

**COMMUNITY BENEFITS PLAN- REPORTING FORM**  
*Pursuant to RSA 7:32-c-1*

**FOR FISCAL YEAR BEGINNING 7/1/2014**

*To be filed with:*

**Office of the Attorney General  
Charitable Trusts Unit  
33 Capital Street, Concord, NH 03301-6397  
603-271-3591  
[www.nh.gov/nhdoj/charitable](http://www.nh.gov/nhdoj/charitable)**

By 2015

**Organization Name: Area Agency of Greater Nashua, Inc.  
d/b/a Gateways Community Services**

**Federal Tax Identification #: 020377315  
[www.gatewayscs.org](http://www.gatewayscs.org)**

**Street Address: 144 Canal Street, Nashua, NH 03064 State Registration #: 1412**

Has the organization filed its Community Benefits Initial Filing Information form?

Yes   X   No \_\_\_\_\_

If No, please complete and attach the Initial Filing Information form.

If Yes, has any of the initial filing information changed since the date of submission?

Yes \_\_\_\_\_ No   X  

**Section 1- Community Benefits Contact Person:**

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**Section 2- Mission Statement:**

1. Gateways Community Services believes that all people are of great value and strives to be innovative when providing quality supports needed for individuals to lead meaningful lives in their community.
2. June 30<sup>th</sup>, 2011

**Section 3- Miscellaneous:**

Is this plan available on your web site? Yes \_\_\_\_\_ No   X

If yes, may we include a link to the plan on the CTU web site?

Yes \_\_\_\_\_ No \_\_\_\_\_ Web Address \_\_\_\_\_

Please check here if you are an area agency that reports to the Department of Health and Human Services

Please check here if this report is filed for two or more healthcare charitable trusts.

#### **Section 4- Definition of Community and Population Served (RSA 7:32-d, II)**

The services provided by Gateways Community Services are defined both by geographic location and as a special population. This definition comes from the State of New Hampshire, Department of Health and Human Services (DHHS), Bureau of Developmental Services. Gateways Community Services is one of the ten designated Area Agencies responsible to provide services to individuals who have developmental disabilities and acquired brain disorders and their families. Gateways Community Services geographic area for developmental services includes Amherst, Brookline, Hollis, Hudson, Litchfield, Mason, Merrimack, Milford, Mont Vernon, Wilton, and Nashua

#### **Section 5- Community Needs Assessment Information (RSA 7:32-f)**

1. During the beginning stages of our Strategic Planning process, consultant Judie Post did a Landscape Assessment of the Area Agency of Greater Nashua d.b.a. Gateways Community Services.
2. (a) An assessment was conducted during our Strategic Planning Process in February 2013  
(b):
  - Area Agency of Greater Nashua d.b.a. Gateways Community Services Strategic Plan Surveys, SWOTs (Strength, Weaknesses, Opportunities, Threats), and telephone interviews of:
    - Employees
    - Families
    - Vendors
    - DHHS Personnel
    - Community Members/Stakeholders
  - Area Agency of Greater Nashua d.b.a. Gateways Community Services, National Core Indicator Customer Satisfaction Surveys which are sent to families and guardians, (Biennial)
  - Area Agency of Greater Nashua d.b.a. Gateways Community Services Surveys regarding Early Supports and Services (children ages 0-3) and Respite Services Satisfaction (On-going with annual reporting)
  - Area Agency of Greater Nashua d.b.a. Gateways Community Services Family Support Annual Plan
  - Early Supports and Services Self-Assessment (every 4 years)
  - Bureau of Developmental Services Adult Consumer Outcomes Survey (Annual, 10% of population or 40 face-to-face interviews)
  - In accordance with He-M 505, Gateways is required to be designated by the State of New Hampshire, Department of Health and Human Services. Every five years, area agencies are required to go through an extensive review process conducted by the Bureau of

Developmental Services. *This process is currently underway. A Governance Desk Audit has been completed and we are currently awaiting the results. An In Home Supports audit, family and consumer interviews, as well as interviews of our Family Support Council and local self-advocate groups are will be conducted in October 2015.*

(c): Gateways Community Services completed its Strategic Plan in November 2013

3. N/A

4. N/A

**Section 6- Community Benefits Plan/Report (RSA 7:32-e, II-VI, RSA 7:32-1)**

N/A

**Section 7- Public Notice:**

A copy of the Community Benefits Plan is available at our office at 144 Canal Street, Nashua, NH 03064

**Section 8- Additional Information:**

1. No

2. No

## **Participant Self-Direction**

Self-directed care is an alternative method for administering services to people with Developmental Disabilities/Acquired Brain Injury/Seniors that expands individual control in selecting what services are needed. The overall goal of the self-directed approach is to improve the quality and effectiveness of care provided in these situations; with the added bonus that participants are more satisfied with their care and life in general. Another benefit is that self-directed care reduces costs. Consumer Directed Services provides participants, and their representatives, with a high level of choice and control while providing them with the information, assistance, and entry level fiscal support they needs to direct services to keep them safe and at home. The CDS model will place emphasis on employment goals for individuals and provides for supports to meet these goals. Gateways was an early adopter of Consumer Directed Services and is now recognized as a leader nationally, as well as across the state of New Hampshire, for Consumer Directed Service. Gateways will continue to evolve best practices and drive enrollment for Consumer Directed Services upwards.

Within the span of this strategic plan, Consumer Directed Services at Gateways will expand both the number of individuals served and the percentage of all Gateways Clients who avail themselves of this service. More specialized/customized levels of services for support will be created, with a focus on the identification of cost and funding changes for each level of service.

Consumer Directed Services at Gateways will take on a more market aware approach, so that more participants can get services at home, including more intensive services and some non-certified services, while constantly assisting the client to achieve the most cost effective service within their budget.

### **Considerations Include:**

- ❖ Expansion of Participants
- ❖ Increase in certification and funding options
- ❖ Supporting families to achieve maximum impact with funds allocated
- ❖ A seamless Transition from one service to another that offers support to families at all levels
- ❖ A continued focus on Customer Service and Quality

### **Year One --2014**

1. Participant /Consumer Directed Services will develop a plan to expand self-direction to a wider range of participant self-direction skills using a level system. (See Consumer Directed Services Tactical Plan for details)
2. Participant /Consumer Directed Services will develop a plan assist all individuals and families to achieve maximum impact with the funds allocated through increased hands-on direct management of employees and contractors. . (See Consumer Directed Services Tactical Plan for details)
3. Participant /Consumer Directed Services will complete development of statewide web based consumer- to-provider matching services-NH Provider Link Directory. The development of the site and marketing will be completed. (See Consumer Directed Services Tactical Plan for details)

4. Participant /Consumer Directed Services will complete a transition plan to improve the movement from: Children's Services to Adult Services; Consumer Directed Services to Traditional Services and back; and from Family Support Services to Consumer Directed Services. (See Consumer Directed Services Tactical Plan for details).

#### Year Two --2015

1. Participant /Consumer Directed Services will implement a staged in process for the new level system. More populations of people should be able to enroll because of the increases customization available. (See Consumer Directed Services Tactical Plan for details)
2. Participant /Consumer Directed Services will develop a plan assist all individuals and families to achieve maximum impact with the funds allocated through increased resources for families through an expanded Family Facilitation Team and by developing employment goals. (See Consumer Directed Services Tactical Plan for details)
3. Participant /Consumer Directed Services will complete roll out to region 6 families of the statewide web based consumer- to-provider matching services-NH Provider Link Directory. (See Consumer Directed Services Tactical Plan for details)
4. Participant /Consumer Directed Services will complete a transition plan to improve the movement from: Children's Services to Adult Services; Consumer Directed Services to Traditional Services and back; and from Family Support Services to Consumer Directed Services with a formal hand off process in place. (See Consumer Directed Services Tactical Plan for details).

#### Year Three --2016

1. Participant /Consumer Directed Services will assess the results of first year of the leveling system to determine if more people were able to enroll and if there was a reduction in high cost budgets. (See Consumer Directed Services Tactical Plan for details)
2. Participant /Consumer Directed Services will assess the results of developing a plan assist all individuals and families to achieve maximum impact with the funds allocated to see if funds were fully expended. (See Consumer Directed Services Tactical Plan for details)
3. Participant /Consumer Directed Services will complete state wide roll out of the statewide web based consumer- to-provider matching services-NH Provider Link Directory. (See Consumer Directed Services Tactical Plan for details)
4. Participant /Consumer Directed Services will complete a transition plan to improve the movement from: Children's Services to Adult Services; Consumer Directed Services to Traditional Services and back; and from Family Support Services to Consumer Directed Services with a formal hand off process in place and service delivery is fluid and seamless (See Consumer Directed Services Tactical Plan for details).

## Employment

**Employment for Empowerment** Gateways has made tremendous strides in providing employment opportunities for people with developmental disabilities. Through leadership efforts like LinkAbilities, Project SEARCH, Mission Possible, STRIDE, and the most recent InCOME Program, we are making inroads to equip those we serve with the skills that are valued by local growth business sectors in our community. We are working hard to ensure that skill sets are paid a competitive wage and employers, along with the general public, view people with developmental disabilities as not a social service add-on to their employment planning, but rather as a solid investment in personnel that are reliable and effective in their jobs. Gateways has a core belief that people of all abilities and backgrounds deserve the opportunity to seek and obtain employment. Employment is one of the struggles we continue to fight in the battle for inclusion for individuals with developmental disabilities.

In partnership with The PLUS Company, Gateways and the providers we have formal contracts with will continue to grow both the number of people placed in employment and breadth of roles clients can play in the community over the next three to five years. A website, which LinkAbilities has already established the framework for, is intended to serve in the future as an online hub for employment success stories, best practices, curriculum and training opportunities.

Training and pilot incubation will be a central focus of the work of all employment programs under the Gateways umbrella. Local and national experts will be tapped for both content and delivery and a full array of options will be published so that clients and their families can utilize those that make sense for their needs and goals.

Staff will search the country for best practices and will collaborate with local stakeholders on any models that might be right for the region based upon demand, labor markets and appropriate delivery systems. New funding will be sought to bring innovative models to the community and local businesses, as well as partnerships through the state. Various entities, both state and local, will be asked to partner on these projects, so that a wide variety of employment options are offered to clients. The growth of statewide efforts will be supported and when appropriate initiated by Gateways' staff.

Overarching approaches include:

- ❖ Online promotion of programs and opportunities for training and employment
- ❖ Work with business, community leaders and government officials to expand the opportunities for employment for people with disabilities
- ❖ Research models and best practices nationally to determine if they are right for this region and work with stakeholders locally to develop them
- ❖ Research and apply for funding to bring new models to the area
- ❖ Foster relationships with all those in the community who can benefit from the employment of those with a disability
- ❖ Work with all Gateways staff to develop family training and to embed the culture of employment throughout our service delivery and in communications

Over the next three years, Gateways will:

Year One-- 2014

1. Strengthen partnerships with local school districts to create a unified message around employment by working with local Community of Practice on Transition, as well identifying district specific project interests.
2. Create new content and success stories to be showcased on the LinkAbilities website
3. Reactivate the LinkAbilities Facebook page
4. Work with internal Gateways departments to create family and individual friendly information about employment, benefits, and local resources to get you started with career planning and employment
5. Roll out of GSIL Technical Assistance package, including training to internal staff, all providers, and family information sessions
6. Develop a training model in a new sector with the intent to replicate in years 2 and 3.
7. Develop proposal for BIP funding with intent to build LinkAbilities online infrastructure, training capacity and potential replication of new practices for years 2 and 3
8. Explore best practices and employment/training programs particularly for the under-employed and individuals with Autism
9. Make new inroads in partnerships with post-secondary and secondary institutions with the goal of creating pathways for College and Career Ready Competencies to be met
10. Meet with all internal departments at Gateways to train against employment data and regional goals
11. Working closely with The PLUS Company Vocational Team, complete and revise the Career Assessment Pilot with intent to market more broadly throughout the region
12. Develop new relationships and partnerships with high level individuals in DHHS, DOE and DRED for the purpose of building new sector trainings and enhancing the employment network and relations
13. Develop a monthly training calendar with guest speakers and trainers for Workforce Development Coalition

Year Two – 2015

1. Develop a new and robust framework for Technical Assistance website
2. Identify funding for infrastructure growth – particularly for training, incubation and replication of new models
3. Roll out of new career competency model (example: Extended Learning Opportunities that create credit for competencies) that stem from relationships and partnerships identified with post and pre-secondary schools in year one planning
4. Begin the solicitation of replication of model piloted in year one
5. Strengthen relationship with Vocational Rehabilitation to become an avenue for long-term Technical Assistance, training and program incubation
6. Establish a work group with contracted providers to identify, review and share best practices and gaps
7. Host quarterly collective meetings with providers and internal departments to

review employment trends, data and regional goals

Year Three – 2016

1. LinkAbilities will have sustainable funding for staff and a model for Technical Assistance delivery
2. LinkAbilities will be identified as a prominent Technical Assistance hub for trainings, incubation and marketing of employment in New Hampshire
3. Self-sustaining website that identifies new practices, success stories, local and national resources and opportunities

## **Advocacy/Nothing About Us Without Us**

Medical, behavioral health, and long term services and supports for people with developmental disabilities, acquired brain disorders, and seniors should be focused on the fundamentals of the "independent living model." This model sees each person as an individual, focuses on the strengths of the individual with no, or at least limited, dependence on professional direction. The goal of independent living is to promote individual consumer's choice of options that allow and support integrated community living, thereby enhancing self-care. Gateways works shoulder-to-shoulder with stakeholders to overcome the many hurdles to help people, and their families, obtain the services they need to live successfully at home and in their communities – hurdles such as lack of coordination between acute and long term services and supports, antiquated systems and policies, and lack of infrastructure and adequate funding for the evolution of person directed care. Gateways includes all stakeholders (people with disabilities, families, policymakers, providers, etc.) in system design initiatives, implementation/policy reform, and definitions for quality outcomes/measurement -- allowing for partnerships to form and system improvements to evolve in a trust-based environment.

### Advocacy – Nothing About Us Without Us

Gateways plays a leadership role in advocating at all levels of government, with the private sector, and the public at large for the necessary funds, and locally controlled family, governed Area Agency service delivery model, that supports persons with developmental disabilities, and acquired brain disorders, and their families, to lead lives of full inclusion and participation in the community. Gateways encourages and supports individuals and families in pursuing an advocacy agenda, and works in cooperation with CSNI, other Area Agencies, and third party organizations like ABLE NH and NH Cares to achieve clearly defined, winnable outcomes.

Over the next three years, Gateways will:

#### Year One -- 2014

1. Take necessary advocacy actions to protect the approved biennium budget from back of the budget cuts that could impact DD/ABD community and services
2. Assist FSC, with strategy, for energizing the council for advocacy and voice
3. Work to engage families in SIM, BIP, and 1115 Waiver design and options initiated by the DHHS with CMS to ensure the system values, principles, and effective service delivery models, such as Consumer Directed Services, are preserved
4. Advocate for Step 2 managed care that maintains local control and regionally based funding with AA system protecting RSA171 and HEMs
5. Assist Gateways in communicating with families regarding Step 1, managed care for acute/medical Medicaid services, actions necessary for enrollment for the DD/ABD population – establish a "consumer advocacy" voice and role on behalf of those Gateways serves with the state Medicaid office and the three MCOs/Health Plans
6. Take necessary advocacy actions to ensure that DD/ABD services are part of the political landscape during the election year
7. Host Legislative Coffee(s) if needed for election period
8. Support legislation and local voice in favor of legislation that preserves current Area Agency system

9. Reach out and cultivate Wait List eligible participants and their families in advocacy training and efforts to ensure that there is a continued growth in the "pipeline" for advocacy
10. Establish an Leadership reunion to take place every two years (off year from biennium budget) to ensure that families remain engaged and connected
11. Work with ABLE NH, NH Cares, and NH Fiscal Policy Institute/NH Charitable Foundation to build capacity around target issues
12. Establish PURLES social media means of communications with local and state advocates; in addition to Legislative Updates and web site maintenance for communications
13. Follow and report out as needed on Medicaid Care Management Commission actions and legislative actions/bills

#### Year Two -- 2015

1. Advocate for Step 2 managed care that maintains local control and regionally based funding with AA system protecting RSA171 and HEMs
2. Provide communications supports for Step 2 sign ups with MCOs if necessary
3. Monitor, inform, and engage families and participants in advocating for bills/legislation for the 2015 session
4. Promote PURLES group and monitor, drive social media engagement
5. Reach out and cultivate Wait List eligible participants and their families in advocacy training and efforts to ensure that there is a continued growth in the "pipeline" for advocacy
6. Take necessary advocacy actions to ensure complete funding of DD/ABD services and Wait List with biennium budget if necessary per managed care implementation by state
7. Advocate and communicate with state, and commercial managed care operations, regarding Step 1 managed care MCO implementation/effectiveness for support of persons with DD/ABD and their families
8. Initiate planning and internal training for select staff for "consumer advocacy" skills and best practices
9. Legislative updates

#### Year Three -- 2016

1. Advocate and communicate with state, and commercial managed care operations, regarding Step 2 managed care MCO implementation/effectiveness for support of persons with DD/ABD and their families

## **Clinical Capacity**

The demand for clinical expertise to address dual diagnosis clients and those with more acute diagnostic needs continues to grow. In response, Gateways has hired or contracted with individuals with such expertise. Over the next three to five years, Gateways must be aware of the emergence of these clinical needs and be ahead of the curve in obtaining funding to hire individuals to offer more specialized services, train existing staff to meet these needs, or find community resources to assist clients to meet their clinical needs and/or personal goals. To coordinate all of the care needs of our service recipients we need to continue to expand and improve the clinical resource capacity of the agency. As we look to the future we see the need for routine delivery of comprehensive multi-disciplinary evaluations, diagnostic evaluations, treatment consultations, educational and technical assistance, assessments, behavioral analysis and intensive behavioral interventions, clinic and in-home therapy services, counseling, family work, and testing. We are challenged to innovate, create, and partner to meet these emerging and increasing needs.

Over the span of this strategic plan, Gateways Clinical Capacity will consist of three areas of focus: Autism Services, Mental Health Services and High Risk Management. Each component brings specialized services to clients and their families that would not be available through other programs and each utilizes the services of specially trained staff to meet the needs of those served.

### **Autism Services**

Over the next three years, Gateways will expand Autism Services in both breadth and depth as we learn new ways to serve clients and their families. A small group of senior managers, led by Sandy Pelletier, will research best practices, consider the feasibility of each and determine which is best suited to the needs of our clients.

In order to achieve these goals, Gateways will embark on a three-year journey to bring a broader spectrum of choices to the Autism Services Program:

#### **Year One - 2014**

1. Provide Applied Behavior Analysis Therapy for both the traditional less than 18 population, and for those over 18, who may benefit from it.
2. Provide highly qualified full time/parttime workforce that delivers quality ABA services to meet customer demand.
3. The additions of Autism Specialists, who are imbedded in each service area to assure the right services, are offered to individuals and their families.
4. Continued work with The Nashua Autism Network to assure continued growth of this important community association so that it can reach a wider range of individuals of all ages.
5. Research all existing program models that offer clinical, vocational, transitional, technological and residential support to individuals and families.
6. Screen and when appropriate, adopt measures taken from best practices around the world, so that individuals and families in the Gateways region can benefit from them
7. Find and learn from leading experts in the field.

#### **Year Two - 2015**

1. Acquire adequate funding to assure that identified services for individuals with autism are carried out and meet their diverse needs.
2. Expand the list of services provided by the Autism Program at Gateways, by creating and packaging new services. Example: transition services for students leaving high school or Early Supports & Services children transitioning to elementary school.

#### Year Three – 2016

1. Establish Gateways Autism Services as the number one preferred provider of autism supportive services for children and adults, in Southern New Hampshire and bordering Massachusetts' communities.

#### Mental Health Services

The program is an essential component to the work done at Gateways with those who have dual diagnosis of mental health and developmental needs. Staff regularly offer evaluation, crisis management, team consultation and when appropriate training. This growth will take place through staff expansion and training of all staff in the methods used by the certified staff within the project.

The mental health needs are constantly expanding and over the next three years, this program must grow to meet the demand by:

#### Year One - 2014

1. Research best practices for working with individuals who are dually diagnosed with intellectual disability and mental health issues.
2. Build on existing capacity and bring in additional Certified Project START Staff.
3. Development and implementation of a training program that will be required of all existing staff and included in all future orientations.
4. Provide specialized care coordination.
5. Work with vendors to maximize their staff's skills and training
6. Exploration of third party billing beyond Medicaid.

#### Year Two - 2015

1. Onsite Psychiatric Consultation available through contract staff.
2. Work closely with partner agencies, which specialize in mental health treatment.
3. Advocate for additional medication providers and/or therapeutic mental health services for clients.

#### Year Three – 2016

1. Ability to coordinate the specialized needs of dually diagnosed individuals, in an effective and efficient manner.

### **High Risk Management**

High Risk Management is a statewide effort to address the growing concern regarding the number of individuals with behaviors that place themselves and/or others at high risk. These may include sexual offenders, those with a history of harming themselves or others, individuals who engage in fire setting behaviors, and anyone who generally poses a significant risk of harm to the community.

Gateways has committed to working with the state risk management team to bring risk assessment to the region. It has further committed to build internal capacity for risk assessment through training provided by BIP funds, which have allowed the program to be financially sustainable. With continued financial support, the program can not only bring this essential service to the region, it hopes to expand its knowledge base through information gathering on best practices throughout the country.

Key growth components include:

1. Continued work with the State Team
2. Research to more fully understand working models and best practices throughout the world
3. Research to know and consider partnerships with specialized vendors, who can more fully address these issues
4. Work with area schools to fully understand their current practices, needs and adopt better hand-off relationship for individuals who age out of their programs.

### **Year One – 2014**

1. Increase Local RMC's engagement and participation by increasing their knowledge as it pertains to risk management best practices through training by the Risk Management Service Coordinator and John Finn (as needed).
2. Identify Service Providers who are willing to and have potential to provide preventative services.
3. Risk Management Service Coordinator to engage in leadership role with students who present with risk through training team members on risk management and engage in transition community of practice.
4. Review high cost intensive placements to ensure the program is appropriate to the individual's risk management needs, reducing the chance of over serving and over spending.
5. Build internal capacity for risk assessment through training provided by BIP funds.
6. Risk Management Service Coordinator to work with other departments to increase their skills related to identifying and mitigating risk for increased capacity within the agency.

### **Year Two – 2015**

1. Provide training to the identified Service Providers to provide suitable preventative services.
2. Risk Management Service Coordinator to build positive relationships with school personnel and youth service system to provide team approach around risk management with expertise. This will also orient and increase the knowledge of stakeholders so that they have more capacity to serve this population more effectively.
3. Continue to build internal capacity for risk assessment through training provided by BIP funds; utilize this capacity

4. Risk Management Service Coordinator to continue to work with other departments to increase their skills related to identifying and mitigating risk for increased capacity within the agency.

Year Three – 2016

1. Provide robust service provision through identified Service Providers offered to people who present with high risk
2. Utilize internal capacity for risk assessment

## **Care Coordination**

Gateways recognizes that the ability to better coordinate care, while empowering a person's self-direction and assisting with life's many important transitions, is mission critical to the agency's customer service goal to help people lead meaningful lives in their community. To this end, Gateways is committed to growing care coordination options that meet the needs of those we serve. Gateways will help individuals, and their representatives, based on their needs and preferences, through the following care coordination options:

**Traditional Service Coordination** where an individual, and their representative, choose to work in collaboration with a trained professional in establishing a developmental disability plan for service delivery with consumer goals/outcomes at the forefront,

### **Year One --2014**

1. In prepare of operating under Managed Care Organizations, Service Coordination will attain skills and techniques needed to deliver effective Service Coordination to people in traditional services In year one, we will do a national scan of appropriate training

### **Year Two --2015**

1. All Service Coordination staff will be trained in identified skill sets and processes.
2. Service Coordination policies are updated to include new practices.

### **Year Three --2016**

1. Full implementation of new processes and practices is achieved.

**Team Coordination** - A developing model of Team Coordination where an individual with a developmental disability, based on transition support needs and multi-disciplinary services, works to develop a plan across service disciplines and a life span (to help with transitions from services with the Agency to the school system, from school to the community including employment supports, and from developmental services to senior services),

### **Year one-2014**

1. Research Team Coordination models from other states.
2. Research and provide staff trainings on any skill areas needed to implement Team Coordination.

### **Year Two-2015**

1. Track Department of Health and Human Services implementation schedules for Team Coordination in NH.
2. Respond to any DHHS RFP for doing Team Coordination.

### **Year Three-2016**

1. Become a regional provider of Team Coordination.

**Participant/Consumer Directed Services** - A cost-effective, proven option which allows an individual, and/or their representative, to manage their own budgets, employees, and services independently.

**Year One through Three -2014-2016**

1. Service Coordination and Family Support Staff will continue to tell families about the Consumer Directed Services make referrals to Consumer Directed Services and work collaboratively with Consumer Directed Services. Participant /Consumer Directed Services will develop a plan to expand self-direction to a wider range of participant self-direction skills using a level system. The detail plan for the growth of Consumer Directed Services is in their Focus area and their tactical Plan.

**Care Connect Health Home** - that enables people with complex medical, behavioral, and long term services and supports to get hands-on care coordination from an Integrated Care Team with leadership from a Health Service Coordinator and in the community follow-on supports from a Community Navigator.

**Year One --2014**

1. CareConnect Health Home will be operational for 40 participants.

**Year Two --2015**

1. CareConnect Health Home will be offered to additional Dartmouth Hitchcock practices.
2. CareConnect summary report on first year will be completed and distributed.

**Year Three -2016**

1. CareConnect Health Home will be offered to medical practices outside of Dartmouth Hitchcock

Gateways recognizes that people, based on their health risk, support intensity, transition needs, and life goals, may require varying levels of support at different points in their lives. We understand that the above four models for care coordination will help cost-effectively support those we serve and most importantly improve outcomes. Gateways is committed to exploring transition supports through *Team Coordination* and continuing to test the value of integrated care through the *CareConnect Health Home* pilot.

## **Innovation**

Gateways Community Services has always been known for its leading edge practices in the field and as an early adopter of new programs. The next three years will require this organization to continue to create, adapt, and pilot services that reflect both community need and evidence based practices. Through a process of conceptualization, incubation, fund development, and introduction, a number of new programs have been and will continue to be created by Gateways. The next three to five years will be an important time for this practice to be fostered, particularly for programs that meet the most compelling needs of those we serve and for those programs that will generate income. Gateways need to continue to nurture a culture for new ideas and foster collaboration among stakeholders. It requires the leadership, infrastructure, and processes to adopt key opportunities and insights. Our platforms for innovation require that we capture all the potential of current value propositions to sustain and extend our present businesses; build new value propositions that can generate new earnings; and create new businesses by implementing game-changing ideas.

### **Considerations:**

- ❖ New Business Initiatives are supported through an agency standing team that nurtures ideas, analyzes proposed development on a metric basis, identifies obstacles to growth and operationalizes solutions, creates and tracks interventions to assist projects through early implementation.
- ❖ Clinical Capacity to bring training and new skill sets to our employee base and expanded services to our client base
- ❖ Employment opportunities to all those in our client base, who seek that option and an expanded employee pool to area businesses
- ❖ Partnerships in the coordination of care that offer a more seamless, customized, personalized, and complete treatment plan to every client and their family.
- ❖ Work with statewide resources in the areas of Risk Assessment and High Risk Management to assure individuals who are at risk can receive the treatment they need, while the community achieves its goals.
- ❖ Expand Autism Services in ways that broaden the scope of service and bring new training/skill sets to staff, while offering the most up to date models of treatment and service to clients of all ages and their families.
- ❖ Expand online and technology tools so that clients and their families have access to information, training and support from their homes.

### **Year One--2014**

1. Gateways will apply for additional Balanced Initiative Program dollars during early 2014 to continue the 2 existing pilots currently being developed the Care Connect Health Home and the Worker registry.
2. Gateways will partner with CSNI during 2014 to create the replication application to BIP for Health Home Replication in other regions.

3. Gateways staff will facilitate research on technology and adaptations (smart technology) with MITRE for individuals with acquired brain injury (ABI) consumers and Institute of Disability to test capacity for increased independence
4. Based on the information coming out of the SIMS effort/ offer new models of consumer directed services for elders if NH is approved for the second round of funding from the Centers of Medicaid Services in 2014
5. Research and review new model designs, and bring new family and training opportunities to serve individuals with Autism.

#### Year Two & Three --2015-2016

1. Reassess the funding environment and opportunity for new development and pilots under possible Commercial Managed Care oversight. Do yearly scan of federal and state funding and grant making opportunities applicable, apply to develop new program and delivery models.
2. Work with DHHS to develop sustainable funding model for and appropriate reimbursement for DHC and the Area Agency Health Home Program –integrated care coordination, for individuals enrolled in the Health Home.
3. Re-assess current technology practices and create new opportunities, strategic alliances for consumer/family tools to manage their resources (portal, registry etc.)
4. Approach UNH Institute on Disability determines viability of being a pilot site for consumer technology tools.

#### Year Three --2016

1. Implement specific program models targeted specifically to individuals with Autism and their families.

## **Business Office**

Over the next three years, Gateways Community Services Business Office will strive to develop, adopt or acquire on going state of the art, innovative processes to support growth in each service area and assist in the development of new business. Through the ongoing expansion of skills and acquisition of technical tools, the Business Department will be active partners in the growth of business and an internal resource to staff. We will strive to continue to demonstrate exemplary customer service.

### **Year One – 2014**

1. Educate other departments to involve the Business Office with New Initiatives from the beginning
  - a. Curriculum of what to Discuss with departments
  - b. Resource list (capacity, costs, time)
2. Make the business office a part of the leadership of any new business
  - a. Meet with the new initiatives team during the opening phases
  - b. Perform business analysts of new project
3. Build a contract proposal team
  - a. Appoint members of team
  - b. Understand subject area
4. To offer and demonstrate exemplary customer service toward solution based outcomes with internal and external partners.
  - a. Educate business staff on customer service principals.
  - b. Develop customer service principals for the business office.
  - c. Train and reinforce the customer service principal with the business office staff.
  - d. Develop a visual map on customer service principals
5. Analyze and research 3<sup>rd</sup> party billing and collections processes to enhance and incorporate streamline systems to increase revenue resources.
  - a. Research consultant for 3<sup>rd</sup> party services and software.
  - b. Hire consultant to review 3<sup>rd</sup> party practices.

### **Year Two – 2015**

1. Educate other departments to involve the Business Office with New Initiatives from the beginning
  - a. Quarterly operation meetings (education to departments)
  - b. Educate project team
2. Make the business office a part of the leadership of any new business
  - a. Perform business analysts of new project
3. Build a contract proposal team
  - a. Research the current RFPs
  - b. Research current contracts
4. To offer and demonstrate exemplary customer service toward solution based outcomes with internal and external partners.
  - a. Train and reinforce the customer service principal with the business office staff.
  - b. Develop a visual map on customer service principals

5. Analyze and research 3<sup>rd</sup> party billing and collections processes to enhance and incorporate streamline systems to increase revenue resources.
  - c. Research consultant for 3<sup>rd</sup> party services and software.
  - d. Hire consultant to review 3<sup>rd</sup> party practices

**Information Technology  
Paving a Path to Information  
Strategic Plan Summary  
2013 to 2016**

**Security**

Security is key to any information technology service and Gateways is committed to maintaining a highly secure system for all users, clients, families and funding sources. In the recent past, more technologies have become Internet based and access to tools is essential. The need to maintain secure data records, particularly those related to client data is essential and a requirement of government regulations and data protection laws. To maintain the highest level of security, Gateways will purchase software/hardware as needed and pilot new technologies to determine the best policy and practices on an ongoing basis. Staff will continue to be made aware of all changes and well trained in both policy and practice. Data security solutions will include management of both Gateways' and employees electronic devices, an efficient and well maintained data collection system and encryption of sensitive data.

Year One - 2014

1. Review and Update Password Management System to assure fully secured data
2. Develop and implement policy and practices in the use of employee owned electronic devices that are allowed to access Gateways Databases to assure full compliance and maintain confidentiality, while offering staff remote access.
3. Develop and implement policy and practices for archiving, retention, transfer and elimination of email to assure both security and a well maintained system.
4. Password policies are updated and implemented

Year Two - 2015

- Research and procure software and hardware to assure state of the art security for all data records

**Web Portal**

Connection with clients, families, workers and providers is most important to Gateways. The Information Technology staff is key to providing Internet based technology to bridge engagement through intranets and web portals. Over the next three years, growth in web portals usage will assist clients through access to financial data, more efficient reporting from providers, requests for information and fee agreements. We envision a system through which all documents can be completed electronically, including electronic signatures, so that families and workers statewide can communicate remotely and a system that offers matching services for families to choose and hire workers as needed.

Year One - 2014

1. Review and revision of web based tools to create higher level ease of use
2. Create a work group to design and implement web based matching service for workers and families
3. Create higher level of communication between workers in the field and in the office

#### Year One - 2015

1. Web based portal tool for family/employers, working with Gateways' as Employer of Record, offers communication and delivery of services
2. Customer portal offers the chance to enroll works in employer of record program

#### **Electronic Data Management**

Gateways has identified the need to find more efficient ways to manage our existing electronic documents and reduce our paper based documents to increase data access and hard copy storage costs. As a result we purchased an Electronic Data Management product called Treeno. Today, IT has successfully implemented this cloud technology which provides secure electronic web based access to electronic documents in a structured approach in Service Coordination, Family Supports and Consumer Directed Services. Although progress has been achieved and valuable office space has been regained as a result of eliminated hard copy storage space there is still a great deal to be done. During the next three years Gateways will continue to convert more paper documents into electronic storage one department at a time. Additional resources will be assigned to manage these documents and begin necessary quality control checks on the accuracy and efficiency of this migration.

#### Year One - 2014

1. Inventory all hardcopy documents and prioritize their conversion to electronic records.
2. Review all data to understand what can be integrated

#### Year Two - 2015

1. Implementation of the conversion from paper to electronic documentation
2. Integrate eligible data

#### **Client Data Management**

Harmony software has provided Gateways with the ability to customize our data to meet our business needs, provided enhanced reporting using SQL reporting for data mining as needed, allows us to build custom screens for service agreements, SIS Assessments, HRST Assessments, Case Management Notes and create billing reports for streamlining billing operations. More recently Harmony has been used to assist Gateway with the Dartmouth Hitchcock Health Home initiative and soon to assist Gateways with tracking new inquiries for services from prospective clients. Over the next three years, IT will continue to fine tune Gateways' client database, to meet the demands of an ever growing and more technically sophisticated population.

#### Year One - 2014

1. Update Harmony to 7.5 Version
2. Test and Implement Inquiries to track incoming requests for services for prospective clients

#### Year Two - 2015

1. Update Harmony to 7.6 Version

