

*Nishna Productions, Inc.  
Strategic Plan  
1/1/2022*

***Goal 1: To maintain Viability as a Provider of Services to Individuals with Disabilities in the World of Managed Care***

<b>Objectives</b>	<b>Action Steps</b>	<b>Persons Responsible</b>	<b>Time Frame</b>	<b>Status</b>
1) The agency will continue to follow the contracts offered by the Managed Care Organizations chosen to be involved in Iowa's Medicaid Modernization Initiative.	1) Continue to attend all applicable trainings and webinars regarding the Managed Care.	Administrative Team Billing Manager	On-going	10-4-22: Nishna Productions Inc. completes all of these activities on an on-going basis. While we might continue to struggle with MCO's on certain areas of their practices, such as SIS Assessments and Tier reimbursement rates, Nishna has adjusted and accepted that working with MCO's is the way it will be now and moving forward.  The Director of QA receives monthly updates and forwards them to applicable staff.  Nishna continually stays in touch with MCO policies and procedures through weekly IACP meetings.
	2) Be open to changes as MCOs come and go.	Administrative Team Billing Manager	On-going	
	3) As necessary, continue to re-write agency policies and procedures to coincide with the policies and procedures as outlined by the Managed Care Organizations.	Administrative Team Billing Manager	On-going	
	4) Continue to check MCO websites and emails weekly for policy changes and alerts, as well as updates from the Iowa Association of Community Providers.	Director of Quality Assurance & Member Support	On-going	
	5) Continue to teach and train all staff on policies and procedures.	Administrative Team	On-going	
	6) As time under Managed Care Organizations continues to progress, review and analyze the need to revise agency organizational structure.	Executive Director Administrative Team	On-going	
2) In order to be viable, Nishna must be financially stable. Therefore, we must get the MCO's to pay claims according to amounts billed	1) Continue to stay on top of all claims submitted and remittance advice, including MCO mistakes.	Billing Manager Executive Director	On-going	10-4-22: Nishna's Billing Manager indicates claims processing has improved and this process is moving forward in a more positive manner.
	2) After 30 days of non-payment,	Director of Quality	On-going	

and within their requirement to pay within 30 days.	start chasing unpaid claims.	Assurance & Member Support Executive Director Billing Manager		
	3) Continue to actively appeal when there are claims issues. Be prepared to go “all the way to the top” of the MCO contact list.	Director of Quality Assurance & Member Support Executive Director Billing Manager	On-going	Nishna occasionally needs to call Provider Services or our MCO Rep to get issues cleared up.
	4) Continue to work to get SCL and HAB hourly reimbursement rates above expense levels.	Executive Director	Ongoing	10-4-22: Nishna has not been successful in several attempts to get hourly SCL reimbursement rates increased. It must be completed through a negotiation process. While the MCO’s seem willing to negotiate, the answer from both Amerigroup and Iowa Total Care has consistently been “no”.  We have not been successful in getting hourly rates increased beyond the Fee for Service rate included in Iowa Administrative rules. The last time we asked both MCO’s, both refused and actually said the agency already made enough money.

***Goal 2: To deliver High Quality Community Employment Services***

<b>Objectives</b>	<b>Action Steps</b>	<b>Persons Responsible</b>	<b>Time Frame</b>	<b>Status</b>
1) To place all people wanting jobs in the community on jobs in the community.	1) Train staff to become Job Coaches and Community Employment Staff.	College of Direct Supports/College of Employment Supports Executive Director Director of Operations APSE	On-going	10-4-22: The results of customer satisfaction surveys completed in the first 2 quarters of calendar year 2022, indicate high satisfaction with the Community Employment Services being provided. Staff training either through the College of Employment Supports, APSE or ACRE has been provided to all current CE staff.
	2) All must be certified within required time frames in Employment Services	Community Employment Specialist Team	On-going	

	Rules.  3) Deliver high-quality services as evidenced by scores and comments on Customer Satisfaction Surveys.	Leader  Community Employment Specialists	On-going	
2) To hire adequate numbers of qualified staff to deliver Community Employment Services. Job Developers require college degrees or commensurate work experience and the ability to become a “Certified” Community Employment Specialist. Job Coaches must have a minimum of 6 months previous experience in a direct care capacity plus complete accredited job coach training within a specified period.	1) Place job ads on INDEED.  2) Be on the constant look-out internally for staff who could be either job category.  3) Encourage Job Coaches to transition over from the in-facility vocational setting.	HR Dept Community Employment Specialist Team Leader	On-going	10-4-22: The hiring of adequate numbers of qualified staff to deliver Community Employment services remains a challenge. The workforce shortages across the country in all careers has enhanced the challenges. The required 6 months of previous experience may need to be removed as a requirement.
3) To deliver CE services using new technology tools for assistance, such as virtual resume building, virtual job shadow, and virtual job coaching.	1) Learn how to use those resources 2) Contact agencies already using these resources for information and guidance.	Community Employment Specialist Team	12/31/22	10-4-22: This has not been completed. CE staff have attended training on using IT to advance service delivery but nothing has been implemented.

***Goal 3: To integrate/include People with Disabilities in Community Life & Activities***

<b>Objectives</b>	<b>Action Steps</b>	<b>Persons Responsible</b>	<b>Time Frame</b>	<b>Status</b>
1) To develop services that promote individuals with disabilities to become participating members of their community.	1) Each area of service within the agency will develop their own plan for accomplishing this.	Director of Operations Director of Residential Services Executive Director Director of Quality Assurance & Member Support	On-going	10-4-22: Community inclusion and participation is something Nishna must continually work on. It is <u>not</u> staff taking persons receiving services into the community and staff being the only people persons served engage with in the community. It is taking persons served into the community and encouraging and reinforcing persons served to engage with people who are not staff. It is participating in community activities as engaged

<p>2) Develop a group of “Client Ambassadors” to participate in community events and events sponsored by Nishna Productions to promote visibility and inclusion in the community for all people with disabilities.</p>	<p>1) Invite clients to participate in the Client Ambassadors program.</p> <p>1) Develop a “uniform” for the group to wear to identify them as ambassadors.</p> <p>2) The group will volunteer to participate at an activity either in the community or with Nishna Productions at least once per quarter.</p>	<p>Director of Operations Director of Residential Development Specialist Team Leaders</p>	<p>On-going</p>	<p>participants and not just observers.</p> <p>10-4-22: A group of client ambassadors has been developed. They each have a polo they can wear to community events. They have participated in things such as the annual agency golf tournament.</p>
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***Goal 4: Provide the Services the Funders want to Purchase***

<b>Objectives</b>	<b>Action Steps</b>	<b>Persons Responsible</b>	<b>Time Frame</b>	<b>Status</b>
<p>1) Stay informed of the government changes in philosophy. This includes, but is not limited to the following:</p> <p>a) Managed Care b) Employment Services c) CMS HCBS Transition Settings d) Employment First e) Potential elimination of Sub-minimum Wage Certificates</p>	<p>1) Continue membership and active involvement in the Iowa Association of Community Providers</p> <p>2) Volunteer to participate in every work group that is addressing change in the system that drives services in Iowa.</p> <p>3) Participate in all pertinent webinars &amp; trainings on these subjects.</p>	<p>Executive Director Director of Operations Director of Residential Services Management Team Community Employment Specialists Director of Quality Assurance &amp; Member Support</p>	<p>On-going</p>	<p>10-4-22: Nishna Productions Inc. is a very active participant in staying informed. The agency continues its membership with the Iowa Association of Community Providers. Staff serve on work groups and participate in pertinent virtual meetings and trainings.</p>
<p>2) Remain client-centered in our focus of service delivery.</p>	<p>1) Be willing to consider modifications to service delivery, such as staffing ratios, focus of efforts on integration into the community, methodology for service delivery.</p>	<p>Executive Director Director of Operations Director of Residential Services Management Team Community Employment Specialists Director of Quality Assurance</p>	<p>On-going</p>	<p>10-4-22: At Nishna, the clients remain #1. We adjust our methods and philosophies to meet their needs. We pay attention to feedback on Stakeholder Satisfaction Surveys and follow-up on any negative feedback. We will implement new ideas that are exchanged with us.</p>

	<p>2) Pay attention to information and feedback from Stakeholder Satisfaction Surveys. Implement changes/modifications where feasible and possible.</p>	<p>&amp; Member Support</p>		
<p>3) Grow our residential department.</p>	<p>1) Continue to partner with Glenwood Resource Center and Money Follows the Person to encourage and increase referrals from these sources.</p> <p>2) Continue to train and support staff in working with challenging individuals in order to confidently accept some of the more difficult to place individuals into our program.</p> <p>3) Continue to advocate for challenging placements with MCOs and better educate them regarding the resources needed to ensure these individuals have a comfortable and therapeutic home.</p> <p>4) Continue to survey Case Managers, Stakeholders, and individuals served in order to determine in which areas we need to improve.</p>	<p>Executive Director Director of Residential Services Board of Directors</p>	<p>1/1/23</p>	<p>10-4-22: In April 2022, Governor Reynolds announced the closure of Glenwood Resource Center on 6-30-24. There were 152 residents at Glenwood at the time the closure was announced. Many of the guardians of those residents wanted their ward to continue living in SW Iowa. As a result, Nishna has received between 20 and 25 referrals for admission to Nishna's services. This will require Nishna to enter an expansion mode as the agency does not presently have existing housing for this many admissions.</p> <p>This training and support to staff is ongoing, but the agency continues to need the availability of behavioral health professionals to assist with individuals with an Intellectual Diagnosis and Behavioral health issues who are in crisis.</p> <p>10-4-22: The need for local Behavioral Health support remains an on-going need. The lack of this service locally has not been solved. Community providers can advocate for the need, but it takes the government and funders to make it happen.</p> <p>We continue to survey Case Managers and Stakeholders. To date, the QA Specialist has sent out 164 Stakeholder surveys and has received 74 responses. It is amazing how many MCO Case Managers refuse to respond saying they have been told not to. As a provider, how do you make improvements and changes if the funders won't tell you their thoughts?</p>

## Goal 5: Increase Staff Recruitment

Objectives	Action Steps	Persons Responsible	Time Frame	Status
<p>1) Recruitment is marketing. Develop some recruitment strategies that are not necessarily dependent on increasing entry-level wages. Sell the benefits of working at NPI to existing and potential employees.</p>	<p>1) Administrative Team to focus on generating new ideas.</p> <p>2) Engagement Committee will coordinate small group employee forums where selected employees will participate in guided conversations to gather feedback. These employees will be diverse – from various shifts, various tenure, and various areas of the agency. Information gathered will be used to formulate new strategies to address recruitment and strengthen organizational culture.</p> <p>3) Utilize the FYI Newsletter to spotlight the benefits of working for NPI. Engagement Committee will utilize feedback from employee forums to formulate strategies to fully use this resource.</p> <p>4) Maintain a “Careers” Facebook page for recruitment purposes. Utilize the page to highlight career opportunities with NPI, as well as benefits of working at NPI.</p>	<p>Administrative Team Human Resources Dept. Engagement Committee Hiring Supervisors Development Specialist</p>	<p>On-going</p> <p>On-going</p> <p>On-going</p> <p>On-going</p>	<p>10-6-22: We implemented the recruitment and referral bonus in January, retroactive to July 2021. Additionally, we received the ARPA dollars for recruitment and retention. This allowed us to make changes to the recruitment bonus program to make it more enticing to applicants. We received this money in February, so anyone hired from the end of February on, hired in a qualified position, fell under the ARPA bonus program.</p> <p>One additional small group forum was held, and results were shared with the Engagement Committee. These forums proved to be difficult to coordinate and were not providing much feedback that could be utilized to identify and address areas of concern. Therefore, the forums were discontinued in favor of trying different methods.</p> <p>We continue to utilize the FYI to spotlight new hires and achievements. We still need to work on full utilization of this marketing tool, but we continue to work at it.</p> <p>We developed the Careers Facebook page. It has been utilized to advertise the hiring bonus/referral bonus programs, as well as to distribute staff videos highlighting the rewards of working at NPI. We will continue to develop strategies to better utilize this tool in our recruitment efforts.</p>
<p>2) Developing relationships outside Nishna Productions is recruitment.</p>	<p>1) Expand efforts to engage with community organizations &amp; school systems to educate regarding working in the human services field and that people with disabilities do not have “infectious” diseases. Encourage client involvement.</p>	<p>Administrative Team Marketing Committee Community Involvement Committee</p>	<p>On-going</p>	<p>1) Nishna has been actively involved with the Red Oak School’s IJAG. We had one internship student this past summer.</p>

	<p>2) Join Community Service Organizations and use every opportunity to teach. Encourage client involvement.</p> <p>3) Get involved in school mentoring programs, work study programs, programs that expose school students to the positives of working with people with disabilities, as well as the inclusion of people in everyday community life. Encourage client involvement.</p>		<p>On-going</p> <p>On-going</p>	<p>2) Nishna belongs to Red Oak Rotary and staff actively participates in community events in other communities.</p>
<p>3) Complete a Workforce Shortage Strategies Consultation with GoodLife Innovations.</p>	<p>1) Secure funding to cover the costs of this consultation.</p> <p>2) Once funding is secured, implement the consultation.</p> <p>3) Upon completion of the consultation, implement the plan.</p>	<p>Executive Director</p> <p>Director of Residential Services</p> <p>Director of Operation</p>	<p>On-going</p>	<p>10-4-22: This remains in process. Nishna is not yet to the reveal stage where GoodLife Innovations offers suggestions for change.</p>

***Goal 6: Implement a Positive Behavior Support Team to Help Direct Care Staff Work with Clients who are Verbally and Physically Aggressive***

<b>Objectives</b>	<b>Action Steps</b>	<b>Persons Responsible</b>	<b>Time Frame</b>	<b>Status</b>
<p>1) Provide Direct Care Staff, who are Members of this Team, with more intense C3 De-Escalation Training</p>	<p>1) Develop the Team Membership</p> <p>Secure funding to be able to provide extra/special C3 De-escalation Training to Team Members.</p>	<p>Director of Residential Services</p> <p>Director of Quality Assurance &amp; Member Support</p>	<p>4/1/22</p> <p>Objective Complete</p>	<p>Marla Smith of Heartland Family Services held a C-3 Coaching Workshop for staff who were identified as having the ability to de-escalate behaviors. Training was held 3/25/22 and 4/1/22.</p>
<p>2) As a result of this training and the activities of this Team, Nishna will experience:</p>	<p>1) Implement the Team</p> <p>2) Measure the outcomes</p>	<p>Positive Behavioral Support Team</p> <p>Administrative Team</p>	<p>On-going</p> <p>Monthly Team Meeting and observations</p>	<p>a) Since the implementation of the team in April 2022, 8 clients have been observed and support plans have been written for their staff. 5 behavioral</p>

<p>a) A decrease in the number of major reportable incidents.</p> <p>b) A decrease in the number of client discharges from agency services due to behaviors.</p> <p>c) A decrease in workers compensation injuries sustained by agency staff.</p>				<p>related major incidents were submitted from 4/1/22 – 10/4/22. This amount will serve as the baseline going forward.</p> <p>b) Services have been terminated to date for 1 client who has been supported by the team due to noncompliance with his intervention plan. To date, he has not yet found another placement.</p> <p>c) There have been no workers compensation injuries due to client behaviors during this time period.</p>
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***Goal 7: Implement a Consolidated Data System for Billings and Documentation***

<b>Objectives</b>	<b>Action Steps</b>	<b>Persons Responsible</b>	<b>Time Frame</b>	<b>Status</b>
<p>1) Research software packages that can meet NPI’s specific needs as needed. Focus on the changes being made to EDOC.</p>	<p>1) Finances and expectations from MCO’s (Managed Care Organizations) will dictate progress towards achievement of implementation.</p>	<p>IT Staff Billing Manager Director of Operations Director of Residential Services</p>	<p>1/1/23</p>	<p>10-4-22: Research on software had to be completed as Edoc is going away in 2023. With Setworks now in control of Edoc and able to migrate Edoc documentation into their system, it was decided to go with Setworks. We will be purchasing and implementing the Setworks software by June 30, 2023. The software will replace Edoc and will be used for billing. It will consolidate all the client information, documentation, billing and med records into one location. Nishna will be applying for the 4<sup>th</sup> round of ARPA funding available from Iowa DHHS. The Health Infrastructure grant opportunity would cover the cost of onboarding and the software.</p>
<p>2) Implement a new system.</p>	<p>1) Install new system. 2) Train staff on changes that will be required to use new system efficiently and correctly.</p>	<p>IT Staff Billing Manager Director of Operations Director of Residential Services</p>	<p>7/1/23</p>	<p>Setworks implementation will begin when Nishna receives notification its ARPA grant request has been approved.</p>



**Goal 8: A Succession Plan for Each Administrative, Management, and Supervisory Staff Position at Nishna Productions, Inc.**

<b>Objectives</b>	<b>Action Steps</b>	<b>Persons Responsible</b>	<b>Time Frame</b>	<b>Status</b>
1) To develop a Succession Plan for each of the positions identified in the goal, so the agency has a written plan for continuing the success of the agency through the staff that come next. The Succession Plan will allow the sharing of all the knowledge and experience that currently exists in the staff occupying these positions.	1) Meet face-to-face with each employee currently serving in one of the identified positions and secure their input. Critical information to be obtained from these interviews includes when the employee intends to retire, should they be approaching retirement age.	Board of Directors HR Department Executive Director	7/1/22	10-4-22: A document to assist with Succession Planning has been developed and remains a “work in progress”. It is in the form of an excel spreadsheet being passed among Directors and Team Leaders seeking information and input on their planned retirement date, potential replacement, and what their replacement needs to be able to do the job. Once this chart is fully completed, we can begin to develop a replacement and recruitment strategy for each position.
	2) Secure input from these same staff, who might not be considering a retirement date, but rather the agency needs to have a plan should something negative happen tomorrow and their position needs to be filled quickly.	Board of Directors HR Department Executive Director	7/1/2022	
	3) Implement a Marketing & Recruitment Strategy to look for staff needed in a Succession Plan.	HR Dept	7/1/22	10-4-22: This has not been implemented or completed.

**Goal 9: Expand Opportunities Within the Day Habilitation Service Area**

<b>Objectives</b>	<b>Action Steps</b>	<b>Persons Responsible</b>	<b>Time Frame</b>	<b>Status</b>
1) Further develop the program in Glenwood.	1) Find a suitable location with enough space to expand the size of the program.	Director of Operations Executive Director Development Specialist Human Resources	7/1/22	10/6/22 – We looked at several available properties in Glenwood throughout the period; however, they either were not accessible to accommodate expansion of the program, or the rent was a lot more than could be justified. We continue to
	2) Identify clients to attend the expanded		10/1/22	

	<p>program.</p> <p>3) Identify and/or hire additional staff for the expanded program to meet the demands.</p>		10/1/22	look as property becomes available.
<p>2) Fully adapt the current structure of Day Habilitation Services to meet the Day Habilitation rules effective 2/1/21.</p>	<p>1) Explore and integrate Day Habilitation curriculum and plans into the current program structure, allowing for expanded offerings for clients.</p> <p>2) Provide additional training and networking opportunities for Day Habilitation staff to learn to develop the program. (ex., visiting other provider agencies, attending outside training opportunities, etc.)</p> <p>3) Work to ensure the program design more fully fits the intended outcomes of the services, to include more activities geared toward exploring employment, volunteerism, and true integration into the community. This will also include more client involvement in planning of activities to fit their abilities.</p>	<p>Director of Operations Day Habilitation Instructors</p> <p>Director of Operations Executive Director</p> <p>Director of Operations Day Habilitation Instructors</p>	<p>7/1/22 &amp; On-going</p> <p>7/1/22 &amp; On-going</p> <p>7/1/22 &amp; On-going</p>	<p>10/6/22 – Two curriculum were identified and shared with each of the Day Hab programs. Staff are able to take ideas from the programs to build upon in order to meet the needs of their clients.</p> <p>Staff have not had the opportunity to visit other programs but have had the opportunity to attend a couple of trainings and start to connect with other providers in that manner.</p> <p>We continue to focus on making the program more focused on client choice of activities and planning to fit their interests. Several tools to promote discussions have been developed and are completed on a weekly basis. The Red Oak group has been able to develop several volunteer opportunities with Meals on Wheels, the Child Development Center, and a local guinea pig rescue. Staff are working to develop opportunities for true integration into the community. We continue to have a dialog and share ideas between the groups.</p>