

Nishna Productions, Inc.
Strategic Plan
 11/1/22

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
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	
	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 and within their requirement to pay within 30 days.	1) Continue to stay on top of all claims submitted and remittance advice, including MCO mistakes.	Billing Manager Executive Director	On-going	
	2) After 30 days of non-payment, start chasing unpaid claims.	Director of Quality Assurance & Member Support Executive Director Billing Manager	On-going	

	<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>	
3) Add Molina into our MCO structure as the third Iowa MCO.	<p>1) Complete contract with Molina</p> <p>2) Re-align consumers with the MCO they are assigned to or choose to switch to.</p> <p>3) Add the consumers to agency’s authorized payment list in Ability.</p>	<p>Executive Director</p> <p>Billing Manager</p> <p>Billing Manager</p>	<p>1-1-23</p> <p>5-1-23</p> <p>7-1-23</p>	
4) Advocate with State and Federal Legislators regarding increased funding to be able to continue to increase staff wages and benefits.	<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
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. 2) All must be certified within required time frames in Employment Services Rules. 3) Deliver high-quality services as evidenced by scores and comments on Customer Satisfaction Surveys.	College of Direct Supports/College of Employment Supports Executive Director Director of Operations APSE Community Employment Specialist Team Leader Community Employment Specialists	On-going On-going 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	
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	1-1-24	

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.</p> <p>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.</p> <p>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.</p> <p>4) Accommodations will be made in advance.</p> <p>5) Clients will participate in chosen activities.</p> <p>6) Activity participation will be documented on the activities chart on the server.</p>	<p>House Staff Director of Residential Services</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) 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>Director of Residential Services Development Specialist Team Leaders</p>	<p>On-going</p>	
<p>3) Pursue/create ongoing, long-term community activities (i.e. Adopt-a-class, monthly senior meals.</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>	

4) To eliminate the agency's sub-minimum wage certificate and develop "Nishna Industries"	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.	Internal Employment Supervisor Director of Operations Executive Director HR Internal Employment Team Leader	1-1-23	
	2) Eliminate sub-minimum wage certificate.		1-1-23	
	3) Hire all clients as Production Workers following the same process as followed when hiring regular staff.		2-1-23	
	4) Hire additional Production Workers without disabilities to create an integrated/inclusionary work setting. These will be required to meet the work demands.		On-going	

Goal 4: Provide the Services the Funders want to Purchase

Objectives	Action Steps	Persons Responsible	Time Frame	Status
1) Stay informed of the government changes in philosophy. This includes, but is not limited to the following: a) Managed Care b) Employment Services c) CMS HCBS Transition Settings d) Employment First e) Potential elimination of Sub-minimum Wage Certificates	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.	Executive Director Director of Operations Director of Residential Services Management Team Community Employment Specialists Director of Quality Assurance & Member Support	On-going	
2) Remain client-centered in our focus of service delivery.	1) Be willing to consider modifications to service delivery,	Executive Director Director of Operations	On-going	

	<p>such as staffing ratios, focus of efforts on integration into the community, methodology for service delivery.</p> <p>2) Pay attention to information and feedback from Stakeholder Satisfaction Surveys. Implement changes/modifications where feasible and possible.</p>	<p>Director of Residential Services Management Team Community Employment Specialists Director of Quality Assurance & Member Support</p>		
<p>3) Admit all of the appropriate referrals being received from the closure of Glenwood Resource Center on 6-30-24. This requires residential matched with providing a meaningful day.</p>	<p>1) Continue to partner with GRC and Money Follows the Person to net and admit all referrals that match.</p> <p>2) Continue to train and support staff in working with challenging individuals in order to confidently accept more difficult-to-serve individuals into our program.</p> <p>3) Continue to advocate for local behavioral health supports and services that can assist community providers ASAP with consumers with an ID 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>Executive Director Director of Residential Services Director of Operation CE Team Leader</p> <p>Executive Director Director of Residential Services Director of Quality Assurance & Member Support</p> <p>Executive Director Director of Residential Services</p> <p>Director of Quality Assurance & Member Support CE Team Leader</p>	<p>6-30-24</p> <p>On-going</p> <p>On-going</p> <p>On-going</p>	

would benefit from a Staff Intervention Plan.	<ul style="list-style-type: none"> 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 			
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Goal 7: Implement a Consolidated Data System for Billings and Documentation

Objectives	Action Steps	Persons Responsible	Time Frame	Status
1) Implement Networks and move away from Edoc, Vertex, and PC Act.	<ul style="list-style-type: none"> 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 	IT Staff Billing Manager Director of Operations Director of Residential Services Director of QA & Member Support	7/1/23	

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) 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	7/1/23	
	2) Secure input from these same staff, who	Board of Directors	7/1/23	

	<p>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>3) Implement a Marketing & Recruitment Strategy to look for staff needed in a Succession Plan.</p>	<p>HR Department Executive Director</p> <p>HR Dept</p>	<p>7/1/23</p>	
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Goal 9: Expand Opportunities Within the Day Habilitation Service Area

Objectives	Action Steps	Persons Responsible	Time Frame	Status
1) Further develop the program in Glenwood.	<p>1) Find a suitable location with enough space to expand the size of the program.</p> <p>2) Identify clients to attend the expanded program.</p> <p>3) Identify and/or hire additional staff for the expanded program to meet the demands.</p>	<p>Director of Operations Executive Director Development Specialist Human Resources</p>	<p>7/1/23</p> <p>10/1/23</p> <p>10/1/23</p>	
2) Fully adapt the current structure of Day Habilitation Services to meet the Day Habilitation rules effective 2/1/21.	<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>On-going</p> <p>On-going</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.	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.	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	