

2016 ~2018
STRATEGIC
PERFORMANCE
PLAN



**Tri-Counties
Regional Center**

SAN LUIS OBISPO • SANTA BARBARA • VENTURA



November 2015

Dear Friends of TCRC,

Thank you to all who have contributed to the development of the TCRC Strategic Performance Plan 2016-2018. Since convening the TCADD Board's Strategic Planning Sub-Committee early in 2015, the Plan has evolved into a set of objectives shaped by input from people we serve, families, service providers, TCRC staff and community members, and aligned with TCRC's mission, vision and core values. The development of this Plan considered both local and regional needs, as well as statewide issues impacting the persons and families served by regional centers in California.

The Plan includes four (4) Strategic Focus Areas:
Family Support
Culturally Competent Services and Supports
Specialized Healthcare
Employment

And two (2) Operational Focus Areas:
Performance Contract Measures
Fiscal Compliance

From input received from persons served, families, service providers, TCRC staff, and other community members, we learned about the importance of building trusting relationships and serving as a reliable guide, working in part-

nership with families as they support a loved one with a developmental disability throughout life.

We also learned that opportunities exist to improve equal access to information about services and supports, delivered in an understandable manner to diverse audiences.

We are concerned about the limited availability of Specialty Medical Services, including Mental Health, Aging-Related Issues and Dental Care, and seek to find innovative solutions to address these critical needs.

And finally, in the area of Employment, we recognize that people living with intellectual or developmental disabilities are underrepresented in the workforce, and we will focus on strengthening the infrastructure needed to support people to prepare for, obtain, and maintain competitive employment in integrated settings.

The objectives and strategic actions described in this Plan were created to enhance support for individuals receiving services from Tri-Counties Regional Center and to exceed the Performance Contract requirements set forth by the Department of Developmental Services for all twenty-one regional centers.

The TCADD Board and TCRC are committed to ensuring progress toward the goals in the Strategic Performance Plan and reviews progress semi-annually in September and March. You can find the Plan and periodic progress reports on the TCRC web site as "Strategic Performance Plan 2016-2018"; go to "About TCRC," then to "Guiding Principles," and click on "Strategic Performance Plan" in the sidebar menu.

Thank you again for supporting the development of this Plan.

With warm regards,

Rachel Huff
President
Tri-Counties Association for the
Developmentally Disabled, Inc.

Omar Noorzad, Ph.D.
Executive Director
Tri-Counties Regional Center



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

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

Core Values:

- Trustworthiness
- Respect
- Responsibility
- Fairness
- Caring
- Civic Responsibility

Operating Principles:

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





ABOUT THE STRATEGIC PLANNING PROCESS

TCRC's process of planning includes input from stakeholders, analyses of this information by TCRC leadership, and the direction and guidance of the TCADD Strategic Planning Sub-Committee. The TCADD Board provides input to and approves the process used and the timeline established for the development of the Strategic Performance Plan. Throughout the planning year, the Board reviews recommendations from the Strategic Planning Sub-Committee for all elements of the Plan. An overview of the general assumptions, decision making criteria and planning process is outlined below.

The Assumptions

- Transparency of Information
- Inclusiveness
- Person Centered Thinking
- Alignment with Department of Developmental Services (DDS) Performance Measures
- Compliance with Statute

The Decision Criteria

- An Issue Represents an Urgent Need - According to Severity, Size, Cost Impact, and People Affected.
- The Focus Area is meaningful to a group of people, not just in individual priority.

- Significant Progress can be made within the next three years with Current Resources of Staff, Money and Tools.
- Potential Outcomes are Meaningful and can be Appropriately Measured.
- Cost Effectiveness.

The Planning Process

- The TCADD Strategic Planning Sub-Committee agreed on the steps and timeline of the planning process.
- TCRC invited persons served by the regional center, family members, providers, TCADD Board members and employees to complete surveys in English and in Spanish to gather information about how TCRC is doing and what is important to focus on in the next three years.
- TCRC Leadership thought about what's happening at the state and federal level, with regard to legislation, budget and community needs, and how those factors might influence our strategic direction.
- After all input was considered, the TCRC Leadership team recommended four (4) strategic focus areas with goals to work on over the next three (3) years. These were reviewed by the Strategic Planning Sub-Committee and approved by the TCADD Board.



- Next, TCRC drafted objectives and annual targets to measure progress on these goals.
- Focus area workgroups developed strategic actions to describe how TCRC will go about achieving the Plan objectives.
- This information was written into a draft Strategic Performance Plan document and reviewed by the Strategic Planning Sub-Committee and the TCADD Board in October, 2015. With input from the Board, a final version of the TCRC Strategic Performance Plan 2016-2018 was reviewed and approved by the TCADD Board in November, 2015 for implementation beginning January 1, 2016.
- The TCADD Board will monitor progress through mid-year and end of year reports to the Board. TCRC is dedicated to making progress in these important focus areas and will celebrate accomplishments, learn from successes and challenges, and revise strategies, as needed, to achieve optimal results for individuals with developmental disabilities and their families.



Strategic Focus Areas

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Strategic Focus Area 1 - Family Support

Defined As:

TCRC consistently shares needed information with families about services and resources, at point of eligibility and as they continue to support a family member with developmental disabilities.

Strategic Issues:

- Families want to know what regional center services and generic resources are available.
- Families and persons served seek guidance throughout their lives to access services and supports needed to live, work, and recreate in their communities.

Desired Outcomes: What does TCRC want to achieve?

- Families and persons served by the regional center will see TCRC as the agency that will equip them with knowledge, guide and support them in accessing services based on their needs.
- Families and persons served will have the ability, skills, and knowledge to make informed decisions that work for them.



How will we know we are making progress? Objectives	Baseline (Mid Year 2015)	2016	2017	2018
a. Develop and implement TCRC Orientation for persons served and families.	No standardized TCRC Orientation.	Develop plan and materials for TCRC Orientation for new families in threshold languages.*	Implement TCRC Orientation for new families in threshold languages.	Evaluate, modify as needed, and implement Orientation for all interested persons served and families in threshold languages.
b. Redesign TCRC website, increase ease of navigation and enhance presentation of existing content in an understandable manner.	Website built on Joomla platform.	Gather input about website. Begin redesign.	Complete redesign.	Evaluate and modify as needed.
c. Develop, post and maintain descriptions of regional center funded services on TCRC website.	Brief descriptions posted on website.	Gather and analyze input, define the project parameters and develop implementation plan.	Implement enhancements.	Assess and modify as needed.
d. Percent of children residing at home. (P)	99.30 % (6,515)	98.00% - 100.00%	98.00% - 100.00%	98.00% - 100.00%

Note: (P) = DDS Performance Contract Measure. Goal for (P) measure is met when current TCRC # 1) meets or exceeds state average; 2) is better than TCRC baseline; 3) meets DDS Standard.

* A threshold language is spoken by 5.0% of the population or 3,000 persons in the TCRC catchment area, whichever is lower. TCRC's two current threshold languages are English and Spanish.



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Strategic Actions:

Topic	Description	Staff Resources
1. TCRC Orientation.	<p>Coordinate with Family Resource Centers (FRCs) and Service Coordinators in each county to host focus groups with families in English and Spanish that will provide input on desired elements of TCRC Orientation. Use guiding principles of co-creation and co-facilitation with persons served and parents from FRCs when designing Orientation.</p> <p>Based on input, review, develop and/or translate written and multi-media resources to support the Orientation in threshold languages.</p> <p>Implement the TCRC Orientation in Year 2 for new families, and based on feedback, expand to make it available to all interested individuals and families in Year 3.</p>	Focus Area Workgroup for Family Support, Services and Supports, Human Resources and Organizational Development, Family Resource Centers.
2. Redesign website.	<p>Conduct multiple online brainstorming sessions with interested stakeholders to review and comment on a variety of websites and navigation types, followed by two (2) in-person focus groups to get more detailed input.</p> <p>Work with programmers during the redesign process to develop and test navigation. Research WordPress features and test compatibility of plug-ins.</p> <p>Identify and train additional web content editors to maintain specific pages within website.</p>	Focus Area Workgroup for Family Support, Information Systems, Media Coordinator.
3. Descriptions of TCRC funded services posted on website.	<p>Review and evaluate current service descriptions, including those provided by DDS, brochures, and existing web content. Consider different modalities in presenting service descriptions, such as an attachment or a series of links.</p> <p>Establish and implement a plan for enhancements, including information about main categories of generic resources.</p> <p>Develop brief modules to educate Service Coordinators and people we serve about accessing existing TCRC content. Incorporate overview of website content in New Employee Welcome, Service Coordinator Orientation and TCRC Orientation for individuals and families.</p>	Focus Area Workgroup for Family Support, Services and Supports Directors, Information Systems, Training and Organizational Development Team.
4. Support families so that children continue to reside at home. (P)	<p>Continue to use a person centered approach to discover, understand and support families' needs.</p>	Focus Area Workgroup for Family Support, Services and Supports Department.



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Strategic Focus Area 2 - Culturally Competent Services and Supports

Defined As:

Individuals and families served by TCRC are supported through the process of identifying needs and accessing services and supports in a person centered and culturally meaningful way.

Strategic Issues:

- Individuals served by TCRC and their families are unique, with different cultural preferences and different levels of support needs.
- Community connections are an important part of creating a network of supports and services.

Desired Outcome: What does TCRC want to achieve?

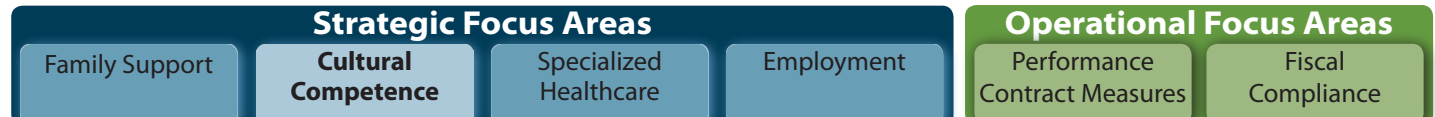
- TCRC will improve equal opportunities for underserved populations to access culturally competent services.



How will we know we are making progress? Objectives	Baseline (Mid Year 2015)	2016	2017	2018
a. Improve access to services and supports by providing understandable information to persons served and families in threshold languages.*	Brochures printed in English and Spanish.	Conduct focus groups in threshold languages to determine needs. Develop plan. Create and deliver one (1) new training.	Implement plan according to recommendations. Deliver training to new SCs.	Assess and modify as needed.
b. IPPs are provided in threshold and non-threshold languages within required timelines.	Partial SANDIS data on preferred language.	Establish methodology, baseline and annual targets. Develop plan.	Implement plan and improve upon baseline.	Maintain required timelines.
c. Complete two (2) POS Expenditure Data meetings in each county annually.	Two (2) POS meetings in each county.	Two (2) POS meetings in each county.	Two (2) POS meetings in each county.	Two (2) POS meetings in each county.
d. Increase organizational linguistic and cultural competence through enhanced training and attention to person centered practices.	Cultural competence training conducted. POS Expenditure Data and community input reviewed.	Develop plan to enhance training and person centered practices. Deliver one (1) cultural competence training in each county.	Implement plan. Deliver one (1) training in each county for TCRC Service Providers.	Assess and modify as needed.
e. Report the percent of total annual authorized services for individuals by residence type and ethnicity. (P)	To Be Determined.	To Be Determined.	To Be Determined.	To Be Determined.
f. Report the number and percent of families, by race/ethnicity who report that services have made a difference in helping keep their family member at home. (P)	To Be Determined.	To Be Determined.	To Be Determined.	To Be Determined.

Note: (P) = DDS Performance Contract Measure. Goal for (P) measure is met when current TCRC # 1) meets or exceeds state average; 2) is better than TCRC baseline; 3) meets DDS Standard.

* A threshold language is spoken by 5.0% of the population or 3,000 persons in the TCRC catchment area, whichever is lower. TCRC's two current threshold languages are English and Spanish.



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Strategic Actions:

Topic	Description	Staff Resources
<p>1. Provide understandable information in threshold languages.</p>	<p>Conduct focus groups in threshold languages to 1) determine if additional resources need to be created or existing resources enhanced to facilitate cultural competency; and 2) explore new ways to share information, particularly to those less inclined to use the website.</p> <p>Develop and implement a training plan and content to support Service Coordinators in helping individuals and families understand information presented by TCRC. Offer to all Service Coordinators by end of Year 1.</p> <p>In Year 2, develop or enhance content as recommended. Enhance or expand the ways in which information is shared. Continue training about explaining materials in an understandable manner for new SCs.</p> <p>Assess efforts and modify as needed in Year 3.</p>	<p>Focus Area Workgroup for Cultural Competence, Services and Supports, Human Resources and Organizational Development, Information Systems.</p>
<p>2. IPP development in threshold and non-threshold languages within required timelines.</p>	<p>Establish method for tracking IPP preferred language data.</p> <p>Determine baseline and expected actions for meeting required timelines.</p> <p>Implement actions and monitor tracking, modifying actions as needed.</p>	<p>Focus Area Workgroup for Cultural Competence, Services and Supports.</p>
<p>3. POS Expenditure Data Meetings.</p>	<p>Review input from prior year attendees and presenters to make recommendations for future POS Expenditure presentations in threshold languages and in an understandable manner.</p> <p>Develop and execute plan for POS Expenditure Data meetings in each county, including development and implementation of method for gathering participant feedback.</p> <p>Assist with a system-wide POS Variance Study through ARCA Equity Committee.</p>	<p>Focus Area Workgroup for Cultural Competence, Services and Supports, Department of Finance and Administration, Person Centered Thinking Infrastructure Committee, Directors and Assistant Directors.</p>



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Topic	Description	Staff Resources
4. Improve organizational cultural competency through enhanced training and person centered practices.	<p>In Year 1, the Focus Area Workgroup, in collaboration with the PCT Infrastructure Committee, will review a variety of sources, including POS Expenditure data and associated community input, to better understand what helps and what hinders access to culturally competent services and supports.</p> <p>Develop and implement a plan to enhance training and person centered work processes in order to better serve individuals and families according to their linguistic and cultural preferences.</p> <p>Deliver one (1) training in each county for TCRC Staff. Continue cultural competence training for new SCs.</p> <p>In Year 2, implement enhancements according to the plan. Deliver one training on Cultural Competence in each county for TCRC Service Providers.</p> <p>In Year 3, continue annual review of input, assess implementation and modify as needed.</p>	Focus Area Workgroup for Cultural Competence, Person Centered Thinking Infrastructure Committee, Person Centered Thinking Coordinator, Services and Supports.
5. Report the percent of total annual authorized services for individuals by residence type and ethnicity. (P)	Confirm the data collection methodology and establish baseline and annual targets. Analyze data and determine strategic actions.	Focus Area Workgroup for Cultural Competence, Information Systems, Department of Finance and Administration, Services and Supports, Human Resources and Organizational Development
6. Report the number and percent of families, by race/ethnicity who report that services have made a difference in helping keep their family member at home. (P)	Confirm the data collection methodology and establish baseline and annual targets.	Focus Area Workgroup for Cultural Competence, Information Systems, Services and Supports, Human Resources and Organizational Development



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Strategic Focus Area 3 - Specialized Healthcare

Defined As:

Individuals with developmental disabilities need access to specialized healthcare services including Specialty Medical Services,* Dental Care, Aging-Related Healthcare, and Behavioral Health.

Strategic Issues:

- There are limited health-related resources in the TCRC catchment area, particularly with regard to Speciality Medical Services and Dental Care.
- Individuals with developmental disabilities and co-occurring mental health disorders face systemic barriers to accessing mental health resources.
- Many individuals and families, including underserved populations, do not know what resources are available or how to access Specialty Medical Services.

- TCRC serves a growing population of people who are aging and requiring specialized supports to address adult and age-related changes in overall health and functioning.
- Limited specialized resources are available to support the aging population, specifically in the areas of end of life planning and education about growing healthcare needs.

Desired Outcome: What does TCRC want to achieve?

- Families and individuals are better informed and have needed access to existing Specialty Medical Care, Dental Care, Aging-Related Healthcare, and Behavioral Health.



How will we know we are making progress?

Objectives

	Baseline (Mid Year 2015)	2016	2017	2018
a. Deliver resources and requested trainings directly to families, through TCRC and Family Resource Centers (FRCs), about insurance, healthcare, end of life issues, and how to navigate the service delivery system.	One (1) training per quarter in each county related to accessing insurance.	Identify and link to existing online MediCal provider database. Develop resource guide. Develop methodology to identify training needs. Conduct one (1) training per county.	Conduct at least one (1) training per quarter in each county in collaboration with FRCs and TCRC teams.	Conduct at least one (1) training per quarter in each county on requested topics. Add online training component.
b. Develop and implement a plan to expand specialized healthcare resources.	Limited access to Dental and Specialty Medical Services, monthly Psychiatric Clinics in each county.	Develop plan to expand local resources for specialized healthcare services.	Implement plan.	Assess and modify as needed.

Note: (P) = DDS Performance Contract Measure. Goal for (P) measure is met when current TCRC # 1) meets or exceeds state average; 2) is better than TCRC baseline; 3) meets DDS Standard.

* Specialty Medical Services are outside the purview of normal primary care providers, typically including psychiatry, dental care, and neurology.



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Strategic Actions:

Topic	Description	Staff Resources
<p>1. Number and type of resources and requested trainings.</p>	<p>In Year 1, link to existing online, printable database of Medical, Dental, and Mental Health Providers who accept MediCal.</p> <p>Develop resource guide for families about how to access specialized healthcare services.</p> <p>Develop methodology and collect input about training needs, preferred training times, and locations from persons served, families and staff. Based on input, conduct one (1) training per county.</p> <p>In Year 2, collaborate across teams and with FRCs to conduct at least one (1) in-person training per quarter in each county, in response to topics, times and places identified by persons served and families.</p> <p>In Year 3, continue to deliver at least one (1) training per quarter in each county on requested topics.</p> <p>Add online training component in Year 3, to alleviate barriers to access and increase participation for families, including those in remote areas.</p>	<p>Focus Area Workgroup for Specialized Healthcare, Family Resource Centers, Services and Supports Managers, Human Resources and Organizational Development, Information Systems, Benefits Coordinator, Autism Coordinator.</p>
<p>2. Plan to expand specialized healthcare resources.</p>	<p>Research models for Telemedicine and Dental Clinics by consulting with Far Northern, Valley Mountain, Westside, and Redwood Coast Regional Centers, and ARCA Dental Coordinators, as well as federal programs that fund clinics in rural areas.</p> <p>Draft a plan for development of these Specialized Healthcare resources.</p> <p>Expand resources according to the plan and available funding.</p> <p>Continue to collaborate with Gold Coast and CenCal to ensure access to MediCal providers.</p>	<p>Focus Area Workgroups for Specialized Healthcare, Community Development, Clinical Director.</p>



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Strategic Focus Area 4 - Employment

Defined As:

Employment is given the highest priority when planning with transition age youth and working age adults. Work in this area focuses on the services and supports needed to help people prepare for, obtain, and retain integrated, competitive employment.*

Strategic Issues:

- Adults of all ages want interesting and meaningful things to do in their day.
- Employment levels of people with developmental disabilities are low, and those who are employed are often working in sub-minimum wage jobs.
- There are systemic and cultural obstacles to preparing for, achieving, and supporting competitive employment.

Desired Outcomes: What does TCRC want to achieve?

- TCRC will improve opportunities of people with developmental disabilities to access meaningful, integrated, competitive employment.
- Adults who receive regional center services have access to innovative day services that reflect their interests and needs.



How will we know we are making progress?	Baseline (Mid Year 2015)	2016	2017	2018
Objectives				
a. Strengthen employment infrastructure that can support people to prepare for, obtain and retain integrated, competitive employment.	Employment Collaboratives in each county.	Hire Employment Coordinator, create Employment First Policy, and develop plan to strengthen employment infrastructure.	Implement Employment First Policy and Employment Plan.	Assess and refine Employment Plan objectives and activities.

Note: (P) = DDS Performance Contract Measure. Goal for (P) measure is met when current TCRC # 1) meets or exceeds state average; 2) is better than TCRC baseline; 3) meets DDS Standard.

* Competitive employment is employment for which a person earns at least minimum wage and receives benefits that are the same as those of other employees in a comparable position. Integrated employment is employment in which a person served works alongside people without disabilities, excluding supervisors and service providers, and interacts with other individuals to the same extent as co-workers without disabilities in a comparable position.



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Strategic Actions:

Topic	Description	Staff Resources
<p>1. Strengthen employment infrastructure.</p>	<p>A. Hire Employment Coordinator to collaborate with community partners and support employment initiatives with the goal of increasing competitive, integrated employment of persons served by the regional center.</p> <ul style="list-style-type: none"> ■ Secure funding and finalize job description. ■ Establish and implement timeline for recruitment and hiring. ■ Develop and implement training and support plan for Employment Coordinator. <p>B. Establish TCRC Employment First Policy.</p> <ul style="list-style-type: none"> ■ Review policies from other regional centers. ■ Draft TCRC Employment First Policy that is aligned with AB1041. ■ Develop and implement supporting procedures. <p>C. Develop a plan to strengthen employment infrastructure that addresses the following elements:</p> <ul style="list-style-type: none"> ■ Identification of collaborating partners. ■ Clarification of phases of employment preparation, as well as roles and responsibilities of collaborating partners within each phase. ■ Establish Data Collection Methodology to ensure accurate and consistent use of data collection tools (i.e. CDER, NCI, etc.). ■ Dissemination of information and new laws and trainings. ■ Education to SCs and other stakeholders. 	<p>Focus Area Workgroup for Employment, Services and Supports, Community Development, Human Resources and Organizational Development.</p>



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Operational Focus Area 1 - Performance Contract Measures

Defined As:

Measures that demonstrate TCRC's performance around quality of life issues compared with the state average.

Strategic Issues:

- Number and percentage of total population caseload in Developmental Centers.
- Adults Residing in Home Settings, (including Own Home, Parent Home, Adult Family Home Agency, Independent Living, and Supported Living)

- Children Residing in Facilities with Seven or More Beds.
- Adults Residing in Facilities with Seven or More Beds.
- Duration in Intake Status for Individuals Ages 3 and Over.

Desired Outcome: What does TCRC want to achieve?

- Meets or exceeds statewide average, better than baseline, or meets DDS standard.



How will we know we are making progress? Outcome Measures	Baseline (Mid Year 2015)	2016	2017	2018
a. Number and % of total population caseload in Developmental Centers (P)	0.21% (27)	.x % (24)	.x % (21)	.x % (18)
b. Adults Residing in Home Settings (P)	79.44% (4,873)	80.00% (x)	80.00% (x)	81.00% (x)
c. Children Residing in Facilities with Seven (7) or More Beds (P)	0.02% (1)	.x % (< or =12)	.x % (< or =12)	.x % (< or =12)
d. Adults Residing in Facilities with Seven (7) or More Beds (P)	4.09% (251)	4.0% (x)	3.9% (x)	3.8% (x)
e. Duration in Intake Status for Individuals Ages 3 and Over Intake Status (P)				
<142 days	100.00%	98.00% - 100.00%	98.00% - 100.00%	98.00% - 100.00%
143-240 days	0.00%	(x%)	(x%)	(x%)
over 240 days	0.00%	(x%)	(x%)	(x%)

Note: (P) = DDS Performance Contract Measure. Goal for (P) measure is met when current TCRC # 1) meets or exceeds state average; 2) is better than TCRC baseline; 3) meets DDS Standard. For Children Residing with Families data, see Strategic Focus Area 1 - Family Support, Objective d.



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Strategic Actions:

Topic	Description	Staff Resources
1. Individuals moving from Developmental Centers.	Implementation of the CPP Plan for the current fiscal year.	Manager of Community Placement Plan (CPP), CPP Service Coordinators and Specialized R.N.
2. Adults live in home like settings.	Residential settings are developed within the capacity of the Purchase of Services allocation and response to Request for Proposals.	Resource Development, Department of Finance and Administration.
3. Children are not living in large facilities.	Residential settings are developed within the capacity of the Purchase of Services allocation and response to Request for Proposals.	Resource Development, Department of Finance and Administration.
4. Adults are not living in large facilities.	TCRC continues to support downsizing of large congregate residential settings in the TCRC catchment area.	Services and Supports Directors, Community Development, Organizational Development, designees.
5. Intake process.	Each intake is monitored for a timely eligibility decision.	Intake Staff, Services and Supports Managers, Services and Supports Director, Clinical Services Director.



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Operational Focus Area 2 - Fiscal Compliance

Defined As:

Audits, Budget, Client Development Evaluation Report (CDER)/Early Start Report (ESR), and Intake.

Desired Outcome:

Compliance with outcomes expected from DDS.

How will we know we are making progress? Outcome Measures	Baseline (Mid Year 2015)	2016	2017	2018
a. Internal compliance audit of implementation of new TBL	Yes	Yes	Yes	Yes
b. Unqualified independent audit with no material findings (P)	Yes	Yes	Yes	Yes
c. Substantial compliance with DDS fiscal audit (conducted within the prior 12 months) (P)	Yes FY11/12 FY12/13	Yes FY13/14 FY14/15	Not measured.*	Yes
d. Accuracy of POS fiscal projections (P)	Yes	Yes	Yes	Yes
e. Operates within OPS budget (P)	Yes	Yes	Yes	Yes
f. Certified to participate in the Medicaid Home and Community-Based Services (HCBS) Waiver	Yes	Yes	Yes	Yes
g. Compliance with Vendor Audit Requirements per contract, Article III, Section 10 (within prior 12 months) (P)	Yes	Yes	Yes	Yes
h. Client Development Evaluation Report (CDER)/Early Start Report (ESR) currency	Yes	Yes	Yes	Yes
i. Individual Program Plan (IPP) Development*	99.13% (2014)	Not measured.*	98.00%-100.00%*	Not measured.*
j. Individualized Family Services Plan (IFSP) Development*	96.81% (2014)	Not measured.*	96.00%-100.00%*	Not measured.*

Note: (P) = DDS Performance Contract Measure. Goal for (P) measure is met when current TCRC # 1) meets or exceeds state average; 2) is better than TCRC baseline; 3) meets DDS Standard.

*DDS Audits Spring 2016 and Spring 2018 (every two years).



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Strategic Actions:

Topic	Description	Staff Resources
1. Implementation of new Trailer Bill Language (TBL).	Internal compliance review of implementation of new TBL.	Department of Finance and Administration.
2. CPA Audit Corrective Action Plan.	Develop corrective action plan from prior CPA audit and implement.	Department of Finance and Administration.
3. Review CPA and DDS Audit Findings.	Review CPA and DDS audit findings from past 5 years and ensure recommendations are being followed.	Department of Finance and Administration.
4. POS projections.	Submit monthly POS projections to DDS in accordance with instructions and current data.	Department of Finance and Administration.
5. Monitoring of OPS.	Monthly monitoring. Continue cost savings measures. Contribute to PERS at year end to maintain employer rate and consider contribution to post-retirement health trust.	Department of Finance and Administration.
6. Participation in Medicaid HCBS Waiver	Monthly peer reviews and internal case record reviews ensure TCRC remains in compliance with documentation requirements for HCBS Waiver.	Department of Services and Supports.
7. Audit Plan for current fiscal year.	Establish and implement audit plan for current fiscal year. Periodic meetings with auditors to monitor performance against plan and adjust as needed.	Department of Finance and Administration.
8. Monitoring CDER/ESR reports.	Federal Programs team sends reports of coming due CDER/ESR to the Service Coordinators (SCs). SCs complete these as IPP or IFSP meetings are held. Managers monitor compliance.	Department of Services and Supports.
9. Individual Program Plan (IPP) Development.	Agency-wide tracking system for IPPs is implemented by support staff and monitored by managers for PCT practices and timeliness.	Department of Services and Supports.
10. Individualized Family Services Plan (IFSP) Development.	Agency-wide tracking system for IFSPs implemented by support staff and monitored by ES managers for PCT practices and timeliness.	Department of Services and Supports.



Desired Outcome

A statement of the intended results of strategic actions developed as a result of the identification of strategic issues for a Focus Area.

Focus Area

Themes that have emerged through input from the community and other data resources, defined as Strategic or Operational. Strategic Focus Areas capitalize on opportunities to enhance results for individuals and families served. Operational Focus Areas address internal continuous improvement actions.

Mission Statement

The reason for an organization's existence is identified according to what the organization does, why, and for whom.

Objective

A goal designed to contribute to the achievement of the Desired Outcome for a Focus Area.

Outcome Measure

The indicator used to evaluate the success of a desired outcome over time.

Stakeholder

Persons or organizations with a vested interest in the outcomes of the work of the organization. TCRC Stakeholders include employees, service providers, persons receiving TCRC services and their family members, California Department of Developmental Services, members of the TCADD Board of Directors, Area Board 9 and community partners.

Strategic Issues

Factors contributing to the identification of trends or themes around the needs of persons with developmental disabilities.

Strategic Plan

A document that describes goals of the organization over a particular time period developed through data collection and analysis intended to focus the actions and guide the organization (e.g. TCRC under direction of the Executive Director and TCADD) toward reaching desired outcomes.

Vision Statement

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