



Creative Support for People  
with Developmental Disabilities

## **Annual Plan**

### **Fiscal Year 2016 – 2017**

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**ENVISION MISSION:**

Envision's mission is to enhance the quality of life for persons with intellectual and developmental disabilities in Weld County, Colorado.

**ENVISION VISION:**

Envision will be recognized as a passionate and collaborative agent of change, promoting understanding, awareness and inclusion of people with developmental disabilities. We are committed to sustainable and innovative programs and practices to make a positive difference in the lives of all people in our community.

**ENVISION OPERATING OBJECTIVES:**

Envision will:

Collaborate with individuals, families, friends and community partners to coordinate quality, individualized services in a dedicated manner that provides choices and effective use of resources;

Provide advocacy and support for a myriad of life activities that assist persons with intellectual and developmental disabilities to reach their maximum potential;

Provide services that promote inclusion, dignity, pride, self-worth and independence to foster a sense of belonging.



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**MAJOR ACCOMPLISHMENTS FROM FISCAL YEAR 2015-2016:**

**Community Centered Board/Administration:**

- Continued efforts in transitioning to a Person Centered Organization
  - Provide two day person centered training to all new employees at completion of 90 days of employment
  - Trained nine additional staff members as PCT coaches to assist employees with using person centered practices in everyday life
  - Actively promoted and participated in efforts to provide no-cost person centered training throughout the statewide IDD community
  - Revised job descriptions and all in-house training curriculum to reflect person centered language
- Successfully conducted Envision's 3<sup>rd</sup> Annual 5K In My Shoes Walk, Run, Roll
  - Increased sponsorship by 21% from previous year
  - Increased overall proceeds by 35% from previous year and 94% from first year
- Transitioned Early Intervention billing from the Community Contract Management System (CCMS) to the newly created Early Intervention Colorado Database system, Salesforce.

**Adult Case Management:**

- Reorganized department management structure to create coordinator (upper level) supervisory positions and filled those positions
  - Two Adult Case Management Coordinators
- Created an adult case manager's training manual that aligns with the state training report requirements
- Established viable working relationships with Regional Care Collaborative Organization's (RCCO) care manager entities through increased communication and collaborative practices
- Implemented person centered practices into the request for proposal RFP process by using one page profiles
- Conducted a facilitated Adult Case Management Department planning day utilizing person centered practices and techniques
- Continued enrollments into HCBS-Supported Living Services with a total of 174 people actively receiving services effective April 30, 2016 and 13 in process of enrollment.



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**MAJOR ACCOMPLISHMENTS FROM FISCAL YEAR 2015-2016:**

**Children's Case Management:**

- Reorganized department management structure to create coordinator (upper level) supervisory positions and filled those positions
  - Two Early Intervention Case Management Coordinators
  - One Children's Case Management Coordinator
- Increased number of Case Managers
  - Added one part time Case Manager for Children's Extensive Supports services
  - Increased Family Support Services Case Manager from part time to full time position
- Transitioned to use newly created Early Intervention Colorado database system, Salesforce (UNICORN).
- Conducted a facilitated Children's Case Management Department planning day utilizing person centered practices and techniques.
- Effective 4/30/16, completed enrollment for all children/families eligible for and requesting services through the Children's Extensive Supports waiver who were previously waiting or in process of completing enrollment. Total enrollment on that date was 62.

**Program Services:**

- Restructured Program Services to better match staff to specific service areas and people supported.
- Generated more revenue in Day Program by developing a more accurate billing process.
- Developed and filled a Supported Employment Manager position and as a result successfully transitioned individuals into community jobs in the last couple of months.
- Developed and filled an Employment Support Professional position.
- Developed a Work Crew Member Training manual.
- Developed a "welcome packet" for new people selecting Program Services as their provider.
- Entered into a new five year lease for the fleet of vehicles that includes both sedans and mini vans. The new vehicles are not identified with the Envision logo.
- Hired and trained a new Nurse.
- Provided positive exposure for the art program through a variety of art events including opportunities for individual artists to exhibit artwork in community contests and shows.



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**MAJOR ACCOMPLISHMENTS FROM FISCAL YEAR 2015-2016:**

**Program Services (continued):**

- Secured wheelchair accessible housing for two people who wanted to live together but had not been able to do so due to housing availability.
- Developed a new satisfaction survey tool for work crew members.
- Program Services Director participated in and completed the Colorado Leadership Institute on Developmental Disabilities.



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**NEEDS DETERMINATION OF ELIGIBLE PERSONS IN WELD COUNTY AND PLAN TO ADDRESS THE IDENTIFIED NEEDS:**

**Increase in State-determined rates for people currently enrolled in and receiving services:**

Envision is dependent upon the State Legislature, the Department of Health Care Policy and Financing/Office of Community Living/Division for Intellectual and Developmental Disabilities (HCPF/OCL/DIDD), and the Department of Human Services/Office of Early Childhood/Early Intervention Colorado (DHS/OEC/EICO) for adequate and equitable funding to provide services to people who have been determined to have intellectual and developmental disabilities/delays who are eligible for and are receiving services in Weld County. It is unrealistic to believe that in the foreseeable future Envision will have the ability to attain a long-term, ongoing source of local revenue that would be sufficient or adequate to positively impact our ability to provide long-term, ongoing services to more people in Weld County than are allowed through our current contracts with the State of Colorado. We have no local short or long term solution on our horizon to address the need for increased funding.

**Different Models of Service/Providers of Services:**

We know that Colorado is in the process of Medicaid Waiver Redesign for the IDD system and from the information released to date by HCPF; we believe that the redesign has potential to positively impact people receiving services. There is also potential that people identified with very high needs may find they are unable to access funds great enough to meet those needs because there will not be an unlimited amount of funds available. While we continue to wait patiently for the redesigned waiver to become reality, we continue to experience difficulties with the waivers currently in existence in meeting people's needs.

Consumer Directed Attendant Supports and Services (CDASS) in the HCBS-SLS waiver has been anticipated for quite some time by some individuals and families who feel that would better meet their needs. As it continues to be delayed, we see individuals choosing to remain with CDASS under the EBD waiver, or move to that option under EBD if they qualify. It would be helpful for CMS to provide a specific timeline for implementation of CDASS in the SLS waiver program.

Not everyone requires the ongoing support of the SLS or DD waiver programs. Some individuals may need only occasional assistance to connect with services within the community, in a time of crisis or to help with more challenging tasks such as housing or benefits application, but do not need routine ongoing assistance. The availability of being funded to meet these types of sporadic needs would provide the occasional and time-limited assistance needed by some people thereby freeing up waiver services for other people with greater, ongoing needs.



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**Different Models of Service/Providers of Services (continued):**

For individuals requiring less support than customarily provided in the SLS or DD waiver programs, Envision currently employs two Intake/Waiting List Case Managers who assist individuals as needed during intake, connecting them to other existing community services, and providing guidance and assistance when a crisis occurs. For people needing more assistance than what the CM can accomplish with extremely limited time available, Envision will enroll some individuals into State SLS if there are sufficient dollars available to do so. We continue to serve more individuals in State SLS than required by contract and we continue to believe that allowing for and funding different types or levels of case management services to better meet the needs of a growing number of individuals would be cost effective.

Envision continues to seek new providers, encouraging new and existing providers to expand their ability to provide services or consider providing different types of services. We will continue working with community groups to further develop “natural” support systems for individuals. Envision has an ongoing partnership with the local mental health center, North Range Behavioral Health (NRBH), to have a full time NRBH therapist with IDD experience located at Envision and available to provide therapy to individuals with IDD and to provide consultation with staff. We believe this arrangement is helping to build relationships and understandings that lead to better services overall for individuals with co-occurring IDD and mental illness (MI).

An ongoing unmet need in Weld County is for resources or service models to address the needs of individuals with criminal behaviors, to help contain and provide re-training to change criminal behavior. Although this is not a large population, when there is a referral for services for an individual with criminal issues, it is a struggle to locate appropriate services. Currently there are no program approved service agencies (PASAs) in Weld County that are providing this model of service. It is difficult to build understanding with the greater community regarding the limitations of IDD services and the need for cooperative services with probation, mental health/substance abuse, and human (social) services, as well as with the judicial system.





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**Different Models of Service/Providers of Services (continued):**

In general we experience difficulty in being successful in finding providers who are willing and able to provide discreetly and specifically requested individualized services for people, and who have the knowledge and talent to truly connect people to their community to establish natural supports so paid assistance can be diminished. A better understanding by providers of Mentorship Service is needed as they often use this for purposes outside of the intent.

Residential, out of home placements, are predominately provided through the host home model which often is not the most optimal or viable solution for individuals. We often hear providers say they attribute their lack of ability to meet individual needs/requests or to provide other models of service to inadequate reimbursement rates, an issue we have minimal ability to impact.

**More local providers for Early Intervention (EI):**

A significant increase in referrals to the EI program in Weld County has resulted in more children being found eligible. Because of this growth, a greater number of providers of EI services are needed to provide families with choices of who provides their services. Along with that, Envision is working to ensure there are providers willing and able to bill multiple funding sources specifically Medicaid and private insurances.

We take advantage of every opportunity available to us to do frequent outreach in the community to communicate the need for more providers to serve families in Weld County. We discuss these needs at local events and community gatherings attend in our county and plan to continue those efforts.

EI Case Management Coordinators conduct orientation sessions at Envision six times per year for providers who contract with our EI program. The sessions are specific to both Envision's EI program and to the state and federal rules and regulations. At this time there is no formal "training" or orientation provided by EI Colorado to ensure EI providers are well informed in the delivery of services, including understanding EI philosophy versus clinical services, the funding hierarchy, the billing system, or the data system. Envision's EI department staff provides support and information in this area. During the orientation, EI providers are given a thorough overview of the EI model and service delivery expectations and are informed of Envision's procedures and requirements.



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**More local providers for Early Intervention (EI) (continued):**

Prior to orientation, the EI coordinators spend a great deal of time coordinating with providers, scheduling time and space for meetings and ensuring appropriate provider documents are submitted to Envision and uploaded into the data system. They prepare packets for the providers to use during the orientation that include the presentation power point, relevant state requirements and regulations, EI forms and Envision contract requirements.

They also include a survey for each participant so they can offer feedback on the orientation and offer comments and suggestions for improvement in the future. Attendance at the sessions ranges from 5 to 20 providers and we often have providers attend from other locations in the State outside of our specific area.

**Employment for People Supported:**

Employment for people with intellectual and developmental disabilities (IDD) continues to be a focus of attention in Weld County. Although Weld County experienced employment growth over the last few years with the arrival of large oil and gas companies, the significant drop in oil prices in the past year caused loss of employment opportunities. We continue to struggle to find viable opportunities for individual community employment for people with IDD. Many of the jobs that are available in our community require specific skills and certifications to perform. People supported who seek assistance to obtain a job and acquire the skills must be referred to the Division of Vocational Rehabilitation (DVR) for assistance. Fortunately, Envision has a very good working relationship with DVR in Weld County and the DVR assigned staff that work with us are very responsive and knowledgeable. DVR no longer has a waiting list for people to receive their assistance with employment and we are hopeful that will positively impact people with IDD. Some additional providers have begun to add employment to their list of services available and we do find that overall, employment for people with IDD has increased in Weld County. We continue to see a growing number of workers in crew and enclave situations. The State Employment Leadership Network (SELN) trainings that are offered through the Division for Intellectual and Developmental Disabilities (DIDD) have been a good resource for employment providers. Additionally, Envision has memberships with all local Chamber of Commerce organizations and staff members participate in events that promote employment for people supported and to network with the business community.



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**NEEDS DETERMINATION OF ELIGIBLE PERSONS IN WELD COUNTY AND PLAN TO ADDRESS THE IDENTIFIED NEEDS:**

**Services for Transition-Age Adults:**

The increase in SLS resources has been very helpful in offering and providing services to many of the transition-age adults. Case managers continue to serve on local school transition teams encouraging the development of employment while the student is completing school.

Case managers will continue to assist families and individuals to connect to other resources they may qualify for in the community that may be more beneficial for them than IDD waivers, including referring them to HCBS-EBD waiver services, Home Care Allowance, Home Health Services, EPSDT and other options. A gap or lack of information for people transitioning into adulthood and their families exists in knowing how to navigate benefits (social security, Medicaid, etc.) and frequently causes delays in enrollment processes.

Case managers often spend many hours of non-billable time helping with these processes. The Social Security Administration office in Weld County operates on limited hours and no longer has the time available to provide detailed assistance to individuals who may require assistance. Additionally, the local Department of Human Services has changed some of their processes which have led to inconsistencies with their turn-around time certifying Medicaid eligibility.

**Public Transportation:**

Public transportation within the Greeley-Evans area does exist through Greeley-Evans Transit (GET) and in the past year they have expanded some hours of service and changed route patterns and frequencies. While still not ideal for later night hours and weekends, it has been a positive improvement. The cities of Greeley and Evans have continued to grow in every direction and while GET has grown also, they have not expanded adequately to meet all of that growth. Public transportation in Weld County outside of the Greeley-Evans area is virtually non-existent for people with intellectual and developmental disabilities and their families. Envision participates in local and regional transportation groups that meet regularly to discuss county-wide transportation needs but, while there has been a lot of talk, little progress has been made. Key Envision staff will continue to participate on local and regional transportation groups and will encourage people supported, their family members, and staff from other Weld County provider agencies to participate.



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**NEEDS DETERMINATION OF ELIGIBLE PERSONS IN WELD COUNTY AND PLAN TO ADDRESS THE IDENTIFIED NEEDS:**

**Guardianship/Representative Payee/Medical Proxy Decision Maker:**

Older adults with IDD often no longer have family members in their lives and as their health fails through aging or capacity diminishes, their need for a guardian increases. Some individuals have been declared incompetent through legal process and have had a guardian appointed but when the guardian passed away or experienced diminished capacity themselves; there has been no one to take their place. Public volunteer guardians do not exist in Weld County and the County itself does not provide guardianships except in extremely rare, typically abusive situations. We have occasionally been successful in having people who previously worked with the individual in some capacity step up to take guardianships but that is rare. When there is need for medical decisions to be made, teams often have had to scramble to find someone to be willing to be appointed as a Medical Proxy decision maker.

As difficult as it has been to find guardians and/or Medical Proxies, the recently passed legislation allowing medical doctors to make decisions regarding treatment options for people with diminished capacity is concerning at best as we have experienced situations where doctors will make decisions not to treat simply because the individual is older and/or has a disability, determining that their quality of life is not good, apparently based on a comparison with a typical citizen but not taking into consideration the joy that person may derive from the life they are living.

Individuals enrolled in SLS who have no family involvement experience the same concerns but have an added concern with lack of resources or options for individuals or agencies to serve as their Representative Payee, to assure that their Supplemental Security Income is spent as intended and needed to support them to meet housing, food, clothing and other needs as well as for recreation. We have experienced situations in which an individual rightfully protested to the Social Security Administration that their monetary benefits were being withheld or inappropriately used by their payee resulting in their benefits being halted pending designation of a new payee. The person often does not have someone in their lives that can serve in that capacity and does not have sufficient income to hire a paid payee. Without access to their benefits, they have no money and face eviction from their homes and no money for basic necessities. People do not have the means to survive with zero income in our society, especially those without family or other safety nets.



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**SYSTEM ISSUES IMPACTING OR EXPECTED TO IMPACT WELD COUNTY:**

**Convergence of Initiatives all the pieces yet undetermined – ACC Phase II (RAEs/RCCOs), No Wrong Door, TEFT, Final Settings Rule, CFCM, Waiver Redesign, CDASS in SLS, new Case Management data system (VITALITY):**

With so many new initiatives at various stages of development, evaluation and implementation, as well as the potential that our community centered board (CCB) may cease to exist as a result of a combination of some of these initiatives, it is difficult to plan for the future and it is disconcerting to staff members. Although it can be an exciting time, it presents concern and trepidation and we anticipate the unknown may have impact on our ability to attract and retain valued employees to continue with our mission for whatever time our organization continues to exist in its present form or into and through transformation and transition into future roles. Ongoing and frequent communication from all State partners as these initiatives move forward is critical, including what will remain as separate initiatives and what will combine or overlap in parts. It will be critical for Health Care Policy and Financing (HCPF) to determine not only the impact each initiative and change may have on the individuals who are relying upon the State of Colorado and Medicaid to fund services to support and enhance their lives, but also taking into account every current function of a CCB in determining how changes can occur and what needs to continue to be available in some capacity to address the needs of individuals with intellectual and developmental disabilities (IDD).

**Conflict Free Case Management (CFCM):**

With the release of the Draft Proposal for CFCM Implementation Plan by HCPF we now have the very basic information with which to begin steps in resolving conflict free case management for Colorado even though there are still many unanswered questions. The document provides only a brief plan, giving very minimal detail related to the three phases of planning, design and implementation and timelines for transition are very broad and/or undefined. The Draft Plan will be presented by the HCPF to the Colorado Legislature by 7/1/16 for acceptance, rejection or modification and until that occurs we are premature in moving forward with any action, including initial planning. The plan lacks direction regarding the future of CCBs and if they continue, what their actual role will be. The Plan offers some flexibility for resolution through a total separation of targeted case management (TCM) and services delivery thereby creating two entities versus one or continuing as one entity providing both TCM and service delivery but not for the same person. Additional decisions must be made by the legislature and HCPF, as the options are weighed within local communities. It is clearly evident that the overall structure of the community system for IDD services will see enormous changes over the coming years if the Draft Plan is accepted.



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**SYSTEM ISSUES IMPACTING OR EXPECTED TO IMPACT WELD COUNTY:**

**Conflict Free Case Management (CFCM) (continued):**

Many pieces of this complex puzzle are yet to be determined and at this point it appears that HCPF is proposing an extended timeline for completion in order to redesign a system that will meet compliance and meet the needs of the people supported.

**Waiver Redesign:**

Waiver redesign, the melding of the current HCBS-DD and HCBS-SLS waivers into one waiver, is still in process in Colorado. What we hear about the redesign is that it is based on person centered principles and practices intended to better address all life domains for people supported by offering a menu based concept that includes an array of service choices instead of a "canned set of services" defined within the structures of the current waivers. That will be a welcome change from what is currently operated in Colorado that does not promote creativity of service and often does not efficiently or effectively meet the needs of people supported. The timeline for submission for approval of the redesigned waiver concept to the federal Centers for Medicare and Medicaid (CMS) has been pushed out several times so timelines for possible changes are unknown to us. Community centered boards (CCBs) along with the state service provision network will be significantly impacted in the overall redesign of the Colorado IDD system and we are anxious to move forward with what we believe will result in good opportunities for people supported and their families. For now it is business as usual until we receive further direction on implementation of redesigned waiver services.

**HCBS-DD Wait List:**

The state legislature has actively pursued funding in the recent past to enable people/families previously waiting for services to begin receiving services through the HCBS-CES and HCBS-SLS waivers. They have yet to secure or approve funding to address people waiting to receive services through the HCBS-DD waiver. There is talk that we may see that happen by or before 2020. Unless and until waiver redesign becomes reality the system continues to have numerous people waiting to receive services, primarily services currently available only through the HCBS-DD Waiver. Prior to that occurring it is imperative that the legislature and the HCPF address reimbursement rates for services provided. Rates for out of home placement do not adequately support varying models of service so consequently the host home model which currently appears to be most cost efficient, is the model most frequently offered. That model often is not the best solution or the most effective in meeting individuals' needs. However, until reimbursements more adequately cover the actual cost of providing services in alternative models, it is likely host homes will remain the prevalent and predominant modes.



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**SYSTEM ISSUES IMPACTING OR EXPECTED TO IMPACT WELD COUNTY:**

**HCBS-DD Wait List (continued):**

Whether through waiver redesign that is promised to offer alternatives to the traditional service delivery models or through reimbursement rate increases for our current service delivery system it will be critical to address the growing cost of doing business in order to assure quality of life for people supported. Regardless of the mode, the fact remains that there are hundreds of people and families still waiting for services. It is past time for Colorado to take the necessary steps to meet the needs of those people.

**Funding Specific to Community Centered Board (CCB) Functions:**

Essentially funding drives our ability to address all issues. Specifically problematic is funding at a rate that is adequate to cover reasonable expenses incurred in fulfilling contractual obligations as the CCB. Requirements continue to increase but there has been no increase in funding to cover the growing administrative functions of the CCB including producing the contract deliverables and now meeting the requirements expected due to the impending legislation related to the perceived lack of transparency by CCBs. Those unfunded or underfunded administrative functions are basic to the operation of a very complex business system that is held highly accountable for the use of federal, state and local funds.

**Person Centered Thinking throughout the Colorado Intellectual and Developmental Disabilities System:**

The Colorado long term care system has made strides in moving forward with introducing the expectation that person centered practices will be a system-wide norm. We have seen evidence that many Colorado leaders and policy makers are on board with the core concepts of PCT. We see person centered language being verbalized during presentations and discussions in meetings/sessions of the State legislature and key state departments and there is great focus on the need for choice for people. However, people being supported in the IDD system continue to be commonly referred to as "clients, consumers or patients" instead of "people" so that provides clear evidence that there is still a great deal of work to be done before we declare success. HCPF/DIDD disbursed funds derived from the "DD Cash Fund" through a grant process to immerse Colorado's IDD community in opportunities to receive person centered training before the close of fiscal year 2015-2016. This targeted training and targeted timeline will not be sufficient for the long term but it is a good start. There will need to be continuing efforts put forward to address sustainability of person centered practices over time as new people and families begin receiving services and to address the attrition/turnover of the IDD workforce in existing organizations and the development of new providers. Ongoing training will be needed for staff to keep the initiative fresh and foremost in practice.





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**SYSTEM ISSUES IMPACTING OR EXPECTED TO IMPACT WELD COUNTY:**

**Person Centered Thinking throughout the Colorado Intellectual and Developmental Disabilities System (continued):**

As Colorado redesigns their long term care options for people with IDD, it is imperative that person centered principles be the focus and that there is clear expectation that organizations and agencies fully embrace and utilize person centered practices in all phases of their service delivery.

**Lack of Early Intervention (EI) Providers That Bill Public and Private Insurance:**

State and federal funds to provide direct services to children in early intervention are limited. CCBs are expected to access all available funding sources by effectively using the specified funding hierarchy when applicable in order to maximize state and federal funds for families who do not have other funding sources. There are a limited number of EI providers who are willing and/or able to bill public and/or private insurance, making it difficult to fully utilize the coordinated system of payment. The process for these providers to bill is time consuming, costly and can often result in delayed payment or no payment to the provider. These types of complications within the system are barriers to efficiently and effectively utilizing all available funding sources, in addition to compromising the retention of valued providers.





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**LOCAL ISSUES IMPACTING OR EXPECTING TO IMPACT WELD COUNTY:**

**Person Centered Thinking/Person Centered Organization:**

Envision is in its third year in working toward becoming a Person Centered Organization (PCO) and will end our contractual relationship with Support Development Associates (SDA) in January 2017. We were successful in training additional employees as coaches to join our original coaches and they continue to self direct the majority of their sessions. We experience ongoing barriers in regularly and routinely connecting with staff to support their efforts to naturally incorporate person centered practices into the completion of their everyday tasks and job responsibilities. SDA is fading their support of our leaders and coaches sessions so we will need to spend some time assuring our self directed sessions are meaningful and to sustain our momentum. We will need to assure our attention is focused on utilizing the skills we previously gained to move Envision forward in instilling person centered practices into all phases of our operation as we deliver services and conduct our everyday business. We will be working toward developing training sessions for people supported to provide them with additional person centered skills that would provide them opportunity to exercise more control over what services they choose, how they choose them and how they access supports needed/wanted.

**Workforce:**

Envision struggles with employee turnover as do many non-profit organizations. A variety of reasons contribute to that including pay rates, a diminished benefits package, and high demand job responsibilities. We have stringent training requirements for our employees, high performance expectations and a high volume of work. We often find that our well-trained employees are attractive to other organizations who offer better pay and benefits and perhaps a lower volume of work and performance expectations. We believe another contributing factor is the constant change in how employees are expected to perform their job duties due to frequent changes in rules, regulations and requirements that must be met to remain in compliance with our contractual obligations with the State of Colorado. In order to meet those obligations we are dependent upon employees to assume additional responsibilities because there is seldom additional funding provided to enable us to employ additional people to take on those responsibilities. We often find it necessary to piece together assignments in order to complete them and sometimes the assignment has no direct correlation to the employee's actual job. It gets assigned to them because they happen to have the talent needed to accomplish it quickly or they "raised their hand" indicating they were willing to help. Frequent staff turnover is a drain on resources as recruiting, hiring and training is costly and it is a non-motivator to remaining employees having a significant impact on overall morale of our workforce.



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**LOCAL ISSUES IMPACTING OR EXPECTING TO IMPACT WELD COUNTY:**

**Capacity of Service Provision for Adults – Lack of Response from PASAs:**

Although the number changes sometimes without notification, Envision currently has 81 identified Program Approved Service Agencies authorized to provide a variety of services to adults and children in Weld County through the CES, SLS and DD waivers and state SLS services. At the direction and choice of people receiving services, Envision case management assists them in seeking qualified providers to deliver the services they have selected to receive through RFP processes. Those processes can be complicated given the number of qualified providers authorized in Weld County. However, what we are often faced with is a lack of response to the individuals' requests or responses to the requests that do not correspond to the actual services requested. The responses do not provide adequate information specific to the individual but instead are generic in nature, not taking into consideration person centered principles to address the needs and desires of the individual. This does not provide options to individuals nor does it provide the information necessary for informed choice making. People are expected to fit into what agencies currently have available, instead of receiving individualized services that meet their unique needs and wishes. We frequently hear from PASAs that reimbursement rates for people are not adequate to provide the services they request and, secondarily they say they are unable to provide services in Weld County until they have sufficient number of people to make it cost effective for them to do so.

**Children's Extensive Supports (CES) Waiver and Supported Living Services Waiver (SLS) Growth and Enrollment:**

With the growth of the CES and SLS programs due to wait list elimination, workloads have increased requiring an increase in the number of case managers needed. Responding to referrals, completing intake and enrollment and onboarding services for a new enrollee is very time consuming. It is a complicated and overwhelming process that can easily get delayed or diverted for people and families unless case managers consistently support them to navigate the many tasks. Often receiving documents from or getting tasks completed by entities other than case management are less than timely and require constant checking and reminders, all which contributes to the significant amount of time required for enrollments. We are relooking at internal processes to determine where we can gain efficiencies because referrals continue at a steady pace so honing those processes are critical in completing enrollments in a timely manner.



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**LOCAL ISSUES IMPACTING OR EXPECTING TO IMPACT WELD COUNTY (continued):**

**Early Intervention (EI) Growth:**

The EI program continues to grow at a steady pace. Referral sources have increased as more outreach is made within our community agencies. In some cases referral sources tend to over refer and we often find case managers bogged down completing required referral tasks for numerous inappropriate referrals. With growth comes demand for additional services and service providers. Finding providers willing and able to bill Medicaid and private insurances is a barrier to effective use of the EI funding hierarchy. All of Envision's EI providers are independent contractors and for most, providing EI services is their second job and therefore not cost effective for them to bill public and/or private insurance. Because our EI providers are independent contractors and we do not have the capacity to bill insurances for them, we cannot require that they contract to bill public and private insurances.

**Technology:**

The only constant with technology is change. Currently Envision's technology needs far outweigh our financial ability to obtain them. The lack of access to electronic data during home visits or meetings outside of our building leads to inefficiencies during down time between appointments in remote locations of Weld County. Routine hardware and software updates and replacements for our current technology are very costly, often resulting in delays in having current versions. We still maintain an enormous volume of paper documents which could be created and stored electronically if funds were available, thereby impacting both efficiencies and environmental considerations.

**Facility or Other Work Locations:**

We have experienced significant growth in Children's Services, both Early Intervention and Children's Extensive Supports services and in adult Supported Living Services. Envision has added additional staff in case management to accommodate that growth and, with those additions, our building space is at maximum capacity. A portion of our workspace configuration does not allow for the level of privacy we would like to have to assure confidentiality and the ability for everyone to work efficiently. Leasing additional space is not a financial option for Envision at this point in time nor is it financially feasible to provide electronic equipment to accommodate off-site or telecommuting.



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**LOCAL ISSUES IMPACTING OR EXPECTING TO IMPACT WELD COUNTY (continued):**

**Affordable Accessible Housing:**

Housing in our Weld County community is at a premium. It is difficult to find affordable housing for people supported whether for families or for individuals. Coupled with that, finding accessible housing is virtually impossible.

Many of the people supported benefit from the Section 8 voucher program but many are waiting for vouchers. The waiting list for Section 8 vouchers is currently frozen and the waiting list for income based properties/rentals is 2 to 3 years. Some rental agencies/companies will not accept section 8 housing vouchers, further limiting housing choices for people in limited incomes. Housing prices have increased statewide and the federal funds allocated to the state are not sufficient to maintain or grow the housing program.



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**OBTAINING INPUT FOR PLANNING AND PLAN DEVELOPMENT:**

**Public Input:**

The Board of Directors and management determined they would not host a formal public forum in the Spring of 2016 due to poor or no attendance at the event in recent past years but would instead utilize all events/gatherings held at Envision throughout the year to seek input for planning.

**OTHER MEANS OF OBTAINING INPUT:**

**Internal Committees and Councils:**

Envision engages regularly with staff and departmental management to solicit input for the organization. The management team, consisting of the Executive Director and directors/coordinators of each department or major area of Envision meets on a weekly basis to share information, discuss current or expected industry changes, policy trends and other challenges. Departmental team meetings are held on a weekly or monthly basis and “all staff” meetings and employee forums are held as needed.

Additionally, Envision continually solicits input from required local, established inter- and intra-agency advisory bodies. These committees, councils and boards are composed of people receiving services, family members/guardians of people receiving services, trained professionals, public or private providers, members of local government agencies and interested community citizens. Each participant provides valuable perspectives to help guide our decision making process.

- **Human Rights Committee (HRC):** The HRC is dedicated to ensuring the protection of the human rights, civil rights and rights of all people with intellectual and developmental disabilities receiving services through the Weld County service network.
- **Family Support Council (FSC):** The FSC guides the allocation of funds and policies of the Family Support Services Program intended to offer a variety of services and supports to families to offset the costs of needs above and beyond those incurred for a child without an intellectual or developmental disability.



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**OTHER MEANS OF OBTAINING INPUT:**

**Internal Committees and Councils (continued):**

- **Local Interagency Coordinating Council (LICC):** The LICC is a local planning and advisory body that works to develop and implement a comprehensive, coordinated, multi-disciplinary, interagency system of early intervention services for eligible infants and toddlers and their families.
- **Board of Directors (BOD):** Envision is governed by a volunteer BOD representing people being served, their families and interested community members of Weld County. Public board meetings occur monthly at the Envision administration building.

**Program Approved Service Agency (PASA) Meetings:**

To maintain clear and open communications and to share information, Envision convenes a group meeting at least six times per year with all Weld County PASAs. These meetings are designed not only to insure awareness and compliance related to changes required by the state Department of Health Care Policy and Financing/Division for Intellectual and Developmental Disabilities (HCPF/DIDD), the state Department of Public Health and Environment (DPHE) and the federal Centers for Medicare and Medicaid Services (CMS), but also to act as a forum to discuss questions or concerns expressed by both Envision as the community centered board (CCB) and PASAs as the service providers that affect service delivery in Weld County. While there are currently 81 PASAs listed to provide services in Weld County the majority of them do not currently provide any services and the customary attendance at the monthly meetings averages 8 to 10 PASAs.

In addition to the group meetings, Envision's Executive Director and Case Management Directors and Coordinators meet individually with many of the PASAs bimonthly to discuss issues specific to their service delivery and resolve any matters of concern between administration, case management and individual service providers.



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**OTHER MEANS OF OBTAINING INPUT:**

**Provider Fairs:**

The Adult and Children's Case Management Department hosted one provider fair during fiscal year 5-16 and reported moderate success with attendance and participation from people with IDD, their families and PASAs. Since the Supported Living Services waiting list has ended and resources are available ongoing more provider fairs may be planned as a means of offering opportunities for people and families to meet and talk with providers in order to make informed decisions about the services and supports they will choose.

**Additional Source of Local Input:**

Local input from the community is obtained on an ongoing basis through active attendance and participation in community activities, community/state/national professional organizations, inter-agency meetings, intra-agency meetings, community forums, community organizations, community public events, State legislative activities and through formal and informal discussions with key local and state individuals. Below is a list of entities and sources that provide input:

- People supported and family members/guardians
- Host Home Providers
- Envision Staff
- PASA Staff
- North Range Behavioral Health
- Weld County Adult Protection
- Weld County Department of Human Services
- Community Providers/Professionals
- Greeley/Evans School District 6
- School District RE1J, St. Vrain Valley
- School Districts RE-3J and RE-8
- Windsor School District RE-4
- Arc of Weld County
- People First of Weld County
- Centennial BOCES
- Weld County Government (County Commissioners)
- City and Town Councils/Boards of Weld County Communities
- Division of Vocational Rehabilitation
- Division for Intellectual and Developmental Disabilities



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**OTHER MEANS OF OBTAINING INPUT:**

**Additional Source of Local Input (continued):**

- Colorado Department of Human Services
- Colorado Department of Health Care Policy and Financing
- Colorado Department of Public Health and Environment
- The Joint Budget Committee
- Local and State Legislators
- Community businesses and employers
- Greeley Chamber of Commerce
- Carbon Valley Chamber of Commerce
- Windsor Chamber of Commerce
- Johnstown-Milliken Chamber of Commerce
- Evans Chamber of Commerce
- United Way of Weld County
- Weld County Community Transition Team
- Weld County Mobility Council
- Alliance and Alliance Committees/Workgroups
- Weld Food Bank
- Weld County At-Risk Adult Law Enforcement Task Force
- Weld County Emergency Management Special Needs Committee
- Promises for Children-Weld County Early Childhood Council and Community Awareness Committee (LICC)
- Weld County ABCD Task Force
- RCCO Region 2
- ADRC
- Area Agency on Aging/Single Entry Point
- Connections for Independent Living
- Greeley Center for Independence
- Home Health Agencies
- North Colorado Health Alliance
- Weld County Medical Community





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**AVAILABILITY OF PLAN:**

The Annual Plan for Envision Creative Support for People with Developmental Disabilities is available on the Envision website and at the reception area of the administrative office during business hours. The availability of the Plan will be made known through the agency website, agency newsletter, interagency meetings, service provider meetings, agency departmental meetings, agency Board meetings and during general discussions with system stakeholders



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**BOARD OF DIRECTORS' GOALS AND OBJECTIVES:**

**Goal 1:** Support Envision in planning for impending regulatory changes expected in the intellectual and developmental disabilities system over the next three to five years and in developing primary leadership roles within the organization to meet those changes.

Objectives:

- Expecting Envision leadership to participate in statewide conversations and provide that information to the Board
- Considering information provided and discussing options at monthly Executive Finance Committee and Board of Directors' meetings
- Working with the Executive Director in determining and designing the future role of the organization including leadership roles.

**Goal 2:** Support Envision's efforts in sustaining Person Centered Organization (PCO) status and the use of person centered principles.

Objectives:

- Participating in PCT trainings
- Participating in organizational activities related to PCT and promote community awareness
- Engaging Board representation on the PCT leadership group
- Receiving regular updates at Board meetings

**Goal 3:** Support fundraising and outreach efforts to facilitate the functions and needs of Envision.

Objectives:

- Supporting planned activities/events
- Attending events
- Leveraging personal and professional networks to solicit participation and donations



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**EXECUTIVE DIRECTOR GOALS AND OBJECTIVES:**

**Goal 1:** Assist Board of Directors in expanding Board membership

Objectives:

- Recruit people supported and/or family members/guardians to fill positions on the Board of Directors
- Recruit professionals with specific skills that are currently not represented on the Board of Directors

**Goal 2:** Assist the Board of Directors in planning for future direction of the organization including primary leadership roles

Objectives:

- Actively participate in opportunities to influence impending changes in the statewide IDD system that will impact Envision
- Actively participate in the development of future leadership roles at Envision



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**FINANCE AND ADMINISTRATION DEPARTMENT GOALS AND OBJECTIVES:**

**Goal 1:** Evaluate current and future technology needs for Envision – ongoing

Objectives:

- Form a technology committee by September 30, 2016
  - Maximum of 8 members
    - Led by Beth, Marty and Travis
    - Includes representatives from each department
      - Administration
      - Adult Case Management
      - Children’s Case Management
      - Program Services - Management
      - Program Services – Day
      - Program Services - Residential
  - Meet quarterly
    - First meeting held in 2<sup>nd</sup> qtr
  - Assess technology - Ongoing
  - Assess employee technology suggestions from staff - Ongoing
  - Assess technology training opportunities - Ongoing
  - Develop technology proposals as needed for Envision management review, as needed

**Goal 2:** Create and maintain electronic internal communications system

Objectives:

- Utilize the technology committee
- Request and assess input from Envision employees
  - 2<sup>nd</sup> qtr
- Determine suitable platforms
  - 3<sup>rd</sup> qtr
- Beth, Marty and Travis
- Determine cost of suitable platforms
  - 3<sup>rd</sup> qtr
- Choose platform to be implemented
- Create implementation plan and timeline
  - 4<sup>th</sup> qtr



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**FINANCE AND ADMINISTRATION DEPARTMENT GOALS AND OBJECTIVES (continued):**

**Goal 3: Enhance Incident Reporting Process (IR)**

**Objectives:**

- First Quarter - data collection and analysis
  - Determine which employees need to be involved in the analysis process and recruit them for the project
  - Review and update current internal IR process
  - Identify data required for quarterly IR and Trend reporting to Division for Intellectual and Developmental Disabilities (DIDD)
  - Analyze viability of current IR Access database
  - Create list of requisite data base format and reporting template updates
- Second Quarter - Implementation
  - Contract with Access database expert to implement database updates.
  - Test database and reporting updates
  - Implement new process



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**ADULT CASE MANAGEMENT DEPARTMENT GOALS AND OBJECTIVES:**

**Goal 1:** Targeted Case Management is provided in a way that is meaningful for the person, meets TCM guidelines, and is sustainable so that the department can retain adequate staffing

Objectives:

- Adult Case Managers (ACM) who have been employed a minimum of 1 year are expected to bill 80 % of a 36 hour work week. New ACM will be expected to reach 80% within 6 months of hire. This will be done by prioritizing monthly, weekly, and daily with the intention of organizing time to maximize TCM
- Daily-ACM will set intention to provide 7.2 hours of Targeted case management each day they work. (Exclusions: required trainings/sick/holiday/vacation)
- Weekly- ACM reviews weekly calendar, sets intentional time for entering TCM activities into the BUS completed for the week and should reflect 29 hours of TCM
- Monthly-ACM report completed and submitted to supervisor for review of trends and performance.

**Goal 2:** People will receive the information they need to make an informed decision regarding enrollment into the Supported Living Services waiver in order to ensure a process that is timely, effective, and makes sense for the person.

Objectives:

- Complete review of current practices and process by August 1, 2016
- Develop process based on review by September 1, 2016
- Full implementation of new process by October 2, 2016
- Track and review process monthly



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**CHILDREN'S CASE MANAGEMENT DEPARTMENT GOALS AND OBJECTIVES:**

**Goal 1:** Improve Training Process of new and ongoing employees

Objectives:

- Develop training materials/binders for employee's, including writing down current processes.
- Organize and clean up shared computer drive so access to and use of materials will be uniform

**Goal 2:** GO4IT will be fully integrated by July 2017 for the EI program

Objectives:

- Weekly (initially, may be less as we proceed) phone conversations with EI State team lead to support the transition and training of the new process
- Monthly meetings with our integration team to review process and develop steps for implementation.

**Goal 3:** Improve the quality of Case Management for all Children's Programs

Objectives:

- Quarterly Peer Review of program documentation and plans
- Incorporate Person Centeredness into forms and services provided to all children and families.
- Explore options for, and obtain the use of technology to enhance the communication between Case Managers and Families.



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**COMPLIANCE AND MONITORING GOALS AND OBJECTIVES:**

**Goal 1:** Explore options for an electronic/virtual records system that will be viable long-term and will have the ability to transfer records to other agencies that may provide case management in the future.

Objectives:

- Prepare a comprehensive, viable plan for transition to electronic records in time for development of the FY 18 budget.

**Goal 2:** Monitor data to assure quality case management processes and service delivery.

**Goal 3:** Develop written procedures and instructions for Compliance & Monitoring Coordinator and Master File & Data Assistant functions.





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**HUMAN RESOURCES GOALS AND OBJECTIVES:**

**Goal 1:** Conduct training with Directors, Supervisors and Managers on HR topics

Objectives:

- Continue HR training with new Case Management Coordinators
- Facilitate trainings as needed or requested by leadership
- Train any new manager/coordinator/director in general HR topics
- Provide workplace harassment training to all Managers, Coordinators & Directors within the agency

**Goal 2:** Implementation of updated handbook

Objectives:

- Finalize updating the employee handbook
- Roll out to employees in all department
- Explain changes and updates to employees
- Have all employees sign off on receipt of the updated handbook

**Goal 3:** Actively lead the Safety Program

Objectives:

- Promote workplace safety by facilitating and leading safety committee meetings and activities
- Implement a newly developed active shooter policy throughout the agency
- Partner with local law enforcement on active shooter training for Envision employees



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**FUND DEVELOPMENT AND COMMUNICATIONS GOALS AND OBJECTIVES:**

**Goal 1:** Increase funding for Envision services and operating support.

Objectives:

- Maintain a tracking system and timeline for all donations, grants, campaigns, and events.
- Enhance and maintain the current fundraising events that Envision is hosting.
  - Raise \$15,000 in sponsorships for 5K In My Shoes.
  - Raise \$5000 in registration fees for 5K In My Shoes.
  - Raise \$250 in vendor fees for 5K In My Shoes.
- Apply and maintain timely reporting for grants that have been awarded in the past.
- Seek new grant and funding opportunities.
- Collaborate with Management Team to identify any possible grant needs or leads.
- Finalize “Annual Sponsorship Brochure” and promote to potential donors or sponsors.
- Develop, initiate and maintain an ongoing Donor Recognition program.

**Goal 2:** Raise awareness of Envision’s mission, purpose, and services within the community.

Objectives:

- Seek new opportunities for events that promote awareness of Envision’s mission within the community.
- Enhance and maintain the current events that Envision is hosting to promote awareness of Envision’s mission within the community.
- Develop a plan to promote all types of events to Envision’s employees not housed within the building and to stakeholders.
- Participate and seek appropriate opportunities for community engagement including external events, functions, committees, etc. *(These would be events that Envision is not hosting.)*
- Specifically invite and encourage people supported and families to attend and/or volunteer at community engagement events.
- Develop framed talking points and provide to Board of Directors, Management Team and other employees that regularly promote Envision’s mission to the public.
- Maintain Envision’s Constant Contact communications to stakeholders.
- Take an active and lead role on the Technology Committee.
- Maintain a user-friendly and modern website and mobile website.



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**FUND DEVELOPMENT AND COMMUNICATIONS GOALS AND OBJECTIVES:**

Goal 2, Objectives (continued):

- Maintain an active social media outlet.
- Develop, initiate and maintain an ongoing Volunteer Recognition program.
- Develop, initiate and maintain an ongoing schedule for complying with community centered board transparency requirements on Envision websites.



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**TRAINING GOALS AND OBJECTIVES:**

**Goal 1:** Investigate the utility of online delivery of training classes.

Objectives:

- Since employees currently need to be physically present for training is there a situation where online delivery would be advantageous for employees
- What low cost online delivery systems are available

**Goal 2:** Develop a Person Centered Thinking (PCT) training recertification/refresher class.

Objectives:

- Develop a list of management decisions early, so the format coincides with management directives
- Investigate format options such as part curriculum review and part case study
- Determine whether a half or full day would be needed for this training

**Goal 3:** Develop an Introduction to PCT class for persons supported and/or families.

Objectives:

- Determine what is intended to be achieved by presenting this class.
- Since the audience for this class could be varied, would different versions need to be developed; one for persons supported and one for families
- Ascertain whether it would be better to have people supported attend this class individually or with a partner.
- Determine which components of the PCT curriculum need to be emphasized; specifically, concepts versus tools



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**PROGRAM SERVICES GOALS AND OBJECTIVES:**

**Goal 1:** Take steps to plan for changes in service delivery that will be needed to meet the requirements of conflict-free case management as specified in the federal final settings rule.

Objectives:

- Identify all tasks/functions that are completed for Program Services by people in other departments.
- Match tasks to job positions (current or new) considering efficiencies and good matches (task-task/task-job position).
- Assess/revise budget for changes.
- Develop/review/update job descriptions.
- Develop/review/update training needs/manuals for job positions.
- Identify new sources of revenue (explore other waiver programs; expand services).

**Goal 2:** Fully practice and participate in Person Centered Thinking (PCT) within the Program Services Department.

Objectives:

- Identify and develop personal and shared values within the Program Services Department.
- Develop a new Vision Statement for the department.
- Update all procedures for all services areas (Residential and Non-residential) using PCT language.
- Develop an assessment using PCT skills/tools to capture information about people that is relevant and respectful. Information will be used in preparation for annual plan, to match people supported with staff and to communicate information about the people supported.
- Update all marketing materials.
- Develop and distribute a new satisfaction survey for people supported, families, community partners and stakeholders.