

## Our Mission:

Horizons works in partnership with families and communities to expand opportunities for individuals with, or at risk of, developmental disabilities.

## Our Purpose:

To enhance the lives of those we serve by empowering them to achieve rewarding lives full of new possibilities in our communities.

### 2018 Implementation Plan for Agency Goals October 2018

Pink 25%, Yellow 50%, Aqua 75%, Green 100%

1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter	Goal
<p><b>Improve one aspect of our technology use each quarter.</b>                      Installed Smartboard at Milestones                      Implemented Paycom                      Installed monitor and laptop at Craig office</p>	<p><b>Improve one aspect of our technology use each quarter.</b>                      Internet speed                      Experimenting with Amazon Fire tablets                      DP billing in Therap</p>	<p><b>Improve one aspect of our technology use each quarter.</b>                      SM &amp; LT                      Meeting with Therap to improve data tracking capability. TH                      Increase internet speed at Oak                      Surface Pros for Service Coord. &amp; Milestones</p>	<p>Improve one aspect of our technology use each quarter. SM &amp; LT                      Tatum attended Coleman Institute and will make recommendations.</p>	<p>To improve internal systems through technology</p>
<p><b>Implement one new idea to address an identified need.</b> SM                      Held Horizons Happy Hour in February 2018 with YVAP                      Vocal workshops January 2018</p>	<p><b>Implement one new idea to address an identified need.</b> SM                      Sarah Mann PT consult                      Held Horizons Happy Hour with NWCCI                      Assistive Tech training 6/26</p>	<p><b>Implement one new idea to address an identified need.</b> SM                      Vocal Workshops 7/24-7/31                      Explore partnership with NWCH                      CMC Sampler Class</p>	<p>Implement one new idea to address an identified need. SM                      Sexuality/relationships curriculum                      Explore partnership with the CSU Extension office</p>	<p>To educate ourselves about innovative approaches to service delivery (including use of Assistive Technology) and to use approaches that are a good fit for us.</p>
<p><b>Promote CFCM choice and flexibility.</b> SM &amp; AI                      Business Continuity Plan presentation at January board meeting.</p>	<p><b>Promote CFCM choice and flexibility.</b> SM &amp; AI                      BCP presentation at June board meeting                      Submit Business Continuity Plan by 7/1/18</p>	<p><b>Promote CFCM choice and flexibility.</b> SM &amp; AI                      Participation with CCDD at the state level</p>	<p>Promote CFCM choice and flexibility. SM &amp; AI</p>	<p>Develop options for a Business Continuity Plan that addresses Conflict Free Case Management.</p>

1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter	Goal
<p><b>Offer one new learning opportunity every six months:</b> SM &amp; LT</p> <p>Your Child's Emotional World TL to HUD training: March 2018 Is that Home Healthy? March 2018 Training in ABA approaches 3/15 &amp; 16</p>	<p><b>Offer one new learning opportunity every six months:</b> SM &amp; LT</p> <p>CPI class 6/12 followed by Horizons Happy Hour with NWCCI EI Program meeting 6/19 Alliance Summit 6/20-22 AT training 6/26/18</p>	<p><b>Offer one new learning opportunity every six months:</b> SM &amp; LT</p> <p>Moffat all staff retraining 7/13 Two Day PCT training 8/27 &amp; 28 in Craig followed by Horizons Happy Hour Five Moffat staff attended Mental Health 1<sup>st</sup> aid 9/25 Cyber safety training</p>	<p>Offer one new learning opportunity every six months: SM &amp; LT</p> <p>Wellness Conference 10/26 Down syndrome webinar 10/30 Internet Safety 10/17</p>	<p>To recruit and retain a highly trained and satisfied workforce resulting in excellent services.</p>
<p><b>Implement RD plan</b></p> <p>Major gift training March 2018 Sent parent letter March 2018</p>	<p><b>Identify two new individual donors each quarter:</b> SM</p> <p>Received major gift from parent Received donation from parent Multiple Thoughtful Parenting columns</p>	<p><b>Identify two new individual donors each quarter:</b> SM</p> <p>Beneficiary of Colorado Group Realty event 8/31 Met major YVAP donor 9/5 Published annual newsletter Stantec Party with C. Sabin</p>	<p>Identify two new individual donors each quarter</p>	<p>Use a variety of strategies to improve the effectiveness of Horizons' resource development and PR efforts. SM</p>
<p><b>Seek one new way to generate revenue or decrease expenses every quarter</b></p> <p>Save on internet and phone</p>	<p><b>Seek one new way to generate revenue or decrease expenses every quarter</b></p> <p>Developed a cost reimbursement budget for EI program</p>	<p><b>Seek one new way to generate revenue or decrease expenses every quarter</b></p> <p>Rec'd over 2000 lbs of donated meat!</p>	<p>Seek one new way to generate revenue or decrease expenses every quarter</p> <p>Research investment options for fund balance Monitor print ads, dc green fund, order OTC meds online, review SIS levels</p>	<p>Maintain financial sustainability by limiting growth in agency expenses and increasing revenue</p>
<p><b>Update agency policies and procedures</b></p> <p>Updated ED job description Board recruitment at YVYP meeting in Craig, March 2018 Updated four more policies at April meeting</p>	<p><b>Update agency policies and procedures</b></p> <p>Improved process for hiring independent contractors who provide services to individuals. Improved oversight of staff who transport clients in personal vehicles.</p>	<p><b>Update agency policies and procedures</b></p>	<p>Update agency policies and procedures</p>	<p>Develop succession/continuity plans. SM</p>
<p><b>Strengthen internal systems that monitor quality.</b> SM</p> <p>Submit contract deliverables timely Quality Improvement Outcomes Training for Early Intervention: SM and LG</p>	<p><b>Strengthen internal systems that monitor quality.</b> SM</p> <p>Submit contract deliverables timely. SM Conduct monitoring at LT meetings. SM Corrective Action Plan for IRSS, day, SLS and CES survey</p>	<p><b>Explore possibility of monthly meeting with health providers.</b></p> <p>Amy is meeting with health network in Routt and Grand Counties Create opportunities to collaborate with CMC (sampler class), NWCH, and others</p>	<p>Strengthen internal systems that monitor quality. SM</p> <p>Care Coordinators from the Health Partnership will meet us 10/15 Develop provider transition plans (PTPs) for adult program</p>	<p>Ensure strength and quality of core services to current clients.</p>

Opportunities identified at May 3, 2017 Board Retreat	Challenges identified at May 3, 2017 Board Retreat
<p>Explore other sources of funding (contract with DVR, business venture, rental income, private pay)</p> <p>Donated goods and services</p> <p>New Program Approved Service Agencies (behavioral)</p> <p>Consolidation of waivers</p> <p>Family Caregiver model</p> <p>Exploring new ways of providing day program services</p> <p>Growth in SLS</p> <p>Telehealth for Early Intervention services</p> <p>Seek approval from BOCC to fundraise in Routt County</p> <p>Family Caregiver and Consumer Directed Supports in SLS</p> <p>Focus on individual donors</p> <p>Partner with other agencies to meet the needs of people in our SLS program (NWC Health, NWC Partnerships/RCCOs, Home Health agencies, City of Craig)</p> <p>Advocate for and monitor state level policy changes that will improve services, be person centered, do no harm, etc. by participating in stakeholder meetings and state level committees</p> <p>Partner with funders and donors to create a benefited adult program position in Grand County</p>	<p>Attrition</p> <p>Not successfully reducing our costs</p> <p>Additional regulatory requirements</p> <p>Rising or unforeseen costs (health insurance, capital needs)</p> <p>Program Approved Service Agencies (PASAs)</p> <p>Maintaining sustainability during growth in SLS</p> <p>Lack of specialized providers (behavioral, medical)</p> <p>Conflict Free CM</p> <p>Loss of CCB status</p> <p>Capacity for growth: management, vehicles, space, Direct Support Professionals (DSP)</p> <p>Implementation of the new consolidated waiver</p> <p>Managing costs of operating group homes: have we reached critical mass?</p> <p>Recruiting host home providers</p> <p>Family care giver model</p> <p>Exploring new models of providing day program services that support working families</p>

Recruiting & retaining staff including therapists: staying competitive with compensation for hourly and benefited employees

Finding housing for clients and staff

Targeted recruitment of new board members (Moffat County, Grand County, young professionals, representatives from large employers)

Succession plan/continuity of operations plan for positions at all levels

Changes in technology, i.e., new systems at state level