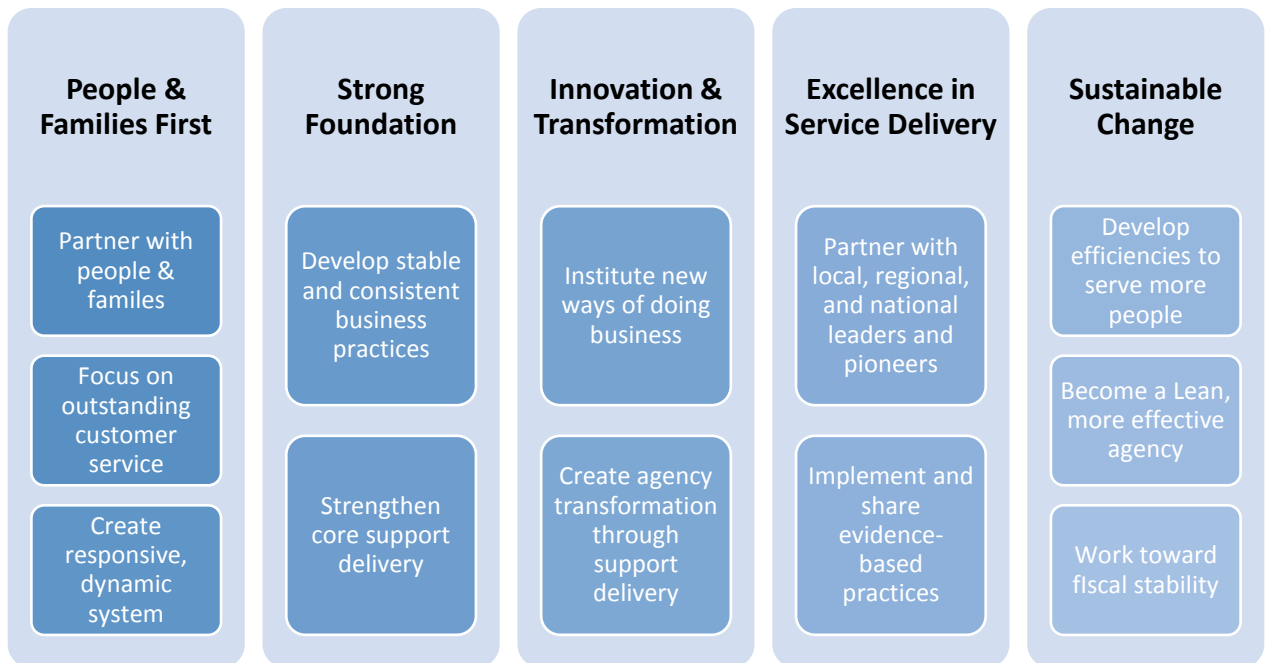


DDS STRATEGIC PROJECT FRAMEWORK (EXCERPT FROM FIVE YEAR PLAN)

GUIDING PRINCIPLES

DDS has worked with stakeholders from many communities connected to our department over the past five years. The agency has continuously heard from individuals, families, providers, advocates, policymakers, our own staff, and others, as we have worked together toward achieving the goals laid out in the 2012-2017 Plan. This feedback has allowed us to develop guiding principles to help set the direction for the work that lies ahead.

Our guiding principles speak to where the agency must focus its efforts and resources, if we are to be successful in transforming our models of supports in the years to come. They point us toward establishing a strong foundation first, on which to build innovation, transformation, and best practices in service delivery. They remind us to promote sustainability in the changes we seek. Most importantly, they ground us in a steadfast commitment to the individuals and families that we support.



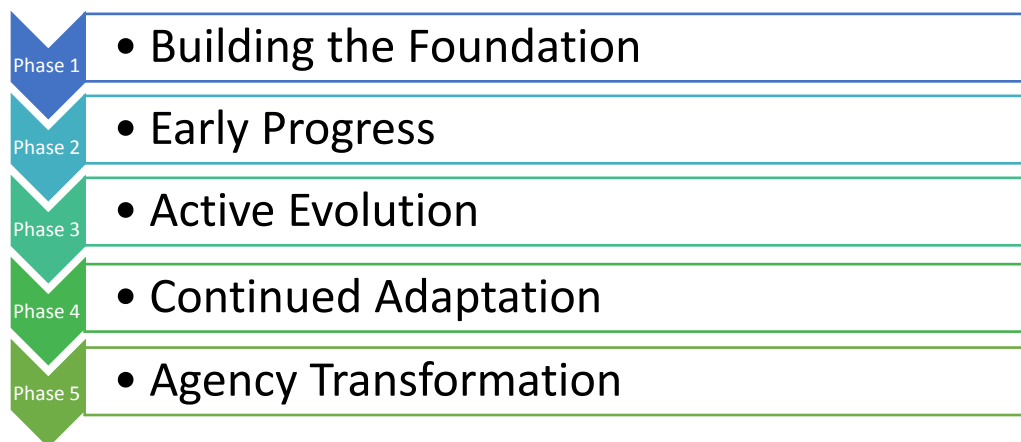
These principles are woven throughout our 2017-2022 Five Year Plan, giving us a lens through which to view and prioritize the projects that will make up the department's work going forward.

PROJECT-BASED EXECUTION

We define projects as initiatives that have a specified set of related work products or outcomes that are expected to be delivered or achieved through their execution. Before the work begins, each project will be fully detailed and presented to the agency's Leadership Team, which will determine an appropriate project team. Project teams will include DDS staff from all areas of the agency, as well as multiple stakeholders including individuals, families, providers, and advocates. The project teams will be tasked with deliverables and will then be responsible for defining task lists and timelines. Once these deliverables are produced, the project is considered complete.

This outlook provides a structured method of moving the goals of the agency forward in a way that focuses on outcomes and accountability. These projects will help us work toward our agency mission and vision in the most efficient and effective manner possible.

The amount of change called for in this plan can seem overwhelming if we attempt to pursue each of the projects and programs outlined all at once. We plan to loosely stage the projects identified in five phases, as indicated below.



Strategically, we will focus on building a strong foundation and improving core competencies in the first phase. The second phase will allow us to achieve early progress in implementation of new programs, leading us to projects focused on active evolution in the delivery of sustainable and innovative supports in phase three. In phase four, DDS will focus on assuring all major foundation-setting and growth-promoting initiatives are poised for long-term improvement by being able to consistently adapt to changing situations. In phase five, DDS will be transformed into a responsive, modernized organization. Some projects may, by necessity, fall outside of this strategic timeframe, but by and large; the agency intends to follow this model to find success.

As noted, DDS staff and stakeholders are a critical element of this approach. Both current and yet to be identified projects, represent opportunities for all stakeholders to support and take ownership of the agency's journey forward.

THE PROJECTS

DDS' specific goals for the next five years have been included in the projects defined below. We can be sure that this list will evolve and expand, as the landscape continues to change, but this list begins by pinpointing the major areas of work that have been identified through our daily activities, feedback from stakeholders, and strategic vision efforts since the 2012-2017 Plan was produced. The brief summaries below are intended to outline the purpose and goals for each project; more detailed information will be provided as projects commence.

The projects have been grouped by guiding principle, although many are driven by more than one. These projects represent new work to be accomplished, which will complement existing and ongoing efforts in each area. Each project will undoubtedly lead to additional efforts, as ongoing dialogue creates further recommendations. The 2017-2022 Five Year Plan acknowledges this reality and leaves room for new and evolving issues to be developed as additional projects. Altogether, this represents the agency's plan to transform and work toward achievement of our mission and vision in the next five years.

People & Families First	Strong Foundation	Innovation & Transformation	Excellence in Service Delivery	Sustainable Change
Family Engagement	Operational Governance	Employment Strategic Plan	Performance Measurement and Analytics	Streamlining Providers' Administrative Burdens
Life Course Planning	Change Management	Residential Supports Continuum Design	Quality Redesign	Balancing Incentives & Universal Assessment Implementation
External Communications	Project Management Office	Settings Rule Planning	Public/Private Training Partnership	Streamlining Electronic Licensing Management
Website Management	Provider Engagement Improvement	Supportive Housing	Workforce Collective Bargaining Agreement Implementation	Provider Electronic Enrollment
"Front Door" Information Packet	Skill Development Redesign	Transportation Redesign	Positive Behavior Support Strategies	Web IP-6 Payment
Residential Waiting List Definitions Implementation	Incident Reporting	Modernizing Data Systems		Targeted Case Management Optimization
Peer Mentoring				



PEOPLE AND FAMILIES FIRST

The work of the agency is, and will continue to be, grounded in a commitment to the individuals and families that we support. Despite increasing demands and shrinking resources, we strive each day to provide high quality supports to as many individuals as possible. In addition, we work to engage with individuals and families, seeking input and involvement wherever possible.

Our Council on Developmental Services and Regional Advisory Councils, made up of individuals and families, provide a formal opportunity for participation. Individuals and family members are also frequently asked to join committees and project teams to share important perspectives as the agency works through wide-ranging issues and initiatives. In addition, we have worked to improve access to information about the department, with a website update during calendar year 2016. However, we know that we can and must do better. The following projects will help us to do so in the upcoming five year period:

Family Engagement – The DDS mission statement was updated in 2014 to focus on family partnerships and life-long learning. The intent of this change was to ensure that DDS includes individuals and families in the design, delivery and evaluation of the work done by the department and to ensure that families are getting the information they need to effectively support their child’s transition from school to adult services. DDS will staff a project to analyze where and how often individual and family partnership activities are taking place, highlighting gaps in the organization, and providing recommendations for enhancement of individual and family partnership activities. This project will also look at how to purposefully invite individuals and families to the table for projects throughout the life of the Five Year Plan.

Life Course Planning – For several years, DDS has been using the Life Course framework to introduce the concept of lifelong planning to stakeholders. The Community of Practice has provided an important opportunity for staff and families to come together around these issues. In the coming years, DDS will continue to support this work, creating a project team to implement the plans and recommendations that have come from the Community of Practice. DDS will also work to strengthen the efforts of the agency’s Education and Transitional Advisors, who help families, school staff, and others plan for key transitions so that families are “a step ahead” in preparing for their child’s future.

External Communications – This project will establish the framework to ensure that the right communications vehicles are used in the right way to get information to external partners at the right time. The project will include a definition of stakeholders (including families and individuals, providers, etc.), stakeholder analysis, identification of desired results, and a plan to

address. In addition, the project team will be asked to identify where the agency may leverage existing vehicles to achieve goals, or, where needed, expand into new areas of communication to achieve rapid or targeted delivery of messaging.

Website Management – Tied to the External Communications project, DDS will develop a process by which to manage content on the DDS web portal. To maximize the effectiveness of our website as a powerful resource, education, outreach, and information tool for our internal and external stakeholders, DDS must develop a content management approach.

“Front Door” Information Packet – This project will result in the development of “welcome packets” for specific stakeholder groups. The information needed to become oriented with an agency and its functions can be hard to find. A key step toward putting the people and families at the center of our everyday work is to do a better job at getting key information to individuals, their families, new providers, new staff, and other stakeholders. This information must also be consistently messaged and distributed across the state.

Residential Waiting List Definitions Implementation – In calendar year 2016, DDS completed a project establishing recommendations for clear, streamlined categories and definitions for the DDS residential waiting list. After consistent feedback from multiple stakeholders to reconsider how this information is presented, the project team has created a commonsense approach to categorizing and defining the needs represented by the traditional residential waiting list. The implementation of these recommendations will require a renewed effort, particularly as changes are rolled out to regional staff and external stakeholders.

Peer Mentoring – Peer Mentoring is an evidence-based strategy that DDS plans to use to help families and individuals make informed decisions about important issues, such as competitive employment and community-based living. DDS will support a project designed to integrate peer mentoring strategies and opportunities into the agency’s offerings, assisting individuals and families in sharing success stories and lending support in innovative problem-solving. The goal of this project will be to provide ways to support individuals to effectively communicate their needs, so that they have a strong role in self-determining their lives.



STRONG FOUNDATION

In order to support innovation and transformation, DDS must have a strong foundation of business practices and partners upon which to build. We have recently increased our efforts to this end, completing a strategic vision for the agency, and seeking support to build a strategic

plan to achieve it. We have redesigned some business processes already, with an eye toward pushing service delivery out to regional offices, close to where individuals and families gain access. At the same time, we have centralized administrative functions, with the goal of increased efficiency and consistency. This work toward the development of a strong foundation will continue moving forward, through the following projects:

Operational Governance – This project will focus on creating operational procedures that map out the business processes by which we govern our agency. All processes must be defined and formalized to support our evolution into a learning organization that takes a project/results-based approach to problem solving. The program will also create a governing structure regarding the strategic commitment of resources to agency initiatives.

Change Management – As a state agency, DDS is not only required to drive change, but to respond to external changes and information on a regular basis. Whether guidance on service delivery comes from federal or state government entities, external input drives substantial change. The agency must formalize a process by which to roll out the impact of these changes, to ensure consistent understanding and implementation, including accountability structures.

Project Management Office – This project will establish the agency’s Project Management Office (PMO). The PMO will maintain the agency’s strategic plan, guiding future project development through a review process by the Strategic Leadership Team. The PMO will monitor all projects implemented across the agency and support project managers through training on project management tools. This project will include detailing reporting structures, staff roles, funding, and operating procedures for the PMO. These constructs will support the PMO’s initial development and ongoing work as a part of the agency’s organizational structure.

Provider Engagement Improvement – DDS routinely engages the provider community in agency activities, as the primary support delivery vehicle for individuals and families. This engagement must be, as much as possible, consistent, purposeful, and intentional in nature. DDS must, as often as possible, consider whether provider engagement is necessary at project inception, to ensure that these goals are met. This project will establish a “checklist” to discern the when/why/how/who of engaging providers in the agency work. The project will also identify and formalize all provider communication tools and input channels. This will help DDS to ensure that the provider community has the appropriate guidance for all supports and services.

Skill Development Redesign – DDS continues to experience a shift in agency staffing, which will eventually necessitate a change in the type of skill development programs offered to employees. This program will identify the skills and knowledge required by the workforce to do the daily work of their jobs, including an assessment of where we are currently and where we need to be in the future. Training programs of the future may focus on developing technical skills and delivering specific knowledge. Training may also focus on soft-skills, such as working on a team, managing conflict, adapting to a mobile work culture, and managing change in the workplace.

Incident Reporting – DDS has recently received recommendations from the federal Office of the Inspector General (OIG) around strengthening the agency’s incident management systems to ensure the highest level of safety possible for the individuals we support. In the coming years, DDS will formalize what is likely to become multiple projects to detail and implement the solutions framed in the OIG audit report. Focus areas will include: modernizing incident reporting systems, developing widespread community training, and partnering with sister agencies to access information.



INNOVATION AND TRANSFORMATION

As with state I/DD agencies across the country, DDS has already engaged in processes to push ourselves toward innovation and transformation, both in agency operations and delivery of supports. Much of our recent work has focused on responses to federal initiatives, such as the Workforce Innovation and Opportunity Act and the Medicaid Home and Community-Based Settings Rules. This led the department to create innovative supports, such as Transitional Services, which assist individuals to explore different career paths and learn work skills that will help lead to competitive employment.

These directives, and a commitment to providing the very best for the people we support, will drive us further in this direction during the upcoming five year period. This area, in particular, is subject to change and expansion, but has currently been defined to include the following projects:

Employment Strategic Plan – A major area of change for the entire country is employment for individuals with intellectual disability. With initiatives and mandates coming from multiple sources, we believe that employment must be a focus for the agency in the upcoming years, requiring a strategic plan of its own to ensure that all efforts are coming together in one cohesive strategy. This project will develop a strategic plan for the achievement of employment goals for supported individuals, building on the significant work of DDS and partners in recent years under the Employment First initiative. Under this project, DDS will formalize a new approach to increasing employment opportunities for all supported individuals, including efforts toward educating employers.

Residential Supports Continuum Design – DDS has committed to engaging with stakeholders and partners to design a better-rounded continuum of residential support options. This work is already taking place within the Intellectual Disability Partnership; the department anticipates

recommendations for direction on this continuum in the near future. Implementation of these recommendations will require additional consideration in the years to come.

Settings Rule Planning – The federal Centers for Medicare and Medicaid Services (CMS) has issued guidance on the final Home and Community-Based Services regulations, which set forth new requirements for Medicaid-funded home and community-based long-term services and supports. The regulations and guidance are intended to enhance the quality of these supports and provide additional protections to individuals that receive services under these Medicaid authorities. Connecticut has been engaged in transition planning for some time, looking toward the February 2019 compliance date. The state’s [Transition Plan](#) has received initial approval from CMS, and outlines the process for assessment, verification, remediation and monitoring of compliance. This work will certainly continue in the coming years, likely expanding into multiple projects as we work to implement our transition plan.

Supportive Housing – The purpose of this project is to develop a plan with providers to offer a supportive housing model for individuals supported through DDS. The Notice of Funding Availability has already been published through the state Department of Housing, which will be leading the process for the use of bond funding authorized for this purpose. However, there is still much work to be done to ensure successful transitions. The project team will be asked to define a path for individuals to transition to this model of support, including considerations of provider start-up costs, rates, “safety net” provisions for individuals who may need to return to a more structured environment, development of a shared support model for clusters, and clear delineation of providers’ roles, responsibilities, liabilities, etc.

Transportation Redesign – Transportation is a critical element in allowing individuals to live a meaningful and independent life as valued members of a community. This project is intended to identify efficiencies available in the transportation arena for all individuals with intellectual disability. Engaging a broad range of stakeholders (providers, community transportation liaisons and specialists, DDS self-advocates, supported individuals); this project will help the agency identify opportunities for streamlining the transportation systems of support. The goals will be to ensure as broad and consistent transportation coverage as possible, and to maximize efficiencies in transportation resources.

Modernizing Data Systems – DDS has been engaged in discussions around modernizing data systems and information technology for some time. This project must continue, and in fact ramp up, in the upcoming five year period. Building on the foundation of the nearly-complete Microsoft Access Database Migration project, in which data housed in Microsoft Access has been moved to a more stable environment, the agency is now better poised to move ahead. Reporting and business intelligence capabilities must be built out and platforms for modernized systems must be explored. Multiple projects will likely grow out of this initiative as we near implementation.



EXCELLENCE IN SERVICE DELIVERY

DDS intends to seek out innovation and transformation in the upcoming five year period, and will hold ourselves and our partners to a standard of excellence in the delivery of supports and services. Through partnerships at local, regional, and national levels, we expect to learn, share, and implement evidence-based best practices. We will leverage existing partnerships to gain access to pioneers in the field and data on what works. Relationships with national organizations, such as the American Association on Intellectual and Developmental Disabilities and the National Association of State Directors of Developmental Disabilities Services, will guide us to these resources. Additional projects to ensure excellence in service delivery include:

Performance Measurement and Analytics – This project will create an overarching, agency-wide performance measurement program, focused on measuring for outcomes. Recommendations will focus on integrating continuous process improvement tools into all agency activities and efforts, in order to support the development of a true learning organization. Through the identification of formalized tools, such as the “Plan Do Check Act” and “Define Measure Analyze Improve Control” methods of continuous improvements, we will begin to institute methodical ways to assess, identify, strategize and measure the effects of our efforts.

Quality Redesign – This project will focus on the integration of quality measures with the waiver service delivery system. Although the original intent of the agency’s Quality Service Review tool (QSR) was to deliver the capacity to measure outcomes for supported individuals, it has been used primarily to assess compliance with licensing, regulatory, statutory, or federal Waiver requirements. Although any organization responsible to provide services or administer programs meeting individuals’ health support must have a healthy compliance assessment capability, DDS is striving, with our private provider partners, to more effectively integrate the assessment of outcomes and valid indicators of quality into daily work. By integrating quality measures with the waiver service delivery system and support provision and documentation, we will embed measures of quality into everything we do.

Public/Private Training Partnership – Building on the work initiated by DDS’ Training Division in recent years, DDS, in conjunction with private provider stakeholders, will develop a training partnership to provide necessary skill development training to both DDS and private provider staff on an ongoing basis. Training may include specific skills necessary in caring for individuals supported by DDS and private providers, as well as relevant policies and procedures and other administrative trainings.

Workforce Collective Bargaining Agreement Implementation – This project will address a potential change to the rates of pay for direct hire staff based on Collective Bargaining Agreements, and to address the methodology by which allocations are made for those who self-direct their supports. The project team will be tasked with developing a system that fairly determines funding for individuals who self-direct that is adequate to meet their health and safety needs and that allows individuals/families to maintain control over their budgets within existing DDS guidelines. This work will be done in concert with sister agencies currently undertaking the same work, as it affects the populations that they serve.

Positive Behavior Support Strategies – DDS will continue to build on the strong partnerships that have been developed with DCF, DMHAS, DPH and others to help better support the complex behavioral needs of individuals supported by the agency. This project will focus on providing information to families on implementation of effective positive behavior support strategies across the lifespan, beginning at an early age.



SUSTAINABLE CHANGE

While innovation, transformation, and excellence are the goal, we must also remember that we are asked to do more with less, and promote sustainability in any changes we seek. We have a responsibility to strive for efficiency while ensuring that we are maximizing resources and remaining fiscally stable. DDS has been consistently working toward this goal, particularly focusing on Lean-driven activities to streamline the operations of the agency in recent years. This work will continue in the years to come, led by the following projects:

Streamlining Providers’ Administrative Burdens – This project will do an in-depth review of provider requirements, in order to identify every opportunity to reduce redundant or non-value added activities and efforts. The project outputs will support our commitment to ensure the rapid and systematic reduction of unnecessary administrative burdens placed upon the provider community.

Balancing Incentives & Universal Assessment Implementation – The Balancing Incentives Program (BIP) is developing a “No Wrong Door” approach to Connecticut citizens’ access to Long Term Supports and Services (LTSS). The work, being coordinated by DSS, involves a Universal Application to apply for services from LTSS agencies. This system will also include a Universal Assessment, which will replace the existing DDS Level of Need (LON) tool, and will be utilized by all LTSS agencies. DDS will need to continue its work with DSS and the other LTSS

agencies to ensure that both the Universal Application and Assessment meet DDS eligibility and assessment needs. DDS will also need to work with the statewide Information Technology division through the Department of Administrative Services to develop a reciprocal data system at DDS to receive data on Universal Assessments created and to accommodate the Universal Application as a part of the DDS Eligibility process.

Streamlining Electronic Licensing Management – The Electronic Licensing Management System (ELMS) is an enterprise solution approach to licensing of provider settings, involving multiple state agencies deploying a common technology platform. After a Lean process, requirements were identified and agencies worked together to select a product that meets common needs. This project will focus on the transition of licensing data to a new platform, as well as implementation of new workflow processes based upon capabilities present in the new system. The new system will allow 100% electronic processing of licensing activities, including provider access for system-managed plans of correction for citations. Automation and electronic distribution will be deliverables, along with the need for provider and staff training on system usage.

Provider Electronic Enrollment Implementation – This project will represent the implementation phase of an ongoing project collaborating with DSS to align the DDS Medicaid Performing Provider data in the DDS system with the data in the DSS systems. This will enable providers to self-enroll as Medicaid Performing Providers and establish electronic verification processes to remove the need for providers to mail documentation to DSS. Data validation, provider training, and interdepartmental data exchange will allow auditing of progress of provider enrollment and all deliverables.

Web IP-6 Payment – This project is ongoing, as we seek to bring the payment modules for each of our contracted services into our newly deployed .NET web environment. This will allow broader access to payment information; provide enhanced security of both users and data and streamline work through use of a single log-in via the DDS Application menu. Once completed, DDS will sunset our Microsoft Access database payments module.

Case Management Optimization – This project will define the responsibility of the case management position and provide formats to increase its effectiveness and caseload management. It will review required documentation and data management and reduce any redundant and time consuming activities. This project will create a format for case managers and their supervisors to establish prioritization of their job responsibilities. The outcome of this project will help to meet federal and DDS requirements and potentially increase federal reimbursement.

CLOSING

The DDS 2017-2022 Five Year Plan presented above can be thought of as only the beginning of the agency's transition into the future. The projects discussed here are sure to evolve over time, as the landscape around us continues to change, prompting continued refinement of our approach. However, this plan provides a framework with which to begin the substantial work identified in recent years. The project-based approach offers a method by which to tackle the issues and prospects before us, which we believe will lead us to success.

Our 2017-2022 Plan looks to meaningfully improve the quality of life of individuals with intellectual disability and their families. With the new economic reality that DDS and many other state agencies face, as well as quickly evolving expectations for service delivery, we find ourselves with an opportunity and mandate for change.

Focusing on people and families first, our 2017-2022 Five Year Plan was developed to be responsive and proactive to these many changes, as we transform in order to best carry out our mission and vision. We look forward to partnering with all of our stakeholders in working toward these goals in the years to come.

DDS wishes to thank everyone who provided feedback, both formally and informally, on the draft plan. The department looks forward to continuing the important work ahead in collaboration with our multiple valued partners and stakeholders.



NAVIGATING SUPPORTS ACROSS THE LIFE COURSE