OPRA Strategic Plan 2025-2026	
Why?	**Mission**: To build and serve a community of great providers. **Vision**: All people with intellectual and developmental disabilities who rely on supports get them from great providers. **Guiding Principles:** • Providers must be trusted to support people with developmental disabilities and run effective businesses. • Providers must receive sufficient funding to deliver services that meet the needs of people they support in an ever-evolving society. • All services across the spectrum must be recognized as valuable and vital to every person we support.
The Five Characteristics of Great Providers	**Great Providers:** 1. **Deliver Person-Centered, Outcome-Focused Services:** Great providers prioritize the unique needs, preferences, and goals of each individual while ensuring positive service outcomes and satisfaction. 2. **Invest in and Support Qualified Staff:** Great providers employ highly skilled, compassionate staff and continually invest in their professional growth and well-being to maintain high-quality service delivery. 3. **Cultivate Strong Leadership and Partnerships:** Great providers have exceptional leaders who inspire their teams and develop strong partnerships with families, community resources, and stakeholders to enhance service delivery. 4. **Establish Strong Operational Foundations:** Great providers establish and uphold comprehensive policies, procedures, and processes that ensure consistent, high-quality

	service delivery. They demonstrate proficiency in navigating the complex landscape of regulations and systems to deliver optimal care. 5. **Advocate and Innovate Continuously:** Great providers are committed to advocating for the rights and well-being of individuals, their organization, and the I/DD field, while also driving continuous improvement and innovation in service delivery.
Goals	*Community* 1. **Expand the OPRA Community and Foster Member Engagement** through focused outreach efforts that highlight the importance and value of active involvement in OPRA's committees, networks, and initiatives like Friday Five calls. 2. **Strengthen Trust and Collaboration Between OPRA Members and System Partners** through clear, consistent communication, shared problem-solving, and a joint commitment to enhancing service quality and outcomes. *Advocacy* 3. **Maximize OPRA's Advocacy Influence at State and Federal Levels** by executing coordinated, targeted advocacy efforts, meetings with legislators, presenting testimony at key hearings, driving policy change, and building strong alliances with other advocacy organizations. 4. **Build OPRA Members' Advocacy Capacity** through comprehensive training and resources that empower members to effectively engage with policy makers. *Resources* 5. **Provide Trusted, Reliable, and Responsive Resources** that guide OPRA members along their journey to excellence, empowering them to continually improve and deliver top-tier services. 6. **Encourage Peer-to-Peer Support Among OPRA Members** by fostering resource-sharing and collaboration, enabling continuous learning and growth. *Experiences* 7. **Enhance the Knowledge, Skills, and Abilities of OPRA Members** with educational opportunities that align with the five characteristics of great providers. 8. **Create and Deepen Connections Across the OPRA Community** by offering diverse opportunities for members to share knowledge, learn from each other, and grow together.

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   To accomplish this, OPRA will:
   - **Create a comprehensive marketing and outreach strategy** that includes tailored communication across various platforms, such as email, social media, and the website, to effectively engage and inform its members and stakeholders.
   - **Enhance its committee and network structures** to boost member engagement by implementing clear leadership roles and rotating leadership positions, allowing more members to experience and contribute to leadership within the organization.
   - **Develop a district-based engagement plan** designed to strengthen regional connections among members.

2. **Strengthen Trust and Collaboration Between OPRA Members and System Partners** through clear, consistent communication, shared problem-solving, and a joint commitment to enhancing service quality and outcomes.

   To accomplish this, OPRA will:
   - **Organize statewide quality conversations** with system partners across Ohio, bringing together providers, County Boards, and stakeholders to discuss challenges, share solutions, and foster collaboration for enhanced service delivery and outcomes in developmental disabilities services.
   - **Plan a Partnership Summit** to bring together leadership from County Boards, providers, and cross-system partners, focusing on strengthening collaborative relationships and developing joint strategies to address shared challenges and improve service quality across the state.
   - **Strengthen partnerships** with County Board Provider Liaisons, the Provider and Community Relations team at DODD, and staff at ODH to enhance provider support through resources, training, and improved communication, enabling system partners to better support providers in their roles.

Advocacy	1. **Maximize OPRA's Advocacy Influence at Federal and State Levels** by executing coordinated, targeted advocacy efforts, conducting meetings with legislators, delivering testimony at key hearings, driving policy change, and building strong alliances with other advocacy organizations. **To accomplish this, OPRA will:** • **Strengthen coalitions at the state and national levels** to coordinate efforts, share resources, and amplify the collective voice for systemic improvements in the I/DD community, focusing on aligning advocacy priorities and mobilizing around shared goals to influence both state and federal policy. • **Expand its influence by partnering with other states** engaged in similar initiatives, allowing us to share best practices, lessons learned, and emerging challenges, which will enhance OPRA's impact on national policy discussions, support the development of new strategies, and drive improvements in developmental disability services on a broader scale. • **Develop a proactive strategy for leadership transitions,** creating an engagement plan to connect with new administrative leaders at the state and federal levels following elections or appointments, ensuring that OPRA's priorities are communicated early and that new leaders understand the critical needs and challenges within the DD system to foster relationships that promote effective policy changes. 2. **Build OPRA Members' Advocacy Capacity** through comprehensive training and resources that empower members to effectively engage with policy makers. **To accomplish this, OPRA will:** • **Develop and promote budget tools and resources** that support members in effective advocacy. This includes hosting workshops such as a testimony writing session and providing practical resources like budget analysis guides, enabling members to present their case clearly and persuasively to policymakers. • **Support members in arranging or coordinating in-district events** with both state and federal legislators, including fundraisers or advocacy meetings with U.S. Congress members. These events will help foster stronger relationships between OPRA members and policymakers at all levels of

government, ensuring more direct influence on legislative decisions.

- **Expand and grow OPRA's Advocacy Academy (OAA)** by exploring the development of an advanced "OAA 102" class that provides deeper advocacy training. Additionally, explore opportunities to take the OAA model to other states, sharing OPRA's advocacy expertise to empower providers across the nation. This also includes encouraging member participation in national events like ANCOR's Policy Summit and Hill Day.

Resources	1. **Provide Trusted, Reliable, and Responsive Resources** that guide OPRA members along their journey to excellence, empowering them to continually improve and deliver top-tier services. **To accomplish this, OPRA will:** • **Build and maintain a comprehensive catalogue of resources** that includes "101 documents," FAQs, and on-demand training modules for OPRA members. This will serve as a one-stop resource hub, covering fundamental aspects of the I/DD field, compliance, operations, and best practices, empowering members to easily access the tools they need for success. • **Establish a centralized email address or contact point** where providers can send any questions or requests for support. This will streamline communication, ensuring that members can quickly get reliable answers to their queries without the need to search multiple sources for assistance, reducing frustration and improving responsiveness. • **Develop targeted tools and resources focused on the business operations of service provision**, such as budgeting, staff management, compliance, and growth strategies. These resources will specifically address the operational challenges that providers face, helping them to enhance their organizational capacity and deliver high-quality services efficiently. 2. **Encourage Peer-to-Peer Support Among OPRA Members** by fostering resource-sharing and collaboration, enabling continuous learning and growth. **To accomplish this, OPRA will:** • **Develop a mentor network** that connects subject matter experts with OPRA members seeking guidance. This network will enable experienced professionals to offer insights and support to their peers, fostering a culture of collaboration and continuous learning. Mentorship can focus on specific challenges in the I/DD field, ensuring that members benefit from the knowledge and expertise of those who have navigated similar situations. • **Implement a pairing system for new leaders** (such as new CEOs) to connect with seasoned professionals in similar roles. This system will facilitate mentorship relationships where experienced peers can provide support, share best practices, and help new leaders acclimate to their responsibilities,

	ultimately strengthening leadership within the OPRA community. • **Create or enhance mechanisms for resource-sharing among members** where members can easily exchange tools, resources, and best practices. This platform can include forums, webinars, and collaborative workshops, allowing members to showcase successful strategies and learn from each other's experiences. By encouraging resource-sharing, OPRA members can foster an environment of collaboration that drives innovation and improvement across the organization.

Experiences	1. **Enhance the Knowledge, Skills, and Abilities of OPRA Members** through educational opportunities that align with the five characteristics of great providers. **To accomplish this, OPRA will:** • **Ensure conference content aligns with the Five Characteristics of a Great Provider,** offering sessions that support these essential qualities. • **Expand and enhance the ADVANCE program and other leadership development opportunities** by tailoring sessions to the unique challenges faced by operations leaders in the I/DD field, promoting critical thinking and problem-solving to help participants implement effective strategies within their organizations and elevate service quality. • **Develop a series of on-demand trainings designed to meet regulatory requirements,** providing members with accessible resources to stay compliant and informed. 2. **Create and Deepen Connections Across the OPRA Community** by offering diverse opportunities for members to share knowledge, learn from each other, and grow together. **To accomplish this, OPRA will:** • **Create structured, ongoing peer learning opportunities** for members to connect regularly, exchange insights, and address shared challenges in service delivery. These groups will offer a platform for members to stay informed on best practices, build collective expertise, and continuously enhance service quality within the I/DD field. • **Develop and promote community engagement and outreach initiatives** that encourage members to come together, actively contribute to their communities, and showcase the impact of the OPRA community. By highlighting members' stories and contributions, these activities will strengthen member connections and reinforce OPRA's commitment to supporting individuals with I/DD. • **Actively participate in events hosted by members and relevant community gatherings** to showcase the achievements and contributions of OPRA members, promote the value of OPRA membership and build a stronger OPRA community.