

Network Day Service Center

F72017 - 2019 Strategic Planning and Outcomes Management Report

June 30, 2019 Annual Report



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OVERVIEW

INTRODUCTORY MESSAGE:

This report represents Network Day Service Center Inc.'s Outcomes Management Report which summarizes our efforts in continually improving our services to meet the needs of the individuals we support. The Performance Improvement process includes us asking for feedback from our entire stakeholders which include the individuals we support, their families, board of directors, support networks, staff, community partners and our funders. We take this input, review it, and set goals for improvement, and then evaluate how we are doing in meeting those goals.

Network Day Service Center, Inc. continued to strive in FY2017 - 2019 to meet all the mandates in the performance Contract with Georgia Department of Behavioral Health and Developmental Disabilities (DBHDD) Region 1. We are fully licensed by DBHDD and are an approved NOW/COMP Medicaid Waiver Provider. NDSCI receives an agency wide audit from an independent CPA firm annually. We met all requirements satisfactorily. We continue to utilize and improve all services to enable Network to meet the needs of individuals in a new direction.

With the assistance of the Network Day Service Center's (NDSCI) governing board and all NDSCI staff, the Strategic Planning Committee shall meet annually to:

- Review the previous year's accomplishments and assess contract compliance.
- Develop an ongoing strategic planning process for improving supports provided to individuals receiving services through NDSCI
- Determine NDSCI capacity for accepting new referrals from the Region 1 DBHDD office and Support Coordination agencies.
- Agree on a direction for the next year that ensures a positive strategic fit between NDSCI'S current capabilities and the requirements of DBHDD.
- Maintain the financial integrity of Network Day Service Center and its continued capability for providing services to persons with Developmental Disabilities who are residents of Floyd County and surrounding areas.

Performance improvement efforts should always work towards achieving our mission:

OUR MISSION

The purpose of Network Day Service Center, Inc. (NDSCI) is to provide a meaningful work environment and quality of life for the benefit of adults with developmental disabilities. NDSCI believes that all people with developmental disabilities should be able to live and participate in their communities.

OUR VISION

NDSCI is recognized as the choice provider agency of services for Individuals with developmental disabilities, a premier employer in Floyd County, and a preferred partner in the business community.

STATEMENT OF VALUES

- Our vision is that every person who participates in our services leads a satisfactory, independent life with dignity and respect.
- Services offered by Network Day Service Center, Inc. should be designed with dignity and worth of the individual with intellectual and developmental disabilities.
- Services should be consistent with values of integration, use of generic systems, support to natural settings, individualized environment.
- Network Day Service Center, Inc. makes a commitment to excellence and quality through participating in continuing education to develop knowledge and enhance skills.
- Network Day Service Center, Inc. makes a commitment to excellence and quality through willingness to participate in self-evaluation and formal evaluation.
- Network Day Service Center, Inc. is committed to cooperation and coordination of services among agencies, which leads to quality programming.

Network Day Service Center, Inc. believes employees should be:

- Competent, committed, and compassionate
- Treated with dignity and respect
- Valued for their individual and collective contributions as we pursue our shared mission

Network Day Service Center, Inc. believes communities should be:

- Knowledgeable, accepting, and sensitive to the needs of persons with disabilities
- Demonstrate responsibility for all citizens
- Resourceful in providing support

ORGANIZATIONAL PROFILE AND HISTORY:

Network Day Service Center, Inc., as we know it today, had its origin in 1954 as the United Cerebral Palsy of Rome and Northwest Georgia, Inc. at the present site. The program was started by a small group of concerned parents seeking the development of meaningful services and community-based opportunities for persons with developmental disabilities. Currently, there are three buildings located at 402 West Tenth Street on property that was left to the Cerebral Palsy Center by Mr. and Mrs. John Jackson. The private, nonprofit agency, managed by a board of directors, was reincorporated in 1989 under the name Network Associates, Inc. to reflect a more positive image. Children were served until 1995. In 1998, the name of the agency was changed to Network Day Service Center, Inc.

The Georgia Department of Behavioral Health and Developmental Disabilities provides funding for services through a State Grant and NOW and COMP Medicaid Waivers. Services provided by Network include Community Access Group and Individual, Community Living Supports, Supported Employment Group and Individual, Respite, Specialized Medical Supplies and Specialized Medical Equipment and Transportation. Private donations also assist with program needs. Fund raising events, such as golf tournaments, silent auctions and pansy sales, sponsored by the Board of Directors, are held annually. Network Day Service Center, Inc. has received assistance as a United Way Agency since 1996.

WHO WE SUPPORT:

All individuals presently served by NDSCI are adults (22 and older) referred by the Georgia Department of Behavioral Health and Developmental Disabilities Region 1 Intake and Evaluation Office. An intellectual/developmental disability is a chronic condition that develops before a person reaches age 22 and limits his/her ability to function mentally and/or physically. Services are provided to people with intellectual and other disabilities, such as cerebral palsy, brain trauma, and autism, who require services similar to those needed by people with an intellectual/developmental disability.

ENTRANCE CRITERIA:

Network Day Service Center serves Floyd county residents age 22 (and up) who have a diagnosis of an intellectual or developmental disability whose eligibility has been established by the Intake and Evaluation Office. Occasionally, due to unusual circumstances, a person is served under age 22 and/or from another county. Applicants funded with governmental resources must either meet state-established “Most in Need” criteria or have received a ‘criteria waiver’ from the Region 1 Board.

The Region 1 Office maintains both ‘short- and long-term planning lists’ for applicants awaiting services. The ‘order of referral’

to Network is determined by a variety of factors including the “Most in Need” status, availability of the requested service(s); identified funding for the placement; and the specific needs, requirements and stated choices of the individual.

Once referrals have been received by the I & E team and/or Planning List Administrator, the management team, comprised of the Executive Director, Program Managers, Instructors and Aides of requested programs, review them and make a decision concerning entrance into the program.

The internal ‘order of acceptance of a referral’ for all individuals who meet the established minimum threshold criteria shall be as follows:

1. the availability of staff coverage to accept the referral and remain in compliance with any state mandated staff/individual ratio requirements, then
2. the capacity for the desired program to meet the individual’s behavioral or medical support needs, and
3. the apparent stability of the home environment or primary caregiver situation.

The Executive Director (or person in charge) then notifies the referring agency and caregiver(s) regarding entrance decisions. Should Network be unable to provide services to an individual, the Planning List Administrator or Support Coordinator are notified and will seek services from other providers and/or keep the individual on the Planning List until services become available. Once a person is received into services, they may transfer, quit and/or reenter program services as changes/choices occur in their lives. No negative consequences occur if a person makes a choice to quit and later wants to reenter as long as Network can meet the specific needs of the person.

- Through hiring and retention of personnel consideration will be given regarding the assessed need of individuals as it relates to culture, age, gender, sexual orientation, spiritual beliefs, socioeconomic status, and preferred language, among various other needs that person may have based on data collected on individuals supported and coming into services.
- NDSCI will strive to understand the culture of each person served and other stakeholders as well as what that culture understands about developmental disabilities and how that culture may vary from one to another.

OTHER STAKEHOLDERS:

- Parents, family members, guardians, and primary caregivers of the individuals who receive services from NDSCI are a key group of stakeholders essential to the holistic success of the individuals supported by NDSCI and the agency at large. NDSCI looks to these stakeholders for input on how NDSCI can continue to provide quality services, while serving a supportive role in their lives

and the lives of their loved ones we support.

- NDSCI maintains a “partnership agreement” with the Floyd County School System and Rome City School System in ongoing efforts to educate graduating special education students and assisting to make transition from student to adult as smooth as possible. NDSCI participates in transition meetings, educational transition fairs, and other functions that both educate adults students and their families.
- NDSCI contracts with the Highland Rivers Transportation System and Rome Transit System to provide transportation to the day services five days a week.
- DBHDD’s Region 1 Office is another essential stakeholder that provides most of the funding for Network through NOW/COMP Medicaid Waiver Program for persons with intellectual and developmental disabilities. At the regional level State Support Coordination, Intake and Evaluation, and the Regional Office provide support, technical assistance, intake screening, and a referral base, and technical support and feedback, which are all valuable inputs for NDSCI strategic planning.
- NDSCI works closely with the local Center for Independent Living (formerly Disability Link) to provide any assistance our adults can be advised on and utilize to becoming more independent.
- NDSCI works closely with DIGS (Developing Independence, Growth & Security) a local group of parents who started a program to raise funds to provide safe housing, work, and leisure opportunities for adults with developmental challenges. DIGS offers extracurricular activities for our adults such as The Just As I Am Choir, Art, Photography, and a Dance Club. The DIGS Art Club meets at Network once a month.
- NDSCI has a relationship with the local Berry College with the largest campus in the world. Berry’s Bonner Scholar students and interns provide activities and host parties for Network’s adults. Berry’s Psychology Department professor and Director of Autism/Applied Behavior Analysis also has a class who volunteers a couple of times a year and does a literacy program with NDSCI’s individuals.
- NDSCI operates under the guidance of an active, all volunteer board of directors, of which at least 50% are also parents or family members of individuals with I/DD. There is a retired special education director and a special education teacher. Other directors come from various business sectors of the community. The board is made up of men and women with a wealth of knowledge in different areas of expertise who serve as an ongoing resource and provide essential guidance in strategic planning.

FACTS ABOUT NETWORK DAY SERVICE CENTER, INC.

As a private nonprofit human services organization, Network Day Service Center, Inc. provides an array of training and support services primarily to Floyd County residents with Intellectual and Developmental Disabilities. We review program outcomes on a regular basis for efficiency and effectiveness, always seeking a better way to serve the individuals. The center maintains a campus owned by a Governing Board of a voluntary Board of Directors. The center consists of three buildings situated on three connecting

lots. A community-supported Therapy Garden in the back yard was completed in March 2005 with many features to offer a serene place for individuals to enjoy. Raised flower beds offer the opportunity to learn about horticulture for those who choose to do so. The Governing Board continues to seek funds to maintain garden. The individuals, families and Board are happy with the garden. The Rome Federated Garden Clubs adopted it as their community project and the individual clubs (total Membership of over 200), headed by Seven Hills, are held fundraisers to assist with the cost, which was approximately \$50,000. A drive through, carport and parking lot were completed in March 2008.

We invite the Rome community to be involved with the center and individuals. We have been one of the 16 United Way local agencies since 1996. The money received goes to the program and the individual computer lab. With 11 computers, it is one the largest labs in the state. Many individuals have a computer goal of their choice. We are proud of the computer lab and comments from visitors, state monitors and other stakeholders. We are mostly proud of how it benefits our individuals and how they view their lab. Adaptive equipment, such as a touch window, is used as needed and Internet access is available. The ‘community at large’ is utilized on a daily basis to provide choice driven supported employment, recreation and community-based training opportunities.

There are seven employers in Floyd County who utilize our individuals’ talents through Supported Employment Group and Individual. Currently, we have a group who cleans the Oakhill Church of Christ and the Floyd County Department of Labor. We also a group of individuals who work Legacy Commissary sorting condiments into packaging to be sold. We have individuals who work individually with Wendy’s, McDonalds, West End Florist, Pasquales Italian Restaurant, and Sweet Frogs Yogurt. All individuals make at least minimum wage. Individuals are chosen quarterly to receive “Employee of the Month”.

PHILOSOPHY

Network Day Service Center, Inc. services are premised on the belief of each individual’s inherent dignity and worth. An intellectually/developmentally disabled child or adult is first of all a human being, and his handicap is of secondary importance. Each individual program plan and each personal interaction between staff should reflect this belief. All programs and expectations should encourage optimum physical and mental development. Expectations which society has for a non-handicapped person in regard to social, emotional, intellectual and physical independence should be the same for a handicapped person, insofar as that person is capable of achieving those expectations.

Network Day Service Center, Inc. desires to have an open communication channel with caregivers and authorized representatives. Opportunities to visit the program, and frequent opportunities for communication with instructors and administrative staff when appropriate are all intended to accomplish this purpose.

SWOT ANALYSIS

Network Day Service Center, Inc. considers all input provided by stakeholders as it develops and implements strategic plans. NDSCI has solicited information from our stakeholders in analyzing the organizations internal strengths and weaknesses as well as external threats and opportunities which are likely to affect NDSCI's ability to uphold the mission.

Organizational Strengths

NDSCI's employees are our most valuable resource. As a group, they are competent in their jobs and in their commitment to serving persons with developmental disabilities to the best of their ability. They have a 'lot of heart' and genuinely care for our individuals. Staff and program longevity are definite strengths. They are well trained and equipped to provide the supports needed by our individuals.

Our community program is thriving. We've also added Respite, Specialized Medical Supplies and Equipment services. The Community Living Services with Private Home Care licensing to provide personal supports/companion sitter services continues to grow.

The individuals we serve have family members and caregivers who help us provide the best possible care to their person. Many individuals have developed long term friendships with peers and staff. NDSCI provides opportunities for families/ caregivers to get together informally. Program activities are choice driven and highly individualized.

During the past 65 years, the center has developed a network of community stakeholders who are supportive and can be called upon as necessary. The organization has a good reputation for dependability and stability. We have on going involvement with local employers, civic groups, church groups and governmental entities that appear eager to assist the center in helping individuals. We promote a strong 'teamwork' ethic and de-emphasize organizational hierarchy. We have on going community involvement such as actively participating in annual United Way fund drives.

Network Day Service Center, Inc. has a compassionate, involved and supportive governing Board of Directors comprised of individuals' parents and local citizens active in the community who are personally committed to improving the quality of life available to the developmentally disabled citizens that we serve. The Board's current annual fundraising activities began in 1994 and involve many 'friends' of Network and supporters. Monies rose from the annual golf challenge in the summer and annual pansy sale in October routinely fund capital improvements, building renovations in support of staff efforts. Network has had three music fund raisers that included a "Dancing with the Network Stars" and two with entertainment which included silent auctions.

NDSCI maintains an attractive campus with excellent facilities that are easily accessible to anyone. It is conveniently centrally located near city bus stops, restaurants, businesses and medical offices. The fair market value for these 'Board owned' facilities has been estimated at \$600,000 during FY06. This means the center is able to spend dollars in support of our mission versus paying them to a landlord. The Board of Directors sponsors a Spring Fling and Christmas dinner.

Network contracts with a computer consultant who keeps computers upgraded and HIPAA compliant and in top working condition.

Dr. Robert Norton and Dr. Denny Gordon offer counseling to individuals, caregivers and staff on a volunteer basis as needed. Ray Cox offers free legal assistance as needed. Local colleges sponsor dances/parties with faculty and students.

Internal Strengths

Good relationship with families and community members

Strong Board of Directors cross representation of businesses in Rome

Good rapport with Regional I Board, Intake & Evaluation and Support Services

Teamwork (like family)

Staff with tenure and expertise

One staff with a Specialist degree, three staff with Masters degrees, two with Bachelor's degrees

Staff who qualify as Developmental Disability Professionals

The variety of programs we offer

Excellent resources to do our jobs

Supervisors/administrators who are supportive and open to suggestions

Clean/attractive work environment

Use of volunteers and interns

Our facility/vehicles

Solid transportation system

Pleasant work environment

Own the property and buildings

Staff ability to order equipment etc. they need (with Director's approval)

Good consultants (legal, CPA)

Location-central, on bus lines

Good reputation in community

Long term (since 1954)

Ongoing referrals and waiting list for day services

United Way Agency since 1996

Our Weaknesses

We have approached the maximum use of existing square footage for facility-based services. The Department of Behavioral Health and Developmental Disabilities has informed providers that the state wants to get away from the day program model and focus on getting individuals more involved with community activities and connections. With that we still have a waiting list for individuals who want to be in the day program. We continue to get requests for services from outside of Floyd County as well. The State planning list and in this Northwest area continues to grow larger, we are told.

NDSCI's capacity for being able to recruit and retain the best employees available is limited. We offer limited opportunity for staff to advance to more responsible, higher paying positions. Direct support staff starting salary is just slightly higher than minimum

wage. Without an increase in funding, we are unable to give significant raises. This has proven somewhat less effective incentive for recruiting/employing people who have college degrees.

Medical insurance rates are escalating. Because the center seeks to assist staff by heavily subsidizing these rates, then we risk regression in our recent efforts to become more competitive with larger organizations.

Rome offers limited public transportation services and Rome Transit Department services are unavailable during evenings and weekends.

Internal Weaknesses

Additional qualified staff due to growth

Need additional vans with lifts

More demands from Regional Board and State

Increased building capacity

Continued increased paperwork making it difficult to balance supports and documentation

Need alternate plan to address unexpected staff absenteeism

What do we do with individuals who could work, but don't want to work (catch 22) (choice)

Funding reliant on DBHDD

Upkeep of buildings and property expense

Educating families to be more involved with current issues

Safety concerns regarding the intruders, tornados, locks

OPPORTUNITIES THAT ARE AVAILABLE TO US

We are located in one of the fastest growing counties in the state. We are one hour from Atlanta, thirty minutes from Cartersville and Calhoun. Bordering these counties, we receive inquiries about services in the facility and our supported employment services. For individuals who currently have funding assigned to them, this represents an opportunity for the ‘marketplace’ to work, as it should.

The fact that the governing Board does not have to lease our facilities provides us the opportunity to ‘add on’ to expand services.

NDSCI has developed an excellent reputation during its 66 years of community service and has an even larger potential network of supporters. The two annual fundraising events may be expanded.

NDSCI has a well-established history of developing collaborative working relationships with other service providers and this could be expanded upon.

To expand community services

Seek new funding sources and community projects

Expand public image through websites, collaborative efforts, new brochures and newsletters

Expand community employment and volunteer opportunities for the individuals we serve

Expand web-based documentation through Vypersoft

THREATS TO THE CENTER

Competition from other service providers. All providers are seeking the same funding sources that NDSCI relies upon - particularly large managed care organizations that may ‘politically’ negotiate assignment of the States’ Medicaid Waiver capacity to them under managed care initiatives.

The local economy and ‘rumors’ of more budget cuts by the State. Although we have recruited part-time direct support employees,

the key staff positions are filled with long time competent, experienced employees. A loss of these staff, with their familiarity of a quickly evolving I/DD system, would negatively impact NDSCI's service delivery for a period of time.

Limited transportation, unstable fund sources, increasing medical insurance costs.

External Threats

- Federal / State funding is limited
- Insurance challenges
- United Way funding cuts
- NOW/COMP waiver funding system is restrictive and documentation heavy
- Keeping up with evolving trends for service delivery

ORGANIZATION ACCOMPLISHMENTS

- Exceptional Rates were approved for individuals which allowed 1:1 staff to support them at the level they needed.
- Slack Communication System was set up for staff and has helped our communication.
- DialMyCalls communication system to communicate through text messages with families and caregivers was established.
- The Annual Golf Challenge fundraiser at Stonebridge Golf Club, Pansy Sale, Silent Auction monies will be used for any needed capital improvements projects.
- A 10-passenger bus and a 15-passenger van were purchased with a wheelchair lift.
- The Culinary Club had numerous sales to purchase t-shirts, aprons and hats.
- After a Rome Transit bus caught fire in front of Network, staff was honored at the Rome City Commission meeting for acting swiftly and taking care of the individuals
- Director appears on the radio and speaks publicly to local civic clubs.
- NDSCI Policies and Procedures are checked and updated at least annually.
- NDSCI has had no grievances or complaints in twenty years.
- OSHA had 0 incidents to report.
- Health and Fire Inspections were 100% in compliance. All major heat and air, fire extinguishers and sprinkler systems were brought under maintenance agreement contracts.
- An individual was celebrated for his 80th birthday.

- Individuals participated in the local Special Olympics.
- Berry College's Psychology Department had students provide a Literacy program for our individuals.
- Berry College Bonner student developed a new website for Network.

ACCOMMODATIONS

Listed are a few of the changes to accommodate special circumstances prompted by input/requests from stakeholders.

- Allowing individuals to come before center program opens. No fee charged.
- Allow individuals to remain after program hours due to rides arriving late. No fee charged.
- Allow individual's program hours to change due to unexpected situations at home.
- Staff stationed at door am & pm to ensure individual's safety getting on & off bus.
- We have access to free consultation, if needed, from a psychologist.
- Transport individuals to special events after hours in order for them to attend.
- Changed schedules at their request in order for adjust training in a.m. or p.m. session.
- Requested changing where and with whom one eats lunch. Change was worked out.
- Granted request to go to computer lab while waiting to go to work.
- The Coosa Valley Credit Union staff brought materials to make Mardi Gras masks and helped individuals make them
- The local library did a puppet show at the day program.

ADAPTIVE EQUIPMENT

Adaptive Communication

Non-Verbal

- iPad/Tablet programs
- Communication Pictures

Program

- Reach Extender
- Adjustable Tables
- Lap Boards

- Bowling Ball and Ramps
- Sit to Stand Lifts
- Wheel Chairs
- Work Jigs
- Large Screen TV's for Visually Impaired

Computer Lab

- Large Screen TVs - (Monitor)
- Touch Screen Computers (2)
- Enlarged Keys (2)
- Earphones

ONGOING STRATEGIES:

BOARD OF DIRECTORS

NDSCI maintains a board of directors that meets on a regular basis to oversee the ongoing activities of the organization to develop and maintain contractual agreements necessary to provide services, establish and enforce policy, and to ensure NDSCI is financially stable. The following are specific functions of the board's oversight:

- Maintenance of corporate documents and nonprofit (501c3) status
- Board committees including but not limited to Executive, Financial, and Nomination will be appointed by the Board President as required to manage the ongoing work of the board.
- Ensure the employment of an Executive Director to manage the day to day operations of Network Day Service Center through the allocation of varied financial and corporate resources.
- Ensure the completion of an annual agency-wide audit conducted by an independent Certified Public Accountant. This audit will be completed in a timely manner and include documents appropriate required by funders and regulatory entities.
- The board of directors serves as an advocate group and a community resource for individuals with intellectual and developmental disabilities in Floyd County and surrounding areas. This will be accomplished through communicating both current and future needs of the individuals receiving services to potential funds and community stakeholders.
- Work to enhance the existing facilities and ensure future service delivery capacities by developing expansion projects and additional facilities that enable more individuals seeking services to be supported.

OFFICERS AND DIRECTORS

JULY 1, 2018 - JUNE 30, 2019

OFFICERS

Dr. Renva Watterson, President (Registered Agent)

Gail Sherman, Vice President

Mary Hardin Thornton, Treasurer

Ginny Word, Secretary

Sara Barton

Scott Bentley

Patsy Cooper

Dana Ewing

Ruth Forrester

Anne Harbin

Denise Howell

Joy Jones

Mary Ann Long

Brent Poplin

Scott Preston

Kathy Proudfoot

Charles Schroeder

Nadine West

ADVISORY BOARD

Ray Cox

Robert Norton, Jr. Ph.D.

Committees:

Quality Assurance:

NDSCI employs the use of committees to ensure that there is a collaborative approach to quality assurance, strategic planning, and risk management. A collaborative approach ensures buy-in from stakeholders, the board of directors, employees of the center, and individuals supported. Collaborative efforts for planning also gives ownership of initiatives to the members of the committees providing for an increased likelihood that the initiatives will be seen to fruition. Meeting minutes are kept during committee meetings to ensure there is not a loss of knowledge after the discussion and planning activities.

Quality Improvement Committee:

The QI Committee is composed of subcommittees as well as the entire staff of NDSCI. In addition to subcommittees, the Executive Director or designee conducts regular meetings as a part of staff development. Through these meetings, staff will have opportunity to brainstorm about ways to improve supports to individuals, be made aware of areas of concern where quality needs improvement, and opportunities for staff to share concerns.

- Regularly staff meetings will have a discussion time for concerns. It will be the charge of the management staff to ensure resolution of these concerns.
- Regularly staff will be asked to provide input around specific quality improvement from initiatives in a structured format that will yield outcomes to be pursued.

Subcommittees:

Financial and Billing/Administrative –

- Obtain annual independent audits in compliance with Act 1359

- Ensure annual employee performance appraisals are completed
- Annual fiscal report
- Monitoring of Medicaid Standards/Billing Procedure/Contractual Requirements
- Quarterly financial reports signed and approved by Board President prior to Center submission to Office of Financial Services
- Reviews and/or revises all Finance and Billing policies annually

Health & Safety

- Schedule all external annual fire, health, and safety inspections
- Review safety and environmental reports and develop recommendations for needed corrections or improvements
- Conduct emergency drills as scheduled and evaluate results of drills annually
- Provide or arrange training on health and safety issues for participants
- Reviews and/or revises all Health and Safety policies annually

Human Resource Development/Training

- Ensure all Staff Performance Evaluation forms are reviewed and updated as needed and, at minimum, annually
- Ensure Performance Evaluations are completed annually.
- Reviews and/or revises all Human Resource policies annually
- Annual review of all personnel files
- Maintain Human Resource board for all posters required by law

Human Rights Committee

- Provide services and supports in the least restrictive environment
- Emphasize the use of positive communication and less restrictive interventions based on DBHDD Standards
- Review complaints/grievances and suggestions received from individuals
- Advocate for individuals by assisting with filing complaints when needed
- Provide, or arrange training for individuals, families, caregivers and staff on individuals' rights, responsibilities
- Ensure humane treatment or habilitation that affords protection from harm, exploitation or coercion
- Coordinate with the Health and Safety Committee, when appropriate, to address issues that affect health and safety, as well as accessibility.

- Reviews and/or revises all Human Rights policies annually
- Ensure cultural differences, such as, social, cultural, religious, or other differences are respected.

Emergency Management Team

- Develop and review, or revise Annual Emergency Response/Disaster Plan for Network Day Service Center, Inc.
- Coordinate Emergency activities with EMA Director and other community emergency response agencies
- Ensure maintenance of letter of agreement with off-site safe locations for use during evacuation drills
- Review annually results of Health and Safety Committee Emergency Drill Reports, and address any identified difficulties encountered during drills

Transportation/Building and Grounds

- Conduct weekly inspections of building and weekly inspections of grounds and make recommendations as needed
- Complete vehicle inspections as required following DHS Transportation and Center Guidelines
- Schedule and monitor the maintenance of all vehicles
- Maintain vehicle logbooks, monthly reports
- Maintain, working with Catherine Ledbetter, the required license and safety certification for drivers
- Monitor, review and/or revise all transportation policies based on DHS, NDSCI, CARF, Federal and State Standards
- Review and/or revise all Transportation /Bldg and Ground policies annually

Technology Committee

- Ensure all computers are password protected and are changed quarterly
- Backup server weekly and change password annually
- Research and update all software as needed
- Maintain a list of staff keys and pass codes for the alarm system
- Monitor, review and/or revise all Technology policies based on DHS, NDSCI, CARF, Federal and State standards
- Maintain all passwords/usernames for all computers

Training Committee

- Assess and identify employee training needs
- Provide, arrange, schedule and ensure documentation of employee training
- Arrange and document orientation to new employees.
- Reviews and/or revises all Training policies annually

Credentialing and Privileging Committee

- Receive all application packets, for credentialing, based on DBHDD and Medicaid Standards, and meet to approve individual credentials.

In addition, Network addresses the following areas:

HIPAA:

NDSCI management team provides HIPAA Privacy oversight and manages the authorized release of individual supported information according to policy. NDSCI Privacy Officers (designated by the Executive Director) work closely with the Security Officer (Executive Director) and designated staff to oversee ongoing activities related to the development, implementation, maintenance of, training for, and adherence to NDSCI policies and procedures covering HIPAA. Privacy Officers and Security officer ensure NDSCI complies with federal and state laws and NDSCI privacy practices.

Records:

NDSCI takes measures to ensure accurate, confidential, appropriate, and timely record keeping through a system of checks and balances and internal audits. In addition, records are reviewed by outside entities such as Delmarva, Support Coordination, CARF, and others to maintain compliance with DBHDD and other mandated entities. HIPAA compliance is also an important function of NDSCI record management activities.

Records of Individuals Supported:

The Quality Compliance Manager shall conduct record reviews to ensure accuracy and completeness of the individual's record at least annually. Currently these records are hard copied as well as housed in a secure, web based, relay server through a Data Management System, Vypersoft. Vypersoft provides a number of safeguards for the privacy and integrity of the records.

The QCM will utilize a checklist that serves as a reminder to ensure that all appropriate documentation is maintained in the record, and each checklist is to be maintained for 6 years at minimum.

The Quality Improvement Committee samples records to review annually using the same checklist. The purpose is to assess the content and quality of documentation contained in the individual's records. The Committee will be looking at accuracy, timely entry of data, proper structure, and signatures and job titles of the reorder and completes of service delivery as it relates to the ISP.

Employee Records:

The Executive Director, or designated staff, shall review the contents of each personnel file at least annually.

The Executive Director will utilize a checklist that serves as a reminder to ensure that all appropriate documentation is maintained in the record can be used to maintain the file.

The purpose of this activity is to assess the content and quality of documentation contained in the employee's personnel record and to ensure compliance to state and federal law and known best practice measures as related to human resource management.

Records shall be kept complete and contain all required documents as determined by DBHDD contracts and CARF Accreditation Standards.

Risk Management Activities:

Routine risk management activities are completed by the Executive Director and others designated staff. The Executive Director is responsible for assessing the status of overall risk management activities on an ongoing basis including but not limited to:

- Reviewing all insurance policies with insurance agent at least annually.
- Review and follow through on risk management concerns brought forth by individuals supported, family members, employees, or other stakeholders.

- Ensure the following are carried out:
- Pest control and garbage services are maintained on an ongoing basis
- Safety inspections occur annually with corresponding documentation
- Universal precautions and infection control training and materials are provided to staff annually at minimum
- Vehicles used by NDSCI are maintained regularly and inspected annually and contain necessary safety and insurance equipment and documentation
- Ensure only employees who are cleared to do so operate NDSCI vehicles
- Ensure new employees meet criteria for employment as documented in policy
- Ensure employees receive appropriate training per the required training outline as prescribed by DBHDD and CARF
- Ensure insurance coverage is maintained to protect the organization, individuals supported and staff which includes at minimum.
 - General Liability
 - Directors & Officers Liability
 - Fire & Property Replacement
 - Fire & Theft on Contents
 - Motor Vehicle Insurance Coverage via State of GA
 - Individual Supported Accident
 - State Unemployment
 - Workers Compensation
 - Employee Benefit (medical, life, dental)

Outcomes Management Report:

Annually, at the close of each fiscal year, Network Day Service Center completes a comprehensive Outcome Management Report that addresses the areas addressed below, and serves as an assurance that NDSCI upholds its mission and moves toward meeting the objectives NDSCI prescribes for Strategic Planning purposes, and/or modifies the plan as needed based on trends and SWAT analysis.

- Executive Director’s Summary Statement
- Accessibility Plan
- Current Year Entrance Criteria

- Identification of Barriers to Service Delivery
- Outcome data on program specific goals and objectives
- Updates on Strategic Planning Activities
- Satisfaction of individuals supported and other stakeholders

NDSCI recognizes the requirements of the CMS final rules, and the value of true person-centered practices and community-based services. In the coming years, goals will continue to focus on helping people we support grow and connect. We will explore how to assure people supported have access to, are valued by, and may seek employment in their local community. NDSCI will also assure that people supported play an active role in participating in programmatic planning. Individuals supported participate through the development of their one-page profile, completion of the Personal Focus Worksheet, and the ISP process. Where it is difficult to get input from a supported individual, NDSCI will lean on the support of people who know that person best and who demonstrate genuine care, concern, and affection for the person supported.

FY 2017-2019 STRATEGIC PLAN

In response to the influence of external and internal influence and critical issues facing Network Day Service Center Inc., the management team has formulated a strategic plan to plan for the future direction of supports and services as they relate to NDSCI. The strategic direction of Network Day Service Center attempts to strike a balance between our mission, vision, and guiding principles while working within our capabilities and our environment. Specific goals are developed for each of these strategies and will be updated annually. The goals are broad based statements that will guide Network Day Service Center into the future. Specific and measurable objectives will support the achievement of these goals we have set forth and can be found throughout some of the other plans in this document (Risk Management, Accessibility, Program Specific Outcomes, Technology, and Cultural Competency).

Network Day Service Center will focus on the following Strategies:

- A. Effective Leadership
- B. Community Awareness
- C. Financial Solvency
- D. Provider of Choice
- E. Community Partnerships

To uphold the mission of NDSCI, the Strategic Planning Committee along with the Board of Directors establishes a Strategic Plan. This document will identify in specific terms the tasks to be completed in the coming year to respond to the strategic goals and objectives. Strategies outlined in the Strategic Plan may be further outlined in other more specific plans further into this document.

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Effective Leadership	Description	Timing	Barrier	Progress
<p>1. Continue to employ competent and skilled employees.</p> <p>Responsible Party – Executive Director and Board of Directors</p>	<p>Competent and skilled staff are necessary for a strong and productive program</p>	<p>As needed</p>	<p>~Unemployment rate is low and the applicant pool is limited</p>	<p>NDSCI only hires talented, caring, competent, and dependable staff. New staff were employed in the community program as needs arose for individuals served. The training received in the community program allows new staff to get to know the individuals and the program and in turn puts them in position to move into other positions as they come available. Two part-time staff were moved from the community program to full-time employment when openings arose in the day program.</p>
<p>1a. Crosstrain staff where appropriate to backfill vacant positions with promotions.</p>	<p>As positions become available, staff need to be cross trained to fill vacant positions.</p>	<p>As needed</p>	<p>~Time for cross training. Rate of pay and funding</p>	<p>Cross training is ongoing as needs arise. Processes were created to cross train in the event staff have a long-term illness, retire or quit. Several staff were cross trained to cover 1:1 enhanced</p>

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				staffing. 3 staff have received ASL training for our hearing-impaired individuals. A DSP manual was created to provide DSPs information for their jobs.
1b. Review job descriptions, rates of pay, and needs of agency to redesign vacant positions as needed.	As services continue to grow and change, jobs and requirements change.	As needed.	~Service changes require new skill sets.	Job descriptions, rates of pay and needs of the program are evaluated annually and as needed. Based on these evaluations, changes were made throughout the program to streamline responsibilities and jobs. New groups were created within the day program. Several new behaviorally challenged individuals required enhanced staffing.
2. Increase participation of individuals supported in day to day operational decisions. Responsible Party – Executive Director and Board of Directors	Supported individuals should play a key role in determining how their services look and are delivered. NDSCI will increase	~Annual satisfaction surveys will be conducted. ~Annually each individual will have input into individual specific program	~Ensuring satisfaction surveys measure what NDSCI is trying to capture. ~Keeping momentum going around weekly individuals supported meetings.	Individuals are asked often about what they want from services at Network. Their wants and needs are first priority at NDSCI and their input is welcomed. They are asked in

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	the ways individuals can provide input	through ISP process and meeting.		monthly individual groups meetings where their rights are discussed in addition to their annual ISP meetings. In addition, they, along with their caregivers, complete an annual satisfaction survey
Strategic Partnerships	Description	Timing	Barrier	Progress
1.Participate in collaborative initiatives and partnerships in an effort to strengthen service delivery and person-centered practices for individuals receiving services from NDSCI. Responsible Party: Executive Director, NDSCI Staff	Participate in projects and initiatives to strengthen service provision and enhance the opportunity for individuals to receive person-centered individualized supports.	~ Ongoing ~ Participate in applicable workgroups per the prescribed timetables: Examples currently include: Region 1 mthly meetings as they occur Participate in Person Centered Thinking Training (as needed) SPADD Memberships and Conferences DBHDD Sponsored Training	Time of staff at NDSCI is a barrier. It can be difficult to attend all scheduled meetings and initiatives. Turnover can be a barrier An over-abundance of opportunity and difficulty setting priority.	Ongoing. NDSCI supports individuals with intellectual disabilities to have the most independence, choice and control over their own lives through person-centered service planning and delivery and increased provider capacity. NDSCI participates in regular provider meetings to learn upcoming changes and new information. Staff also participates in various person-centered training opportunities offered throughout the year. NDSCI met with possible partnerships

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		Chamber of Commerce activities		throughout the year to include Georgia Vocational Rehabilitation
<p>2. NDSCI openly invites oversight, accreditation, and auditing agencies to review services delivered per our contract.</p> <p>Responsible Party: Executive Director, NDSCI staff, Board of Directors</p>	<p>NDSCI hosts various oversight, monitoring, and auditing agencies and utilizes the information they provide to improve quality and scope of services.</p>	<p>Current regular oversight: Support Coordination – ongoing</p> <p>Qlarant/DelMarva – every 1-3 years</p> <p>CARF – every 3 years</p> <p>Health Inspections – every year</p> <p>Vehicle Inspections – every year</p> <p>Fire Inspections – every year</p>	<p>It can at times be difficult to reconcile the various expectations of various accreditation, oversight, and auditing agencies, as well as keep in line with the NDSCI mission.</p>	<p>Ongoing</p>
C. Community Awareness	Description	Timing	Barrier	Status
<p>1.NDSCI participates in school transition initiatives to educate the public and ensure new admits.</p>	<p>NDSCI participates in school to adult programming initiatives to gain information about who will be needing</p>	<p>~Annual Transition Fair</p> <p>~ Transition meetings as scheduled</p>	<p>~Family participation at transition functions is sometimes low, however families who do attend</p>	<p>Network participated in the Floyd County Schools Transition Fair in October as well as transition meetings with schools to provide</p>

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<p>Responsible Party: Executive Director, Managers, DDPs</p>	<p>services, and the type of services needed. NDSCI also uses this as an opportunity to educate the public on the services and supports provided through NDSCI.</p>	<p>~ Outreach and education as requested by the school ~IEP meetings as needed ~Open door to students who want to tour or shadow for a day to see if they like the program ~Update brochure to meet current needs</p>	<p>seem grateful for the information. ~Transition from school to NDSCI is a process that is often largely not in the hands of NDSCI due to the intake process and allocation process that takes place through the DBHDD Region 1 office</p>	<p>information on adult services once graduated. Numerous students and families toured Network and discussed services. Network admin. attend IEPs, speak with school special education departments and attend various other meetings.</p>
<p>2. Actively seek ways for NDSCI supported individuals to get involved in the larger community beyond leisure with a focus on Community Involvement</p> <p>Responsible Party: Program staff and supervisors</p>	<p>NDSCI will identify community connections for the individuals receiving services at NDSCI</p>	<p>~Continue regularly scheduled classes with community teachers, such as art, music, pottery, yoga, fit for life, etc. ~Continue growing volunteer opportunities</p>	<p>~Transportation provided through local transit limits the time of day we can provide support to individuals who need transportation. ~The NOW/COMP waiver programs we currently have provider numbers under limits the times of day we can provide supports to individuals receiving residential supports.</p>	<p>NDSCI has a strong community program with individuals volunteering at the DIGS Warehouse, Community Kitchen and Action Ministries Food Pantry. Individuals attend many different activities provided at the Rome/Floyd Senior Citizen Program.</p> <p>10/2017 Network purchased a 10 passenger Transit van with wheelchair lift to</p>

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D. Provider of Choice	Description	Timing	Barrier	Status
<p>1. Provide Services and Supports in a way that makes NDSCI a preferred provider of services.</p> <p>Responsible Party: Program staff and supervisors</p>	<p>~ NDSCI will strive to maintain supports for over 100 individuals each year</p> <p>~NDSCI will strive to complete intake on at least one person per month</p> <p>~NDSCI will try to grow the program by two individuals each year</p>	<p>~ Ongoing</p>	<p>~The cost of operating vehicles and gas limits the number of individuals supported who can access the community daily.</p> <p>~There are things that affect attendance and attrition that may not be related to supports provided such as familial issues, and individual health</p> <p>~NDSCI is at the mercy of Support Coordination, both Private and State funded referrals.</p>	<p>transport individuals into the community.</p> <p>Met and ongoing.</p> <p>NDSCI strives to provide services to the individuals served in a way that encourages them to want to participate. Through this our reputation proceeds us and we have new referrals. With these referrals there are occasional challenges such as behavioral or physical which NDSCI tries to work through opportunities with new training or modifications. One such accommodation example is through enhanced staffing which includes a 1:1 staff to individual to work through challenges.</p>

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				<p>The Intake process has improved but can be lengthy at times which is out of NDSCI control as it goes through the Region 1 Office Intake and Evaluation procedures.</p> <p>FY17 accepted 5 new individuals</p> <p>FY18 accepted 8 new individuals</p> <p>FY19 accepted 7 new individuals</p>
<p>2. Increased employment opportunities for the people we support by an average of one new job per quarter.</p> <p>Responsible Party: Employment Team</p>	<p>NDSCI continually evaluates the community for opportunities for employment for the individuals we support</p> <p>~NDSCI participates in initiatives to increase employment opportunities by 10% for all IDD individuals</p>	~Ongoing	<p>~Competition for jobs is very competitive in this market</p> <p>~Need a dedicated Employment Team focused on employment</p>	<p>Ongoing.</p> <p>NDSCI started a work opportunity two years ago where individuals sort and package condiments. This job has continued to increase and additional individuals have been added to the work force. At this point, employment is discussed at last annually at the individuals' ISP meeting and if they express an</p>

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				interest in working, every individual is supported in finding a job. Job coaches work diligently trying to find new job opportunities in the community. Due to the limited number of hours allowed by Medicaid, individuals are only allowed supported employment job coaching 20 hours each week.
<p>3. Continue to develop meaningful programs for the people we support</p> <p>Responsible Party: Executive Director/Program Supervisors</p>	<p>~Continue to grow and develop meaningful programs through surveying individuals and their families and determining what they want to do</p> <p>~Use the ISP process to determine how to change programs to fit the needs of people supported</p>	~Ongoing	<p>~People get bored with things quickly, creativity runs out.</p> <p>~There is a cost associated with many activities.</p> <p>~Traditional hours sometimes do not meet the needs of the people we support as related to their preferred hours</p> <p>~Traditional hours may not meet the needs of family and is when transportation is available.</p>	<p>Ongoing.</p> <p>NDSCI strives to provide services to the individuals served in a way that encourages them to want to participate. It can be challenging finding new opportunities as well as figuring out how they can be worked on at all ability levels.</p> <p>Person-centered planning during the ISP process assists staff on how to create activities to meet</p>

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E. Financial Solvency	Description	Timing	Barrier	Status
<p>1. Operate within the agency budget to ensure quality supports and services.</p> <p>Responsible Party: Business Manager, Executive Director, Board of Directors</p>	<p>NDSCI, like any organization, has a budget to maintain. The health of the agency relies on NDSCI to be fiscally healthy for quality service delivery, ensure all staff receive pay and benefits as expected, and to prepare for anticipated growth.</p> <p>~Follow the recommendations of the auditors</p> <p>~Add executive director to</p>	<p>~Ongoing</p>	<p>~Increasing cost of living</p> <p>~ There are things that affect attendance and attrition that may not be related to supports provided such as familial issues, and individual health</p> <p>~Changes in how we operate our vehicles</p>	<p>each individual's ability level.</p> <p>Being financially solvent is important for the health of the agency and is essential to staying in business. NDSCI has continued to remain solvent and profitable.</p> <p>FY17 - 4 individuals passed away, 5 moved from the area, 2 moved to another provider, 5 discontinued services for various reasons.</p> <p>FY18 - 2 individuals passed away, 3 moved from the area, 1 moved to another provider, 2 discontinued services for various reasons, 1 was incarcerated.</p> <p>FY19 - 1 individuals passed away, 5 moved from the area, 1 moved to another provider, 1 discontinued services.</p>

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	QuickBooks to assure that more than one person has oversight of budgetary matters			Goal met – the ED was added to QuickBook to provide my oversight.
2. Utilization of Resources Responsible Party: Executive Director and Business Manager	Hold expenditures to within 2% of existing levels	~Ongoing	<p>~Increased cost of doing business</p> <p>~Ever increasing insurance rates</p> <p>~Increasing demands from staff to paid at a higher rate to maintain current living standards</p> <p>~Increased demands of DBHDD to provide more community based individualized services without funding to support it.</p> <p>~No rate increases or nominal rate increases in the past 3 years.</p> <p>~ Loss of individuals due to moving, death, and attrition</p>	<p>This goal was unmet with the exception of unexpected expenses such as automobile repairs, plumbing and electrical repairs, as well as, replacing air conditioning units in two building.</p> <p>FY17 – Replaced roof on Annex building.</p> <p>FY 18 – Evaporator & AC replacement Annex building; numerous plumbing and automobile repairs.</p> <p>FY 19 – Community building had to have the air conditioner replaced; numerous plumbing and automobile repairs.</p>

RISK MANAGEMENT PLAN

The Risk Management Plan was developed in recognition of the fact that risk is inherent in providing supports and services to people in a number of areas. This Risk Management plan involves specific goals and objectives to deal with uncertainty and potentially harmful future events.

Network Day Service Center, Inc. will focus on risk in the following areas:

- A. Individuals Supported
- B. Personnel
- C. Property
- D. Technology
- E. Financial
- F. Organizational
- G. Reputation

On a daily basis, NDSCI works to minimize risk through training, policies and procedures, equipment and tools to do the job, and supervision. Additionally, the following techniques are used to manage risk. The following risk management plan is one more tool that NDSCI uses to ensure a reduced level of risk for all individuals receiving services, staff of NDSCI, volunteers, interns, and guests who may be involved with NDSCI functions. It should serve to address risks and increase awareness about what they might be and how to identify them. This plan should serve to prevent harmful events and ensure continuity of services provided by NDSCI. The plan will utilize a practical common-sense approach to Risk Management that focus first on the needs of the individuals receiving services and their families.

A. Individuals Supports	Description of Risk	Level of Concern	Strategies to Manage Risk	Status
1.Fire and other Disasters	It is possible that an individual receiving services could sustain	Moderate	~Policies and Procedures as well as Safety Plans available to all staff and	Goal Met. NDSCI works diligently to make sure that

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	<p>an injury or be involved in an accident while receiving services or be involved in a disaster. NDSCI has a responsibility to ensure that there is a plan in place and measures are taken to reduce the severity of this risk.</p>		<p>updated at least annually for accuracy and new procedures.</p> <p>~ Use Relias for training regarding safety procedures including bringing in outside resources to train staff in First Aid/CPR, and other disaster procedures</p> <p>~Modify Drills and training to individual per DBHDD and NDSCI policies to prepare individuals supported and staff for the potential of a disaster in more varied situations, include debriefing, and allow for supported individuals to be more involved in the coordination and actual carrying out the drills.</p> <p>~Fire Safety Audit by Fire Department</p>	<p>individuals are in a safe environment when in the day program, working, or in the community.</p> <p>The Health and Safety Subcommittee meets quarterly to assure drills and policies are up to date.</p> <p>5/10/19 First Aid/CPR training was completed on (current for 3 years). Monthly fire and quarterly tornado drills are conducted with individuals and staff.</p> <p>Fire Inspection conducted by the Rome Fire Department 9/21/17, 9/19/18, 9/30/19.</p> <p>3/28/19 NDSCI partnered with the Rome/Floyd Emergency Management and the Rome Transit Department to conduct a successful evacuation drill on. From the evacuation drill</p>
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				<p>information was gleaned to update Network's disaster plan.</p> <p>A strobe light was put in restrooms for hearing impaired individuals by Alarm systems Inc. on 11/7/19.</p> <p>Rome-Hydro-Test, Inc. inspects fire extinguishers annually.</p>
<p>2.Health of Individuals Supported</p> <p>Responsible Party: DDP/Case Management/Program Manager/Direct Support Staff</p>	<p>It is possible for individuals supported by NDSCI to become ill while receiving services. NDSCI has a responsibility to maintain a clean environment and request that individuals supported are free of communicable diseases.</p>	<p>Moderate</p>	<p>Supported individuals are required to have annual physicals and 3 attempts to obtain that must be in record.</p> <p>~Individuals who are determined to have an infectious disease are required to have a medical release to return to NDSCI.</p> <p>~NDSCI utilizes universal precautions when engaging in assisting with healthcare activities.</p> <p>~Health Inspections</p> <p>~Health Risk Screening</p> <p>Tool must be completed at</p>	<p>Goal met.</p> <p>Individuals are required to have annual physicals. Staff communicate with caregivers often to ensure individual(s) are properly receiving healthcare. HRSTs are updated annually and as needed with any change in health needs. Staff received trained in infectious diseases concerns.</p> <p>Individual were trained on their medications and their side effects, as well</p>

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			<p>least annually and when are changes to identify risks to the individual supported ~Individuals must be trained on their medications, reason they take it, and side effects at min. annually and documentation kept in record ~Time for staff to receive training on individual's medications/side effects annually and ongoing healthcare plans ~Any accidents or injuries are reported and monitored for trends ~Serious or unusual incidents are reported to DBHDD as required by policy</p>	<p>as staff training for side effects of medications. Healthcare plans are updated annually, and staff received training as updated. Safety plans, for those required, are also updated annually. The Health and Safety Subcommittee meets quarterly to assure policies are up to date. Network contracts with an RN to review HRSTs who are 3 or above in addition to HRSTs for individuals applying for enhanced staffing. Network contracts with pledger Behavior Consulting, LLC to provide Behavior Support Plans when needed. The Floyd County Health Department conducts</p>
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				<p>annual health inspections: 6-1-17, 8-16-18, 7-15-19.</p> <p>The Health and Safety Subcommittee monitors incident reports for trends.</p> <p>FY 17 – 4 Critical Incident reports submitted FY 18 – 4 Critical Incident reports submitted FY19 – 3 Critical Incident reports submitted</p>
4. Rights of Person Supported	Individuals with IDD are at risk of having their rights violated for a number of reasons, include lack of education. NDSCI has a responsibility to educate supported individuals on their rights and refrain from rights violations without just cause.	High	<p>NDSCI provides right and responsibilities training to staff and individuals annually and records to support it.</p> <p>~NDSCI continues to update training material as required by DBHDD</p> <p>~NDSCI has posted rights posters throughout the facilities and varying</p>	<p>Goal met.</p> <p>Individuals discussed their rights weekly as a group in addition to discussing their rights individually with staff. Their rights and responsibilities are also gone over annually at their ISP meeting.</p>

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			heights to be accessible for anyone to read.	Staff receive training on individual and human rights on Relias annually. Individual rights are posted throughout the program.
B. Employee	Description of Risk	Level of Concern	Strategies to Manage Risk	Status
1. Accident or Injury	Staff could become injured on the job both due to improper procedures as well as unexpected incident. NDSCI has a responsibility to provide a safe work environment.	Moderate	~Staff are trained in proper techniques related to their specific job tasks. ~Proper work attire is part of the employee handbook ~Staff have access to all safety plans and policies and procedures related to safety and are trained on an ongoing basis.	Goal met. Staff received numerous safety trainings for supporting individuals. There are additional trainings required for individuals who need physical assistance transferring. This includes lift equipment (sit to stand) which assists with transferring individuals from wheelchair to toilet. Staff are trained on Safety Plans which are created and revised as needed for individuals who require them. 5/10/19 First Aid/CPR training was completed on (current for 3 years). TB Tests are also

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				administered at hire and annually.
2.Job Satisfaction	NDSCI has a responsibility to provide a positive work environment that allows for creativity and flexibility for staff. A happy, healthy staff is a more productive staff and yields less turn over	Moderate	<p>~Staff are provided a generous benefits package inclusive of free insurance, accumulated leave, life insurance, dental and vision insurance.</p> <p>~ Staff review at least annually policy and the handbook related to job related issues such as anti-harassment, grievances, and other job place related items.</p> <p>~Staff are recognized for National DSP week.</p>	<p>Goal met. As is exemplified by NDSCI's reputation and satisfaction surveys, plus very low staff turnover, NDSCI's staff demonstrate they are happy with the work environment. Surveys are used to direct services as well as program ideas for staff and individuals,</p> <p>Staff were encouraged to find creative supplies and information.</p> <p>Staff were honored FY 17, 18, and 19 during the National DSP Week with multiple accolades from time off, t-shirts, and meals. In addition to annual and sick leave, DSPs are given time off for their birthday.</p>
3. Staff Health	Staff must be in good health to be productive at work,	Moderate	~Annual TB Tests performed annually	Goal met.

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Responsible Party: Executive Director, DDP team, Program Supervisors	NDSCI provides resources to staff to assist staff in maintaining good health		~ Staff are required to have annual physical examinations ~Staff encouraged to take vacations throughout the year and use the PTO for good mental health	TB Tests were conducted on 7/1/17, 5/22/18, 5/10/19. Network is certified under the State Board of Workers' Compensation as a Drug-Free Workplace annually – FY17, 18, and 19.
C. Property	Description of Risk	Level of Concern	Strategies to Manage Risk	Status
1. Vehicles	NDSCI vehicles are at risk of being involved in accident and wear and tear related to age and mileage, and theft of vehicle or items maintained inside vehicle	Moderate	~Annual vehicle inspections to assure good working condition ~Policy and Procedure for vehicle checks and maintenance followed ~Aging vehicles replaced with newer vehicles	Goal met. Ongoing. NDSCI works diligently to make sure vehicles are in good working order, clean and receive annual inspections/oil changes, etc. A record of vehicle maintenance is maintained. Vehicles are washed quarterly. Staff receive Drivers Improvement Training annually.

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2. Furnishings and other work-related equipment	NDSCI furnishings and other work-related equipment are at risk of damage or theft	Low	<p>~Broken or damaged furnishing are reported to Executive Director for repair or disposal</p> <p>~Broken or damaged equipment is reported to Executive Director for repair or disposal</p> <p>~Buildings are secured under locks and security system equipped to call 911 in the event of emergency or break in.</p>	<p>Ongoing.</p> <p>Being in business for over 60 years, equipment and furniture has to be frequently replaced.</p> <p>Discussion to purchase a new outdoor surveillance system.</p> <p>10/2017 New phone system was installed.</p>
3. Facilities	Description of Risk	Level of Concern	Strategies to Manage Risk	Status
Responsible Party: Executive Director, Safety Committee, Managers	NDSCI Facilities are at risk of damage due to disaster, break ins, and wear and tear due to age.	Low	<p>~External fire, health, and safety audits are completed.</p> <p>~Daily and Monthly safety checks are completed by staff per policy.</p> <p>~Any items in need of repair are reported to the Executive Director for follow up.</p> <p>~Buildings are secured under locks and security system equipped to call 911 in the event of emergency or break in.</p> <p>~Offices and other spaces containing confidential</p>	<p>Goal met.</p> <p>Burglary and fire alarm systems are maintained.</p> <p>Extinguishers are checked monthly to make sure they are within date and working correctly.</p> <p>For hearing impaired individuals, a strobe light was installed in the restrooms to alert in the event of a fire alarm.</p>

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			information are kept locked when not in use.	<p>Monthly pest control is conducted by Cooks Pest Control.</p> <p>Floors are stripped and waxed biannually and buffed quarterly. Ware Mechanical maintains heating air by checking for problems and changing filters biannually.</p>
Technology	Description of Risk	Level of Concern	Strategies to Manage Risk	Status
1. Hardware	Damage to computers and iPads due to misuse and damage, theft, and disaster	Moderate	Upgrade computers every 5 years or as needed. Maintain hardware repairs when needed, currently work with NS Korporation. See Technology Plan for more detail.	Ongoing. Computer upgrades are a continuous challenge. All computers need to be upgraded at minimum every 5 years. All staff use a computer to document, track goals, etc.
2. Software and Document Recovery	Risk of losing software and electronic document due to disaster, theft, and wear and tear, as well as identity theft.	Low	~ Back up to cloud storage and/or use USB drives kept in fire safe cabinets. See Technology Plan for more detail.	<p>Goal met. NDSCI contracts with NS Korporation to maintain computers and technology compliance and requirements.</p> <p>Staff meet with NS Korp. quarterly to discuss any</p>

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				issues, what needs to be updated, etc. NS Korp is very responsive to any technology issue Network has.
3. Theft of Personal Information of Staff and People Supported	Risk of cyber theft of data	Moderate	~Use cloud storage, practice safe passwords. See Technology Plan for more detail.	Goal met. NDSCI contracts with NS Korporation who maintains computers and technology compliance and requirements. Passwords are maintained in a cloud storage.
Financial Risk	Description of Risk	Level of Concern	Strategies to Manage Risk	Status
1. Fraud Responsible Party: Executive Director, All Staff, Administrative Staff	NDSCI is at risk of Fraud as is any workplace. NDSCI takes steps to reduce the chance of Fraud and misuse of funds.	Low	~Follow policies and procedures that cover this matter. See Financial Policy and Procedures.	Goal met. NDSCI uses a certified public accounting firm to provide financial assistance through preparing financial statements and payroll, tax preparation, etc. NDSCI also uses a local audit firm to conduct the annual audit as required by DBHDD.
2. Legal Requirements to Record and Report	NDSC is at risk of loss of revenue if	Low	~Follow up with staff exhibiting fraudulent	Goal met.

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	<p>legal requirements for recording and reporting are not maintained in terms of payback or financial penalties as imposed in a court of law.</p>		<p>behavior with proper disciplinary actions. ~Provide ongoing training about what fraud is and the consequences ~Maintain appropriate records both administrative and programmatic ~Report whenever there is a reportable occurrence to DBHDD and other regulatory entities. ~Document all things in the legally appropriate format and follow regulations</p>	<p>NDSCI has a Quality Compliance Manager and additional staff to check daily documentation and goal tracking to make sure it meets standards required by CMS and DBHDD.</p>
<p>3. State and Federal regulations</p>	<p>NDSCI is at risk of loss of funding if it does not meet the state and federal audit standards as NDSCI may be made to pay back funds in a recoupment.</p>	<p>High</p>	<p>~Attend provider meetings, SC provider meetings, participate in initiatives at the Regional level to ensure knowledge of the most recent changes and expectations ~Attend mandatory trainings, other important trainings, and conferences to maintain a current knowledge of changes and expectations ~Administrative staff read and maintain current</p>	<p>Goal met.</p> <p>DBHDD Manuals are updated quarterly. Admin</p>

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			knowledge of NOW and COMP wavier standards, provider manuals and DBHDD policy. ~Join SPADD to stay current on emerging Issues	staff are required to read updates and report any new information which can affect the program. Network maintained an annual subscription to SPADD.
4. Loss of Billing	NDSCI is at risk of loss of funds related to billing properly, and accounting for all billable hours.	Moderate	~Work diligently with DBHDD when a State Funded Slot is empty to get it filled ~Ensure a check and balance with billing and ensure that billing reflects all the hours that individuals attended in the programs they participated in accurately. ~Ensure there are no billing errors	Goal met. FY17 – 2 new State funded individuals were accepted in the program FY18 – 1 new State funded individual was accepted into the program FY19 – 2 new State funded individuals were accepted into the program.
F. Organizational	Description	Level of Concern	Strategies to Manage Risk	Status
1. Record Management Responsible Party: Quality Compliance Manager, ID/D Director of Support Services, Executive Director	NDSCI is required to maintain records accordance with DBHDD, CARF, HFR, and other regulatory requirements, failure to do so could result	Moderate	~Utilize Quality Improvement committee to ensure records are kept accurate ~Ensure Quality Compliance Manager checks records at a rate of	Goal met. QCM checks every file annually to ensure everything meets DBHDD NOW/COMP requirements.

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

	in a loss of funding, and decreased satisfaction, and poor programming.		5% per month at minimum to assure accurate records ~Stay current on DBHDD policy and other policies to ensure records are maintained per expectations. ~Executive director reviews employee files annually for accuracy and completeness.	DBHDD Manuals are updated quarterly. Admin staff are required to read updates and report any new information which can affect the program.
2. Satisfaction Responsible Party: All Staff, Executive Director	The health of NDSCI relies on the satisfaction of our individuals receiving services and how satisfied they are with services.	Low	~Push annually for surveys from all stakeholders ~ Gather informal data during conversations with stakeholders	Goal met. Satisfaction surveys were completed and returned by individuals, staff and stakeholders.
3. Regulatory Responsible Party: Executive Director, DDP/Case Management Team	In order for NDSCI to meet high ethical standards and provide quality of services, NDSCI must be able to demonstrate competency to regulatory entities to maintain funding and accreditation.	Moderate	~Attend provider meetings, SC provider meetings, participate in initiatives at the Regional level to ensure knowledge of the most recent changes and expectations ~Attend mandatory trainings, other important trainings, and conferences to maintain a current	Goal met. All provider meetings were attended each fiscal year by either Executive Director or IDD Director of Support Services. Recommendations from Qlarant and Support Coordination were implemented.

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

			<p>knowledge of changes and expectations ~Administrative staff read and maintain current knowledge of NOW and COMP wavier standards, provider manuals and DBHDD policy. ~Implement recommendations from Qlarant/Delmarva and Support Coordination as it makes since based on policy and the needs of the people we support.</p>	
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FY 2017 - 2019 ACCESSIBILITY PLAN

Network Day Service Center, Inc. actively seeks to identify and remove barriers that may prevent individuals from fully accessing center services or participating in community activities. Network provides an array of activities in each accredited program area that promotes increased community presence for individuals. Our goal is to ensure training and support services are available for every individual who meets the eligibility criteria and that any reasonable accommodation is made to enable that individual to participate in the programs of their choice - either within the facility or in community settings.

Network surveys individuals, family members, staff, employers and other stakeholders annually to help identify potential or real barriers and takes action to remove same.

The following areas are addressed:

Architectural Barriers – Any physical factor that makes accessibility difficult for an individual. (ex. Buildings not safe or secure, location of services hard to find)

Attitudinal Barriers - Negative attitudes that people may have toward persons served.

Communication Barriers – The possible absence of devices available to persons served or personnel to be able to be understood by others.

Employment Barriers – Indication that a workplace does not provide sufficient flexibility or equipment to ensure a productive and satisfying workplace for employees.

Environmental Barriers - Any factor in the environment where the person receives services that may render services ineffectual for the person supported. (ex. Parking lot area unsafe for walking, too much noise in work area)

Financial Barriers – Anything that may, at an organizational level, mean that a service is restricted because of lack of sufficient financial resources.

Transportation Barriers – Situations in which service recipients are unable to reach or participate fully in services because of the lack of suitable and available transportation.

Accessibility plan is reviewed annually to ensure effectiveness of the plan. The plan will be modified as necessary. Information is

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

gathered informally and formally from individuals supported and other stakeholders through satisfaction surveys, the ISP process, and by other means to be utilized in the ongoing efforts to make NDSCI services accessible to individuals who receive them.

A.Architectural Barriers	Solution	Priority	Cost	Funding Source	Due Date	Responsible Party	Date Completed	Comments
1. Security of buildings	Maintain current building structure and make repairs and updates as needed, focus on community initiatives. Consider video surveillance of property	Low	\$7,099.00	Donated funds, Board funds, Operating funds	Ongoing as needed	Executive Director and Board of Directors	Ongoing	2 Heating/Air Conditioners replaced 8/23/18 and 3/13/19 Painting inside and outside 1/22/19 Ongoing lawn and property maintenance
B.Environmental Barriers	Solution	Priority	Cost	Funding Source	Due Date	Responsible Party	Date Completed	Comments
Several physically disabled individuals need a changing table	Purchase a changing table for individuals who require for changing	Moderate	\$709.00	Operating funds	By 6/30/19	Executive Director and Managers	1/13/19	Through fundraising a changing table was purchased

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

C. Attitudinal Barriers	Solution	Priority	Cost	Funding Source	Due Date	Responsible Party	Date Completed	Comments
1. Community members do not understand how to interact with people with disabilities	Create a web site and maintain social media accounts to educate public.	High	Donated	Operating funds if needed	By 6/30/19	All staff, Managers, Executive Director, and People supported	4/24/19	Berry Bonner student created new website on WIX which is connected to Network's Face Book page.
2. Increase community awareness of program	Participate in collaborative initiatives and partnerships, local colleges, and other agencies	High	Unknown	Operating Funds	Ongoing	Executive Director, Managers, All Staff, Board of Directors	Ongoing	Partnered with Berry College, Georgia Highland College, Coosa High Transition Academy, Action Ministries, Rome/Floyd Library, Coosa Valley Credit Union, Rome/Floyd EMA and Rome Transit
D. Financial Barriers	Solution	Priority	Cost	Funding Source	Due Date	Responsible Party	Date Completed	Comments

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Loss of billing due to absenteeism, and loss of Medicaid status	Encourage participation and attendance. Follow Person Centered Planning Guidelines to help people supported have meaningful days.	Moderate	Varies by service person receives. CAG for 20 days = \$420 a month per person	DBHDD NOW and COMP / State Funded	Ongoing	All Staff	Ongoing	This will always be a threat/risk as it is difficult to control absence due to moving, illnesses, etc.
Cost of doing business increases faster than the rate of reimbursement	Diversify Funding: Look at Fund Raising, Grant Writing, and Vocational Rehab Programs, Possibly Employing someone part-time to assist	High	Undetermined	Operating	Fundraisers	Executive Director, Management team, Board of Directors	Ongoing	Continue to bid insurances and other expenses which can be reduced
E.Employment Barriers	Solution	Priority	Cost	Funding Source	Due Date	Responsible Party	Date Completed	Comments
1.Current hours of operation do	Consider changing hours	Moderate	Low	Operating	6/30/19	Management team and	Ongoing	It very difficult to find staff

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

not support employment assistance after 4:00 and on weekend	of operating or flexing staff schedules in the employment program to meet the needs of individuals supported.					Board of Directors		who will work after traditional hours.
2.Finding Employment opportunities/ openings in the community	Educate the community on supported peoples' abilities / work ethic.	Moderate	Low	Operating	6/30/19	Supported Employment staff, Executive Director, Board of Directors	Ongoing	This is an ongoing challenge as staff connect with community businesses to help them become aware of the advantages of employing I/DD individuals. NDSCI is also in process of contracting with Vocational Rehab as well as working with DBHDD's,

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								Employment Express
F.Communication Barriers	Solution	Priority	Cost	Funding Source	Due Date	Responsible Party	Date Completed	Comments
Increased documentation requirements.	Continue to train staff on writing a note which meets all requirements from DBHDD, Medicaid, HCF, etc.	Moderate	Moderate	Operating	6/30/19	Executive Director, Managers	Ongoing	Quality Compliance Manager oversees documentation and goal tracking to ensure documentation meets all requirements.
2. Many Individuals we support use alternative means of communication. Gathering their hopes, dreams, daily choices, and desired outcomes can be difficult	Develop and use regularly the communication apps that have been installed on the iPad. Receive ASL training to communicate with hearing	High	None	Operating if Cost incurs	Ongoing	DDP, Program Managers, Executive Director, Direct Support Staff	Ongoing	NDSCI has contacted numerous resources to find apps to use as alternative means of communication. DBHDD provides a staff to come to NDSCI one day per week and

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

	impaired individuals							train three staff in ASL
3. Provide information about programs and services to the public	Update web site, brochures, newsletters, annual reports, etc. as needed	Moderate	To be determined	Operating funds	Ongoing	Executive Director, Managers, Subcommittees	4/24/19	Berry Bonner student created new website on WIX. Face Book page is updated frequently. Brochures are updated as needed. 1/25/19 To improve communication, Network purchased an app called DialMyCalls to send information via text messages to individuals and caregivers.
G. Transportation Barriers	Solution	Priority	Cost	Funding Source	Due Date	Responsible Party	Date Completed	Comments

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

1. Dependent on Contract with RTD and Highland Rivers for Transportation to and From Program	This is a great resource and should continue, but a backup plan should be researched	Moderate	Unknown \$10,070	Operating Board of Directors funds	Within Strategic Cycle	Executive Director	6/30/19	Met and Ongoing 2001 Work van was purchased 1/1/19
2. Many families rely on RTD/HR for no cost transportation	Maintain a positive relationship with RTD and HR Transportation systems.	High	Unknown	Operating	Ongoing	Executive Director, All Staff	Ongoing	Goal met and will continue. In the past, NDSCI has provided transportation for Highland River Transportation individuals when their vehicles were in the shop.
F. Community Integration Barriers	Solution	Priority	Cost	Funding Source	Due Date	Responsible Party	Date Completed	Comments

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

1. People we support want a variety of opportunities to participate in the community	Continue to develop community opportunities to volunteer, engage in social groups and classes, and develop relationships	High	Low	Operating	Ongoing	DSP Staff and Program Managers	Ongoing	Met and ongoing. Staff continue to look for new opportunities in the community for individuals to participate.
H. Technology Barriers	Solution	Priority	Cost	Funding Source	Due Date	Responsible Party	Date Completed	Comments
Technology advances very quickly, remaining reasonably current can be difficult	Update computers and iPads approximately every 5 years.	Moderate	\$7913.00	Operating	Ongoing as needed	Executive Director, Staff using devices	Ongoing	Computers become obsolete in addition to outdated and unable to update for new programs. FY18 - Two computers were replaced. FY 19 - Three computers were replaced.

PROGRAM SPECIFIC OUTCOMES

Network Day Service Center, Inc. looks at outcomes specific to our program areas and how to improve each program unique of the agency as a whole. Some objectives may overlap across programs, however often there are specific objectives related to each program based on the uniqueness of the program. The program areas NDSCI focuses on are Community Employment, Day and Employment Services, Community Access (Group and Individua).

Network Day Service Center will focus program specific outcomes as it relates to for each program area:

- A. Program Efficiency
- B. Program Effectiveness
- C. Satisfaction of Individuals Receiving Services
- D. Access to Services

Community Employment

Goals/Objectives	Measures	Applied To	Time of Measure	Data Source	Obtained By
Efficiency					

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

Staff will meet with local employers to develop potential job opportunities 2x per month.	Individual Documentation will Reflect Visiting Employers of Choice	Employment Staff DDP	Quarterly	Vypersoft Documentation	Program Manager
Effectiveness					
One new job placement per quarter	Number of jobs created each quarter	All community job sites	Annually	Employment records	Program Manager
Staff will receive at least 16 hours of staff development training	Number of staff development hours	All staff	Annually	Staff development record	DDP, Program Managers
One individual in Employment will receive a wage increase during the year	Earnings of individuals in community employment	Individuals in employment	Annually	Record of earnings	Program Manager
75% of people working will remain in their chosen job for 1 year	Length of maintaining job	Persons employed	Annually	Employment Records	Program Supervisor
Satisfaction					
Of employees responding, 95% will indicate satisfaction with services	Percentage of satisfied or very satisfied employers responding	Employers	Annually	Stakeholder Satisfaction Survey	DDP
Supported Individuals identified as working or wanting to work express satisfaction with	Percentage of satisfied or very satisfied	Individuals Supported	Annually	Satisfaction Survey for People Supported	Executive Director and Volunteers

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

services at a rate of 95% of respondents.	individuals responding				
Service Access					
Increase staff for Supported Employment based on billable hours	Number of staff hired or re-assigned	All staff	Annually	Employment Records	Program Manager
Update media as services grow and change, particularly when services are added (voc rehab) or deleted	Completed new media	Executive Director or Designee	As Needed	Updated Media	Executive Director or Designee

Community Access

Goals/Objectives	Measures	Applied To	Time of Measure	Data Source	Obtained By
Efficiency					
Records are audited at a rate of 5% per month to assure they are complete and accurate (all supported persons)	Audit Record	Quality Compliance Manager	Monthly	Vypersoft/Files	Executive Director
CAI is billed at 90% of allocated hours each month	Billing Utilization report	Community Connection Team	Monthly	Vypersoft/Files	Admin Team
NDSCI will streamline processes for documentation, training, policies	Completion of process maps	Staff	Complete by June 30, 2019	Continue to work on Process Map	Executive Director Management

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

1. Complete process map for key processes that have changed since Vypersoft and Relias were added.	and incorporation into procedures				DDP Team All Staff
1. DDP oversight of tracking reviewed quarterly based on birthday cycle	DDP Reports Vypersoft Records	DDP Team	Ongoing Quarterly	DDP Reports	Executive Director Management DDP Team All Staff
Effectiveness					
100% of supported Individuals contribute to the Personal Focus Worksheet to assure services are driven by desires.	Audit of PF completed based on birthday cycle	All individuals receiving NOW &/or COMP funding	Monthly	DDP Reports	Program Manager
Determine a more effective way to track attendance within Vypersoft –Absent, present, not scheduled daily.	Attendance Record	All individuals in services	Monthly	Vypersoft Attendance Record	Direct Care Staff, Program Manager, DDP
Increase opportunities for individuals to develop valued social roles as evidenced by one new relationship	Relationship Map	All individuals in services	Monthly	Relationship Map	DDP and Program Staff

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

identified on the relationship map					
Full time staff will receive at least 16 hours of staff development training annually through use of Relias	Number of hours	All Full Time Staff	Annually	Relias record	All Staff
Satisfaction					
95% of stakeholders responding will indicate satisfaction with services provided	Percentage of Individuals, families responding	All Stakeholders	Annually	Satisfaction Surveys for families, stakeholders, and people supported.	DDP
Service Access					
Provide information to families and teachers at Floyd County School System Information Fair	Number of Persons expressing interest	All persons expressing interest	Annually	Attendance at information fair	DDP, Program Managers, Executive Director
Participate in community awareness activities at least 5x per year)(Chamber Events, first Friday, festivals, fund raisers etc.)	Number of events attended	All staff and people supported invited	Annually	Employment Records	Executive Director or Designee

TECHNOLOGY AND SYSTEM PLAN

Network Day Service Center utilizes computers for day to day operations of business. DSPs track goals and daily notes Vypersoft Documentation System. The technology plan is reviewed annually and updated as needed.

The NDSCI Technology and System Plan covers the following areas:

- A. Hardware
- B. Software
- C. Security
- D. Confidentiality
- E. Backup
- F. Assistive Technology
- G. Virus Protection
- H. Disaster Recovery
- I. Future Planning

Hardware: NDSCI will properly maintain current hardware and will continue to access the needs of the programs. If service agreements are in existence, they will be utilized for replacement and/or routine maintenance. Each computer has a password to protect it. Computers have Executive Director and/or Director of Support Services installed with an administrator account to view activity and deactivate upon termination.

Software: The Executive Director and Business Manager must approve all software applications or purchases in advance. Downloading, duplication or infringing on software copyrights is strictly prohibited. NDSCI currently utilizes the Cloud Based Servers to save data safely. Vypersoft is an industry recognized electronic documentation management system designed to store securely all required documentation and PHI information in a relay server cloud-based format that requires a secure password.

- **Relias:** Relias is a training management system with a training library of over 250 courses. It also has the capacity to upload in-house training, and store record of external training and certificates.
- **Email:** All staff are assigned a secure email which requires password access.
- **Security:** Employees who have access to computers that store Protected Health Information have established. Passwords are kept by super administrator assigned within the agency
- **Relias:** Passwords for Relias can be reset by the Relias administrator assigned by NDSCI Executive Director upon request. Email is password protected and can be reset by email administrator by request.
- **Confidentiality:** Computers go into sleep mode if left idle for more than 10 minutes. Employees should make sure that the screen is not visible by others walking into the offices or shrink the work that is in progress to prevent a breach of confidentiality. All employees should log off as well as shut down the computer when leaving for the day to prevent access by unauthorized parties.
- **Backup:** NDSCI staff utilizing computers for regular job functions shall use a means for backup of documentation at least monthly, this backup could include NDSCI server, cloud storage, backup disks, and/or backup drives. Methods for backup shall be approved by NDSCI director prior to use. Vypersoft and Relias all back up on cloud servers.
- **Assistive Technology:** All employees have access to computers as needed and persons receiving services have the opportunity to access I-pads and/or laptop and desk top computers. iPads and tablets are used with the individuals they support or to provide to them during the day to use independently as appropriate. iPad and tablets are equipped with communication boards that can be customized. If an individual receiving services uses assistive technology to communicate, ambulate, or otherwise successfully navigate their day NDSCI will make every effort to learn and understand that technology.
- **Administrative staff, DDPs and program managers** have computer access which is used for billing, connecting, and reporting to funding agencies. NDSCI seeks to meet the needs of all users with regard to adaptive equipment that will allow for full access to the computer equipment. Adaptations will be made as needed / recommended. Cost of such items will be taken into consideration and purchased according to financial availability.

- **Virus Protection:** Computers are equipped with current subscriptions to cost effective anti-virus approved by IT professionals.
- **Disaster Recovery:** Critical data is backed up regularly in cloud storage, and in some situations still stored in secure fireproof cabinets. Staff will retrieve back up discs or log into cloud servers and work from temporary shelter location or individual homes to reestablish records in the event of a structural disaster to the facility, until a typical workspace can be restored and materials can be replaced.
- **Future Planning:** NDSCI has made great strides in the area of technology in the past 3 years. NDSCI will continue to watch technology for trends and changes and will utilize reasonably current technology to maintain and provide services to the people we support. The next phase in Technology Planning will to be to continue to develop record keeping and business practices as many of these functions are done with printed files.

WHO WE SERVED

Cultural Competency and Diversity Plan

Culture Indicators	Supported Persons	Staff	Action Steps	Outcomes
Race/Ethnicity	13 African American 82 White 2 India	20 African American 25 White	NDSCI staff will understand the cultural differences related to race through training to become more sensitive to the perspectives of others. Use sensitivity training provided on Relias. Individuals we support are provided training monthly related to a variety of cultural differences.	Achieved – staff receiving training on Cultural Diversity annually. They demonstrate their sensitivity to cultural differences with individuals served as well as other coworkers.
Age	18-40 – 50 41-65 – 35	18-40 –17 41- 65 –26	NDSCI will review demographics to determine programing that is age appropriate	Achieved

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

	66-85 - 12	65-85 - 2	<p>NDSCI will consider age as an indicator of preferred activities and trends for new enrollment</p> <p>Age of staff may serve as one of a variety of indicators for matching staff to individuals supported.</p>	
Gender	<p>18-40 –50</p> <p>41-65 – 35</p> <p>66-85 - 12</p>	<p>7 Male</p> <p>38 Female</p>	<p>NDSCI will take into consideration gender of participants when hiring new staff as it relates to preferences of individuals supported</p> <p>NDSCI will strive to employ as many male staff as possible.</p>	Achieved
Sexual Orientation	Sexual orientation of individuals is unknown unless supported person chooses to disclose	Sexual orientation of staff is unknown unless staff choose to disclose	<p>NDSCI will attempt to gather information on sexual orientation so staff can be sensitive to differences and understanding of preferences as it relates to staff and individuals supported.</p> <p>Human sex and intimacy are not topics often broached with the individuals we support though we recognize the expectation from DBHDD and CMS.</p>	Ongoing

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Spiritual Beliefs	2 Muslim, majority assumed Christian or agnostic	Staff spiritual beliefs are not documented	<p>NDSCI will attempt to gather information regarding spiritual beliefs of staff and persons served. When religions and cultural preferences are known, NDSCI will make efforts to build in those cultural preferences into the individual support plan as appropriate.</p> <p>NDSCI provides training to staff to ensure sensitivity and understanding as it relates to spiritual beliefs and how it relates to different religions and even subcategories of religions (Baptist, non-denominational, Catholic etc.)</p>	Ongoing
Socioeconomic status	<p>All individuals supported receive Medicaid</p> <p>NDSCI is currently unaware of household income</p>	NDSCI is currently unaware of household income	NDSCI will attempt to gather data in this area and provide training to staff regarding how SES can affect culture.	Ongoing
Language	<p>95 English</p> <p>2 ASL</p>	45 English	<p>NDSCI is willing to hire staff and enroll individuals who speak a variety of languages as the needs arise.</p> <p>Where multilingual staff cannot be found, NDSCI will use technology such as Google Translate to</p>	<p>Ongoing</p> <p>3 staff are being trained in ASL</p>

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

			communicate with individuals with a primary language different than English.	
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Network Day Service Center, Inc. recognizes that each person is culturally diverse and unique unto themselves. NDSCI strives to maintain cultural competence as an agency. Cultural competence is the process by which individual people and systems respond respectfully and effectively to people of all cultures, languages, socioeconomic statuses, races, ethnic backgrounds, spiritual beliefs, age, gender, sexual orientation, and other various cultural indicators. NDSCI strives to integrate knowledge about the individuals we support into agency practices and attitudes to increase the quality of services we are able to provide. This knowledge will allow for better outcomes for our employees, the individuals we support, and our larger community. NDSCI understands and respects the diversity of persons served, personnel, families, care givers, and other stakeholders and that is reflected in NDSCI organizational structure, policy, and service delivery. NDSCI will utilize Person Centered Practices as a foundation from which to build upon with regard to Cultural Diversity and will strive to meet the following criteria.

- Through person centered planning NDSCI Inc. gathers all cultural and other demographic preferences that supported persons and their family may want to share and makes appropriate accommodations to ensure respect of those preferences.
- Through training all staff working with individuals is trained on the diverse needs of each person supported and the preferences that each person may have and how to accommodate any assessed needs.
- Staff will receive ongoing training through a variety of materials regarding cultural diversity and what it means. Concepts staff will receive training on will include:
 - Ethics
 - Self-Awareness and how a person’s values affect how we see others
 - Other- Awareness – relating to seeing things from others perspectives and what that might look like
 - Cross Cultural Knowledge Staff will be made aware of cultural differences and how that may relate to developmental disabilities services in different cultures

**Network Day Service Center, Inc.
FY 2019 BUDGET**

Grant Account - Revenue

Dept of Human Resources	81,308
Medicaid-CAG NOW	398,453
Medicaid-CAG COMP	509,939
Transfer in XX	2,000
Medicaid-CLS NOW	12,793
Medicaid-CLS COMP	260,390
Medicaid-CAI NOW	57,989
Medicaid-CAI COMP	114,825
Medicaid-RESPITE NOW	3,351
Medicaid-RESPITE COMP	943

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

Medicaid-SMS & SME NOW	6,353
Medicaid-SMS & SME COMP	6,079
Total Revenue	1,454,422

Grant Expenses

Regular Salaries	782,400
Instructional Aide	18,420
Substitute	6,240
CAI-Wages	73,634
CLS-Wages	143,577
CAG-Wages	17,664
Respite Wages	4,255
Training	1,296
Total Expense	1,047,485

Fringes

Social Security	80,041
Employee Insurance	141,636
Unemployment Insurance	3,500
Workers Compensation	6,945
Total Expense	232,122

Contracted Services

Accountant	9,545
Consulting Fees	1,309
Contract Service	1,561
Computer Consultant	14,400
SMS & SME - NOW	5,608
SMS & SME - COMP	6,860
Audit	2,500
Total Expense	41,783

Other Operating Expenses

Travel	1,568
Equipment Purchases	2,376
Equipment Less than \$1,000	566
Training	6,186
Computer Hardware	4,950
Office Supplies	3,060
Program Supplies	12,803
Communication Services	1,684
Phone Service	1,259
Dues & Subscriptions	812
Postage	812

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

Utilities	24,767
License Fees	2,487
Miscellaneous	476
Printing	8,000
Property Maintenance	17,560
Equipment Maintenance	4,284
Required Staff Screenings	1,353
Retirement Administrative Costs	2,662
Gross Food Cost	1,274
Bus Exp - Gas	1,542
2006 Ford Van	6,365
Bus Insurance	2,860
2003 GMC Truck	423
Insurance & Bonding	7,194
Total Expense	117,323
Grand Total Expenses	1,438,714
Grant Account Profit	15,708
Supported Employment Revenue	
DHR-SE Contracts	4,820

NETWORK DAY SERVICE CENTER, INC. STRATEGIC PLANS

SE Contracts Outside Center	16,984
Medicaid SEG NOW	23,436
Medicaid SEG COMP	10,944
Medicaid SEI NOW	15,381
Medicaid SEI COMP	8,757
SEG Mobile Legacy Income	29,753
Total SE Revenue	110,075

Supported Employment Expenses

SEG Salaries - P/T Staff	29,486
SEG Cleaning Crew NDSCI	11,224
SEG Legacy Packaging	29,754
SEG Cleaning Crew Outside Center	14,791
SEI Salary Staff	8,418
SE Workers Compensation	1,316
SE Bus Insurance	4,106
SE BUS GAS	1,155
2003 Chevy Venture	1,164
GRP SUPP EMP-Supplies	5,487
Total SE Expense	106,901

Total SE Profit **3,174**

Total Grant & SE Profit **18,882**

Directors Account Revenue

Local Other Revenue 3,449

Fund Raising Revenue 22,652

UW Allocation Revenue 7,175

Donations - Local Fund 1,099

Total Income **34,374**

Directors Account Expense

Insurance - Directors 1,712

Fund Raising Expense 7,906

Interest Exp - Directors 796

2017 Ford Van 3,513

Transfer Out 2,182

Total Expenses **16,108**

Total Directors Profit **18,266**

Concessions Account Expense

Revenue Concessions

Income - Concessions	330
Total Concessions Income	330
Total Concessions Profit	330