

Goal 1: 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
<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 Managed Care. 2) Be open to changes as MCOs come and go. 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. 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. 5) Continue to teach and train all staff on policies and procedures. 6) As time under Managed Care Organizations continues to progress, review and analyze the need to revise agency organizational structure.</p>	<p>Administrative Team Business Office TL Administrative Team Business Office TL Administrative Team Business Office TL Business Office TL Administrative Team Executive Director Administrative Team</p>	<p>On-going On-going On-going On-going On-going On-going</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. 2) After 30 days of non-payment, start chasing unpaid claims.</p>	<p>Business Office TL Executive Director Executive Director Business Office TL</p>	<p>On-going On-going</p>	

	<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 reimbursement rates for all services above expense levels.</p>	<p>Executive Director Business Office TL</p>	<p>On-going</p>
	<p>1) Attend weekly virtual IACP meetings.</p> <p>2) Attend Legislative Coffees</p> <p>3) Request to meet with these people face to face.</p> <p>4) Send emails encouraging positive action.</p>	<p>Executive Director Development Specialist</p> <p>Executive Director</p>	<p>On-going</p> <p>On-going</p>

Goal 2: To deliver High Quality Community Employment Services

Objectives	Action Steps	Persons Responsible	Time Frame	Status
<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 the 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>2) To hire adequate numbers of</p>	<p>1) Place job ads on INDEED.</p>	<p>HR Dept</p>	<p>On-going</p>	

<p>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>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.</p>	<p>Community Employment Specialist Team Leader</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 2) Contact with agencies already using these resources for information and guidance.</p>	<p>Community Employment Specialist Team</p>	<p>7-1-25</p>

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

Objectives	Action Steps	Persons Responsible	Time Frame	Status
<p>1) Residential clients will participate in at least 1 community activity every week. (Community activities include, but are not limited to bowling, movies, plays, library, utilizing city and state parks, etc.)</p>	<p>1) House staff will research upcoming activities. 2) House staff will ask individuals what activities they want to do at monthly client meeting. This is to be documented on monthly meeting notes. 3) Arrangements will be made for individuals to participate in chosen activities. a) money will be budgeted if needed. b) extra staff will be scheduled if needed. 4) Accommodations will be made in advance. 5) Clients will participate in chosen</p>	<p>House Staff Director of Residential Services</p>	<p>On-going</p>	

<p>activities.</p> <p>6) Activity participation will be documented on the activities chart on the server.</p>	<p>1) Provide client ambassadors a list of upcoming events to choose from.</p> <p>2) Provide what is needed to them to ensure participation</p> <p>3) Track participation.</p> <p>4) Consider rotating membership to give others the opportunity.</p>	<p>Director of Residential Services Development Specialist Team Leaders</p>	<p>On-going</p>
<p>2) Client Ambassador group will volunteer to participate in community events at least once per quarter.</p>	<p>1) Gather and distribute monthly community activities via activity board, staff email, and direct invitations.</p> <p>2) Engage schools, community organizations, churches, and social groups to develop social opportunities.</p>	<p>Development Specialist Direct Care Staff</p>	<p>Weekly</p>
<p>3) Pursue/create ongoing, long-term community activities (i.e. Adopt-a-class, monthly senior meals.</p>	<p>1) Renegotiate bids received all contract work done within the agency's work centers, so the agency is able to pay above minimum wage to everyone working in these services.</p> <p>2) Hire additional Production Workers without disabilities to create an integrated/inclusionary work setting. These will be required to meet the work demands.</p>	<p>Internal Employment Team Leader Director of Operations HR</p> <p>Internal Employment Team Leader</p>	<p>On-going</p> <p>On-going</p>
<p>4) Continue to offer work opportunities to individuals with disabilities as employees of NPI.</p>			

Goal 4: Provide the Services the Funders want to Purchase

Objectives	Action Steps	Persons Responsible	Time Frame	Status
<p>1) Stay informed of the government's changes in</p>	<p>1) Continue membership and active involvement in the Iowa Association.</p>	<p>Executive Director Director of Operations</p>	<p>On-going</p>	

<p>philosophy. This includes, but is not limited to the following: a) Managed Care b) Employment Services c) CMS HCBS Transition Settings d) Employment First</p>	<p>of Community Providers</p> <ol style="list-style-type: none"> Volunteer to participate in every work group that is addressing change in the system that drives services in Iowa. Participate in all pertinent webinars & trainings on these subjects. 	<p>Director of Residential Services Management Team Community Employment Specialists Quality Assurance & Safety Specialist</p>		
<ol style="list-style-type: none"> Remain client-centered in our focus of service delivery. 	<ol style="list-style-type: none"> Be willing to consider modifications to service delivery, such as staffing ratios, focus of efforts on integration into the community, methodology for service delivery. 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 Quality Assurance & Safety Specialist Internal Employment Supervisor</p>	<p>On-going</p>	
<ol style="list-style-type: none"> Continue to consider all referrals for services balancing our ability to meet the needs and including a mixture of services to provide residential with a meaningful day. Continue to train and support staff in working with challenging individuals in order to confidently accept more difficult-to-serve individuals into our program. Continue to offer innovative training opportunities for all staff. Continue to advocate for local behavioral health supports and services that can assist community providers ASAP with consumers with an ID 	<ol style="list-style-type: none"> Continue to partner with Money Follows the Person to admit all referrals that match. Continue to train and support staff in working with challenging individuals in order to confidently accept more difficult-to-serve individuals into our program. Continue to offer innovative training opportunities for all staff. Continue to advocate for local behavioral health supports and services that can assist community providers ASAP with consumers with an ID 	<p>Executive Director Director of Residential Services Director of Operations CE Team Leader Executive Director Director of Residential Services HR Manager Executive Director Director of Residential Services</p>	<p>On-going On-going On-going</p>	

	<p>diagnosis with other complex needs.</p> <p>4) Continue to survey all stakeholders and individuals served in order to determine which areas the agency needs to improve.</p>	<p>Quality Assurance & Safety Specialist CE Team Leader Quality Assurance Auditor</p>	<p>On-going</p>
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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) Utilize the FYI Newsletter to spotlight the benefits of working for NPI, as well as showing appreciation and recognition for efforts of employees who go above and beyond.</p> <p>3) Develop a full marketing campaign to utilize the "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</p> <p>Development Specialist</p>	<p>On-going</p> <p>On-going</p> <p>On-going</p>	
	<p>4) Utilize the services available through True North and ADP to gather feedback from employees on job satisfaction, incentives, working conditions, etc. Use this information to impact policy development, benefits changes, as well as recruitment efforts.</p>	<p>Executive Director Director of Operations HR Department</p>	<p>On-going</p>	

<p>2) Developing relationships outside Nishna Productions is recruitment.</p>	<p>1) Expand efforts to engage everywhere with the community to educate regarding working in the human services field and that people with disabilities do not have “infectious” diseases. Encourage client involvement. Direct Support Professionals are the best recruiters Nishna has.</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 Development Specialist</p> <p>Team Leaders All Staff</p>	<p>On-going</p> <p>On-going</p> <p>On-going</p>	
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Goal 6: Implement a Positive Behavior Support Team to Help Direct Care Staff Work with Clients who are Verbally and Physically Aggressive

Objectives	Action Steps	Persons Responsible	Time Frame	Status
<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>Workforce Manager Positive Behavioral Support Team Administrative Team</p>	<p>On-going</p>	
<p>2) As a result of this training and the activities of this Team, Nishna will experience: a) A decrease in the number of</p>	<p>1) Implement the Team</p>	<p>Positive Behavioral Support Team Administrative Team Quality Assurance & Safety</p>	<p>On-going</p>	

<p>major reportable incidents. b) A decrease in the number of client discharges from agency services due to behaviors. c) A decrease in workers compensation injuries sustained by agency staff.</p>	<p>2) Measure the outcomes</p>	<p>Specialist</p>	
<p>3) PST will meet each month to discuss targeted behaviors and determine which clients/sites would benefit from a Staff Intervention Plan.</p>	<p>1) Meet monthly 2) Choose at least 1 client to observe 3) Complete observations 4) Brainstorm for ideas 5) Write Staff Intervention Plan 6) Discuss plan with applicable staff 7) Team members will follow-up with staff they observed to coach and advise each month</p>	<p>Positive Behavioral Support Team</p>	<p>On-going</p>
<p>4) Each Direct Support Staff Member will complete Personal Safety Care Training</p>	<p>1) Develop a Train the Trainer for Nishna Staff for this training offering.</p>	<p>Workforce Manager</p>	<p>3/1/25</p>

Goal 7: Implement a Consolidated Data System for Billings and Documentation

Objectives	Action Steps	Persons Responsible	Time Frame	Status
<p>1) Implement Therap and move away from Networks.</p>	<p>1) Install new system 2) Train staff on changes that will be required to use new system correctly and efficiently. 3) Implement all functions and capabilities of the software</p>	<p>Quality Assurance & Safety Specialist IT Staff Business Office TL Director of Operations Director of Residential Services Quality Assurance Auditor</p>	<p>10/1/24</p>	

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

Objectives	Action Steps	Persons Responsible	Time Frame	Status
1) Develop and maintain 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.	<ol style="list-style-type: none"> 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. 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. 3) Implement a Marketing & Recruitment Strategy to look for staff needed in a Succession Plan. 	<p>Board of Directors HR Department Executive Director</p> <p>Board of Directors HR Department Executive Director</p> <p>HR Dept</p>	<p>7/1/25</p> <p>1/1/25</p> <p>7/1/25</p>	

Goal 9: Expand Opportunities Within the Day Habilitation Service Area

Objectives	Action Steps	Persons Responsible	Time Frame	Status
1) Continue to further develop the program in Glenwood.	<ol style="list-style-type: none"> 2) Expand the current location to add enough space to expand the size of the program. 3) Identify clients to attend the expanded program. Work with MCO, MFP, and Region Case Managers to identify appropriate referrals. 4) Identify and/or hire additional staff for the expanded program to meet the 	<p>Director of Operations Executive Director Development Specialist Human Resources</p>	<p>On-going</p>	

	demands.		
2) Continue to focus on expanding the Day Hab offerings to meet the client interests and desires. Ensure the program meets the rules set for Day Habilitation services.	<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</p> <p>On-going</p>	
		<p>Director of Operations Executive Director</p> <p>On-going</p>	
		<p>Director of Operations Day Habilitation Instructors</p> <p>On-going</p>	

Goal 10: To Raise Awareness of Nishna and Our Services in the Communities We Serve

Objectives	Action Steps	Persons Responsible	Time Frame	Status
1) Promote NPI events and achievements through local media.	<ol style="list-style-type: none"> 1) Minimum of one (1) printed item in local papers per month. 2) Broadcast NPI events and news items on KCSI and KMA quarterly. 	Development Specialist Marketing Committee	Monthly Quarterly	
2) Enhance NPI's digital presence.	<ol style="list-style-type: none"> 1) Increase website traffic 2) Increase social media followers 3) Develop video series for online distribution 4) Update website to track visitors and obtain contact information 	Development Specialist	Monthly Quarterly	