



# Platte COUNTY

Board of Services

For The  
Developmentally  
DISABLED



2009 - 2011  
Strategic Plan

# Platte COUNTY

Board of Services

For The  
Developmentally  
DISABLED

7900 NW 106th Street  
Kansas City, MO 64153  
Phone: 816-891-0990  
Fax: 816-891-0937  
www.pcbsdd.org

**JANICE TILMAN, EXECUTIVE DIRECTOR**  
Janice.tilman@pcbsdd.org

## Board MEMBERS

Bill Bing, President  
Connie Royal, Vice President  
Stuart Anderson, OD, Treasurer  
Nancy Edson, Secretary  
Wendy Chandler  
James Farley  
Linda Grenier  
Jeanne Modin  
Carl M. Myers, MD

### PCBS Mission Statement

The mission of Platte County Board of Services is to develop, coordinate and implement services which support individuals with developmental disabilities in achieving their chosen lifestyles through maximizing their levels of independence and quality of life.

### Core Values

Integrity.  
Trust in others.  
Quality and equitable services.  
Proactive fulfillment of mission.  
Sensitivity to the consumers' needs.  
Provide opportunities for working and living in the community.  
Enhance quality of life for people with developmental disabilities.  
Programmatic and fiscal responsibility to consumers and taxpayers.



### Supported Services

Residential  
Day Habilitation  
Transportation  
Case Coordination  
Recreation  
Employment  
Continuing Education  
Early Intervention  
Respite

# Planning PROCESS

**S**trategic planning is a guiding principle for Platte County Board of Services for the Developmentally Disabled (PCBS) and continues to be an on-going process to provide consistent direction and benchmarking for the growth of the organization and the individuals it supports.

The Planning Committee and staff of PCBS met in September 2008 to conduct a strategic planning session for a three-year strategic plan. Prior to undertaking this session, stakeholders completed questionnaires soliciting their perspective on strengths, uniqueness, opportunities, threats and challenges for the organization. Individuals were also asked to identify current environmental trends, organizational values, future challenges

and past successes at PCBS. The information from these questionnaires was assimilated, summarized and used with a number of other sources to guide discussion at the September planning meeting.

In addition to the survey results, the group reviewed the 2006-2008 Strategic Plan, the CARF survey report, financial reports and other trend information. A new plan is hereby attached to guide the organization into the years 2009 through 2011. It is important to note that many of the objectives and strategies in this plan are on-going and will require constant attention and monitoring to ensure progress.



## FUTURE Themes

### PCBS:

#### EMPLOYMENT

Strives to be an attractive employer.

#### RESPONSIVE SERVICES

Strives to be responsive to the changing needs of those they serve.

#### VISIBILITY

Desires to be recognized as an exemplary provider in Platte County.

#### HEALTH/WELLNESS

Strives to advocate for and provide healthy lifestyles for those they serve.

## PCBS Accomplishments

### 2006-2008

- ◆ Constructed a new home for 8 residents with an apartment for short-term residential placement.
- ◆ Purchased a new home for 4 residents.
- ◆ Secured new sheltered employment opportunity with the Rehabilitation Institute.
- ◆ Initiated respite services.
- ◆ Participated in a salary survey and market analysis and made appropriate adjustments to salary plan.
- ◆ Awarded Three-Year Accreditation for Group Living, Supported Living, Day Habilitation, Supported Employment, and Case Coordination.
- ◆ Secured 2-year Missouri Planning Council grant to provide job shadowing for transitioning high school students.
- ◆ Increased transportation services by increasing vehicle fleet from 27 to 32 vehicles.
- ◆ Expanded case management services.



# PCBS has

## STRENGTHS

- ◆ *Has talented and passionate staff.*
- ◆ *Is financially stable.*
- ◆ *Is able to respond to changing needs in the marketplace.*
- ◆ *Has a strong reputation for quality services and efficient management.*
- ◆ *Is a good employer with an excellent benefit package.*
- ◆ *Is able to address transportation needs.*

## THREATS

- ◆ *Economic changes could affect our ability to expand services.*
- ◆ *Is not able to access waiver slots due to State control issues.*
- ◆ *Legislation can negatively impact the ability to provide services.*

## CHALLENGES

- ◆ *Hiring of employees is critical to consistent, quality services.*
- ◆ *The community should know who we are and what we do.*
- ◆ *Medical needs are increasing and medical care is limited by external factors.*
- ◆ *Our consumers are aging and have new and/or expanded needs.*
- ◆ *Educating consumers about wellness.*

## OPPORTUNITIES

- ◆ *Technology can help our efficiencies and communication.*
- ◆ *Training can make us stronger from within.*
- ◆ *Coordination of services continues to make us more efficient.*
- ◆ *Visibility will make us stronger by building support and understanding.*

# Planning **Goals &** Objectives

## Resource Development/Finance

**Outcome:** Financial security and increased funding for services.

### OBJECTIVES

#### Increase cost effectiveness of programs.

- ◆ Advocate for favorable Medicaid and other legislative policies, particularly related to funding.
- ◆ Identify resources for capital improvements and service expansion.
- ◆ Sustain the MoDOT 5310 and MEHTAP programs.
- ◆ Increase billable case management minutes.

#### Support local non-profits that have similar missions.

- ◆ Continue to support applications by nonprofits for grants from agencies outside PCBS.

#### Maintain the levy.

- ◆ Keep abreast of legislation that might impact the levy for SB40 boards.

### MEASUREMENTS

#### Increase cost effectiveness of programs.

- ◆ Number of waiver slots obtained.
- ◆ Amount of funding from resources.
- ◆ Number of applications made.
- ◆ Number of successful applications.
- ◆ Number of billable minutes.

#### Support local non-profits that have similar missions.

- ◆ Number of support letters.
- ◆ Number of joint applications.

#### Monitor legislation that impacts levies.

- ◆ Number of bills submitted by legislators that have impact on levy rates.
- ◆ Number of contacts with legislators to educate them about the impact to PCBS.

## Programs/Services

**Outcome:** Programs and services that meet consumer need and improve the lives of Platte County Citizens who have a developmental disability.

### OBJECTIVES

#### Identify Unserved or Underserved Population

- ◆ Identify gaps in services for individuals.
- ◆ Increase public awareness with key partners (PAT, schools, physicians).

#### Program Implementation and Growth

- ◆ Expand of number of residential sites to meet needs.
- ◆ Implement a consumer wellness program.
- ◆ Address identified gaps in services.
- ◆ Expand Day Habilitation program to meet growing waiting list.
- ◆ Expand Service Coordination to meet growing waiting list.
- ◆ Respond to the supported employment needs of persons as they arise.

#### Consumers Working in the Community

- ◆ Meet the needs of persons seeking employment.
- ◆ Provide opportunities for volunteering in the community.

#### Maintain CARF Accreditation

- ◆ Monitor changes in CARF standards and take action as needed.
- ◆ Meet CARF's annual reporting requirements.

### MEASUREMENTS

#### Identify Unserved or Underserved Population

- ◆ Number of persons waiting for services by program.
- ◆ Number of public awareness activities staff and Board members participate in.

#### Program Implementation and Growth

- ◆ Number of persons admitted into residential program.
- ◆ Number of consumers participating in wellness program.
- ◆ Number of persons receiving new services.
- ◆ Number of new participants in day habilitation programs.
- ◆ Number of new persons receiving support services from PCBS service coordinators.
- ◆ Reduce amount of time between admission to the program and job started.

#### Consumers Working in the Community

- ◆ Percent of persons served who report satisfaction on the satisfaction surveys.
- ◆ Number of consumers in volunteer roles in the community.

#### Maintain CARF Accreditation

- ◆ Obtain Standards Manual annually.
- ◆ Complete and submit Annual Conformance to Quality Report.
- ◆ Maintain accreditation status.

# Human Resources

**Outcome:** PCBS is operating at full capacity with a skilled and qualified workforce.

## OBJECTIVES

### Staffing quantity and quality sufficient to meet needs of persons served.

- ◆ Monitor staffing needs and proactively pursue strategies to meet them.
- ◆ Provide training opportunities including aging and autism issues.
- ◆ Continue to improve retention strategies.
- ◆ Continue to look for efficiencies in providing services.

### Maintain or Expand Employee Benefit Package.

- ◆ Review existing benefit package to ensure marketplace attractiveness.
- ◆ Explore HSA health insurance option for cost savings.
- ◆ Explore feasibility of cafeteria plan offering.
- ◆ Provide for staff recognition.

## MEASUREMENTS

### Staffing quantity and quality sufficient to meet needs of persons served.

- ◆ Percent of staff positions filled.
- ◆ Number of staff who participate in training opportunities.
- ◆ Retention rates.
- ◆ Feedback from efficiency goals for each program.

### Maintain or Expand Employee Benefit Package

- ◆ Benefit review and renewal presented to the Board annually.
- ◆ Number of staff recognized for length of service and quality of care.



# Governance

**Outcome:** An active, educated and participating board.

## OBJECTIVES

### Maximize board participation

- ◆ Review of organizational, personnel, finance, administrative and program policies
- ◆ Participate in a market analysis of salaries conducted by MACDDS.
- ◆ Evaluate board participation and alternatives to monthly meetings; i.e., committee structure that meets between regularly scheduled board meetings.
- ◆ Survey board to determine options for increasing attendance at meetings.
- ◆ Explore CARF Governance accreditation.
- ◆ Provide opportunities for board training and advocacy on the agenda for meetings.



## MEASUREMENTS

### Maintain board motivation

- ◆ Policy review completed and recommendations to board.
- ◆ Market analysis completed.
- ◆ Board evaluation completed.
- ◆ Board survey completed.
- ◆ Number of training and advocacy items placed on board meeting agenda.
- ◆ CARF governance accreditation is explored and a plan in place to achieve.

# Capital Improvements

**Outcome:** Physical space and equipment that maximize PCBS' ability to provide services.

## OBJECTIVES

### New Construction and Facility Improvements

- ◆ Current housing and facilities will be maintained at high standard.
- ◆ Building renovation/re-design to add day program and TCM space.
- ◆ Address residential waiting list by increasing residential facilities.

### Replacement or Purchase of New Vehicles

- ◆ Build upon program needs for purchasing new or replacing existing company vehicles.

### Remain current with marketplace technology

- ◆ Keep abreast of changes in technology that will improve efficiency and effectiveness.



## MEASUREMENTS

### New Construction and Facility Improvements

- ◆ Number of maintenance issues completed within established time frames.
- ◆ Building renovations completed.
- ◆ Number of new residential "beds".

### Replacement or Purchase of New Vehicles

- ◆ Assessment of fleet needs.

### Remain current with marketplace technology

- ◆ Update technology plan annually to reflect needs identified.
- ◆ Purchase and install financial and TCM software.



# PR/Outreach/Advocacy

**Outcome:** PCBS is recognized via its services and employment.

## OBJECTIVES

### Increased awareness of services offered through PCBS.

- ◆ Sustain ongoing improvements to website.
- ◆ Participate in job fairs, service fairs, etc.
- ◆ Target preschools, schools, civic organizations, teachers and parents, with information and education.

### Continue to improve communication with families.

- ◆ Improved communications with families of persons served.

### Increase advocacy with Legislators

- ◆ Continue to be informed of legislative issues by participating in various advocacy efforts and by participating in statewide organizations, listservs, etc.
- ◆ Educate legislators through letter writing, individual meetings, and organized events.
- ◆ Increase board, family and stakeholder awareness of legislative issues by providing talking points, agency priorities, etc.

## MEASUREMENTS

### Increased awareness of services offered through PCBS.

- ◆ Website is maintained and current.
- ◆ Number of job and services fairs PCBS participates in.
- ◆ Number of outreach visits made.

### Continue to improve communication with families.

- ◆ Number of meetings, gatherings, surveys, and newsletters that include families.

### Increase advocacy with Legislators

- ◆ Number of advocacy events, held and/or attended.
- ◆ Number of opportunities used to educate legislators.
- ◆ Number of communications with families and other stakeholders regarding legislative issues.



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