



Platte County Board of Services

for the
Developmentally Disabled



2019
Strategic
Plan



History of Platte County Board of Services

Established in 1975, the Platte County Board of Services (PCBS) exists and is governed by Chapters 205.968 to 205.972 RSMo. Missouri state law authorizes the levy of a local property tax to serve residents with developmental disabilities, upon the approval of county voters.

The PCBS is governed by a nine-member board of directors, each appointed by the Platte County Commission. Board appointees include family members of persons with disabilities, as well as local business professionals and educators.

The PCBS offers assistance to members of the community, including residential services, day habilitation, recreation, transportation, supported employment and service coordination. In addition, PCBS maintains contracts with area non-profit corporations to offer day habilitation, vocational training, early intervention, sheltered and supported employment and continuing education opportunities.

The Process

In order to develop a strategy for the PCBS, a number of events were planned. Each event was designed to invite and encourage members to collaborate on a cohesive, strategic vision for the PCBS. There were meetings scheduled with the purpose of gaining perspective from parents and guardians as well as staff members and strategic workgroup members.

The initial meeting was conducted with the PCBS to discuss the goal for the strategy. Next, a strategic planning workgroup was formed to include members of the board, members of the community and employees to allow for collaboration and strategic direction in order to eventually make recommendations to the board on a plan for the next five years.

The group worked through the Golden Circle, which involves a discussion of the core purpose of the organization. The group also introduced a SOAR process, which involves the listing of the current situation, the opportunities that exist, possible action items and the expected results of those actions. In this meeting, the strategic committee sought to answer questions about the current situation in the organization.

The next meeting of the strategic committee took place after initial conversation, focus groups and survey questions were completed by the strategic workgroup and the board. The workgroup presented a Word Cloud, which is a tool used for identifying dominant themes in conversation by demonstrating the most-used words in a strategy. The group also went over the details of the SOAR analysis and SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) to determine if every idea had been captured in these analyses.

Next, parents and guardians of participants in the organization were invited to participate in a focus group. The group of parents and guardians completed an activity identifying the situation, opportunities, possible action

items and the expected results of those actions. The participants were involved in a detailed conversation that introduced a variety of questions. The afternoon of the same day, the strategic committee met with clients and invited them to complete group questions. Throughout these meetings, ideas and concerns informed the strategic workgroup of potential areas of opportunity and risk that could occur throughout the process.

The strategic workgroup created a Survey Monkey questionnaire for the employees of PCBS, as well as other stakeholders, followed by two separate staff meetings in which employees were invited to express their opinions and address specific questions. The participants also engaged in an activity that identified the situation, opportunities, proposed action, and expected results of particular strategies. The discussion was active and informative, with certain themes emerging as part of the discussion and important for consideration as the process continued.

Following these meetings to address all possible aspects of the strategy, as well as capture the questions, concerns, ideas and thoughts of key stakeholders, the strategic workgroup met to review the full range of discussion topics surrounding the strategy. Those elements that rose to the top as key trends were then addressed in the completed strategy. With buy-in from administration, this strategy was identified as addressing those strategic areas of the organization and its processes that could be amended, reorganized or improved to generate the desired outcomes.

To support this five-year strategic plan, administration will also develop a detailed action plan that allows for the tactical implementation of all necessary activities to support the identified strategic outcomes. Likewise, the Executive Director will report to the board monthly on these activities and how the organization is tracking against the overarching strategic plan.

Programs and Services



Exceeding accreditation standards and proactively preparing for industry-wide changes will enable PCBS to best serve its population. An evolutionary strategy that supports the organization's progress and growth will focus PCBS efforts, ensuring lean operation without sacrificing quality service or expansion. A robust and varying array of service options that meet the needs of individuals with developmental disabilities (I/DD) residents at all stages of life is essential to fully supporting the Platte County community.

Goals	Objectives	Success Criteria
<p>PCBS is prepared for residential changes so as to best serve its population.</p>	<p>Develop and execute on a plan for residential changes/address vacancies/evolution of services.</p>	<p>An effective plan directs activities around better responding to availability and need, while also providing for regular monitoring and reporting.</p>
<p>Evolution of the organization supports progress and growth.</p>	<p>Demonstrate progress and growth so that the evolving organization continues to support success. Evaluate the outreach of the community and their needs.</p>	<p>Organization is trending toward growth and effectively managing the replacement of case management by paying attention to key factors and supplying families with alternative solutions.</p>
<p>Accreditation and regulation standards are exceeded.</p>	<p>Maintain quality and compassionate care. Add other standards as well such as contract requirements, DMH regulations, etc.</p>	<p>Regular updates and reporting for CARF guidelines are streamlined. Minimal deficiencies are identified and target levels are consistently exceeded.</p>
<p>There will exist a robust and varying array of service options within Platte County that meet the needs of residents with I/DD at all stages of life.</p>	<p>Through collaboration, Platte County residents with I/DD and their support networks achieve desired outcomes as determined through data driven methods.</p>	<p>Regular ongoing surveys indicate needs are increasingly met, while new and additional services meet with positive demand.</p>

Seamless, strong internal communication promotes skill development and workforce engagement, resulting in lower attrition. This, in conjunction with a solid succession plan and fresh staffing strategies will address staffing crises, shifting the focus of recruitment and hiring from crisis resolution to talent acquisition beneficial to long-term growth.



Goals	Objectives	Success Criteria
Internal communications are seamless and strong.	Develop and execute on an effective internal communication plan.	A new communication plan has been developed and implemented, along with tracking criteria to determine engagement. Follow-up with staff indicates an inclusive environment.
PCBS to maintain a highly skilled and engaged workforce.	<p>The aim is to enhance the following:</p> <ul style="list-style-type: none"> • An effective training plan with a budget. • A quality assurance plan to ensure staff have, at minimum, the training required by contract and a way to monitor this step. • A staff development budget and opportunities to offer training either in-house or outsourced. 	An updated training plan is not only in place, but monitored for success on an ongoing basis. Employees are regularly seeking new information, taking control of their development as a professional in this industry.
A solid succession plan is in place.	Develop and execute on a solid succession plan to cover administration changes, upward progress and attrition.	An effective plan is in place to allow the grooming of employees with a desire to advance.
Staffing crisis is no longer a key decision-making element for PCBS recruitment and hiring.	Develop a plan to address staffing crisis.	The overarching feedback from HR is that individual positions are becoming easier to fill and people are staying with the organization longer.

Population



In order to remain of value to the Platte County community, the offerings provided by PCBS must evolve as needs change. By equipping the PCBS team to serve its audience with the most up-to-date information, skills and techniques, the organization's assistance can expand to meet the spectrum of needs. In particular, focusing on the needs of the aging population will improve and extend the quality of care in PCBS programs. This broader service plan will simultaneously establish PCBS as the leading resource for area families and support networks.

Goals	Objectives	Success Criteria
PCBS has the expertise to fully serve an aging population.	Develop and execute on a plan for embracing the changing realities of an aging population.	The process to serve the aging population is refined and running smoothly, with preparedness when illnesses or other "unplanned events" emerge.
PCBS becomes a leading resource for families seeking assistance across the spectrum of needs.	Provide family support for life transitions.	A survey of those needing services within the county demonstrates better reach and exposure of the value proposition of the organization.

An increase in board attendance and engagement will unify individual board members toward common outcomes. This goal will give each of them input and a personal stake in the organization's success, enhancing the quality of services provided to the Platte County community. Achieving board accreditation will elevate PCBS's reputation in the community and the organization's ability to serve individuals with developmental disabilities.

Governance and Guidelines

Goals	Objectives	Success Criteria
Board attendance and the presence of a quorum at the designated start time will increase by X%.	Develop and execute on a solid plan for board attendance and engagement.	The board is not only more actively engaged, but is excited about the role they have to play in the organization.
Board CARF accreditation is achieved.	Develop a solid timeline for board accreditation according to CARF standards.	The board receives CARF accreditation.

Communication and Marketing Goals

Active sharing and marketing of PCBS services, a proven marketing strategy; and consistent external communication will extend PCBS's reach in Platte County. These activities will allow us to serve as many people as possible, while also attracting the right talent. Advocacy and awareness development are a communication and marketing priority. Community outreach is optimized for inclusion, outbound activities and job awareness.



Goals	Objectives	Success Criteria
<p>External / Community outreach is optimized for inclusion, outbound activities, job awareness and brand exposure.</p>	<p>Develop and execute on a plan for consistent community outreach through strategic communication / partners actively sharing and promoting PCBS services.</p>	<p>There is a marked difference in the community in terms of inclusion, outbound activities and job awareness. Surveys completed within the community show that there is a measurable increase in awareness and involvement.</p>
<p>Proven marketing tactics are in place to ensure optimal reach for PCBS.</p>	<p>Develop and execute on a strong marketing plan with clear goals and measurable outcomes.</p>	<p>The organization is executing on the marketing plan and measuring impact on a regular basis.</p>
<p>Advocacy and awareness development will be a communication and marketing priority.</p>	<p>Spread awareness about I/DD related issues and how we will support people to become great self-advocates.</p>	<p>Advocacy is a clear and measurable element of every outbound initiative.</p>

Finance



With funded strategic plan initiatives and clear financial strategies developed for administrative decisions, budget priorities can meet the needs within the community in order to serve as many people as possible.

Goals	Objectives	Success Criteria
All strategic plan initiatives are funded.	Ensure financial plan/budgets consider and reflect the strategic plan.	Funding for all strategic initiatives is clearly defined in the budget and executed regularly.
Budget priorities meet the needs within the community.	Assess the community to determine needs.	Feedback shows improvement in services offered.
Financial strategies are regularly evaluated for administrative decisions.	Develop the plan for financial strategies to support key decisions. Follow up and evaluate the plan after implementation.	Significant administrative decision has a budgeted line item associated with it.
Identified gaps in services are addressed.	Identify areas where funds can be allocated for those not currently receiving services.	The organization is able to demonstrate a broader reach within the community and those receiving services.

Collaborative Services

Embracing and supporting efforts toward Employment First will promote an engaged, stable community in Platte County. Additionally, the more I/DD residents are equipped for and actively involved in the workforce, the more frequently funds are made available to assist families previously not receiving services. Likewise, the development of a network of support made available for both paid and natural supports will go a long way in ensuring we carry out the mission of the organization.



Goals	Objectives	Success Criteria
PCBS embraces and supports efforts toward Employment First.	Supported employment is a key program/service with the right infrastructure and budget in place to support key initiatives of 3rd parties in line with PCBS mission.	Employment First is not only well supported within the organization, there is a marked increase in companies and positions involved.
Network of supports is available for both paid and natural supports.	Collaborate with community resources to determine best methods for addressing needs.	The network is not only created, but is functioning well, delivering satisfaction to those involved.

Technology

Maximizing technology opportunities throughout the organization will achieve optimum efficiency. Optimization of the team's use of time and resources will empower PCBS to better serve residents, extend PCBS's reach in the community and better utilize PCBS funds.

Goals	Objectives	Success Criteria
Technology opportunities are maximized throughout the organization.	Technology plan development to identify opportunities to streamline/ become more efficient.	The organization leverages key optimization opportunities in technology improvements to save time and money.