

This past year has been a challenging time for Community Centered Boards in Colorado, but through the excellent work of the employees and Board of Foothills Gateway, those challenges have been met and Foothills Gateway continues to perform at a very high level.

In late spring, we contracted with Ascend (of Colorado State University) to revisit our employee satisfaction survey. Their results show that employee satisfaction and morale is improving and we have a very dedicated staff working at Foothills Gateway. Employees feel more informed and valued. They are totally engaged and utilizing Person Centered Thinking, which is producing superior services for the people we serve.

In the fall, Foothills Gateway's operations and services provided were once again reviewed by CARF (an International non-profit accreditor of health and human services). At the end of that review FGI was awarded their highest rating. As a result, FGI received their highest level of accreditation and will not be reviewed again by CARF for another 3 years.

We have gone through some organizational changes recently in anticipation of the Federal "Conflict Free Case Management" rule issued by the Centers for Medicare and Medicaid (CMS) in 2014. However, with the recent change in administration, the status of this rule is uncertain. Your Board and Executive Team continues to work to stay informed regarding potential changes. With these uncertainties, I am confident that Foothills Gateway will continue to be a model service provider, case management agency and administrator for the people we serve for years to come.



John Haley
Board President



BOARD OF DIRECTORS

Front row (left to right) - BJ Russell, Kate Vorlage, Tracy Katz

Middle Row (left to right) – Linda Drees, Susan Trethewey, Doris Whitely, Romie Tobin

Back row (left to right) – Gregg Seebohm, Mikel Zimmerman, Katie Fahrenbruch, Jim Disney, Mark Durand, John Haley

The Operating Board of Directors is comprised of 13 volunteer members who set the vision, mission, goals and policy and approve the budget for the overall operations of the agency. Each member of this Board not only attends monthly Board Meetings but also serves on at least one Committee of the Board to work on specific agency related issues.

*Board members can be contacted as a group using this email address: fgiboard@foothillsgateway.org.
Individual email addresses for Board Members are listed on the Foothills Gateway website.*

VISION

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

MISSION

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

PRINCIPLES

- ◇ 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
- ◇ We value excellence in all aspects of service

FOOTHILLS GATEWAY ADMINISTRATION

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Case Management is now Mobile!

Why Now?

As you look back over the last 50 years, the lives of people with disabilities in our communities have changed drastically, but there was still room to improve the way we provide services. The ultimate goal of mobile case management is to use technology to provide services that are more person centered for both individuals in services as well as their case managers. We have seen many positive results from this change, as we experienced with Early Intervention, which has been mobile for almost a year now. What has improved?



Person Centered Case Management

- People in services now have more choice over *where* and *when* they meet with case managers, making it more comfortable for them as well as more focused on their needs.
- People in services, families, other staff and providers are able to reach their case managers more easily as the case managers now have mobile access to their phones and computers.
- Staff benefit from more flexibility in their work as they go through life changes as well, improving longevity and consistency for them and for the people they support.

Better Service

- Case managers now have all the information they need with them wherever they are, so they can handle situations on the spot and answer questions more quickly.
- Access to technology makes our work more efficient. Changes can be made right at the home if needed.
- Information is much more secure. More information comes in electronically, minimizing paper that can be lost or misplaced.
- Improved access to information leads to quicker PAR submission, authorization and payments to PASA's.

We support people's lives so it makes a lot of sense to go where those lives are happening and when they are happening. Our hope is that case managers will see more of people, experience more with them and hear more from them and meet their needs better in the community they live in every day.





His smile lights up the room, and his work ethic never fails to impress. But, when management changed and friends and support bowed out, Billy Thomas had to find work that made him happy again.

“Billy is outgoing, funny, very caring and has a great sense of humor. He can anticipate if someone needs help and many times can tell what type of help to provide,” Bill Thomas, Billy’s father, said.

After working at the C.B. & Potts on Elizabeth Street for nine years, the location was shut down as management changed and focus shifted to the new location at Foothills Mall. Billy was able to stay successful by working at the last Potts location on Horsetooth Road before the new location opened, but his work was not the same without the staff he grew close to over the years.

“He loved the people at Potts. They treated him like one of the guys, they’d crank the music up in back and they would have magic marker fights... he just loved it,” Nancy Wiechers, Billy’s Career Consultant, said. “[At the new location] Billy worked with a lot of new people. It just

wasn’t the fun, old group he was used to... he didn’t get as many hours, it just wasn’t the same.”

Generally, people served through Supported Employment have to go through a lengthy process in order to change jobs. The first step is working with the Case Manager to tell the Division of Vocational Rehabilitation (DVR) they would like a change. From there, DVR monitors the job search and organizes funding once a new position is obtained.

Then the Career Consultant coordinates between Transportation Services, family or caretakers, and the new place of work to find a schedule that works well for everyone involved.

Billy skipped a few steps once he decided on changing positions. Soon after starting work at the Foothills Mall location, Billy found that three of his old friends were now working at Casa del Matador, which just happens to be on the other side of the mall from Potts. One friend in particular was Billy’s old boss, Chef Todd Vanderstock.

Vanderstock was happy to see Billy regularly once he started stopping by between leaving work and catching his ride home. Billy saw an opportunity to advocate for himself and get back to working with people he missed dearly from the old days on Elizabeth Street. “He was asking about a job for a few months, he’d stop by and we’d feed him before he jumped back on the bus,” Vanderstock explained. “When they cut his days, I had to intervene a little bit and find him some work to do.”

After Vanderstock and Wiechers connected and agreed that this change would work well for Billy, he was able to leave his position at C.B. & Potts with only two days between his last shift and his first at Matador.

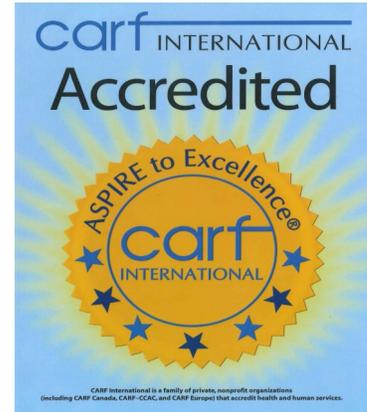
Now, Billy spends a few days a week working with his old pals – replacing the 228 candles Matador burns every night, helping the crew prepare for the evening ahead, and assisting in the kitchen when he can – and they’re happy to have him.

“(Billy) is a joy to have around. He’s a good kid,” Vanderstock said. “He makes me a better person in general. He’s always pretty stoked about life.”



Foothills Gateway Continues 40-Year Tradition of Ongoing Accreditation

CARF International announced that Foothills Gateway has been accredited for a period of three years for its Operations, Organization and Community Services Programs that include Community Integration and Respite as well as Employment Services, which include Community Employment in job development and employment supports and Organizational Employment Services. The latest achievement marks 41 consecutive years of accreditation that CARF has awarded to Foothills Gateway.



CARF International is an independent, nonprofit accrediting body whose mission is to promote the quality, value, and optimal outcomes of services through a consultative process that centers on enhancing the lives of the persons served. Founded in 1966 as the Commission on Accreditation of Rehabilitation Facilities, and now known as CARF, the accrediting body establishes person focused standards to help organizations measure and improve the quality of their programs and services.

This decision represents the highest level of accreditation that can be awarded to an organization and shows the organization's substantial conformance to the 1,000+ CARF standards. An organization receiving a Three-Year Accreditation has put itself through a rigorous peer review process and has demonstrated to a team of surveyors during an on-site visit that its programs and services are of the highest quality. While on-site, the team of surveyors were able to meet with many individuals receiving services and staff, and also contacted family members/guardians and State of Colorado staff to talk about the services Foothills Gateway provides.

A major strength the CARF survey noted involves Foothills Gateway's Person Centered approach. The organization has developed a means to help ensure that every individual has a voice in his/her plan and can make informed choices that affect his/her own life. The survey stated: "The organization's team approach emphasizes that communication, compassion, and concern are the driving forces that underpin Foothills Gateway's commitment to quality service provision."



Over the last several years, Foothills Gateway has been on a journey toward a more person centered culture and approach to services. We have gotten through initial training and implementation of the person centered practices we learned. Now we are taking the next step. We recently got involved with an organization called Helen Sanderson Associates, who provided us with a tool called "Progress for Providers".

The Coaches and Leaders at Foothills Gateway are currently working with the "Progress for Providers" tool in their meetings and in their departments to ensure that people have more control over their lives. Coaches and leaders will answer a series of questions to complete a self-evaluation for their individual work areas. Once each coach has had the opportunity to evaluate where their team is with person-centered practices, it is time for action. Progress for providers walks coaches through the process to create detailed, concrete action items to assist their individual teams.

People are the center of what we do – all people. It takes all of us to make this happen. People in services, family members, people in the community, other providers we work with, staff, volunteers and board members. Over the next several weeks, months and years, we will work together to focus on each of these people and improve their lives.

Few moments in life bring as much joy as the day a new baby

comes home from the hospital – they breathe their first smell of home, a smell that will one day bring them nostalgia; they blink the sleep out of their eyes and take in the quiet, a stark contrast from the bells, dings and beeps of the hospital ward. Exhausted parents let out a sigh of relief to be home, trying to process their joy along with the fear that is slowly setting in – they are on their own now!

Families coming home from the NICU (Neonatal Intensive Care Unit) have an especially difficult transition, getting ready to care for tiny babies who often have very complex medical needs. That scenario is improving for many of these families across the country and now right here in our community. They are able to leave the hospital knowing that they *won't* be on their own. A trained team of professionals is ready to help them guide their little one through the next chapter of life.

The newly formed Early Intervention NICU team at Foothills Gateway is doing just that – streamlining families' transition from the NICU to home. We have recently made great progress through our collaboration with UC Health – Poudre Valley Hospital, which has allowed our providers to assess these babies while they are still inpatient in the NICU. This way, when the baby is discharged on a Tuesday, their Occupational Therapist, who they met in the hospital, can see them in their home on Wednesday. This

collaboration removes all the extra steps families once had to take to secure services. Plus, because they have met their ongoing provider before discharge from the hospital, they go

home with confidence and comfort. All of these steps decrease stress on both the family and baby, so they can focus on getting to know one another and forming the important family bonds that will carry them forward.

Here's a little background on how these programs got their start and why they are so important. With the incredible advancement of medical science, more and more fragile babies are surviving birth complications to come home from the NICU. Many are automatically eligible for Early Intervention (EI) as one of the important sources of support. EI services optimize a family's ability to foster their baby's early development, building confidence and a stronger foundation for a successful childhood. The early needs of the NICU babies and families are unique, both medically and developmentally. More often than not, they are younger than term age, sometimes still below 5 lbs. in weight, many require supplemental oxygen, and most are susceptible to infection.



In addition, because of spending their first days/weeks/months in the NICU, research shows that these babies are not well regulated for sleeping and waking, making them irritable and fussy. And, as if that were not enough, feeding skills are also often immature, complicating an already emotional time in the family's initial journey. All of these components to the babies' fragile state can have long term negative impacts on the child and family. While the goal after the birth of a child is always to be discharged, the transition can be an abrupt change from having constant, expert support and guidance to being alone, anxious, and struggling to care for a fragile baby. Teams like ours are working to change the outlook for these families.

The mission of the Foothills Gateway NICU Team:

Empowering families of NICU graduates to enhance their overall growth and development through parent education, support, and coaching. Services are provided to babies and families in Larimer County by a team of specially trained interventionists.

Early Intervention programs in other communities across the nation have found that pairing these new families with highly skilled providers when they leave the NICU builds trust in the service and improves the effectiveness and efficiency of the interventions to help families and babies thrive at home.

It is our hope to do the same in this community!

The therapists on FGI's new team are equipped with years of EI experience. To add to their expertise, they will participate in trainings designed by nationally known experts in the field so that they can address all of the complex needs of these babies and families. They will be constantly informed of the rapid medical changes and research influencing these babies' outcomes to provide care that is always safe and effective. They will also assist and support each other through collaboration. Building a NICU team has been a timely effort that truly exemplifies the mission of Early Intervention.

As a team, we are so excited to take this new step within this community and we feel very fortunate to have the support of our Board of Directors and Chief Operating Officers to make this project happen. We had our kick off with the Beginning Rhythms for Caregivers Training on July 14th and 15th. Most importantly, we are already seeing increased satisfaction and decreased stress of the families who have received support since the team was formed!



Number of children
enrolled
in Early Intervention
services in 2016

433

Reputations and Opportunities

Sometimes, as individuals go through life, they can acquire negative reputations. Of course, they each have many other character qualities such as talented, creative, intelligent, and thoughtful, for example. It can be difficult for some to see through the negative reputation to recognize the person who wants to succeed and live a life that is meaningful, fun, productive and independent.

With the introduction of Person Centered Thinking (PCT), our agency has a new focus. Because of our PCT organizational movement, we see things differently. Over the past few years, we have had an opportunity to re-evaluate our priorities.

Number of individuals Foothills Gateway provided Family Support Services to in 2016

192

How do we do this? We ask ourselves every day “How can I make that work?” rather than saying, “That is not possible.”

The individuals referred to above, the ones with the “reputations”, have goals and dreams just like everyone else. Because of the reputations they have acquired over the years, their programs and residential settings were quite restrictive. Nevertheless, they continued to have unrealized goals and dreams. Foothills Gateway staff took a long hard look at how we can support the individuals

who need more intensive support to live more of the life they desired.

The intensive support could include higher ratios of staff during all awake hours, limited privacy, and limited community opportunities. So what happens to the service model when the focus changes to actively trying to support a person in achieving their dreams? What happens when the person and their Foothills Gateway team sees possibilities and focuses on how to make something work or happen, rather than why it cannot work?

With a lot of creative planning, we were able to prioritize an action plan to support three men to transition from an intensively managed and structured staffed setting to a much more natural and relaxed host home setting. We faced many barriers, but once we were able to match providers to the specific needs of each person, we were off and running. Each one of the men became increasingly motivated and hopeful while we worked through the process. They were pleasantly surprised that we were finally able to actively pursue their dreams. Change was apparent. They worked harder than ever in every aspect of their programs. This hard work started to pay off by increased opportunities at home and in the community.

Number of people enrolled into services and removed from the waiting lists

169

of people waiting for services at the end of 2016 (December 31, 2015) without any services other than Intake Case Management

467

One good thing led to another. Foothills Gateway staff found a great host home match for one of the men. He was the first to move on to his dream, we still needed to assist two more men in fulfilling their dreams!

One of the most creative aspects of this transition was that the other two men, who are friends and great housemates, did not even have to move. They were able to appreciate the stability of their familiar residence when their new host home provider

moved in with them. Voilà! A more structured staffed setting became a host home.

When speaking to one of the men involved in this transformation recently, he told me he was so happy and thanked us for the opportunity. When I asked him what was different, he said he felt “normal”. He went on to say he felt like he has freedom and a home like everyone else. This story isn’t over. It evolves every day with new challenges, opportunities, and a new reputation.

When an individual has a developmental/intellectual disability, life can be complicated. With an additional diagnosis of mental illness, life can seem like it is spinning out of control. A dual diagnosis may result in confusion, fear and feelings of instability. Along with these issues, an individual may have trouble with communication and subsequent behavioral incidents that can include extreme withdrawal, aggression, self-harm and even suicidal tendencies or actions.

Recently, a person we serve was experiencing a mental health crisis. The crisis quickly escalated and the individual and host home provider were no longer able to manage the situation on their own. This individual has had similar mental health crises in the past. Previously, he would have gone to the hospital to be assessed. The crisis would have been temporarily averted, and he would have been sent back home, only to start the process all over again. However, during 2016, Foothills Gateway and SummitStone Health Partners implemented a new pilot program where individuals having a mental health crisis have the ability to receive additional mental health support, case management support, and specialized services.

This pilot program was made possible through funds allocated by the State of Colorado through Rocky Mountain Health Plans for a Cross System Crisis Response Pilot Program in Larimer County and on the Western Slope. During the most recent crisis event, the person we serve was able to access this pilot program and received the support necessary to get through a difficult time.

His mental health crisis started out the same as it had so many times before - 911 was called; a trip to the hospital occurred; an assessment was completed; and the debate about being admitted to the hospital for treatment between the person and hospital staff ensued. With a lot of support from a dedicated mental health therapist, the individual was admitted to the hospital for inpatient treatment. During the hospitalization, medications, group therapy, and counseling were prescribed, but all treatment options were refused by the person. Since no therapeutic treatments and recommendations were accepted by the person, there was no concrete plan to assure that things would be different when he returned home. Unlike these previous experiences, this time the Pilot Crisis Team was notified. An emergency meeting was held and the Crisis Team Supervisor attended the meeting. She gathered information and set up the Site-Based Therapeutic setting so this individual could have a safe place to go for a "step-down" transition from the hospital prior to going back to his host home. The hope was that utilizing this crisis step-down transition option would give the individual more opportunity to feel safe and comfortable enough to try the recommended treatments from his hospital stay. In the past, the individual didn't have this option of a transitional, step-down facility that would provide further stabilization after the mental health crisis.

Through supportive and respectful approaches, the Pilot Crisis Team staff helped him to understand his issues and the recommended treatment modalities. The team supported him in all areas of daily living, medications, appointments,

therapy and re-establishment of routines. During this transitional time of approximately one week, the host home provider was re-trained and well prepared for the individual's transition back home. With the stay at the Site-Based Therapeutic setting, he had time to adjust and stabilize, and Foothills Gateway staff had time to get ready to help him transition back to his typical life and routines. The coordinated and enhanced support provided by Foothills Gateway staff and SummitStone staff worked out in the best possible way. This individual was able to stabilize, then go back home to a family with whom he loves living.

Overall satisfaction rating among people receiving services through Foothills Gateway (Calculated from percent of positive of responses)

96%

2570
Number of adults/children/
families that Case Management
services and supports were
provided to in fiscal year 2016

STATEMENT OF ACTIVITIES

As of June 30, 2016	2016	2015
<u>Support & Revenue</u>		
State of Colorado (includes Medicaid FFS)	19,408,812	18,610,108
Larimer County	3,528,269	3,071,759
Other Government Agencies	266,224	113,064
Public Support	247,771	298,605
Other Revenue	<u>841,849</u>	<u>932,477</u>
Total Support & Revenue	<u>24,292,925</u>	<u>23,026,013</u>
<u>Expenses</u>		
Medicaid Funded Program Services	15,366,886	14,923,996
State Funded Program Services	2,495,518	2,307,428
Case Management Services	3,293,147	3,024,586
Other Program Services	<u>788,224</u>	<u>596,185</u>
Total Program Services	<u>21,943,775</u>	<u>20,852,195</u>
Management and General	<u>1,895,528</u>	<u>1,912,679</u>
Total Expenses	23,839,303	22,764,874
<u>Changes In Net Assets</u>	<u>453,622</u>	<u>261,139</u>



Foothills Gateway's FY 2016 support
and revenues

\$24 MILLION



Find the complete financial statements and other reports at www.FoothillsGateway.org > About Us > Reports and Newsletters

STATEMENT OF FINANCIAL POSITION

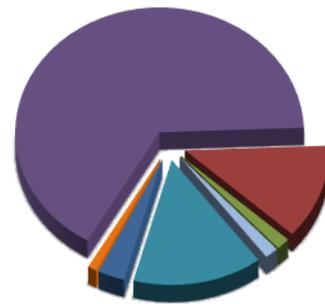
As of June 30, 2016	2016	2015
Assets		
Current Assets	8,392,040	7,726,747
Land, Building & Equipment, Net	1,886,442	2,041,967
Other Assets	2,761,138	2,469,408
Total Assets	13,039,620	12,238,122
Liabilities and Net Assets		
Current Liabilities	2,231,466	1,883,590
Long Term Debt	0	0
Total Liabilities	2,231,466	1,883,590
Total Net Assets	10,808,154	10,354,532
Total Liabilities and Net Assets	13,039,620	12,238,122



8.0%

Foothills Gateway's percentage of expenses that are directed to administration and general purposes

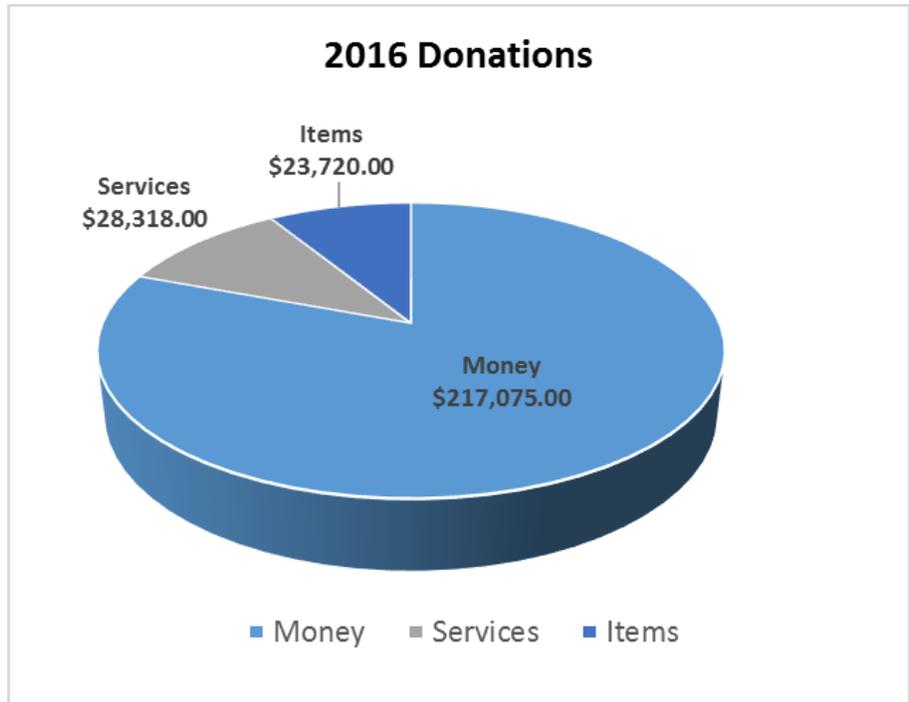
REVENUES 2016



- 66% - Medicaid
- 12% - State
- 2% - Part C
- 2% - Vocational
- 14% - Larimer County
- 3% - Other
- 1% - Public Support

Foothills Gateway is very fortunate to have the support and assistance from a wide group of our community members and businesses in helping us to meet our mission of supporting the people we serve. This support comes through numerous gifts of people’s time, talent and treasure. Donations to support people with developmental disabilities enable Foothills Gateway to provide much needed items or additional supports not funded through our state and federal funding.

Whether these funds are used to provide special adaptive equipment or provide families with additional respite opportunities and funding, these gifts are what make a difference between services in Larimer County and other areas throughout the country. In 2016, donors gave over \$269,000 in cash, services and items to support Foothills Gateway’s programs, people receiving services, and facilities.



Foothills Gateway is also fortunate to have great help throughout the year from various volunteers and volunteer groups, including the many wonderful volunteers in the Foothills Service League who host several fundraising events throughout the year on our behalf and other dedicated volunteers who provide friendship and companionship to individuals in our programs. We also have 20 volunteer members of both the Foothills Gateway Operating and Foundation Boards, who dedicate numerous hours each year to the agency and provide a wealth of encouragement, information and direction to the agency as a whole.

There are currently 24 volunteers, independent and through Colorado State University, who work with individuals and staff in a direct support environment on a weekly or monthly basis. Not to mention the multitude of volunteers who provide event support for each organizing entity.

On behalf of everyone at Foothills Gateway, we want to sincerely thank all of these individuals, groups and businesses!

TO MAKE A CONTRIBUTION

To learn more about making a donation to Foothills Gateway, Inc., visit www.FoothillsGateway.org and click on How To Help > To Contribute.



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Your Gift Makes a Difference

FUNDRAISING EVENTS

Foothills Gateway hosts numerous fundraising events throughout the year. For a list of scheduled events, visit: www.FoothillsGateway.org/About Us/Events

DONATIONS

To learn more about making a donation to Foothills Gateway, you can visit: www.FoothillsGateway.org/How to Help/To Contribute