

# North Los Angeles County Regional Center

## Five Year Strategic Plan: July 1, 2017 to June 30, 2022

<p><b>Our Vision</b></p>	<ul style="list-style-type: none"> <li>• Consumers and their family members will have control over their supports and services.</li> <li>• Consumers will have greater access to safe and affordable housing.</li> <li>• Consumers and their families will receive innovative supports and services to meet existing and emerging needs.</li> <li>• Consumers and their families will receive supports and services in true partnership with the regional center, providers, schools, health care, and other agencies.</li> <li>• Consumers will have greater access to opportunities to work in non-sheltered settings.</li> </ul>
<p><b>Our Mission</b></p>	<p>North Los Angeles County Regional Center, with integrity and transparency, provides lifelong partnerships and planning to persons with developmental disabilities by promoting their civil and personal rights, providing comprehensive information, advocating in cooperation with consumers, promoting and providing quality services, and supporting full participation of consumers and families in all aspects of community life.</p>
<p><b>Values Statement</b></p>	<p>The Board of Trustees for North Los Angeles County Regional Center respects the rights of individuals with developmental disabilities. As such, the board will promote, protect, and advocate for consumers’ rights by following these values as guiding principles in the board’s policy development, decision making, and strategic planning:</p> <p>Individual people with developmental disabilities:</p> <ul style="list-style-type: none"> <li>• Have the same rights and responsibilities as other residents of their communities.</li> <li>• Have the right to fully participate in all aspects of community life.</li> <li>• Have the right to receive the highest quality of supports and services to meet their needs.</li> <li>• Have the right to make their own decision and be heard in respect to their life choices</li> </ul>
<p><b>Who We Serve</b></p>	<p>We serve over 25,000 individuals with developmental disabilities within the Center’s catchment area of the SFV, SCV, and AV.</p>
<p><b>Our Programs and Services</b></p>	<p>The Center accomplishes its mission in five ways:</p> <ol style="list-style-type: none"> <li>1) Provide or coordinate services and supports for individuals with developmental disabilities</li> <li>2) Education and professional development for staff</li> <li>3) Community education and engagement</li> <li>4) Advocacy at local and state levels</li> <li>5) Efficient use of the public funds entrusted to the Center to serve individuals with developmental disabilities</li> </ol>

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*Objective #1: Streamline department specific business processes, including the use of technology, to increase efficiencies and ability to manage core job functions and protect data.*

<u>Case Management Strategies</u>	<u>CFO/Community Svcs/ IT/ Accounting/Office Svcs Strategies</u>	<u>Organizational Development/HR Strategies</u>
<ol style="list-style-type: none"> <li>1. Update parameters for the Exception Staffing and funding authorization processes. Include representation from directors, supervisors, and service coordinators, as applicable, in finalizing parameters.</li> <li>2. Implement Early Start Manager, Officer of the Day CSC and Floater CSC positions to support service coordination.</li> <li>3. Assess department specific and office specific functions, prioritize staffing needs and develop staffing plans.</li> </ol>	<ol style="list-style-type: none"> <li>1. Technology will be considered in all new or existing workflow processes; and technology to automate workflows will be the first priority.</li> <li>2. Implement SANDIS mobile</li> <li>3. Implement eFax</li> <li>4. Provide portable devices and phones to all management staff</li> <li>5. Make tools, forms, and templates available to staff</li> <li>6. Implement HIPAA Secure</li> </ol>	<ol style="list-style-type: none"> <li>1. Streamline and document Human Resources and Training workflow processes</li> <li>2. Identify technology solutions to support increased efficiencies and enhance productivity               <ul style="list-style-type: none"> <li>• Performance evaluations, time-off requests, employee complaints etc.</li> </ul> </li> </ol>

*Goal #1: Provide more time for our staff to spend with our consumers and their families, service providers, and other community partners*

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***Objective #2: Deepen relationships and increase collaboration across departments, with consumers, families, service providers and community partners to increase quality and effectiveness of services and supports, create awareness, educate, share resources and promote the Center's events.***

<u>Case Management Strategies</u>	<u>CFO/Community Svcs/ IT/ Accounting/Office Svcs Strategies</u>	<u>Organizational Development/HR Strategies</u>
<ol style="list-style-type: none"> <li>1. Routinely partner with Community Services at the Director, Manager, Supervisor and Specialist levels on mutual goals, objectives and issues; e.g. individual case management, treatment recommendations, resource development, consultation and technical assistance to vendors, and trainings.</li> <li>2. Identify staff to participate as an interagency committee member for entities such as DCFS, DMH, IHSS, Residential Providers groups, Supported Living Provider groups.</li> </ol>	<ol style="list-style-type: none"> <li>1. Assist service providers to advance community integration opportunities and services in key areas, such as job training, competitive employment, paid internships, and transportation access.</li> <li>2. Develop resources in geographic areas where resources, services, and supports are limited or lacking.</li> <li>3. Provide more technical assistance and monitoring support to service providers.</li> </ol>	<ol style="list-style-type: none"> <li>1. Increase Facebook posts to include more human interest stories, trainings, resources and events to encourage more community participation and engagement.</li> <li>2. Make webinar trainings and other educational content available on a YouTube channel.</li> <li>3. Drive more visitors to our web site via the different social media platforms.</li> <li>4. Utilize analytics tools to track our progress such as views and increase visitors, and develop new strategies for more effective use of social media.</li> </ol>
<p><b><i>Goal #2: Increase the quality, effectiveness, and options of available services available to consumers and their family.</i></b></p>		

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<i>Objective #3: Create professional development opportunities in the areas of management and leadership across departments and positions, supporting the Center's succession plan.</i>		
<u>Case Management Strategies</u>	<u>CFO/Community Svcs/ IT/ Accounting/Office Svcs Strategies</u>	<u>Organizational Development/HR Strategies</u>
<ol style="list-style-type: none"> <li>1. Conduct a leadership or emotional intelligence exercise at each management meeting.</li> <li>2. Expect Supervisors to conduct a leadership or emotional intelligence exercise at each unit meeting.</li> <li>3. Conduct an in depth leadership or emotional intelligence exercise at an off-site retreat for Directors, Managers and Supervisors.</li> <li>4. Include opportunities for each level of case management to actively participate in workgroups, trainings, and projects related to staff development and vendor technical assistance.</li> </ol>	<ol style="list-style-type: none"> <li>1. Increase number of self-service web-based video tutorials and tools</li> <li>2. Increase the Center's-sponsored training programs</li> <li>3. Develop a case study teaching approach</li> <li>4. Modify the new staff orientation to align with role and function of the staff person</li> </ol>	<ol style="list-style-type: none"> <li>1. Create an ongoing supply of well trained, broadly experienced, well-motivated staff who are ready and able to step into key positions as needed</li> <li>2. Development of positive goals/objectives for key personnel, which will support retention and will help assure the continuing supply of capable successors for each of the important positions included in the succession plan</li> <li>3. Develop career paths, which will help the Center recruit and retain motivated and qualified individuals</li> </ol>
<i>Goal #3: Provide leadership within the Center that is equipped with information, skills, and expertise to support our consumers and their family, service providers, our staff, and the mission of the Center.</i>		

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<i>Objective #4: Establish or update written policies and procedures for the Center.</i>		
<u>Case Management/Clinical Strategies</u>	<u>CFO/Community Svcs/ IT/ Accounting/Office Svcs Strategies</u>	<u>Organizational Development/HR Strategies</u>
<ol style="list-style-type: none"> <li>1. Solicit partners at each level of Case Management and Clinical to participate in case management/clinical operation specific workgroups</li> <li>2. Partner with Policy Writer to create, modify and finalize written operations for each department.</li> </ol>	<ol style="list-style-type: none"> <li>1. Document workflow processes</li> <li>2. Make policies and procedures available to staff</li> </ol>	<ol style="list-style-type: none"> <li>1. Hire a Policy and Procedures Manager</li> <li>2. Develop a plan to evaluate current policies, procedures and processes (HR, Organizational, etc.)</li> </ol>
<p><i>Goal #4: Provide the Center’s staff with clarity, consistency, and understanding of accountability issues or activities that is of critical importance to the Center, such as health and safety, legal liabilities, statutory and regulatory requirements, or other issues that may have consequences or impact our Center or our service delivery system.</i></p>		

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*Objective 5: Increase community education and engagement, build relationships with State legislators locally and in Sacramento and identify our stakeholders' priorities in order to help direct our current and future legislative advocacy efforts.*

<u>Case Management</u>	<u>CFO/Community Svcs/ IT/ Accounting/Office Svcs Strategies</u>	<u>Organizational Development/HR Strategies</u>
<ol style="list-style-type: none"> <li>1. Provide education and improve understanding around key issues and importance to support and sustain a healthy service system, at regularly scheduled management and unit meetings</li> <li>2. Include legislative education as part of the person centered planning process</li> <li>3. Actively participate in legislative visits and advocacy events</li> </ol>	<ol style="list-style-type: none"> <li>1. Increase the use of social media, webinar, and other tools to provide information to community</li> <li>2. Provide education and improve understanding around key issues and importance to support and sustain a healthy service system.</li> <li>3. Increase the capacity of consumers, families, and service providers to be engaged in our community</li> <li>4. Engage local Legislators in addressing key issues affecting service system</li> </ol>	<ol style="list-style-type: none"> <li>1. Organize impactful legislative community activities such as Stakeholder Town Halls, Candidates Forums, and other similar activities.</li> <li>2. Provide training to our community, with an emphasis on our Spanish-speaking population, on the legislative process and importance of advocacy to help prepare and motivate them to engage in visits with legislators.</li> <li>3. Coordinate with LA area regional centers to organize a Governor's Candidates Forum.</li> <li>4. Attend advocacy-related events and activities such as The Arc Conference, Chamber of Commerce events, etc.</li> <li>5. Utilize social media tools such as Twitter and Facebook to stay connected with our legislators.</li> <li>6. Conduct surveys to develop our stakeholders' priorities.</li> <li>7. Reach out to culturally diverse and underrepresented stakeholders to identify their values and priorities</li> </ol>

*Goal #5: Improve advocacy at all levels within our community to support efforts towards preserving the Lanterman Act and a sustainable service delivery system for our consumers and their family.*

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*Objective 6: Increase opportunities for cost savings by reducing the amount of paper processing; Align benefit programs to meet the various markets reflecting the changing workforce (active and retirees) at the Center and to promote long-term sustainability.*

**CFO/Community Svcs/ IT/  
Accounting/Office Svcs Strategies**

1. Digitize paper records
2. Develop a service provider portal to share and exchange information
3. Develop a board member portal to access and share information
4. Create an Internal Intranet for staff
5. Create a consumer/family member portal

**Organizational Development/HR Strategies**

1. Control costs and create value for employees through benefit plan design
2. Focus on giving employees benefit choices and alternatives, as appropriate

*Goal #6: To maximize the public funds received by the Center to support the work of the Center to provide services and supports to the consumers and their family for which the Center serves.*