



## **Nia Association, Inc. 2023 Strategic Management Plan**

Nia Association, Inc. embraces strategic management as a comprehensive process of ongoing endeavors that collectively enable the corporation to move forward in support of its mission. Nia's strategic management planning is used to guide the organization to better coordinate and align resources exemplifying the visions and strategies implemented throughout the multi-faceted agency.

Management activities are designed to provide feedback for executive decision-making, used to enhance further development throughout agency realms. Expansion is necessary in order to provide additional support to one of the largest growing regions in the United States which include elderly and disabled Veterans and Non-Veteran citizens.

Nia's strategic management plan delineates goals; to include key initiatives, outcomes, performance measures, etc., to be used as tools which deliver clarity and focus that epitomize our mission. Strategies for goal attainment are also aligned with our mission as Nia believes in fulfilling the purpose of all actions, objectives, tactics, and resources.

Nia Association, Inc. continues efforts to reduce operational costs while remaining efficient and effective. Nia seeks to transform its business endeavors to embrace 21<sup>st</sup> century technology to create a cost-effective and strategic workflow. Nia remains in motion to create a successful, yet simplified business environment.

Nia's Strategic management plan helps answer the following four fundamental questions:

### **1) Where are we now?**

The question is answered by stating its mission, core values, and ongoing responsibilities in a measurable and articulate context.

Mission Statement: Nia is a Premier non-profit organization which provides holistic Disability Support Services, Employment Opportunities, Training, and Quality Affordable Housing in Middle Tennessee.

Vision Statement: As a company with multiple disability service capabilities, Nia Association shall continue to assist Veteran and Non-Veteran Citizens by providing personalized care, affordable quality homes, and employment opportunities with necessary training or mentorships. Nia shall continue to provide top quality support via State and Federally funded programs. In addition to Department of Intellectual and Developmental Disabilities (DIDD) contracts, Nia has obtained the Department of Health Professional Support Services License (focusing on Nursing Services).



Nia Association, Inc. is also credentialed with Managed Care Organizations (MCO), Amerigroup and BlueCare, to extend comparable services to those with acquired disabilities, such as: strokes, traumatic brain injury, Alzheimer's, Dementia, and more.

Nia has intensified marketing and networking efforts via radio media and board member recruitment, to include various business professionals. As always, Nia shall continue to partner with Disability Stakeholders for Veterans and their family members. Additionally, in the operating year of 2019, Nia received a small grant and a brand-new van that is adaptive, acquired through the 5310 Grant.

Employment and Community First (ECF) is the newest method for offering "Above and Beyond" support for people in accordance with their selections and choices. Individual employment support consists of services that help Individuals maintain a competitive or customized job in an integrated community setting. **Exploration** is a one-time, time-limited service to help Individuals make choices about individualized, integrated, or Supported Employment (SE). **Discovery** is another one time, time-limited, yet targeted service for individuals whom, through comprehensive analysis of a person's history, family, friends, and support staff, can be placed in the appropriate employment opportunity. **Situational Assessment and Observation** is also a one time, time-limited service. This action involves several assessments of interpersonal skills, work behaviors, and vocational skills via practical, experiential, community involvement, or paid work experiences, which combine to exemplify the individual's specific interests. The **Vocational Rehabilitation (VR) Program** involves job development, job coaching and co-worker assistance. Each method focuses on employment and appropriate VR/SE/ECF Program leadership needed to acquire and retain jobs for those who desire work and are below retirement age. Nia requires a dedicated ECF/VR Program Manager to fulfill compliance mandates.

Nia Association Core Values include:

- A) We believe people are of first importance.
- B) We support self-advocacy.
- C) We are accountable to all stakeholders.
- D) We will continually improve.
- E) We will focus on people's health, safety, and wellness.
- F) We will manage our resources wisely.
- G) We shall hire and train our employees to be valuable resources.



H) Our work environment will motivate people and promote productivity.

I) We will provide supports and services that are:

- Exceptional
- Meaningful
- Engaging
- Relevant
- Important

### **Goals:**

1. Leadership: Provide the direction, planning, coordination, communication, and administrative support necessary to foster an integrated system that better supports disadvantaged individuals.
2. Local assistance: Provide support and services that are efficient and safe on a localized basis, to include local and reliable housing.
3. Expansion: Provide additional support to individuals by expanding the types of services offered which may be necessary. For example, opening a new Day-Activities Program for adults with intellectual disabilities.
4. Population: Provide support to a larger number of individuals that is concurrent with the growth of the population of the region in general.

### **2) Where do we want to be?**

Nia Association, Inc. seeks to expand support and services which align with the organization's mission and vision statements. Nia will maintain its high level of quality support, not only by title or search of "Four-Star Agency," but more importantly, providing improved training and orientation to new staff at every level. In the short term (2019), Nia fulfilled its plan to expand the ECF program through the managed care organizers (Blue-care and Amerigroup). In the long-term, Nia will continue to expand as the population demands the utilization of additional supported-living buildings provided by the State of Tennessee. Nia will begin expanding our presence within the housing market for the purpose of obtaining Tennessee Housing Development Agency (THDA) funding and grant donations throughout the year. Long and Short-term goals include:

1. Program Delivery: Nia will continue to provide top quality program support, while at the same time expanding current programs. New programs will receive the same attention to detail as successful, existing programs. To



achieve this goal, Nia Executives must hire people who are sufficiently educated, experienced, and committed to fulfilling the specific program needs.

2. Organizational Improvement: Nia Association will continually improve as an organization by seeking professional development opportunities for its executive and management level staff. Nia Association will also strive to provide quality, professional, peer mentoring and training to mid-level management staff as well those working in the homes.
3. External Relationships: With community service and involvement in mind, Nia will reach out to a variety of possible future stakeholders, established agencies similar to Nia, military, families of those supported, and both public and private organizations for possible partnerships. Nia will maintain and refine positive relationships with existing external entities, such as, high school academies. Nia believes partnerships may lead to positive outcomes for all organizations.
4. Technology: Nia will continue to optimize the use of technology to improve the efficiency and effectiveness of its operations. Therap, System Communications Operations Manager (SCOM), and electronic Medication Administration Record (eMAR) are the latest to be implemented.
5. Workforce: Nia will seek to maximize the success of its workforce by continuing to develop all necessary policies, procedures, processes, and training that focus on equipping employees to best support all persons served.



### **3) How do we get to where we want to be?**

Nia Association, Inc. possesses an executive-level team with decades of experience in providing services to individuals with disabilities. The team's cohesiveness and enthusiasm will be the driving force behind the uphill motion of the organization. Efforts to expand operations are based on research, sound business practices, appropriate counsel, and understanding the needs of a growing and aging population of individuals with various disabilities and barriers. Nia will continue to look at programs that are best practices for the population being served. Nia shall continue to seek grant opportunities. External marketing will occur with a focus on an individual, one-on-one basis, for point of contact as well as at organizational and community levels. Public relations events and opportunities will increase as Nia both hosts and attends all appropriate functions. Guidance and support from the Nia Association's Board of Directors will play a pivotal role in that all advice is expert level. Nia Executives will pursue increased exposure opportunities by attending summits, seminars, exchanging of views, and continued educational opportunities.

### **4) How do we gauge if we are getting to where we want to be?**

Financial projections, quality assurance focus, monthly self-audits, and engaging professionals who assist with promoting compliance will combine to help determine the status of success. In terms of the population served, self-surveys and outcomes of inspections described in the quality reviews, audits, and financial reviews, will aid in measuring the effectiveness of service delivery. Nia currently provides support to a growing population. Nia is presently functioning in a congruent, proficient, qualitative manner with increased accountability; therefore, its capacity for expansion of programs will be determined by retaining committed and proficient management that will be needed to facilitate the vital expansion. Executives will maintain onward and upward projection for the organization throughout the year by adhering to the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis to ensure an efficient and effective operating year.

Nia will use metrics to gauge the progress of where we want to be. They will be specifically related to our goals, quantifiable, attainable, and realistic based upon the economy and other variables.

The below metrics will assist in defining where we are:

#### Program Delivery

- Add a minimum of 2 new programs or initiatives and expand services within existing programs.



### Organizational Improvement

- Develop and execute developmental and professional training plans for all employees (including executives) and attract new employees to support new programs, initiatives, and succession planning.

### External Relationships

- Build Nia's brand on social media and in the community as one of the leading premier providers of support and services for those with disabilities by continuing as a "Four Star Agency" while increasing our footprint in the Middle TN area.

### Technology

- Leverage existing and new technologies including applications to maximize our processes to increase efficiencies and effectiveness across all departments.

### Workforce

- Invest in developing our talent through training and increasing engagement to minimize turnover and grow future leaders within our organization as well as continue to provide superior support to our satisfied and engaged clients.

### Financial

- Metric: Monitor financial activities to sustain and/or reduce overall operational expenses while increasing Nia's business growth by 15%.

## **Department Goals:**

### HR Goal

- Technology (Strategic Goal): Conduct discovery phase to look at how to efficiently leverage current technology to reduce paper footprint without adding additional cost.
- Workforce (Strategic Goal): Work closely with Services to develop an enhanced requisition fulfillment plan for new hire placement to reduce turnover rate.

### Services Goals:

- Expansion to Nashville for FM and CLS 1-2 individuals to grow market area.
- Retaining staff to ensure seamless execution of new development

### Medical Goal

- Organizational Improvement/Technology (Strategic Goal): Implement new process to leverage new vendor for fulfillment of medical needs to reduce delays and errors in clients' medical needs.



- Interfacing with a new pharmacy (Tarrytown) to leverage more time for medical professionals to spend more time on quality. Maximizing cost savings to alleviate in house nursing, due to pharmacy being contracted with DIDD/Therap to ensure compliance.

Fundraising:

( see strategic fundraising plan)