



Ohio Network for Innovation

Strategic Plan

January 2023-December 2025

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Contents

Executive Summary	2
ONI Teams	3
Board of Directors	4
Critical Findings	4
Advantages	5
Challenges	6
Opportunities	7
Purpose, Vision, Values	8
Next Steps	8
Strategy Map	9



Executive Summary



I am proud to share the 2023-2025 Strategic Plan for the Ohio Network for Innovation (ONI). This is our second strategic plan, and we are a different organization than we were when our first strategic plan was developed. We have grown beyond our infancy and into our own identity as an organization, achieving important milestones along the way. ONI serves and employs

significantly more people now, and our reach extends to every corner of the state, and even beyond! Our name has also become synonymous with creative thinking and problem-solving, and unique services and perspectives that aren't readily available from other organizations. We are ready to walk confidently into our future by following the path set forth in our new strategic plan.

To create the 2023-2025 strategic plan, we asked for feedback from our customers, stakeholders, and employees, and we came together for two days of discussion, brainstorming, and future-planning. We acknowledged our advantages and celebrated our accomplishments, identified opportunities for continued growth, thoughtfully considered the challenges we face, and defined ONI's ultimate purpose – to find creative ways to help people. The result is an ambitious vision for ONI, supportive networks for everyone, which we are excited to continue building and exploring. We thank everyone who contributed to this plan, and we hope that you will take a few moments to review and reflect upon the ideas, goals, and commitments that are identified within it.

Sincerely,

Josh Young
Director of Operations



ONI Teams

Nursing Team



Maggie O'Brien, RN



Kathleen Crooks, RN

Decision-Making Supports Team



Katrina Smith



Virginia Ferrell

Payee



Cristy Bower



Board of Directors

Noah Trembly, President
Gary Goosman, Vice President
Roger Stivison, Treasurer/ CEO
Carrie Cook-Porter, Secretary
Dianna Fairclough, Trustee
Angie Muston, Trustee

Critical Findings

As part of the Strategic Planning Process, ONI sought information from the following customers and key stakeholders: Individuals served by the County Board, Families/Guardians, Providers, County Board Employees, County Board Members, Community Members/Partners, and School Districts. This information was used to identify Strategic Advantages, Strategic Challenges and Strategic Opportunities for the organization. These were the critical findings that supported the development of the new Purpose, Vision, Values along with the Strategy Map that will move ONI into the future.



Advantages

Culture

- ONI offers a diverse list of services that allows us to accurately address customer needs and expand its customer base.
- ONI provides a positive customer experience which leads to greater levels of customer satisfaction and customer retention.

Workforce

- ONI has effective communication methods allowing it to develop, grow, and establish relationships between customers and staff.
- ONI has a positive culture that empowers the workforce and supports career development, employee engagement, and staff retention.
- ONI has diverse expertise within the workforce that allows for a variety of services offered.
- ONI has access to resources, expertise, and reputation due to its relationship with MEORC.





Challenges



Customers

- ONI lacks capacity to meet customer needs due to rapid growth.
- ONI does not have a formal way to listen to customers and use feedback for improvement.

Financial

- Rising costs of inflation affect ONI's ability to offer affordable services to customers.
- ONI lacks a Board recruitment and engagement plan to increase public standing and help fundraise.
- ONI's financial business model and internal invoicing processes are not sustainable and do not support growth.

Internal Processes

- ONI's customers' limited use of technology can make our processes inefficient.
- ONI has limited brand awareness to attract new customers/employees and limits existing customers' knowledge of offered services.
- ONI doesn't have processes in place to ensure technology is being used efficiently and securely.
- ONI has operational inefficiency due to limited workforce which covers the entire state of Ohio.

Workforce

- ONI lacks an ability to obtain a competitive benefit package due to cost and buying power.
- ONI struggles with recruitment due to lack of competitive benefits package and brand awareness.
- ONI struggles with hiring a diverse workforce due to the workforce crisis and lack of competitive benefits package and brand awareness.
- ONI lacks a process to determine and monitor workforce capacity.
- ONI lacks a way to prepare for unexpected vacancies which will negatively impact service delivery and reputation.

Opportunities

Customers

- ONI can be more consistent with building customer relationships and communications including a catalog of services to improve branding, marketing, and networks.
- ONI can offer decision making support trainings for and by offering a fee to external customers.

Financial

- ONI can find funding streams to become more sustainable. (grants, donations, payeeship, nursing, housing, decision making support, provisional services, brokered services, trainings, & expanded waiver services).

Internal Processes

- ONI can benefit from a technology assessment to identify gaps in technology which may lead to improve cyber security, efficiency, improve customer experience, expand our reach and become more integrated.
- ONI can improve processes to become more efficient, reliable and proficient (LEAN).
- ONI can benefit from continuing to evaluate costing of services.
- ONI can recruit and engage existing and new board members.

Workforce

- ONI can benefit from building succession plans, employee development plans, and emergency workforce plans to ensure continuity of services.
- ONI can explore improving employee benefit package to improve employee engagement.





Purpose, Vision, Values

Purpose

ONI finds creative ways to help others.

Vision

Supportive networks for everyone

Values

- Be Flexible
- Work Together
- Encourage New Ideas
- Be Honest and Kind
- Be Person-Centered
- Be Accountable

Next Steps



ONI will determine the long and short-term Action Plans that need to be developed to address the initiatives identified in the Strategy Map.

Quarterly balanced scorecard updates will be provided to the board and the ONI staff addressing initiatives, key performance measures, and targets.



Website



Facebook

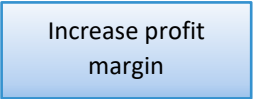
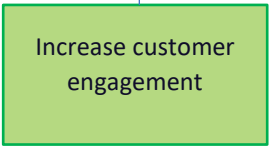
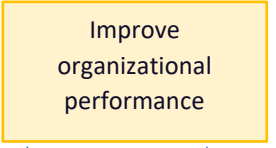

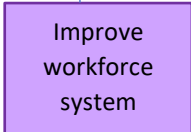


YouTube



LinkedIn

Strategy Map

Purpose	ONI finds creative ways to help others			
Vision	Supportive networks for everyone			
Strategic Goals	Workforce Sustainability	Establish Lean Processes	Meet Customer Expectations	Financial Stability
Strategic Objectives		Initiatives	Measures	Targets
Financial		<ul style="list-style-type: none"> • Manage operational costs • Increase funding streams • ONI brand redeployment 	<ul style="list-style-type: none"> • Profit margin of service offerings • Revenue from new funding streams 	<ul style="list-style-type: none"> • Ensure services are profitable • Increase revenue from new funding streams
Customer		<ul style="list-style-type: none"> • Customer feedback • Customer communication 	<ul style="list-style-type: none"> • # of returning contracts 	<ul style="list-style-type: none"> • 100% returning contracts
Internal Processes		<ul style="list-style-type: none"> • Determine and address capacity • Process improvements • Ensure revenue collections 	<ul style="list-style-type: none"> • Labor budget to actual • Operational costs 	<ul style="list-style-type: none"> • At or below budgeted hours • Decrease operational costs
Learning and Growth	 	<ul style="list-style-type: none"> • Determine IT gaps • Emergency workforce plan • Improve benefit package • Workforce recruitment 	<ul style="list-style-type: none"> • Employee engagement • # Applicants • IT assessment 	<ul style="list-style-type: none"> • Increase scores around benefits • Increase # of applicants meeting minimum requirements • Complete IT assessment
Be Flexible, Work Together, Encourage New Ideas, Be Honest and Kind, Be Person-Centered, Be Accountable				