



STRATEGIC PLAN

April 2016 - 2018

INTRODUCTION

The first step in the development of this strategic plan was an in-depth analysis of the New Day Recovery organization. This analysis identified the Strengths and Weaknesses of New Day Recovery. Additionally, possible Opportunities and Threats to the organization were also identified. An important component of the analysis was board and staff input, client input and input from external key stakeholders including 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 New Day Recovery

INDUSTRY TRENDS

State and Federal Mandates

Priorities established in our strategic plan are influenced and will continue to be influenced by the state and federal government.

Funding Sources

Payment for treatment of clients will continue to be limited and stringently managed, while expectations in terms of providing constant updates on client treatment will continue to expand.

Human Resources / Personnel

Staff resources will continue to be limited. Providers will experience an increasing need to recruit and retain competent staff.

Quality and Effectiveness of Care

In a changing and more competitive treatment industry, quality and effectiveness of care will need to be enhanced beyond minimal state standards for providers to remain competitive.

Coordination / Collaboration

Increased coordination and collaboration efforts with other providers of treatment services will be required.

PRIORITIES

This Strategic Plan is developed from key priorities identified by board, staff, clients 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 New Day Recovery.
- Recruit and retain competent and professional clinical staff.

VALUES

The strategic plan recognizes the values of staff and clients with respect to the future planning activities of New Day Recovery. These values serve as the foundation for our mission.

NDR'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 clients. The values we cherish most include the following:

- Respect will be offered to all clients, colleagues, stakeholders and the community at large.
- Integrity: the professional and personal conduct of our staff, will consistently 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 New Day Recovery is to provide an effective and efficient person-centered continuum of behavioral health treatment services to residents of Northeast Ohio.

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.

- I. Fiscal*
- II. Human Resources*
- III. Image*
- IV. Leadership*
- V. Performance Improvement*
- VI. Programmatic*

STRATEGIC THRUST: FISCAL

STRATEGIC GOAL: INSURE NEW DAY RECOVERY 'S FISCAL VIABILITY THROUGH QUALITY FISCAL MANAGEMENT, ACCURATE REPORTING AND ADEQUATE CASH RESERVES.

#	Objective / Action Steps	Leader	YEAR 1				YEAR 2				YEAR 3			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.0	<i>Adjust payor mix, seek new revenue sources and expand revenue base</i>													
1.1	Identify and seek additional third-party funding sources and stabilize all payors.		X	X	X	X	X	X	X	X	X	X	X	X
1.2	Maximize funding		X	X	X	X	X	X	X	X	X	X	X	X
1.3	Market and increase client base by 50% annually					X		X						X
1.4	Maximize capacity of Detox and OP		X	X	X	X	X	X	X	X	X	X	X	X
2.0	<i>Diversify revenue sources and increase volume from both primary and secondary markets</i>													
2.1	Develop / formulate marketing plan / strategy – product line, pricing, placement and promotion.			X										
3.0	Ensure Program Director demonstrates competencies in fiscal management													
3.1	Provide fiscal/budgetary training to Program Director to include identified competency requirements for direct service staff					X				X				X
4.0	Improve performance in all third party record audits													
4.1	Insure Record Review Process to insure compliance with external audits.			X										

STRATEGIC THRUST: HUMAN RESOURCES

STRATEGIC GOAL: DEVELOP NEW DAY RECOVERY 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
1.0	Enhance Staff Recruitment / Retention Plan													
1.1	Expand, probationary period to six months with defined competencies			X										
1.2	Introduce Pre/Post competency based test to orientation process for all new employees.			X										
1.3	Strengthen Table of Organization Structure to Address All Organizational Task Functions Identified.			X										
2.0	Effectively address PI / Regulatory Compliance, Utilization Management, and Staff Development tasks.													
2.1	Conduct Annual Employee Satisfaction Survey.					X								
2.2	Implement Formal Annual Staff Training and Professional Development Program					X								
3.0	Schedule and conduct annual mandatory trainings and competency goals													
3.1	Survey staff in regard to training needs, subjects, and satisfaction with Staff Development component.					X								
3.2	Enhance Staff Recruitment / Retention Plan			X										

STRATEGIC THRUST: IMAGE

STRATEGIC GOAL: STRENGTHEN NEW DAY RECOVERY 'S MARKET SHARE AND IMAGE WITHIN PRIMARY AND SECONDARY MARKET AREAS.

#	Objective / Action Steps	Leader	YEAR 1				YEAR 2				YEAR 3			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.0	Enhance the image and public awareness of NDR.													
1.1	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 									X				
1.2	Develop web page and link to other web pages as appropriate.								X					
2.0	Provide advocacy at local / state levels									X				
2.1	Promote treatment and needs of clients through advocacy efforts.									X				

STRATEGIC THRUST: LEADERSHIP

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
1.0	Proactively plan to insure solution-focused orientation.													
1.1	Formally review Strategic Plan on a Quarterly Basis at Management Meeting		X	X	X	X	X	X	X	X	X	X	X	X
1.2	Develop Departmental Annual Goals / Objectives to be aligned with Strategic Plan			X										
1.3	Departmental Goals / Objectives will be formally reviewed twice / year with Leadership Team.			X		X		X		X		X		X
2.0	Enhance communication and build cohesiveness through information sharing / problem solving at management meetings													
2.1	Implement monthly integrated management meetings		X	X	X	X	X	X	X	X	X	X	X	X
2.2	Minutes to be taken and shared with staff at team meetings.		X	X	X	X	X	X	X	X	X	X	X	X
2.3	Information from management meetings will be shared with all teams / areas by leadership group.		X	X	X	X	X	X	X	X	X	X	X	X
3.0	Increase accountability of all staff.													
3.1	Define responsibilities		X				X				X			
3.2	Establish target dates for all projects / assignments and hold each manager accountable at monthly meetings		X	X	X	X	X	X	X	X	X	X	X	X

Leadership (continued)

#	Objective / Action Steps	Leader	YEAR 1				YEAR 2				YEAR 3			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
4.0	Be consistent in management style of New Day Recovery													
4.1	Develop meeting format to insure consistency of management meetings			X										
4.2	Develop mechanisms to insure consistency in internal communication upward and downward to staff			X										
4.3	Provide management training to include defined management competencies				X									

STRATEGIC THRUST: PERFORMANCE IMPROVEMENT

STRATEGIC GOAL: FULLY SUPPORT THE CQI PHILOSOPHY AND APPROACH TO SUPPORT THE MISSION, VISION AND ENHANCEMENT OF NEW DAY RECOVERY

#	Objective / Action Steps	Leader	YEAR 1				YEAR 2				YEAR 3			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.0	Develop / Formalize Performance Improvement Plan / Activities within NDR in Support of a PI Philosophy.													
1.1	Clearly define New Day Recovery's Quality Improvement Program and develop written plan to guide improvements in PI / IT capabilities				X									
1.2	Collect and analyze data to provide information to Leadership Group to make objective planning decisions		X	X	X	X	X	X	X	X	X	X	X	X
1.3	Conduct evaluation and monitoring activities to identify trends from data analysis. Complete internal (overtime) and external comparatives.			X		X		X		X		X		X
1.4	Develop process and provide real-time access to data to increase self-monitoring. Develop and evaluate monitors.			X		X		X		X		X		X
2.0	Integrate IT capabilities and enhance management staff IT competencies.			X				X				X		
2.1	Provide manager IT training. Integrate clinical, fiscal and utilization data		X	X	X	X	X	X	X	X	X	X	X	X
3.0	Provide training to insure Program Director uses data in management decision-making processes.			X										
3.1	Survey and identify management reports needed by departments.			X										

STRATEGIC THRUST: PROGRAMMATIC

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
1.0	To identify and implement Best Practice Standards within NDR.													
1.1	Identify Internal Best Practice Standards, benchmark data (internal/external) to establish Best Practice standards					X					X			
1.2	Train staff to implement Best Practice Standards						X					X		
1.3	Track data to measure benchmark standards and make changes to Best Practice when indicated by data/PI							X					X	
2.0	Enhance New Day Recovery through development of new product line opportunities.													
2.1	Explore potential of housing services			X										
2.2	Expand Special Populations Services (i.e., Groups for HIV, Women) and services for families				X									