



NAOMI
New Attitude On My Image

STRATEGIC PLAN

2016



INTRODUCTION

The first step in the development of this strategic plan was an in-depth analysis of the NAOMI, Inc. organization. This analysis identified the Strengths and Weaknesses of NAOMI, Inc. Additionally, possible Opportunities and Threats to the organization were also identified. An important component of the analysis was board and staff input, patient input and input from external key stakeholders including funders, referral sources and licensing/accrediting bodies. This input has been received through surveys, focus groups and discussions as they relate to the current and future needs of NAOMI, Inc.

GUIDING PRINCIPLES

Innovation

Provide visionary leadership, develop an enterprising spirit, recruit forward thinkers and be open to new ideas, embrace technological solutions, reward calculated risk taking, advance systems improvement, recognize and celebrate progress.

Quality

Promote and invest in evidence based approaches, support best practices, provide state of the art programs, recruit high quality staff, demonstrate client centered outcomes, expect excellence, and ensure accountability.

Integrity

Commit to the vision and mission, attract individuals with a high degree of personal integrity and strong work ethic, communicate and report accurately, reinforce personal and organizational responsibility for efficiency and promote an open door policy.

Community

Educate public in understanding recovery, get diversity in staff, providers and trustees, acknowledge contributions and have an environment that is open and inclusive.

Coordination / Collaboration

Increased coordination and collaboration efforts with other providers of treatment services, build relationships with partners who share a common vision, Increase coordination and collaboration with community stakeholder groups, respect and appreciate diversity.

PRIORITIES

This Strategic Plan is developed from key priorities identified by board, staff, patients and other key stakeholders during the analysis process. The Strategic Plan developed from these priorities, mission, and values.

Ensure the quality and effectiveness of services resulting in positive client outcomes.

Ensure the future financial viability of NAOMI, Inc.

Recruit and retain competent and professional clinical staff.

VALUES

The strategic plan recognizes the values of staff and patients with respect to the future planning activities of NAOMI, Inc. These values serve as the foundation for our mission.

NAOMI, Inc.'s values are reflected in our day-to-day activities as an organization designed to be about the business of providing quality services to our patients. The values we cherish most include the following:

Respect: Will be offered to all patients, colleagues, stakeholders and the community at large.

Integrity: The professional and personal conduct of our staff, consistently will reflect our code of business and professional ethics. Violators will be reported without fear of reprisal, thereby not participating in a "code of silence."

Diversity of Appreciation: We appreciate the value of cultural diversity and further the understanding of cultural differences through education, communication and sharing of culture-specific celebrations and recognitions.

Excellence: We will take individual responsibility for our performance and constantly strive for excellence by seeking opportunities to learn and improve our competency, making our organization strong and better as a provider of care and a place to work.

MISSION

The mission of NAOMI, Inc. is to transform the physical, spiritual, and emotional lives of women impacted by chemical addiction through a holistic approach of long term residential care, individualized support, and access to comprehensive resources so that each woman can realize their full potential as valuable members in their families and community.

VISION

At NAOMI, Inc. Staff is working toward a drug free community, one woman and one family at a time.

SWOT ANALYSIS

STRENGTHS

- Strong Leadership Team and Board of Directors
- Caring and Compassionate Staff
- Agency Provides a Homelike Environment
- Provides Transportation to Clients Community Services
- Consulting Provided by CARF Surveyor
- High Quality Client Services
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WEAKNESSES

- Infancy of Programs
- Limited Building and Office Space
- Lack of Diversification in Revenue Stream
- Lack of an Electronic Data System
- Increased Turnover

OPPORTUNITIES

- Establish Electronic Records
- To Expand Family and Community Resources
- Expanding Revenue Streams
- Enhancing Community Relations
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THREATS

- Funding Constraints Due to Single Source of Funding
- Liability Issues Attached to having a Smaller Organization
- Staff Turnover
- The Safety Level of Residential Neighborhood

STRATEGIC INITIATIVES

Six (6) Strategic initiatives were identified by the strategic planning groups as a result of the complete SWOT Analysis. Strategic Initiatives guide the development of strategic goals/objectives and of Industry Funds.

STRATEGIC THRUST: HUMAN RESOURCES

STRATEGIC GOAL: DEVELOP NAOMI, INC. HUMAN RESOURCES PLAN TO ADDRESS STAFF RECRUITMENT, RETENTION, STAFFING LEVELS, COMPENSATION PACKAGES AND STAFF COMPETENCIES.

Objective / Action Steps	Leader	YEAR 1				YEAR 2				YEAR 3			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Enhance Staff Recruitment / Retention Plan	ED				X				X				X
Define and formalize recruitment plan	ED		X										
Expand, probationary period to six months	ED		X										
Strengthen Table of Organization Structure to Address All Organizational Task Functions Identified.	ED				X				X				X
Conduct Annual Employee Satisfaction Survey.	ED				X				X				X
Implement Formal Annual Staff Training and Professional Development Program	ED				X				X				X
Schedule and conduct annual mandatory trainings and competency goals	ED				X				X				X

STRATEGIC THRUST: IMAGE

STRATEGIC GOAL: STRENGTHEN NAOMI, INC.'S MARKET SHARE AND IMAGE WITHIN PRIMARY AND SECONDARY MARKET AREAS.

Objective / Action Steps	Leader	2016				2017				2018			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Enhance the image and public awareness of the Behavioral Services Division	ED										X		
Develop and implement integrated Community Relations Plan with budget. Market Plan must address outside strategies. <ul style="list-style-type: none"> - Business/Politicians - Neighborhood Associations - Formalize Service Agreements - Develop Speakers Bureau 	ED							X					
Develop web page and link to other web pages as appropriate.	ED							X					
Provide advocacy at local/state board	ED								X				
Promote Substance Abuse Treatment and needs of Clients through advocacy efforts.	ED								X				

STRATEGIC THRUST: BOARD GOVERNANCE & MANAGEMENT

Strategic Goal: Be a proactive, cohesive group that insures accountability at all levels of the organization

Objective / Action Steps	Leader	YEAR 1				YEAR 2				YEAR 3			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Educate Board Members and plan orientation for New Board Members	BP	X				X				X			
Formally review Strategic Plan on a Quarterly Basis at Board Meetings	BP	X				X				X			
Determine the Organization's Mission& Purpose	BP	X											
Support the Director and review her Performance	BP		X		X		X		X		X		X
Ensure effective Organizational Planning	BP	X				X			X				X
Understand the Organization's Programs	BP	X			X	X			X	X			X
Minutes to be taken at every Board Meeting	BP	X	X	X	X	X	X	X	X	X	X	X	X
Establish dates for assignments and hold Board Chairs/members accountable	BP	X	X	X	X	X	X	X	X	X	X	X	X
Regular Board Trainings and Retreats	BP	X	X	X	X	X	X	X	X	X	X	X	X
Define Board Members responsibilities	BP	X				X				X			
Strengthened Program/Relationship with Board and Management	BP	X	X	X	X	X	X	X	X	X	X	X	X
Define Management Responsibilities	BP	X	X	X	X	X	X	X	X	X	X	X	X

Objective / Action Steps	Leader	YEAR 1				YEAR 2				YEAR 3			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Be consistent in management style of NAOMI, Inc.	ED				X				X				X
Develop meeting format to insure consistency of management meetings	ED				X				X				X
Develop mechanisms to insure consistency in internal communication upward and downward to staff	ED				X				X				X
Provide management training to include defined management competencies	ED				X				X				X
Strengthen Program Relationships with Board of Directors	ED				X				X				X
Develop evaluation instrument for board to evaluate Management annually	ED				X				X				X
Review Strategic Plan on a quarterly basis at Management meetings	ED				X				X				X
Develop goals/objectives to be aligned with Strategic Plan	ED				X				X				X
Minutes to be taken at every staff meeting	ED	X	X	X	X	X	X	X	X	X	X	X	X

STRATEGIC THRUST: PERFORMANCE IMPROVEMENT

Strategic Goal: Fully Support the Mission, Vision and Enhancement of NAOMI, Inc.

Objective / Action Steps	Leader	YEAR 1				YEAR 2				YEAR 3			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Develop / Formalize Performance Improvement Plan / Activities within Division in Support of a QI Philosophy.	ED			X									
Clearly define NAOMI, Inc.'s Quality Improvement Program and develop written plan to guide improvements in QI/MIS capabilities	ED			X									
Collect and analyze data to provide information to Leadership Group to make objective planning decisions	ED				X				X				X
Conduct evaluation and monitoring activities to identify trends from data analysis.	ED		X		X		X		X		X		X
Develop process and provide real-time access to data to increase self-monitoring. Develop and evaluate monitors.	ED		X		X		X		X		X		X
Integrate MIS capabilities and enhance management staff MIS competencies.	ED		X				X				X		
Provide manager MIS training. Integrate clinical, fiscal and utilization data	ED	X	X	X	X	X	X	X	X	X	X	X	X
Provide training to insure managers use data in Management decision-making processes.	ED		X										
Survey and identify management reports needed by departments.	ED		X										

STRATEGIC THRUST: PROGRAM

STRATEGIC GOAL: IDENTIFY, DEVELOP AND IMPLEMENT STRATEGIES, TACTICS AND BEST PRACTICE STANDARDS NECESSARY TO INSURE A MORE EFFICIENT, EFFECTIVE DIVISION.

Objective / Action Steps		Leader	YEAR 1				YEAR 2				YEAR 3			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
To identify and implement Best Practice Standards To meet the needs of the program.		ED	X											
Identify and apply the best mix of evidence-based programs and strategies that are cost effective and achieve the greatest impact		ED	X											
Train staff to implement Best Practice Standards		ED	X											
Track data to measure benchmark standards and make changes as necessary		ED	X											
Increase health, nutrition, and educational services		ED	X											
Explore potential of housing services		ED				X								
Expand Special Populations Services (i.e., Groups for HIV, Women, Etc.) and services for families		ED									X			

