

Developmental Disabilities Services

CHDC

Strategic Plan

Fiscal Years 2012 - 2015

CONWAY HUMAN DEVELOPMENT CENTER STRATEGIC PLAN

Fiscal Years 2012 – 2015 (July 1, 2011 – June 30, 2014)

Introduction

The Conway Human Development Center is nationally accredited at the highest level by the Commission on Accreditation of Rehabilitation Facilities and is certified by the Centers for Medicare and Medicaid. The staff at CHDC developed this strategic plan in an effort to continue to improve the services provided its individuals served. The purpose of this plan is to document a three-year roadmap for supports, services and organizational development. The progress towards this Plan will be reviewed quarterly and updated annually as needed.

This plan was developed with extensive involvement and guidance from Administrative staff, including the Quality Assurance Department which is made up of particularly skilled employees in the areas of human rights, safety, functional and home-like environments, programming and training, incident reviews, CHDC Policy and Procedures (including the facility's drafter of policy), ICF/MR regulations (including one former State surveyor), CARF Standards (including one current CARF surveyor), and Nursing (including one RN who also serves on the Mortality Review Committee for all of Arkansas Human Development Centers). Contributions were made from many staff that possesses specific expertise in the areas pursued in the Plan.

The principles of the *Drucker Foundation Self-Assessment Tool* and the *Board Café's "360 Degree Evaluation"* which is published monthly by *CompassPoint Nonprofit Services*, the core values, Beliefs, and Strategic Plan of the Arkansas Department of Human Services, Division of Developmental Disabilities were utilized in the planning process.

DHS/CHDC's beliefs are:

- Every person matters.
- Our job is to empower people to help themselves.
- Our focus is on our clients' success.
- People and their communities deserve good health and a clean and safe environment.
- We have a responsibility to provide knowledge and services that work.
- Partnering with communities is essential to the health and well being of Arkansans.

An environmental scan was completed which included an internal organization assessment and interviews with several community stakeholders. The results from the CHDC Consumer Satisfaction Surveys, Employee Satisfaction surveys,

Family Satisfaction surveys, and the Individual Program Plan Questionnaire provided essential perspectives of the different stakeholders of the facility.

Kevin K. Walsh, Ph.D., Director of Quality Management and Research and Dr. Theodore Kastner, MD, President, Developmental Disabilities Health Alliance, Inc., Vineland Area Office, 1527 Forest Grove Road, Vineland, NJ 08360-1865, Associate Professor of Clinical Pediatrics, New Jersey Medical School, Associate Professor of Clinical Medicine, Robert Wood Johnson Medical School, University of Medicine and Dentistry of New Jersey, conducted site visits at CHDC and made recommendations for improvement to services provided by CHDC.

A review of the provided information including the challenges and opportunities that CHDC is most likely to encounter over the next three years set the context for the areas in this Strategic plan.

CHDC's strategic integrated planning focuses on taking advantage of strengths and opportunities and addressing weaknesses and threats. In the development of the Plan, CHDC considered a) the expectations of persons served; b) expectations of other stakeholders; c) the competitive environment; d) financial opportunities; e) financial threats; f) the organization's capabilities; g) service area needs; h) demographics of the service area; i) the organization's relationships with external stakeholders; j) the regulatory environment; k) the legislative environment, and l) the use of technology to support efficient and effective operations. CHDC reviewed current utilization of technology and future technology needs to support operations and effective service delivery. DDS' Plan for Systems Change includes a plan to develop a comprehensive data management system. CHDC will assist DDS in accomplishing this.

Background and history

In 1883, Act #19 was passed by the Arkansas legislature, which denied the admission of persons who are mentally retarded to asylums. This was reversed in 1897, by Act #36 which granted them admissions to asylums. In 1910, a commission was established to investigate the needs of persons who are mentally retarded. This resulted in the passage of Act #172 to provide for an institution.

Arkansas was the forty-seventh state to develop a state school for children who were retarded. For many years, parents and civic groups worked together and conversed with Mr. A. Nils Florentz, who was a leader in this movement, and asked him to develop facilities to take care of these individuals. From 1945-1955, presentations were made throughout the state in educating the public to the needs of these individuals. Much was accomplished during this period. Special Education became a reality in the State of Arkansas: parent groups were organized and small local projects were started for persons with mental retardation. In 1955, by Act #6, the Arkansas legislature passed a law that created the Arkansas Children's Colony. At that time, there were no funds available for construction. In 1957, \$1,200,000 was appropriated to begin

construction. During the year of 1957, the site was chosen and plans were developed for this facility. The Arkansas Children's Colony Bill made provision for a Colony Board of Trustees consisting of seven members. The board was appointed by the Governor of Arkansas with advice and consent of the Senate. Act #186 of 1963, gave increased authority to the board.

In 1969, Act #265 was passed which created the Arkansas Department of Mental Retardation. This act made provision for the Arkansas Board of Mental Retardation consisting of seven members. This board is responsible for the operation of the Arkansas Department of Mental Retardation, which operates the residential facilities in Conway, Booneville, Jonesboro, Warren, and Arkadelphia.

In 1981, the official name of the residential facilities was changed from the Arkansas Children's Colony to Human Development Center and the agency was changed from Mental Retardation-Developmental Disabilities Services to Developmental Disabilities Services.

Today

The Conway Human Development Center (CHDC) is one of Arkansas' five state-managed residential training facilities for people with intellectual disabilities. It is located on a 409-acre site in the city of Conway. Conway's population is 58,908 and the city is located in central Arkansas, 32 miles northwest of the State capital of Little Rock.

The Conway Human Development Center provides services to persons who have disabilities ranging from profound to mild.

The Conway HDC is an active participant in the Faulkner County Council on Developmental Disabilities. The Faulkner County Council on Developmental Disabilities was a CHDC initiative in 1984 designed to identify, plan for, and implement services not otherwise available in Faulkner County. Respite Care is available for people with intellectual disabilities to provide relief for families for short periods. The CHDC is an active participant in the Faulkner County Council on Developmental Disabilities. The Council membership includes the Special Education supervisor for the Conway Public Schools, directors of two successful community service providers serving the Faulkner County vicinity, a person for the Conway community, a person served in the community, and the Conway HDC Superintendent. The Council meets monthly to discuss issues and opportunities relating to services for people with disabilities. The Council is the recipient of a supported work grant to promote employment of people with disabilities, and operates a van funded by the Urban Mass Transit Authority (UMTA), which supports individuals to and from supported work in the community.

Crisis Abatement Care is provided for individuals in Medicaid Waiver treatment programs who are in jeopardy of losing their placement because of severe behavior problems. The maximum stay at CHDC is 30 days.

Originally developed for individuals residing at CHDC, the Seating Clinic and Orthotic Services now provide assessments for proper body alignment and comfortable wheelchair seating to persons statewide.

Diagnostic Evaluations are conducted for consumers statewide to augment services and admission requirements to various residential programs.

The Parents' Association of the CHDC was organized many years ago to lend its support, not only to the Center and its individuals, but to parents, family members and friends of all individuals served. Realizing that residential admission of a loved one is a time of great transition for many, the Parents' Association offers support to new families. The association meets quarterly. Many of the same parents and guardians are also members of a statewide parents' organization, Families and Friends of Care Facility Residents, which is an umbrella group for the entire parent and guardian groups of the Human Development Centers in the State of Arkansas. Some of the members of the statewide group have family members with intellectual disabilities and receive services in the community.

Outstanding community support for the HDC is regularly demonstrated by the CHDC Volunteer Council, which sponsors many fund raising activities throughout the year to support CHDC programs and services. Formed in 1981, CHDC's Volunteer Council is a private, non-profit 501-c-3 organization. The Council is composed of community representatives who want to help meet the special, long-term needs of individuals at CHDC. The primary mission of the Council is to provide resources for these needs, with the goal of improving the quality of life for individuals served at the Center. The secondary purpose of the council is to increase community awareness of the needs and the abilities of CHDC individuals; council members help further this awareness in their day-to-day lives with information provided at meetings.

The Council adopts Center projects not funded by the Arkansas State Legislature or by federal funds, but which have the endorsement of the Center, Superintendent and state boards and agencies that govern Center operations. The Council organizes two annual fundraisers, recruits new members, and when possible, informs the community about CHDC.

Over the past ten years, the Council's activities raised money to build a much needed indoor therapeutic swimming pool/fitness complex, and a visitation complex where parents can stay overnight (at no cost) during times their loved one is ill and they want to be close to him/her. Other monies raised by the Council were spent on various CHDC improvement projects, to include

constructing awning covers over the sidewalks on campus, which helps shield individuals from harsh weather conditions.

The Conway HDC is the sponsor of the highly successful Beyond the Borders conference. This conference has, over a period of 18 years, grown from a regional meeting of providers and other professionals in the field of services to people with intellectual disabilities to a nationally recognized and attended conference where issues are presented and experiences and solutions are discussed.

Today the Conway Human Development Center provides supports and services to 480 individuals with intellectual disabilities. CHDC employs approximately 1130 staff making it one of the largest employers in Conway.

Individuals served and staff is assigned to reasonably homogeneous groupings referred to as "developmental teams". Each residential assignment is determined on the basis of age and ability level. The five departmental teams are listed below with an explanation of the type of individuals it is to serve.

Habilitation and Training Team – Individuals of highest ability level who have mild, moderate, severe, or profound intellectual disabilities. Within the Habilitation and Training Team are two residences that provide services for school age individuals in the STEP (Special Treatment and Evaluation Program).

Sheltered Living Team – Individuals have moderate, severe, or profound intellectual disabilities.

Individual Assistance Team - Individuals severe and profound intellectual disabilities. This Team also serves school-age individuals of varying disability.

Intensive Training Team - Individuals profound intellectual disabilities, predominately individuals are non-ambulatory and need increased medical surveillance.

Total Care Team - Individuals are health fragile, non-ambulatory and have profound intellectual disabilities.

Upon admission, prior to the development of an individual's Individual Program Plan, each individual is assessed in all areas including but not limited to Social; Psychological; Medical; Nursing; Pharmacy; Dental; Audiology; Nutrition; Dysphagia, Pneumonia and Choking Risks; Speech; Physical Therapy; Occupational Therapy; Residential Skills; Habilitation/Education; Recreation; Money Management; Self-Administration of Medication; and Developmental.

Medical care is provided around-the-clock by a staff of doctors, nurses, and other professionals. Dental, pharmaceutical, audiology, laboratory, and x-ray services are available on-site with referrals to community services made routinely. The organization leads the way in its diagnosis and treatment for bone deterioration with the acquisition of an DEXA x-ray machine that reads bone density. It shares

this resource for persons in need who reside in any of the state's five Human Development Centers.

Therapeutic and/or medical services are offered to individuals when the needs arise, i.e., Occupational Therapy, Physical Therapy, Speech. Social and Psychological services are also available.

All individuals who are school-age attend Special Education classes monitored by the Arkansas State Department of Education.

Each Team provides core programming in the form of self-help skills training, personal and daily living skills, Self-Administration of Medication (SAM), money management, socialization, recreation and academics (as appropriate).

Every individual served and guardian is encouraged to exercise his/her opportunity to provide input into the development of the Individual Program Plan (IPP). An individual's strengths, needs, abilities, and preferences are utilized in the development of his/her IPP. Long range goals are established with short term goals (behavioral objectives) developed to support the desired long range outcomes. Service objectives are developed to ensure, through Qualified Mental Retardation Professional (QMRP) monitoring, the provision of appropriate services as determined by the Interdisciplinary Team (IDT).

Recreation services are provided during the day, evening and weekends, providing opportunities for individuals served to participate in community outings and activities of their enjoyment.

Special services such as employment training, Foster Grandparent and Just Friends program are offered whenever the Interdisciplinary Team identifies a need for these services by the individuals served.

Individuals served are also provided opportunities to volunteer (if interested), i.e., decorating posters or greeting at special events.

A few of the amenities provided on grounds at CHDC include a heated in-door therapeutic swimming pool, library with internet accessible computers, non-denominational Chapel services, outdoor park with handicap accessible play/recreational equipment and handicap accessible year-round stocked fishing pond, and a 15,000 square foot heated/cooled gymnasium encompassing a variety of equipment designed and utilized for full court basketball, walking, riding bicycles, and an array of work-out equipment (including handicap accessible exercise equipment). The gymnasium is also utilized for Special Olympics training (provides an indoor alternative when the weather conditions do not support outdoor training) and/or an athlete is better suited to practice indoors due to medical conditions, etc. Additionally, individuals served also enjoy holiday/special event programs, events, and movies, in the gymnasium. CHDC also manages a Canteen with snacks and refreshments for purchasing.

A 1950's vintage "park train" will continue to travel the familiar tracks on the front acreage of the grounds at the CHDC thanks to a proposal by members of the

Central Arkansas Model Railroad Club in Conway. Members of the Railroad Club proposed to "adopt" the train, refurbish it and operate it as volunteers for the enjoyment of the individuals served at the Center. It is a relatively rare train with only a few of the 1950-era trains left in existence according to Daniel Gladstone, CAMRC President.

A stocked Fishing pond with handicap accessible docks is located on grounds. Fishing poles are available for individuals to utilize. After the fishing is over, handicap accessible cleaning areas are available for cleaning the catch.

An on-grounds residential 14-unit apartment complex, Florentz Estates, operated by Independent Living Services, helps support transition into the community. Florentz Estates is named for the late Nils Florentz, who served on the first board of the Arkansas Children's Colony, and donated much of the land on which CHDC is located. His daughter, Eleanor, is a resident of an Independent Living Services (ILS) group home. The project was an effort by the ILS executive director, combining funding from the Department of Housing and Urban Development, the Federal Home Loan Bank and the City of Conway in cooperation with a local developer.

Direction and results

Actively engaging the individuals served as part of the planning and service processes has been demonstrated to result in better outcomes. The CHDC continually focuses on the expectations of the individuals served and other stakeholders. The strategic direction and goals included in this plan are Conway Human Development Center's response to its understanding of what its stakeholders (individuals served, guardians, and employees) value most about the organization, and current opportunities and challenges for offering a high quality system of services as an Intermediate Care Facility for individuals with intellectual disabilities.

This document is expected to serve as a guide for strategic actions during the next 3 years. The three-year period of this strategic plan will be a time for assessing how the CHDC moves towards its goals through strategic actions.

CHDC will pursue the following strategic direction:

Increase the amount of personal and private space available; empower individuals served to help themselves; provide a healthy, clean, safe, and home-like environment; provide knowledge and services that work; and partner with communities.

Goals

The goals for CHDC over the next three years are the organization's response to the important issues identified in the environmental scan completed as part of the