

2019

# Strategic Plan

## Audrain Developmental Disability Services



### A. WHO WE ARE

Audrain Developmental Disability Services (ADDS) is an agency formed by the people of Audrain County to improve the lives of county residents with developmental disabilities and their families. We provide an array of services to fulfill this function. Services offered, include residential services (group homes, apartment living programs, and independent supported living arrangements), independent living services, natural home supports, developmental training, supported employment, transportation, family support, case-management, advocacy and referral. Our goal is to expand the opportunities for independence in the lives of people with disabilities and to support them in their achievement of their highest potential in community life.

We currently serve \_\_\_ individuals. Our financial support comes through the local tax levy (\$815,000 projected this year) and through our contracts with the State of Missouri Department of Mental Health-Division of DD and federal Medicaid funding (\$4,351,200 projected for 2019).

We serve individuals with developmental disabilities as determined by the Missouri Department of Mental Health – Division of Developmental Disabilities. Such conditions including intellectual disabilities, cerebral palsy, head injuries, autism, epilepsy, and certain learning disabilities, must have occurred before age 22, with the expectation that they will continue. To be eligible for services, persons with these disabilities must have a substantial limitation in their ability to function independently.

### B. MISSION

It is the mission of ADDS to “create a better life for Audrain County citizens.” We provide an array of services designed to create appropriate options for people with



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disabilities. Within this array, services are individualized to address the needs of each person served. These services include residential placement, case management, developmental training, and any needed ancillary and support services.

### **C. DEMOGRAPHIC ASSUMPTIONS**

The population served by ADDS is a growing population in numbers and needs. We are the primary provider of services in our area. We continue to compete at a regional and state level for funding dollars. The current thought is that the State of Missouri is considering a move toward managed care in the next few years. Obviously, a managed care system would add to the competition for adequate funding.

The county continues to fund traditional services that may or may not be associated with Medicaid waiver funding. In addition, we fund a variety of services through Medicaid waiver funding. The Partnership of Hope waiver has enabled our agency to provide both services and financial supports for families and avoid the need for higher dollar supports.

The Utilization Review procedure assesses these individuals in terms of the need for the service desired, and the Priority of Need Tool provides a weighted number to assess the need for a waiver slot. The State of Missouri discourages non-Medicaid individuals to be counted on the waitlist unless they are in crisis.

Typically, an individual must be considered in crisis to receive new residential funding through the State of Missouri. However, other waived services currently are provided without the requirement of being placed on a waitlist.

It is assumed that Audrain County, the State of Missouri and Medicaid will continue to be the primary funding sources for the services offered by Audrain Developmental Disability Services; however, the agency will continue to explore other potential avenues of financial support, including donations and grants.



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## **D. PLANNING AND OUTCOME PROCESS**

The strategic planning and outcome system has been designed to identify whether our programs and services result in quality outcomes for the individuals we serve. The outcome system is also used to generate future goals in relation to strategic planning. As part of this system we measure our effectiveness at providing a positive learning experience, our ability to integrate and support individuals in community activities, our ability to monitor costs and provide high quality services at an affordable rate, and we assess whether or not individuals are happy with the services offered and provided. In addition, we monitor how effective we are at maintaining timelines for services. We try to monitor the current threats to the services we provide and also the strengths of our programs.

### **I. LONG-TERM GOALS (next 3 years)**

- Quality Service Provision
- High Quality and Stable Staffing
- High Consumer and other Stakeholder Satisfaction
- Partnership with the City of Mexico to develop an Inclusive Playground within the existing Park System
- Promote competitive employment opportunities for those in our services
- Move toward an agency identity as more of an advocate and role model, rather than simply as a funder and service provider.

### **II. SHORT-TERM GOALS (CURRENT YEAR)**

#### **Residential Services**

- Identify other methods of employee recruitment to reduce open positions
- Increase community access
- Continue to improve physical structures
- Purchase additional van or car
- Continue to follow HCBS Assurances in our 2018 plan
- Identify barriers to further downsizing our larger residences and increasing service immersion in the community.
- Ensure the safety of the individuals in our various



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services by continuing to monitor incidents and trends.

### **Administrative Services**

- Physically modify front office area to increase the security of our administrative offices and address the accessibility of the front desk.
- Continue efforts and activities targeted to improve staff morale and retention in the coming year.
- Evaluate and reduce any barriers in employment policies.
- Review payroll system for possible addition of HR module to our existing payroll software.
- Obtain cost/bids for move toward paperless record system.
- Expand public relations efforts (see item below)

### **Public Relations**

- Frequently update website to engage more families and community members with website and technology.
- Continue to foster relationships with media.
- Continue to foster relationships with county civic organizations.
- Host events for other related groups like the Optimist Club's use of conference room.
- Evaluate how to foster self-advocacy in the community.
- Hire additional staff to improve information sharing with local school district.
- Attend community events which offer the ability to share information about ADDS.

### **Community Services**

- Improve transportation abilities.
- Utilize Partnership for Hope waiver slots in order to assist families with their needs.

### **Family Supports**

- Expand Self-Directed supports for those who are interested.
- Fund additional summer activities for those interested.



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## Developmental Training Center

- Improve communication with other services
- Evaluate cultural needs of individuals served to better match staff
- Continue community volunteer activities
- Investigate potential annex for future growth

## TCM

- Reduce census to county only service provision
- Evaluate how front ramp could be modified and make modification for ADA compliance as funds are available. Level area outside of back door to facilitate easier entry
- Provide timely referrals to meet conflict free service provision requirements.
- Monitor revenue for 2019 to determine financial feasibility of adding an additional case manager

## Regulatory Compliance

- Maintain Compliance with regulatory requirements:
  - CARF International
  - Department of Mental Health
  - Missouri Medicaid Audit and Compliance

## Financial Responsibilities

- Create a balance budget.
- Continue monthly and quarterly reports to Board of Directors
- Continue Partnership for Hope waiver.
- Monitor census and recognize downsizing of residential facilities will reduce revenue in 2019
- Evaluate Personal Spending procedures to determine ability to continue to perform role of payee

## Technology

- Maintain cable internet services
- Utilize MOREnet consultation to test our network security in 2019
- Continue funding IT coursework at MACC for exiting IT staff person to improve their network skills
- Continue transition of paper files to cloud based storage through IMS contract. Evaluate other electronic documentation software for record keeping purposes
- Continue website modifications to better engage families and other stakeholders



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### III. GOALS MET WITHIN THE PAST YEAR

#### Overall

- Increased efforts and varied methods of quality staff recruitment – ongoing
- Continued Community Support - ongoing
- Completed and received approval for agency HCBS compliance plan
- High Consumer and other Stakeholder Satisfaction – positive surveys
- Continue facility upgrades and maintenance of agency vehicles and property.

#### Developmental Training Center

- Revenue exceeded budgeted projection by \$18,000 and Expenses were nearly \$16,000 less than projected.
- Currently 21 individuals are attending the program and there was no wait list during the past year.
- Staff retention was excellent this past year.
- Continue our efforts at community participation with continued increases in community volunteer activities

#### Residential Services

- Activities involving community participation is on the rise.
- While incidents tracked decreased in 2018, reported medication errors did increase. (Safety Committee felt this is due to more thorough reporting.)
- Continued to improve physical structures:
  - DTC- Parking lot resurfaced
  - Jefferson ISL – Enlarged bedroom space
  - Hazel Place ISL – Bathroom and Kitchen renovation
  - Harvey House- Interior attic water lines replaced
  - C.T. Loyd Apartments- 3 apartments replaced HVAC
  - Breckenridge - Painting and Bedroom expansion

#### Family Supports

- Added staff for improved non-Medicaid supports.
- Additional funding for family directed respite services
- Opted to continue supports for families no longer eligible for State Plan TCM services



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## Administration

- Board approved funding for additional HR resources
- Board adopted plans designed to improve staff recruitment and retention

## Public Relations

- Participation in Ledger's Community Outlook Section
- Participation Special Olympic functions
- Hosted dances and other community-based events
- Host for self-advocacy group "Friends for Life", meeting last Thursday of each month.
- Presentations made at Chamber event and Optimist Club presentations, as well as High School events
- Website updates with added calendar feature
- Involvement with various community groups, working to expand employment opportunities.
- Participation in Chamber's Workforce Sustainability Project

## Regulatory Compliance

- Maintained Compliance with regulatory requirements.
  - CARF- ACQR completed and preparing for survey in 2019.
  - DMH-Quality Assurance reviews completed
  - Completion of HCBS Compliance Plan

## Financial Responsibilities

- Increased financial reserves over past two years in order to meet future demands, including partnership with City of Mexico for inclusive playground construction
- Monthly and quarterly reports provided to Board of Directors.

## Maintenance

- Many facility updates noted above
- MoDOT application for additional shuttle/van purchases



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## IV. POTENTIAL THREATS IN 2019

### Issue 1

State financial situation continues to be unpredictable. The Department of Mental Health continues to discuss the possibility of a managed care system being developed for the individuals in our services. Residential service growth is limited to near crisis situations and our TCM match funding is an annual challenge.

#### Plan:

Remain active in lobbying for funding of community-based services. Speak with legislative representatives and tell our story. Discuss rate equity.

### Issue 2

Quality Assurance becomes more and more important as dollars shrink. While quality is always important, outside funders expect greater monitoring as the available dollars become smaller and smaller.

#### Plan:

Ensure quality daily. Document quality measures and ensure its presence. Train quality documentation and ensure it is carried out. Utilize QA position to ensure this occurs and train staff in quality documentation.

### Issue 3

Meeting the requirement of our HCBS Compliance Plan is critical. ADDS staff need to become familiar with all aspects of the rule and ensure conformance to the expectations presented in the rule. The issue of conflict-free case management has been addressed but funding for this service is now in jeopardy due to reduced census and match dollars.

#### Plan:

Conduct internal audits to ensure actions endorsed in our HCBS Plan are being accomplished and documented upon. Remain active in lobbying for funding TCM services. Speak with legislative representatives and tell our story.

### Issue 4

In today's economic and political climate, good financial



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stewardship is more important than ever. We need to be good stewards of our public dollars.

**Plan:**

Continue to keep financial controls in place to assure responsible handling of our funds. Continue with quality independent audits and share the results with all stakeholders. Share our records and audits so that the agency is transparent in its operations. Maintain adequate reserve but not excessive, targeting the Board’s identified goal of a 6 month operating reserve.



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