2018 - 2020
Strategic Plan

“cooperating with one another...”
NEON: Expanding Services to Support Providers

As County Boards of DD transition out of direct services, NEON anticipates there will be a need to expand the way in which it has traditionally provided services and employ non-traditional methods to support those who will assume responsibility for service delivery.

NEON believes it can function as a regional administrative services organization to lessen the burden of administrative costs and allow private providers to utilize the savings to incentivize DSPs or otherwise enhance the quality of services they provide to individuals with disabilities. NEON expects that forging these partnerships with private providers will prove to be efficient and cost effective for providers.

It is NEON’s hope that the revenue that will be generated from this new business model will ensure long term fiscal sustainability so that NEON can continue to be responsive to the changing needs of its members.

NEON believes that in light of the finite resources that are available, the need for adjustments to our current business model is inevitable. NEON will continue to make choices and weigh these adjustments in the broader context of the primary purpose of our members which is “that by cooperating with one another… their respective counties’ residents will be benefited by improved efficiency and through the sharing of costs so that people will be better served”. NEON must seek out other resources to keep costs to its member counties low, yet still generate enough revenue to maintain staffing levels.

The SWOT analysis culminated as a re-examination of NEON’s external and internal environments, especially as they relate to the competitive forces that affect the fulfillment of NEON’s commitment, which is to provide regionalized services to County Boards of DD to create economies of scale.

The plan is rooted in NEON’s strong conviction that we continue to offer something valuable in the DD system and that expanding our service model to include regionalized services to private providers will benefit not only the individuals being served, but better position us to remain a viable, cost-effective alternative to our members counties.

Lori Chick
Lori Chick
Executive Director

North East Ohio Network Council of Governments

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CORE VALUES

**Integrity** - we adhere to high professional standards in our work

**Innovation** - we are original, creative, and seek alternative approaches to everyday issues and long term challenges.

**Respect** - we believe that all people have value and should be treated with dignity.

**Responsibility** - we have an obligation to be accountable to each other and the people we serve.

**Service** - we assist people with developmental disabilities to explore opportunities and lead quality lives.

GUIDING PRINCIPLES

- Appreciation and tolerance for diversity
- Willingness to embrace and adapt to change
- Commitment to developing expertise and providing quality person centered services
- Maintain high standards of professionalism and customer service with internal and external stakeholders
- Maximize resources and ensure long term financial sustainability
SWOT Analysis

STRENGTHS
- Competitive cost structure
- Provide [High] Quality Services using internal checks and balances, positive working relationships with County Boards, Providers, and DoDD.
- Skills, talents and experience of NEON Staff
- Willingness to learn new approaches and assume new roles
- Effective utilization of Staff
- Demonstrate fiscal responsibility

WEAKNESSES
- Rapidly dwindling resources
- External factors limiting NEON’s ability to generate new revenue
- COG structure and abilities ambiguously defined in statute
- Multiple stakeholder expectations and conflicting priorities
- Complacency with status quo. Fear of expanding direction coupled with insecurity about value of skills and talents if agency expands direction.

OPPORTUNITIES
- Emerging trends in the field could provide new opportunities for NEON to expand services to a variety of stakeholders
- Market benefits of shared services to other entities, both public and private, increased emphasis on shared services.
- Provide services to other government and/or private entities
- Collect and use data to measure performance and productivity for government and/or private entities
- Examine and develop criteria for pricing model
- Develop new relationships within the region to better understand the needs of the communities we work in and expand awareness of NEON

THREATS
- Continuing decline of revenue due to loss of County Board business
- Statewide shifts in policy requiring NEON to seek alternative sources of revenue.
- CMS Conflict of Interest mandate forcing County Boards to pull services previously preformed by NEON in order to retain jobs for County Board Staff
- Emergence of On-line training models
- Loss of highly qualified NEON employees who leave due to uncertainty of NEON’s future
- Legacy pricing model

“improved efficiency...”

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Mission
Increasing opportunities for people with disabilities in Northeast Ohio through shared resources and regional partnerships.

Initiative 1
Increase and maintain organizational accountability

Initiative 2
Ensure high-quality service delivery

Initiative 3
Ensure long-term financial sustainability and management

Initiative 4
Develop a marketing plan to promote NEON's role in the DD network

Initiative 5
Develop new partnerships with, and provide services to a variety of stakeholders
Initiative 1  
Increase and maintain organizational accountability

- Revise and develop policies and sustainable high quality processes.
- Establish clear roles and processes.
- Provide support and resources to help navigate competing priorities.
- Encourage self-reflection and introspection among all staff.
- Focus on increasing management oversite to ensure high-quality service delivery.

Initiative 2  
Ensure high-quality service delivery

- Ensure staff has sufficient expertise, training and resources to administer programs and provide administrative support.
- Develop and implement Quality Assurance processes for new business model.
- Solicit ongoing feedback/evaluation to enhance/improve service delivery.
- Institute incentives and recognition that encourages employee initiative and productivity.
- Streamline, consolidate, update or eliminate tasks that promote redundancies and inefficiencies.
- Adapt to the needs of all stakeholders by learning new approaches and assuming new roles.
- Practice daily Habits of Excellence.

“sharing of costs...”

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Initiative 3
Ensure long-term financial sustainability and management

a. Increase revenue by exploring new opportunities.
b. Ongoing development of financial management processes, policies and procedures.
c. Utilize/upgrade financial IT systems.
d. Consideration of business opportunities and locations to save money and provide room for growth.
e. Explore assistance from member counties to support NEON’s goals to deliver services to private providers.

Initiative 4
Develop a marketing plan to promote NEON’s role in the DD network

a. Increase NEON’s presence at Provider events including Ohio Provider Resource Association (OPRA).
b. Develop new marketing materials that reflect new Professional Services for private Providers.
c. Refurbish existing logo and develop a library of logos for all media types.
d. Seek opportunities to present NEON services at meetings/conferences.
e. Increase social media presence.

Initiative 5
Develop new partnerships with, and provide services to a variety of stakeholders

a. Evaluate new opportunities that become available in response to the changing service delivery system.
b. Increase membership in Provider organizations.
c. Increase administrative services to Providers by partnering with vendors who are providing technology solutions (mobile, cloud-based, etc.).
d. Propose and promote pilot projects in collaboration with County Boards that will enhance the quality of Direct Services Professional (DSP) services.
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“people will be better served…”