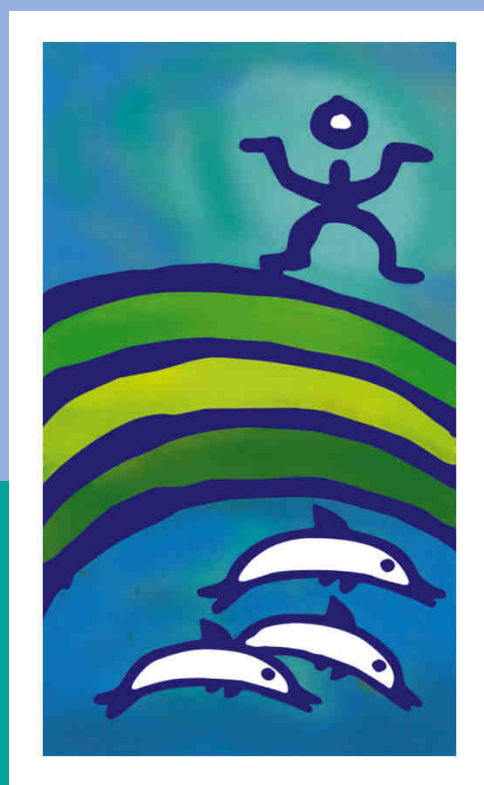# 2007–2009 Strategic and Performance Plan

Enhancing the Quality of Life for Persons with Developmental Disabilities

Thank You to Tri-Counties Regional Center Stakeholders

November 2006

Dear Stakeholders,

On behalf of the TCADD Board of Directors and Tri-Counties Regional Center (TCRC), we would like to thank all those who have participated in the development of our Strategic and Performance Plan for 2007-2009. We are greatly moved by the level of interest, knowledge, advocacy, energy, and passion that so many individuals in our community have towards fulfilling our vision of ensuring that persons with developmental disabilities live fully and safely as active and independent members of their community.

The TCRC Strategic and Performance Plan for 2007-2009 was completed through a comprehensive, transparent and inclusive planning process with extensive input from persons served, family members, advocates, service providers, TCADD Board of Directors, TCRC staff and other TCRC community partners. You have shared with us your thoughts on our strengths and the areas in which we need to improve. You have also shared with us what you see as our future opportunities and challenges. All of this information has been carefully compiled, assessed, and considered within our planning process and in developing our final Strategic and Performance Plan for 2007-2009.

This process does not stop with the development of this Plan. We are committed to maintaining an ongoing dialogue with the community on the important issues, opportunities and challenges we face in successfully implementing this plan. We will actively and honestly evaluate the performance of our progress. We are committed to providing the leadership necessary to achieve the outcomes that you have told us are important to you and to delivering quality and person-centered services and supports to meet the needs of the persons and families we serve.

Jesse Ornelas MA
President
TCADD

Omar Noorzad PhD
Executive Director
Tri-Counties Regional Center

TRI-COUNTIES REGIONAL CENTER

Table of Contents

TRI-COUNTIES REGIONAL CENTER

Vision, Mission, Values and Principles

VISION: Persons with developmental disabilities live fully and safely as active and independent members of their community.

MISSION: TCRC provides person and family centered planning, services and supports for individuals with developmental disabilities to maximize opportunities and choices for living, working, learning and recreating in the community.

CORE VALUES:

Trustworthiness
Respect
Responsibility
Fairness
Caring
Civic Responsibility

OPERATING PRINCIPLES:

Choice, Freedom and Independence
Quality of Life
Family and Community
Teamwork and Collaboration
Organizational Excellence

TRI-COUNTIES REGIONAL CENTER

FACTS about Tri-Counties Regional Center Planning Process

Tri-Counties Regional Center (TCRC) embarked on a six month planning process in June 2006 to complete a Strategic and Performance Plan for 2007-2009. An exciting and innovative partnership with stakeholders culminated in November 2006 with the recommendation of the TCADD Executive Committee for adoption of the Plan by the TCADD Board of Directors.

The Phases of TCRC's Strategic Planning Process
TCRC engages in a planning process every three years to develop a strategic and performance plan. The plan must reflect the priorities deemed most important by the stakeholders, given available resources, to meet the needs of persons with developmental disabilities in San Luis Obispo, Santa Barbara and Ventura Counties.

The phases of this process include Planning, Surveying, Analysis, Action Planning and Approval.

Implementation of the Process for the 2007-2009 Strategic and Performance Plan

Planning	The calendar for data collection, analysis, action planning and approval was formulated by the Strategic Planning Sub-Committee and TCRC staff.
Information Gathering	10,000+ Stakeholders were invited to innovative on-line survey. Information was collected from stakeholders about current priorities.
Analysis	Fifty Key Stakeholders were invited to meet in an all-day retreat to review data, conduct a SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats) and participate in a "straw vote" to recommend seven Focus Areas. Board Members and key staff then convened in a TCADD Strategic Planning Meeting to develop a Desired Outcome for each Focus Area. Outcome Measures were researched and formulated by the TCRC Directors Team. Targets were then set by the Directors for all Outcome Measures for each of the next three years.
Action Planning	Strategic Actions were developed by TCRC staff teams to support the achievement of the Desired Outcomes for each Focus Area.
Approval	TCRC and the TCADD Strategic Planning Sub-Committee reported accomplishments and information to the Executive Committee for recommendation to the TCADD Board for approval throughout the planning process. The TCADD Board reviewed and approved drafts of the Plan at the September 2006 and October 2006 meetings. The Plan was adopted by the TCADD Board at the November 2006 meeting.

TRI-COUNTIES REGIONAL CENTER

FACTS (continued)

What was important to Tri-Counties Regional Center in developing the Plan?
Assumptions, Tools and Processes developed throughout the planning process were based on TCRC's Mission, Vision, Core Values and Principles.

The Assumptions were:

- Transparency of Information
- Inclusiveness
- Person-Centered Thinking
- Alignment with DDS Performance Measures

The Tools were:

- Criteria Based Decision Making

  1. Represents an Urgent Need - According to Severity, Size, Cost Impact
  2. Significant Progress can be made within the next three years.
      With Current Resources of Staff, Money and Tools
  3. Potential Outcomes are Meaningful and can be appropriately Measured.
  4. Cost Effective

- Emphasis of Strategic Issues versus Agency Operational Responsibilities

- Utilization of Interactive Technology
  An on-line survey made it possible for a record number of stakeholder participants to be invited to provide input. Virtual meetings of staff were held to develop Strategic Actions. Participants in all of these venues used technological brainstorming and voting tools to view the input of all participants and have real-time summaries of the outcomes of each event.

The Processes were:

- Use of results of information gathering throughout construction of the Plan
- Strategic Planning Sub-Committee work and review of all TCADD Board feedback
- Meetings of stakeholders:
  Two successive gatherings at the TCRC office in Santa Barbara of stakeholders, a Key Stakeholders Meeting and a TCADD Board Strategic Planning Meeting addressed all information collected to provide recommendations to the TCADD Board for approval of the Focus Areas, Desired Outcomes, and Outcome Measures.

TRI-COUNTIES REGIONAL CENTER

Focus Areas

1. ## Family Services
    Services for children and transition-age young adults residing with family

2. ## Healthcare
    Preventative, primary medical, dental, psychiatric, and specialized care

3. ## Training
    Stakeholders (staff, service providers, persons served or family, TCADD Board) are informed on systems issues and best practices.

4. ## Housing
    Building an affordable housing inventory on the central coast for persons served

5. ## Employment/Life Activities
    Employment and community-based, integrated life activities

6. ## Autism
    Diagnosis & assessment, treatment, and inter-agency collaboration

7. ## Advocacy
    Advocacy activities including efforts of persons served and public policy

TRI-COUNTIES REGIONAL CENTER

1. Family Services

Services for children and transition-age young adults residing with family

What are the Family Services Strategic Issues?

▪ TCRC needs greater flexibility in resources to support families in crisis or at risk.

Desired Outcome: What does TCRC want to achieve?

▪ Families have information about and access to the community services and agency programs necessary to safely care for their child/children and transition-age young adults residing in the family home.

Outcome Measures: How will we know we are making progress?

	Outcome Measures	2005 Baseline		2007		2008		2009	
a	Percent of minors living at home (P) (in foster and family homes)	97.7% (4,337)		98% ( )		98% ( )		98% ( )	
b*	Number and percent of minors living in facilities serving >6 (P)	.27% (12)		.26% (12)		.25% (12)		.24% (12)	
c	Survey Question (focused, specialized Autism survey) regarding families receiving information from TCRC about and access to services and programs	N/A		Establish baseline		TBD**		TBD**	

(P) = DDS Performance Contract Measure
* The data represent two facilities in TCRC's region; other Regional Centers may place children in these facilities.
**Expected Fall 2007

Strategic Actions: What Needs To Happen?

	Strategic Actions	Department Accountable
1	Create a model of crisis intervention that includes wrap-around services for children and transition-age young adults.	**Consumer Services Department**/Crisis Team Taskforce
2	Develop and implement a person-centered parent training program that includes initial orientation to the system and interaction with SELPA and public schools in all three counties.	**Consumer Services Department**/T&D Taskforce/ES/FRC/Clinicians/CS
3	Incorporate the TCRC Early Start Person-Centered Plan into the Individualized Family Services Plan (IFSP) through development of collaborative relationships with educators in all three counties.	**Consumer Services Department**/Sub Committee of PCT Taskforce/Early Start
4	Create an on-line resource for information including evidence-based practices and reimbursement information.	**Information Systems Department**/(TDTF, PCT, RD)
5	Develop and implement a focused, specialized survey regarding services for persons with autism.	**Community & Organizational Development**
6	Build capacity in the service provider network of bilingual respite workers with qualifications to be linguistically and culturally appropriate.	**Community & Organizational Development**

TRI-COUNTIES REGIONAL CENTER

2. Healthcare

Services related to preventative, primary medical, dental, psychiatric, and specialized care

What are the Healthcare Strategic Issues?

- Information is not efficiently available for medical appointments or urgent care.
- Healthcare providers exhibit lack of knowledge regarding developmental disabilities.
- There is a lack of availability of mental health providers.
- Persons experience difficulty with comprehensive follow-up from the healthcare provider.
- A shortage of providers exists for those who are willing to take current rate of reimbursement.

Desired Outcome: What does TCRC want to achieve?

- Persons with developmental disabilities have increased access to quality, affordable and timely healthcare.

Outcome Measures: How will we know we are making progress?

	Outcome Measures	2005 Baseline		2007	2008	2009	
a	Number and percent of persons served who have annual medical exam	85.6% 197/230		87% /	88% /	89% /	
b	Number and percent of persons served who have annual dental exam	69.7% 159/228		70% /	72% /	74% /	
c	Number of presentations to healthcare professionals in training and in practice	Not Tracked		3	3	3	
d	Contact information for healthcare professionals is available.	N/A		Gather Info	Distribute	Maintain	

Strategic Actions: What Needs To Happen?

	Strategic Actions	Department Accountable
1	Establish independent POS vendor to ensure persons served have knowledge and use of insurance benefits.	**Community & Organizational Development Department**/RD
2	Establish independent POS nurse case manager vendors to support individuals with complex medical health needs.	**Community & Organizational Development Dept**/H&W Taskforce/RD
3	Research sources of and provide access to contact information about health professionals available to persons served.	**Community & Organizational Development Dept**/H&W/RD/Publication Committee
4	Inform and educate resident physicians (Cottage Healthcare System, Ventura County Health System), nurses (Community Colleges), certified nursing assistants and medical assistants in local training programs, dental professionals and licensed psychiatric technicians training on the Central Coast about aspects of care for persons with developmental disabilities.	**Consumer Services Department**/Clinical Team/T&D Taskforce
5	Train service providers, direct care providers (including IHSS) individuals and family to ensure the effectiveness of medical appointments including preparation prior to appointment, plan for transportation and accountability for the follow-up plan of care.	**Community & Organizational Development Department**/T&D Taskforce
6	Inform practicing physicians and dentists through presentations by TCRC MD staff regarding the special medical needs of persons with developmental disabilities.	**Consumer Services Department**/T&D Taskforce//Clinical Team/H&W Taskforce

TRI-COUNTIES REGIONAL CENTER

3. Training

Stakeholders (staff, service providers, persons served or family members, TCADD Board) are informed on system issues and best practices

What are the Training Strategic Issues?

- The opportunity exists to empower the people we serve through additional training.
- In order to better develop effective person-centered Individual Program Plans (IPPs), additional training is needed for the people served and the teams arranging for and providing services.
- Building accountability into training programs is important.

Desired Outcome: What does TCRC want to achieve?

- Training is provided in all appropriate venues to develop and implement person-centered principles that allow for stakeholders to be empowered and make meaningful choices.

Outcome Measures: How will we know we are making progress?

	Outcome Measures	2005 Baseline		2007		2008		2009	
a	Phased-implementation of the current TCRC Training and Development Plan	N/A		Phase 1		Phase 2		Phase 3	
b	Number of stakeholders (staff, service providers, persons served or family, TCADD Board) trained in person -centered thinking	06 Baseline		50		75		100	
c	Number of PCT trainers and mentors	06 Baseline		Mentors identified 4 trainers		Mentors in training +4 trainers		2 mentors +2 trainers	

Strategic Actions: What Needs To Happen?

	Strategic Actions	Department Accountable
1	Phase in elements of TCRC Training & Development Plan (adopted in June 2006), based on available resources, and update annually to evolve into a three year rolling plan.	**Community & Organizational Development Department**/T&D Taskforce
2	Invest in and update technology to support the growth and diversity of projected training needs, including learning management systems with capacity for online learning.	**Information Systems Department**/T&D Taskforce/IS Taskforce

TRI-COUNTIES REGIONAL CENTER

4. Housing

Building an affordable housing inventory on the central coast for persons served

What are the Housing Strategic Issues?

▪ Affordable and accessible housing is limited

Desired Outcome: What does TCRC want to achieve?

▪ TCRC has a long-range housing plan that identifies the resources and options required to meet the needs of persons with developmental disabilities for affordable and accessible housing in San Luis Obispo, Santa Barbara, and Ventura Counties.

Outcome Measures: How will we know we are making progress?

	Outcome Measures	2005 Baseline		2007	2008	2009	
a	Completion of an approved Five-Year Housing Plan	Research options (07)		Feasibility Study/ Completed Plan	Implement 25%	Implement 50%	
b	Percent of TCRC caseload in Developmental Centers (P)	.78% (71)		.x% (61)	.x% (53)	.x% (48)	
c	Percent of adults living in facilities serving >6 (P)	6.10%		5.95%	5.95%	5.95%	
d	Percent of adults residing in home settings (P)	75.55%		75%	75%	75%	

(P) = DDS Performance Contract Measure

Strategic Actions: What Needs To Happen?

	Strategic Actions	Department Accountable
1	Allocate contracted resources in support of Housing Coordinator(s) whose responsibilities would include monitoring short term opportunities for housing resources in all three counties and coordinating educational outreach efforts related to housing.	**Community & Organizational Development Department**
2	Hire a consultant to research all current models for housing inventory development and educate Housing Advisory Taskforce.	**Community & Organizational Development Department**
3	Identify strategic partners and build collaborative relationships in order to develop our vision and priorities for a long range housing plan.	**Community & Organizational Development Department** Planning Committee for Housing Advisory Taskforce
4	Develop long range Five-Year Housing Plan	**Community & Organizational Development Department**
5	Complete feasibility study for method to establish an NPO 501(c)(3) to receive funds and account for housing inventory.	**Community & Organizational Development Department**/Planning Committee for Housing Advisory Taskforce

TRI-COUNTIES REGIONAL CENTER

5.1 Employment

Employment opportunities and related information resources

What are the Employment Strategic Issues?

- The community requires education related to accepting and seeing individuals as capable contributors.
- Access to employment through transportation must be considered.
- The State of California is funding additional opportunities and greater focus on this area.
- Choice and inclusiveness are important.

Desired Outcome: What does TCRC want to achieve?

- Increased employment opportunities for persons with developmental disabilities exist

Employment Outcome Measures: How will we know we are making progress?

	Outcome Measures	2005 Baseline	2007	2008	2009
a	Adults employed in supported and competitive employment*	1006 22%	( ) 23%	( ) 24%	( ) 25%
	▪ Competitive Employment** Number and Percent of Adults	106 2%	( ) 3%	( ) 3%	( ) 3%
	▪ TCRC Supported Employment*** Number and Percent of Adults	900 20%	( ) 20%	( ) 21%	( ) 22%
b	Number of micro-enterprise businesses started through support of TCRC	0	5 new	10 new	15 new

*Total Adult Population as of 12/30/05 = 4569   **SANDIS 12/31/05   *** POS Supported Employment Auths 12/31/05

Strategic Actions: What Needs To Happen?

	Strategic Actions	Department Accountable
1	Enhance service coordinator training to include employment-related information to TCRC persons served for the protection of benefits and tax implications.	**Consumer Services Department**/T&D Taskforce
2	Communicate the employment-related transportation needs of persons with developmental disabilities to Transportation Commissions and service providers in all three counties.	**Community & Organizational Development Department**/RD/IS
3	Establish an Employment Taskforce to research and evaluate progressive models of employment in order to develop recommendations for systems and protocols.	**Consumer Services Department**/Empl. Taskforce
4	Establish systems to communicate and implement the results of the person-centered IPP in interactions among and with the provider, person, job developer and school systems for all ages.	**Consumer Services Department**/Empl. Taskforce/ PCT Subcommittee
5	Increase number of contracts supporting the implementation of micro-enterprise opportunities.	**Community & Organizational Development Department**
6	Develop baseline information regarding employment of transition-age young adults.	**Community & Organizational Development Department**

TRI-COUNTIES REGIONAL CENTER

5.2 Life Activities

Community-based, integrated life activities

What are the Life Activities Strategic Issues?

▪ Not enough choice, integration or opportunities in the community

Desired Outcome: What does TCRC want to achieve?

▪ New models of individualized, integrated day services, incorporating person-centered principles, are available in all three counties.

Life Activities Outcome Measures: How will we know we are making progress?

	Outcome Measures	2005 Baseline	2007	2008	2009
a	Adaptor model pilot	N/A	Implement and assess	Review	TBD
b	Participate in SB 1270 stakeholder work group to develop recommendations to Governor and Legislature regarding alternative day services and employment options	-	Yes	Yes	Yes
c	TCRC to participate in state-wide Self-Directed Waiver implementation	-	Yes	Yes	Yes

Life Activities Strategic Actions: What Needs To Happen?

	Strategic Actions	Department Accountable
1	Alternatives to Day Services Committee (ADS Committee) will finalize the definitions of models for individualized day services and the process for education of all stakeholders.	**ADS Committee**/Community & Organizational Development Department
2	TCRC to monitor success of pilots according to implementation of person-centered IPPs	**Consumer Services Department**

TRI-COUNTIES REGIONAL CENTER

6. Autism

Diagnosis & assessment, treatment, and inter-agency collaboration

What are the Autism Strategic Issues?

- Autism is a life-long circumstance.
- There are increasing numbers of diagnosed cases.
- There is a need for support for older children as well as early intervention services.

Desired Outcome: What does TCRC want to achieve?

- Innovative and age-appropriate services reflecting best clinical practices are available to meet the needs of persons with Autism and their families.

Outcome Measures: How will we know we are making progress?

	Outcome Measures	2005 Baseline		2007	2008	2009	
a	Survey Question (focused, specialized Autism survey) regarding families report of TCRC providing information about services and supports available to them to meet the needs of their child with autism.	N/A		TBD	TBD	TBD	
b	New services in conjunction with Autism Task Force recommendations that are linked with evidence-based practice.	N/A		3*	3*	3*	
c	Implementation of agency related Autism Task Force and state-wide recommendations.	N/A		2	+2	+2	

*Additional New Service Providers

Strategic Actions: What Needs To Happen?

	Strategic Actions	Department Accountable
1	Orient parents about types of services and TCRC contracted Service Providers.	**Consumer Services Department**/ T&D Taskforce/FRC
2	Provide ongoing (periodic) updates for staff from clinical and resource development teams regarding TCRC policy, current trends and treatment modalities.	**Community & Organizational Development Department**/ T&D Taskforce/ Clinicians/ RD
3	Develop necessary resources with a focus on early intervention, school-age and transition-age young adults according to Regional Center's standards of practice to support Autism Task Force Recommendations.	**Community & Organizational Development Department**/RD/Clinical Team
4	Utilizing results of state of California research information and best practice guidelines, define intervention standards by age group in collaboration with Autism Task Force.	**Consumer Services Department**
5	Develop and implement focused, specialized survey regarding services for persons with autism (See Focus Area 1, Action #5).	**Community & Organizational Development Department**

TRI-COUNTIES REGIONAL CENTER

7. Advocacy

Advocacy activities include stakeholder efforts to influence public policy and availability of services

What are the Advocacy Strategic Issues?

- More persons are needed to advocate on behalf of persons with developmental disabilities.
- More persons require education about becoming an effective advocate.
- The promotion of action on relevant issues is needed.
- Every strategic goal should have an advocacy element.

Desired Outcome: What does TCRC want to achieve?

- Key stakeholders convey information about issues relevant to the quality of life for persons with developmental disabilities through relationships established with influential community leaders and decision makers.

Outcome Measures: How will we know we are making progress?

	Outcome Measures	2005 Baseline		2007		2008		2009	
a	Participate in at least one state level event annually regarding personal advocacy activities.	N/A		Yes		Yes		Yes	
b	Participate in a minimum of two 1:1 and two group communications with decision makers in the CA state legislature.	Not Tracked		Yes		Yes		Yes	
c	Develop a parent advocacy group for Spanish-speaking families.	N/A		Develop		Implement		Maintain	

Strategic Actions: What Needs To Happen?

	Strategic Actions	Department Accountable
1	Build individual capacity through formal and informal training opportunities, with follow up support, for individuals, families, TCRC staff and service providers to promote advocacy skills and individual rights.	**Community & Organizational Development Department**/ CAC/ Peer Advocates/ T & D Taskforce
2	Access existing community Speakers Bureaus utilizing TCRC staff to educate regarding grass roots advocacy in the communities of all three counties.	**Community & Organizational Development Department**
3	Sponsor issue oriented events linked with a legislative calendar to generate advocacy actions.	**Community & Organizational Development Department**/ Advocacy Taskforce
4	Calendar key contacts for presentation to legislators.	**Community & Organizational Development Department**
5	Participate in one public forum annually.	**Advocacy Taskforce**
6	Develop talking points with TCADD Board Government and Community Relations Committee for standard message of the agency to the community at large.	**Advocacy Taskforce**

TRI-COUNTIES REGIONAL CENTER

Compliance Plan

DDS 5 Yr Performance Contract Requirements for TCRC

Compliance Measures: How will we know we are making progress?

	Compliance Measures (Outcomes expected from DDS)	2005 Baseline		2007		2008		2009	
a	Unqualified independent audit with no material finding(s)	Yes		Yes		Yes		Yes	
b	Substantial compliance with DDS fiscal audit	Yes		Yes		Yes		Yes	
c	Accuracy percent of POS fiscal projections (based on February SOAR)	Yes		Yes		Yes		Yes	
d	Operates within OPS budget.	Yes		Yes		Yes		Yes	
e	Certified to participate in the Medicaid Home and Community-Based Services (HCBS) Waivers.	Yes		Yes		Yes		Yes	
f	Compliance with Vendor Audit Requirements per contract, Article III, Section 10 (within prior 12 months)	Yes		Yes		Yes		Yes	
g	CDER/ESR currency	98.76%							
h	Intake/assessment timelines for ages 3 and above • <142 days • 143-240 days • over 240 days	97.74% .75% 1.50%							
i	IPP Development	99.02%							
j	IFSP Development	97.28%							

TRI-COUNTIES REGIONAL CENTER

Glossary

Desired Outcome
A statement of the results or impacts of purposeful activities – Strategic Actions – designed to accomplish the organization's mission and address certain strategic issues raised during meetings and surveys of stakeholders in 2006.

Focus Area
A word or phrase that represents themes or trends that have emerged through input from the community and other data resources during 2006. Each "Area" reflects a range of services for, and the needs of, persons served by Tri-Counties Regional Center (TCRC). TCRC further addresses these services and needs through its own statements of operating plans and service capabilities. The "Focus" for each Area during the Strategic Plan's three-year term reflects an emphasis on certain initiatives toward realizing the desired outcome, as stated.

Mission
The reason for an organization's existence. The mission statement succinctly identifies what it does, why, and for whom.

Outcome Measure
The unit of measure used to evaluate the success of a desired outcome over time.

Stakeholder
Persons or organizations with a vested interest in the outcomes of the work of the organization. TCRC Stakeholders include employees, service providers, persons receiving TCRC services or their family members, California Department of Developmental Services, and members of the TCADD Board of Directors.

Strategic Plan
A document that reflects fundamental decisions resulting from a structured effort of data collection and analysis intended to focus the actions and guide the organization (e.g. TCRC under direction of the Executive Director and TCADD) toward reaching desired outcomes.

SWOT
SWOT is a commonly used term in strategic planning referring to the identification of an organization's **S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats (or external risk factors).

Target
Quantifiable objectives for actions linked to actions and interim steps toward achieving the organization's outcomes.

Transition-age Young Adult
A person served by TCRC who is 16-22 years of age.

Vision
The ideal outcome of the mission-driven activities of an organization.

TRI-COUNTIES REGIONAL CENTER

Tri-Counties Regional Center

520 East Montecito Street

Santa Barbara, CA 93103-3278

T/ (805) 962-7881

T/ (800) 322-6994 (toll free)

F/ (805) 884-7229

www.tri-counties.org