



RT Industries, Inc.

Initial Assessment Report

Summary of Initial Stakeholder Meeting:

The initial meeting was held on April 5, 2019, at RT, for our SME to get a better understanding of our mission and what we would like to get out of our grant proposal. Our SME spent three hours getting to know the supervisors and the directors that oversee the major departments included in the grant proposal. After this initial meeting, our SME stated that he felt, based on our proposal and the initial meeting, there were three major categories that are the most important to us at RT. These categories are as follows:

1. Expanding Community-Based Services
2. Staff Development/Training/Communication
3. Expanding Revenue/Profit Centers

Our follow up meeting from this was scheduled on April 23, 2019 where a SWOT Analysis was completed with our three Community Engagement Coordinators (ADS), Production & Career Discovery Coordinator (VH/GES/Production Solutions), Transportation Supervisor (NMT), Community Engagement & Operations Director (ADS/VH/GES), Employment Coordinator (IES/OOD), Employment Services Director (IES/OOD) and CEO.

1. Expanding Community-Based Services
 - a. Person-Centered Services
 - b. Waiver & Non-Waiver (OOD – Private Pay – School/Transition)
 - c. Vocational = IES – CD – Voc-Hab – GES
 - d. Non-Vocational = ADS – Transportation – HPC
 - e. Daily Enrollment (Customers)
 - f. Community-Based Services

After the SWOT Analysis was completed, discussion on how to proceed with other stakeholders regarding our SWOT Analysis such as: parents, guardians, persons served, SSA's, business partnerships and Board Members. Coordinators would get 2-3 SWOT Analysis' from parents, guardians, and persons served, Directors would reach out to business partners and SSA's while the CEO would review with the Board of Trustees.

On May 3, 2019 the RT supervisors, directors and CEO reviewed the results. Each category and stakeholder's opinions were reviewed. The team picked the two top/most important items

from each section of the SWOT Analysis based on the quality of person-centered services for individuals served, DODD rule requirements and the mission of RT. Items selected from each category are as follows regarding Weaknesses, Opportunities and Threats:

Adult Day Service

- Weakness - Employee resistance to person-centered services and community integration.
- Weakness – Not creating quality engagement opportunities (calendars) based on person and ISP.
- Opportunities – Community connections/partnerships, community locations/hubs, and fully engaging each person based on their interests.
- Threat - Getting families and SSA's on board with advocating for individuals and not what the family wants to see their day look like, lack of support.
- Threat – Poor customer service → services not in line with family wants.

Vocation Habilitation & Group Employment Support

- Weakness – Disconnect between VH/GES and our IES/OOD services. We need to bridge the gap between these services to have a seamless transition for a person to gain meaningful employment.
- Weakness – Not having connections with GES locations to transition to employment.
- Opportunities – Get more contracts for GES sites& volunteer locations that have a variety of work experiences.
- Opportunities – Build the bridge between our services to transition to employment.
- Threats – SSA's and families not being on board with preparing for competitive employment but treating it as a sheltered workshop that is considered employment for someone.
- Threats – People not understanding the true service delivery of VH & GES.
- Threats – Other providers not following federal and DODD guidelines.

OOD/IES

- Weakness – Not connected to other services → not wanting to be associated with “sheltered” services.
- Weakness – IES Rule knowledge.
- Opportunities – develop the bridge between VH/GES and IES/OOD. Difficult to go from training to employment.
- Opportunities – Growth outside of Miami County.
- Threats – Lack of family support to transition to employment.
- Threats – County cutting funding for IES when the person is not ready to fade the service.

Transportation

- Weakness – Lack of communication with other internal departments.
- Weakness – NMT Rule knowledge.
- Opportunities – Stop leasing buses/vehicles from the County Board and get our own.
- Opportunities – Growth: Crosstrain staff, outside counties and/or Uber for employment and other needs.
- Threats – Getting applicants for the position
- Threats – The local County Board utilizing other resources before NMT

HPC

- Opportunities – Person-centered services for individuals who cannot receive 1:1 service in ADS.
- Opportunities – A huge need in Miami County, could grow this revenue stream.
- Threat – Need for more employees.
- Threat – Jumping in too soon before we are organized or have a good understanding of the services.

Overall RT Industries

- Weakness – People (Community, parents, guardians, and County Employees) do not know who we are or that we are privatized.
- Weakness – Interpretations from families and SSA's of why we made the transformation.
- Weakness – Poor customer service due to rules and regulations. SSA's are not fond of our stringent timelines and what we need in the plans.
- Opportunities – Ability to create a seamless transition to each department to prepare a person for employment.
- Opportunities – Build our transportation department to help with the crisis of transportation needs.
- Opportunities – Assist the community, SSA's, families and guardians with understanding why this transformation is good for people and what privatization means. Find a way to get people to listen with such a large entity.
- Threats – Other agencies that have not made the transition in Voc Hab regarding wages.
- Threats – SSA's and families not being in line with integration and employment causing RT to lose people.

Summary of key organizational staff, including executive leadership teams, families and individuals with disabilities, board members and other stakeholders:

- Three Community Engagement Coordinators (ADS)
 - 2-3 parents, guardians and persons served from each caseload
- Production & Career Discovery Coordinator (VH/GES/Production Solutions)
 - 2-3 parents, guardians and persons served from caseload
- Transportation Supervisor (NMT)
 - 2-3 parents, guardians and persons served from caseload
- Community Engagement & Operations Director (ADS/VH/GES)
 - Miami County Board of Developmental Disabilities SSA Department
- Employment Coordinator (IES/OOD)
 - 2-3 parents, guardians and persons served from caseload
- Employment Services Director (IES/OOD)
 - 2-3 business partnerships
- CEO
 - All Board of Trustees

Summary of the assessment and planning of how they will expand or build innovative business practices:

The top two items in each category of the SWOT Analysis will be used in the planning phase of our time with our SME based on the opinions of various stakeholders. Stakeholders are internal employees, external agencies working with RT and families/persons served receiving services.

Through the assessment phase, most of the information we have gathered has been on target with the improvement of services regarding the #BetheShift transformation as well as the additional things RT needs to work on. People are generally much happier receiving services in the community. We realize that these services still require additional attention and training concerning true person-centered activities where a person is not a tourist in their own town. We also recognize that there is a disconnect between the SSA department and families not fully understanding why we have made such drastic changes to our services to include the removal of piece rate or minimum wages from VH. Continued education on state and federal requirements and sharing progress of our services is vital to our success. Finally, from this assessment, we have found that although we have provided Town Hall Meetings, flyers, memos and an Open House, families/guardians do not understand that our services are separate from the Miami County Board of Developmental Disabilities (Riverside). Families have not made this connection and continue to lump RT with Riverside. This is a major concern for our services and family frustrations.

The categories identified and selected will be broken down in our planning and road mapping for RT to be successful with expanding our services from a revenue standpoint, employee training and expanding our community-based services. We will be working closely with our SME to develop the Comprehensive Business Plan and Road Map for these three major categories.

Summary of the per month remote technical assistance activity:

Phone call: 3/28/19 to schedule first meeting and introduction.

Emailed: 3/29/19 to give SME additional information regarding our #BetheShift transformation.

Face to Face at RT: 4/5/19 9:00 am – 12:00 pm with Community Engagement Coordinators (ADS), Production & Career Discovery Coordinator (VH/GES/Production Solutions), Community Engagement & Operations Director (supervisor of these departments) and CEO. Initial meeting consisted of SME getting to know employees, position functions and RT Industries. SME asked lots of questions to familiarize self with services and where we are at as an agency. Next meeting would not be held until SME came back from CARF Review.

Phone Call: 4/22/19 to discuss the 4/23/19 meeting and email conversation. The three main areas that we will be focusing on are: **Expanding Community-Based Services, Staff Development/Training/Communication, and Expanding Revenue/Profit Centers** regarding our SWOT Analysis.

Face to Face: 4/23/19 9:00 am – 12:00 pm SWOT Analysis with all supervisors and directors of service delivery departments which includes; Community Engagement Coordinators (ADS), Production & Career Discovery Coordinator (VH/GES/Production Solutions), Transportation Supervisor (NMT), Community Engagement & Operations Director (ADS/VH/GES/), Employment Coordinator (IES/OOD), Employment Services Director (IES/OOD) and CEO.

Mr. Vic Gable has been readily available for RT throughout the first month and pledges to be even more present for the remainder of the time we have together to finish the Comprehensive Business Plan and the Road Map. Although the requirement for the SME is only one physical visit to our facility, Mr. Gable has made it his mission to be at RT for all meetings. For this, we are extremely grateful.