

# Platte County Board of Services

Developmental Disability Resources - Since 1975



## Strategic Plan 2024 -2027

## Who We Are

Since 1975, Platte County Board of Services (PCBS) has been a pioneer in providing information, resources, and assistance for families and individuals with intellectual and developmental disabilities in Platte County, MO.

## What We Do

### **Community Living Program**

Our Community Living program aims to empower individuals with intellectual and developmental disabilities by providing personalized support. The focus is on fostering independent decision-making and active community involvement. Accredited by CARF, our services range from monthly, weekly, or hourly support to round-the-clock care, tailored to individual preferences and needs.

### **Community Support Services**

The Day Habilitation Program offers activities for adults with developmental disabilities to boost independence and community connections. Services are customized to suit individual preferences and needs, available in both group and individual settings. This program is accredited by CARF, an esteemed international accreditation body.

### **Transportation Services**

Our Transportation Services cater to adults with developmental disabilities, offering transportation to and from workshops, day habilitation programs, community employment sites, and agency activities.

# Community Partner Funding

PCBS works together with various organizations in the Kansas City area to guarantee that individuals with intellectual and/or developmental disabilities receive a range of services and support throughout their lives. The funding for these programs is provided by the Senate Bill 40 tax levy.

## The Process

In September 2023 the Executive Team began the planning process by identifying the four pillars: Serve More, Serve Better, Serve Effectively, and Serve Efficiently. Following this, in October 2023, PCBS collaborated with TT2 Consulting to conduct a county-wide needs assessment, gathering insights from Platte County residents. This assessment highlighted opportunities in transportation, housing, social enrichment, and service navigation.

Upon the completion of the needs assessment in 2024, PCBS once again joined forces with TT2 Consulting to integrate the collected data into the framework of the four strategic pillars, shaping a plan to direct PCBS for the next three years.

Derived from this plan, PCBS will develop a comprehensive company-wide dashboard to monitor progress in the upcoming years, keeping all stakeholders informed about the plan's advancement. Additionally, PCBS will continue to engage stakeholders through satisfaction surveys, town hall meetings, and collaboration with People First Platte County.



**Strategic Pillar:****1. Serve More**

Scope: Meeting the needs of a **diverse and growing community** by actively **expanding inclusive services**.

**1.1 Goal: Service Delivery**

Increase the scope of services by providing innovative services that promote diversity and inclusion.

**Key Performance Indicators**

- Develop 1 (one) RFP for innovative services funded by PCBS in partnership with local services providers.
- PCBS will add mobility management services to address the transportation needs in the community.
- PCBS will address the need for affordable housing to assist people with living independently in our community.

**Objective****1.1.1. Cutting Edge Services**

Fund opportunities for new cutting-edge services that empower the people of Platte County to live the life they choose.

**Actions****1.1.1. Cutting Edge Services**

- A. PCBS will develop an RFP process that calls for a funding opportunity that is focused on innovative services in the areas of transportation, housing, aging care, and emergent needs.
- B. Approval of Funding Projects
- C. Evaluating the Effectiveness of projects in quarterly reports.
- D. Implementing Representative Payee services for clients

**Objective****1.1.2. Mobility Management**

Implement a Mobility Management Program to provide increased opportunity for individuals to access their community.

**Actions****1.1.2. Mobility Management**

- A. Evaluate current transportation staff to determine who has the capacity to assist with the startup of a Mobility Management program.
- B. Complete on-line coursework for Mobility Management.
- C. Implement a mobility management program by end of 1st Quarter 2025.

**Objective****1.1.3. Affordable Housing**

PCBS will address the lack of affordable and accessible housing in Platte County.

**Actions****1.1.3. Affordable Housing**

- A. Research opportunities and fund allocation to create affordable and accessible housing in Platte County.
- B. Based on the research results implement a plan to build or renovate existing structures that will provide more housing opportunities that are affordable and accessible by 2026.

**1.2 Goal: Advocacy & Rights**

Provide equal opportunity and full participation to promote, educate, and empower people to exercise and preserve their rights for self-determination and advocacy.

**Key Performance Indicators**

- Quarterly speaking engagements with community leaders, advocates, elected officials to spread awareness of individual rights and provide an opportunity for open discussion and knowledge sharing.
- Hold quarterly partnering meetings with People First Advocacy group.
- Collaborate with key public affairs organizations to help amplify the message.
- Issues & Trends emails/newsletter sent 12 times per year.

<b>Objective</b> <b>1.2.1. People First</b> Enhance the People First experience in Platte County.	<b>Actions</b> <b>1.2.1. People First</b> A. Hold quarterly partnering meetings to address existing barriers and increase opportunities for Platte County citizens to participate in the People First movement.
<b>Objective</b> <b>1.2.2. Community Engagement</b> Reduce societal and community barriers that keep people from being active in their community and exercising their individual rights.	<b>Actions</b> <b>1.2.2. Community Engagement</b> A. Identify and remove obstacles to community rights education. B. Fund advocacy and educational opportunities for Platte County citizens. C. Create accessible and diverse communication materials regarding rights and diversity for Platte County citizens. D. Create avenues for people to share their stories, concerns, and ideas, through forums, town hall meetings, electronic communications, monthly newsletters, and social media. E. Train all managers to effectively use the Charting the Life Course Framework.
<b>Strategic Pillar:</b> <b>2. Serve Better</b> <i>Quality: Elevating the <u>quality of our services</u> through <u>continuous improvement initiatives</u>.</i>	
<b>2.1 Goal: Service Improvement</b> Services will be provided according to Charting the Life Course Framework and enhance the overall wellbeing of all persons served.	<b>Key Performance Indicators</b> <ul style="list-style-type: none"> <li>• Service provision will be at 100% of staffing capacity.</li> <li>• 100% of ISPs will reflect the vision of the person served.</li> <li>• 100% of ISP goals will be categorized by life domain using data driven outcome mapping.</li> </ul>
<b>Objectives</b> <b>2.1.1. Person-Centered Care</b> Services will be person-centered, cutting- edge, and collaborative.	<b>Actions</b> <b>2.1.1. Person-Centered Care</b> A. Services will be reviewed by a member of the Quality Assurance team during the annual ISP process to ensure that all services are delivered in a manner that reflects the choice of each person served.
<b>Objective</b> <b>2.1.2. Charting a Life Course</b> Services will focus on the specific life stages, with awareness of how prior, current, and future life stages impact and influence individual trajectories.	<b>Actions</b> <b>2.1.2. Charting a Life Course</b> A. The Quality Assurance team will reconcile the Life Stages Trajectories annually within the ISP process and monitor them for compliance monthly.

<p><b>Objective</b>  <b>2.1.3. Life Domains</b>  Services will be provided in accordance with each Life Domain as identified in the Charting the Life Course Framework.</p>	<p><b>Actions</b>  <b>2.1.3. Life Domains</b>  A. The Quality Assurance team will interview each person served annually to ensure that each person served is achieving their personal goals in each area of the Life Domains.</p>
<p><b>2.2. Goal: Enhancing Communication</b>  Create an internal and external communication plan that delivers consistent, coordinated, and targeted messaging for individuals and all stakeholders about intellectual and developmental disabilities services and resources in Platte County.</p>	<p><b>Key Performance Indicators</b></p> <ul style="list-style-type: none"> <li>Increased engagement in internal company communication through intranet (Compass), digital messaging boards, and employee emails. Develop accessible monthly publications for stakeholders illustrating mission moments.</li> <li>Increase overall average stakeholder satisfaction score by 10% annually.</li> <li>Establish baseline stakeholder survey participation in survey and then increase by 5-10% annually.</li> <li>Increase Social Media presence by 25% each year.</li> <li>Increase website views by 20% each year.</li> </ul>
<p><b>Objective</b>  <b>2.2.1. Communication Plan</b>  Determine communication priorities for both external and internal audiences.</p>	<p><b>Actions</b>  <b>2.2.1. Communication Plan</b>  A. Identify target audiences and objectives.  B. Develop a distribution and outreach plan by 2024.  C. Update websites annually and review quarterly.  D. Enhance Social Media engagement through targeted accessible communication.</p>
<p><b>Objective</b>  <b>2.2.2. Diversity of Communication</b>  Build trust and credibility with all stakeholders through transparent and truthful communication.</p>	<p><b>Actions</b>  <b>2.2.2. Diversity of Communication</b>  A. Create communication materials that are accessible and multilingual (including ASL).</p>
<p><b>Objective</b>  <b>2.2.3. Transparency</b>  Foster a culture of open communication that fuels informed decision-making.</p>	<p><b>Actions</b>  <b>2.2.3. Transparency</b>  A. Develop a communications calendar to ensure the messaging across all channels is consistent and accessible to all stakeholders.</p>
<p><b>2.3 Goal: Address Isolation &amp; Loneliness</b>  Reduce the negative impacts of isolation and loneliness for people with IDD in our community.</p>	<p><b>Key Performance Indicators</b></p> <ul style="list-style-type: none"> <li>Sustain participation at current levels of 150 participants per month at NDC.</li> <li>Increase opportunities for social engagement by providing more structured activities on additional days of the week.</li> <li>Increase opportunities for community partners to provide more social activities.</li> </ul>
<p><b>Objective</b>  <b>2.3.1. Community Awareness</b>  Educate community members on the Social Model of Disability to increase and promote</p>	<p><b>Actions</b>  <b>2.3.1. Community Awareness</b>  A. Partner with local organizations to host social events, classes, and activities.</p>

awareness of the epidemic of isolation and loneliness for people with IDD.	B. Increase funding for social activities, social skills development classes, and self-advocacy workshops through NDC and other community partners.
<b>Objective</b> <b>2.3.2. Community Infrastructure</b> Promote architecture, technology, and infrastructure development for community inclusion.	<b>Actions</b> <b>2.3.2. Community Infrastructure</b> A. Assist community organizations with funds, materials, and technology for virtual (hello-itsme app) and/or in-person inclusive community participation.
<b>Strategic Pillar:</b> <b>3. Serve Efficiently</b> <i>Sustainability: Implementing <u>companywide practices</u> that demonstrate responsible <u>resource management</u>.</i>	
<b>3.1. Goal: Workforce Retention</b> Build and retain a highly trained and qualified staff.	<b>Key Performance Indicators</b> <ul style="list-style-type: none"> <li>• Benchmark wages to external sources and DMH rates of reimbursement; ensure PCBS staff are compensated favorably in comparison (e.g. &gt;50<sup>th</sup> percentile).</li> <li>• Improve to and maintain at 90% the eligible employees making contributions to their 457b retirement plans.</li> <li>• Maintain at least 40% of staff with a tenure of 5+ years.</li> <li>• Maintain open positions at &lt;10% of total staff.</li> <li>• Increase Training budget by &gt;10% each year.</li> <li>• Reduce to / maintain at 70% the total staff retention rate.</li> <li>• 75% of new hire DSPs achieve their 1<sup>st</sup> Anniversary.</li> <li>• 75% of open Leadership Team roles filled internally.</li> </ul>
<b>Objective</b> <b>3.1.1. Hiring Process</b> Refine hiring process to include an assessment that identifies key preferred organization characteristics.	<b>Actions</b> <b>3.1.1. Hiring Process</b> A. Research, review and enhance interviewing hiring process for selection of highly qualified candidates to ensure skill level and culture fit.
<b>Objective</b> <b>3.1.2. Organizational Culture</b> Create an organizational culture of respect, support, and open communication.	<b>Actions</b> <b>3.1.3 Staff Benefits</b> <ol style="list-style-type: none"> <li>A. Inform on existing programs such as LifeMart, SAP, GoodRx, etc.</li> <li>B. Develop new benefit programs (e.g. tuition reimbursement)</li> <li>C. Enhance existing benefits (e.g. update PTO policies, retirement match)</li> </ol>
<b>3.2. Goal: Information Management</b> PCBS will use data collected to make informed decisions on trends, risk management, and demonstrate sound financial practices.	<b>Key Performance Indicators</b> <ul style="list-style-type: none"> <li>• 100% of critical incidents are analyzed for cause and trends to identify actions for prevention of recurrence.</li> <li>• Reduce number of absentee/missed days of work from workman comp cases.</li> </ul>

<p><b>Objective</b>  <b>3.2.1. Trends</b>  Executive Leadership will be provided with quarterly recommendations and actionable items based on the aggregation and analysis of reliable data.</p>	<p><b>Actions</b>  <b>3.2.1. Trends</b></p> <ul style="list-style-type: none"> <li>A. Quality Assurance Specialist will make quarterly recommendations to the Executive Leadership Team regarding data analysis of GER and Health data for Community Housing, Community Integration, &amp; Supported Living programs.</li> <li>B. Therap Demographic data collection will be utilized to identify trends and inform future needs quarterly for Community Housing, Community Integration, &amp; Supported Living programs.</li> </ul>
<p><b>Objective</b>  <b>3.2.2. Risk Management</b>  Trend analysis will occur at the program and organizational level.</p>	<p><b>Actions</b>  <b>3.2.2. Risk Management</b></p> <ul style="list-style-type: none"> <li>A. General Event Reports and Health data will be analyzed to guide needed modification of service delivery quarterly for Community Housing, Community Integration, &amp; Supported Living programs.</li> <li>B. Employee Incident Reports will be analyzed to guide needed environmental and training modification quarterly.</li> </ul>
<p><b>Objective</b>  <b>3.2.3. Quarterly Safety Inspections</b>  Safety Inspections conducted quarterly will provide information that helps PCBS uncover potential dangers and hazards for clients served, staff and other stakeholders.</p>	<p><b>Actions</b>  <b>3.2.3. Quarterly Safety Inspections</b></p> <ul style="list-style-type: none"> <li>A. Quarterly safety reports will be utilized to ensure that facilities owned, maintained, and operated by PCBS meet required CARF, DMH, and ADA Accessibility standards.</li> <li>B. PCBS will develop and implement corrective actions based on the results of each quarterly safety report.</li> </ul>
<p><b>Strategic Pillar:</b>  <b>4. Serve Effectively</b>  <i>Impact: <b>Investing</b> in our <b>community</b> and <b>workforce</b> to make a positive, significant difference in the lives of the people we serve</i></p>	
<p><b>4.1. Goal: Workforce Development</b>  Provide appropriate ongoing staff development and training to ensure we meet regulatory and accreditation requirements, high staff satisfaction, and enhance community-based services.</p>	<p><b>Key Performance Indicators</b></p> <ul style="list-style-type: none"> <li>• All staff are 100% compliant with Department of Mental Health annual training.</li> <li>• 80% of Direct Support Professionals employed for more than 6 months have completed DSP1 trainings.</li> <li>• 50% of Direct Support Professionals employed for more than 6 months have completed DSP2 trainings.</li> <li>• 100% of new staff complete first 90 days of orientation successfully.</li> </ul>
<p><b>Objective</b>  <b>4.1.1. Workforce Training</b>  To have a universally trained and flexible workforce to provide innovative person-centered services.</p>	<p><b>Actions</b>  <b>4.1.1. Workforce Training</b></p> <ul style="list-style-type: none"> <li>A. Evaluate and establish time frames required to complete DSP1, DSP2, &amp; DSP3 trainings.</li> <li>B. Implement and hold accountable DSPs and PMs for timeframe completions of DSP levels monthly monitoring.</li> </ul>



<b>Objective</b> <b>4.1.2. Onboarding Process</b> To reduce short term turnover by providing a strong onboarding process for staff.	<b>Actions</b> <b>4.1.2. Onboarding Process</b> A. Review, update and implement standardized new employee onboarding orientation including a checklist for competencies and monitor implementation for desired results. 1. Direct Service Professionals 2. Management & Leadership 3. Administrative, Support Staff
<b>4.2. Goal: Leadership Development</b> Create a culture and environment that fosters and creates leadership development of staff on all levels.	<b>Key Performance Indicators</b> <ul style="list-style-type: none"> <li>• Will provide 4 professional development seminars annually.</li> <li>• Complete succession plans for key positions by end of first quarter in 2025.</li> <li>• Review Succession plan annually and update as needed.</li> <li>• 100% of managers will complete all required and policy trainings on time and with a score of 80% or higher.</li> </ul>
<b>Objective</b> <b>4.2.1. Management Development</b> Employ a confident and competent management team.	<b>Actions</b> <b>4.2.1. Management Development</b> A. Provide opportunities for growth and development of Professional Managers, Senior Managers and Directors.
<b>Objective</b> <b>4.2.2. Operational Development</b> Ensure key functions of operations and service delivery are disaster proof.	<b>Actions</b> <b>4.2.2. Operational Development</b> A. Cross train and develop key staff members to preserve service continuity. B. Educate professional managers on consistent and accurate policy implementation.
<b>Objective</b> <b>4.2.3. Succession Planning</b> Develop a comprehensive Management and Leadership succession plan.	<b>4.2.3. Succession Planning</b> A. Succession Planning for Professional Managers through Leadership completed by 1 <sup>st</sup> quarter in 2025. B. Succession Plan for Executive Director completed by 1 <sup>st</sup> quarter 2025. Review all Succession Plans annually and update as needed.
<b>4.3. Fiscal Responsibility</b> PCBS will adopt adequate internal controls to protect its assets, ensuring its financial resources are available over the long term to support strategic initiatives with maximum community impact.	<b>Key Performance Indicators</b> <ul style="list-style-type: none"> <li>• Financial resources are utilized to ensure all strategic initiatives are met.</li> <li>• Annual budget priorities reflect the ability of PCBS to meet the community's needs.</li> <li>• Maintain Cash Reserve in excess of 6.0 months at all times.</li> </ul>

<b>Objective</b> <b>4.3.1. Investment Income</b> Increase investment income.	<b>Actions</b> <b>4.3.1. Investment Income</b> A. Explore newly approved investment options for cash reserves: B. Open a federal account to purchase US Treasuries directly. C. Investigate Fannie Mae / Freddie Mac options and make a recommendation.
<b>Objective</b> <b>4.3.2. Expense Controls</b> Ensure expense controls.	<b>Actions</b> <b>4.3.2 Expense Controls</b> A. All proposed new roles leading to an increase in headcount will be approved by the Executive Team. B. All appropriate approvals and signatures will be obtained before the purchase of any large item by the Finance Department, or many items in a project which cumulatively qualify as a large item.
<b>Objectives</b> <b>4.3.3. Cash Reserves</b> Maintain adequate cash reserves.	<b>Actions</b> <b>4.3.3. Cash Reserves</b> A. Maintain adequate cash reserves. B. Ensure minimum cash reserves of 6.0 months are maintained at every month end close. C. Achieve the budgeted surplus/(deficit), report anticipated variances early.
<b>4.4. Goal: Board Governance</b> The governing Board of Directors will provide effective and ethical governance leadership on behalf of stakeholders' interest to ensure that PCBS focuses on its purpose and outcomes for persons served, resulting in the organization's long-term success and stability.	<b>Key Performance Indicators</b> <ul style="list-style-type: none"> <li>• Board of Directors will participate and obtain CARF Accreditation in Board Governance.</li> <li>• Review of Bylaws annually.</li> <li>• 100% of BM Annually sign Ethical Code and Conflict of interest statements.</li> <li>• Increase active Board engagement to 100%.</li> </ul>
<b>Objective</b> <b>4.4.1. Board Oversight</b> PCBS will have an active and engaged Board of Directors.	<b>Actions</b> <b>4.4.1. Board Oversight</b> A. Bring policies and procedures into conformance with CARF Governance standards. B. Evaluate ethical code and conflict of interest documents for Board of Directors. C. Define Policy & Procedure for performance evaluation and compensation strategy for Executive Director.
<b>Objectives</b> <b>4.4.2. Board Impact Review</b> Stakeholders and people served are engaged and have active voices in the organization.	<b>Actions</b> <b>4.4.2. Board Impact Review</b> A. Identify Stakeholder Person served in the strategic planning committee of the Board.