

Goal: Move all Prevocational Members to Jobs in the Community Vocational/Employment Services

| Objectives | Action Steps | Persons Responsible | Time Frame | Status |
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| <p>1) All members receiving funding under Prevocational/Medicaid will have a job of their choosing in the community.</p> | <p>1) Community Employment Staff will meet at a minimum 1 time per week with each member receiving prevocational services to provide job development activities as outlined in their IVRS Employment Plan or MCO Community-Based Service Plan. Activities completed will be documented on appropriate agency forms.</p> <p>2) Community Employment Staff will meet weekly or more frequently with each member when their progression towards a community job includes Community Employment Services funded by Medicaid or IVRS and include Discovery, Job Shadows, Career Exploration and/or Workplace Readiness Assessments. Activities completed will be tracked on appropriate agency forms.</p> | <p>Certified Community Employment Specialists</p> <p>Certified Community Employment Specialists</p> | <p>12-31-21</p> <p>12-31-21</p> | <p>1/18/22: CE has not had weekly meetings with job candidates funded by IVRS. For Medicaid funded job candidates, these weekly meeting have generally happened but not always, due to staff shortages.</p> <p>CE staff have worked with IVRS job candidates every other week. The IVRS service, Discovery, was discontinued due to a change in IVRS policy</p> |
| <p>2) For those members already working on a job in the community, but not working the number of hours they want to work anywhere (community and/or prevocational), the members will increase the number of hours they are working on a job in the community, so the member's wage, equal the wage earnings they will lose when they transition out of prevocational services.</p> | <p>1) Community employment staff will determine each of the member's average monthly earnings from prevocational services.</p> <p>2) Once per quarter, Community Employment staff will meet with the member and their employer to discuss increasing the employee's hours of work per week. Contacts will be documented on an agency Contact Note form.</p> | <p>Certified Community Employment Specialists</p> | <p>12-31-21</p> | <p>This objective was not met. 6 of the 8 job candidates still receiving prevocational services, did not obtain additional employment. While there are job opportunities available, there continue to be challenges to overcome: 1) these tend to be less-skilled job candidates, so finding a job match is not easy 2) NPI continues to be challenged in every service area by staff shortages.</p> |

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

| Objectives | Action Steps | Persons Responsible | Time Frame | Status |
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| <p>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.</p> | <p>1) Continue to attend all applicable trainings and webinars regarding the Managed Care.</p> <p>2) Be open to changes as MCOs come and go.</p> <p>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.</p> <p>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.</p> <p>5) Continue to teach and train all staff on policies and procedures.</p> <p>6) As time under Managed Care Organizations continues to progress, review and analyze the need to revise agency organizational structure.</p> | <p>Administrative Team Billing Manager</p> <p>Administrative Team Billing Manager</p> <p>Administrative Team Billing Manager</p> <p>Director of Quality Assurance & Member Support</p> <p>Administrative Team</p> <p>Executive Director Administrative Team</p> | <p>On-going</p> <p>On-going</p> <p>On-going</p> <p>On-going</p> <p>On-going</p> <p>On-going</p> | <p>1-19-22: Nishna has continued to attend all zoom meetings and webinars that keep the agency up-to-date on information related to our work with the Managed Care Organizations. Policies are re-written to coincide with any MCO changes. The Director of Quality Assurance & Member Support monitors MCO websites for updates and policy changes and passes this information on. Nishna makes every attempt to change business practices as necessary. Nishna Productions, Inc. has remained open to affiliation with other providers but has not found it necessary to do it for any reason.</p> |
| <p>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 and within their requirement to pay within 30 days.</p> | <p>1 Continue to stay on top of all claims submitted and remittance advice, including MCO mistakes.</p> <p>2) After 30 days of non-payment, start chasing unpaid claims.</p> | <p>Billing Manager Executive Director</p> <p>Director of Quality Assurance & Member Support Executive Director Billing Manager</p> | <p>On-going</p> <p>On-going</p> | <p>1 & 2) These steps are still taken to collect unpaid claims. Correct payments from the MCOs have improved.</p> |

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| | <p>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.</p> <p>4) Continue to work to get SCL and HAB hourly reimbursement rates above expense levels.</p> | <p>Director of Quality Assurance & Member Support Executive Director Billing Manager</p> <p>Executive Director</p> | <p>On-going</p> <p>Ongoing</p> | <p>1/6/22: On 7/1/21, reimbursement rates for hourly Supported Community Living (SCL) services funded through Habilitation were increased, but they remain below the levels needed for this service to break even financially. Intellectual Deficit and Brain Injury SCL hourly reimbursement rates continue to be negotiated rates with the Managed Care Organizations. In the summer of 2021, attempts were made by Nishna Administration to get an increase for the services under the Brain Injury Waiver, which is \$5.20/15-min unit. Our requests were denied, and we were told Nishna had plenty of money. HCBS Cost Report Info for these services from FY 20-21:</p> <p>ID Waiver: Cost \$15.04/15-min unit Reimbursed: \$9.61/15-min unit</p> <p>BI Waiver: Cost \$15.05/15-min unit Reimbursed: \$5.20/15-min unit</p> |
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Goal: To deliver High Quality Community Employment Services

| Objectives | Action Steps | Persons Responsible | Time Frame | Status |
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| <p>1) To place all people wanting jobs in the community on jobs in the community.</p> | <p>1) Train staff to become Job Coaches and Community Employment Staff.</p> <p>2) All must be certified within required time frames in Employment Services Rules.</p> <p>3) Deliver high-quality services as evidenced by scores and comments on Customer Satisfaction Surveys.</p> | <p>College of Direct Supports/College of Employment Supports Executive Director Director of Operations APSE</p> <p>Community Employment Specialist Team Leader</p> <p>Community Employment Specialists</p> | <p>On-going</p> <p>On-going</p> <p>On-going</p> | <p>1-6-22: The staffing shortages that have come out of the pandemic have made it easier in some geographical locations to find jobs for job candidates with disabilities. At the same time, it has made it more difficult to recruit and retain staff. Once Nishna gets staff hired, the agency is able to provide and meet the training requirements.</p> |
| <p>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.</p> | <p>1) Place job ads on INDEED.</p> <p>2) Be on the constant lookout internally for staff who could be either job category.</p> <p>3) Encourage Job Coaches to transition over from the in-facility vocational setting.</p> | <p>HR Dept Community Employment Specialist Team Leader</p> | <p>On-going</p> | <p>1-6-22: The minimum requirement of 6 months previous experience in a direct care capacity can pose a significant challenge. Nishna is currently fully-staffed in the CE dept, or as staffed as the current reimbursement rates will allow.</p> |
| <p>3) To deliver CE services using new technology tools for assistance, such as virtual resume building, virtual job shadow, and virtual job coaching.</p> | <p>1) Learn how to use those resources</p> <p>2) Contact agencies already using these resources for information and guidance.</p> | <p>Community Employment Specialist Team</p> | <p>On-going</p> | <p>1-6-22: The use of technology to deliver community employment services has not been pursued. Agency staff have participated in some training on this topic.</p> |

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

| Objectives | Action Steps | Persons Responsible | Time Frame | Status |
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| <p>1) To develop services that promote individuals with disabilities to become participating members of their community.</p> | <p>1) Each area of service within the agency will develop their own plan for accomplishing this.</p> | <p>Director of Operations Director of Residential Services Executive Director Director of Quality Assurance & Member Support</p> | <p>On-going</p> | <p>1/17/22: While the agency's intention to develop services that get individuals with disabilities as participants in the community, the agency continues to struggle to move this forward. The COVID pandemic has challenged getting individuals out and involved. Staff shortages in virtually every department have limited the agency's ability to move things forward.</p> <p>The Day Hab program has been working to accomplish this objective in a couple of ways. Instructors are attempting to get smaller groups into the community and into situations where there is more independent interaction with community members. Instructors encourage clients to have conversations with community members and attempt to develop relationships that are less dependent on staff support. Additionally, volunteer opportunities are a focus for all Day Hab groups, however COVID has made this extremely challenging at times.</p> |
| <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. 2) Develop a "uniform" for the group to wear to identify them as ambassadors. 3) 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>11/1/21 & On-going</p> | <p>1/17/22: Ambassadors have been identified in each county for a total of 25. We continue to work on activities in the community for them to participate in COVID is an on-going barrier to getting our clientele involved.</p> |

Goal: Provide the Services the Funders want to Purchase

| Objectives | Action Steps | Persons Responsible | Time Frame | Status |
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| <p>1) Stay informed of the government changes in philosophy. This includes, but is not limited to the following:</p> <ul style="list-style-type: none"> a) Managed Care b) Employment Services c) CMS HCBS Transition Settings d) Employment First e) Potential elimination of Sub-minimum Wage Certificates | <ul style="list-style-type: none"> 1) Continue membership and active involvement in the Iowa Association of Community Providers 2) Volunteer to participate in every work group that is addressing change in the system that drives services in Iowa. 3) Participate in all pertinent webinars & trainings on these subjects. | <p>Executive Director Director of Operations Director of Residential Services Management Team Community Employment Specialists Director of Quality Assurance & Member Support</p> | <p>On-going</p> | <p>1/18/22: Nishna participates in every opportunity made available to the agency to stay informed. Since COVID, most of the updates and information come via Zoom meetings or email.</p> |
| <p>2) Remain client-centered in our focus of service delivery.</p> | <ul style="list-style-type: none"> 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. 2) Pay attention to information and feedback from Stakeholder Satisfaction Surveys. Implement changes/modifications where feasible and possible. | <p>Executive Director Director of Operations Director of Residential Services Management Team Community Employment Specialists Director of Quality Assurance & Member Support</p> | <p>On-going</p> | <p>1/18/22: 1) On-going COVID and staffing shortages have impacted the agency significantly. These 2 things have negatively affected the agency's ability to move forward with objectives it had in place. 2) Since experiencing staffing shortage, we have had to "think outside the box." Hours have been revised and some staff are agreeing to stay later on come in earlier</p> |
| <p>3) Grow our residential department.</p> | <ul style="list-style-type: none"> 1) Continue to partner with Glenwood Resource Center and Money Follows the Person to encourage and increase referrals from these sources. 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>Executive Director Director of Residential Services Board of Directors</p> | <p>12-31-21</p> | <p>1/18/22: 1) Residential – working with MFP currently on one admission. We have a home in Glenwood that can be used for more MFP referrals. Working closely with Wendy B., Jennifer D., Doreen S. Kelly R. GRC. 2) All staff receive C3 De-escalation during orientation, and we work closely with the Region behavioral health coach to provide needed and pertinent training. Training this reporting period – Nurtured Heart, Trauma 101.</p> |

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| | <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>Nishna keeps on trying. Iowa Total Care is more willing to give clients what they need. It is more of a battle with Amerigroup, and most likely will not be approved.</p> <p>Managed Care Case Managers often refuse to complete agency surveys.</p> |
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Goal: Increase Staff Recruitment

| Objectives | Action Steps | Persons Responsible | Time Frame | Status |
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| <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>Administrative Team Human Resources Dept. Engagement Committee Hiring Supervisors</p> | <p>On-going</p> <p>8-1-21 & On-going</p> | <p>1/18/22: The Administrative Team is implementing a hiring and referral bonus program. The Hiring Bonus program will go retroactive to July 1, 2021 and will reward those new employees who remain with the organization for 6 months and have successful performance in their position. This program will be advertised locally, as well as on our website and social media platforms. The Referral program will reward current employees that refer quality applicants with a bonus after a successful 6-months for the newly hired employee. Again, we will utilize our website and social media platforms to promote this program, as well as our FYI Newsletter and internal emails and postings. Another avenue we are pursuing is engagement with the local community colleges, both for potential employment referrals, but also to develop a connection with the Human Services programs with the idea to encourage people to pursue our industry for future employment.</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) Develop 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>1-1-22</p> <p>10-1-21</p> | <p>The Careers Facebook Page has launched. We are currently getting a campaign together to highlight the new programs we are implementing, as well as to utilize the page to promote open positions and the application process.</p> <p>Finally, the Engagement Committee did begin the process of having small group forums with a mixture of staff, including those that have been with the organization for a number of years, as well as those that are fairly new to the field. The participating employees were selected at random with a group of 6 employees participating. It was an opportunity for them to freely express their opinions and provide feedback on a variety of topics developed by the Engagement Committee. Notes of the</p> |

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| <p>forums were taken and shared with the Engagement Committee and the Executive Director. We will continue these forums in the coming months.</p> | | | | |
| <p>2) Developing relationships outside Nishna Productions is recruitment.</p> | <p>1) Expand efforts to engage with community organizations & 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>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>Administrative Team Marketing Committee Community Involvement Committee</p> | <p>On-going</p> <p>On-going</p> <p>On-going</p> | |
| | | | <p>1/18/22: All employees are encouraged to be active representatives for the agency in their communities. Nishna Productions, Inc. is a member of the Red Oak Rotary with the Development Specialist designated to attend those meetings. As a result, she is also able to attend the Rotary meetings in Shenandoah and Glenwood. She will be presenting a program to the Glenwood group in the near future (date to be determined). There are also plans in process for a joint event with the Optimists and Kiwanis in Red Oak in the month of March. The service organizations would host and NPI would provide a program.</p> <p>The Red Oak iJag class has been meeting with a group of Red Oak Day Hab clients. As a result of this initial contact, the class is going to plan and coordinate the Red Oak Birthday Clubs going forward. Additionally, we have been asked to present to the class during their healthcare unit. Several staff representing different departments in the agency will participate in this opportunity to educate the students on a career in this field.</p> | |

Goal: Implement a Consolidated Data System for Billings and Documentation

| Objectives | Action Steps | Persons Responsible | Time Frame | Status |
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| <p>1) Research software packages that can meet NPI's specific needs.</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>1-1-21</p> | <p>1-17-22: Nishna is staying with Edoc as they are under new management and will be implementing new programs and systems that will do what Nishna needs. Director of Residential Services is on the Focus Group.</p> |
| <p>2) Implement a new system.</p> | <p>1) Install new system. 2) Train staff on changes that will be required to efficiently and correctly use new system.</p> | <p>IT Staff Billing Manager Director of Operations Director of Residential Services</p> | <p>12-31-2022</p> | <p>Same as above</p> |

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

| Objectives | Action Steps | Persons Responsible | Time Frame | Status |
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| <p>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.</p> | <p>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.</p> | <p>Board of Directors HR Department Executive Director</p> | <p>1/1/22</p> | <p>1/6/22: A Succession Plan for each Administrative, Management, Supervisory staff position has not been developed. While plans have been considered, there has not been time to do this. Other agency priorities, such as addressing staffing shortages in direct care positions, have been the priorities.</p> |
| <p>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.</p> | <p>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.</p> | <p>Board of Directors HR Department Executive Director</p> | <p>1/1/2022</p> | |
| <p>3) Implement a Marketing & Recruitment Strategy to look for staff needed in a Succession Plan.</p> | <p>3) Implement a Marketing & Recruitment Strategy to look for staff needed in a Succession Plan.</p> | <p>HR Dept</p> | <p>1/1/22</p> | |

Goal: Expand Opportunities Within the Day Habilitation Service Area

| Objectives | Action Steps | Persons Responsible | Time Frame | Status |
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| <p>1) Further develop the program in Glenwood.</p> | <ol style="list-style-type: none"> 1) Find a suitable location with enough space to expand the size of the program. 2) Identify clients to attend the expanded program. 3) Identify and/or hire additional staff for the expanded program to meet the demands. | <p>Director of Operations Executive Director Development Specialist Human Resources</p> | <p>3/1/22 5/1/22 6/1/22</p> | <p>1/18/22: We are continually looking for suitable properties that are affordable. At this time, we have not found anything that will work. Until this step is completed, we are not able to consider further expansion, as the current space will not allow for more clients to attend.</p> |
| <p>2) Fully adapt the current structure of Day Habilitation Services to meet the Day Habilitation rules effective 2/1/21.</p> | <ol style="list-style-type: none"> 1) Explore and integrate Day Habilitation curriculum and plans into the current program structure, allowing for expanded offerings for clients. 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.) 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>Director of Operations Day Habilitation Instructors Director of Operations Executive Director Director of Operation Day Habilitation Instructors</p> | <p>12/1/21 & On-going 12/1/21 & On-going 10/1/21 & On-going</p> | <p>1/18/22: Two outside curriculum plans were identified, with copies of each made for each Day Hab site. These were intended to be utilized for new ideas on how to develop daily plans to meet the new rules. We continue to look for additional resources available. All Day Hab staff have completed the initial training required under the rules. As new staff are hired, they will be assigned the training to be completed within the allotted time. With COVID still a huge concern, opportunities have not been available to network with other agencies to share ideas. Day Hab staff have been focused on planning activities based on client choice that still meet the demands of the new rules. Client involvement in planning is a strong focus of the program, developing activities based strictly around client interests and ideas. We continue to work to find ways to incorporate exploration of employment as well as cultural and civic minded activities, including volunteer opportunities.</p> |