

**Mission:** To advocate for and empower individuals with disabilities to lead lives of their choice.

**Vision:** We believe in a life of opportunity, of choice, and of dignity for every individual, regardless of age or ability.

**Guiding Principles:**

- Apply the highest standards of person centered excellence and innovation through increased partnerships and collaborations.
- Provide those we serve effective and efficient connections to the community.
- Embrace diversity, inclusion, and equity as essential to the way we do business.
- Support individuals through person centered planning.
- Recognize that the agency's financial stability is essential to the ongoing success of those we serve.
- Help educate and contribute positively to our communities.
- Foster and support satisfied individuals and families.
- Maintain a professional work environment in which we treat each other with dignity and respect.
- As a person centered organization, Foothills Gateway provides accountable and effective leadership.

Strategic Goals	Strategies/Objectives
<p><b>Goal 1: Apply the highest standards of excellence and innovations in the provision of services through increased partnerships and collaborations.</b></p>	<ol style="list-style-type: none"> <li>Partnership/collaboration with Larimer County government: Dept. of Human Services (LCDHS), Behavioral Services (LCBHTAC), Interagency Oversight Group (LCIOG), District Attorney’s office, Health District, Larimer County Strategic Planning Committee for Employment (LCSPCE), No Wrong Door, Child Welfare-Children’s Habilitation Residential Program (CHRP). <u>Update/Outcome FY 2019-2020:</u> <i>FGI staff continue to staff and attend Larimer County committees: LCIOG, LCBHTAC, and LCSPCE, in addition to meeting with the DA’s office, Health District, and LCDHS. Update/Outcome FY 2020-2021:</i> <i>FGI continues to be an active member of LCIOG, LCBHTAC until FGI participation ended in 11/20, and most of the other Larimer County committees. The Committee for Employment and No Wrong Door are no longer meeting. Update/Outcome FY21-22:</i> <i>FGI continues to participate in the LCIOG, Child Welfare-CHRP collaboration along with adding community agencies.</i></li> <li>Partnership/collaboration with SummitStone Health Partners (SHP) in providing mental health services and crisis services. <u>Update/Outcome FY 2019-2020:</u> <i>Agreements completed with SHP for both mental health services and crisis services for FY19-20. Update/Outcome FY 2020-2021:</i> <i>Agreements with SHP have been completed for mental health and crisis services for this fiscal year. Update/Outcome FY 2021-2022:</i> <i>Agreements with SHP to provide mental health and crisis services during FY21-22 have been updated.</i>  Partnership/collaboration with Health Care Policy and Financing (HCPF); Colorado Department of Human Services (CDHS); Community Centered Boards (CCBs); Program Approved Service Agencies (PASAs) and local agencies (i.e., Respite Care, Inc., Colorado State University/Center for Community Partnerships - CSU-CCP) on new waivers, programs, initiatives. <u>Update/Outcome FY 2019-2020:</u> <i>Continued partnership with CDHS/HCPF and PASAs regarding CHRP services to try and increase CHRP provider capacity. Update/Outcome FY 2020-2021:</i> <i>FGI has provided letters of support to CSU-CCP for three grants they are writing to support transition programs focused on self-advocacy, employment education/training, and independent living. If the grant requests are successful, FGI staff will provide advisory support to the CSU-CCP initiatives. Foothills Gateway Case Management staff were part of HCPF’s work group on the development of the Person Centered Budget Algorithm (PCBA) which will eventually replace the Supports Intensity Scale (SIS) for determining rates. Update/Outcome FY21-22:</i> <i>Foothills Gateway Case Management staff will be participating in HCPF’s ‘soft launch’ of the state’s new Care and Case Management (CCM) system that will replace the BUS, the Bridge, and DDWeb. FGI is participating in the Larimer County Department of Human Services Supported Families, Stronger Community Grant. Foothills Gateway staff have also been attending HCPF meetings about Case Management rates and funding. Foothills Gateway Case Management Directors will attend the Multidisciplinary Team (MDT) with local Law Enforcement, Adult Protective Services and Local Ombudsman to assure continuity of supports and services in the area. MOU with FGI and Adult Protective Services will be updated this fiscal year.</i></li> <li>Partnership/collaboration with local municipalities/entities regarding transportation expansion (Larimer County Mobility Council, North Front Range Metropolitan Planning Organization (NFRMPO), Colorado Department of Transportation (CDOT), Larimer County Transportation Work Group, City of Fort Collins - Transfort, City of Loveland - Colt). <u>Update/Outcome FY 2019-2020:</u> <i>Transportation Manager has continued to serve on multiple committees to advocate for increased transportation services in Larimer County. Update/Outcome FY 2020-2021:</i> <i>Due to COVID-19, collaboration meetings have diminished although these meetings will resume with virtual meetings in September, 2020. The Transportation Manager will continue to serve on multiple committees to advocate for increased transportation services in Larimer County including a One-Call, One-Click Call Center to increase collaboration between local transportation providers. Update/Outcome for FY21-22:</i> <i>FGI’s Transportation Manager will continue to serve on the Larimer County Mobility Committee by attending the virtual meetings. The One-Call, One-Click Call Center is now call Ride NOCO and has been focusing on getting people to and from vaccination appointments. During the next year, the City of Fort Collins is looking to expand services and FGI’s Transportation Manager will continue to advocate for increased transportation options for those we serve.</i></li> <li>Partnership/collaboration with Division of Vocational Rehabilitation (DVR) to hold biannual meetings and cross trainings to increase Employment First outcomes in Larimer County. <u>Update/Outcome FY 2019-2020:</u> <i>Joint trainings between DVR and FGI’s Division of Case Management for new case managers to learn more about the DVR process were scheduled in FY 19-20 but have been delayed until 2020-2021 due to the pandemic. Update/Outcome FY 2020-2021:</i> <i>DVR conducted a Division of Case Management training on February 2, 2021. FGI’s Supported Employment staff will be taking “Discovery” training through DVR during this fiscal year. Discovery training will train staff in developing customized community employment options for individuals with IDD in order to continue to increase community employment opportunities. Update/Outcome for FY21-22:</i> <i>In July, DVR staff, HCPF staff, and FGI staff held the “2021 IDD Roundtable” event to discuss ways to promote Community Integrated Employment. FGI staff will continue to meet with DVR staff and other DVR vendors/SE PASAs to exchange information about what is working/not working in Larimer County.</i></li> <li>Partnership/collaboration to provide interagency trainings: police departments, jail, emergency rooms, District Attorney’s office, Mountain Crest, Acute Treatment Unit (ATU). <u>Update/Outcome FY 2019-2020:</u> <i>FGI staff provided a training for Banner Health Behavioral Health staff at McKee Medical Center regarding FGI’s Crisis Services and START Coordination program. FGI’s Clinical Nurse Manager met with Resident Family Medicine Physicians for the purposes of education and sharing experiential information regarding individuals with IDD. During 2019, the Clinical Nurse Manager met with 5 different resident physicians as part of their community health practical experiences, and in February 2020, she met with one resident physician. Update/Outcome FY 2020-2021:</i> <i>Division of Case Management completed training collaboration with the Regional Accountable Entity (RAE) -Rocky Mountain Health Plans in July 2020. Meetings between FGI’s Clinical Nurse Manager and resident physicians have been put on hold during the COVID-19 pandemic. During FY20-21, Foothills Gateway Case Management staff were asked by the Larimer County Courts to be part of the development of a new competency court in Larimer County. Update/Outcome FY2021-2022:</i> <i>DCM staff continue to meet with representatives from the District Attorney’s office, Adult Protective Services and law enforcement to discuss at-risk cases. Foothills Gateway Case Management Directors attend the Multidisciplinary Team (MDT) meetings with local Law Enforcement, Adult Protective Services and local Ombudsman to assure continuity of supports and services in the area. MOU with FGI and Adult Protective Services will be updated this fiscal year.</i></li> </ol>

	<p>6. (BOD) Expand the partnership/collaboration of FGI's BOD and the Foothills Gateway Foundation Board by having members attend each board's meetings.  <u>Update/Outcome FY 2019-2020 and 2020-2021:</u> <i>FGI's Board President and Vice President have attended Foundation Board meetings and the Foundation Board President has been attending Foothills Gateway Board of Directors' meetings, too.</i></p>
<p><b>Goal 2: Provide those we serve effective and efficient connections to the community.</b></p>	<p>1. Expand community services and supports to create more opportunities for inclusion (through program expansion and grants, such as financial classes, assistive technology).  <u>Update/Outcome FY 2019-2020:</u> <i>FGI provided grants for financial classes (EasterSeals) and Fitbits for Poudre R-1 Project Search students.</i> <u>Update/Outcome FY 2020-2021:</u> <i>Due to COVID-19 and the state budget cuts, FGI did not budget for grants during this fiscal year.</i> <u>Update/Outcome FY 2021-2022:</u> <i>Due to the lack of funding available during this new fiscal year, no grants were added to the budget.</i></p> <p>2. Evaluate opportunities to expand services to unserved/underserved community members (i.e., Estes Park).  <u>Update/Outcome FY 2019-2020:</u> <i>A staff person was hired who is able to provide Supported Living Services to individuals living in the Estes Park area.</i> <u>Update/Outcome FY 2020-2021:</u> <i>FGI Residential now has host home providers providing residential services in the Red Feather Lakes area.</i> <u>Update/Outcome FY 2021-2022:</u> <i>FGI Residential is developing a host home setting in Estes Park.</i></p> <p>3. Expansion of case management and services to other counties (Weld/Boulder Counties).  <u>Update/Outcome FY 2019-2020:</u> <i>FGI received multiple requests for case management services in Weld County. The Division of Case Management is working on a process to evaluate the need and ability to support the need. We continue to have conversations about expansion of case management with other CCBs/DHS.</i> <u>Update/Outcome FY 2020-2021:</u> <i>Foothills Gateway continues to provide case management to people residing outside of Larimer County, as practicable. Pending the outcome of HCPF's Case Management Redesign (CMRD) efforts, Foothills Gateway will be focusing on primarily providing case management services to people residing in Larimer County rather than expanding into other service areas.</i></p> <p>4. Fully implement Home and Community Based Services (HCBS) Final Settings Rule in case management and services.  <u>Update/Outcome FY 2019-2020:</u> <i>Foothills Gateway has implemented the Rights Modification process outlined by the HCBS Final Settings Rule. All FGI RSS participants have consented to their rights modifications effective during FY20-21. Residential continues to update the required Provider Transition Plan (PTP) for each person receiving residential services to include lease agreements and other required HCBS Final Settings Rule elements.</i> <u>Update/Outcome FY 2020-2021:</u> <i>Division of Case Management continues to participate in ongoing HCPF trainings/information sessions working towards full implementation of the HCBS Final Settings Rule in 2023. Foothills Gateway updated the Provider Transition Plan (PTP) for day program services provided by Foothills Gateway, Inc., and effective May 2021, Foothills Gateway's Day Programs (PSCS- SH/SCC and PreVoc) are all in compliance with the HCBS Final Settings Rule.</i> <u>Update/Outcome FY 2021-2022:</u> <i>Residential Services continue to work with HHPs to be in compliance with the PTP requirements for community and at-home activities. We have continued with regular modifications to our documentation in an effort to improve compliance with the Settings Rule.</i></p>
<p><b>Goal 3: Embrace diversity, inclusion, and equity as essential to the way we do business.</b></p>	<p>1. Annually review and update the Cultural Competency and Diversity Plan.  <u>Update/Outcome FY 2019-2020:</u> <i>This plan was scheduled to be reviewed and updated by February 2020, however, due to COVID-19, the plan review was delayed.</i> <u>Update/Outcome FY 2020-2021:</u> <i>A committee was formed consisting of FGI staff who expressed interest in reviewing and updating FGI's Cultural Competency and Diversity Plan. Additional updates are forthcoming. A Diversity, Equity &amp; Inclusion (DEI) survey was conducted in August 2020. The committee drafted and finalized a new Diversity, Equity, and Inclusion (DEI) Plan that will replace the Cultural Competency and Diversity Plan.</i> <u>Update/Outcome FY 2021-2022:</u> <i>The new DEI Plan is now available to all staff on the staff portal.</i></p> <p>2. Continue collaboration with LEAP Coalition (21 agencies supporting children in social emotional development).  <u>Update/Outcome FY 2019-2020:</u> <i>Trainings have been and will be offered through the Early Childhood Council of Larimer County to focus on trauma, early brain development, and maternal mental health. Training topics are: Colorado Early Foundations course; Darkness to Light training; A Deeper Dive into Trauma; and sponsorship for the Infant Mental Health Endorsement.</i> <u>Update/Outcome FY 2020-2021:</u> <i>We have continued our partnership with the Larimer County Leap coalition and have applied for a grant to create an intern cohort with the Colorado State University (CSU) Social Work program. This cohort includes partners from CSU, Poudre School District, Thompson School District, private providers, SummitStone and Foothills Gateway Early Intervention. The goal is to give CSU graduate social work students a comprehensive internship experience in infant and early childhood mental health, strengthening the workforce. We intend to host a community conversation around the impacts of screen time in young children, especially in light of COVID-19 and home schooling. We have written a grant for funding to support 10 professionals to start the IMH-E (infant mental health endorsement) process.</i> <u>Update/Outcome FY 2021-2022:</u> <i>The Leap coalition internship cohort has been renewed and Foothills Gateway continues to participate in the coordination and hosting of interns.</i></p> <p>3. Hire bilingual staff to address the needs of families and individuals receiving services.  <u>Update/Outcome FY 2019-2020:</u> <i>The Division of Case Management and Division of Community Services &amp; Supports have four bilingual (Spanish) case managers as well as staff who have been taking American Sign Language (ASL) classes.</i> <u>Update/Outcome FY 2020-2021:</u> <i>FGI has two bilingual (Spanish) Service Coordinators. Foothills Gateway also employs three bilingual (Spanish) adult case managers and one bilingual (Spanish) intake case manager.</i> <u>Update/Outcome FY 2021-2022:</u> <i>FGI has two bilingual (Spanish) Service Coordinators for the Early Intervention program. Foothills Gateway also employs three bilingual (Spanish and Arabic) adult case managers and one bilingual (Spanish) intake case manager. Foothills Gateway also employs part time Spanish interpreters in order to provide interpretation services that are provided by interpreters who are familiar with case management processes and have an understanding of the interpreted information. Spanish speaking case management staff are meeting to identify how case management services for Spanish speaking individuals and families can be improved upon.</i></p>

4. Ensure individuals are provided with information in their native language during meetings.  
**Update/Outcome FY 2019-2020:** Sign language and interpretation (depending on the language needs of the participants) are provided for Service Plan meetings, presentations, and for printed material. **Update/Outcome FY 2020-2021:** In addition to interpretation services, there are now bilingual case managers available for DD/SLS/CES/FSSP/Waiting List, and two bilingual case managers for Early Intervention Services. **Update/Outcome FY 2021-2022:** FGI Case Management continues to employ bilingual case managers in each department as well as part-time Spanish interpreter staff.
5. Expand training opportunities by offering trainings requested by staff and with increased online training for all staff.  
**Update/Outcome FY 2019-2020:** Implemented throughout summer 2019—NEO online, Relias online and also sign language classes at Foothills Gateway. Direct Support Staff are invited to share ideas and requests for training at their annual evaluations and six month follow up meetings. An intermediate sign language class was being offered in spring 2020, however, this training has been delayed due to COVID-19. **Update/Outcome FY 2020-2021:** Staff have requested a follow up training to the Difficult Conversations training that was held last year. Crafted Leadership provided the follow up training at the end of September 2020 provided staff with tools and skills they can use in situations where they have difficult conversations with others. Three Day Program Supervisors are taking an online 5 week course (in October) through the University of New Hampshire’s START Coordination program to expand their skills and understanding regarding individuals with IDD who have co-occurring mental health diagnoses. Crafted Leadership provided additional training for the MSG group in March/April 2021. **Update/Outcome FY 2021-2022:** Additional Crafted Leadership trainings will be offered in August and October, 2021. Suicide Prevention training was provided to interested members of the MSG group in September 2021, and all staff are now able to take the online Relias American Sign Language Class. Management Support Group (MSG) participated in a Managers Training in February 2022.
6. (BOD) Increase BOD diversity.  
**Update/Outcome FY 2019-2020:** FGI Board members reached out to community agencies to recruit board members in alignment with Larimer County’s demographics. **Update/Outcome FY 2020-2021:** The Board President contacted Poudre School District’s (PSD) Integrated Services Director seeking a replacement for the former Assistant Director of Integrated Services who retired and resigned from FGI’s board. PSD’s Assistant Director for Integrated Services is now a member of FGI’s Board of Directors.

<p><b>Goal 4: Support individuals through person centered planning.</b></p>	<ol style="list-style-type: none"> <li>1. Person Centered Review (PCR) Trainers train case management staff from other Community Centered Boards/Case Management Agencies (CMAs) in conducting Person Centered Reviews (PCR). <b><u>Update/Outcome FY 2019-2020:</u></b> Training was held in 2019 and PCR Trainers planned to schedule another training in February 2020. However, the 2020 training was postponed due to COVID-19. <b><u>Update/Outcome FY 2020-2021:</u></b> Person Centered Review training will be offered to case managers in the Spring of 2021 (delayed due to the pandemic). Decision to offer the training to outside participants will be pending space availability and virtual training options. <b><u>Update/Outcome FY 2021-2022:</u></b> When pandemic-related in-person training limitations are resolved, PCT and PCR training will be regularly scheduled. In the event that in-person training will not be possible, PCT trainers will continue to provide a modified, one day, virtual training for FGI staff.</li> <li>2. All FGI Children’s and Adult Case Managers are trained in conducting PCRs. <b><u>Update/Outcome FY 2019-2020:</u></b> Adult and Children’s Case Managers were trained in 2019. <b><u>Update/Outcome FY 2020-2021:</u></b> A training will be offered for new case managers and may also be offered to other CCB Case Managers. PCR training has been delayed due to the pandemic. <b><u>Update/Outcome FY 2021-2022:</u></b> When pandemic-related in-person training limitations are resolved, PCR training will be scheduled and offered to FGI case management staff.</li> <li>3. Person Centered Thinking (PCT) Coaches work with FGI staff in practicing and enhancing PCT skills. Use PCT tools/skills and Progress for Providers’ Action Plans in all areas of the agency. Individual programs to explore the use of PCT skills to best support the individuals and families within those programs. <b><u>Update/Outcome FY 2019-2020:</u></b> PCT Coaches worked on options list for keeping PCT at the forefront to continue to enhance PCT skills. PCT Coaches will be providing more PCT success stories for the Focus newsletter. The Residential program uses PCT skills in their meetings to enhance communication, improve services, encourage creativity, and increase team morale. <b><u>Update/Outcome FY 2020-2021:</u></b> Using PCT skills continues to be important in supporting staff and providers through a very challenging time during the COVID-19 pandemic. With the additional COVID-19 related support needs, it has been vital to rely on our PCT skills in providing that needed support. FGI Residential staff present and discuss PCT skills at each residential meeting. Each staff person chooses a skill to present each week to encourage use of the tools in everyday interactions. <b><u>Update/Outcome FY 2021-2022:</u></b> PCT skills have proven to be valuable during the workforce shortage over the past year to gather feedback and work on solutions to issues that arise due to the workforce shortage. PCT coaches are meeting virtually on a quarterly basis. The meetings are facilitated by pairs or triads of coaches and FGI updates are provided, and PCT skills refreshed.</li> <li>4. PCT Council, Board, and Coaches work together to provide leadership, to educate and continue to embed PCT into FGI culture. <b><u>Update/Outcome FY 2019-2020:</u></b> PCT Leaders meet quarterly to develop PCT mission, vision and principles and share PCT updates with FGI staff. Quarterly PCT Coaches meetings reinforce PCT skills and create strategies for implementing PCT at Foothills Gateway. PCT Coaches meetings offer opportunity for sharing successes, challenges and for creating a common bond and teamwork that is driven by person centered approaches. <b><u>Update/Outcome FY 2020-2021:</u></b> Due to the COVID-19 pandemic, PCT Council, PCT Coaches, and PCT Leaders meetings have been held virtually during this fiscal year. <b><u>Update/Outcome FY 2021-2022:</u></b> Meetings continue to be held virtually for all groups. Additionally, PCT Trainers developed and delivered an eight hour, virtual training which was offered to FGI staff who had not received the 2-day PCT training.</li> </ol>
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	<p>5. Use of Foothills Gateway developed person centered plans for Family Support Services Program (FSSP).  <u>Update/Outcome FY 2019-2020:</u> HCPF developed a prescribed Family Support Plan (FSP); however, Foothills Gateway continues to complete a person centered family plan with families. <u>Update/Outcome FY 2020-2021:</u> FSSP continues to use the person-centered FSP. Case managers will review the FSP to ensure that it continues to be useful to families and presented in a family-friendly manner while remaining in compliance with FSSP rules. <u>Update/Outcome FY 2021-2022:</u> FSSP plans continue to use a person-centered format and includes optional person-centered section. Each family can choose which parts of the Family Support Plan (that are not required by HCPF) are completed in order to ensure that the planning is valuable to them.</p>
<p>Goal 5: Recognize that the agency's financial stability is essential to the ongoing success of those we serve.</p>	<p>1. Use undesignated assets to fund needed services and supports (i.e., FSSP, Crisis Services, and Emergency Respite).  <u>Update/Outcome FY 2019-2020:</u> Thirty additional people from the FSSP waiting list are being served by the Board designating funds to that program. As of September 2019, there are now 230 people in FSSP. <u>Update/Outcome FY 2020-2021:</u> In addition to undesignated funds, FSSP Council has authorized FSSP contract dollars to be used for emergent situations for people enrolled in FSSP and on the FSSP waiting list. Fundraised dollars from the FSSP Council "Pig Run" are also used to fund needed services and supports. For FY 20-21, Foothills Gateway is continuing to fund Crisis Response Services and START Coordination services. <u>Update/Outcome FY2021-2022:</u> Undesignated funds were designated to fund the BrightStart program for this fiscal year. BrightStart is a program for children who are not eligible for Early Intervention and with a 25-32% delay in one or more areas of development. The program will provide services to these children until the state is able to reinstate the previous eligibility requirements which is anticipated to be January 2023.</p> <p>2. Apply recommendations and methodologies from Employer's Council compensation analysis to continue to compare staff pay to current market rates.  <u>Update/Outcome FY 2019-2020:</u> The recommendations from Employer's Council were implemented as of July 2019. Management staff received a listing of each job title and corresponding wage ranges. This item has been completed. <u>Update/Outcome FY2020-2021:</u> The salary scale was reviewed and compared to Employers Council salary surveys by the Chief Officers and adjustments were made to the FGI salary scale. <u>Update/Outcome FY 2021-2022:</u> Non-exempt pay rates were raised in the fall of 2021.</p> <p>3. Provide grant opportunities for allied agencies providing services to individuals with IDD.  <u>Update/Outcome FY 2019-2020:</u> Easter Seals submitted their final outcome report for the use of the grant funds. Poudre School District has also submitted their quarterly update for the use of their grant funds and will submit their final grant report at the end of the 2019-20 school year. <u>Update/Outcome FY 2020-2021:</u> Due to COVID-19, the economic downturn, and the state budget cuts, no grant opportunities will be offered during this current fiscal year. However, the state legislature has agreed to take 667 individuals off the DD waiting list starting 7/1/21. The Foothills Gateway service area will receive 41 of those resources and Program Approved Service Agencies (PASAs) will have the opportunity to provide services to these individuals. <u>Update/Outcome FY 2021-2022:</u> There are no grant opportunities provided during this fiscal year.</p> <p>4. Inter-Departmental coordination to review billing rejection tracking and billing follow up.  <u>Update/Outcome FY 2019-2020:</u> Accounting staff are working to provide more timely information regarding billing rejections to FGI DCSS which includes sharing information regarding ineligible status as soon as it's known and rejected billing status as soon as it has been reviewed with Quality Assurance Specialist. <u>Update/Outcome FY 2020-2021:</u> The process for last FY continues with improved timely communications to notify parties (DCSS and CM) of individuals who lose Medicaid eligibility in order to help make better decisions on providing services. Developing processes and tracking for the new Case Management billing process (per member per month – PMPM) adopted by HCPF in July 2020. <u>Update/Outcome FY 2021-2022:</u> Process for tracking new Case Management billing is done monthly between Finance and CM Staff as appropriate.</p> <p>5. Workforce stabilization: Enhanced recruitment and retention strategies for all agency staff and implement requirements of HB18-1407 and SB19-238 for affected Direct Support Professionals (DSPs).  <u>Update/Outcome FY 2019-2020:</u> FGI has implemented the requirements of HB18-1407 and will be reporting information and outcomes to HCPF at the end of 2019. An implementation plan is currently being developed for SB19-238. All staff impacted by SB19-238 received the required written notification in December 2019. Temporary Medicaid rate increases due to COVID-19 received from April – June, 2020 were passed on to Staff and host home providers (HHPs) during that time period. <u>Update/Outcome FY 2020-2021:</u> HB 18-1407 reporting due 12/20 has been delayed due to the pandemic. SB 19-238 reporting will still be due in December 2020 and was completed FGI's tracking systems are in place to track implementation of SB19-238 increases. During the pandemic, FGI took steps to stabilize our workforce, i.e., applying for and receiving a PPP loan from the federal government so we could continue to employ our workforce. We also created some opportunities for more staff to work from home during the pandemic. During this fiscal year, we increased pay rates, gave staff bonuses, increased recruitment efforts, and provided other staff incentives during the year. <u>Update/Outcome FY 2021-2022:</u> Continued to increase pay rates and staff bonuses in response to HCPF \$15 per hour minimum wage requirements. Pandemic pay continues to be paid to staff when related to COVID. In February 2022 HR Staff attended job fairs at CSU and UNC. They also attended a career exploration event at Rocky Mountain High School.</p> <p>6. Engage in regular coordinated activities and communications to encourage fund raising and planned giving.  <u>Update/Outcome FY 2019-2020:</u> Community Relations staff continue to promote FGI and solicit financial support from local service organizations, community businesses, previous donors and other FGI supporters. This is done formally through giving campaigns and presentations to organizations, as well as informally through regular communications and interactions that strengthen these relationships. The 2019 Colorado Gives Day campaign in Dec. 2019 brought in more donors, including a significant percentage of new donors, than the previous year. <u>Update/Outcome FY 2020-2021:</u> Increased communications to supporters in early FY2020 with intent of keeping donors informed of FGI's work during the pandemic. An electronic 'thank you' will be sent in lieu of in-person staff appreciation event in September 2020. The 2020 Colorado Gives Day was successful, did not appear to be curbed by the pandemic, and continued to build on previous years' success. <u>Update/Outcome FY 2021-2022:</u> Community Relations staff had some increased opportunities for in-person networking toward the end of 2021. The 2021 Colorado Gives Day campaign was a success and surpassed the previous years' total dollars donated.</p>

7. Maintain a secure infrastructure and continually update disaster recovery preparedness.  
Update/Outcome FY 2019-2020: IT staff updated the Disaster Recover Matrix effective July 2019. In March 2020, IT staff met the challenge to meet the IT support needs of staff who were either working remotely 100% of the time due to the COVID19 pandemic or staff who needed additional IT support at home to continue to work from home while the FGI building was closed. Update/Outcome FY 2020-2021: New servers and enhanced backup capability will be implemented in late 2020 that will enhance our growth capabilities several years into the future. Increasing video conferencing capability within the building as needed. Update/Outcome FY 2021-2022: In the planning and evaluation stage to update Building security system IT purchased and is configuring replacements for our data and web servers which will be implemented Spring 2022 to allow for migration to the latest version of Windows, improve security and performance, and allow for increased data storage. IT is planning to hire an accredited computer security firm next fiscal year to perform a security audit to identify areas of security and disaster vulnerability and make a plan to address those issues.

**Goal 6: Help educate and contribute positively to our communities.**

1. Provide educational presentations to local law enforcement, SummitStone, Dept. of Human Services, and other community and civic groups. Collaborate with community agencies in providing cross training.  
Update/Outcome FY 2019-2020: Provided informational training on FGI for SummitStone staff, and CHRP training for DHS staff. Regular training presentation provided to each cycle of CNA classes held at Columbine Health Systems.  
Update/Outcome FY 2020-2021: Division of Case Management training on FGI services put on hold until in-person DHS staff meetings are resumed post-COVID-19 pandemic. Update/Outcome FY 2021-2022: Continue to provide regular training presentations to CNA classes at Columbine Health systems. FGI staff offered to provide additional training to Law Enforcement related to the tragic community incidents that occurred during this time period.
  
2. Promote and spread awareness of FGI through the use of social media, press releases, and newsletters for constituents.  
Update/Outcome FY 2019-2020: The Outreach Coordinator creates and/or publishes social media content on a planned schedule in order to engage our stakeholders and other community members. Digital communications/newsletters are sent to stakeholders quarterly. Update/Outcome FY 2020-2021: Community Relations completed collaboration with Clear Image Media on annual video that will be used for fundraising and promotion. Digital newsletters were sent quarterly, and social media content was important for communicating relevant information to stakeholders. Update/Outcome FY 2021-2022: Digital newsletters continue to be sent quarterly. The 2021 annual video was produced in partnership with Clear Image media and features our Residential department and the Host Home model of service provision. FSSP creates periodic newsletters for enrolled families/families on waiting list that inform families about program changes, upcoming events and case manager profiles.
  
3. Provide early intervention education to physicians and early childhood entities.  
Update/Outcome FY 2019-2020: Focused on providing Early Intervention education to 4 physician offices: Fort Collins Family Clinic; Banner Pediatrics of Loveland; Banner in Loveland; and Youth Clinic. Early Intervention staff have identified 40+ practices in Larimer County and currently targeted 26 for outreach. FGI hosted trainings for DHS Child Protection, Northern Colorado Down Syndrome Association, Children's Therapy Services and a training in Estes Park for physicians, Child Find and the Health Dept. Update/Outcome FY 2020-2021: Continue outreach to physicians, this year focusing on changes to our program and strengthening our referral relationships. We are utilizing the Assuring Better Childhood Development (ABCD) Database to track our outreach to physicians' offices. For those offices that submit the highest number of referrals, the focus of our outreach will be on communicating changes in the Early Intervention Program. Foothills Gateway will access ABCD data to identify low practitioners/clinics with low referrals for targeted outreach. We have also continued outreach with the Early Childhood Council, Health Dept., Department of Human Services, Healthy Harbors Advisory Council, and the Early Head Start program. This outreach has focused on changes to the Early Intervention program, tracking children and families who may need support, and ensuring that no child falls through the cracks due to the eligibility changes. Update/Outcome FY 2021-2022: The EI Coordinator continues to provide outreach to clinics and physician's offices. The EI Coordinator will continue to track referral sources and provide directed outreach to those offices with low referral numbers.
  
4. Promote membership of staff and Board on commissions, workgroups, committees, boards (locally and at the state level).  
Update/Outcome FY 2019-2020: FGI staff are Board Members of the Larimer County Interagency Oversight Group (LCIOG) for child welfare/DHS, and the Larimer County Behavioral Health Technical Assistance Committee (LCBHTAC).  
Update/Outcome FY 2020-2021: FGI continues to participate on LCIOG, DHS permanency roundtables, Interagency group, Adult Protection, CHRP/Foster Care DHS meeting, Mental Health Substance Use Alliance of Larimer Co.  
Update/Outcome FY 2021-2022: FGI participates in the following Alliance Committees: FSSP Best Practices Committee, Emergency Response in Communities Committee, in addition to Peer Networks; FGI staff also are involved in the Larimer County SFSC Grant, LCIOG, DHS permanency roundtables, Interagency group, Adult Protection, and CHRP/Foster Care DHS meeting.
  
5. (BOD) BOD members attend events and promote FGI throughout board member networks.  
Update/Outcome FY 2019-2020: FGI BOD members attended the Game Show Spectacular in October, 2019, and The Tree for All event in December, 2019. Update/Outcome FY 2020-2021: FGI BOD members attended the Glow Golf event which was held in July 2020, and the virtual Game Show Spectacular in October, 2020. Update/Outcome FY 2021-2022: FGI BOD members attended the Flying Pig 5K in April 2021, the Foundation's Glow Golf event in July 2021 and the Foundation-sponsored Gameshow Spectacular in October 2021.

<p><b>Goal 7: Foster and support satisfied individuals and families.</b></p>	<ol style="list-style-type: none"> <li>1. Complete annual family and individual satisfaction surveys for case management and direct services and continue to address concerns that arise through satisfaction surveys. <u>Update/Outcome FY 2019-2020: Completed family and individual satisfaction surveys, comment assignments, and case managers and FGI services followed up on comments. Family and Individual family satisfaction reports have been completed and placed on the FGI website. Quarterly, DCSS program areas reach out to families and guardians to inquire about satisfaction with services and to respond to questions or concerns. Update/Outcome FY 2020-2021: Continue to survey individuals and families on an annual basis. FSSP also conducts an annual family evaluation covering family satisfaction with program. A survey committee has been formed (effective September 2020) to discuss the method of how the satisfaction surveys are disseminated to see if there are options to increase family participation. The committee will also be reviewing the Individual Satisfaction Survey to evaluate the questions and determine if changes are needed. The committee's work was completed, and outcomes were presented at the BOD meeting. Update/Outcome FY 2021-2022: Continued to survey individuals throughout the year and now surveying families in February/March. The survey committee will evaluate survey response rate in Spring 2022 to determine if actions taken to improve response rate were effective. The FSSP program satisfaction survey is now integrated into the FGI Family Satisfaction Survey. This will reduce the number of surveys that families in FSSP are asked to complete.</u></li> <li>2. Assess individual and family satisfaction during monitoring visits, person centered reviews, and Interdisciplinary Team meetings (IDTs). Conduct periodic calls to individuals/families to gauge satisfaction (case management and direct services). <u>Update/Outcome FY 2019-2020: Satisfaction calls are integrated into case manager supervision meetings and annual evaluations (SLS/CES/Children's Case Management). Update/Outcome FY 2020-2021: Case managers continue to conduct quarterly monitoring and assess satisfaction during this time. Division of Case Management lead staff conduct calls with individuals/families to assess case manager satisfaction. Update/Outcome FY 2021-2022: All programs in DCSS conduct regular internal monitoring that includes satisfaction with services and supports. Division of Case Management lead staff conduct calls with individuals/families to assess case manager satisfaction and integrate this information into supervision meetings.</u></li> <li>3. Conduct parent forums/listening sessions. <u>Update/Outcome FY 2019-2020: FGI cohorts and annual Legislative Town Hall which is well attended by community members, family members and individuals receiving services. Update/Outcome FY 2020-2021: FGI will be cohosting another Legislative Town Hall in October, but the format will be virtual due to the pandemic. Other forums are on hold due to COVID19.</u></li> <li>4. Comply with National Core Indicators (NCI) surveys through HCPF and use survey results to make changes. <u>Update/Outcome FY 2019-2020: Foothills Gateway received NCI information regarding individuals who were dually diagnosed with IDD and mental illness. NCI recognized START Coordination as a "promising practice" which aligns with FGI's provision of START Coordination and Crisis Response Services. Update/Outcome FY 2020-2021: Human Resources, Payroll and DCSS staff completed NCI's Workforce Stabilization Survey in July 2020 and will be completing the survey again in June 2021. NCI survey was completed on June 25, 2021 and results should be available in 2021 or 2022. Update/Outcome FY 2021-2022: Foothills Gateway just received notification from HCPF that NCI surveys will resume starting 1/31/22 and extend through 6/30/22. The surveyors will be reaching out to individuals with IDD on a random basis during this time period. Foothills Gateway will also be responsible for completing NCI's Staff Stability Survey which is also due by 6/30/22.</u></li> <li>5. Support Early Intervention (EI) Colorado's efforts with distribution of their surveys in regard to procedural safeguards. <u>Update/Outcome FY 2019-2020: Service Coordinators provided reminders to families to complete these surveys during their monthly monitoring visits. Update/Outcome FY 2020-2021: This goal continues and this year we will focus on families completing both the Early Intervention and Foothills Gateway survey. Update/Outcome FY 2021-2022: This goal continues and this year we will focus on families completing both the Early Intervention and Foothills Gateway survey.</u></li> </ol>
<p><b>Goal 8: Maintain a professional work environment in which we treat each other with dignity and respect.</b></p>	<ol style="list-style-type: none"> <li>1. Utilize Helen Sanderson Associates' (H.S.A) Progress for Providers Action Plans and Circles of Influence to address supports for staff and to keep staff informed. <u>Update/Outcome FY 2019-2020: PCT Council and Leaders review the Progress for Providers Action Plans and Circles of Influence at their regular meetings. Update/Outcome 2020-2021: Due to the pandemic, PCT Council and PCT Leaders meetings have been held virtually. Update/Outcome 2021-2022: Due to the pandemic, PCT Council and PCT Leaders meetings have been held virtually.</u></li> <li>2. Respond to employee survey (formerly Ascend) concerns and develop action plans to address staff's concerns. <u>Update/Outcome FY 2019-2020: Staff are encouraged to participate and enjoy the recognition and rewards for doing so (doughnuts and breakfast burritos). They also enjoy receiving information related to the actions taken to follow up on any areas of concern. Update/Outcome FY 2020-2021: Staff were able to complete the survey in October 2020, and results were available in early 2021. An infographic was created for the Focus to share information with staff and the results were presented to the Board of Directors. Update/Outcome FY 2021-2022: The staff survey was completed in October 2021. The results were presented to the Board of Directors at the February meeting. The data is available to staff and to Board members on the portal.</u></li> <li>3. Evaluate staff level of comfort and ability to utilize PCT skills in dealing with coworkers and individuals and families. <u>Update/Outcome FY 2019-2020: PCT skills survey used to gauge understanding of PCT skills. PCT skills refreshers for administrative support staff scheduled to refresh and develop PCT skills relevant for their use. PCT skills have become part of our culture and are used on a daily basis for communication, problem solving, IDTs, evaluations, and staff meetings. Update/Outcome FY 2020-2021: Division of Case Management conducted a refresher PCT training for Foothills Gateway administrative staff and surveys indicate that staff have an increased comfort level using PCT tools. Update/Outcome FY 2021-2022: Using PCT skills is a common practice within the services division. DCM will conduct a PCT skills survey and complete refresher PCT trainings for those lowest-scored skills at subsequent DCM meetings.</u></li> </ol>

	<p>4. Leadership and Management trainings offered regularly to Foothills Gateway directors, managers, supervisors (i.e., MSG and Employer's Council).  <u>Update/Outcome FY 2019-2020:</u> <i>MSG trainings are held quarterly to provide training to FGI supervisors. Employer's Council trainings are encouraged for supervisors/managers/directors. Opportunities have been provided for community leadership trainings/experiences.</i> <u>Update/Outcome FY 2020-2021:</u> <i>Crafted Leadership training (virtual) was held in September 2020 for Case Managers and MSG members to gain skills in managing difficult conversations. An additional Crafted Leadership training was held for MSG members in March/April and more trainings are scheduled for next fiscal year. Two staff attended Dare to Lead training offered by H.S.A. and Brene' Brown.</i> <u>Update/Outcome FY 2021-2022:</u> <i>Crafted Leadership trainings were held for MSG members in August and in October, 2021. Dr. Chris Mullen, Kronos Workforce Management provided management training to MSG in February 2022.</i></p> <p>5. Implement staff retention strategies throughout the agency.  <u>Update/Outcome FY 2019-2020:</u> <i>Stay Interviews have been researched and a process for implementation is being developed. We are beginning a trial period for some supervisory level Stay Interviews in 2020 (Delayed due to COVID19). Implemented a Planned Pay program at the beginning of the pandemic (March 2020) that paid staff their regular hours as FGI managed through the pandemic.</i> <u>Update/Outcome FY 2020-2021:</u> <i>As we continue to increase staff's work hours, we continue to use planned pay to supplement staff's pay in order to maintain their employment and assure they weather the pandemic and economic downturn. During the pandemic, every effort was taken to retain our staff. As pandemic restrictions are relaxed, some staff have reassessed the work they do and have made other career choices. Workforce recruitment and retention efforts are critical as we move into the new fiscal year.</i> <u>Update/Outcome FY 2021-2022:</u> <i>Pay increases for non-exempt staff were implemented in the fall of 2022. Retention bonuses, hiring and referral bonuses, and other bonuses were paid to staff during this time period.</i></p>
<p><b>Goal 9: As a person centered organization, Foothills Gateway provides accountable and effective leadership.</b></p>	<p>1. Succession Planning: Conduct Workforce Analysis:1) Future workforce needs; 2) Identification of key positions; 3) Identification of competencies required for key positions; 4) Review of current workforce talent; 5) Identification of workforce readiness; 6) Gap Analysis; 7) Strategic Development.  <u>Update/Outcome FY 2019-2020:</u> <i>All Management Team members continue to work on their workforce analysis for succession planning purposes.</i> <u>Update/Outcome FY 2020-2021:</u> <i>Due to the retirement of some senior management staff, other staff have been promoted to senior management positions where they have more responsibilities and authority.</i> <u>Update/Outcome FY 2021-2022:</u> <i>Management Support Group and Management Team members have continued to have access to additional leadership trainings that will assist them in developing as leaders. The Case Management Redesign systems change will refocus the analysis of the Foothills Gateway workforce over the next two years.</i></p> <p>2. Provide opportunities to participate in leadership trainings, for example, Leadership Fort Collins, Leadership Northern Colorado, and Leadership Loveland.  <u>Update/Outcome FY 2019-2020:</u> <i>Lead by Design (Crafted Leadership) training: Opportunities for these trainings have been provided to Management Team and other FGI staff. We have been including other levels of supervisory and management staff to encourage staff development and for succession planning. Several supervisory staff had an opportunity to participate in a Crafted Leadership training series in the spring of 2020. The feedback for this training has been extremely positive and the tools provided have been beneficial. Staff are looking forward to ongoing training.</i> <u>Update/Outcome FY 2020-2021:</u> <i>Crafted Leadership provided a "Tools for Difficult Conversations" training for case managers and for supervisory staff at the end of September, 2020, and another training for MSG in March/April 2021.</i> <u>Update/Outcome FY2021-2022:</u> <i>Crafted Leadership provided additional leadership training for FGI supervisors in August and October 2021. Dr. Chris Mullen, Kronos Workforce Management, provided leadership training to MSG members in February 2022. Assistant level supervisors have been included in some leadership training and attend the HR supervisory training.</i></p> <p>3. Continue to utilize the multi-rater evaluation format for Chief Officers and Management Team members.  <u>Update/Outcome FY 2019-2020:</u> <i>360 evaluations are being completed for Management Team members.</i> <u>Update/Outcome FY 2020-2021:</u> <i>The questions for this evaluation tool were reevaluated and modified for this fiscal year.</i> <u>Update/Outcome FY 2021-2022:</u> <i>360 evaluations continue to be used for the Chief Officers and the Management Team members.</i></p>