



Serving

Citizens of Larimer County

with

Developmental Disabilities

Long Range Plan
Updated for 2016-2019

August 15, 2016

Diana Foland

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Chief Administrative Officer

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President, Board of Directors

I.

Executive Summary

In its role as the local Community Centered Board, Foothills Gateway, Inc. (FGI) provides administrative oversight to services, coordinates the delivery of services and monitors those services for individuals in Larimer County with a developmental disability. In this capacity, Foothills Gateway, Inc. develops an annual plan or an update to an existing plan that represents the status of services (accomplishments on goals), the future direction of services (goal statements) and an analysis of any barriers and limitations that prohibit the accomplishment of systems' goals or individuals' goals.

This plan update represents the current status of service provision to people with developmental disabilities and the direction of the system of services, in Larimer County, for the next year. The information used to develop this plan includes the following:

1. Individual and Family Satisfaction Surveys;
2. The Foothills Gateway Information Measurement and Management System;
3. Logan, Thomas & Johnson, L.L.C., Annual Fiscal Audit;
4. Commission on the Accreditation of Rehabilitation Facilities;
5. Colorado Department of Public Health and Environment (CDPHE) Quality Assurance Surveys;
6. Public Forums Information/Legislative Forum; and,
7. Colorado State Budget.

This update to the plan acknowledges the extraordinary systemic changes and related new challenges the system is currently undertaking. Foothills Gateway, Inc.'s goal is to develop and implement procedural and technical responses to these changes, while remaining effective and efficient.

FGI and its local Program Approved Service Agencies (PASAs) have performed at a high level on stated goals. Highlights include:

1. Foothills Gateway's Board of Directors has organizational vision and mission statements to reflect a focus on the person receiving supports rather than the agency and adopted an agency wide Person Centered Thinking (PCT) philosophy;
2. New Program Approved Service Agencies have been added to the list of PASAs in Larimer County in the past year, bringing the total to 68 Program Approved Service Agencies in the Larimer County Service Area;
3. After a survey in fall of 2013, Foothills Gateway, Inc. maintains its three (3) year accreditation from the Commission on the Accreditation of Rehabilitation Facilities (CARF);
4. One-hundred fifty nine (159) individuals were enrolled into services and removed from the waiting list with 395 additional children enrolled into Early Intervention (EI) services in calendar year 2015. Total number of children enrolled in EI for 2015 was 717. Case Management services and supports were provided to 2475 adults/children/families in FY 2014-2015. The number of people waiting for services at the end of 2015 without any services other than Intake Case Management was 464.
5. Through fund raising and events, \$296,732 thousand dollars, items and services have been donated to Foothills Gateway's programs supporting people with developmental disabilities in calendar year 2015.

We are pleased that the budget for the system of services and supports to individuals with developmental disabilities for FY 16-17 did not receive the proposed 1% reduction that had been proposed. The opportunities and challenges before individuals, parents and families, and organizations are as follows:

1. In partnership with its many constituencies, Foothills Gateway, Inc., as the designated Community Centered Board, will provide the administrative and case management agency functions as outlined in CRS 25.5-10 and contracts with CDHS and HCPF;
2. Explore new ways to build the capacity of the service delivery system as the budget for fiscal year 16-17 includes resources to eliminate the Supported Living Services waiting list;
3. We will be working with the service area stakeholders to develop innovative plans to address their ability to increase capacity to provide services as requested by individuals and those services that address the needs of individuals including employment, residential, and supported living; and,
4. Provide information to constituencies/legislators on current status of funding and proposed system changes and their impacts on people with developmental disabilities; and,
5. Elicit the support of decision makers to increase funding for individuals with developmental disabilities.

II.

Planning Process Summary

Foothills Gateway, Inc. as the Community Centered Board serving citizens of Larimer County with developmental disabilities is submitting an update to the long range strategic plan. Input was received from individuals receiving services, parents and families, service agency personnel, area program approved service agencies, allied human service agency personnel and other interested community members. Additionally, the plan utilizes information from the individual and family satisfaction surveys, feedback from training meetings, cross systems teams' planning documents, CDHS and HCPF reports, and the work of various Board of Director's sub committees, allocation committees and councils. Input received guided staff in the development of the plan and focused the work of Foothills Gateway, as the designated Community Centered Board, serving Larimer County.

Foothills Gateway, Inc. provides information to all people receiving services (current and incoming) with the wide array of services available, both through their waiver plan as well as community and natural supports. The Larimer County service area currently has 67 Program Approved Service Agencies approved to provide an array of needed services from which individuals can choose to receive services. As of December, 2015, in the HCBS-DD service program, 82.3% of people in our catchment area receive one or more services by a non-CCB PASA.

Foothills Gateway also promotes the utilization of natural resources throughout the community. Many individuals socialize through the Adaptive Recreation Program through the City of Fort Collins. Socialization opportunities include dinner nights, movie nights, trips, and monthly dances. The local AMC Theatre is offering sensory-friendly movies for individuals with Autism on a regular basis. The staff at Foothills Gateway has also worked to develop a community garden nearby where there are horses on the property to allow for interaction. Other community resources utilized include:

- Arc of Larimer County;
- Special Olympics;
- Facebook;
- Local/City Parks;
- Nearby State Parks;
- Utilization of a variety of churches during the winter months as a community program site;
- Collaboration with a church to support a bi-monthly cooking group;
- Horticulture Therapy with Denver Institute of Horticulture;
- Colorado Youth Outdoors for Recreational Activities;
- Transfort and Dial-A-Ride (local transportation/bus system);
- Planned Parenthood;
- SAVA;
- CSU Adaptive Swimming;
- 211;
- Respite Care, Inc.;
- Fort Collins and Loveland Housing Authorities;
- Parent Support Groups for Down Syndrome and Autism;
- DHS- LEAP, food stamps, Long Term Care Options, Child Protection, Adult Protection, Office on Aging;

- Local Kiwanis Clubs to support and maintain the Aktion Club of Northern Colorado;
- Hearts and Horses;
- Front Range Exceptional Equestrians;
- The Discovery Museum;
- Local Knights of Columbus Clubs for awareness & fundraising volunteering; and, Zeta Tau Alpha Sorority for volunteering.

To further promote utilization of existing social networks and natural resources, Foothills Gateway has adopted the Person Centered Thinking (PCT) philosophy and has worked with Support Development Associates (SDA) and Helen Sanderson Associates to transition the entire agency into this philosophy. FGI has offered and provided this training to local PASAs' staff, other CCBs, staff from Larimer County Department of Human Services, SummitStone, The ARC of Larimer County, various other stakeholder groups, and state officials to promote a community of shared and collective knowledge. Foothills Gateway also utilizes United Way of Larimer County to secure volunteers to work in program areas and on special projects.

Additional Public Input:

Program Approved Service Agencies (PASA) Directors' meetings (quarterly) have been held to discuss changes in the administrative processes affecting organizations, as well as, coordinated planning to address monitoring of services, conflict of interest issues, assessment of individuals receiving services need, application of new resources, and provider expectations as they relate to contracts and statewide issues. Input was received and documented.

Boards of Directors' meetings were held monthly as a matter of course and a "public comments" agenda item is a standing item for the purposes of conveying information to the Board of Directors.

Family Satisfaction Surveys and Individual Satisfaction Surveys were utilized to determine the level of satisfaction families had relating to the provision of services and supports. Satisfaction surveys have been used to address individual program issues and changes have been made based upon these surveys. Additionally, satisfaction survey information is used in the aggregate to determine systemic and/or programmatic performance and potential changes.

Family and Individual satisfaction surveys indicate strong levels of satisfaction with programs and services offered through the Foothills Gateway system. Specific programmatic information and related satisfaction levels can be found in **Exhibit #I**.

Educational Luncheon Opportunities with Community Members were held on a quarterly basis throughout the year with numerous attendees from a variety of community backgrounds. These educational luncheons include information regarding the agency as well as a tour of the building. Attending community members are encouraged to ask questions and give feedback through their visit.

A Public Town Hall Meeting was held on January 8, 2016 with representatives from the Division for Intellectual and Developmental Disabilities and the Office of Community Living for the State of Colorado, to learn about upcoming system changes, the plan for federal compliance by the State and the potential impacts these changes may have on families and individuals in services. Over 225 individuals, parents, family members and interested community members attended and participated.

2016 Strategic Plan

The following presents the 2016-2019 Strategic Plan for Foothills Gateway, Inc. This multi-year plan is designed to meet the changing environment in which we operate, but focused on the people we serve; the individual's needs, the individual's opportunities and the individual's issues. We are creating this plan, for the years 2016 through 2019, knowing that our course will be constantly changing, often with little advance warning and sometimes with insufficient information. We look to these changes as an opportunity to take a dynamic approach to planning and building an organization that can successfully navigate challenges and continue to efficiently and effectively provide quality services for the individuals we serve, families and the Larimer County community.

(See Exhibit II – Strategic Plan 2016-2019)

VI.

Executive Summary

In its role as the local Community Centered Board, Foothills Gateway, Inc. provides administrative oversight to services, coordinates the delivery of services and monitors those services for individuals in Larimer County with a developmental disability. In this capacity, Foothills Gateway, Inc. develops an annual plan or an update to an existing plan that represents the status of services (accomplishments on goals), the future direction of services (goal statements) and an analysis of any barriers and limitations that prohibit the accomplishment of systems' goals or individuals' goals.

The plan represents the current status of service provision to people with developmental disabilities and the direction of the system of services, in Larimer County, for the next year. The information used to develop this plan includes the following:

1. Individual and Family Satisfaction Surveys;
2. The Foothills Gateway Information Measurement and Management System;
3. Logan, Thomas & Johnson, L.L.C., Annual Fiscal Audit;
4. CARF Survey;
5. Colorado Department of Public Health and Environment Program Quality Assurance Surveys;
6. Public Forums Information/Legislative Forum; and,
7. Colorado State Budget.

The plan acknowledges the extraordinary systemic changes and related new challenges the system is currently undertaking. Foothills Gateway, Inc. has developed and implemented procedural and technical responses to these changes, while remaining effective and efficient.

FGI and its local Program Approved Service Agencies (PASAs) have performed at a high level on stated goals. Highlights include:

1. Foothills Gateway's Board of Directors has supported another year of agency-wide Person Centered Thinking (PCT) training;
2. Five (5) new Program Approved Service Agencies have been added to the list of PASAs in Larimer County since April 2015, bringing the total to 68 Program Approved Service Agencies in the Larimer County Service Area;
3. One hundred forty nine (149) individuals were admitted to services in this past year, not including Early Intervention services. A total of one hundred forty seven (147) individuals were added to the waiting list between April 1, 2015 and March 31st of 2016; and,
4. Through fund raising and events, just over \$313,000.00 thousand dollars, items and services have been donated to programs supporting people with developmental disabilities, between April 1, 2015 and March 31, 2016.
5. Foothills Gateway, Inc. along with Summitstone Partners, Strive, Mind Springs Health, Community Options, and Mountain Valley are partnering to provide services to adults and children with I/DD in crisis through the GAP Crisis Pilot Project.

As the State of Colorado continues to come out of the recession, previous budgetary cuts have had significant impacts on individuals who receive supports and service providers. Waiting lists around the state continue to grow. Targeted Case Management restrictions are problematic. The opportunities and challenges before individuals, parents and families, and organizations are as follows:

1. In partnership with its many constituencies, Foothills Gateway, Inc., the designated Community Centered Board, will provide the administrative and case management agency functions as outlined in CRS 25.5-10 and contracts with CDHS for Early Intervention and HCPF for other services;
2. Work with HCPF and all constituents to implement necessary changes to the system of services (CFCM, NWD, etc.) in a thoughtful and planned way;
3. Explore new ways to build the capacity of the service delivery system as possible;
4. We will be working with the service area stakeholders to develop innovative plans to address their ability to increase capacity to provide services as requested by individuals and those services that address the needs of individuals including vocational, residential, and supported living;
5. Provide information to constituencies/legislators on current status of funding and its impacts on people with developmental disabilities; and,
6. Elicit the support of decision makers to increase funding for individuals with developmental disabilities.

The plan for 2016 is to continue enrollment of individuals in SLS, CES, and HCBS waivers. We received an initial allocation of resources to build capacity in both case management and direct services for SLS/CM infrastructure.

Foothills Gateway will also continue to work with HCPF and other stakeholders through the implementation of the Conflict Free Case Management process.

Accomplishments 2015-2016

CCB Accomplishments (a summary of Community Centered Board administrative or case management accomplishments to include no more than ten (10) accomplishments.

CCB Administration:

- Foothills Gateway has completed our third yearlong implementation of person centered thinking, training over 99% of agency staff, as well as several DIDD staff, PASA staff, and local partners. Foothills Gateway now has 4 fully credentialed trainers to train in PCT as needed and has made itself readily available to state staff and other LTC staff and agencies to support the adoption of person centered philosophy.
- Staff has met with Senator Bennet's, Senator Gardner's, and Representative Polis' offices, as well as, our local State of Colorado legislators to advocate on behalf of people with developmental disabilities.
- The CCB Financial audit performed found no deficiencies and Foothills Gateway was found to be in good financial position.

Division of Case Management:

- Continued to have the ability to place people with developmental disabilities out of nursing homes and into the community through the Colorado Choice Transition (CCT) programs – Lead members on the Regional Transition Committee (RTC) for CCT.
- Intake Case Management prepared for persons admission to SLS, CES and DD waivers and handled increased referrals and determinations of developmental disability.
- SLS and Intake Case management developed person centered RFP profiles, developed a person centered service plan for State SLS and FSSP, participated in interagency family unity meetings and streamlined service plan delivery/prior authorization of services.
- FGI currently manages 100 HUD housing choice vouchers and our Discovery Club and Respite for children's respite services were successful again this year.
- 23 children have been admitted to CES since April, 2015. Currently there are 70 children in the Children's Extensive Supports waiver.
- Early Intervention team served close to 400 families and successfully worked with a number of community partners and school districts.
 - The EI team is utilizing person centered skills to support families with transition to preschool services.
 - Continually building our capacity to support children with autism, children that require a NICU stay and high risk families in our community.
- In comprehensive case management, over 75% of the service plans include PCT skills and all case managers were trained in Person Centered Planning and are beginning to implement this in SLS and HCBS-DD.

Needs Determination (a summary of the needs determination to include no more than ten (10) identified needs of eligible persons in the designated service area.)

CCB Administration:

- Additional HCBS-DD resources to serve emergencies as well as individuals on the growing waitlist.
- Clear understanding and direction on the changes and impacts of the CFCM plan, as well as other system changes (NWD, ACC, etc.).

Division of Community Services & Supports:

- The rates for individualized Supported Employment services, both through DVR and DIDD, are too low to cover all the costs related to providing this much needed service. Information has been sent to DIDD outlining the problems with the current rate structure for individualized Supported Employment.
- As the economy improves, we are experiencing a lack of applicants for Direct Support positions. Rates need to be increased so providers can hire staff to provide the needed services.
- More individuals who are autistic and/or have complex behavioral needs are requesting specialized sensory integration services – both day and residential. However, funding is inadequate to cover the cost of providing these specialized services.
- Rates for residential services need to be addressed. Currently, rates are at approximately 70% of the rates recommended by Navigant (after a rate study) in 2007.

Division of Case Management:

- HCBS-DD resources to eliminate the HCBS-DD waiting list and place regional center individuals in their community.
- Additional TCM units for those in need of enhanced case management support and those who have transferred from other service areas.

Plan to Address the Above Identified Needs

CCB Administration:

- Continue to advocate for needs including additional Day Habilitation units and PCT practices in the DD system with legislators as well as staff at CDHS and HCPF, (and DIDD) and continue to collaborate with local service agencies to provide the best services to individuals; and
- Maintain local work to implement the PCT philosophy and continue to engage state representatives in the process as well.

Division of Community Services & Supports:

- Continue providing the best services possible given the lack of adequate funding (Residential, Day Habilitation, Supported Employment);
- Continue to advocate for what is needed to provide quality services and not just minimum requirements;
- Implement tools and resources to move services to be more person centered; and

- Develop a plan to meet HCBS settings rule for all HCBS program areas.

Division of Case Management:

- Provide case management services based on individual needs, not funding;
- Continue to advocate for what is needed to provide quality services and not just minimum requirements as well as advocating for the state to change TCM requirements and reimbursement;
- Implement PCT service planning throughout the catchment area;
- Build capacity and decrease enrollment time for SLS enrollments and emergency enrollments in the HCBS-DD waiver; and,
- Increase use of person centered planning/facilitation for people in services.

Public Relations/Fund Development:

- Increase resources by collaborating with local agencies and businesses to bring in donations and to create job opportunities for individuals;
- Continue to ask for additional resources through federal and state sources with legislative affairs activities; and
- Continue to develop other strategies to increase public financial support.

System Issues (a summary of system issues to include no more than ten (10) issues impacting or expecting to impact the designated service area.)

CCB Administration:

- Systemic Uncertainty
 - CFCM and CCB Designation are the two biggest issues that will affect the designated service area and people served. Need reasonable amount of time to implement changes to the system.
- With no provider rate increase, it is a concern that provider rates will not be sufficient to support the increased costs of providing services or allow wage increases sufficient to retain direct services staff.
- The increase in unfunded mandates to respond to numerous systems, surveys, provide data, respond to increasing contract deliverable requirements, attend multiple forums and stakeholder input sessions regarding system changes and develop solutions to support transitions for individuals in services.
- Large and continually growing waiting lists continue to be reported by CCBs statewide.

Division of Case Management:

- TCM caps continue to be difficult in some situations for those who have extensive needs and for those transferring from another service area;
- Need to provide training, communication, direction, and rules prior to implementation of amendments, mandates, and new program implementation;
- Need development of efficient/effective process for waiting list data collection; and,
- Need development of capacity to serve Regional Center individuals in the community.

Local Area Issues (A summary of local area issues to include no more than ten (10) issues impacting or expecting to impact the designated service area.)

CCB Administration:

- The potential change to CCB Designation and its resulting effect on mill levy funding could drastically impact current and future services to people.
- Individuals with DD are enrolling in EBD and living in assisted living facilities due to the lack of HCBS-DD resource availability.
- The CCT program experiencing difficulties due to lack of housing, providers, transition coordination and education.
- Rates being paid to serve individuals transitioning from regional centers are sometimes insufficient.
- Lack of fixed route and para-transit services in Larimer County make transportation to and from services difficult and expensive to provide. Individuals living in the larger metropolitan areas (i.e., Denver) have access to more generic, less expensive transportation options than individuals who live in other parts of the state.

Division of Case Management:

- People remain on the HCBS-DD waiting list for a long period of time due to the lack of resources available;
- Loss of resources may destabilize PASAs;
- Difficult to obtain placement options for individuals with extreme behavioral challenges due to regional center processes/rules and capacity of the community to serve them;
- Lack of accessible housing, lack of choice of some service alternatives, especially staffed settings; and
- Lack of resources for families in receiving psychological testing for DD determination.

VII.

Overview of Plan Dissemination

This plan will be made available to any person who has a desire to have a copy. Announcements will be sent to the Larimer County Board of County Commissioners, state legislators, allied human service agencies, local funders, Program Approved Service Agencies and advocacy organizations explaining where this Plan can be found on the Foothills Gateway website. All members of the Board of Directors and senior management staff will be provided an electronic copy of the plan. The availability of the plan will be made known through the Foothills Gateway, Inc. newsletter and website. Paper copies will be available for other interested people at a cost of \$5.00 each.

EXHIBIT I

Family Satisfaction Surveys Results FY2014-2015

Executive Summary

Families of children and adults receiving services in all programs were given the opportunity to rate the services and supports they currently receive. We also asked families who are currently waiting for services or are waiting for adult programs but receiving services through another program to rate Intake/Waiting List case management. Surveys were sent to families in July 2015, of which 23% were returned. Families rated each question on a scale from 1 (not at all satisfied) to 5 (highly satisfied).

The overall satisfaction index for FY 14-15 is 4.63/5.00. This is the overall average for every answer we received. It represents a high level of satisfaction, on average, for all individuals served across Larimer County, and includes all service providers and all service types. This is a slight decrease from FY 13-14 (4.65). We are proud that families continue to show such a high level of satisfaction, and we will continue to work very hard to exceed their expectations and maintain their trust.

The following shows the satisfaction index per program area:

- Comprehensive Services 4.58
- Supported Living Services 4.62
- Early Intervention Services 4.85
- Family Support Services 4.60
- Children's Extensive Support (CES) 4.54
- Children's Home and Community Based Services (CHCBS) 4.71
- Intake 4.54
- Waiting List 4.52

The following shows the satisfaction index per service type:

- Case Management 4.64
- Residential 4.54
- Activities/Work Program 4.54
- Direct Supported Living 4.55
- Other 4.66

The following shows the overall satisfaction index per question category:

- Choice 4.46
- Community Inclusion 4.43
- Quality of Life 4.47
- Relationships 4.51
- Safety 4.70
- Communication 4.62
- Rights 4.87
- Quality of Care 4.61
- General 4.73

The following are common themes of the positive feedback we received from families:

- Families commented on their high satisfaction with services provided and the benefits those services provided for their family member.
- Families feel that Case Managers/Service Coordinators are very helpful, compassionate, and caring.
- Families appreciate the willing and thorough communication they receive.

The following are common themes of the suggestions and/or concerns made by families:

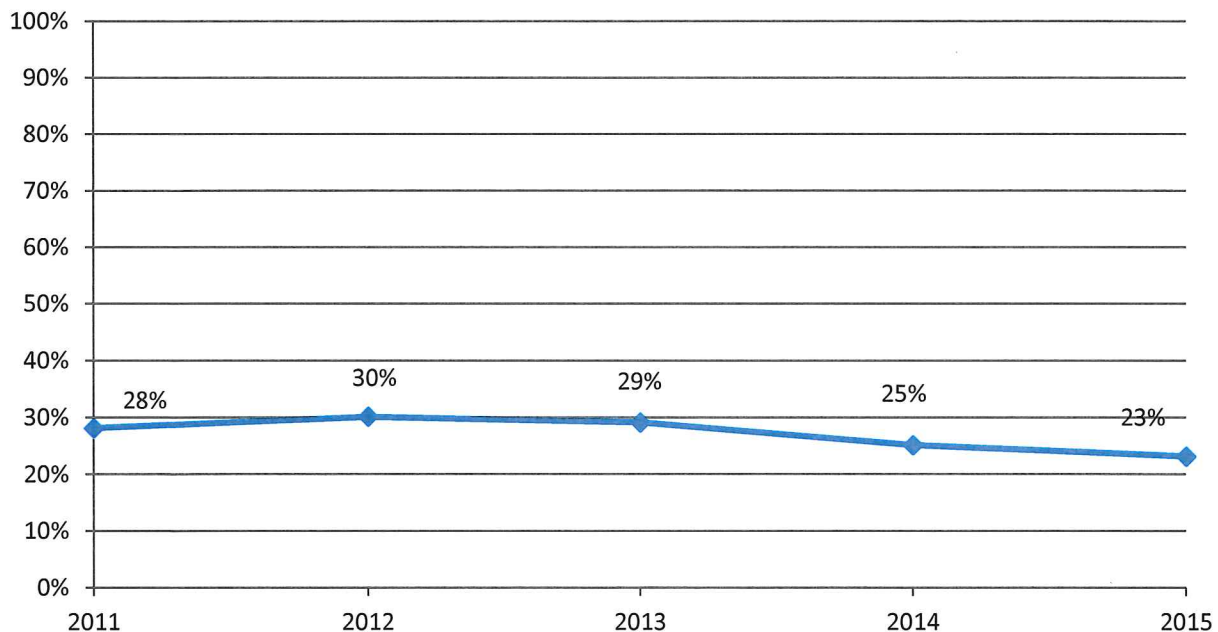
- Families would like to see their family member have more opportunities to access the community.
- Families would like more stability for their family member (fewer staff changes and moves).
- Families would appreciate more communication and follow-through.
- Families would like more information about the services their family member is receiving and what services are available.

An appropriate staff member will contact families that request to be contacted regarding their answers or comments on surveys. Additionally, families who have rated items on surveys “not at all satisfied” or “poorly satisfied” are contacted if they have identified themselves on the survey. All comments are reviewed and if needed, follow up takes place.

Five Year Comparison

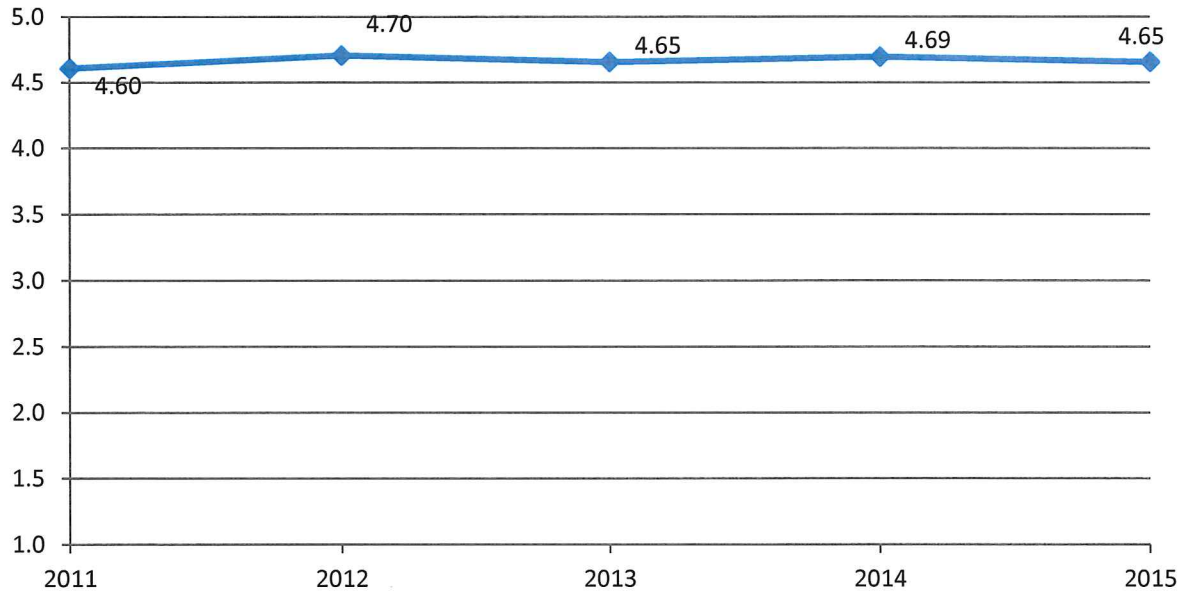
Survey Return Rate

In 2015, we mailed 1781 surveys, of which 410 were completed and returned, for a return rate of 23%.



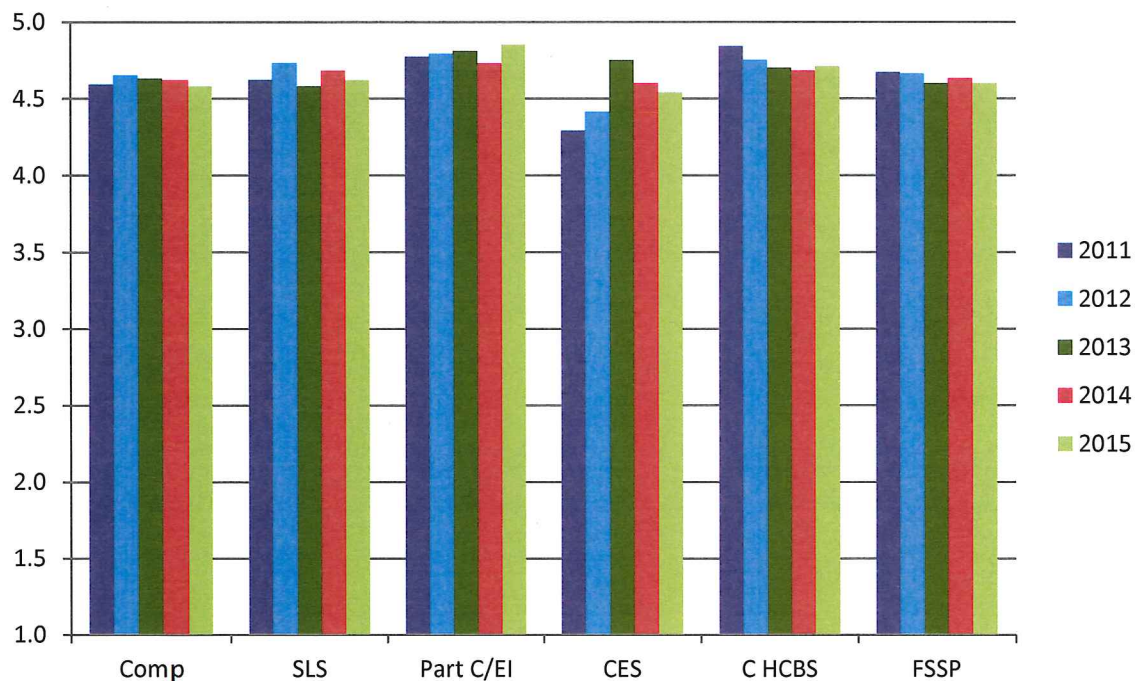
Satisfaction Index for Foothills Gateway Programs/Service Areas

The following chart shows the Satisfaction Index for individuals served by Foothills Gateway Residential and Day Programs. This Satisfaction Index includes all questions about these Foothills Gateway programs and all general and Case Management questions, but does not include questions about other Provider Agencies.



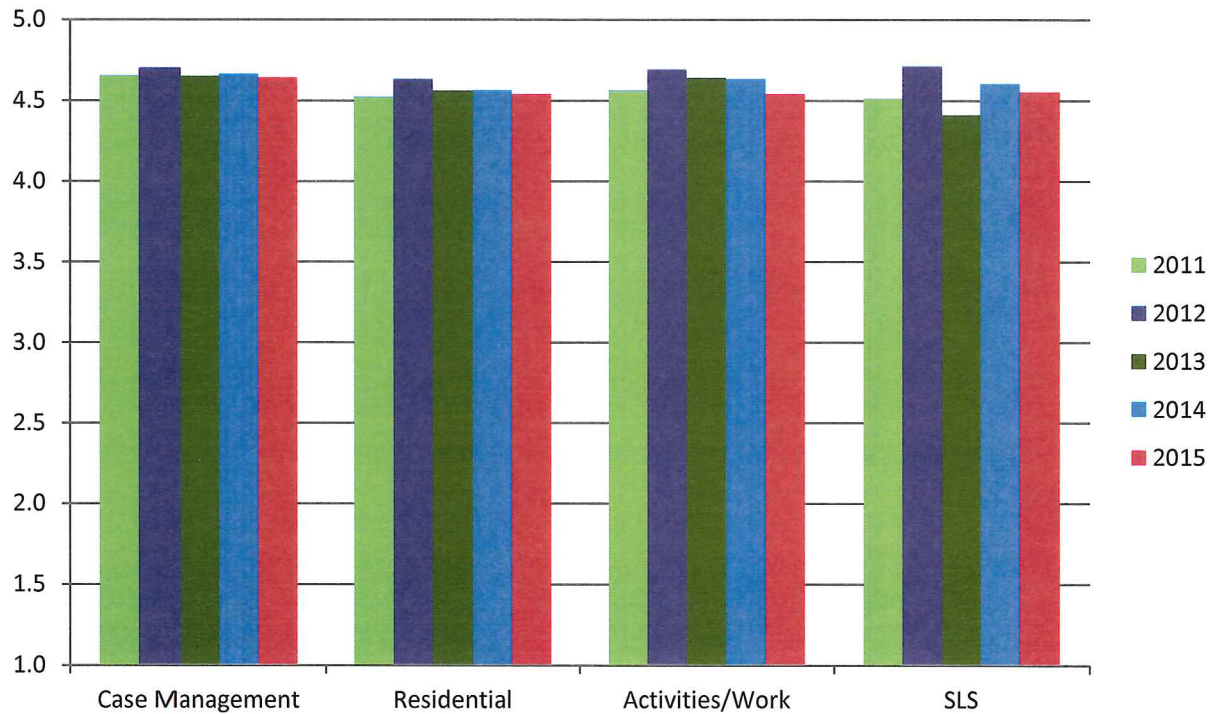
Satisfaction Index per Program

The following chart shows the Satisfaction Index for individuals served by Program Type. This Satisfaction Index includes all questions about these programs and all general and Case Management questions, but does not include questions about other Programs.



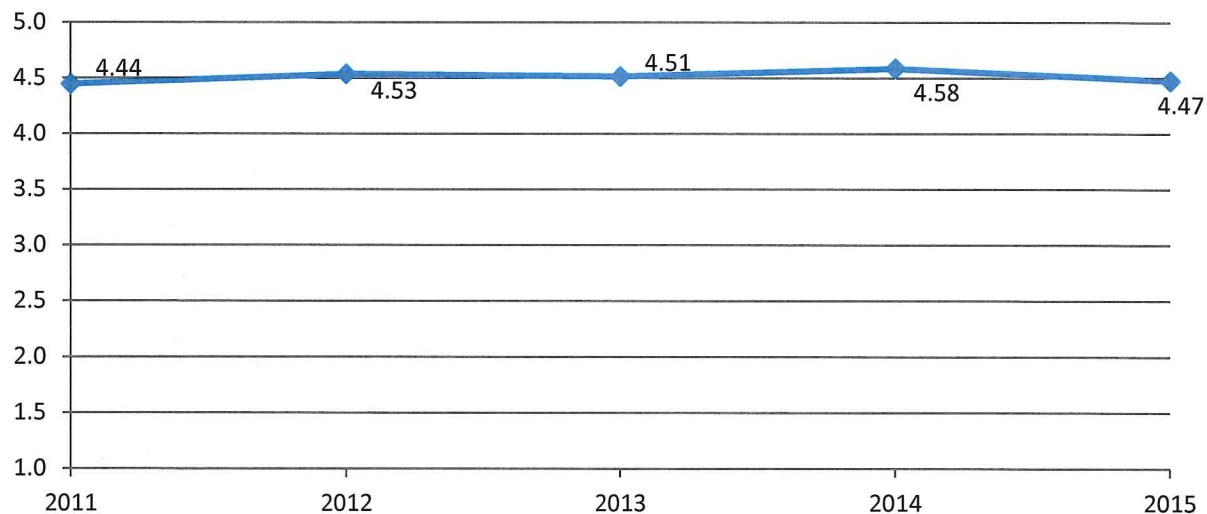
Satisfaction Index per Service Area

The following chart shows the Satisfaction Index for individuals served by Service Area. This Satisfaction Index includes all questions about these Service Areas and all general questions.



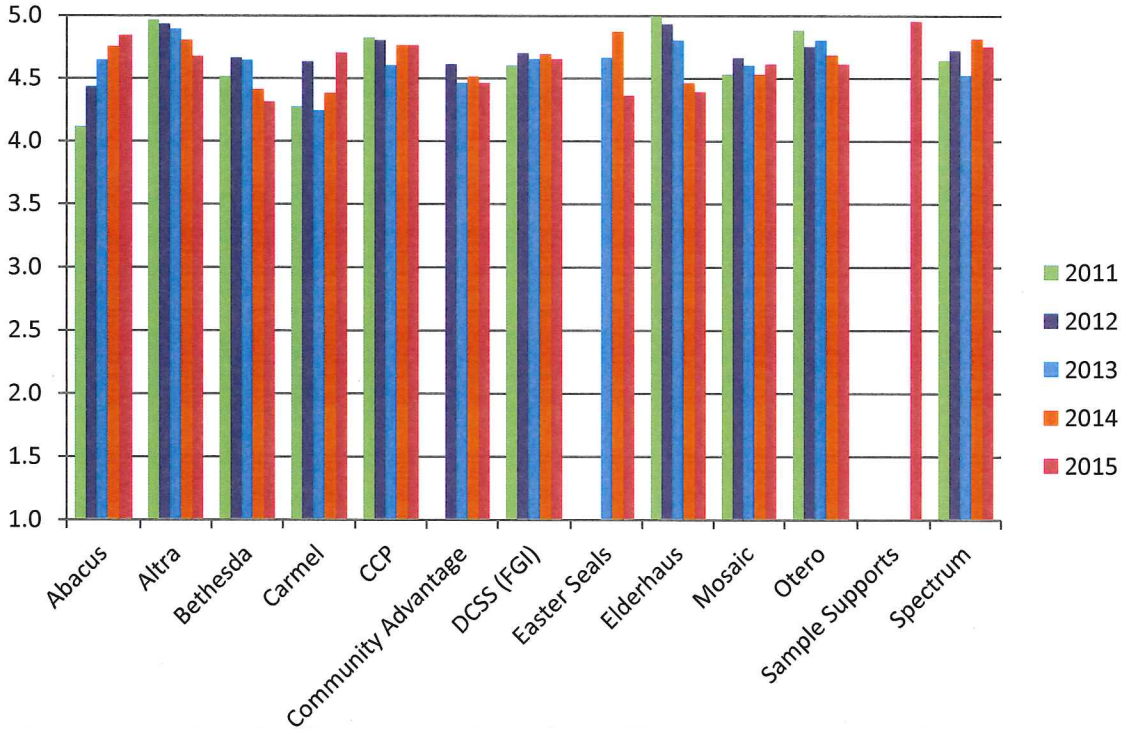
Quality of Life

A set of five questions inquired about aspects of the individual's **quality of life** that are part of this agency's core value statement as well as part of the mission statement of the Division for Developmental Disabilities. The following chart illustrates how families rated the quality of life of their family member.



Program Approved Service Agencies (PASAs)

The following chart shows the Satisfaction Index for individuals served by each Program Approved Service Agency for which we received at least 2 completed surveys this year. This Satisfaction Index includes all questions about these PASAs and all general and Case Management questions, but does not include questions about other PASAs.

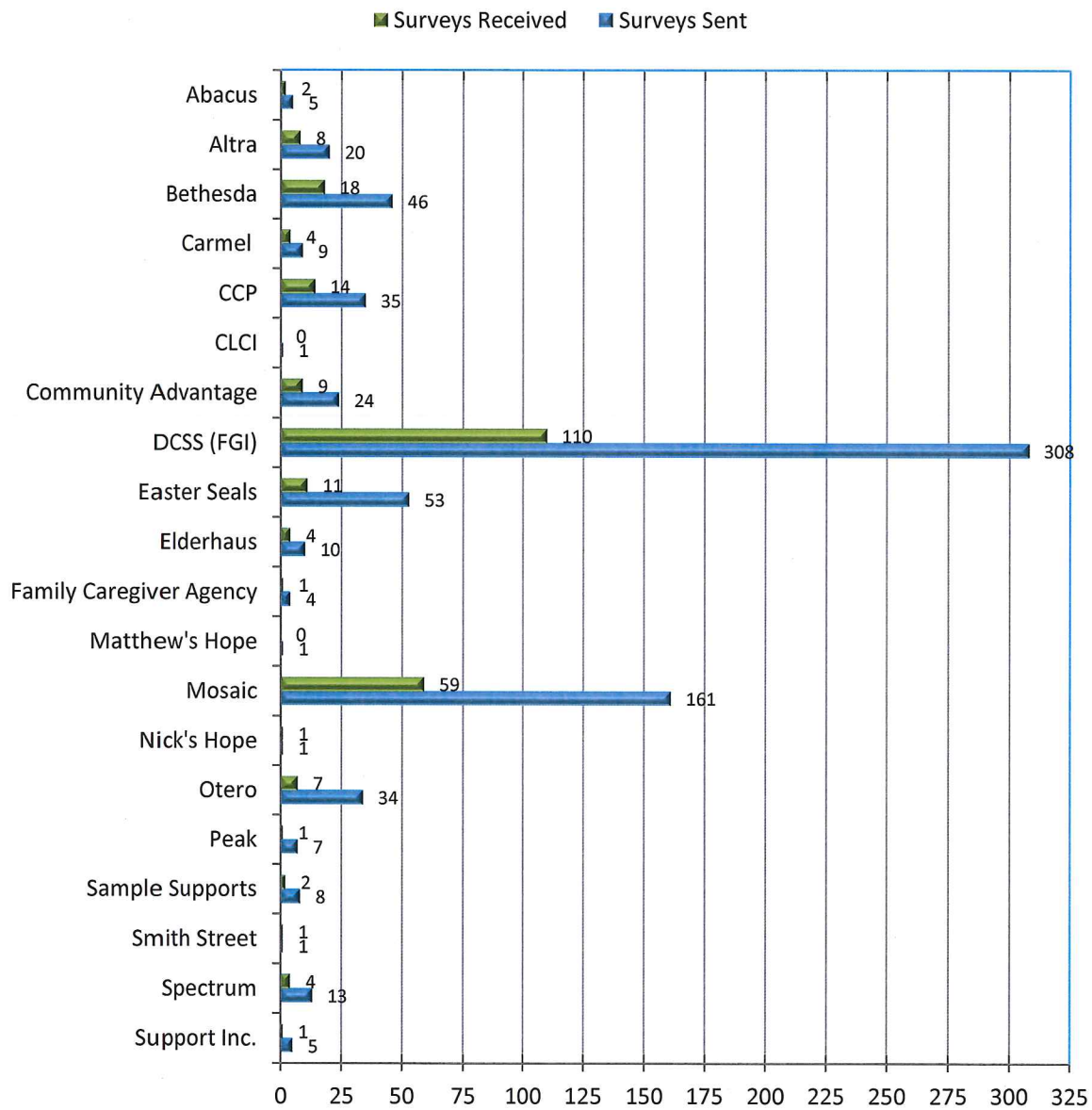


Family Satisfaction Surveys Results FY 2014-2015

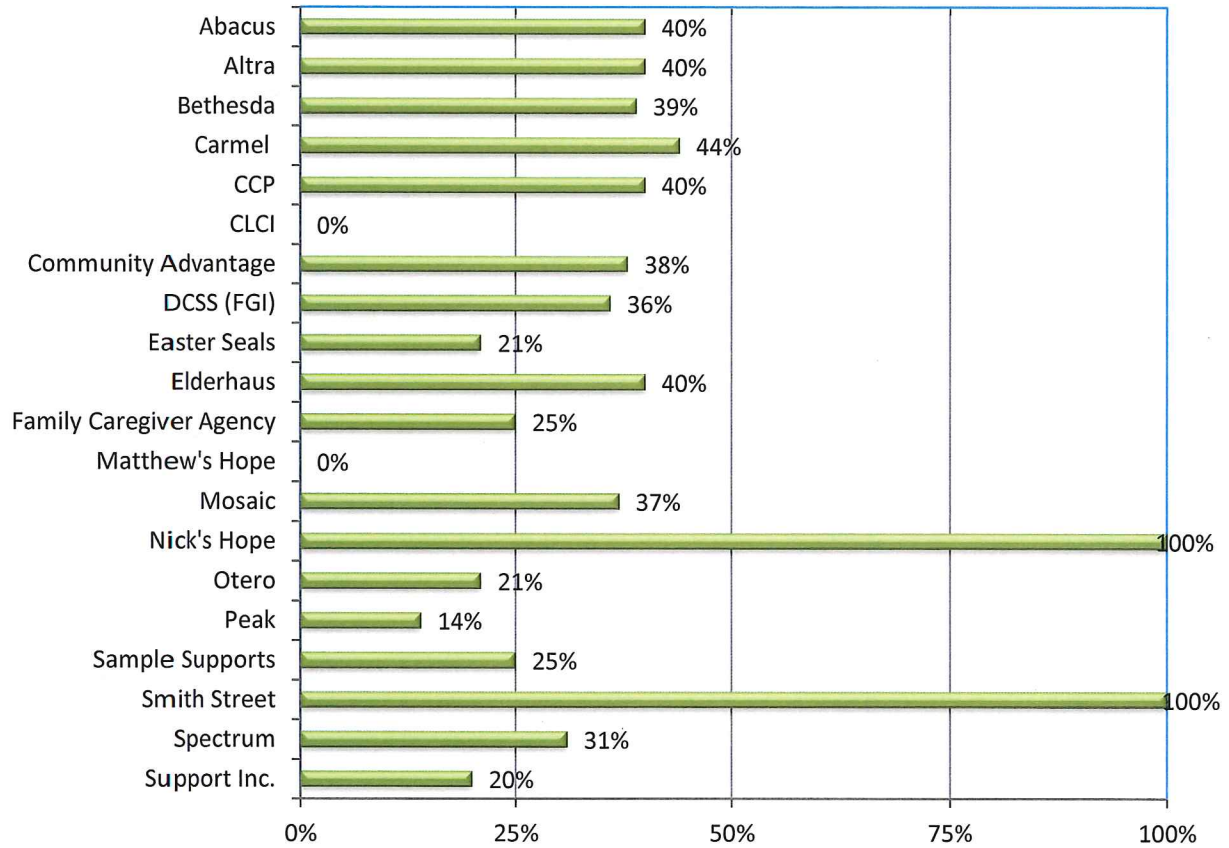
Program Approved Service Agencies (PASA) Summary

Program Approved Service Agencies (PASAs) provide services to adult individuals in Comprehensive and Supported Living Services. While these graphs can be used as a general guideline to compare PASAs, keep in mind that the number of surveys received (and thus, our statistical confidence of the results) varies greatly from PASA to PASA. *PASAs for which we received less than 2 surveys, as shown on the first two charts, will not be included on the remaining charts.*

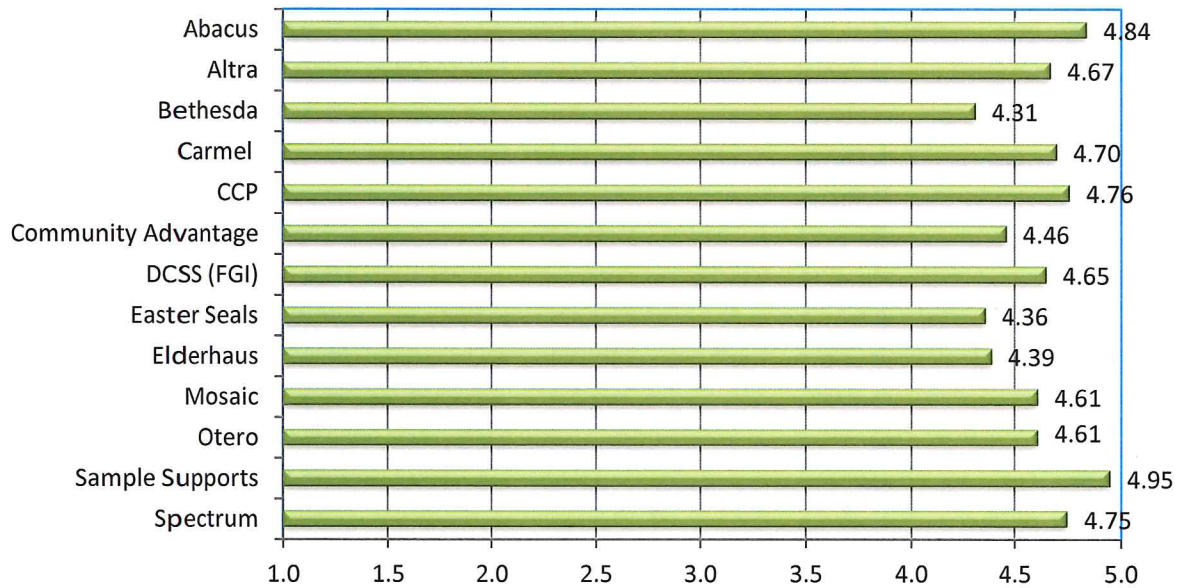
Surveys received per PASA



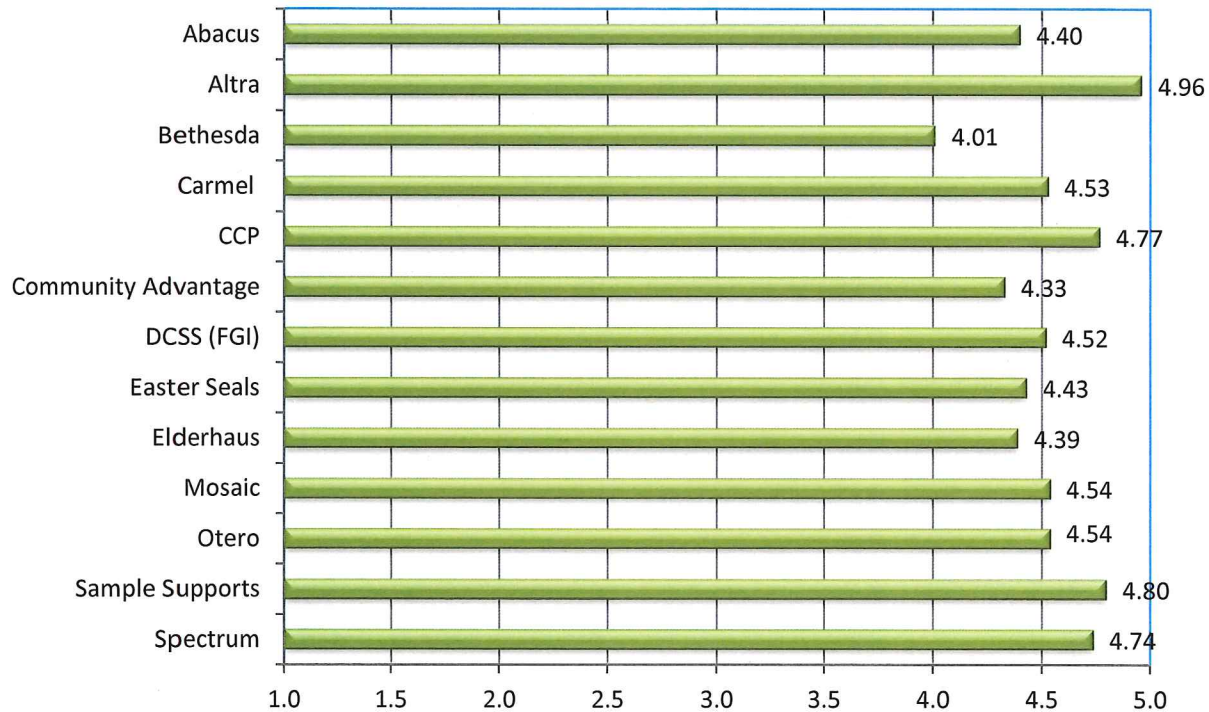
Survey rate of return per PASA:



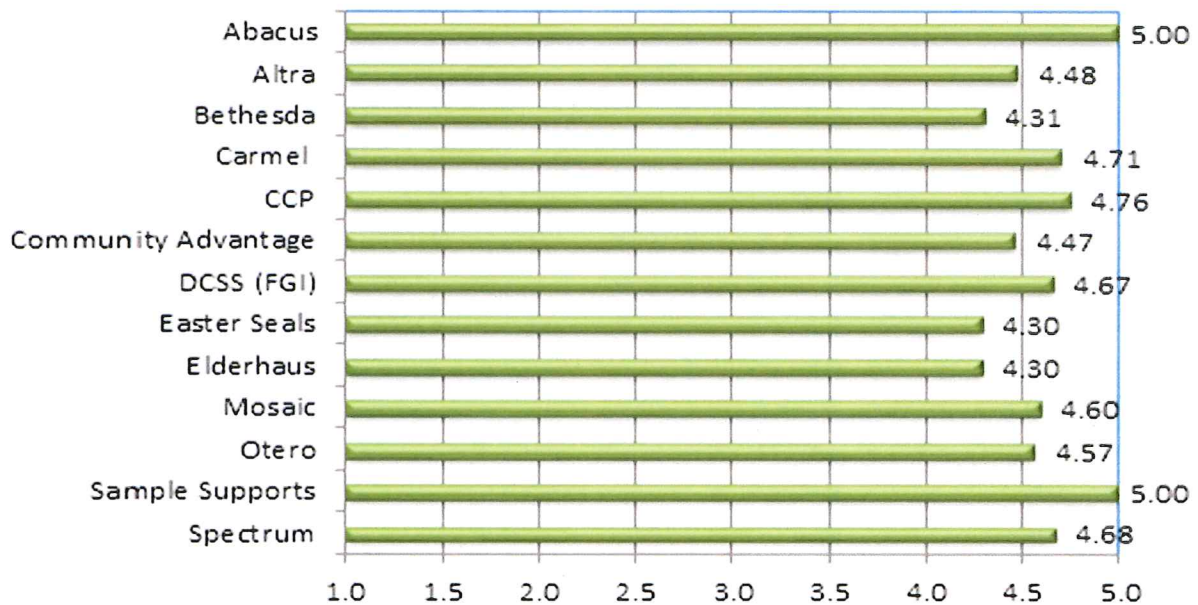
The **overall satisfaction index** includes all questions on the survey: quality of life questions, quality of care questions, general questions and effectiveness in supporting the individual. The following graph compares the average score for each PASA:

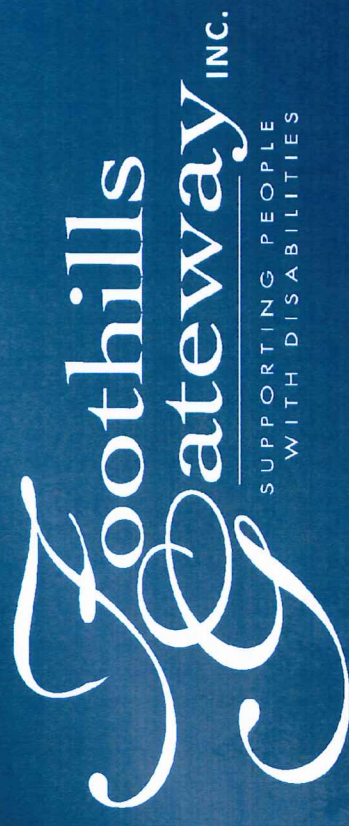


A set of five questions inquired about aspects of the individual's **quality of life** that are part of this agency's core value statement as well as part of the mission statement of the Division for Developmental Disabilities. The following chart illustrates how families rated the quality of life of their family member for each PASA:



Families were also given the opportunity to rate the **quality of care** for their family member. The following chart illustrates how families rated each PASA in relation to their care:

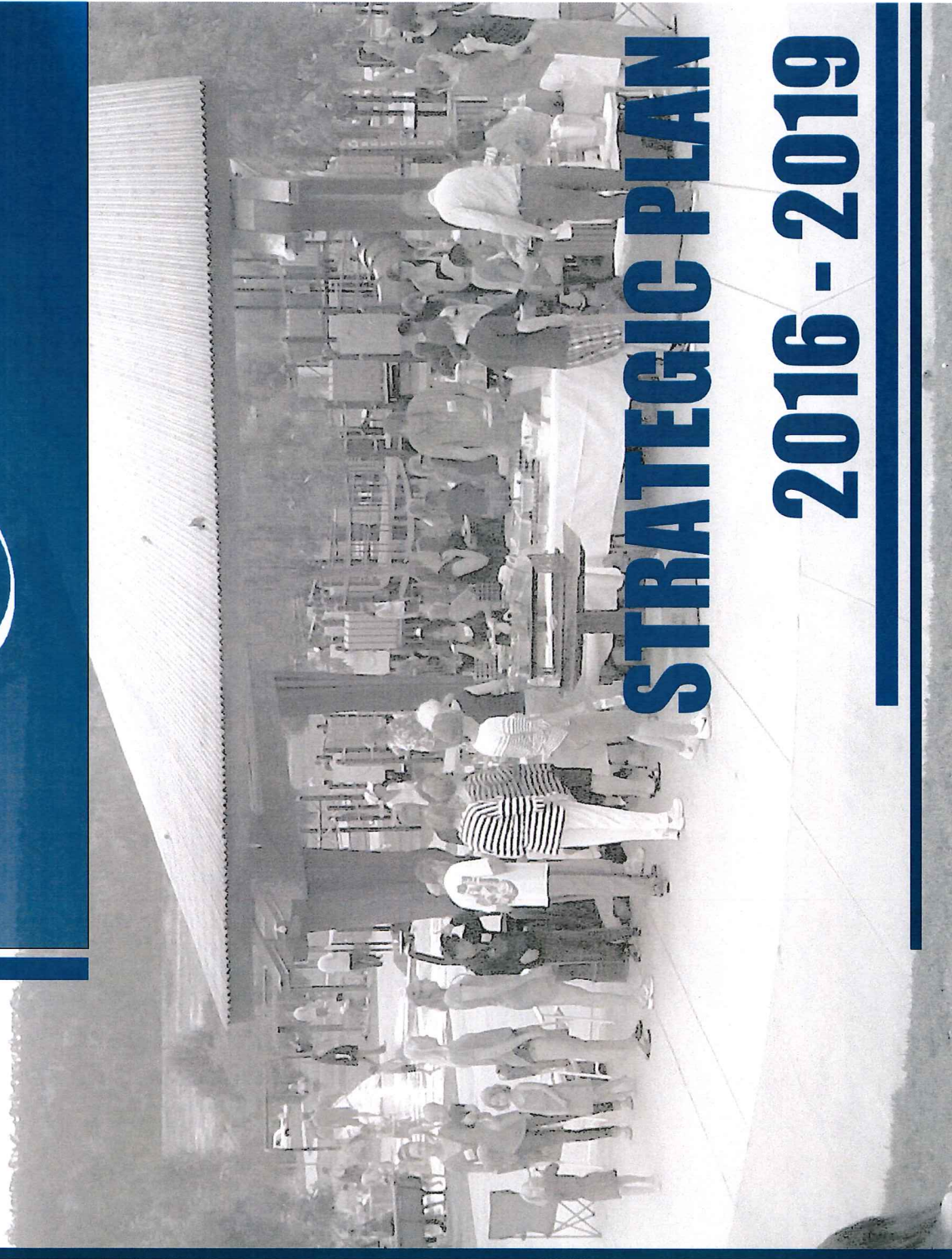




Foothills Gateway, Inc. believes in a life of opportunity, of choice, and of dignity for every individual, regardless of age or ability.

Foothills Gateway will be a leader in Person Centered Thinking.

- Opportunity
- Choice
- Dignity



STRATEGIC PLAN

2016 - 2019

STRATEGIC PLAN GOALS

To Provide **PERSON CENTERED SERVICES**

- PCT Trainings
- PC Planning
- PC Service Delivery
- Promote PCT in State and Local Settings

To Promote **COMMUNITY AWARENESS**

- Presentations
- Message Delivery with Regular Updates
- Events
- Foster Communication with Constituents & other Stakeholders

To Pursue **BUSINESS OPPORTUNITIES**

- Business Plan Development
- Program Enhancement
- Business Opportunities with System Change

To Display **LEADERSHIP**

- Strong Governance
- Evaluate Proposed Waiver Changes
- Analyze Possible Corporate Restructuring
- Communicate with State Officials & Legislators

To Expand **AVAILABLE RESOURCES**

- Promote Fundraising Efforts
- Collaborate with Area Agencies
- Monitor Capitol & Facility Needs

To Further **COMMUNICATION**

- Foster Positive Staff Communication

The mission of Foothills Gateway, Inc. is to advocate for and empower individuals with disabilities to lead lives of their choice.

FGI's Values:

- We value a person's hopes, dreams and desires and will work to make them happen;
- We value the support and engagement of families;
- We value internal and external relationships built upon trust, respect and honesty;
- We value accountability to the public, families, people we support and regulatory agencies; and,
- We value excellence in all aspects of service.

PERSON CENTERED SERVICES

STRATEGIC ACTIONS

Person Responsible

<ul style="list-style-type: none"> ▪ PCT Trainings 	<p>Determine schedule for trainings</p>		<p>PCT Council</p>
	<p>Goal of 92% staff trained in Person Centered Thinking (PCT)</p>		<p>Human Resources (HR) Director</p>
	<p>Develop “refresher” training for staff and training for individuals</p>		<p>PCT Trainers & Coaches</p>
	<p>Identify constituents for trainings</p>		<p>PCT Council</p>
<ul style="list-style-type: none"> ▪ PC Planning 	<p>New Case Managers trained in PCT within one quarter of hire</p>		<p>CM Directors & Coordinators</p>
	<p>Case Managers use & practice Person Centered (PC) planning skills during Service Plan (SP) meetings</p>		<p>Case Management (CM) Directors & Coordinators</p>
<ul style="list-style-type: none"> ▪ PC Service Delivery 	<p>Direct Service Providers (DSPs) use & practice PC skills on a daily basis w/assistance from Coaches & Trainers</p>		<p>Coaches and Program Administrators</p>
	<p>New DSPs trained in PCT within six months of hire</p>		<p>Human Resources Director</p>
	<p>Continuous Quality Improvement – Case Managers</p>		<p>Executive Team</p>
	<p>Whole Family Focus – Family Support (Family events, Sibling & Early Intervention & Family Support Services Parent Groups</p>		<p>Support Services Case Management Director</p>
	<p>Expect Excellence from Providers and Case Managers</p>		<p>Executive Team</p>
	<p>Follow-up to Progress for Providers</p>		<p>PCT Council</p>
<ul style="list-style-type: none"> ▪ Promote PCT in State and Local Settings 	<p>Support HCPF PCT Grant Trainings – Support Development Associates (SDA)/Council on Quality and Leadership (CQL)</p>		<p>Trainers/Executive Team</p>
	<p>Promote PCT with local Program Approved Service Agencies (PASAs) and allied agencies</p>		<p>PCT Council</p>
	<p>Promote PCT with Alliance Committee</p>		<p>Trainers</p>

COMMUNITY AWARENESS

STRATEGIC ACTIONS		Person Responsible
<ul style="list-style-type: none"> ■ Presentation 	To Local Civic Groups and Health Organizations	Admin. & Communications Director
<ul style="list-style-type: none"> ■ Message Delivery with Regular Updates 	To Law Enforcement and other interested parties as requested	Admin. & Communications Director
	Educational Luncheons	Admin. & Communications Director
	Promote Video at Venues as appropriate	Admin. & Communications Director
	Completion of Annual Report	Chief Administrative Officer
	Organization of Annual Meeting	Chief Administrative Officer
<ul style="list-style-type: none"> ■ Events 	Promote via website and word of mouth	Admin. & Communications Director
	Promote via Social Media and Local Media Releases	Admin. & Communications Director
<ul style="list-style-type: none"> ■ Foster Communication with Constituents & other Stakeholders 	Publish e-newsletters	Admin. & Communications Director
	Update Website	Admin. & Communications Director and IT Director
	Develop and promote the MARCOM (Marketing & Communication) Plan	Chief Administrative Officer

BUSINESS OPPORTUNITIES

STRATEGIC ACTIONS

Person Responsible

<ul style="list-style-type: none"> Business Plan Development 	<p>Evaluate appropriateness of alternative program service delivery [Home Care (HC), Long Term Service & Supports (LTSS), Program of All-Inclusive Care for the Elderly (PACE), Expanded Transportation, Supported Employment (SE)]</p>	<p>Finance & Division of Community Services and Supports (DCSS) Directors</p>
<p>Complete Business Plan and submit to BOD</p>	<p>Complete Business Plan and submit to BOD</p>	<p>Finance & DCSS Directors</p>
<p>Development of Business Venture</p>	<p>Development of Business Venture</p>	<p>Finance & DCSS Directors</p>
<p>Oversight of Business Venture</p>	<p>Oversight of Business Venture</p>	<p>Chief Operating Officer (COO) – DCSS Services & BOD</p>
<ul style="list-style-type: none"> Program Enhancement 	<p>Respond to Federal Regulations for Home & Community Based Services (HCBS) Final Settings Rule Survey expectations</p>	<p>Chief Operating Officer (COO) – DCSS Services & DCSS Directors</p>
<ul style="list-style-type: none"> Business Opportunities with System Change 	<p>Evaluate proposed System Changes</p> <p>Analyze business delivery options available with changes</p>	<p>Management Team, Executive Team & Board of Directors (BOD)</p> <p>Executive Team & BOD</p>

LEADERSHIP

STRATEGIC ACTIONS		Person Responsible
<ul style="list-style-type: none"> Strong Governance 	<p>Annual Board of Directors Evaluation</p> <p>Annual Executive Team Evaluation</p> <p>Ensure compliance with new rules & regulations</p> <p>Annual Review of Foundation / Operating Memorandum of Understanding (MOU)</p> <p>Succession Planning</p> <p>Stay informed of Federal rule and regulation changes</p> <p>Stay informed of State law, rule and regulation changes</p>	<p>Executive Committee, IT Director & BOD</p> <p>Executive Committee, IT Director & HR Director</p> <p>Executive Team & BOD</p> <p>BOD</p> <p>Management Team, Executive Team & Executive Committee</p> <p>Management Team, Executive Team & BOD</p> <p>Management Team, Executive Team & BOD</p>
<ul style="list-style-type: none"> Evaluate Proposed Waiver Changes 	<p>Preplan and detail Restructuring Requirements</p> <p>Respond to Waiver proposals</p> <p>Respond to Legislative bills</p> <p>Keep Legislators informed of Medicaid System Changes</p> <p>Alliance – CCB Coalition</p>	<p>Management Team, Executive Team & BOD</p> <p>Executive Team & Legislative Affairs Committee</p> <p>Executive Team & Legislative Affairs Committee</p> <p>Executive Team & Legislative Affairs Committee</p> <p>Executive Team</p>

AVAILABLE RESOURCES

STRATEGIC ACTIONS		Person Responsible
<ul style="list-style-type: none"> Promote Fundraising Efforts 	<p>Work with the Foundation Board, Service League and internal marketing to promote events</p> <p>Utilize social media and other creative marketing</p>	<p>Joint Resource Committee</p> <p>Admin. & Communications Director & IT Director</p>
<ul style="list-style-type: none"> Collaborate with Area Agencies 	<p>Assess possibility to collaborate with other Community Centered Boards (CCBs)</p> <p>Assess possibilities to collaborate with affiliate agencies in Larimer County [Mental Health, PASAs, Larimer County Dept. of Human Services (LCDHS), No Wrong Door (NWD) agency, etc.]</p> <p>Access possibility to collaborate with affiliate agencies statewide</p>	<p>Executive Team</p> <p>Executive Team</p> <p>Executive Team</p>
<ul style="list-style-type: none"> Monitor Capitol & Facility Needs 	<p>Review space allocation of current facility for best use with mobile Case Management changes</p> <p>Plan for facility space to meet new HCBS Regulation requirements and new program development</p> <p>Maintain current facilities and vehicles in cost effective manner to provide maximum utility and lifespan</p> <p>Plan and utilize technology to support and expand service provision efficiency and effectiveness</p>	<p>Management Team & Executive Team</p> <p>Management Team & Executive Team</p> <p>Management Team & Executive Team</p> <p>Management Team, Executive Team & IT Director</p>

COMMUNICATIONS

STRATEGIC ACTIONS

Person Responsible

- **Foster Positive Staff Communications**
Provide updates to staff concerning Health Care Policy & Financing (HCPF) change initiatives on a consistent basis
Management Team & Executive Team
- **Maintain Focus employee newsletter reporting regarding organizational plans and system news**
Management Team, Executive Team & Focus Committee