

We consistently exhibit honesty and fairness.

- **Compassion**

We actively listen and genuinely empathize with our constituents' realities.

- **Accountability**

We are committed to efficient and effective stewardship of resources.

- **Open Communication**

We embrace a culture in which non-confidential information is actively and freely shared among stakeholders.

We engage all stakeholders in respectful dialogue to achieve the best results.

Who we are

Life with the power of choice and possibilities

Employee Code of Ethics:

The Code of Ethics is not intended to duplicate or paraphrase law, statute, or agency personnel policies, nor is it intended to qualify in any way an employee's obligation to comply with those authorities. It is instead a tool to be used in helping staff work through the often difficult ethical issues that confront them on a regular basis.

My first responsibility is to the people I serve. In working through ethical dilemmas, the best interests of a person with developmental disabilities are my first concern.

I will honor and respect all people as unique and valuable individuals. I recognize the danger of imposing my own priorities and values, and will seek to assist people in determining the course of their own lives and directing the means of achieving their own goals.

I will recognize and support the central importance of family and friends. Each person is the center of a support network composed of varying numbers of family and acquaintances, including those who have a close and long-term relationship and therefore know the individual better than any professional. Even though these relationships may not always seem wise or productive, I will recognize and honor their significance.

I will support the right of adults to exercise freedom of choice in personal relationships. I will provide information and resources in a positive and respectful manner, encouraging consumers to gain self-confidence and experience all aspects of life.

I will attempt to balance legitimate need for protection with the right to function as a member of the larger society. Through education and training, people must be empowered to deal with daily life in their neighborhood and avoid threats to health and safety. I also recognize that over-protection can harm persons with developmental disabilities by limiting their ability to grow and learn.

I will be cautious in making assumptions about developmental potential. I understand that behavior, appearance, and even test scores can cause professionals and family members to make hasty judgments about the ability of an individual to learn and apply new skills. I will focus as much as possible on what people can do and their potential, rather than solely on deficits and limitations.

I will support full integration of people with developmental disabilities. While many services and supports are necessarily unique to people with developmental disabilities, I will endeavor to assist and encourage people to exercise their right to use those services and supports that are available to all community members.

I will stay current in my field. People with developmental disabilities deserve my best effort to keep up with innovations in the field of developmental disabilities so that I can identify and present those service options that are most likely to produce positive results.

I will apply the principles of teamwork both within VMRC and without. The cornerstone of teamwork is mutual respect. While our roles are often separate, I will focus on common goals, sharing equally in the benefits and daily challenges of making difficult decisions.

I will respect the right to privacy of persons with developmental disabilities. I will follow the lead of the individual and use my best professional judgment in sharing information with family, friends, and people who provide support to the consumer.

Our History

Life with the power of choice and possibilities

1974-75: Board organized and policies established. ~. First Board of Directors ~ Office locations selected~ Staff hired and/ or transferred from Alta Regional Center. ~ Total caseload: 944

1976-77: VMRC became the first regional center in the state to be accredited by the Joint commission on Accreditation of Hospital. ~ Stockton office relocated to expanded space

1980-81: VMRC absorbed the staff and services of the Community Care Services Branch of the California Department of Social Services. ~ Bargaining unit organized and first union contract negotiated~ CLASP invited to appoint an ex-officio member to the VMRC Board of Directors

1983-84: Implemented statewide computerized and client data system. ~ Joint VMRC/Area VI Board Planning Committee formed ~ Vulnerable client settlement agreement negotiated with the Department of Social Services enabling VMRC to serve medically fragile consumers in community care facilities.

1984-85: Stockton office moved to new quarters on Murray Drive. ~Total caseload: 2822

1986-87: Expanded Stockton office

1987-88: Relocated branch office in San Andreas~. Initiated clinic for sight-impaired babies. ~. VMRC established as provider of continuing education credits for the Board of Registered Nursing

1988-89: Relocated branch office in Modesto. ~. First consumer elected to the VMRC Board of Directors ~ Psycho-sexual and interdisciplinary psychiatric clinics established

1989-99: Key intake documents translated into other languages including Spanish, Vietnamese, Cambodian and Laotian~ Quality circles instituted ~ Comprehensive Residential Policy Manual issued ~ Employee Assistance program established through St. Joseph's Medical Center ~ Electronic mail initiated internally ~. Parent Handbook completed

1992-93: Long Range Planning Committee formed. ~ Area VI Self Advocacy Council selected to be consumer advisory committee to the Board of Directors

Our History (cont.)

Life with the power of choice and possibilities

1993-94: Implemented California Early Start Program for 0-3 year olds ~ Coffelt Settlement Agreement implemented ~ Total Caseload: 5668, a 500% increase

1995-96: Occupied new building at 7109 Danny Drive ~ VMRC initiated Self-Directed Work Teams

1996-97: VMRC adopts Foster Grandparent/Senior Companion Program

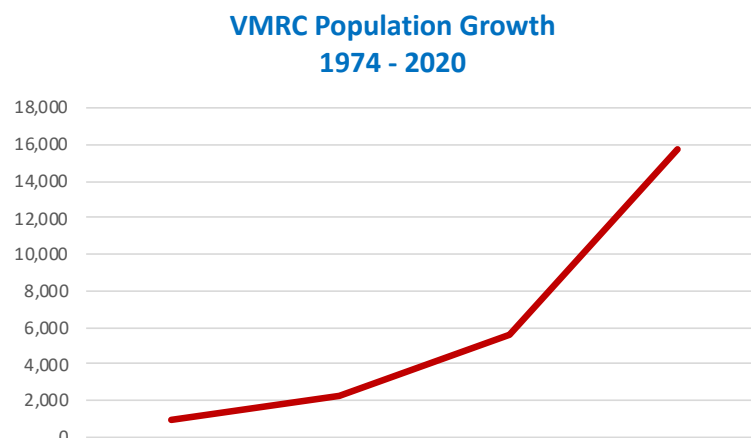
2011: Richard Jacobs retires as the 2nd Executive Director of VMRC and Paul Billodeau becomes the agency's 3rd Executive Director.

2013: The California Lanterman Act adds the Employment First Policy and the Self-Determination Program.

2017: Tony Anderson becomes the 4th Executive Director of VMRC. ~ VMRC holds it's first annual Cultural Fair celebrating the diverse community it serves and showcases it's providers and resources in it's region.

2019: The first consumer fully participating in their Self-Determination program (legislation passed in 2013 creating Self-Determination in the Lanterman Act).

2020: Global Pandemic of COVID-19 forces all regional center to work remotely...



The Strategic Planning Process

Life with the power of choice and possibilities



The Strategic Planning Process, was an in-depth, multi-year investment by the Board of Directors and the hundreds of voices represented. A complete description of The Planning Process can be found at the end of this document.

Our Goals

Life with the power of choice and possibilities

After hearing from Consumers/Families, the staff, our providers, and our community, the Board of Directors, has determined the areas most critical for VMRC to focus on to drive and achieve our vision are:

- **Training** – Through training and education VMRC will provide consumers and families, staff, and providers with the knowledge they need.
- **Consumer Health (Physical & Emotional)** – VMRC actively seeks to support Consumer physical, emotional and mental wellness.
- **Consumers Feel Empowered (& Support)** - Individuals feel fully informed of life's possibilities through empowerment and are supported by a strong circle of support to pursue their dreams.
- **Outreach, Connect, & Engage** – Consumers/families, staff, and providers engage in clear, meaningful exchanges of information to facilitate strong relationships and shared understanding in order to achieve high quality, person-centered service.
- **Organizational Culture** – VMRC fosters a philosophy that is inclusive and supports staff to thrive.

Our Goals

Life with the power of choice and possibilities

Valley Mountain Regional Center has many goals, hopes and aspirations. Balancing the requirements we have today, with the vision we have for the future can be a challenge. VMRC and its Board of Directors are committed to meeting the needs of people served today, as well as helping achieve our vision, in part through this Strategic Plan. This Strategic Plan will help the regional center maintain a balanced focus on where we want to go and how best to get there, while building alignment and accountability into our efforts.

Strategic planning is an organizational activity used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment. Additionally, the Strategic Plan allows VMRC to intentionally plan for improvement, maximize the impact of our efforts and ensure the regional center is staying true to its values.

Training



Training

Defined:

Through training and education VMRC will provide consumers and families, staff, and providers with the knowledge they need.

The Goal:

Through training, VMRC ensures:

- Consumers/families have information to achieve the best possible experiences in the community,
- Providers are empowered to deliver optimal services, and
- Staff have the skills and knowledge to work most effectively and efficiently.



Training

Specific Strategies

1. VMRC will create trainings for all stakeholders that meet the different platform needs, offering trainings through a number of different platforms depending on which platform(s) are most effective and accessible for the topic and audience, platforms may include in person, Zoom or other virtual medium, Quillo, video, EAP, Paylocity, Tik-Tok, or other.
2. VMRC will work to ensure all materials are culturally relevant and linguistically appropriate and available.
3. VMRC will support the Consumer Health Focus by creating and offering trainings in Preventative Health for consumers, families, service providers, and direct care workers.
4. VMRC will support the Consumer Health Focus by creating and offering trainings for Service Coordinators in tracking COVID-19 information, designing and offering trainings in Preventative Health, Autism Spectrum, and Legal Decision-Making Avenues.
5. VMRC will support the Consumers are Supported and Empowered focus area by creating and offering trainings in Life Trajectory, Strength-based Decision Making, Advocating, Community Building, Inclusion, Employment, and the Your Rights in Your Own Home for consumers, families, service providers, service coordinators, and direct care workers.
6. VMRC will work to cultivate and foster a culture of belonging, diversity and inclusion including a number of trainings developed and offered to Staff.
7. VMRC will work to support and build an award-winning staff by identifying training and development needs and providing training for development of the workforce.

Training

Outcome Deliverables and Measures

Throughout the three-year, 2021-2024, term for which this Strategic Plan addresses, Valley Mountain Regional Center will work specifically on the Strategies referenced on the previous page, as well as systemic efforts already in place to help address this focus area. While the end measure of our success is for the people we serve to truly live have the powers of choice and possibility, VMRC will assess our progress of our efforts to address community living and the specific strategies outlined based on the below measures, which will be reported to the Board of Directors and our community annually.

Outcome Deliverables and Measures are broken out into two categories: Outcome Measures (show on the following page) and Outcome Deliverables (contained in the Appendix: In-Depth Focus Area Strategies). For the following Outcome Measures and Deliverables, measurements are collected from a variety of sources and noted as assessed at:

- Outcome Measures are provided for:
- Baseline – As of June 1st, Fiscal Year 2020-21
- 2022 –Close of Fiscal Year 2021-22
- 2023 – Close of Fiscal Year 2022-23
- 2024 – Close of Fiscal Year 2023-24

Measures existing prior to the Strategic Plan have a baseline measure, new measures that will be developed specifically to assess progress in this focus area do not have a baseline metric noted.

Training

Outcome Deliverables and Measures

Outcome Measure	Baseline	2022	2023	2024
Number of training offered to Consumers/Families covering Preventative Health topics	----	baseline		
Number of training offered to Consumers/Families covering Life Trajectory and Strength-based Decision Making topics	----	baseline		
Number of training offered to Consumers/Families covering Advocacy topics	----	baseline		
Number of training offered to Consumers/Families covering Community Building and Employment topics	----	baseline		
Number of training offered to Consumers/Families covering Rights in Your Home topics	----	baseline		
Number of training offered to Service Coordinators covering Preventative Health topics	----	baseline		
Number of training offered to Service Coordinators covering Autism Spectrum topics	----	baseline		
Number of training offered to Service Coordinators covering Life Trajectory topics	----	baseline		
Number of training offered to Service Coordinators covering Community Building topics	----	baseline		
Number of training offered to Staff covering Belonging, Diversity and Inclusion topics	----	baseline		
Number of training offered to Staff covering Professional Development topics	----	baseline		
Number of training offered to Service Providers covering Preventative Health topics	----	baseline		
Number of training offered to Service Providers covering Autism Spectrum topics	----	baseline		
Number of training offered to Service Providers covering Life Trajectory topics	----	baseline		
Number of training offered to Service Providers covering Community Building topics	----	baseline		
Number of training offered to Service Providers covering Consumer Rights in their Home topics	----	baseline		

Consumer Health (Physical & Emotional)

Consumer Health

Defined:

Through training and education VMRC will provide consumers and families, staff, and providers with the knowledge they need.

The Goal:

VMRC proactively supports and empowers consumers to be healthy - physically, emotionally and mentally.



Consumer Health

Specific Strategies:

1. VMRC will support Consumers/Families and Providers with COVID information and supports (Testing, Personal Protection Equipment (PPE) distribution, vaccine information, webinars, and info session.
2. VMRC will promote awareness of Consumer health (physical and emotional factors, VMRC will engage in increased education and training campaign.
3. VMRC will promote optimal Consumer health by promoting preventative health strategies: diet/lifestyle eating, exercise, health screenings, vaccines, health disparities and equity.
4. VMRC will promote Consumer/Family Mental Health and Wellbeing, VMRC will proactively address issues of isolation, depression and emotional issues, as well as stress and anxiety.
5. VMRC will support Consumers through identifying and addressing potential behavioral concerns, such as Autism Spectrum related behaviors and addiction, and related legal issues.
6. VMRC will help optimally support children and families in our community, VMRC will monitor Child Find data and utilize data to help identify and target communities where children who are potentially at risk of developing a delay are not entering the regional center through Intake/Early Start.

Consumer Health

Outcome Deliverables and Measures

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Consumer Health

Outcome Deliverables and Measures

Outcome Measure	Baseline	2022	2023	2024
Number of COVID Testing Events	3			
Number of PPE Events	25			
Number of COVID positive cases	540			
Number of COVID-19 Vaccinated Consumers (1 Dose)	376			
Number of COVID-19 Health Advisory Newsletters, Info Sessions	49			
Number of Mental Health related events hosted or advertised	4			
Number of Child Find intakes	XX			
Number of flyers provided to community for outreach	1800			
Number of Preventative Health related events hosted or advertised	1			
Number of Social Media hits for Mental Health related postings	---	Baseline		
Number of people download Mental Health Tips, Resources	---	Baseline		
Number of people who request Mental Health Tools	---	Baseline		
Number of Behavioral Health related trainings and events	1			
Referrals for BIS, LSRT (monthly average)	5.33			
Number of Available Resources for Addiction Issues	---	Baseline		

Consumers Feel Empowered (& Support)

Consumers Feel Empowered

Defined:

Individuals feel fully informed of life's possibilities through empowerment and are supported by a strong circle of support to pursue their dreams.

The Goal:

Individuals are empowered and supported in all aspects of life to define, lead and succeed in their own lives.



Consumers Feel Empowered

Specific Strategies.

1. VMRC will empower consumers to define and pursue life on their own terms. VMRC will promote and engage consumers (and families) in envisioning and planning **Life Trajectory**.
2. VMRC will support individual consumer empowerment. VMRC will promote strength-based decision making and supported decision making.
3. VMRC will improve Service Coordinators' ability to support Consumers/Families, VMRC will work to help lower Service Coordinator caseloads.
4. VMRC will continue building and developing community support for Consumers/Families.
5. VMRC will support individual engagement and ownership of their own lives, VMRC will work to ensure Consumers have a home.
6. VMRC will support the unique characteristics, culture, ethnicity, language, and sexual and gender identification of each Consumer/Family, VMRC will seek to develop and deepen diverse and culturally competent services both provided and purchased by the regional center.

Consumers Feel Empowered

Outcome Deliverables and Measures

Throughout the three-year, 2021-2024, term for which this Strategic Plan addresses, Valley Mountain Regional Center will work specifically on the Strategies referenced on the previous page, as well as systemic efforts already in place to help address this focus area. While the end measure of our success is for the people we serve to truly live have the powers of choice and possibility, VMRC will assess our progress of our efforts to address community living and the specific strategies outlined based on the below measures, which will be reported to the Board of Directors and our community annually.

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Consumers Feel Empowered

Outcome Deliverables and Measures

Outcome Measure	Baseline	2022	2023	2024
Service Coordinator treating you with dignity and respect (Consumer Satisfaction Survey)	4.01		---	
Your relationship with your service coordinator. (Consumer Satisfaction Survey)	3.80		---	
VMRC staff listening to you. (Consumer Satisfaction Survey)	3.79		---	
The IPP/IFSP planning process in focusing on you (your family's) unique needs and wants. (Consumer Satisfaction Survey)	3.64		---	
Your service coordinator taking into account your (your family's) languages, traditions, and background when helping you design your plan. (Consumer Satisfaction Survey)	3.83		---	
Consumers/Families feel Empowered. (Consumer Satisfaction Survey, new metric)	----	baseline		
Consumers/Families feel Supported. (Consumer Satisfaction Survey, new metric)	----	baseline		
Consumers/Families Feel Supported by completing Personal Profiles (Consumer Satisfaction Survey, new metric)	----	baseline		
Consumers/Families have the ability to make life decisions. (Consumer Satisfaction Survey, new metric)	----	baseline		
Consumers/Families are encouraged and supported to envision a future of their choosing/a life of their own design. (Consumer Satisfaction Survey, new metric)	----	baseline		
Number of SCs receive training on Person-Centered Thinking	Staff – 90% Vendors-10%			
Service Coordinator Case Load Ratios	1:83			

Consumers Feel Empowered

Outcome Deliverables and Measures

Outcome Measure (cont.)	Baseline	2022	2023	2024
Number of Consumers with Person-Centered Plans	----	baseline		
Number of Participants attending Self-Determination Program Orientations	----	baseline		
Number enrolled in Self-Determination Program	60			
The IPP/IFSP planning process in focusing on you (your family's) unique needs and wants. (Consumer Satisfaction Survey)	----	baseline		

Outreach, Connection, & Engagement

Outreach, Connection & Engagement

Defined:

Consumers/families, staff, and providers engage in clear, meaningful exchanges of information to facilitate strong relationships and shared understanding in order to achieve high quality, person-centered service.

The Goal:

Consumers/families, providers, staff, and community stakeholders are valued, heard, and engaged in conversations that:

- Value people's ideas and concerns,
- Are knowledgeable and informative, and
- Are accessible, person-centered, and plain language exchanges.

These exchanges ensure:

- A common understanding of policies,
- Timely, clear information about events, webinars, and other opportunities that enhance their lives, and that
- Help people connect to each other and the regional center.



Outreach, Connection & Engagement

Specific Strategies

1. VMRC will work to improve the effectiveness, consistency, clarity of reach of communications to and from consumers and families. VMRC will continue to evolve technologically and utilized multiple platforms, while ensuring communications use plain language, are consistent and timely. VMRC will be sensitive to the differences in communication styles by language and culture and seek to utilize all mediums of communication so as to be inclusive.
2. VMRC will work to improve the effectiveness, consistency, clarity of reach of communications to and from staff. VMRC will continue to evolve technologically and utilized multiple platforms, while ensuring communications is concise, consistent and timely and that staff have access to the information they need.
3. VMRC will work to improve the effectiveness, consistency, clarity of reach of communications to and from service providers. VMRC will continue to evolve technologically and utilized multiple platforms, while ensuring communications use plain language, are consistent and timely. VMRC will be sensitive to the differences in communication styles by language and culture and seek to utilize all mediums of communication so as to be inclusive.
4. VMRC will work to build community awareness and engagement.

Outreach, Connection & Engagement

Outcome Deliverables and Measures

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Outreach, Connection & Engagement

Outcome Deliverables and Measures

Outcome Measure	Baseline	2022	2023	2024
Staff reaching out with information about community events, regional center news or other resources (Consumer Satisfaction Survey)	3.44		---	
The regional center in communicating with you (Consumer Satisfaction Survey)	3.50		---	
Opt-In - Number of social media followers (FB, Twitter, Linked-In, TikTok, Instagram YouTube.)	5,724			
Access - Number of residential settings that provide Wi-Fi access for adult consumers to receive email	---			
Push Contacts - Number of direct contact/constant contact/Everbridge push contacts (Wellness)	26,119			
Outreach – Number of calls, Zoom Meetings/ Trainings/Townhall Meetings, Listening Sessions, etc., and In-Person touchpoints.	----	baseline		
Management effectively communicates information, process changes and procedures (Employee Satisfaction Survey)	56%		---	
Policies & procedures in my work unit are clearly stated and allow me to do my job effectively (Employee Satisfaction Survey)	65%		---	
There is a way for me to provide recommendations for process improvements. (Employee Satisfaction Survey)	48%		---	
Communication across organizational boundaries enables us to perform our jobs effectively (Employee Satisfaction Survey)	40%		---	
I have sufficient information to do my job. (Employee Satisfaction Survey)	75%		---	
Management has clearly communicated to me the behavior that is expected of me. (Employee Satisfaction Survey)	82%		---	

Outreach, Connection & Engagement

Outcome Deliverables and Measures

Outcome Measure (continued)	Baseline	2022	2023	2024
VMRC staff communicates with your agency regarding legislative and regulation changes. (Provider Satisfaction Survey)	3.35		---	
How well VMRC staff communicates with your agency regarding issues related to your agency's contract or services. (Provider Satisfaction Survey)	3.36		---	
VMRC staff's level of respect for your input as a service provider? (Provider Satisfaction Survey)	3.68		---	
Number of community events VMRC staff attend	190			
Attendance (#) at business and organization engagements, events, meetings	80			
Number of Presentations given to Community organizations (Speaker's Bureau)	3			

Social Media Profile

Social Media Outlet Usage	Baseline	2022	2023	2024
Facebook, followers	2898			
Linked-In, followers	362			
Instagram, followers	1560			
YouTube, followers	44			
TikTok, followers	20			
Constant Contact, followers	10,774			
Everbridge (Wellness Check-in)	15,345			
VMRC Website, Sessions (monthly)	13,378			

Organizational Culture

A faint, stylized background graphic in light blue and purple. It depicts a mountain range with a jagged peak on the left and a five-pointed star on the right. The lines are thick and hand-drawn in style.

Organizational Culture

Defined:

VMRC fosters a philosophy that is inclusive and supports staff to thrive.

VMRC will strive to create an internal environment that values cultural competence and diversity and supports the emotional well-being, health, and morale of all staff.

The Goal:

VMRC will continue to promote a healthy, supportive, inclusive, and diverse internal philosophy, where employees feel valued, respected, and empowered to support Consumer/families.



Organizational Culture

Specific Strategies

1. VMRC will cultivate and foster a culture of belonging, diversity, and inclusion.
 - *We recognize, value, and appreciate each person.*
 - *We are aware of our own judgements, values, morals, and egos.*
 - *We seek to understand and learn and improve.*
 - *We encourage learning and understanding.*
 - *We work to create a community where everyone belongs and is accepted.*
 - *We hold ourselves, each other and the organization accountable for honoring each person.*
 - *We value and appreciate our diversity, it makes us better, it makes VMRC stronger.*
2. VMRC will create and promote a culture of trust and unity between and across all staff, units, offices, and management.
 - *All staff, independent of title, position, office, department or unit, will honor interpersonal communications, engaging each other humbly and respectfully.*
 - *VMRC, as an organization, and all staff recognize the equal value and input of each office, team and management level.*
3. VMRC will create and promote a culture of support, so staff have the tools and are empowered to succeed.
4. VMRC will cultivate and foster a culture of Wellness.

Organizational Culture

Outcome Deliverables and Measures

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Organizational Culture

Outcome Deliverables and Measures

Outcome Measure	Baseline	2022	2023	2024
Staff feel that VMRC honors and celebrates diverse cultures	77%		---	
There is a culture of trust at the regional center.	44%		---	
I feel comfortable asking for help when I need it.	85%		---	
I feel empowered to take initiatives to solve problems.	80%		---	
Staff Survey: Added metric specific to culture of trust and unity. (TBD)	----	baseline		
I know what is expected of me at work.	96%		---	
My job description matches my job.	79%		---	
I feel like I am effective in my role within the regional center.	86%		---	
I am accountable for defined, measurable objectives.	77%		---	
The objectives and goals of my work unit are reasonable and attainable.	57%		---	
In my unit, we identify barriers and obstacles and resolve issues that could impact achievement of objectives.	69%		---	
Staff Metric: Assessment of Staff work-related stress level (TBD)	----	baseline		
Staff Metric: Assessment of Overall Wellness (TBD)	----	baseline		
Number of Diversity/Cultural Competence Trainings, Attendees	----	baseline		
Number of Human Resource Complaints re discrimination	2			
Staff demographics vs Community demographics	XX			
Number of Recognitions/Celebrations each year	5			

Acronyms

Supporting Lives of Liberty and Opportunity

ACEs – Adverse Childhood Event(s)
ARCA – Association of Regional Center Agencies
CAC – Consumer Advisory Committee
CMS – Centers for Medicare and Medicaid
DDS – Department of Developmental Services
DOR – Department of Rehabilitation
ED – Executive Director
FRN – Family Resource Network
HCBS – Home and Community Based Waiver
HOBPT – Hands-on Behavioral Parent Training
IDD – Intellectual and/or Developmental Disability
IEP – Individualized Education Plan
IFSP – Individualized Family Service Plan
ILS – Independent Living Services
IPP – Individual Program Plan
IFSP – Individualized Family Service Plan
LSRT – Legal Services Resource Team
NCI – National Core Indicators
OCRA – Office of Clients Rights Advocates
PCT – Person Centered Thinking
PPE – Personal Protection Equipment
PNA – Pneumonia
POS – Purchase of Services budget
RCS – Regional Center Services
SAC6 – State Council on Developmental Disabilities, Area 6
SCs – Service Coordinators
SCDD – State Council on Developmental Disabilities
SLS – Supported Living Services
STI – Sexually Transmitted Infection
UC Davis – University of California, Davis
VMRC – Valley Mountain Regional Center

Appendix

Strategic Planning Process

The Planning Process

Supporting Lives of Liberty and Opportunity

The Strategic Planning Process:

1. In July 2017, VMRC launched a Strategic Thinking Survey to a wide variety of community members, including current and former Board of Directors, Staff, Service Providers, the Self Determination Committee, State Council on Developmental Disabilities, and Family Resource Centers.
2. In late 2016, the Strategic Planning Committee, a sub-committee of Valley Mountain Regional Center's Board of Directors began working on the Strategic Plan. This committee laid the initial groundwork of the process.
 - The strengths and areas for improvement of the regional center;
 - The current opportunities and challenges facing people served by VMRC and the regional center itself;
 - The economic, political and community environment and outlook; and
 - The changes we want/need to see for the people served by the regional center.
3. In September 2017, an expanded Strategic Planning Committee, representing diverse perspectives of members of the Board of Directors, people served, service providers, Family Resource Networks, State Council on Developmental Disabilities (SCDD), and regional center staff, met twice to delve into VMRC's Vision, Mission, Values, and Priority areas.

This information, along with follow-up meetings were used to:

- Update the Vision, Mission, Values;
 - Identify Focus Areas and Priorities for the next three years;
 - Create Objectives, Goals and Actions for each of these priority areas, along with specific actions and measurements to assess the impact of these efforts.
4. VMRC's Board of Directors adopted and approved the strategic plan for 2018/19-2020/21.
 5. The Board of Directors, along with VMRC's management, will monitor the progress made on these focus areas and provide update reports on VMRC's website.
 6. Valley Mountain Regional Center, and its community, will work together to celebrate accomplishments, learn from successes and challenges and revise strategies based on results.

In–Depth Focus Area Strategies

Training



Training

Defined:

Through training and education VMRC will provide consumers and families, staff, and providers with the knowledge they need.

The Goal:

Through training, VMRC ensures:

- Consumers/families have information to achieve the best possible experiences in the community,
- Providers are empowered to deliver optimal services, and
- Staff have the skills and knowledge to work most effectively and efficiently.



Training

Specific Strategies

1. VMRC will create trainings for all stakeholders that meet the different platform needs, offering trainings through a number of different platforms depending on which platform(s) are most effective and accessible for the topic and audience, platforms may include in person, Zoom or other virtual medium, Quillo, video, EAP, Paylocity, Tik-Tok, or other.
2. VMRC will work to ensure all materials are culturally relevant and linguistically appropriate and available.
3. VMRC will support the Consumer Health Focus by creating and offering trainings in Preventative Health for consumers, families, service providers, service coordinators, and direct care workers.
 - a. Consumer, Parent or Family Caregiver training for prevention and screening (by gender and age band) for:
 - Adverse Childhood Events approaches
 - Anemia
 - Anxiety
 - Anemia
 - Biking Safety
 - Choking Hazards
 - Depression
 - Dehydration
 - Dementia
 - Drowning Risk/Water Safety
 - Fitness and Lifestyle Activities
 - Gait Observations
 - Healthy Eating and Nutrition
 - Isolation
 - Required/Recommended Vaccines
 - Stress
 - Sexually Transmitted Infections

Training

Specific Strategies

4. VMRC will support the Consumer Health Focus by creating and offering trainings for Service Coordinators in tracking COVID-19 information, designing and offering trainings in Autism Spectrum, and Legal Decision-Making Avenues, including:
 - Identifying and Addressing early Behavioral Issues and Making BIS Referrals
 - Supported Decision Making
 - Legal Decision-Making Avenues: Conservatorship, Power of Attorney, Advanced Health Care Directives, etc.
 - Life Visioning and the IPP
 - Supporting and Facilitating strength-based decision making
 - Supported Decision Making
 - Legal Decision-Making Avenues: Conservatorship, Power of Attorney, Advanced Health Care Directives, etc.
 - Expanded 1-page profiles for Life Visioning, future goals, strength/choice led conversations
 - Community resources

Training

Specific Strategies

5. VMRC will support the Consumers are Supported and Empowered focus area by creating and offering trainings in Life Trajectory, Strength-based Decision Making, Advocating, Community Building, Inclusion, Employment, and the Your Rights in Your Own Home for consumers, families, service providers, service coordinators, and direct care workers.
 - Consumers, their success stories and services/resources
 - Families training on empower family adult members to “let go” of the role of child protector and encourage the role of advocate.
 - Intake trainings featuring Consumer Success Stories
 - Early Start trainings featuring Consumer Success Stories
 - Advocacy and System Change
 - Understanding the Regional Center System
 - Life visioning
 - Support strength-based decision making.
 - Supported decision making
 - Legal Decision-Making Avenues: Conservatorship, Power of Attorney, Advanced Health Care Directives, etc.
 - Service Coordinator Caseloads and the Impact on Consumers and their Families
 - Supporting training expansion of SAC6’s Employment Training
 - Advocating within the Regional Center System
 - Your Rights in Your Home: Respect in Your Home, People Need to Knock, Choosing Entertainment, Access to Transportation, etc.

Training

Specific Strategies

6. VMRC will work to cultivate and foster a culture of belonging, diversity and inclusion including a number of trainings developed and offered to Staff.
 - Understanding Introspection (understanding our implicit biases and judgements)
 - Understanding of Cultures and Cultural Traditions
 - Communication Styles
 - Engaging, Healthy, Respectful Conversations (conflict resolution, active listening, acknowledging and incorporating differing perspectives)
 - Positive and supportive management styles
 - Recognition and Acknowledgement

Training

Specific Strategies

7. VMRC will work to support and build an award-winning staff by identifying training and development needs and providing training for development of the workforce. Trainings may include:

- The Basics of Interpersonal and Professional Communication
- Team Building
- Running Effective Meetings
- Using Social Media for Brand and Communication
- Title 19 Notes
- Policies and Procedures
- Technology Use
- New Hire Training
- Person Centered Thinking
- Toastmasters Public Speaking
- Giving an Effective Ted Talk
- Lanterman Act
- Title 22/Title 17
- HIPAA
- SIRs
- Mandated Reporting
- HCBS
- Employee Rights
- Emergency Preparedness
- Active Shooter Training
- Reviews and Evaluations – Use and Optimization
- Situational Leadership
- National Case Management Standards

Training

Specific Strategies

7. (cont.) Trainings may include:

- Self-Determination
- Social Justice
- Community Services and Supports
- Regional Center Services and Supports
- Sexuality and Safe Relationships
- Mental Health
- First Aid and CPR
- Substance Abuse and Addiction
- Regional Center Funding Systems and the Core Staff Formula
- POS and POS Authorizations
- The Role of SSI, Private Insurance and Medicare/Medicaid
- Vendorization
- End of Life Issues
- Dental Options
- Diabetes

Training

Outcome Deliverables and Measures

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Training

Outcome Deliverables and Measures

Outcome Measure	Baseline	2022	2023	2024
Number of training offered to Consumers/Families covering Preventative Health topics	----	baseline		
Number of training offered to Consumers/Families covering Life Trajectory and Strength-based Decision Making topics	----	baseline		
Number of training offered to Consumers/Families covering Advocacy topics	----	baseline		
Number of training offered to Consumers/Families covering Community Building and Employment topics	----	baseline		
Number of training offered to Consumers/Families covering Rights in Your Home topics	----	baseline		
Number of training offered to Service Coordinators covering Preventative Health topics	----	baseline		
Number of training offered to Service Coordinators covering Autism Spectrum topics	----	baseline		
Number of training offered to Service Coordinators covering Life Trajectory topics	----	baseline		
Number of training offered to Service Coordinators covering Community Building topics	----	baseline		
Number of training offered to Staff covering Belonging, Diversity and Inclusion topics	----	baseline		
Number of training offered to Staff covering Professional Development topics	----	baseline		
Number of training offered to Service Providers covering Preventative Health topics	----	baseline		
Number of training offered to Service Providers covering Autism Spectrum topics	----	baseline		
Number of training offered to Service Providers covering Life Trajectory topics	----	baseline		
Number of training offered to Service Providers covering Community Building topics	----	baseline		
Number of training offered to Service Providers covering Consumer Rights in their Home topics	----	baseline		

Training

Outcome Deliverables and Measures

Please note the below are tentative deliverables as projected by the outlined strategies, however some of the deliverables may vary to best achieve the focus area objectives as work begins on these strategies.

.For the Training focus area, each specific training, if not already developed, must be researched, designed, created and offered. Further, each training may be offered through a variety of platforms. Therefore, the Outcome Deliverables for the Training area are each training module created. VMRC will track and report on all training modules developed and offered.

Consumer Health (Physical & Emotional)

Consumer Health

Defined:

Through training and education VMRC will provide consumers and families, staff, and providers with the knowledge they need.

The Goal:

VMRC proactively supports and empowers consumers to be healthy - physically, emotionally and mentally.



Consumer Health

Specific Strategies

1. VMRC will support Consumers/Families and Providers with COVID information and supports (Testing, Personal Protection Equipment (PPE) distribution, vaccine information, webinars, and info session.
 - a. VMRC will continue provide information for Consumers/Families/Providers/Service Coordinators to access COVID-19 testing.
 - b. VMRC will continue to provide access to, and distribution of, Personal Protection Equipment (PPE).
 - c. VMRC will continue to track COVID-19 case tracking, including total tests, total positive and negative tests, hospitalizations, deaths, etc. associated with people supported by the regional center.
 - d. VMRC will promote full information and awareness by continuing to provide, and expanding COVID-19 related Webinars, Infor Sessions, and publishing of the Health Advisory.
 - e. VMRC will track within SANDIS, the percentage of Consumers (of approved vaccine age) with access to the COVID-19 vaccines, the number of consumers vaccinated and the number of consumers that decline vaccination.
2. VMRC will promote awareness of Consumer health (physical and emotional factors and optimal health and wellbeing, VMRC will engage in increased education and training campaign.
 - a. VMRC will provide quarterly or seasonal health campaigns targeting specific factors or risks based on the season/time of the year (i.e. summer – dehydration, constipation, bike and water safety, choking, etc.) Campaigns may include: trainings, info cards, focus groups, promotion of DDS's quarterly safety net, Tip of the Week on VMRC's website/social media.
 - b. All information will utilize plan language and be translated.

Consumer Health

Specific Strategies

3. VMRC will promote optimal Consumer health by promoting preventative health strategies: diet/lifestyle eating, exercise, health screenings, vaccines, health disparities and equity. Recognizing the importance of maintaining good health, and the vast benefits of addressing preventative health, VMRC seeks to address preventative health measures through:
 - a. Providing screening information and training to stakeholders based on age and gender (when appropriate): STI, dementia, depression, anxiety, gait, choking hazard screening, dehydration, and anemia.
 - b. Provide information on vaccinations (COVID-19, flu, PNA, tetanus, shingles, etc.)
 - c. Explore and launch a healthy eating and nutrition campaign via the VMRC website, social media, videos, and for inclusion in the monthly Health Advisory, and brochures, possibly including: publishing healthy snacks and recipes, nutritional facts, healthy tip of the day, highlight community success stories, etc.
 - d. Encourage Team Fitness Challenges, Healthy Eating Challenges, etc. for group homes, ILS/SLS, day programs, etc.
 - e. Coordinate with and promote SAC6 dance parties, and other fitness/lifestyle related activities.
 - f. All materials will be translated and made linguistically/culturally available.

Consumer Health

Specific Strategies

4. VMRC will promote Consumer/Family Mental Health and Wellbeing. VMRC will proactively address issues of isolation, depression and emotional issues, as well as stress and anxiety.
 - a. In coordination with Strategy 3, VMRC will provide screening tools to providers and service coordinators on screening for depression, anxiety, isolation, and stress.
 - b. VMRC will promote Dr. Dave's Mental Health tips and create and publish brochures for screening and tips for mental wellbeing to be made available in the lobby of each VMRC office.
 - c. VMRC will coordinate with and encourage Consumer/Family attendance at SAC6 weekly chats with weekly mental health tips/topics, SCDD Orange County Mindfulness Training.
 - d. VMRC will formalize, within the organization, the Adverse Childhood Events (ACEs) strategies (Dr. Nadine Burke-Harris), and develop a trauma based informed management system.
 - e. VMRC will work to create a toolbox for stress/anxiety management tools, i.e Insight Timer, Calm, Headspace, visual cues, etc.
 - f. VMRC will create a list of resources for service coordinators to access (checklist questions and referrals) for conversations with Consumers/Families when potential mental health issues are identified.
 - g. VMRC will develop and publish a list of grief resources.
 - h. VMRC will promote an Employee Mind Body Wellness Focus (See Organizational Culture focus area.)
 - i. All materials will be translated and made linguistically/culturally available.

Consumer Health

Specific Strategies

5. VMRC will support Consumers through identifying and addressing potential behavioral concerns, such as Autism Spectrum related behaviors and addiction, and related legal issues.
 - a. VMRC will promote identifying and addressing behavioral issues early, working with BIS providers to identify trends in referrals and developing and training service coordinators on when to make BIS referrals.
 - b. VMRC will work research and work to identify classes and day programs that support behavioral issues.
 - c. VMRC will promote conservatorship training (FRN) and supported decision making training (UC Davis). (See Consumer Empowerment focus area.)
 - d. VMRC will track LSRT referrals and HOBPT attendance to monitor trends in service needs/usage.
 - e. VMRC will work on age-based menu of services (See Consumer Empowerment focus area.)
6. VMRC will help optimally support children and families in our community, VMRC will monitor Child Find data and utilize data to help identify and target communities where children who are potentially at risk of developing a delay are not entering the regional center through Intake/Early Start.
 - a. VMRC will gather data on Child Find, analyze trends to identify potential populations that may not have information on the regional center.
 - b. VMRC will work to ensure flyers and outreach is available in communities that, based on Child Find data, may be under-represented and have children who may benefit from regional center services that are not accessing the regional center.

Consumer Health

Outcome Deliverables and Measures

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Consumer Health

Outcome Deliverables and Measures

Outcome Measure	Baseline	2022	2023	2024
Number of COVID Testing Events	3			
Number of PPE Events	25			
Number of COVID positive cases	540			
Number of COVID-19 Vaccinated Consumers (1 Dose)	376			
Number of COVID-19 Health Advisory Newsletters, Info Sessions	49			
Number of Mental Health related events hosted or advertised	4			
Number of Child Find intakes (per month)	201			
Number of flyers provided to community for outreach	1800			
Number of Preventative Health related events hosted or advertised	1			
Number of Social Media hits for Mental Health related postings	---	Baseline		
Number of people download Mental Health Tips, Resources	---	Baseline		
Number of people who request Mental Health Tools	---	Baseline		
Number of Behavioral Health related trainings and events	1			
Referrals for BIS, LSRT (average per month)	5.33			
Number of Available Resources for Addiction Issues	---	Baseline		

Consumer Health

Outcome Deliverables and Measures

Please note the below are tentative deliverables as projected by the outlined strategies, however some of the deliverables may vary to best achieve the focus area objectives as work begins on these strategies.

Outcome Deliverables	Achieved (Y - Year/N)
Staff use COVID-19 vaccine tracking in SANDIS	
Created lists of resources for Mental Health, as well as tips and publish on Website, Social Media	
Created, published list of Grief resources	
Post resources for ACEs for Consumers, Providers, Service Coordinators	
Formalize approach to ACES within VMRC	
Provide (or develop) tools for preventative health and create trainings for this	
Create format for and add Healthy Lifestyle article to Health Advisory	
Strategies: Providing training (BIS, FRN, UC Davis) and toolkits/resources to consumers and SC	
Create for download/print Mental Health tips and brochures	

Consumers Feel Empowered (& Support)

Consumers Feel Empowered

Defined:

Individuals feel fully informed of life's possibilities through empowerment and are supported by a strong circle of support to pursue their dreams.

The Goal:

Individuals are empowered and supported in all aspects of life to define, lead and succeed in their own lives.



Consumers Feel Empowered

Specific Strategies

1. **VMRC will empower consumers to define and pursue life on their own terms, VMRC will promote and engage consumers (and families) in envisioning and planning Life Trajectory.**
 - a. VMRC will encourage Consumers and Families to envision a fulfilling, robust life for people served (themselves) by providing trainings that have consumers and their success stories at the forefront and that provide a picture of what life could look like and what services/resources are available.
 - b. Training will be offered early, starting at transition age (10th/11th grade) to empower adults to “let go” of the role of child protector and encourage the role of advocate.
 - c. Training/conversations around consumers pursuing chosen employment (starting 10th/11th grade); working with schools/school districts to facilitate these conversations
 - d. VMRC will expand the Lifetime videos to separate the videos by age and expand the content – educating parents to be forward focused at every step.
 - e. VMRC will work to build a library and speaker’s bureau for Consumer success stories and include these at all appropriate parent trainings. Consumer speakers will be included in Intake and Early Start trainings to help parents envision successful futures.
 - f. Service Coordinators will work with Consumers to complete a streamlined 1-page profiles to include future elements, goals, strength/choice led conversations. (1-page profiles may include different questions at different age bands, remove redundant questions.
 - g. Explore process of sending (email/mail) out 1-page profiles to Consumers/Families by SC before in-person (zoom) meeting. (Will need to be translated as appropriate.)
 - h. Can programs be recruited to help begin these conversations? (ILS/SLS, Day Programs) Utilizing Quillo and /or brochures
 - i. VMRC will invite parents/families to attend, with SAC6’s permission, some SAC6 meetings to provide examples of successes and provide connections/support. (encourage life visioning)
 - j. VMRC will provide training to SCs on the IPP, specifically questions to prompt life visioning and support strength-based decision making. (May be done via Quillo also.)

Consumers Feel Empowered

Specific Strategies

1. Life Trajectory (cont.)

- k. VMRC will explore a local version of Partners in Policy Making for Consumers/Families to understand and thrive in the complex service system.
- l. Utilize Quillo for Life Trajectory videos for Consumers/Families with follow-up 3-5q survey about impact on their life.
- m. Explore and create age appropriate brochures with next steps (based on age) and possible services appropriate for each age/transition group. Incorporate Cultural Diversity specialist work, translate brochures.
- n. Develop Parent/Family of Adult Consumer Support/Connection Groups to help support adult consumers families through different transitional stages and through life (moving out of home, leaving high school, having a child in a care home (guilt related to the choice, etc.), getting driver's license, etc.
- o. Explore developing Family Grief Counselor, (Dr. Paul Marris), meeting individually and in groups; making sure these supports are available to parents/families struggling with these issues. Also ensuring these supports are available in multiple languages/cultures.

Consumers Feel Empowered

Specific Strategies

2. **VMRC will support individual consumer empowerment, VMRC will promote strength-based decision making and supported decision making.**
 - a. VMRC will provide training to Service Coordinators, Consumers/Families, Service Providers, on life visioning and support strength-based decision making (live, Zoom, Video, Quillo, booklets – and translated)
 - b. VMRC will provide outreach, training and develop materials (utilize SAC6, UC Davis Mind Institute) to Service Coordinators, Consumers/Families, Service Providers on supported decision making, conservatorship, Dignity of Risk, Power of Attorney, Advanced Health Care Directives, etc. (explore use of Steve Rudder, Mind Institute trainings) (live, Zoom, Video, Quillo, booklets – and translated)
 - Educate physicians/providers around strength-based decision making and conservatorship vs. Power of Attorney
 - Educate school/school districts around strength-based decision making and conservatorship vs. Power of Attorney.
3. **VMRC will improve Service Coordinators' ability to support Consumers/Families, VMRC will work to help lower Service Coordinator caseloads.**
 - a. Advocate through ARCA and directly with Legislature – locally and at state level
 - b. Raise awareness of the impact of SC caseloads with Service Providers, Consumers/Families to increase the advocating base.
 - Utilize SAC6 platform to help advocate to the State
 - Utilize Parent groups, Partners in Policy Making (when created)
 - Gather data on number of contacts, emails, etc. from system. Provide data to legislators, ARCA, etc. (use in brochures, meetings, etc.)

Consumers Feel Empowered

Specific Strategies

4. VMRC will continue building and developing community support for Consumers/Families.

- a. VMRC will look to build adult Consumer networks, connecting Consumers to help support one another through: PCT, Support Groups, SAC6 activities, and expanded ILS/SLS community integration.
- b. VMRC will expand community opportunities and trainings on inclusion of people with developmental disabilities for religious and community-based organizations (including Rotary Club, Elks Club, Chamber of Commerce, etc.)
- c. VMRC will expand employment support for Consumers through the VMRC Employment Specialist, as well as through a variety of trainings, opportunities and resources:
 - ARCA Statewide Employment Committee (invite DOR)
 - SLS/ILS Trainings
 - SAC6 Group/Training
 - SAC6 involvement in legislation to effect DOR (DOR needs more counselors and vendors)
 - Executive Director connect with DOR on a one-on-one basis as well.
 - Explore working with Day Programs to develop training videos for Consumers, SCs, other Providers (i.e. Options Ticket to Work, etc.)
 - Explore job development through Chamber of Commerce, Rotary, etc.
- d. VMRC will support and partner with SAC6 to expand SAC6's employment trainings – how to find a job, how to fill out a job application, how to master job interviews, etc.
- e. VMRC will support ILS/SLS providers through training and resources (when available) to expand employment skills training for Consumers - how to find a job, how to fill out a job application, how to master job interviews, etc.

Consumers Feel Empowered

Specific Strategies

4. Building and developing community support (cont.)

- f. VMRC will partner with the school districts (administrators, teachers, staff) to help empower Consumer's future options.
 - Will work to educate school district staff around consumers pursuing chosen employment (starting 10th/11th grade); working with schools/school districts to facilitate these conversations. (Training via people with IDD, in IEPs, OCRA, SCDD, County Office of Education, VMRC Educational Specialist)
 - Will work to educate school district staff around strength-based decision making and conservatorship, as well as other decision makings options(Training via people with IDD, in IEPs, OCRA, SCDD, County Office of Education, VMRC Educational Specialist)
- g. VMRC will provide trainings to Service Coordinators on community resources and explore the option of a searchable community resource guide (with ratings? – Yelp for generic services).

Consumers Feel Empowered

Specific Strategies

5. VMRC will support individual engagement and ownership of their own lives, VMRC will work to ensure Consumers have a home.
 - a. VMRC will work with vendors during placement agreement discussions to ensure if Consumer(s) have to temporarily leave a home when they are ill or need increased treatment levels, that they can return to their home when it is possible. (VMRC may help utilize CMS HCBS Final Rule authority to encourage this.)
 - Working with new providers Admission Agreement to ensure consumers have their “room” when they leave due to short term illness/change in care needs, within licensing guidelines/requirements.
 - Expanding Family Home Agency providers (look at placement contract re short term leaves due to increased treatment needs and ensure conversations occur around this when discussing placement with the consumer/home.)
 - b. VMRC will work with Consumers to address issues of respect in homes (as identified on the NCI) – key to own home, people knock before entering, people choose their entertainment, have robust access to transportation.
 - c. Research and explore wording of Bed-Hold Policy, to maximize opportunities for Consumers to remain in their home /retain their “bed” despite short term leaves due to increased medical care needs or increased treatment needs.
 - d. Examine/Look at language on Admission Agreement vs. Program Design for Residential Services to ensure the encouragement of retaining room
 - e. Explore how this is tracked: add a SubCode to help Track this, POS Exceptions, Change of Residential Code for when someone leaves/goes back

Consumers Feel Empowered

Specific Strategies

6. VMRC will support the unique characteristics, culture, ethnicity, language, and sexual and gender identification of each Consumer/Family. VMRC will seek to develop and deepen diverse and culturally competent services both provided (service coordination, etc.) and purchased by the regional center.
 - a. VMRC will identify and support Consumers/Families through their preferred means of communication and technology. VMRC will work to ensure translation services operate on a timely schedule, ensuring Consumers and Families receive timely responses.
 - b. VMRC will work to identify the language/technology preferences of both Consumers and Families
 - c. Ensuring service development Requests for Proposals are made available in multiple languages.
 - d. Work to develop that adequate translation services (bandwidth) is available for VMRC use to ensure documents, training, brochures, etc.
 - e. VMRC staff will maintain cultural competency (see Organizational Culture focus re diversity) to ensure VMRC staff is approaching and interacting with Consumers/Families in a consumer-focused partnership. Helping ensure SCs are practicing PCT and active listening, are open, use plain language, and are sensitive to Consumer's/Family's language, cultural and cultural traditions.
 - Utilize strength-based conversations – highlighting strengths and achievements (be sensitive to deficit based service consequences, i.e. loss of services if child improves)
 - Utilize brochures, plain use language
 - Explore the creation of a diverse, culturally competent Early Start Parent Support Group to support new families (Having a peer, Family Resource Network representative, possibly a counselor available to connect with families proactively address support and empower families to advocate for themselves/their child – how to be a partner with the regional center, not a service recipient.)
 - Explore developing and providing education, trainings on techniques SCs can use to help approach the family as an empowered advocate partner, not setting up an intimidating interaction.

Consumers Feel Empowered

Outcome Deliverables and Measures

Throughout the three-year, 2021-2024, term for which this Strategic Plan addresses, Valley Mountain Regional Center will work specifically on the Strategies referenced on the previous page, as well as systemic efforts already in place to help address this focus area. While the end measure of our success is for the people we serve to truly live have the powers of choice and possibility, VMRC will assess our progress of our efforts to address community living and the specific strategies outlined based on the below measures, which will be reported to the Board of Directors and our community annually.

Outcome Deliverables and Measures are broken out into two categories: Outcome Measures (show on the following page) and Outcome Deliverables (contained in the Appendix: In-Depth Focus Area Strategies). For the following Outcome Measures and Deliverables, measurements are collected from a variety of sources and noted as assessed at:

- Outcome Measures are provided for:
- Baseline – As of June 1st, Fiscal Year 2020-21
- 2022 –Close of Fiscal Year 2021-22
- 2023 – Close of Fiscal Year 2022-23
- 2024 – Close of Fiscal Year 2023-24

Measures existing prior to the Strategic Plan have a baseline measure, new measures that will be developed specifically to assess progress in this focus area do not have a baseline metric noted.

Consumers Feel Empowered

Outcome Deliverables and Measures

Outcome Measure	Baseline	2022	2023	2024
Service Coordinator treating you with dignity and respect (Consumer Satisfaction Survey)	4.01		---	
Your relationship with your service coordinator. (Consumer Satisfaction Survey)	3.80		---	
VMRC staff listening to you. (Consumer Satisfaction Survey)	3.79		---	
The IPP/IFSP planning process in focusing on you (your family's) unique needs and wants. (Consumer Satisfaction Survey)	3.64		---	
Your service coordinator taking into account your (your family's) languages, traditions, and background when helping you design your plan. (Consumer Satisfaction Survey)	3.83		---	
Consumers/Families feel Empowered. (Consumer Satisfaction Survey, new metric)	----	baseline		
Consumers/Families feel Supported. (Consumer Satisfaction Survey, new metric)	----	baseline		
Consumers/Families Feel Supported by completing Personal Profiles (Consumer Satisfaction Survey, new metric)	----	baseline		
Consumers/Families have the ability to make life decisions. (Consumer Satisfaction Survey, new metric)	----	baseline		
Consumers/Families are encouraged and supported to envision a future of their choosing/a life of their own design. (Consumer Satisfaction Survey, new metric)	----	baseline		
Number of SCs receive training on Person-Centered Thinking	Staff – 90% Vendors-10%			
Service Coordinator Case Load Ratios	1:83			

Consumers Feel Empowered

Outcome Deliverables and Measures

Outcome Measure (cont.)	Baseline	2022	2023	2024
Number of Consumers with Person-Centered Plans	----	baseline		
Number of Participants attending Self-Determination Program Orientations	----	baseline		
Number enrolled in Self-Determination Program	60			
The IPP/IFSP planning process in focusing on you (your family's) unique needs and wants. (Consumer Satisfaction Survey)	----	baseline		

Consumers Feel Empowered

Outcome Deliverables and Measures

Please note the below are tentative deliverables as projected by the outlined strategies, however some of the deliverables may vary to best achieve the focus area objectives as work begin begins on these strategies.

Outcome Deliverables	Achieved (Y - Year/N)
Created Streamlined/age-based 1-page profile form	
Created, produced extended Lifetime video series by age-band	
Created, published Quillo video and brochure, and follow-up survey, on Life Trajectory questions	
Created, published brochures for age-band based services	
Created, published Quillo video, training, and brochure on strength-based approach and conversations	

Outreach, Connection, & Engagement

Outreach, Connection & Engagement

Defined:

Consumers/families, staff, and providers engage in clear, meaningful exchanges of information to facilitate strong relationships and shared understanding in order to achieve high quality, person-centered service.

The Goal:

Consumers/families, providers, staff, and community stakeholders are valued, heard, and engaged in conversations that:

- Value people's ideas and concerns,
- Are knowledgeable and informative, and
- Are accessible, person-centered, and plain language exchanges.

These exchanges ensure:

- A common understanding of policies,
- Timely, clear information about events, webinars, and other opportunities that enhance their lives, and that
- Help people connect to each other and the regional center.



Outreach, Connection & Engagement

Specific Strategies

1. VMRC will improve the effectiveness, consistency, clarity of reach of communications to and from consumers and families. VMRC will continue to evolve technologically and utilized multiple platforms, while ensuring communications use plain language, are consistent and timely. VMRC will be sensitive to the differences in communication styles by language and culture and seek to utilize all mediums of communication so as to be inclusive.
 - a. VMRC will research and launch (if applicable) communication via WhatsApp, Quillo, and direct text as well as continue to maintain and increase their presence and communication utilizing: Constant Contact, Everbridge, Email, Person-to-Person Service Coordinator Telephone Calls and Zoom Video Conference, in-person meetings (when allowed), mail correspondence, www.vmrc.net, Twitter, Instagram, Facebook, YouTube, TikTok, and Linked-In.
 - b. VMRC will continue to utilize and evolve the Health Advisory to ensure relevant information is available to the community. As the severity of the COVID-19 pandemic lessens, the Health Advisory will transition into a weekly agency newsletter. In addition, VMRC will continue to utilize the Director's Travel.
 - c. VMRC will (through Strategy 2) work to be more consistent, concise and timeline in communications to staff so that these can be easily communicated to all people served.
 - d. VMRC will identify and support people through their preferred means of communication and technology. VMRC will work to ensure translation services operate on a timely schedule, ensuring Consumers and Families receive timely responses. (This Strategy is being addressed in tandem with the Consumer Empowerment and Support Focus Area, please see the latter focus area for further details.)

Outreach, Connection & Engagement

Specific Strategies

1. VMRC will improve the effectiveness, consistency, clarity of reach of communications to and from consumers and families. (continue)
 - e. VMRC will endeavor to use easy plain language in all communications, including the use of alternate formats or technologies to assist in open communication.
 - f. VMRC will continue to gather and incorporate feedback from consumers, families, stakeholders and the larger community through Town Hall Meetings, Virtual Town Hall Meetings, Consumer/Family Survey, Regular Virtual Update InfoSessions, etc.

Outreach, Connection & Engagement

Specific Strategies

2. VMRC will improve the effectiveness, consistency, clarity of reach of communications to and from staff. VMRC will continue to evolve technologically and utilized multiple platforms, while ensuring communications is concise, consistent and timely and that staff have access to the information they need.
 - a. VMRC will create a commonly accessible, easily organized, searchable share drive and maintain content on the share drive to ensure it is up-to-date. VMRC will assign ownership of sections of the share drive to the individual responsible for that content and upload/edit access to share drive content will be limited.
 - b. VMRC will continue to utilize and evolve the methods of communication used to connected with staff, exploring video, direct text, Everbridge, WhatsApp and TikTok or Quillo to ensure information is readily available in multiple formats to include individuals with different learning and processing methods.
 - c. VMRC will seek, when appropriate, to remove layers in the chain of communicate to ensure communication is consistent and timely.
 - d. VMRC will endeavor to use easy, plain language across the agency, including in the development of guidelines and in training.
 - e. VMRC will develop and host info sessions and listening sessions for staff with each department.
 - f. VMRC will explore and develop continued methods of receiving input and feedback from staff.

Outreach, Connection & Engagement

Specific Strategies

3. VMRC will improve the effectiveness, consistency, clarity of reach of communications to and from service providers. VMRC will continue to evolve technologically and utilized multiple platforms, while ensuring communications use plain language, are consistent and timely. VMRC will be sensitive to the differences in communication styles by language and culture and seek to utilize all mediums of communication so as to be inclusive.
 - a. VMRC will research and launch (if applicable) communication via WhatsApp, Quillo, and direct text as well as continue to maintain and increase their presence and communication utilizing: Constant Contact, Everbridge, Email, Person-to-Person Staff Telephone Calls and Zoom Video Conference, in-person meetings (when allowed), mail correspondence, www.vmrc.net, Twitter, Instagram, Facebook, YouTube, TikTok, and Linked-In.
 - b. VMRC will continue to utilize and evolve the Health Advisory to ensure relevant information is available to the community. As the severity of the COVID-19 pandemic lessens, the Health Advisory will transition into a weekly agency newsletter. In addition, VMRC will continue to utilize the Director's Travel.
 - c. VMRC will (through Strategy 2) work to be more consistent, concise and timeline in communications to staff so that these can be easily communicated to all people served and providers.
 - d. VMRC will endeavor to use easy plain language in all communications.
 - e. VMRC will continue to host trainings to support providers in better understanding VMRC processes/procedures and to best empower providers to support Consumers and Families.
 - f. VMRC will continue to gather and incorporate feedback from providers through regular Community Services info sessions and/or other departments as needed, open forums, etc.

Outreach, Connection & Engagement

Specific Strategies

4. VMRC will build community awareness and engagement.

- a. VMRC will work to build and strengthen engagement with the community by:
 - Hosting events, i.e. Community Fair
 - Having a presence at community events
 - Connecting with the business community through membership and attendance at Chamber of Commerce and/or similar associations
 - Continue presentations, upon request, by the Speaker's Bureau
 - Ensuring service development Requests for Proposals are made available in multiple languages. (This Strategy is being addressed in tandem with the Consumer Empowerment and Support Focus Area, please see the latter focus area for further details.)
- b. VMRC will work to build community awareness by increasing its media presence by working with local media, including highlighting success stories.
- c. VMRC will work to connect with aligned organizations (by participating in/sitting on committees with partner organizations – CAC, School District, etc.)
- d. VMRC will continue outreach to the community to recruit qualified service providers from local community organizations/hubs to ensure inclusion of all parts of our community and better represent all demographics of our greater community and the Consumers and Families we serve.

Outreach, Connection & Engagement

Outcome Deliverables and Measures

Outcome Measure	Baseline	2022	2023	2024
Staff reaching out with information about community events, regional center news or other resources (Consumer Satisfaction Survey)	3.44		---	
The regional center in communicating with you (Consumer Satisfaction Survey)	3.50		---	
Opt-In - Number of social media followers (FB, Twitter, Linked-In, TikTok, Instagram YouTube.)	5,420			
Access - Number of residential settings that provide Wi-Fi access for adult consumers to receive email	---	baseline		
Push Contacts - Number of direct contact/constant contact/Everbridge push contacts (Wellness)	26,119			
Outreach – Number of calls, Zoom Meetings/ Trainings/Townhall Meetings, Listening Sessions, etc., and In-Person touchpoints.	----	baseline		
Management effectively communicates information, process changes and procedures (Employee Satisfaction Survey)	56%		---	
Policies & procedures in my work unit are clearly stated and allow me to do my job effectively (Employee Satisfaction Survey)	65%		---	
There is a way for me to provide recommendations for process improvements. (Employee Satisfaction Survey)	48%		---	
Communication across organizational boundaries enables us to perform our jobs effectively (Employee Satisfaction Survey)	40%		---	
I have sufficient information to do my job. (Employee Satisfaction Survey)	75%		---	
Management has clearly communicated to me the behavior that is expected of me. (Employee Satisfaction Survey)	82%		---	

Outreach, Connection & Engagement

Outcome Deliverables and Measures

Outcome Measure (continued)	Baseline	2022	2023	2024
VMRC staff communicates with your agency regarding legislative and regulation changes. (Provider Satisfaction Survey)	3.35		---	
How well VMRC staff communicates with your agency regarding issues related to your agency's contract or services. (Provider Satisfaction Survey)	3.36		---	
VMRC staff's level of respect for your input as a service provider? (Provider Satisfaction Survey)	3.68		---	
Number of community events VMRC staff attend	190			
Attendance (#) at business and organization engagements, events, meetings	80			
Number of Presentations given to Community organizations (Speaker's Bureau)	3			

Social Media Profile

Social Media Outlet Usage	Baseline	2022	2023	2024
Facebook, followers	2898			
Linked-In, followers	362			
Instagram, followers	1560			
YouTube, followers	44			
TikTok, followers	20			
Constant Contact, followers	10,774			
Everbridge (Wellness Check-in)	15,345			
VMRC Website, Sessions (monthly)	13,378			

Outreach, Connection & Engagement

Outcome Deliverables and Measures

Please note the below are tentative deliverables as projected by the outlined strategies, however some of the deliverables may vary to best achieve the focus area objectives as work begin begins on these strategies.

Outcome Deliverables	Achieved (Y - Year/N)
Develop Info and Listening Session for each Department to host with staff	

Organizational Culture

A faint, stylized background graphic in light blue and purple. It depicts a mountain range with a jagged peak on the left and a five-pointed star on the right. The lines are thick and hand-drawn in style.

Organizational Culture

Defined:

VMRC fosters a philosophy that is inclusive and supports staff to thrive.

VMRC will strive to create an internal environment that values cultural and linguistic competence and diversity and supports the emotional well-being, health, and morale of all staff.

The Goal:

VMRC will continue to promote a healthy, supportive, inclusive, and diverse internal philosophy, where employees feel valued, respected, and empowered to support Consumers and their Families.



Organizational Culture

Specific Strategies

1. VMRC will cultivate and foster a culture of belonging, diversity, and inclusion.
 - *We recognize, value, and appreciate each person.*
 - *We are aware of our own judgements, values, morals, and egos.*
 - *We seek to understand and learn and improve.*
 - *We encourage learning and understanding.*
 - *We work to create a community where everyone belongs and is accepted.*
 - *We hold ourselves, each other and the organization accountable for honoring each person.*
 - *We value and appreciate our diversity, it makes us better, it makes VMRC stronger.*
- a. VMRC will review, develop and offer training that promotes introspection (understanding our implicit biases and judgements), understanding of cultures, cultural traditions, and communication styles. Trainings will be updated for new hires. All levels of management will participate in/attend trainings to promote embracing diversity from the top down.
- b. VMRC's Employee Networks will provide education, and celebrate diversity, equity and inclusion.
- c. VMRC will structure team meetings to promote networking, building relationships and supporting each other.
- d. Each VMRC office will display a reflection of VMRC's commitment to the value of each person, the value of embracing cultural and linguistic competence, and the value of belonging, equity, diversity, and inclusion ("respect me as a whole").
- e. VMRC will reflect the diversity of the community in the workforce and the work environment to include accessibility for all people.

Organizational Culture

Specific Strategies

2. VMRC will create and promote a culture of trust and unity between and across all staff, units, offices, and management.
 - *All staff, independent of title, position, office, department or unit, will honor interpersonal communications, engaging each other humbly and respectfully.*
 - *VMRC, as an organization, and all staff recognize the equal value and input of each office, team and management level.*
- a. VMRC will practice clear, consistent communication to help ensure what is said is also what is heard and that all staff hear the same information.
- b. VMRC will work to ensure all three offices receive the same information and communications, as well as adhere to the same policies and procedures.
- c. VMRC will encourage staff from and between offices, departments, units and levels of management to communicate and learn from one another.
- d. VMRC will cultivate greater team collaboration.
- e. VMRC will celebrate successes and proactively practice recognition.
- f. VMRC creates a culture where it is acceptable to seek assistance and support.
- g. VMRC will develop and add to the Employee Satisfaction Survey metrics relating to culture of trust and elements of trust.
- h. VMRC will provide training on engaging, healthy and respectful conversations, acknowledging a variety of perspectives and approaches to problem solving.

Organizational Culture

Specific Strategies

3. VMRC will create and promote a culture of support so staff have the tools and are empowered to succeed.
 - a. VMRC will work towards supporting staff to have accurate and realistic job descriptions and demands.
 - VMRC will review workload tasks – what is necessary vs. redundant, productive vs paperwork.
 - VMRC will review forms to ensure all staff are using the same iteration of forms
 - VMRC will value and appreciate all staff members and seek to understand their perspectives.
 - b. VMRC will expand management practices of acknowledgement and recognition.
 - c. VMRC will promote accountability.
 - VMRC will offer management staff training in active listening, recognition, conflict resolution, and management skills to better support managers in managing and guiding staff and in addressing staff that may not be meeting appropriate workload goals.
 - d. VMRC will host department forums that build morale, share information, and provide an opportunity for communicating and creative problem solving.

Organizational Culture

Specific Strategies

4. VMRC will cultivate and foster a culture of Wellness.

- a. VMRC will promote wellness through a variety of opportunities, which may include:
 - Encouraging use of the Employee Assistance Program
 - Encouraging use of Paylocity resources
 - Providing education and trainings on resources
 - Offering stress tips and preventative anti-depression (*see Consumer Health Strategic Focus Area for useful overlap*)
 - By continuing to offer Brown Bag Wellness Topic lunches in each office
 - Host lunch time Mental Health Group – celebrating mental health without stigmas
 - Utilizing Dr. Dave tips (*see Consumer Health Strategic Focus Area for useful overlap*)
 - Ongoing fitness challenges
 - Nutrition classes
- b. VMRC will seek to foster overall staff wellness by encouraging staff to be open-minded and to treat everyone with kindness, fostering a healthy environment.

Organizational Culture

Outcome Deliverables and Measures

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Measures existing prior to the Strategic Plan have a baseline measure, new measures that will be developed specifically to assess progress in this focus area do not have a baseline metric noted.

Organizational Culture

Outcome Deliverables and Measures

Outcome Measure	Baseline	2022	2023	2024
Staff feel that VMRC honors and celebrates diverse cultures	77%		---	
There is a culture of trust at the regional center.	44%		---	
I feel comfortable asking for help when I need it.	85%		---	
I feel empowered to take initiatives to solve problems.	80%		---	
Staff Survey: Added metric specific to culture of trust and unity. (TBD)	----	baseline		
I know what is expected of me at work.	96%		---	
My job description matches my job.	79%		---	
I feel like I am effective in my role within the regional center.	86%		---	
I am accountable for defined, measurable objectives.	77%		---	
The objectives and goals of my work unit are reasonable and attainable.	57%		---	
In my unit, we identify barriers and obstacles and resolve issues that could impact achievement of objectives.	69%		---	
Staff Metric: Assessment of Staff work-related stress level (TBD)	----	baseline		
Staff Metric: Assessment of Overall Wellness (TBD)	----	baseline		
Number of Diversity/Cultural Competence Trainings, Attendees	----	baseline		
Number of Human Resource Complaints re discrimination	2			
Staff demographics vs Community demographics	XX			
Number of Recognitions/Celebrations each year (Employee? Cultural?)	5			

Organizational Culture

Outcome Deliverables and Measures

Please note the below are tentative deliverables as projected by the outlined strategies, however some of the deliverables may vary to best achieve the focus area objectives as work begin begins on these strategies.

Outcome Deliverables	Achieved (Y - Year/N)
Created, produced and hung posters embracing diversity in each VMRC office	
Revising New Hire Training Materials (Booklet and Training) to include revised emphasis on embracing diversity and cultural competence	
Completion of Environmental Study of Accessibility for each VMRC office	
Create and conduct Staff training Active Listening, Conflict Resolution, Managing and Supporting Staff who are having Issues Completing Work.	
Develop and Host Department Forums	

Proposed

VMRC Board of Directors Meeting Schedule for 2021-2022 Fiscal Year
Board Meetings the 4th Tuesday of Every Other Month (Dates and Locations
Subject to Change)

Date	Location
Wednesday, July 28, 2021 5:00 PM – 6:00 PM	Annual Board of Directors Meeting via Zoom
	Committee Chairs are appointed by the President
Wednesday, August 25, 2021 6:00 PM – 8:00 PM	Board of Directors Meeting via Zoom
September 2021	(No Meeting)
Wednesday, October 27, 2021 6:00 PM – 8:00 PM	Board of Directors Meeting via Zoom
November 2021	(No Meeting)
Wednesday, December 22, 2021 6:00 PM – 8:00 PM	Board of Directors Meeting via Zoom
January 2022	(No Meeting)
Wednesday, February 23, 2022 6:00 PM – 8:00 PM	Board of Directors Meeting via Zoom
March 2022	(No Meeting)
Wednesday, April 27, 2022 6:00 PM – 8:00 PM	Board of Directors Meeting via Zoom
May 2022	(No Meeting)
Wednesday, June 22, 2022 6:00 PM – 8:00 PM	Board of Directors Meeting via Zoom

¹Remote meetings are currently allowed as part of a waiver of rules provided by the California Department of Developmental Services. If the waiver expires and permission for remote meetings seize the meeting will be held at 702 N. Aurora Street, Howard Cohen Board Room, Stockton, San Joaquin County, CA 95202. For board members unable to travel to the board meeting location, a zoom link or conference line will be available. The public will also have access to the published zoom link and/or conference line phone number and pass code which will be included after the address as part of the agenda heading.

Active Filters:

Headcount ⓘ

373

As of May 2021

Hired ⓘ

57

Termed ⓘ

31

Growth Rate ⓘ

7.5%

Turnover Rate ⓘ

8.5%

Average Tenure ⓘ

8.9

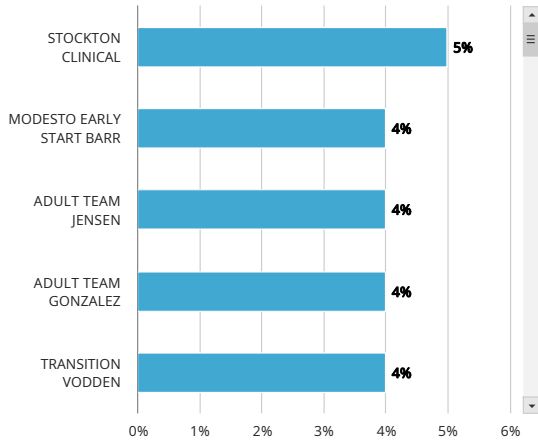
(Years)

Active Employees

CC1: Department ▾

%

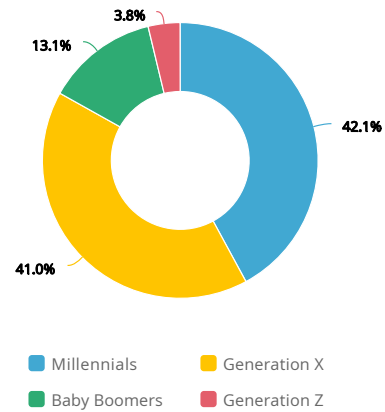
#



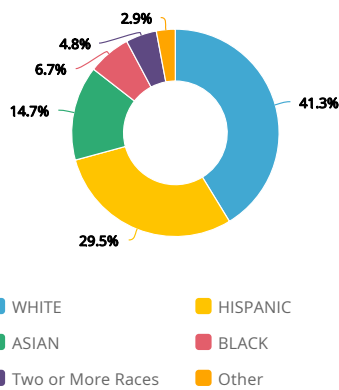
Generation

Current

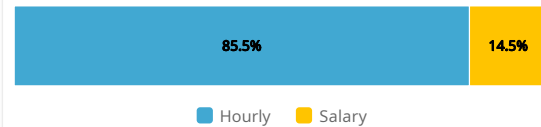
Trends



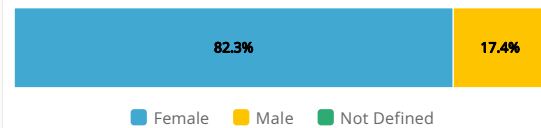
Ethnicity



Pay Type



Gender



Insights Status

Last data update took place at 5/24/21, 3:08 AM.