



NEW AVENUES TO
INDEPENDENCE, INC.
The Path to Dignity and Achievement

Day & Employment Services Transition Plan

2019 - 2020

PROGRAMS/SERVICES/CLIENTS STATEMENT & OUTCOMES

GOAL #1: Provide 100% of day and employment services in the community by 2022

STRATEGY #1: Establish an integrated service process that leads to meaningful engagement in the community

Green = complete Red = behind schedule Blue = action abandoned or not feasible Purple = Update/New/added action

ACTIONS/PROGRESS STATEMENT	RESPONSIBILITY	START DATE	DUE DATE	COMPLETE DATE
1. Update job descriptions for Community Integration Specialists & Site Supervisors – updated responsibilities for all staff 7/2019 – new job descriptions in draft form	Director	June 2019	September 2019	



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2. Develop marketing materials to recruit working age adults	Navigator	September 2019	November 2019	
3. Develop or update forms, policies and procedures: <ul style="list-style-type: none"> • Placement criteria checklist • Data collection sheets • Revise interest/integration sheet • Independence/self-reliance tracking • Affidavit (community safety) • Emergency medical cards • Universal/uniform intake packet • Cell phone policies • Emergency procedures 	Director	June 2019	August 2019	
4. Community site development – develop at least 15 new regularly scheduled volunteer or engagement opportunities based on interests of persons served	Navigator, Director	June 2019	July 2020	
5. Create user accounts for all department staff to complete documentation through G-Suite; develop security protocols and user best practices 7/2019 – user accounts created; protocols in development	CIO, IT Administrator, Director	May 2019	September 2019	



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STRATEGY #2: Gain staff buy-in and train in community based methods, customized employment

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ACTIONS/PROGRESS STATEMENT	RESPONSIBILITY	START DATE	DUE DATE	COMPLETE DATE
1. Present roadmap draft to staff – get staff input	Site Supervisors	May 2019	July 2019	July 2019
2. Schedule quarterly staff development days and develop/coordinate trainings on best practices in community inclusion and employment	Director, Training Coordinator	July 2019	September 2019	
3. Provide staff with internal and external training opportunities throughout the year, including peer-to-peer training and mentoring	Director, Training Coordinator	July 2019	July 2020	
4. Develop and deliver consistent messaging to agency staff and community members about day and employment services	Director, Marketing Staff	July 2019	July 2020	
5. Update new staff orientation and training materials and process <ul style="list-style-type: none"> • Certifications for Employment First, Community Integration • Incorporate Meaningful Day training • 30-day training prior to assuming full responsibilities – includes shadowing/observation, assignment to staff mentor and skills check 	Director	August 2019	December 2019	



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<ul style="list-style-type: none"> Overview of department structure, staff roles and opportunities for professional growth 				
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STRATEGY #3: Transition full agency to “services not programs” model

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ACTIONS/PROGRESS STATEMENT	RESPONSIBILITY	START DATE	DUE DATE	COMPLETE DATE
1. Standardize processes for information submission to Fiscal department and provide training to Fiscal staff	Director, Finance Director	August 2019	October 2019	
2. Review DSP and CIS expectations and coordinate staffing patterns for flexible provision of inclusive community services (evenings, weekends)	Director, Residential Director	August 2019	November 2019	
3. Develop consistent, ongoing communication channels with residential services and nursing/medical staff to ensure that each person’s support team is working together in a coordinated fashion	Director	August 2019	July 2020	
4. Update website, social media messaging and marketing materials to reflect emphasis on skill	Marketing Staff, IT Administrator	January 2020	July 2020	



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building, independence and flexible braided services				
5. Create Navigator position to assist persons served to access needed/desired services 7/2019 – draft position description created; grant funding application submitted	HR Director, Dev. Director	August 2019	September 2019	
6. Engage change management expert for agency	HR Committee	September 2019	December 2019	

STRATEGY #4: Implement new service model with Cuyahoga County Day Services

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ACTIONS/PROGRESS STATEMENT	RESPONSIBILITY	START DATE	DUE DATE	COMPLETE DATE
1. Identify most willing/interested clients & staff 7/2019 – 3 new individuals participating in full-day community experiences weekly	Director, Site Supervisors	May 2019	July 2020	
2. Develop meaningful community opportunities for identified individuals, coordinate groups and schedules, assign staff	Director, Site Supervisors, Navigator	June 2019	July 2020	



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<p>3. Provide/coordinate additional training for selected staff:</p> <ul style="list-style-type: none"> • Setting goals & teaching in community settings • Community safety • Travel training • Autism-specific training • Processes, procedures, communication and professionalism when working in the community 	<p>Director, Training Coordinator</p>	<p>June 2019</p>	<p>July 2020</p>	
<p>4. Transportation planning & coordination:</p> <ul style="list-style-type: none"> • Develop list of transportation options (accounting for vehicle & driver availability, and availability/feasibility of options based on times, locations and cost) • Determine best mode of transportation for each person/group • Communication with each person served and their team to coordinate new transportation and travel training as needed 	<p>Site Supervisors, Navigator</p>	<p>September 2019</p>	<p>July 2020</p>	
<p>5. Map neighborhoods and update community guides with information on accessibility, contacts/partnerships, transportation options and other information relevant to service planning</p>	<p>Navigator</p>	<p>October 2019</p>	<p>February 2020</p>	
<p>6. Assist in determining and acquiring material resource needs for service provision in the</p>	<p>Navigator</p>	<p>October 2019</p>	<p>July 2020</p>	



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community (technology/communication, safety kits, etc.)				
7. Map/plot where persons served live, identify clusters and areas where services should be focused	Director	May 2019	June 2019	June 2019
8. Pilot new service process: Develop weekly schedules for 12 individuals based on interest/inclusion surveys and skills assessments	Director, Site Supervisors	April 2019	December 2019	
9. Finalize service process/forms/policies and increase total # of individuals participating to 54 by 2020. 78 by 2021. 100 by 2022.	Director, Site Supervisors	January 2020	July 2020	

GOAL #2: Increase internal referrals to employment services: 3 in 2019; 8 in 2020; 16 in 2021

Strategy #1: Triage currently enrolled individuals

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ACTIONS/PROGRESS STATEMENT	RESPONSIBILITY	START DATE	DUE DATE	COMPLETE DATE
1. Use placement criteria checklist and place on Path to Employment to identify 10 currently served individuals who are interested in being referred for employment services	Site Supervisors	July 2019	July 2020	



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2. Develop goals and services with each identified individual to support them in attaining independence scores of 4 or higher	Site Supervisors	August 2019	July 2020	
3. Complete OOD application/referral for each identified person with independence scores of 4 or higher	Site Supervisors, Employment Manager	September 2019	July 2020	

Strategy #2: Increase number of persons served who are at places 2 and 3 on the Path to Employment

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ACTIONS/PROGRESS STATEMENT	RESPONSIBILITY	START DATE	DUE DATE	COMPLETE DATE
1. Develop marketing materials to recruit transition youth and working age adults	Navigator	September 2019	November 2019	
2. Develop goals and services with each person served to support them to increase independence scores	Site Supervisors	August 2019	July 2020	
3. Provide Discovery and career exploration services to increase exposure to community opportunities and identify strengths and interests	CIS Staff	September 2019	July 2020	



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FINANCIAL GOALS & OBJECTIVES

GOAL: Provide services within a viable and sustainable funding model

STRATEGY #1: Evaluate current services provided

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ACTIONS/PROGRESS STATEMENT	RESPONSIBILITY	START DATE	DUE DATE	COMPLETE DATE
1. Compare expenses vs revenue by service type and geographical area using previous 12 months' data	Director, CFO	July 2019	September 2019	
2. Identify unsustainable services and geography; analyze for potential solutions	Director, CFO	July 2019	September 2019	
3. Identify profitable services and geography; determine suitability for future model	Director	July 2019	September 2019	



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STRATEGY #2: Develop service model based on evaluation of current services and projections for new services

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ACTIONS/PROGRESS STATEMENT	RESPONSIBILITY	START DATE	DUE DATE	COMPLETE DATE
1. Assure balance of deficit running services (if any) with surplus running services (if any)	Director, CFO	August 2019	October 2019	
2. Develop a timeline for elimination of facility and vehicle expenses	Director	August 2019	March 2020	
3. Develop a budget and timeline for new expenses: <ul style="list-style-type: none"> • Technology • Communications • Transportation • Staff training • Increased staffing 	Director	August 2019	March 2020	
4. Identify potential sources of donor funding for short-term gaps or one-time expenses related to the transition process 7/2019 5 grant proposals submitted. 2 grants have been awarded and 3 are pending	Development Director	May 2019	July 2020	
5. Finalize 2020 budget proposal for board approval	CFO	September 2019	November 2019	



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OPERATIONS GOALS & OBJECTIVES

GOAL: Public transportation will be utilized for 70% of services by 2022

Strategy #1: All Day and Employment Services staff will be qualified to provide travel training

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ACTIONS/PROGRESS STATEMENT	RESPONSIBILITY	START DATE	DUE DATE	COMPLETE DATE
1. All Cuyahoga County team leads, supervisors and managers will complete CCBDD “train the trainer” travel training 7/2019 – one supervisor trained	Site Supervisors, Employment Supervisor	May 2019	August 2019	
2. All CIS staff in Cuyahoga County will complete travel training	Site Supervisors, CIS staff	August 2019	December 2019	



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Strategy #2: Individuals will receive travel training appropriate to their community participation

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ACTIONS/PROGRESS STATEMENT	RESPONSIBILITY	START DATE	DUE DATE	COMPLETE DATE
1. Assess public transportation options for each person served based on departure, destination, scheduled times and accessibility needs	Navigator	January 2020	July 2020	
2. Coordinate public transportation for individuals served as viable options are identified	Site Supervisors, CIS Staff	January 2020	July 2020	
3. Provide travel training to all individuals identified in Action Step #2	CIS Staff	February 2020	July 2020	
4. Provide pedestrian and community safety/awareness training to all individuals enrolled in day services	CIS Staff	August 2019	July 2020	
5. Coordinate community-based transportation (Uber, Lyft, SHARE, taxi, NMT, etc.) for remaining services	Site Supervisors	January 2020	July 2020	



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GOAL: Current day service facilities will be repurposed or eliminated

Strategy #1: Provide remote work capabilities to all day and employment services staff

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ACTIONS/PROGRESS STATEMENT	RESPONSIBILITY	START DATE	DUE DATE	COMPLETE DATE
1. Evaluate material resource needs for service provision in the community (technology/communication, safety kits, etc.) and order/acquire needed items 7/2019 – 5 Chromebooks deployed to CIS staff	Director, Navigator	June 2019	July 2020	
2. Provide training for CIS staff on technology use, privacy and security in the community and resources/spaces available for work use (meetings, documentation, etc.) 7/2019 – initial training provided to Lake County staff	Director, IT Administrator	July 2019	July 2020	
3. Establish/update policies and procedures on technology use, emergency plans	Director, COO, IT Administrator	July 2019	July 2020	
4. Update medication storage, transport and administration plans as needed to allow medications to	Nursing Manager	July 2019	July 2020	



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be dispensed in the community while maintaining compliance with med pass rules and regulations 7/2019 – plans updated for 7 individuals				
5. Develop/establish backup plans for closures, cancellations, etc. in community	Site Supervisors	July 2019	July 2020	

Strategy #2: Engage Operations Committee and other stakeholders in asset management decisions

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ACTIONS/PROGRESS STATEMENT	RESPONSIBILITY	START DATE	DUE DATE	COMPLETE DATE
1. Present timeline for elimination of facilities and vehicles from day services to the Operations and Finance Committees	Director, COO	April 2020	July 2020	
2. Communicate with individuals served and their teams regarding planned facility phase-out; ensure that all care and support needs can be met outside current facilities in a manner that is acceptable to the individual and their team 7/2019 – 6 team meetings	Director, Site Supervisors	May 2019	July 2020	



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HUMAN CAPITAL GOALS & OBJECTIVES

GOAL: Service and support positions will align with community inclusion and employment outcomes

Strategy #1: Update Community Inclusion Specialist roles and responsibilities

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ACTIONS/PROGRESS STATEMENT	RESPONSIBILITY	START DATE	DUE DATE	COMPLETE DATE
1. Update CIS job descriptions and coordinate staffing patterns for flexible provision of inclusive community services (evenings, weekends)	Director	August 2019	November 2019	
2. Provide/coordinate training and professional development opportunities for CIS staff, including: <ul style="list-style-type: none">• Certifications for Employment First, Community Integration, CESP• Meaningful Day training• Community safety• Travel training• Autism-specific training	Director, Training Coordinator	September 2019	July 2020	



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<ul style="list-style-type: none"> Processes, procedures, communication and professionalism when working in the community 				
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Strategy #2: Expand opportunities for volunteers to assist with inclusion service provision

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ACTIONS/PROGRESS STATEMENT	RESPONSIBILITY	START DATE	DUE DATE	COMPLETE DATE
1. Develop volunteer descriptions for community services; engage current volunteers in process	Director	October 2019	December 2019	
2. Promote volunteer opportunities through listing services such as Volunteer Match and Greater Cleveland Volunteers	Volunteer/HR Staff	December 2019	July 2020	



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Day & Employment Services Transition Plan EVALUATION METHODS

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ACTIONS/PROGRESS STATEMENT	RESPONSIBILITY	START DATE	DUE DATE	COMPLETE DATE
1. Baseline Community Inclusion Survey scores will be compared with annual scores	Site Supervisors	June 2020	July 2020	
2. Number of individuals served who are currently employed will be updated and tracked monthly	Employment Manager	June 2019	July 2020	
3. Self-reliance/independence scores will be updated and tracked quarterly	Site Supervisors	July 2019	July 2020	
4. Hours of community participation without paid support will be updated and tracked monthly	Director	September 2019	July 2020	
5. New referrals for services will be updated and tracked monthly	Director	June 2019	July 2020	
6. Percentage of services provided in the community will be updated and tracked monthly	Director	August 2019	July 2020	
7. Staff training hours and certifications earned will be updated and tracked quarterly	HR, Training Coordinator	July 2019	July 2020	
8. Percentage of services provided using public transportation will be updated and tracked monthly	Site Supervisors	July 2019	July 2020	
9. Fiscal performance will be documented in monthly reports	CFO, Finance Director	June 2019	July 2020	
10. Volunteer numbers, hours and types will be tracked monthly	Volunteer/HR Staff	July 2019	July 2020	



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