



NH Department of Health and Human Services

Bureau of Developmental Services

Redesignation Report

Gateways Community Services

Redesignation Review Conducted between September 2015 – March 2016

Report Date: May 2016

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May 24, 2016

Edgar Carter, President of Board of Directors
Sandra Pelletier, Executive Director
Gateways Community Services
144 Canal Street
Nashua, New Hampshire 03064

Dear Mr. Carter and Ms. Pelletier:

The New Hampshire Department of Health and Human Services, Bureau of Developmental Services [BDS] recently concluded its Area Agency Redesignation Review for Gateways Community Services as required by the State Administrative Rule He-M 505, Establishment and Operation of Area Agencies.

The Redesignation Review focused on a number of key areas: Area Agency governance, financial management, compliance with contractual and regulatory requirements, and individual, family, and guardian satisfaction with Area Agency supports and services.

The Gateways Community Services' Redesignation Team consisted of the following BDS staff: Kaarla Weston, Jan Skoby, and Darlene Ferguson. They were assisted by Maureen DiTomaso.

I would like to thank all of the people associated with Gateways Community Services for their cooperation in assisting the Bureau in carrying out this important process. The Redesignation team is particularly grateful for the assistance given by Gateways Community Services' staff who made every effort to see that meetings and forums were scheduled and that materials were available for the team's use.

It is my pleasure to inform you that the BDS Redesignation team is recommending to the Commissioner of the Department of Health and Human Services that Gateways Community Services be Redesignated for the period of September 2015 through September 2020.

The Department recognizes your agency's efforts on behalf of persons with developmental disabilities, acquired brain disorders, and their families. We are pleased that you are a part of New Hampshire's service delivery system.

The results of the Redesignation Review can be found in the attached report. Please do not hesitate to contact me or any member of the Redesignation Team if you have questions.

Best regards,



Lorene Reagan MS, RN
Bureau Chief

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Redesignation Activities and Sources of Information

- The NH Department of Health and Human Services, Bureau of Developmental Services Regional Governance Audit for Gateways Community Services – September 2015
- Gateways Community Services Strategic Plan – Overview and Six Areas for Future Focus (not dated)
- The NH Department of Health and Human Services, Bureau of Developmental Services Regional Governance Audit 2015 Statewide Tally
- The NH Department of Health and Human Services, Bureau of Developmental Services Redesignation Activities, Findings and Observations – May 2016, includes summaries for the following:
 - Compliance with Rights Health and Safety Requirements, Complaint Investigations
 - Compliance with Program Certification Requirements
 - Compliance with Family Centered Early Supports and Services Program Requirements
 - Compliance with Medication Administration Requirements
 - Developmental Disabilities and Acquired Brain Disorders Waiver Record Review/Service Review Audit findings
 - Compliance with Employment Supports Requirements
 - Area Agency Financial Condition
 - Comments from the Individual and Self-Advocates Redesignation Forum
 - Comments from the Family and Guardian Redesignation Forum
 - Comments from the Family and Guardian Redesignation Survey
 - Results of the Family Support Council Redesignation Questionnaire

Attachments included:

- The NH Department of Health and Human Services, Office of Program Support Area Agency [Statewide] Certification Statistics CY 2014 and 2015 and Gateways Community Services Program Certification Statistics for Two Years [1/1/14-12/31/2015]
- Gateways Community Services Record Review/Service Review Audit Corrective Action Plan, March 2015
- The NH Department of Health and Human Services, Bureau of Developmental Services Employment Data Trend Reports June 2013, June 2014, and June 2015
- The NH Department of Health and Human Services, Developmental Services System Annual Report of Financial Condition for FY 2014 with Five Year Trend Analysis, August 2015
- The NH Department of Health and Human Services, Bureau of Developmental Services Family and Guardian Redesignation Survey, October 2015
- The NH Department of Health and Human Services, Bureau of Developmental Services Provider Agency Redesignation Survey, October 2015



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Gateways - Regional Governance Audit: Completed in September 2015. Findings were as follows:						
Indicator	Citation	Substantially Met	Met	Needs Improvement	Other	Recommendations/Best Practices/Comments
Current Board Composition	171A:18; He-M 505.03(m)		1			
Executive Director Qualifications	171A:18; He-M 505.03(q)		1			
Current AA/BOD bylaws	He-M 505.03 (h)		1			
Current Board polices and procedures	HeM-505.03(e)		1			
Current Area Plan and any amendments	171A:18; He-M 505.03(t)(u)	1				The process included the creation of a comprehensive and detailed plan with goals and strategies in a variety of domains. Dates of completion, as well as any challenges in implementation, were articulated within the plan.
Last 12 mos of BOD minutes			1			
Human Rights Committee a. Committee Members b. Agendas for past 12 months c. Meeting Minutes for Past 12 months	RSA 171 A:17		1			
How does the BOD involve itself in assuring that consumers, the regional Family Support Council, the general public residing in the area and generic service agencies are involved in the planning and provision of and satisfaction with services for individuals with developmental disabilities and acquired brain disorders? Please describe your process for capturing feedback and input from individuals, families and other stakeholders.	171A:18, HeM 505.03(u); He-M 505.08(f)	1				It was noted that the agency made robust efforts in this area.
How does the area agency communicate to its provider agencies information concerning changes in policy, funding, or statewide issues such as quality initiatives, audit results, etc.	He-M 505.03(ac); He-M 505.08(e)(6)		1			
What are the area agency's ongoing quality assurance activities, especially concerning measuring outcomes relative to the Area Plan?	He-M 505.08(e)(5)		1			
What steps has to agency taken to be prepared to ensure that people with Limited English Proficiency (LEP) have meaningful access to its programs?	(Contract, Exhibit A, Amendment 1: 3.1) (Contract Exhibit C, Amendment 1: 17.)		1			



Redesignation Activities: Completed between September 2015 and February 2016						
Review of Area Agency Contract Requirements						
National Core Indicators [NCI]: The contractor shall timely enter information into the Online Data Entry Survey Application [ODESA] and work with BDS staff to assist the scheduling of interviews for NCI surveys in a timely basis	Contract: Exhibit A, Amendment 1: 2.1		1			N/A
Family Centered Early Supports and Services [FCESS]: The contractor shall collect and enter all required information into the FCESS Case Management System	Contract: Exhibit A, Amendment 1: 2.2		1			N/A
Supports Intensity Scale [SIS]: The contractor shall work with the designated SIS interviewers from Community Supports Network, Inc. to facilitate the completion of the regional SIS assessments. The Contractor shall insure that the regional service coordinators use the results of the SIS evaluations in conducting service planning meetings and creating Individual Service Agreements. The Contractor shall also use the results of the SIS assessments for creating individual budget proposals.	Contract: Exhibit A, Amendment 1: 2.3		1			N/A
Health Risk Screening Tool [HRST]: The contractor shall ensure that the appropriate staff receive the necessary training, obtains and enters the required information into the HRST database, and uses the results of the screening to assist individuals to access needed medical care.	Contract: Exhibit A, Amendment 1: 2.4		1			N/A
START: The contractor shall provide financial support for regional START Coordinator[s] and insure that the coordinator[s] participate in all activities required under the START service model.	Contract: Exhibit A, Amendment 1: 2.5		1			N/A
Risk Management: The contractor shall establish a local risk management Committee [RMC] as recommended by SB 112 [2009], and adopt policy and practice statements regarding the operations of this Committee. A representative of the local RMC shall participate in the meetings of the Statewide Risk Management Committee. The local RMC shall seek input from the Statewide RMC before finalizing the risk management plans.	Contract: Exhibit A, Amendment 1: 2.6		1			N/A
Wait List Registry: The contractor shall obtain and enter the required information into the Wait List Registry on a timely basis to document the need for funding and services for those who are currently waiting for funding and those who will need funds during the next five fiscal years. The contractor shall also ensure that follow-up information, such as actual start date of services for individuals is obtained and entered into the database on a timely basis	Contract: Exhibit A, Amendment 1: 2.7		1			N/A



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Employment Data System [EDS]: The contractor shall obtain and enter all of the required information into the EDS on a timely basis to facilitate the creation of regional and statewide employment reports. In addition, the Contractor shall insure that follow-up information, such as job-end-date or any changes in hours worked or wages earned is obtained and entered into the database on a timely basis. The contractor shall require its subcontract agencies for employment or day services to comply with these EDS expectations.	Contract: Exhibit A, Amendment 1: 2.8		1			N/A
Budget Tracking System [BTS]: The contractor shall obtain and enter all required information into the BTS for BDS review and obtain the necessary approvals [such as certification or Medicaid Waiver prior approvals] before providing services or submitting claims/requests for payments.	Contract: Exhibit A, Amendment 1: 2.9		1			N/A
NH Leads: for an accurate unduplicated count to be generated from NH Leads for individuals over the age of three, the contractor shall maintain and enter attendance records in the Service Capture/Billing section of NH Leads. For services that are non-billable, a single service entry per month shall suffice to show that an individual was served during that month.	Contract: Exhibit A, Amendment 1: 2.10		1			N/A
Financial Requirement: On a monthly basis, the Contractor shall submit to the State the Contractor's Balance Sheet, Summary of Revenues and Expenditures and the Agreement's SFY 2016 approved budget to actual analysis. These documents shall be submitted within 30 days of the preceding month's end	Contract: Exhibit B, Amendment 1: 3.1.2.1		1			N/A
On a Quarterly basis, the Contractor shall submit to the State the Contractor's Balance Sheet, Summary of Revenues and Expenditures, a statistical report, and program reports as prescribed by the State for the preceding quarter. These reports shall be submitted within 30 days of the preceding quarter's end.	Contract: Exhibit B, Amendment 1: 3.1.2.2		1			N/A
On a Quarterly basis, for entities which are controlled by, under common ownership with, or an affiliate of, or a related party to the Contractor, the Contractor shall submit to the State a Summary of Revenues and Expenditures and a Balance Sheet. These reports shall be submitted within 30 days of the preceding quarter's end.	Contract: Exhibit B, Amendment 1: 3.1.2.3		1			N/A
The Contractor shall submit an annual audit to the Department within 60 days after the close of the agency fiscal year.	Contract: Exhibit C, Special Provisions: 9.0		1			N/A
Review of Area Agency Compliance with Administrative Rules						
Compliance with Administrative Rules: Rights, Health and Safety	He-M 202 He-M 310		1			Please see Summary of Redesignation Activities, Findings and Observations
Compliance with Administrative Rules: Program Certification	He-M 1001 He-M 507		1			Please see Summary of Redesignation Activities, Findings and Observations and Attachment: Certification Statistics for CY 2014 and 2015.
Compliance with Administrative Rules: Family Centered Early Supports and Services	He-M 510		1			Please see Summary of Redesignation Activities, Findings and Observations
Compliance with Administrative Rules: Medication Administration	He-M 1201		1			Please see Summary of Redesignation Activities, Findings and Observations



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Developmental Disabilities and Acquired Brain Disorder Waiver Record/Service Review Audits	He-M 503 He-M 522		1			Please see Summary of Redesignation Activities, Findings and Observations
Compliance with Administrative Rules: Employment Supports	He-M 518		1			Please see Summary of Redesignation Activities, Findings and Observations and Attachment: Employment Data Trend Reports FY 2013, 2014 and 2015.
Review of Area Agency Financial Condition						
Analysis of Area Agency Financial Condition	DHHS Audit Unit		1			Please see Summary of Redesignation Activities, Findings and Observations and refer to the NH Department of Health and Human Services, Developmental Services System Annual Report of Financial Condition for FY 2014 with Five Year Trend Analysis, August 2015
Redesignation Surveys and Forums						
Redesignation Forum: Individuals and Self Advocates	He-M 505.08(f)				1	Please see Summary of Redesignation Activities, Findings and Observations
Redesignation Forum: Family and Guardians	He-M 505.08(f)				1	Please see Summary of Redesignation Activities, Findings and Observations
Redesignation Survey: Family and Guardians	He-M 505.08(f)				1	Please see Family and Guardian Redesignation Survey Findings Attachment: Survey Monkey Results
Redesignation Questionnaire Family Support Council	He-M 519				1	Please see Summary of Redesignation Activities, Findings and Observations
Redesignation Survey: Provider Agencies	He-M 505.08(f)				1	Please see Provider Agency Redesignation Survey Findings Attachment: Survey Monkey Results



Strategic Plan Overview

Since its inception, Gateways Community Services' primary role has been to support individuals with all types of disabilities and their families in community life through the use of innovative, leading edge practices. Our Strategic Direction over the next few years continues this mission, but with even more emphasis on the growth of coordination of care through community partnerships to create a seamless treatment and support system and the enhancement of direct care clinical services to fill the gaps in community care.

As a leader in the practice of participant self-direction, Gateways continues to grow the number of participants served and fine tune this essential service to make it the most user friendly, while offering a wider range of options. In conjunction with our vendors, a wide variety of services are provided at all stages of development. This system has proven to be a formula for success and will continue to progress with the addition of online tools, such as the Virtual Respite Center and My Gateways Customer Portal, making it easier to access information, review choices and history and make the right decision on one's own care.

Gateways has been recognized nationally as a leader in Employment Initiatives for Individuals with Disabilities. Tremendous strides have been made through the use of regional partnerships, training and support for those seeking employment. The continuation and growth of these partnerships in the business and medical communities to promote hiring and full inclusion is key to the success of this very important work at Gateways.

Our focus will continue to be training and supporting families as self advocates. Each family has unique needs and continues to be our primary concern as we advocate for funds and quality services during what will be a historic system evolution to care management. Gateways will educate key legislators and state agencies, so that they might make more informed decisions when establishing policy that impacts the individuals we serve and their families. Just as importantly, Gateways will assist families to gain the skills necessary to work with the state's commercial health plans to get the supports they require to live healthy, full lives. Gateways continues to prioritize helping each client and family advocate for their individual long term service needs.

Over the next three years, more innovative practices, personalized services and new technology will support individuals with disabilities and elders in need of long term care to live meaningful and independent lives in the community. We will continue to practice state of the art methods, partner with our community providers to offer high level services and provide individuals and families with the tools to self-direct and manage their resources effectively. There will also be a strong emphasis on the training and support of a more diverse and skilled workforce to support clients and their families and growth of our clinical expertise to support those with Autism and other complex needs as our role within the Long Term Care system becomes better defined.

Gateways Community Services will continue to achieve its mission with the belief that "All people are of great value and strive to be innovative when providing community supports needed for individuals to lead meaningful lives in their community."



Six Areas for Future Focus

Participant Self-Direction Self-directed care is an alternative method for administering services to people with DD/ABD/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. CDS 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 need to direct services to keep them safe and at home. The CDS model places 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 CDS. Gateways will continue to evolve best practices and drive enrollment for CDS upwards.

Care Coordination Gateways recognizes an opportunity for a new generation of person centered care that braids acute, medical, behavioral health, and long term services for people with developmental disabilities, acquired brain disorders, and seniors in need of care. Gateways is exploring service design models, including the early adoption of the *CareConnect* Pilot Health Home, to evolve consumer supports to a more “holistic” approach to care management and integration for the individuals, and their families we are mission driven to serve. Gateways views this as step one to the evolution of integrated care resulting in better healthcare, improved outcomes, and lower costs.

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.

Innovation Gateways 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 needs 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.

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.

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.



New Hampshire Department of Health and Human Services
 Bureau of Developmental Services
 Regional Governance Audits 2015 - STATEWIDE TALLY

Question #	Indicator	Rule citation	Substantially Met	Met	Needs Improvement
1	Current Board Composition	171A:18; He-M 505.03(m)	2	8	0
2	Executive Director Qualifications	171A:18; He-M 505.03(q)	0	10	0
3	Current AA/BOD bylaws	He-M 505.03 (h)	0	10	0
4	Current Board policies and procedures	HeM-505.03(e)	0	10	0
5	Current Area Plan and any amendments	171A:18; He-M 505.03(t)(u)	4	1	5
6	Last 12 mos of BOD minutes		0	10	0
7	Human Rights Committee a. Committee Members b. Agendas for past 12 months c. Meeting Minutes for Past 12 months	RSA 171 A:17	2	8	0
8	How does the BOD involve itself in assuring that consumers, the regional Family Support Council, the general public residing in the area and generic service agencies are involved in the planning and provision of and satisfaction with services for individuals with developmental disabilities and acquired brain disorders? Please describe your process for capturing feedback and input from individuals, families and other stakeholders.	171A:18, HeM 505.03(u); He-M 505.08(f)	3	5	2
9	How does the area agency communicate to its provider agencies information concerning changes in policy, funding, or statewide issues such as quality initiatives, audit results, etc.	He-M 505.03(ac); He-M 505.08(e)(6)	3	7	0
10	What are the area agency's ongoing quality assurance activities, especially concerning measuring outcomes relative to the Area Plan?	He-M 505.08(e)(5)	3	5	2
11	What steps has the agency taken to be prepared to ensure that people with Limited English Proficiency (LEP) have meaningful access to its programs?	(Contract, Exhibit A, Amendment 1: 3.1) (Contract Exhibit C, Amendment 1: 17.)	0	10	0

SUMMARY OF REDESIGNATION ACTIVITIES, FINDINGS AND OBSERVATIONS

**Compliance with Rights, Health and Safety Requirements
Office of Client and Legal Services
Complaint Investigation Quality Review
Compliance with State Administrative Rule He-M 202 and He-M 310
July 1, 2013 through June 30, 2014**

The Department of Health and Human Services, Bureau of Developmental Services (BDS) and the Office of Client and Legal Services (OCLS), in partnership with the 10 Developmental Services area agencies, have responsibility for investigating allegations of abuse, neglect, exploitation and treatment violations involving individuals who are receiving Home and Community Based Services (HCBS). Investigations are conducted in accordance with State Administrative Rule He-M 202.

As part of the complaint investigation process, recommendations are offered to agencies to ensure continuous quality improvement. Agencies then offer a response to those recommendations and explain the steps they will be taking to implement them. Statewide reviews are conducted to ensure there is documentation in place that the recommendations have been implemented.

During the time frame of 7-1-2013 to 12-31-2013 there were a statewide total of 184 complaints received. Of those 184 complaints, 155 reports provided recommendations. Of the 155 reports that provided recommendations, there was documentation of follow up to the recommendations for 131 of those reports (85%).

- During the timeframe listed above Gateways Community Services (GCS) had a total of 10 reports that had recommendations. Of those 10 reports 6 (60%) had documentation of implementation of the recommendations.

During the time frame of 1-1-14 to 6-30-2014 there were a total of 154 complaints received statewide. Of those 154 complaints 121 reports provided recommendations. Of the 121 reports that provided recommendations there was documentation of follow up for 103 (85%) of those reports.

- During the timeframe listed above GCS had a total of 14 reports that included recommendations. Of those 14 reports 11 (79%) had documentation of implementation of the recommendations. This is an improvement from the previous review.
 - Gateways Community Services was found to be in compliance with follow up to the NH Department of Health and Human Services Bureau of Developmental Services/Office and Client and Legal Services Complaint Investigation Quality Reviews for complaint investigations completed between July 1, 2013-June 30, 2014. The agency continues to refine systems that support the on-going assurances that recommendations are implemented in a timely manner.
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Department of Health and Human Services, Office of Program Support
Compliance with DHHS Program Certification Requirements
Calendar Year 2014 & 2015

Please refer to the attached reports entitled: Certification Statistics CY 2014 and 2015.

- Certification findings for Gateways Community Services from 1/1/2014 to 12/31/2015:
- Program Certification Reviews without Deficiencies = 39
- Program Certification Reviews with Deficiencies = 152
- Total Number of Certification Deficiencies =561
 - [this number is not the sum of the figures noted above because there can be multiple program deficiencies noted within the same program]
- Average Number of Deficiencies Per Review: 2.92
- This compares to the statewide average of calendar year 2015 = 2.68

The DHHS Office of Program Support reports the agency always works diligently to address any issues that are identified during the program certification process and will put systems in place, when necessary, to address problematic trends.

**Family Centered Early Supports and Services [FCESS]
Summary of Compliance with State Administrative Rule He-M 510
Fiscal Years 2013, 2014 & 2015**

The area agency participates in monitoring with BDS staff for the Family Centered Early Supports and Services program, serving children 0-3 years old, who live in region 6. Area Agency staff are cooperative and consistently use feedback from monitoring for program improvement. Documentation is provided in a timely manner.

- The area agency participates in monitoring for both Family Centered Early Supports and Services programs serving children 0-3 years old, who live in region 6. Area agency staff are cooperative and consistently use feedback from monitoring for program improvement. Documentation is provided in a timely manner.

- Several compliance indicators are monitored annually on site, with on-site and data system follow up as needed. Indicator 1 monitors the timely provision of services to children and families. Both FCESS programs have met requirements for this indicator for the past three years. Indicator 7 monitors the 45 day timeline from referral of a child to FCESS to family consent to a completed individual family support plan (IFSP). Both programs met requirements for the past three years for this indicator. Indicator 8 monitors the quality of transitions for children from the Part C-FCESS program to their local Part B-Preschool Special Education program. For this indicator the contracted program, The Children's Pyramid, has met requirements fully. The Gateways FCESS program met requirements with some concerns related to meeting the requirements of multidisciplinary participation. Gateways staff worked with BDS staff to implement changes to meet compliance requirements for the transition meeting indicator. On-site follow up confirmed that changes are being implemented and improvement has been verified.

- Quality issues were discovered, regarding documentation, each of the three years reviewed. Each year the area agency and program staff have worked cooperatively with Bureau of Developmental Services staff to solve the issues discovered during onsite monitoring. Each year issues found were corrected within 90 days. Follow up monitoring confirmed that quality improvements were sustained after correction. None of the documentation concerns resulted in an official finding.

- Family outcome summaries are used to further assess quality of services for families served by the FCESS program. Region 6 has consistent positive feedback from families. Families report that the programs in region 6 have helped them to understand their rights, communicate their child's needs, and help their child grow and learn.
- The Gateways area agency opened an autism program to better serve young children with intense needs. This program began serving children and their families in 2015. Region 6 demonstrates an attitude of cooperation, eagerness to serve children and families, and willingness to learn and grow in their FCESS programs. As the Part C coordinator I would be pleased to continue working with region 6 to serve children and families through the FCESS programs in the region.
- Licensure for the Gateways FCESS program and the TCP FCESS program are consistently up to date. Professional development plans for staff are consistent with the standards of our system. For the past three years all required trainings have been completed for all staff.

Medication Administration and Health Care Coordination
Compliance with State Administrative Rule He-M 1201
Fiscal Years 2013, 2014 & 2015

- The Nurse Trainers at Gateway Community Services work as team members along with Program Directors, Program Managers, Service Coordinators, Home Providers, and Direct Service Professionals ensuring the health and safety of the individuals served. Nurse trainers provide the training of He-M 1201 to non-licensed staff in the Administration of Medication and Healthcare Coordination.
- It is in the Nurse Trainer's role to conduct quality assurance reviews within certified homes. This process provides nursing with the ability to assure health care coordination and Medication Administration oversight is carried out and within the He-M 1201 rule. One of the key roles in Medication Administration is the reporting of medication errors directly to or within the Area Agency and or Vendor agencies as they occur. The role of Nurse Trainer is to take corrective action on the errors and provide semi-annual medication errors reports through the 1201(A) and (B) forms. These reporting documents are reviewed by the Medication Committee semi-annually and more frequently if necessary. In the Healthcare Coordination, nursing works closely with the individuals who may be of frail health requiring frequent assessment and oversight to detect signs of destabilization and risk.

- Trending in SFY 2013 Nurse Trainers consistently provided oversight of the individual completing quality assurance checks to determine errors and assure corrective action takes place. Scheduled and unscheduled visits to residences and programs are being done by Program Managers and Nurse Trainers.
- Through the on-going efforts made by the Area Agency nursing reported providers have gained a better understanding of the consequences of medication errors and seem to be more conscientious of attempting to reduce the errors. The errors to dosing ratio have shown a reduction within this reporting period.
- Later within the fiscal year nursing's main concern was provider complacency in and around narcotic counts, which resulted in medication omissions.
- As a result of extreme circumstances, one provider's medication certification was revoked, while other providers were instructed to re-take the medications administration class. Policies and procedures were reviewed by staff and processes were put into place. As part of the corrective action, residences with a high incidence of medication errors or staff turnover received nurse visits on a more frequent basis. Quality improvement plans were initiated by Gateways administrative staff and the nurse consultant with the vendor agencies now meet twice annually.
- During this same time frame, Gateways experienced multiple medication errors within a particular vendor agency. A plan of correction was effectively initiated. The Vendor agency was placed on Administrative review. As a remediation the Area Agency worked very closely with this vendor to help eliminate any further issues. Nursing reviewed medication occurrence reports as they were submitted and monitored accordingly. Failure to perform triple checks and not completing all documentation as required was found to be at the root of the issue. Gateways monitored the self-administration aspect of the He-M1201 to assure annual assessments were completed. In an effort to improve the Health Care Coordination within agencies the Bureau of Developmental Services introduced the Health Risk Screening tool to all Area Agencies. This tool contains elements used to determine where an individual is likely to be most vulnerable in terms of the actual or potential health risks and destabilization. The results of this tool may prompt further assessment or evaluation for the individual.

- Though out SFY2014 Gateways continued to strive. With a strong core of experienced nurse trainers there was a consistency to provide oversight, direction and support for the Health Care Coordination and Medication Administration for the individuals in which they served. As this period of time progressed, nursing continued to conduct Quality Assurance visits, unannounced visits to ensure individuals were receiving appropriate care and the protocol for medication administration was being followed. Extra diligence was provided to those in frail health attending to the individual's health care needs as they arose.
- Gateways Community Services also conducted semi-annual meetings for all vendors to attend either in person or via tele-conference. Vendor agencies were encouraged to share initiatives and engage in the implementation of ways to improve any aspect of care of the individuals to which they provided services. With the implementation of the Health Risk screening tool, Service Coordinators and Nurse Trainers were better able to identify destabilization of the individuals to which they provided care. A copy of the HRST is available to providers and families alike.
- Entering SFY 2015 Gateways Community Services provided all its vendor agencies with checklist to assist in the process of completing the He-M 1201 A&B forms (Medication Error Reporting documents). Scheduled Quality Assurance visits continue in an attempt to discover and correct medication errors in a timely manner. It should be noted that staff turn-over continues to be an on-going issue. More medication errors occur when substitute staff is providing oversight. Documentation and other errors rise when staffing is not stable. Unfortunately, there are 2 vacancies in the nursing staff and Gateways continues with extra support from vendor agencies. Semi-annual meetings between Area Agency nurses and vendor nurses continue providing an opportunity to information share and provide support and assistance in resolving issues and concerns related to Health Care Coordination and Medication Administration. The Health Risk Screening tool continues to be useful providing health status information on the individuals served with in the agency.

Developmental Disabilities and Acquired Brain Disorder Waiver
Record Review / Service Review Audit Findings
Gateways Community Services
February 27, 2015

Positive Practices:

1. Documentation demonstrated that service agreements addressed participants' personal goals and interests.
2. Service agreements were in substantial compliance with DHHS/BDS state requirements for service planning, development and monitoring.
3. Documentation demonstrated that service delivery was in substantial compliance with the goals identified in the service agreements.
4. Documentation demonstrated that individuals' rights and responsibilities were explained.
5. Service agreements and all communication to individuals and guardians reflected a person-centered planning approach.

Areas Needing Attention and Correction:

1. Insufficient documentation that identified individuals were offered a choice of providers. (Please refer to He-M 503.10 and He-M 52211).
2. Insufficient documentation that identified the individual was offered a choice of waiver services including the option for self-direction. (Please refer to He-M 503.09(b)(3) and He-M 522.10(c)(3)).
3. Inconsistent documentation identifying services that were needed, but not currently available. (Please refer to He-M 503.11(f)(b)(4) and He-M 522.11(l)(2)).
4. Insufficient documentation that demonstrated individuals were provided information about the process for reporting incidences of abuse, neglect or exploitation. (Please refer to He-M 503.10 and He-M 522.11).

5. Missing documentation of at least monthly contact by the service coordinator. (Please refer to He-M 503.11(i)(2) and He-M 522.12(g)(2)).
6. Insufficient documentation demonstrating a discussion of the need for assistive technology. (Please refer to He-M 503.10 and He-M 522.11).

Additional Considerations:

The audit tool contained several questions that did not apply to the review period, but will be formally reviewed and measured in future audits. These questions relate to administrative rule changes and Bureau expectations that had been implemented either during or after the review period. They include, but are not limited to the following:

1. Does the individual have a completed Supports Intensity Scale (SIS), Health Risk Screening Tool (HRST), and any other relevant evaluation such as Risk Management Plan?
2. Was information from the SIS, HRST and any other relevant evaluations incorporated into the service agreement?
3. If the service agreement was amended, were changes related to a change in need as identified through SIS, HRST, Risk management Plan or other evaluation.
4. Was a discussion about employment documented during the service planning process?
5. Are amendments being processed using the “amendments to service agreement” form?

Agencies can also expect that the Bureau will conduct discrete audit process for compliance with conflict of interest guidelines and protections, Employment Services and Participant Directed and Managed Services.

Addendum: Please see the attachment outlining the Area Agency Corrective Action Plan submitted in response to this audit.

**Employment Supports for Individuals
Summary of Compliance with State Administrative Rule He-M 518**

- Please refer to the attached reports entitled: NH Developmental Employment Data Trends for FY 2013, 2014 & 2015.
 - Gateways does well in assisting individuals who want to work in finding employment: in the three year state-wide employment analysis (FY 13,14 and 15) Gateways ranked – in FY order- 3rd, 2nd, and 3rd for percent of individuals employed. Additionally, Gateways demonstrated its' compliance with tracking employment data in NH Leads.
 - According to the NH Leads Administrator, seventy percent of the overall records were reviewed in the system within this fiscal year.
-

**Area Agency Financial Condition
5 – Year Trend Analysis
DHHS Audit Unit
Prepared August 2015**

Please refer to the attached report entitled: NH Department of Health and Human Services, Developmental Services System Annual Report of Financial Condition for FY 2014 with Five Year Trend Analysis, August 2015.

- With regard to overall financial management, the Area Agency is asked to focus on ensuring adequate days of cash on hand. When the budgeted revenues earned are not received in a timely manner, the cash on hand is vital to pay the day to day operational expenses. A targeted outcome should be 30 days to cover all of the Agency's expenses for a 30-day period of time. The June 30, 2015 year-end days and receivable are reasonable. However, the December 31, 2015 shows that the agency's cash was down to 15 days while the days in receivable had climbed to 52 days.
-

Individual and Self-Advocates Redesignation Forum
November 16, 2015

A forum with individuals who receive supports through Gateways Community Services was held in Nashua on November 16, 2015. There were 22 people in attendance, in addition to three BDS staff (Kaarla Weston, Jan Skoby and Darlene Ferguson).

1. Are you familiar with your service agreement?
 - All attendees are familiar with their service agreements and 10 out of 22 have invited friends or family to their meetings. 12 out of 22 reported that they are aware that they can make changes to their service agreements.

2. Are you being supported to stay healthy – making good food choices, exercising, getting health checkups, etc.?
 - 18 out of 22 answered this question in the affirmative. Four reported that they would like more assistance to stay healthy.

3. Do you make choices about where you live and work?
 - All 22 indicated they had a choice of where to live (15 live with family members, 5 have apartments and two live in staffed residences). All indicated they are happy with their current living arrangement.
 - 18 out of 22 have jobs and said they made the choice of where they work.

4. Are you working? Do you want to? Are you getting help to find work?
 - 18 out of 22 are working and say they enjoy their jobs. Self-Advocates gave a variety of examples of current jobs. Some had worked at their places of employment for 5 to 15 years. Some are happy with their work schedules while many indicated that they would like to work additional hours.

5. Does anyone talk to you about your rights as a citizen, and your rights as someone who receives support from an area agency? Do you know who to call if someone violates your rights?
 - The majority indicated that they had an opportunity to discuss their rights. 14 out of 22 named someone they could go to for help. They mentioned that Plus Co staff spoke to them about their rights, sometimes their service coordinator spoke to them about their rights, and then some questions from the group developed into a lively discussion about when to file a complaint and when not to file a complaint and the difference between the formal and informal process.

6. Are you in a self-advocacy group? What kind of support do you get from the area agency (for ex, a group advisor, rides to meetings, a chance to write in their newsletter or other ways to reach out to the community).
- All attendees of the forum are members of the Self Advocates group. 8 out of 22 had attended a People First conference in the past. 3 out of 22 had attended a national People First conference. Some had been members for almost 20 years and a number had been co-chair at some point.
 - All Self Advocates enjoy being part of the group. One example given by the group was the advocacy (letters, petitions) that resulted in more bike racks in the Nashua area.
-

Family and Guardian Redesignation Forum
November 16, 2015

A Forum with Family/Guardians who receive support through Gateways Community Services was held at the Area Agency on November 16, 2015. Family and Guardians served by the agency were invited to meet with the Bureau of Developmental Services staff (Kaarla Weston, Jan Skoby and Darlene Ferguson). There were approximately 16 Family/Guardians participating in the Forum.

The same 15 questions from the “Redesignation Family and Guardian Survey” were asked at the Forum.

In summary:

- It was reported that many of their sons/daughters have obtained paid employment but working very few hours. They shared that more hours would allow for “meaningful employment and for their sons/daughters to make friends with co-workers. Some shared that vendors faded supports before their sons/daughters were ready.
- With regard to transitions at age 3, the majority of parents/guardians reported being happy with the process.
- The majority of families received the information they needed for the transition from high school to adult services stating they received the information from their service coordinators. There was discussion around Traditional services verses Participant Managed and Directed Services (PDMS). Some stating that PDMS model was difficult especially if staff does not show up but utilizing this model was “worth it”. A few reported that there was “too much” information provided to them during this transition process.

- Family/Guardians reported having choice and control over their sons/daughters services and that Area Agency staff is always responsive to questions and phone calls.
 - They were satisfied with Health related services. One parent remarked how helpful the agency was when the family was in medical crisis.
-

**Family and Guardian Redesignation Survey
Summary of Results
October 2015**

- When families were asked if their family member was supported to form and maintain relationships and become an active member of their community (Q12), 91 out of 113 said “Yes”, 12 said “Sometimes”, and 10 said “No”.
- When families were asked if they are satisfied with health related supports provided to their family member (Q9), 56 out of 114 said “Yes”, 13 said “Sometimes”, 10 said “No” and 35 said “Not Applicable”. When asked the same question relative to safety related supports provided to their family member (Q10), of the 77 who said the question had application to them, 67 said “Yes”, 4 said “Sometimes”, and 6 said “No, they were not satisfied”. In the Comment section of the Q10 on the survey, three family members remarked that they were not sure what safety related supports were and that they never heard about them.
- When Families were asked (Q1) if they or their family member receive the information they need from the agency to make decisions about services and resources, of the 113 who indicated this is applicable, 80 said “Yes”, 26 said “Sometimes” and 7 said “No”.
- When asked if they or their family members were supported to exercise choice and control over various aspects of their services (Q4), and if they thought staff and providers respected their family members’ choices (Q7), the vast majority replied “Yes”. In the comment sections one person remarked that they had been with the agency for 26 years and never had a problem and they have always been professional and prompt. One person remarked that there were previous issues but none this year.

- When asked if the area agency asks if they are satisfied with the quality of services received (Q13), 92 of 112 said “Yes”, and 20 said “No”. One person remarked that the support has mostly been provided by family hired respite providers and that it was an increased stressor to always find their own providers.
 - When asked if they had made suggestions regarding improving the quality of services did the area agency follow-up (Q14), 69 of the 105 responses said “Yes”, 20 said “Sometimes” and 16 said “No”. There were no remarks in the comment section.
-

**Family Support Council Redesignation Questionnaire Results
November 16, 2015**

1. What level of involvement do you have in the development of the area agency’s Strategic Plan?

Select members of the Family Council participated at the Board level in the Gateways Strategic Planning and reported findings result, etc. to the other Family Supports Council members.

2. How is the Council kept informed of issues and changes pertaining to Family Support or any other regional and statewide changes in laws or services?

We receive our information from numerous sources but not limited to monthly meeting, emails, other meetings, and newsletters.

3. Briefly describe any outreach activities of the Council as they relate to informing and assisting the community on ways to include individuals with disabilities in full participation in their communities.

Outreach activities include, but are not limited to, Annual Community Picnic, Annual Holiday Party, Movie Nights, Discretionary Funds, Family Support Conference, Annual Meeting, Recreation Ticket Sales, DSP Breakfast, Mission Possible, Respite, Recreational Resource Fair, and Camperships.

4. Does the area agency share with you any information (such as survey results) it has compiled about quality of services?

Director of Community Services has presented quality results annually and Family Council members presently attend semi-annual meetings.

5. Are you given an opportunity to help improve these services?

We are given an opportunity to improve these services.

6. Do you have an understanding of and input into the overall family support budget and have control of the Council allocation?

We are updated every month as to the standing of the budget and discuss issues on a monthly basis at our Family Support Council meetings and adjust the budget accordingly.

7. How would you describe the Council's relationship with the area agency? (For example, how has the area agency been supportive in helping the Family Support Council; in what other ways could the area agency help the Council; is the dispute resolution procedure between the area agency and the Council as described in the Family Support Plan effective?)

There are two members of Gateways in attendance of the monthly Family Support Council monthly meetings and are responsive to the Council's needs and we have not had to use the Dispute Resolution Procedure.

8. What information/educational opportunities does the area agency provide the Council about rights and rights protection? (For example, did you have input into the development of the rights manual and its updates; are any Council members involved in rights training as instructors for individuals, families or area agency/subcontract agency staff?)

Two Council members have had limited exposure to the Rights & Protection Policies but a future presentation will be scheduled for additional information.

What additional information would you like to have on this topic?

9. Do you feel that the activities and contributions of the Council are valued by the area agency? Please give evidence as to why you've reached this conclusion.

Gateways and the Family Support Council have a collaborative effort in ongoing activities and contributions that has generated successful partnerships. We have one of the largest Councils in the State. Two Council members also attend the State Council meetings. One Council member is also on the Gateways Board.

10. Would you like to offer any additional comments?

Not at this time.

CALENDAR YEAR 2014									
STATEWIDE AREA AGENCY PROGRAM CERTIFICATION STATISTICS									
REGION	VISITS WITHOUT DEFICIENCIES		VISITS WITH DEFICIENCIES		VISITS TOTAL	DEFICIENCIES TOTAL NUMBER	NUMBER OF DEFICIENCIES PER VISIT		
	#	%	#	%					
Northern Human Svcs	26	34%	50	66%	76	137	1.80		
PathWays	10	26%	28	74%	38	52	1.37		
LRCS	10	33%	20	67%	30	43	1.43		
Community Bridges	15	25%	46	75%	61	181	2.97		
MDS	7	9%	69	91%	76	371	4.88		
Gateways	11	15%	63	85%	74	211	2.85		
Moore Center	27	32%	58	68%	85	269	3.16		
One Sky	23	35%	42	65%	65	165	2.54		
Community Partners	16	41%	23	59%	39	73	1.87		
Community Crossroads	12	24%	38	76%	50	185	3.70		
STATE	157	26%	437	74%	594	1687	2.84		

CALENDAR YEAR 2015									
STATEWIDE AREA AGENCY PROGRAM CERTIFICATION STATISTICS									
REGION	VISITS WITHOUT DEFICIENCIES		VISITS WITH DEFICIENCIES		VISITS TOTAL	DEFICIENCIES TOTAL NUMBER	NUMBER OF DEFICIENCIES PER VISIT		
	#	%	#	%					
Northern Human Svcs	29	32%	61	68%	90	202	2.24		
PathWays	12	21%	45	79%	57	164	2.88		
LRCS	26	42%	36	58%	62	96	1.55		
Community Bridges	29	30%	69	70%	98	264	2.69		
MDS	23	21%	88	79%	111	312	2.81		
Gateways	28	24%	89	76%	117	350	2.99		
Moore Center	34	28%	88	72%	122	341	2.80		
One Sky	18	22%	63	78%	81	281	3.47		
Community Partners	28	41%	40	59%	68	109	1.60		
Community Crossroads	14	19%	61	81%	75	246	3.28		
STATE	241	27%	640	73%	881	2365	2.68		

**CALENDAR YEAR 2014 AND 2015
GATEWAYS PROGRAM CERTIFICATION STATISTICS**

	VISITS WITHOUT DEFICIENCIES		VISITS WITH DEFICIENCIES		TOTAL	DEFICIENCIES TOTAL NUMBER	NUMBER OF DEFICIENCIES PER VISIT
	#	%	#	%			
REGION							
GATEWAYS	11	15%	63	85%	74	211	2.85
GATEWAYS	28	24%	89	76%	117	350	2.99
TOTAL	39	19%	152	81%	191	561	2.92



Corrective Action Plan

March 2015

Areas Needing Attention and Correction:

1. Insufficient documentation that identified individuals were offered a choice of providers (He-M 503.10 and He-M 522.11)

CSNI has adopted the protocol to remove conflict from case management and service provision to ensure that individuals receive the highest quality care. Gateways currently practices a similar model with its families, but intends to improve the documentation of the efforts to ensure further transparency. Action will begin with a discussion at the Service Coordination and Manager levels regarding the practice of offering choice and the necessity of resources to be offered to those we serve so they are guaranteed informed decision making. Gateways will include the method of distributing a list of all available contracted regional providers at every annual service agreement. Material will include provider names and their contact information so individuals, families and guardians may feel free to research their service options at their will. A form will be incorporated in the next 60 days and will require a signature, demonstrating the receipt of this resource. Signed copies will be kept with the Service Agreement (it would be stored with other related documents).

2. Insufficient documentation that identified the individual was offered a choice of waiver services including the option for self-direction. (He-M 503.09(b)(3) and He-M 522.10(c)(3)).

The Consumer Directed Services and the Service Coordination departments have forms and checklists that individuals/guardians sign annually when a subject or topic has been reviewed (for example: Client Rights). The departments will incorporate a description of waiver service options on the forms, service coordinators will review and discuss the options, and they will request a signature indicating receipt of the information no less than annually by the individual/guardian.

3. Inconsistent documentation identifying services that were needed, but not currently available. (He-M503.11(f)(b)(4) and He-M 522.11(1)(2)).

The Consumer Directed Services department will address this documentation by adding a new section to the service agreement template that will require the service coordinator to list all unmet needs or indicate if all needs will be met.

The Service Coordination department will address this action item by requiring all service coordinators to document any unmet needs in the narrative section of the service agreement, or

verify that all needs will be met. Training to service coordinators in both departments will be provided by department managers within 30 days of implementation.

4. Insufficient documentation that demonstrated individuals were provided information about the process for reporting incidences of abuse, neglect or exploitation. (He-M 503.10 and 522.11)

All service coordinators will annually provide materials regarding the process for reporting abuse, neglect or exploitation, and will furthermore explain these materials at the annual meetings. Both the Service Coordination and the Consumer Directed Services departments adhere to checklists for the annual service agreement meetings to ensure that all documentation and information has been covered by the service coordinator. Indication for receipt of the materials and discussion will be added on the checklist as a reminder. This checklist will then be verified by the individual/guardian by signature of receipt. Additionally, department managers will provide orientation (in some cases, reorientation) for all service coordinators on the importance of this information, how to review with families, and the necessity of documenting the individual's receipt of the information.

5. Missing documentation of at least monthly contact by the service coordinator. (He-M 503.11(i)(2) and He-M 522.12(g)(2)).

Gateways will be operationalizing regular audits of monthly contacts that are recorded in their online database, known as Harmony. The Consumer Directed Services department will commit to a monthly review of each service coordinators notes. The department Manager will pull a monthly report and review documentation at monthly supervision meetings. The Service Coordination department will audit monthly contacts for service coordinators and providers by creating a new process in which billing reports will be pulled directly from the monthly contacts that are entered into Harmony no later than the 5th day of each month. Each respective department will develop a personnel policy for follow up in the event of missing documentation from any given service coordinator and/or participant/guardian.

6. Insufficient documentation demonstrating a discussion of the need for assistive technology. (He-M 503.10 and He-M 522.11).

Service Coordination will address this need for documentation by first conducting a discussion at staff meeting regarding the importance of reviewing assistive technology and the best way to capture individual's needs. This department will also be adding a section to the annual checklist to indicate that a discussion involving assistive technology and any related needs was conducted with the participant/guardian. This agreement will then be reviewed by the individual/guardian upon receipt of the service agreement and signed to indicate their agreement that the discussion took place. The Consumer Directed Services department recently added this section to their service agreement template and it will be reflected in all service agreements moving forward. The department Manger will review this action item at the bi-weekly staff meeting to ensure that all service coordinators understand this to be an essential item of service review.

Additional Considerations:

1. Does the individual have a completed SIS, HRST, and any other relevant evaluation such as a Risk Management Plan?

SIS and HRST assessments are an important service planning tool for all individuals receiving waiver services. Gateways conducts 11 SIS assessments on a monthly basis, and has completed up to 450 HRST assessments. Gateways is currently in the process of rolling out these evaluations for additional individuals already receiving services, and requires them for individuals who are new to services. The use of SIS and HRST evaluations will be clearly referenced in each person's service agreement. All other relevant evaluations will be included as attachments.

2. Was information from the SIS, HRST and any other relevant evaluations incorporated into the service agreement?

Service coordinators in both Consumer Directed Services and Service Coordination have received training on the importance of incorporating the SIS and HRST results into future service agreements and goals. Additional training and discussions at the department level and within supervisions over the next six months will reinforce the training related to writing goals that align with the results of these evaluations. Additionally, the departments will review the importance of incorporating the results into conversations and planning with individuals, guardians and families.

3. If the service agreement was amended, were changes related to a change in the need as identified through SIS, HRST, Risk Management Plan or other evaluation?

The Service Coordination and Consumer Directed Services departments will assess whether the form for amendments will need to be adjusted to incorporate language and/or results of the evaluations. Additionally, training for all service coordinators will be conducted to demonstrate the incorporation of evaluation results into all future amendments and goals.

4. Was a discussion about employment documented during the service planning process?

The Consumer Directed Services department has added this to the profile section of the service agreement template in an effort to document this conversation annually. The Service Coordination department has made a decision to include information about employment into the narrative section of every person's service agreement moving forward. Furthermore, the recent Employment Planning Guide that was distributed by the Employment Leadership Committee has been distributed to all service coordinators and an internal training on the use of this tool will be delivered at a staff meeting for each department. Employment will be reviewed annually in a discussion at the service agreement meetings.

5. Are amendments being processed using the "amendments to service agreement" form?

The Service Coordination and Consumer Directed Services departments will take the action of evaluating the internally created amendment forms to ensure that they clearly identify a goal change, the reason for change and all other pertinent information regarding a service change. These changes will also reflect the recommendations of the SIS and HRST evaluations.

NH Employment of Individuals with Disabilities

NH Developmental Services Employment Data The Facts - June 2013



June 2013	March 2013	
3,779*	3,747*	People receiving services (ages 21-64)
1,368	1,335	People employed (ages 21-64) including self-employment**
36.2%	35.6%	Total employed as a percentage of total served (ages 21-64)
86	88	People who have self-employment
1,282	1,267	People (ages 21 to 64) employed with hourly wages
9.16	9.22	Statewide average hours worked per week
\$7.94	\$7.93	Statewide average pay per hour (not including self-employment)
1,500	1,447	Total number of jobs excluding self-employment
1,477 (98%)	1,442 (98%)	Statewide total jobs paying minimum wage or above
23 (2%)	25 (2%)	Statewide total jobs paying below minimum wage
30	31	People employed age 65 and older

* The process for capturing this data has been refined providing a more accurate count of people served between the ages of 21 - 64 years old.
 **There are some people who have both hourly wages and self-employment.

Employment Statistics for People Aged 18 - 64 Years Old in US and NH		
	2011	2010
US Employment Rate for people without Disabilities:	72.8%	72.8%
US Employment Rate for people with Disabilities	32.6%	33.4%
US 2010 Employment Gap:	40.2%	39.4%
NH Employment Rate for people without Disabilities	79.5%	79.7%
NH Employment Rate for people with Disabilities	36.8%	39.1%
NH Employment Gap	42.7%	40.6%

♦ Source: 2012 Annual Disability Compendium Statistics, US Census Bureau, 2010 American Community Survey, American Fact Finder.

NH Developmental Services Employment Data Trends

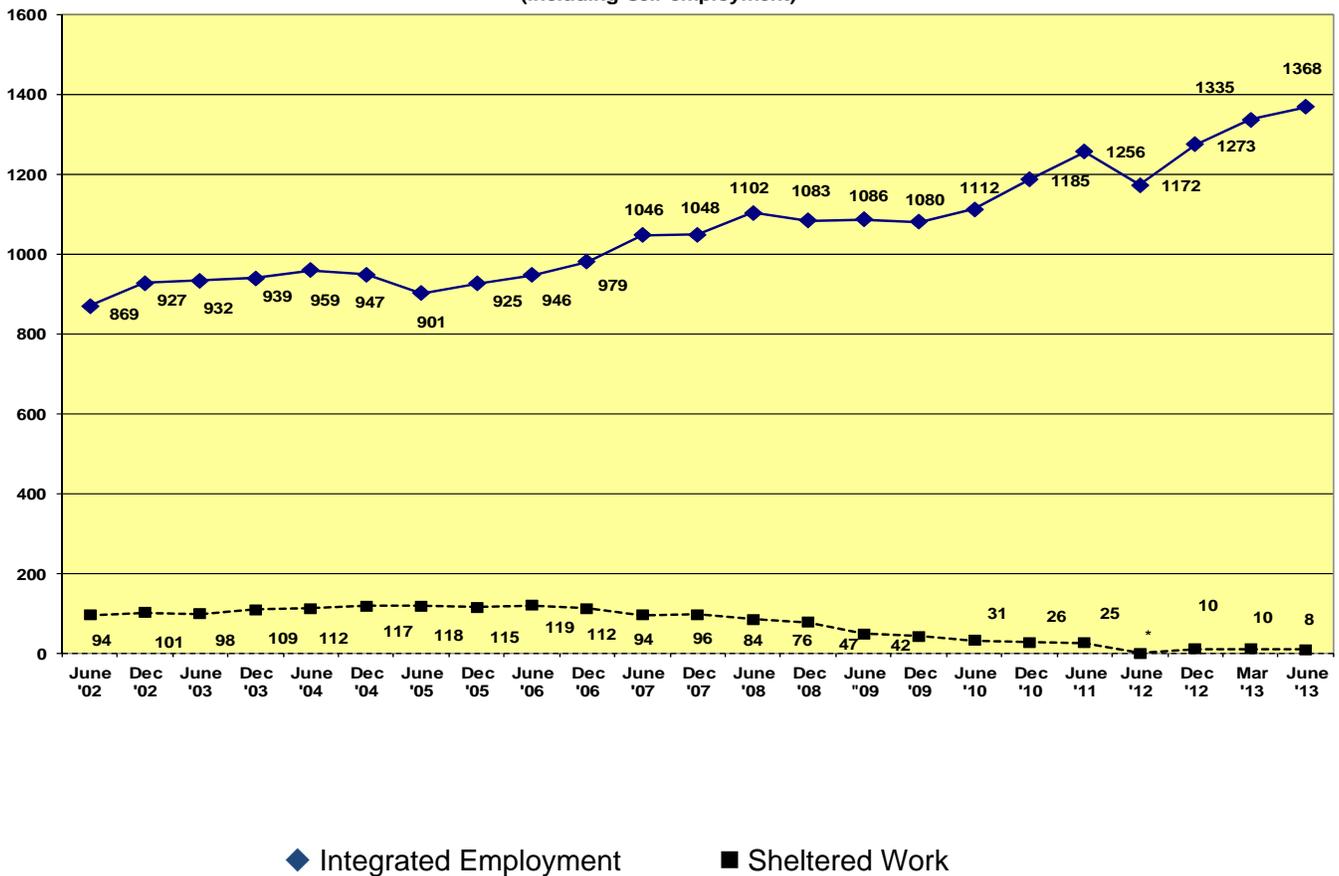
Integrated Community Based Employment continues to rise and is the primary employment type for individuals employed.

As of June 31, 2013, there was a 2.5% increase (33 people) in employment since March 2013.

There are 8 individuals reported to work in sheltered work services this reporting period. (Sheltered work is not recognized as employment in the state of New Hampshire and therefore this data is not counted in the number of people employed.)



**Bureau Of Developmental Services
Total Number Of People With Employment
(including self-employment)**



NH Employment of Individuals with Disabilities

NH Developmental Services Employment Data Trends.... Continued

Total Number of Individuals Served and Employed (21-64 Years Old), Including Self Employment

Regional Employment

Area Agency	# of Individuals Served	# of Individuals Employed*	% of Individuals Employed	
			%	ranking
Northern Human Services	339	172	50.7%	1st
Pathways of the River Valley	226	68	30.1%	9th
Lakes Region Community Services	288	128	44.4%	2nd
Community Bridges	441	140	31.7%	7th
Monadnock Developmental Services	412	148	35.9%	5th
Gateways Community Services	554	240	43.3%	3rd
Moore Center Services	544	142	26.1%	10th
One Sky Community Services	357	132	37.0%	4th
Community Partners	310	102	32.9%	6th
Community Crossroads	308	96	31.2%	8th
Statewide	3,779	1,368	36.2%	

BDS Mission Statement

The Bureau of Developmental Services (BDS) joins communities and families in providing opportunities for citizens with developmental disabilities or acquired brain disorders to achieve health and independence. In partnership with individuals, families, and community based service networks, BDS affirms the vision that all citizens should participate in the life of their community while receiving the supports they need to be productive and valued community members.

NH Developmental Services Employment Data Trends.... Continued

Regional Employment Hours Worked and Wage Data

- ** Does not include self-employment.
- *** Statewide averages are calculated by the entire data set, not by the column.
- **** Projection based on working 52 weeks. Does not take into account seasonal employment.

Increase since last reporting period

Decrease since last reporting period.

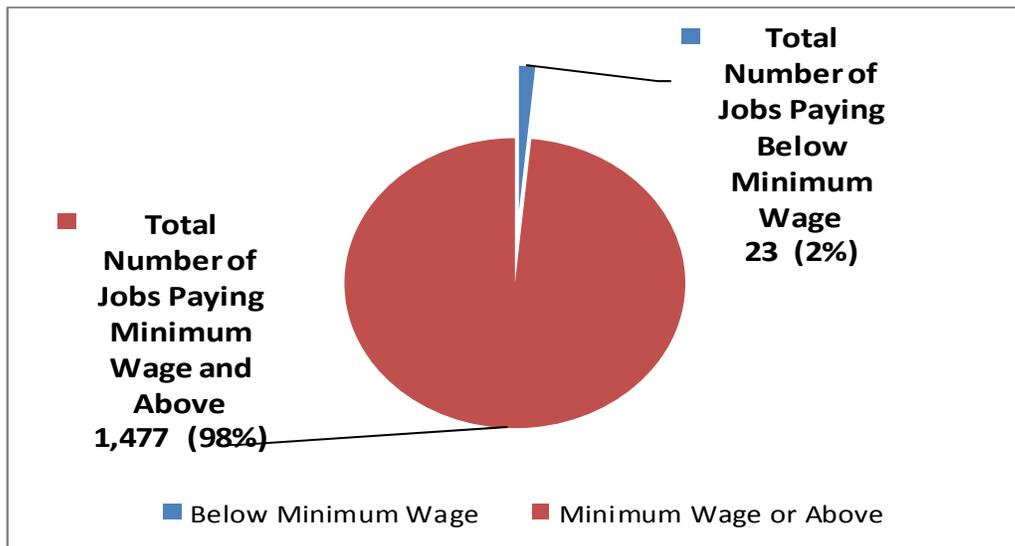


Area Agency	Average hours worked per week **		Average hourly wage per job **		Average Earnings		
		rank		rank	weekly	rank	Projected yearly ****
Northern Human Services	7.02	10th	\$7.69	9th	\$54	10th	\$2,808
Pathways of the River Valley	12.35	1st	\$8.87	1st	\$110	1st	\$5,697
Lakes Region Community Services	9.50	5th	\$7.51	10th	\$71	6th	\$3,714
Community Bridges	8.36	8th	\$8.38	2nd	\$70	7th	\$3,643
Monadnock Developmental Services	10.27	3rd	\$7.97	4th	\$82	3rd	\$4,255
Gateways Community Services	8.89	7th	\$7.84	7th	\$70	8th	\$3,622
Moore Center Services	11.33	2nd	\$7.96	5th	\$90	2nd	\$4,692
One Sky Community Services	7.18	9th	\$7.85	6th	\$56	9th	\$2,931
Community Partners	9.93	4th	\$7.73	8th	\$77	4th	\$3,988
Community Crossroads	8.90	6th	\$8.31	3rd	\$74	5th	\$3,846
Statewide Averages ***	9.16		\$7.94		\$73		\$3,781

NH Developmental Services Employment Data Trends.... Continued

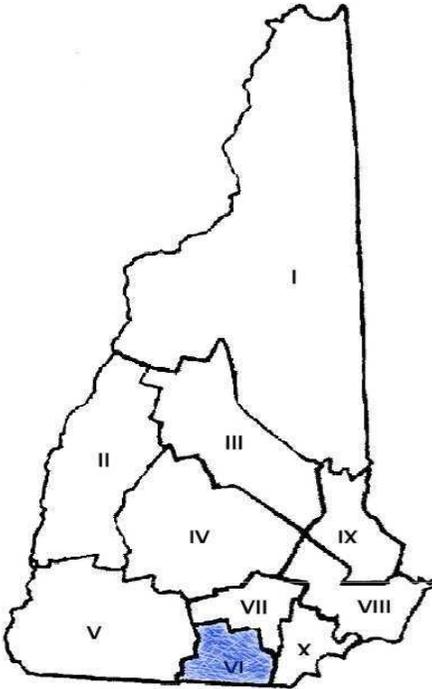
Total Jobs Paying Minimum Wage & Above Minimum Wage by Area Agency.

Area Agency	Total Jobs Paying Minimum Wage & Above	Total Jobs Paying Below Minimum Wage	Total Jobs
Northern Human Services	180	1	181
Pathways of the River Valley	70	0	70
Lakes Region Community Services	141	0	141
Community Bridges	140	1	141
Monadnock Developmental Services	170	0	170
Gateways Community Services	274	3	277
Moore Center Services	151	6	157
One Sky Community Services	142	6	148
Community Partners	108	4	112
Community Crossroads	101	2	103
Statewide Total	1,477	23	1,500



- ◆ Sub-minimum wages are permitted with official approval from the Department of Labor. NH is one of the few states that has a very small percentage of people earning sub-minimum wages.

Region 6: Gateways Community Services



Regional Breakdown

Total # of Individuals Served	# Individuals Working	Percent Employed	Average Hours Worked	Average Wages Earned	Average Weekly Earnings	Projected Average Yearly Earnings
554	240	43.3%	8.89	\$7.84	\$70	\$3,622
Statewide ranking	3rd		7th	7th	8th	

Employment Provider Data

	# Individuals Employed	Average Hours Worked	Average Wages Earned
Easter Seals Employment	24	8.1	\$7.21
Gateways CDS	10	10.4	\$8.07
Independent Services Network	10	5.1	\$8.47
Institute for Professional Practice	4	7.4	\$7.95
Living Innovations	1	6.0	\$8.25
Nashua Center - Employment	18	3.7	\$7.61
Opportunity Networks	47	7.2	\$7.58
The Plus Company	119	10.4	\$8.02
Toward Independent Living & Learning	7	6.9	\$7.79

Total: 240

Regional Employment Goal selected b Gateways for FY'14 and FY'15:

Goal #1: Gateways Community Services is currently projecting 54 individuals who will be turning 21 and entering adult services in FY14 and FY15. Of those individuals, 80 percent will have one of the following when entering adult services: 1. Employed in the community; 2. Enrolled in post-secondary employment training; 3. Have an employment goal with a strategic plan demonstrating specific steps for pursuit of employment in the community.

Goal #2: Gateways will increase the number of jobs and/or hours for 5 percent of individuals who are identified as (or historically) under-employed and/or unemployed.

Breakdown of Individuals Employed by Hours Worked Per Week by Region and Statewide

Area Agency	1-5 hours		6-10 hours		11-19 hours		20-30 hours		30+ hours		Total # of Jobs
	# of Jobs	%	# of Jobs	%	# of Jobs	%	# of Jobs	%	# of Jobs	%	
Northern Human Services	109	60%	36	20%	21	12%	12	7%	3	2%	181
Pathways of the River Valley	25	36%	17	24%	11	16%	11	16%	6	9%	70
Lakes Region Community Services	65	46%	26	18%	31	22%	15	11%	4	3%	141
Community Bridges	67	48%	42	30%	16	11%	11	8%	5	4%	141
Monadnock Developmental Services	76	45%	38	22%	23	14%	27	16%	6	4%	170
Gateways Community Services	118	43%	77	28%	41	15%	36	13%	5	2%	277
Moore Center Services	41	26%	34	22%	60	38%	20	13%	2	1%	157
One Sky Community Services	88	59%	27	18%	18	12%	13	9%	2	1%	148
Community Partners	45	40%	26	23%	21	19%	16	14%	4	4%	112
Community Crossroads	54	52%	23	22%	12	12%	9	9%	5	5%	103
STATEWIDE TOTAL:	688		346		254		170		42		1500
% of Jobs in Each Category		46%		23%		17%		11%		3%	

♦ (not including self-employment)

NH Developmental Services Employment Data The Facts - June 2014



June 2014	March 2014	
3,872	3,807	People receiving services (ages 21-64)
1,418	1,372	People employed (ages 21-64) including self-employment*
36.60%	36%	Total employed as a percentage of total served (ages 21-64)
81	76	People who have self-employment
1,355	1,296	People (ages 21 to 64) employed with hourly wages
9.5	9.2	Statewide average hours worked per week
\$8.05	\$8.01	Statewide average pay per hour (not including self-employment)
1,558	1,508	Total number of jobs excluding self-employment
1,555	1,506	Statewide total jobs paying minimum wage or above
3	2	Statewide total jobs paying below minimum wage
42	32	People employed age 65 and older
*There are some people who have both hourly wages and self-employment.		

Employment Statistics for People Aged 18 - 64 Years Old in US and NH			
	2012	2011	2010
US Employment Rate for people without Disabilities:	73.6%	72.8%	72.8%
US Employment Rate for people with Disabilities	32.7%	32.6%	33.4%
US 2010 Employment Gap:	40.8%	40.2%	39.4%
NH Employment Rate for people without Disabilities	80.5%	79.5%	79.7%
NH Employment Rate for people with Disabilities	37.9%	36.8%	39.1%
NH Employment Gap	42.6%	42.7%	40.6%
♦ Source: 2013 Annual Disability Compendium Statistics, US Census Bureau, 2011 American Community Survey, American Fact Finder.			

NH Developmental Services Employment Data Trends.... June 2014

Total Number of Individuals Served and Employed (21-64 Years Old), Including Self Employment

Regional Employment

Area Agency	# of Individuals Served	# of Individuals Employed*	% of Individuals Employed	
			%	ranking
Northern Human Services	346	174	50.3%	1st
Pathways of the River Valley	229	70	30.6%	8th
Lakes Region Community Services	310	136	43.9%	3rd
Community Bridges	501	139	27.7%	10th
Monadnock Developmental Services	388	154	39.7%	4th
Gateways Community Services	540	240	44.4%	2nd
Moore Center Services	545	153	28.1%	9th
One Sky Community Services	383	145	37.9%	5th
Community Partners	304	105	34.5%	6th
Community Crossroads	326	102	31.3%	7th
Statewide	3,872	1,418	36.6%	

BDS Mission Statement

The Bureau of Developmental Services (BDS) joins communities and families in providing opportunities for citizens with developmental disabilities or acquired brain disorders to achieve health and independence. In partnership with individuals, families, and community based service networks, BDS affirms the vision that all citizens should participate in the life of their community while receiving the supports they need to be productive and valued community members.

NH Developmental Services

NH Developmental Services Employment Data Trends.... Continued

Regional Employment Hours Worked and Wage Data

- ** Does not include self-employment.
- *** Statewide averages are calculated by the entire data set, not by the column.
- **** Projection based on working 52 weeks. Does not take into account seasonal employment.



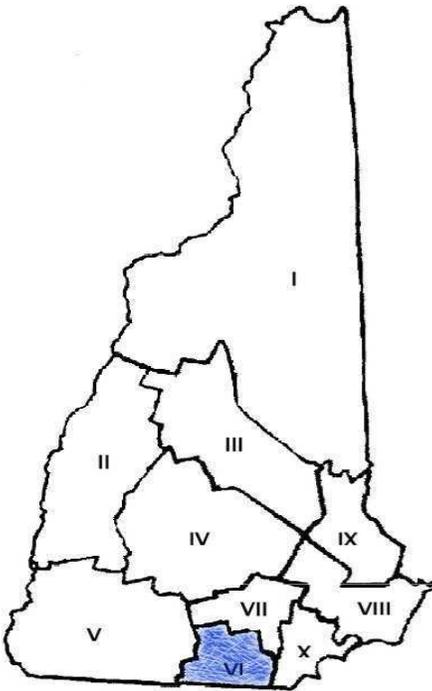
Increase since last reporting period

Decrease since last reporting period.

Area Agency	Average hours worked per week **		Average hourly wage per job **		Average Earnings		
		rank		rank	weekly	rank	<i>Projected yearly ****</i>
Northern Human Services	7.9	9th	\$7.83	9th	\$62	9th	\$3,216
Pathways of the River Valley	13.9	1st	\$8.90	1st	\$124	1st	\$6,425
Lakes Region Community Services	10.1	4th	\$7.64	10th	\$77	5th	\$4,013
Community Bridges	9.0	6th	\$8.35	3rd	\$75	6th	\$3,922
Monadnock Developmental Services	9.9	5th	\$8.16	4th	\$81	4th	\$4,201
Gateways Community Services	8.9	7th	\$7.89	8th	\$70	8th	\$3,650
Moore Center Services	10.8	3rd	\$7.98	6th	\$87	3rd	\$4,502
One Sky Community Services	7.5	10th	\$8.12	5th	\$61	10th	\$3,184
Community Partners	11.7	2nd	\$7.97	7th	\$93	2nd	\$4,843
Community Crossroads	8.7	8th	\$8.37	2nd	\$73	7th	\$3,790
Statewide Averages ***	9.5		\$8.05		\$77		\$3,983

NH Employment of Individuals with Disabilities

Region 6: Gateways Community Services

*Regional Breakdown*

						Projected
Total # of Individuals Served	# Individuals Working	Percent Employed	Average Hours Worked	Average Wages Earned	Average Weekly Earnings	Average Yearly Earnings
540	240	44.4%	8.9	\$7.89	\$70	\$3,650
Statewide ranking	2nd		7th	8th	8th	

Employment Provider Data

	# Individuals Employed	Average Hours Worked	Average Wages Earned
Easter Seals Employment	23	9.3	\$7.49
Gateways	5	6.0	\$7.95
Gateways CDS	13	13.0	\$8.49
Independent Services Network	12	4.5	\$8.25
Institute for Professional Practice	6	5.9	\$7.78
Nashua Center - Employment	15	3.1	\$7.55
Opportunity Networks	43	7.4	\$7.60
The Plus Company	115	10.2	\$8.02
Toward Independent Living & Learning	8	8.9	\$7.99
Total:	240	8.9	\$7.89

Regional Employment Goal selected b Gateways for FY'14 and FY'15:

Goal #1: Gateways Community Services is currently projecting 54 individuals who will be turning 21 and entering adult services in FY14 and FY15. Of those individuals, 80 percent will have one of the following when entering adult services: 1. Employed in the community; 2. Enrolled in post-secondary employment training; 3. Have an employment goal with a strategic plan demonstrating specific steps for pursuit of employment in the community.

Goal #2: Gateways will increase the number of jobs and/or hours for 5 percent of individuals who are identified as (or historically) under-employed and/or unemployed.

Breakdown of Individuals Employed by Hours Worked Per Week by Region and Statewide - June 2014

Area Agency	1-5 hours		6-10 hours		11-19 hours		20-30 hours		31+ hours		Total # of Jobs
	# of Jobs	%	# of Jobs	%	# of Jobs	%	# of Jobs	%	# of Jobs	%	
Northern Human Services	95	52%	48	26%	20	11%	14	8%	5	3%	182
Pathways of the River Valley	23	32%	18	25%	9	13%	14	19%	8	11%	72
Lakes Region Community Services	66	42%	35	22%	32	20%	18	11%	6	4%	157
Community Bridges	62	43%	42	29%	20	14%	17	12%	4	3%	145
Monadnock Developmental Services	83	47%	39	22%	19	11%	29	16%	6	3%	176
Gateways Community Services	117	43%	72	27%	41	15%	39	14%	2	1%	271
Moore Center Services	52	31%	40	24%	50	30%	26	15%	1	1%	169
One Sky Community Services	97	60%	23	14%	26	16%	14	9%	3	2%	163
Community Partners	40	36%	19	17%	27	24%	17	15%	8	7%	111
Community Crossroads	57	51%	27	24%	15	13%	7	6%	6	5%	112
STATEWIDE TOTAL:	692		363		259		195		49		1,558
% of Jobs in Each Category		44%		23%		17%		13%		3%	

♦ (not including self-employment)

NH Developmental Services Employment Data The Facts - June 2015



June 2015	June 2014	
3,966	3,872	People receiving services (ages 21-64)
1,454	1,418	People employed (ages 21-64) including self-employment*
36.66%	36.60%	Total employed as a percentage of total served (ages 21-64)
75	81	People who have self-employment
1,415	1,355	People (ages 21 to 64) employed with hourly wages
9.94	9.5	Statewide average hours worked per week
\$8.15	\$8.05	Statewide average pay per hour (not including self-employment)
1,645	1,558	Total number of jobs excluding self-employment
1,645	1,555	Statewide total jobs paying minimum wage or above
0	3	Statewide total jobs paying below minimum wage
35	42	People employed age 65 and older
*There are some people who have both hourly wages and self-employment.		

Employment Statistics for People Aged 18 - 64 Years Old in US and NH			
	2012	2011	2010
US Employment Rate for people without Disabilities:	73.6%	72.8%	72.8%
US Employment Rate for people with Disabilities	32.7%	32.6%	33.4%
US 2010 Employment Gap:	40.8%	40.2%	39.4%
NH Employment Rate for people without Disabilities	80.5%	79.5%	79.7%
NH Employment Rate for people with Disabilities	37.9%	36.8%	39.1%
NH Employment Gap	42.6%	42.7%	40.6%
♦ Source: 2013 Annual Disability Compendium Statistics, US Census Bureau, 2011 American Community Survey, American Fact Finder.			

NH Developmental Services Employment Data Trends.... June 2015

Total Number of Individuals Served and Employed (21-64 Years Old), Including Self Employment

Regional Employment

Area Agency	# of Individuals Served	# of Individuals Employed*	% of Individuals Employed	
			%	ranking
Northern Human Services	364	166	45.6%	2nd
Pathways of the River Valley	239	74	31.0%	8th
Lakes Region Community Services	317	146	46.1%	1st
Community Bridges	516	150	29.1%	9th
Monadnock Developmental Services	396	159	40.2%	4th
Gateways Community Services	549	238	43.4%	3rd
Moore Center Services	548	159	29.0%	10th
One Sky Community Services	381	140	36.7%	5th
Community Partners	332	119	35.8%	6th
Community Crossroads	324	103	31.8%	7th
Statewide	3,966	1,454	36.7%	

BDS Mission Statement

The Bureau of Developmental Services (BDS) joins communities and families in providing opportunities for citizens with developmental disabilities or acquired brain disorders to achieve health and independence. In partnership with individuals, families, and community based service networks, BDS affirms the vision that all citizens should participate in the life of their community while receiving the supports they need to be productive and valued community members.

NH Developmental Services

NH Developmental Services Employment Data Trends.... Continued

Regional Employment Hours Worked and Wage Data

- ** Does not include self-employment.
- *** Statewide averages are calculated by the entire data set, not by the column.
- **** Projection based on working 52 weeks. Does not take into account seasonal employment. Calculated without rounding.



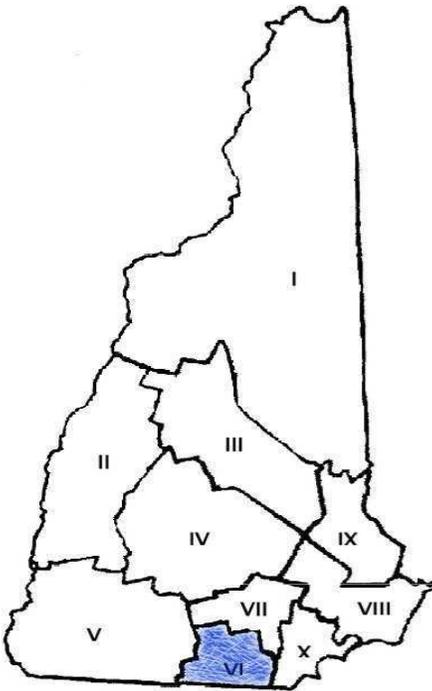
Increase since last reporting period

Decrease since last reporting period.

Area Agency	Average hours worked per week **		Average hourly wage per job **		Average Earnings		
		rank		rank	weekly	rank	Projected yearly ****
Northern Human Services	8.94	7th	\$7.88	8th	\$70	9th	\$3,663
Pathways of the River Valley	13.71	1st	\$8.98	1st	\$123	1st	\$6,401
Lakes Region Community Services	9.99	4th	\$7.68	10th	\$77	5th	\$3,992
Community Bridges	9.87	6th	\$8.33	4th	\$82	6th	\$4,275
Monadnock Developmental Services	9.92	5th	\$8.23	5th	\$82	4th	\$4,249
Gateways Community Services	8.73	9th	\$7.86	9th	\$69	8th	\$3,566
Moore Center Services	11.34	3rd	\$8.22	6th	\$93	3rd	\$4,844
One Sky Community Services	8.32	10th	\$8.43	3rd	\$70	10th	\$3,645
Community Partners	12.78	2nd	\$8.14	7th	\$104	2nd	\$5,405
Community Crossroads	8.85	8th	\$8.53	2nd	\$76	7th	\$3,927
Statewide Averages ***	9.94		\$8.15		\$81		\$4,214

NH Employment of Individuals with Disabilities

Region 6: Gateways Community Services

*Regional Breakdown*

						Projected
Total # of Individuals Served	# Individuals Working	Percent Employed	Average Hours Worked	Average Wages Earned	Average Weekly Earnings	Average Yearly Earnings
549	238	43.4%	8.73	\$7.86	\$69	\$3,566
Statewide ranking	3rd		9th	9th	8th	

Employment Provider Data

	# Individuals Employed	Average Hours Worked	Average Wages Earned
Easter Seals Employment	24	10.3	\$7.66
Gateways	1	8.0	\$10.75
Gateways CDS	18	13.5	\$8.24
Independent Services Network	10	4.7	\$8.34
Institute for Professional Practice	6	6.8	\$7.87
Living Innovations	1	6.0	\$8.25
Nashua Center	15	3.1	\$7.55
Opportunity Networks	44	6.9	\$7.52
Residential Resources	1	1.0	\$7.25
The Plus Company	111	9.5	\$7.92
Toward Independent Living & Learning	7	7.6	\$8.06
Total:	238	8.7	\$7.86

Breakdown of Individuals Employed by Hours Worked Per Week by Region and Statewide - June 2015

Area Agency	1-5 hours		6-10 hours		11-19 hours		20-30 hours		31+ hours		Total # of Jobs
	# of Jobs	%	# of Jobs	%	# of Jobs	%	# of Jobs	%	# of Jobs	%	
Northern Human Services	84	45%	55	29%	22	12%	21	11%	5	3%	187
Pathways of the River Valley	23	28%	23	28%	13	16%	14	17%	8	10%	81
Lakes Region Community Services	81	46%	34	19%	28	16%	28	16%	5	3%	176
Community Bridges	65	41%	40	25%	23	15%	24	15%	6	4%	158
Monadnock Developmental Services	92	50%	33	18%	23	12%	30	16%	7	4%	185
Gateways Community Services	123	46%	63	24%	41	15%	39	15%	2	1%	268
Moore Center Services	61	33%	38	20%	49	26%	33	18%	5	3%	186
One Sky Community Services	87	52%	37	22%	20	12%	22	13%	2	1%	168
Community Partners	37	30%	25	20%	31	25%	23	19%	8	6%	124
Community Crossroads	53	47%	25	22%	23	21%	7	6%	4	4%	112
STATEWIDE TOTAL:	706		373		273		241		52		1,645
% of Jobs in Each Category		43%		23%		17%		15%		3%	

♦ (not including self-employment)

Developmental Services System
Annual Report of Financial Condition
For Fiscal Year 2014

with

Five-Year Financial Trend Analysis

Prepared by:

Department of Health & Human Services
Bureau of Developmental Services
Audit Unit
August 2015

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Overview of Report

This report presents summary financial information for the Developmental Disability Area Agencies (DDAA). Information is compiled from the audited financial statements for years ended June 30, 2014 and prior. This analysis is intended to assist the Division of Community Based Care Services, Bureau of Developmental Services to:

1. Provide an early warning system for identifying DDAA at risk of financial problems
2. Evaluate the economic impact of policy decisions on the developmental services network
3. Assess the overall financial health of the network
4. Develop a set of standards and "best practices" that can be used for benchmarking

The report analyzes three types of ratios:

Section A: Liquidity

Liquidity refers to the entity's ability to maintain sufficient liquid assets, such as cash and account receivable, to meet its short term obligations. Two ratios used to measure liquidity are Current Ratio (current assets divided by current liabilities) and Days' Expenses in Cash (year end cash balance divided by average expenses per day).

Section B: Financial Performance

Financial Performance refers to the entity's ability to manage revenues and expenses to avoid deficits. This is measured by Net Margin (Surplus) as a percent of revenue, which allows comparison of performance among entities of varying size, and review of the stability and relationship between revenues and expenses.

Section C: Financial Strength

Financial Strength refers to the entity's ability to weather unfavorable economic circumstances. Any entity will, at some time, experience a decline in revenues or unavoidable increases in costs. These circumstances must be addressed for the long term viability of the entity, but the entity must have sufficient financial resources to carry it through the down cycles. Financial strength is measured by Days' Expenses in Net Assets, which is accumulated surplus divided by average days' expense, and by the Debt Ratio, which is long term debt divided by net assets (accumulated surplus).

Section D: DDAA Individual Financial Trends (Current Year)

Section A

Comparative Analysis of DDAA Liquidity

Five Year Trends and Highlights
(2010-2014)

REGION/AREA AGENCY	Current Ratio						Days Expenses In Cash					
	Fiscal Year					Avg.	Fiscal Year					Avg.
	2010	2011	2012	2013	2014		2010	2011	2012	2013	2014	
I. Northern (BBH & BDS)	4.1	4.5	4.6	3.0	4.7	4.2	107.0	103.3	99.9	116.4	89.8	103.3
II. Sullivan County	1.0	0.6	0.8	1.1	1.1	0.9	12.0	10.5	9.9	32.7	19.3	16.9
III. Lakes Region	3.2	3.2	2.3	2.3	2.3	2.7	59.9	40.2	4.5	26.5	39.1	34.0
IV. Community Bridges	1.6	1.5	1.5	1.3	1.1	1.4	13.6	22.3	15.2	35.4	2.3	17.7
V. Monadnock (Includes RR St Mill, Inc.)	1.4	2.0	1.6	1.6	1.4	1.6	16.7	25.2	23.7	21.8	25.1	22.5
VI. Greater Nashua	1.3	1.4	1.4	1.3	1.5	1.4	31.0	26.0	13.9	45.3	25.2	28.3
VII. Moore Center Services	2.8	2.9	2.7	1.5	2.3	2.4	21.9	25.8	12.4	58.3	36.0	30.9
VIII. One Sky	1.8	1.8	1.7	1.5	1.5	1.7	28.6	28.8	25.4	46.4	30.2	31.9
IX. Community Partners (BDS only)	1.6	2.0	1.7	1.3	1.3	1.6	32.6	23.0	20.3	36.1	17.0	25.8
X. Community Crossroads	1.2	1.2	1.3	1.3	1.5	1.3	67.9	67.1	35.4	59.6	51.0	56.2
TOTAL	1.9	1.9	1.8	1.6	1.8	1.8	36.2	35.6	24.4	47.8	32.7	36.3
Performance Standard					1.1:1						min 15	

Summary Highlights of Liquidity:

Overall Network Condition:

The average current ratio has slightly increased, whereas, average days of expenses in cash has decrease by 32% from 47.8 days to 32.7 days.

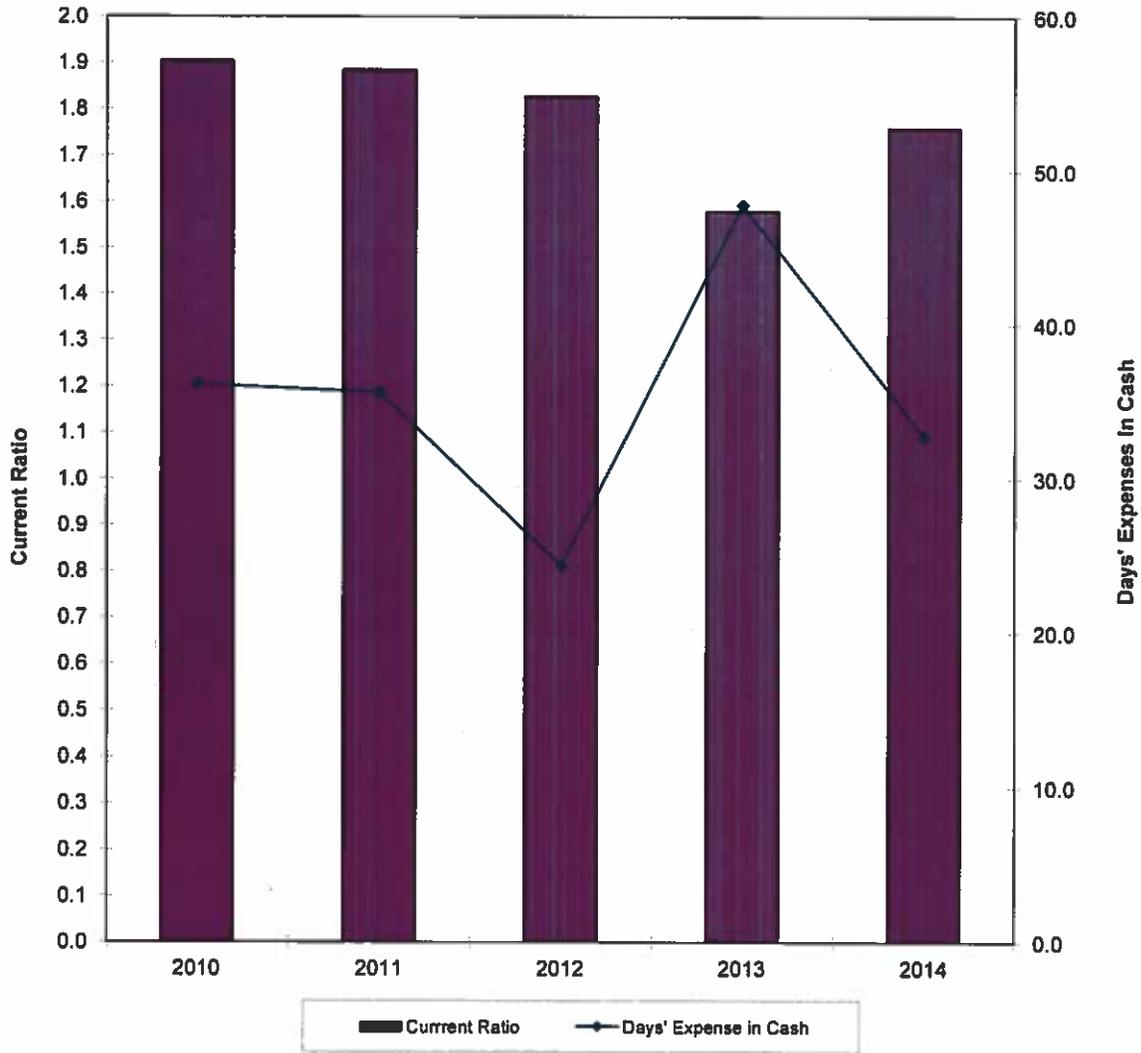
Caution

Although all Area Agencies have met the minimum performance standard for current ratio, two agencies are on the cusp of falling below the standard.

Area Agency IV is well below the minimum standard for days of expenses in cash.

Section A Developmental Disability Area Agencies Measure of Liquidity

Liquidity for 2014 has slightly increased and is still considered moderately healthy as measured by current ratio. A less reliable measure, days' expenses in cash on hand, has noticeably decreased.



Section B-1

Comparative Analysis of DDAA Financial Performance

Five Year Trends and Highlights
(2010-2014)

REGION/AREA AGENCY	Net Margin (Rounded to \$000)						Net Margin-Pot of Revenue					
	2010	2011	2012	2013	2014	Avg.	2010	2011	2012	2013	2014	Avg.
I. Northern (BDS only)	(\$170)	(\$68)	\$262	(\$162)	(\$33)	(\$34)	-0.8%	-0.3%	1.2%	-0.8%	-0.1%	-0.2%
II. Sullivan County	(\$477)	(\$661)	\$279	\$260	\$272	(\$65)	-2.7%	-3.7%	1.5%	1.4%	1.5%	-0.4%
III. Lakes Region	(\$325)	(\$262)	\$2,556	\$331	\$164	\$493	-1.7%	-1.3%	10.9%	1.5%	0.7%	2.0%
IV. Community Bridges	\$167	(\$44)	\$184	\$1	\$665	\$195	0.6%	-0.2%	0.6%	0.0%	2.1%	0.6%
V. Monadnock (includes RR ST Mill, Inc.)	(\$53)	\$168	\$332	(\$0)	\$31	\$96	-0.2%	0.6%	1.2%	0.0%	0.1%	0.4%
VI. Greater Nashua	\$48	\$164	\$135	\$171	\$616	\$227	0.2%	0.5%	0.4%	0.5%	1.6%	0.6%
VII. Moore Center Services	\$73	\$389	(\$435)	\$386	\$263	\$135	0.2%	1.1%	-1.2%	1.0%	0.6%	0.3%
VIII. One Sky	\$84	\$126	(\$84)	(\$143)	(\$76)	(\$19)	0.5%	0.6%	-0.4%	-0.7%	-0.3%	-0.1%
IX. Community Partners (BDS only)	(\$4)	\$19	(\$12)	(\$268)	\$6	(\$52)	0.0%	0.1%	-0.1%	-1.5%	0.0%	-0.3%
X. Community Crossroads	\$306	\$188	\$197	\$35	\$124	\$170	1.7%	1.0%	0.9%	0.2%	0.5%	0.9%
TOTAL	(\$351)	\$19	\$3,415	\$609	\$2,032	\$1,145	-2.2%	-1.6%	15.2%	1.6%	6.8%	3.96%

Summary Highlights of Financial Performance

Overall Industry Performance:

The annual surplus/net margin for the network increased from \$609K in 2013 to \$2 million in 2014.
Eight Area Agencies closed the fiscal year with a net surplus.

Caution

Area Agencies I and VIII had deficits. Area Agency I has had two consecutive deficits while Area Agency VIII continued to have deficits for a third year in a row.

Section B-2

Analysis of DDAA Revenue Trends
(Five Year Trends)

REGION/AREA AGENCY	Total Revenue					
	2010	2011	2012	2013	2014	5YR Totals
I. Northern (BDS only)	\$20,585,055	\$21,268,118	\$21,090,949	\$21,261,150	\$23,262,013	\$107,447,285
<i>Pct Change</i>	1.8%	3.4%	-0.8%	0.8%	9.4%	2.9%
II. Sullivan County	\$17,730,283	\$18,056,404	\$18,040,608	\$17,985,932	\$17,740,929	\$89,554,154
<i>Pct Change</i>	3.0%	1.8%	-0.1%	-0.3%	-1.4%	0.6%
III. Lakes Region	\$19,247,749	\$19,909,646	\$23,377,264	\$22,480,068	\$22,843,729	\$107,858,458
<i>Pct Change</i>	-0.7%	3.4%	17.4%	-3.8%	1.8%	3.8%
IV. Community Bridges	\$26,746,041	\$27,695,641	\$29,462,939	\$29,788,017	\$31,752,777	\$145,445,415
<i>Pct Change</i>	6.5%	3.6%	6.4%	1.1%	6.6%	4.8%
V. Monadnock (Includes RR ST Mill, Inc.)	\$25,709,731	\$28,725,917	\$27,113,653	\$27,040,749	\$27,639,668	\$134,229,716
<i>Pct Change</i>	5.7%	4.0%	1.5%	-0.3%	2.2%	2.6%
VI. Nashua	\$30,162,878	\$33,363,492	\$34,582,038	\$36,071,884	\$38,757,843	\$172,938,135
<i>Pct Change</i>	8.4%	10.6%	3.7%	4.3%	7.4%	6.9%
VII. Moore Center	\$33,255,246	\$36,776,871	\$37,277,091	\$39,926,753	\$41,875,116	\$189,111,077
<i>Pct Change</i>	6.3%	10.6%	1.4%	7.1%	4.9%	6.0%
VIII. One Sky	\$18,474,859	\$20,082,843	\$20,807,782	\$21,429,850	\$21,952,500	\$102,747,834
<i>Pct Change</i>	6.8%	8.7%	3.6%	3.0%	2.4%	4.9%
IX. Community Partners (BDS only)	\$14,875,925	\$16,528,338	\$17,128,606	\$17,813,693	\$19,013,884	\$85,360,446
<i>Pct Change</i>	8.8%	11.1%	3.6%	4.0%	6.7%	6.9%
X. Community Crossroads	\$17,478,248	\$19,177,820	\$21,983,145	\$21,154,837	\$22,901,318	\$102,695,368
<i>Pct Change</i>	9.5%	9.7%	14.6%	-3.8%	8.3%	7.7%
TOTALS	\$224,246,015	\$239,585,090	\$250,864,073	\$254,952,933	\$267,739,775	\$1,237,387,886
<i>Pct Change</i>	5.6%	6.8%	4.7%	1.6%	5.0%	4.8%

Summary Highlights of Revenue

Overall Network Performance:

Revenue increased a healthy 5.0% in 2014. Two of the Area Agencies had lower revenue increases than expenses.

Caution

One Area Agency had a decrease in revenues over the last year and the revenues of five Area Agencies are less than the 5.0% average.

Section B-3

Analysis of DDAA Expense Trends
(Five Year Trends)

REGION/AREA AGENCY	Total Expenses					
	2010	2011	2012	2013	2014	5YR Totals
I. Northern (BDS only)	\$20,734,903	\$21,336,347	\$20,828,958	\$21,423,403	\$23,294,578	\$107,618,187
<i>Pct Change</i>	-1.8%	2.9%	-2.4%	2.9%	8.7%	2.1%
II. Sullivan County	\$18,206,878	\$18,717,280	\$17,781,222	\$17,728,375	\$17,488,648	\$89,880,401
<i>Pct Change</i>	7.6%	2.8%	-5.1%	-0.2%	-1.5%	0.7%
III. Lakes Region	\$19,572,695	\$20,171,988	\$20,821,328	\$22,149,435	\$22,679,375	\$105,394,819
<i>Pct Change</i>	2.4%	3.1%	3.2%	6.4%	2.4%	3.5%
IV. Community Bridges	\$26,579,358	\$27,739,173	\$29,279,066	\$29,786,958	\$31,088,199	\$144,472,754
<i>Pct Change</i>	6.4%	4.4%	5.6%	1.7%	4.4%	4.5%
V. Monadnock (Includes RR ST Mill, Inc.)	\$25,762,743	\$26,558,294	\$26,781,542	\$27,040,780	\$27,608,605	\$133,751,984
<i>Pct Change</i>	6.0%	3.1%	0.8%	1.0%	2.1%	2.6%
VI. Nashua	\$30,115,324	\$33,199,647	\$34,446,856	\$35,901,241	\$38,141,853	\$171,804,921
<i>Pct Change</i>	8.9%	10.2%	3.8%	4.2%	6.2%	6.7%
VII. Moore Center	\$33,181,849	\$36,388,154	\$37,711,894	\$39,540,355	\$41,612,541	\$188,434,793
<i>Pct Change</i>	5.1%	9.7%	3.6%	4.8%	5.2%	5.7%
VIII. One Sky	\$18,390,980	\$19,956,796	\$20,891,399	\$21,573,003	\$22,028,585	\$102,840,773
<i>Pct Change</i>	6.3%	6.5%	4.7%	3.3%	2.1%	5.0%
IX. Community Partners (BDS only)	\$14,880,113	\$16,509,488	\$17,140,582	\$18,081,894	\$19,007,863	\$85,619,938
<i>Pct Change</i>	9.8%	11.0%	3.8%	5.5%	5.1%	7.0%
X. Community Crossroads	\$17,172,591	\$18,989,368	\$21,786,806	\$21,120,118	\$22,777,579	\$101,848,282
<i>Pct Change</i>	7.3%	10.6%	14.7%	-3.1%	7.8%	7.5%
TOTALS	\$224,597,432	\$239,566,531	\$247,449,451	\$254,343,562	\$265,707,836	\$1,231,664,812
<i>Pct Change</i>	5.7%	6.7%	3.3%	2.8%	4.5%	4.6%

Summary Highlights of Expenses

Overall Network Performance:

Expenses increased 4.5% over the previous year. The moderate growth in spending correlates with the moderate growth in revenue. This demonstrates the Area Agencies' ability to manage costs in proportion with revenue.

Caution

Area Agencies III, and VII all had expense increases that were greater than the corresponding revenue in 2014.

Section B-4

Comparative Analysis of DDAA - Surplus <Deficit>
(Five Year Trends)

REGION/AREA AGENCY	Total Surplus <Deficit>					
	2010	2011	2012	2013	2014	5YR Totals
I. Northern (BDS only)	(\$169,848)	(\$68,229)	\$261,993	(\$162,253)	(\$32,565)	(\$170,902)
<i>Pct Change</i>	81.4%	59.8%	484.0%	-161.9%	79.9%	108.6%
II. Sullivan County	(\$476,593)	(\$660,876)	\$279,384	\$259,557	\$272,281	(\$326,247)
<i>Pct Change</i>	-258.1%	-38.7%	142.3%	-7.1%	4.9%	-31.3%
III. Lakes Region	(\$324,946)	(\$262,340)	\$2,555,936	\$330,633	\$164,354	\$2,463,637
<i>Pct Change</i>	-218.2%	19.3%	1074.3%	-87.1%	-50.3%	147.6%
IV. Community Bridges	\$166,683	(\$43,532)	\$183,873	\$1,059	\$664,578	\$972,661
<i>Pct Change</i>	34.4%	-126.1%	522.4%	-99.4%	62655.2%	12597.3%
V. Monadnock (Includes RR ST Mill, Inc.)	(\$53,012)	\$167,623	\$332,111	(\$31)	\$31,061	\$477,752
<i>Pct Change</i>	-19661.6%	416.2%	98.1%	-100.0%	100296.8%	16209.9%
VI. Nashua	\$47,554	\$163,845	\$135,182	\$170,643	\$615,990	\$1,133,214
<i>Pct Change</i>	-73.0%	244.5%	-17.5%	26.2%	261.0%	88.3%
VII. Moore Center	\$73,397	\$388,717	(\$434,803)	\$386,398	\$262,575	\$676,284
<i>Pct Change</i>	125.1%	429.6%	-211.9%	188.9%	-32.0%	99.9%
VIII. One Sky	\$83,879	\$126,047	(\$83,617)	(\$143,153)	(\$76,095)	(\$92,939)
<i>Pct Change</i>	189.4%	50.3%	-166.3%	-71.2%	46.8%	9.8%
IX. Community Partners (BDS only)	(\$4,188)	\$18,852	(\$11,976)	(\$268,201)	\$6,021	(\$259,492)
<i>Pct Change</i>	-103.6%	550.1%	-163.5%	-2139.5%	102.2%	-350.8%
X. Community Crossroads	\$305,657	\$188,452	\$196,539	\$34,719	\$123,739	\$849,106
<i>Pct Change</i>	757.3%	-38.3%	4.3%	-82.3%	256.4%	179.5%
TOTALS	(\$351,417)	\$18,559	\$3,414,622	\$609,371	\$2,031,939	\$5,723,074
<i>Pct Change</i>	-54.1%	105.3%	18298.7%	-82.2%	233.4%	3700.2%

Summary Highlights of Expenses

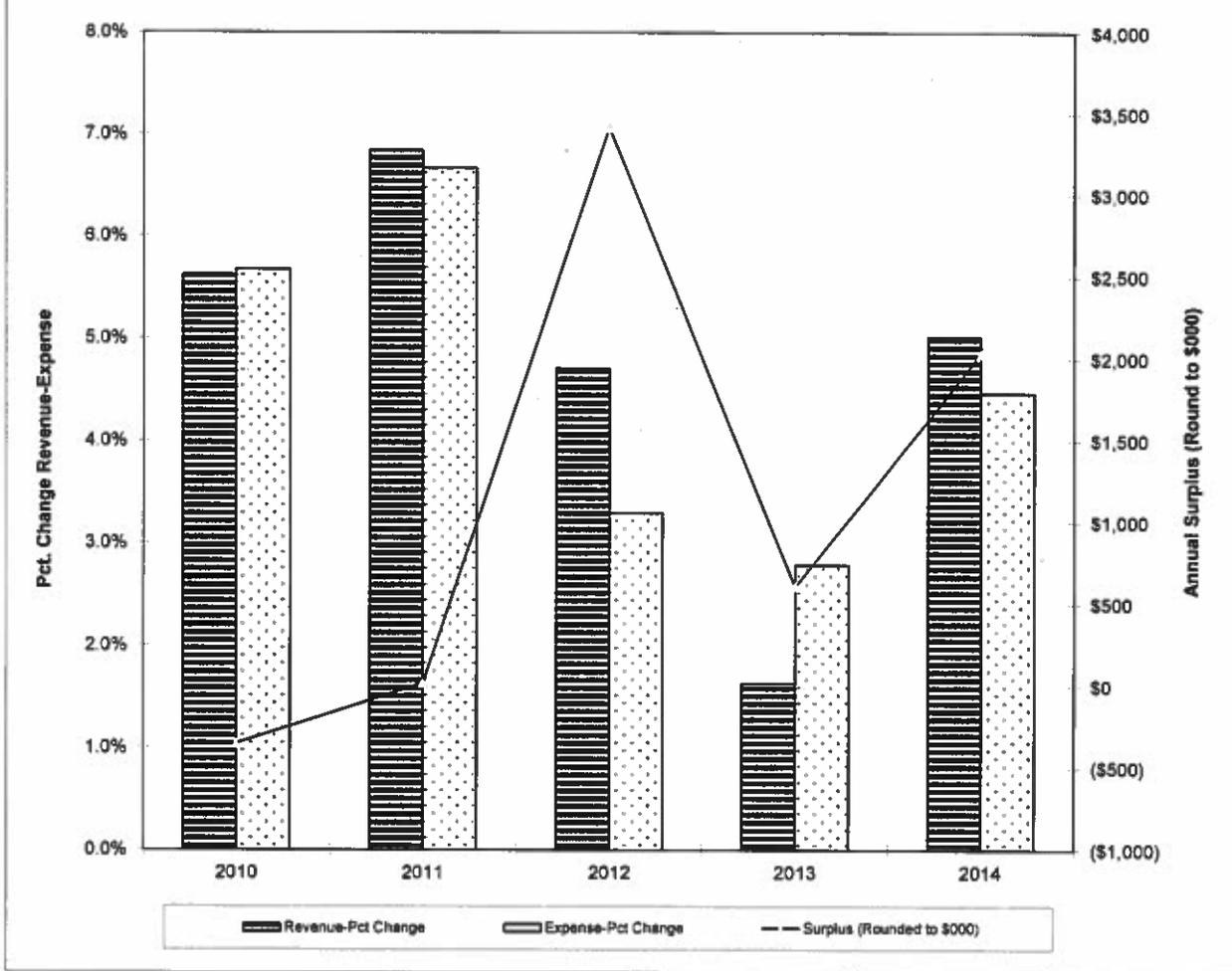
Overall Network Performance:

Annual surplus for the network increased from \$609K in 2013 to \$2 million in 2014. Furthermore, overall annual surplus improved by 233.4%. Six Area Agencies had improvements in net surplus in 2013.

Caution

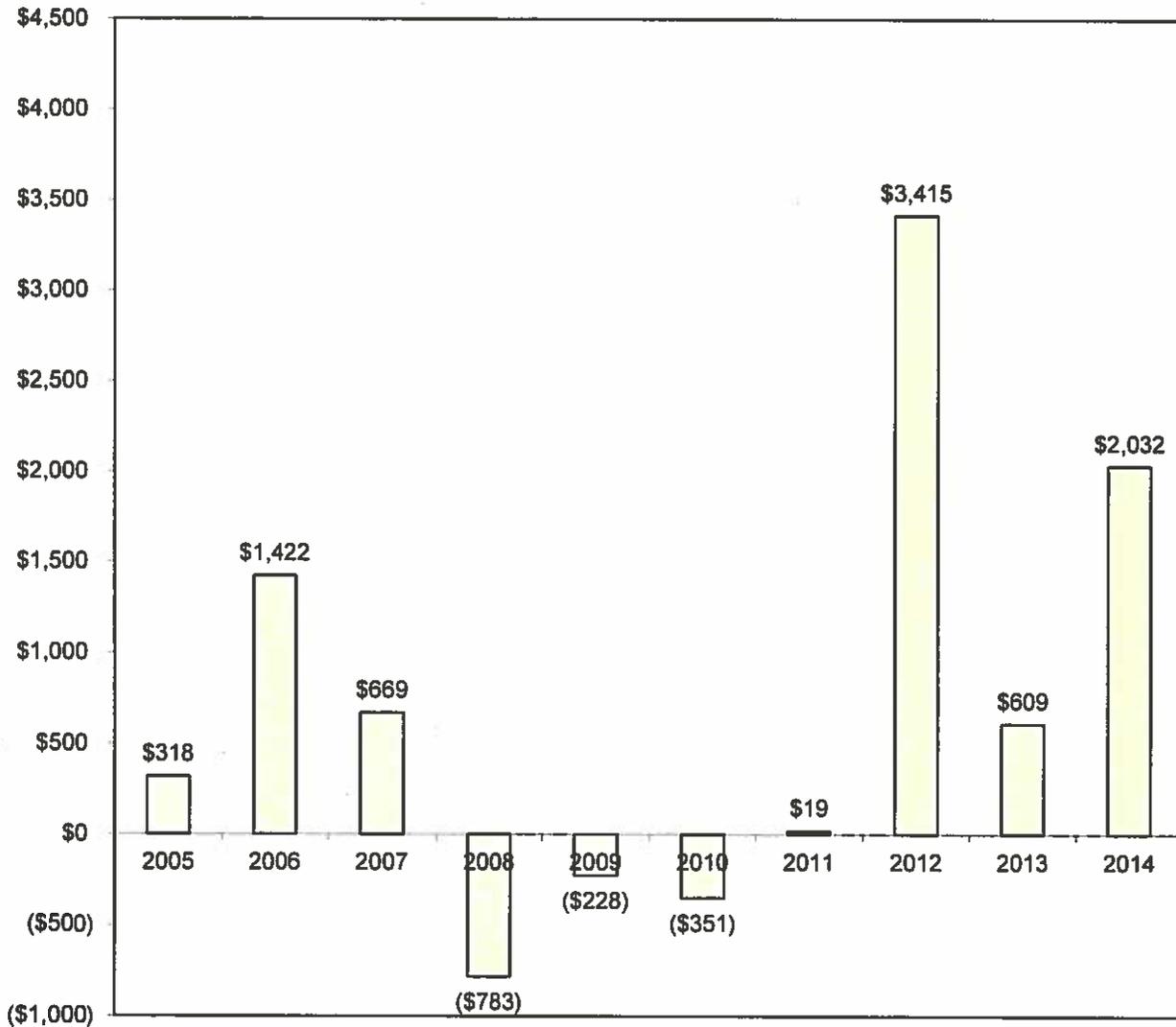
Area Agencies I and VII continued to have deficits in 2014, although this deficit was less severe than the previous year. Two Area Agencies had decreases in net surplus from the previous year.

Section B
Developmental Disability Area Agencies
Surplus vs Percentage Change in Revenues & Expenses



**Section B
Developmental Disability Area Agencies
Annual Surplus (Deficit)
Rounded to \$000**

The surplus in 2012 is largely due to one agency receiving a one-time donation of a fixed asset valued at \$1.6 million. The net margin for 2014 has increased substantially over 2013.



Section C-1

Comparative Analysis of DDAA Financial Strength

Five Year Trends and Highlights
(2010-2014)

REGION/AREA AGENCY	Net Assets (Rounded to \$000)						Avg. Yrly Change	Days' Expenses in Net Assets					
	2009	2010	2011	2012	2013	2014		2010	2011	2012	2013	2014	Avg.
I. Northern (BBH & BDS)	\$9,788	\$11,662	\$12,036	\$12,123	\$12,198	\$13,809	7.38%	225.8	208.1	212.4	207.8	216.4	214.1
II. Sullivan County	\$1,643	\$1,167	\$506	\$785	\$1,045	\$1,317	5.75%	23.4	9.9	16.1	21.5	27.5	19.7
III. Lakes Region	\$3,361	\$3,036	\$2,774	\$5,330	\$5,661	\$5,825	16.59%	56.6	50.2	93.4	93.3	93.7	77.5
IV. Community Bridges	\$1,742	\$1,909	\$1,865	\$2,049	\$2,050	\$2,715	9.92%	26.2	24.5	25.5	25.1	31.9	26.7
V. Monadnock (Includes RR ST Mill, Inc.)	\$2,392	\$2,339	\$2,506	\$2,838	\$2,838	\$2,869	3.86%	33.1	34.4	38.7	38.3	37.9	36.5
VI. Greater Nashua	\$2,664	\$2,711	\$2,875	\$3,010	\$3,181	\$3,797	7.51%	32.9	31.6	31.9	32.3	36.3	33.0
VII. Moore Center Services	\$4,818	\$4,891	\$5,280	\$4,845	\$5,232	\$5,494	2.85%	53.8	53.0	46.9	48.3	48.2	50.0
VIII. One Sky	\$2,633	\$2,717	\$2,843	\$2,759	\$2,616	\$2,540	-0.64%	53.9	52.0	48.2	44.3	42.1	48.1
IX. Community Partners (BDS only)	\$2,325	\$2,321	\$2,340	\$2,328	\$2,060	\$2,066	-2.22%	56.9	51.7	49.6	41.6	39.7	47.9
X. Community Crossroads	\$1,180	\$1,486	\$1,675	\$1,871	\$1,906	\$2,030	11.73%	31.6	32.2	31.3	32.9	32.5	32.1
TOTAL	\$32,546	\$34,239	\$34,700	\$37,939	\$38,786	\$42,461	6.3%	59.4	54.8	59.4	58.5	60.6	58.6

Summary Highlights of Financial Strength

Overall Network Condition:

The Days' of Expenses in Net Assets slightly increased from 2013 to 2014.

Caution

Area Agency II continues to have less than one month of expense in net assets. Any significant change will impact this agency.

Section C-2

Comparative Analysis of DDAA Financial Strength

Five Year Trends and Highlights (2010-2014)

REGION/AREA AGENCY	Debt (Rounded to \$000)					Debt Ratio				
	Fiscal Year					Fiscal Year				
	2010	2011	2012	2013	2014	2010	2011	2012	2013	2014
I. Northern (BBH & BDS)	\$707	\$616	\$537	\$56	\$38	0.1:1	0.1:1	0.0:1	0.0:1	0.0:1
II. Sullivan County	\$498	\$52	\$30	\$600	\$468	0.4:1	0.1:1	0.0:1	0.6:1	0.4:1
III. Lakes Region	\$605	\$98	\$682	\$609	\$526	0.2:1	0.0:1	0.1:1	0.1:1	0.1:1
IV. Community Bridges	\$362	\$521	\$739	\$758	\$1,115	0.2:1	0.3:1	0.4:1	0.4:1	0.4:1
V. Monadnock (Includes RR ST Mill, Inc.)	\$4,187	\$3,980	\$3,723	\$3,687	\$3,396	1.8:1	1.6:1	1.3:1	1.3:1	1.2:1
VI. Greater Nashua	\$1,006	\$957	\$895	\$670	\$790	0.4:1	0.3:1	0.3:1	0.2:1	0.2:1
VII. Moore Center Services	\$6,067	\$5,958	\$5,795	\$5,508	\$5,414	1.2:1	1.1:1	1.2:1	1.1:1	1.0:1
VIII. One Sky	\$111	\$96	\$0	\$0	\$0	0.0:1	0.0:1	0.0:1	0.0:1	0.0:1
IX. Community Partners (BDS only)	\$377	\$470	\$424	\$397	\$516	0.2:1	0.2:1	0.2:1	0.2:1	0.2:1
X. Community Crossroads	\$763	\$913	\$861	\$799	\$749	0.5:1	0.5:1	0.5:1	0.4:1	0.4:1
TOTAL	\$14,683	\$13,660	\$13,685	\$13,083	\$13,012	0.5:1	0.4:1	0.4:1	0.4:1	0.4:1

Assessment of Financial Strength

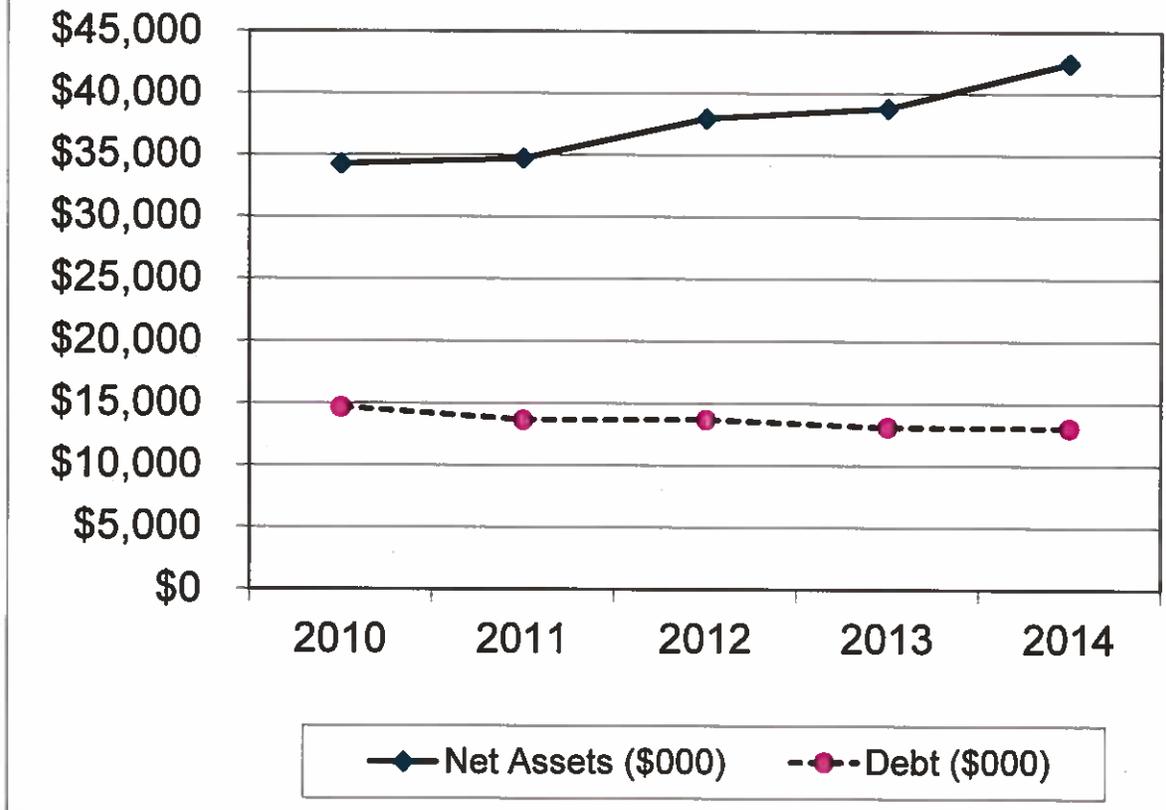
Overall Network Condition:

The debt ratio has remained constant.

Caution

Area Agency V and VII have the highest debt ratio in the network.

Section C Developmental Disability Area Agencies Financial Strength



Section D

Current Year Financial Trends by Region

Combined

Financial Indicator	Current Year		
	Benchmark		Totals
I. Liquidity			
I.1a Current Assets			\$46,220,371
I.1b Current Liabilities			\$26,267,484
I.1c Current Ratio	min. 1.1:1		1.8:1
I.2a Cash at Year End			\$23,665,371
I.2b Days Cash-on-Hand	min. 15		33
I.3a Year End Accounts Receivable			\$18,866,758
I.3b Days in Receivable	max. 30		27
I.4a Accounts Payable			\$12,531,685
I.4b Days in Accounts Payable	max. 15		17
II. Financial Performance			
II.1 Revenue			\$267,739,775
II.2 Expenses			(\$265,707,836)
II.3 Total Surplus <Deficit>			\$2,031,939
II.4 Net Margin (% Revenue)	min. 1.5%		0.8%
III. Financial Strength			
III.1a Net Assets			\$42,461,473
III.1b Days Expenses in Net Assets	min. 25		59
III.2a Long Term Debt			\$13,011,931
III.2b Debt/Equity Ratio	max. 2.5:1		0.3:1

Section D
Current Year Financial Trends by Region
Northern (BDS & BBH)

Financial Indicator	Current Year		
	Benchmark		Totals
I. Liquidity			
I.1a Current Assets			\$8,651,253
I.1b Current Liabilities			\$1,852,706
I.1c Current Ratio	min. 1.1:1		4.7:1
I.2a Cash at Year End			\$5,728,071
I.2b Days Cash-on-Hand	min. 15		90
I.3a Year End Accounts Receivable			\$2,488,196
I.3b Days in Receivable	max. 30		40
I.4a Accounts Payable			\$313,008
I.4b Days in Accounts Payable	max. 15		5
II. Financial Performance			
II.1 Revenue			\$23,262,013
II.2 Expenses			(\$23,294,578)
II.3 Total Surplus <Deficit> (BDS only)			(\$32,565)
II.4 Net Margin (% Revenue) (BDS only)	min. 1.5%		-0.1%
III. Financial Strength			
III.1a Net Assets			\$13,809,192
III.1b Days Expenses in Net Assets	min. 25		216
III.2a Long Term Debt			\$37,852
III.2b Debt/Equity Ratio	max. 2.5:1		0.0:1

Section D
Current Year Financial Trends by Region
Sullivan County

Financial Indicator	Current Year	
	Benchmark	Totals
I. Liquidity		
I.1a Current Assets		\$1,759,188
I.1b Current Liabilities		\$1,610,190
I.1c Current Ratio	min. 1.1:1	1.1:1
I.2a Cash at Year End		\$917,305
I.2b Days Cash-on-Hand	min. 15	19
I.3a Year End Accounts Receivable		\$652,457
I.3b Days in Receivable	max. 30	14
I.4a Accounts Payable		\$1,230,341
I.4b Days in Accounts Payable	max. 15	26
II. Financial Performance		
II.1 Revenue		\$17,740,929
II.2 Expenses		(\$17,468,648)
II.3 Total Surplus <Deficit>		\$272,281
II.4 Net Margin (% Revenue)	min. 1.5%	1.5%
III. Financial Strength		
III.1a Net Assets		\$1,316,847
III.1b Days Expenses in Net Assets	min. 25	28
III.2a Long Term Debt		\$467,900
III.2b Debt/Equity Ratio	max. 2.5:1	0.4:1

Section D

Current Year Financial Trends by Region

Lakes Region

Financial Indicator	Current Year	
	Benchmark	Totals
I. Liquidity		
I.1a Current Assets		\$4,072,619
I.1b Current Liabilities		\$1,786,342
I.1c Current Ratio	min. 1.1:1	2.3:1
I.2a Cash at Year End		\$2,408,009
I.2b Days Cash-on-Hand	min. 15	39
I.3a Year End Accounts Receivable		\$1,527,190
I.3b Days in Receivable	max. 30	26
I.4a Accounts Payable		\$832,313
I.4b Days in Accounts Payable	max. 15	14
II. Financial Performance		
II.1 Revenue		\$22,843,729
II.2 Expenses		(\$22,679,375)
II.3 Total Surplus <Deficit>		\$164,354
II.4 Net Margin (% Revenue)	min. 1.5%	0.7%
III. Financial Strength		
III.1a Net Assets		\$5,824,867
III.1b Days Expenses in Net Assets	min. 25	94
III.2a Long Term Debt		\$526,316
III.2b Debt/Equity Ratio	max. 2.5:1	0.1:1

The surplus is largely due to a one-time donation of a fixed asset valued at \$1.6 million.

Section D

Current Year Financial Trends by Region

Community Bridges

Financial Indicator	Current Year	
	Benchmark	Totals
I. Liquidity		
I.1a Current Assets		\$3,522,726
I.1b Current Liabilities		\$3,189,700
I.1c Current Ratio	min. 1.1:1	1.1:1
I.2a Cash at Year End		\$195,074
I.2b Days Cash-on-Hand	min. 15	2
I.3a Year End Accounts Receivable		\$2,951,596
I.3b Days in Receivable	max. 30	36
I.4a Accounts Payable		\$1,262,875
I.4b Days in Accounts Payable	max. 15	15
II. Financial Performance		
II.1 Revenue		\$31,752,777
II.2 Expenses		(\$31,088,199)
II.3 Total Surplus <Deficit>		\$664,578
II.4 Net Margin (% Revenue)	min. 1.5%	2.1%
III. Financial Strength		
III.1a Net Assets		\$2,714,756
III.1b Days Expenses in Net Assets	min. 25	32
III.2a Long Term Debt		\$1,115,240
III.2b Debt/Equity Ratio	max. 2.5:1	0.4:1

Section D
Current Year Financial Trends by Region
Monadnock (includes RR St Mill)

Financial Indicator	Current Year	
	Benchmark	Totals
I. Liquidity		
I.1a Current Assets		\$3,564,604
I.1b Current Liabilities		\$2,484,716
I.1c Current Ratio	min. 1.1:1	1.4:1
I.2a Cash at Year End		\$1,877,690
I.2b Days Cash-on-Hand	min. 15	25
I.3a Year End Accounts Receivable		\$1,504,001
I.3b Days in Receivable	max. 30	20
I.4a Accounts Payable		\$1,136,276
I.4b Days in Accounts Payable	max. 15	15
II. Financial Performance		
II.1 Revenue		\$27,639,666
II.2 Expenses		(\$27,608,605)
II.3 Total Surplus <Deficit>		\$31,061
II.4 Net Margin (% Revenue)	min. 1.5%	0.1%
III. Financial Strength		
III.1a Net Assets		\$2,869,465
III.1b Days Expenses in Net Assets	min. 25	38
III.2a Long Term Debt		\$3,395,898
III.2b Debt/Equity Ratio	max. 2.5:1	1.2:1

Section D
Current Year Financial Trends by Region
Greater Nashua

Financial Indicator	Current Year	
	Benchmark	Totals
I. Liquidity		
I.1a Current Assets		\$6,739,432
I.1b Current Liabilities		\$4,566,685
I.1c Current Ratio	min. 1.1:1	1.5:1
I.2a Cash at Year End		\$2,628,280
I.2b Days Cash-on-Hand	min. 15	25
I.3a Year End Accounts Receivable		\$3,453,158
I.3b Days in Receivable	max. 30	35
I.4a Accounts Payable		\$2,119,414
I.4b Days in Accounts Payable	max. 15	20
II. Financial Performance		
II.1 Revenue		\$38,757,843
II.2 Expenses		(\$38,141,853)
II.3 Total Surplus <Deficit>		\$615,990
II.4 Net Margin (% Revenue)	min. 1.5%	1.6%
III. Financial Strength		
III.1a Net Assets		\$3,796,917
III.1b Days Expenses in Net Assets	min. 25	36
III.2a Long Term Debt		\$789,735
III.2b Debt/Equity Ratio	max. 2.5:1	0.2:1

Section D
Current Year Financial Trends by Region
Moore Center

Financial Indicator	Current Year	
	Benchmark	Totals
I. Liquidity		
I.1a Current Assets		\$6,055,697
I.1b Current Liabilities		\$2,654,001
I.1c Current Ratio	min. 1.1:1	2.3:1
I.2a Cash at Year End		\$4,056,331
I.2b Days Cash-on-Hand	min. 15	36
I.3a Year End Accounts Receivable		\$1,642,679
I.3b Days in Receivable	max. 30	15
I.4a Accounts Payable		\$709,375
I.4b Days in Accounts Payable	max. 15	6
II. Financial Performance		
II.1 Revenue		\$41,875,116
II.2 Expenses		(\$41,612,541)
II.3 Total Surplus <Deficit>		\$262,575
II.4 Net Margin (% Revenue)	min. 1.5%	0.6%
III. Financial Strength		
III.1a Net Assets		\$5,494,322
III.1b Days Expenses in Net Assets	min. 25	48
III.2a Long Term Debt		\$5,413,997
III.2b Debt/Equity Ratio	max. 2.5:1	1.0:1

Section D

Current Year Financial Trends by Region

One Sky

Financial Indicator	Current Year		
	Benchmark		Totals
I. Liquidity			
I.1a Current Assets			\$3,966,155
I.1b Current Liabilities			\$2,584,270
I.1c Current Ratio	min. 1.1:1		1.5:1
I.2a Cash at Year End			\$1,812,783
I.2b Days Cash-on-Hand	min. 15		30
I.3a Year End Accounts Receivable			\$1,895,846
I.3b Days in Receivable	max. 30		33
I.4a Accounts Payable			\$1,609,917
I.4b Days in Accounts Payable	max. 15		27
II. Financial Performance			
II.1 Revenue			\$21,952,500
II.2 Expenses			(\$22,028,595)
II.3 Total Surplus <Deficit>			(\$76,095)
II.4 Net Margin (% Revenue)	min. 1.5%		-0.3%
III. Financial Strength			
III.1a Net Assets			\$2,539,886
III.1b Days Expenses in Net Assets	min. 25		42
III.2a Long Term Debt			\$0
III.2b Debt/Equity Ratio	max. 2.5:1		0.0:1

Section D
Current Year Financial Trends by Region
Community Partners (BDS only)

Financial Indicator	Current Year	
	Benchmark	Totals
I. Liquidity		
I.1a Current Assets		\$3,134,529
I.1b Current Liabilities		\$2,469,582
I.1c Current Ratio	min. 1.1:1	1.3:1
I.2a Cash at Year End		\$875,604
I.2b Days Cash-on-Hand	min. 15	17
I.3a Year End Accounts Receivable		\$1,959,998
I.3b Days in Receivable	max. 30	39
I.4a Accounts Payable		\$1,889,223
I.4b Days in Accounts Payable	max. 15	37
II. Financial Performance		
II.1 Revenue		\$19,013,884
II.2 Expenses		(\$19,007,863)
II.3 Total Surplus <Deficit>		\$6,021
II.4 Net Margin (% Revenue)	min. 1.5%	0.0%
III. Financial Strength		
III.1a Net Assets		\$2,065,649
III.1b Days Expenses in Net Assets	min. 25	40
III.2a Long Term Debt		\$516,185
III.2b Debt/Equity Ratio	max. 2.5:1	0.2:1

Section D
Current Year Financial Trends by Region
Community Crossroads

Financial Indicator	Current Year		
	Benchmark		Totals
I. Liquidity			
I.1a Current Assets			\$4,754,168
I.1b Current Liabilities			\$3,069,292
I.1c Current Ratio	min. 1.1:1		1.5:1
I.2a Cash at Year End			\$3,166,224
I.2b Days Cash-on-Hand	min. 15		51
I.3a Year End Accounts Receivable			\$791,637
I.3b Days in Receivable	max. 30		13
I.4a Accounts Payable			\$1,428,943
I.4b Days in Accounts Payable	max. 15		23
II. Financial Performance			
II.1 Revenue			\$22,901,318
II.2 Expenses			(\$22,777,579)
II.3 Total Surplus <Deficit>			\$123,739
II.4 Net Margin (% Revenue)	min. 1.5%		0.5%
III. Financial Strength			
III.1a Net Assets			\$2,029,572
III.1b Days Expenses in Net Assets	min. 25		33
III.2a Long Term Debt			\$748,808
III.2b Debt/Equity Ratio	max. 2.5:1		0.4:1

Gateway Community Services of Nashua

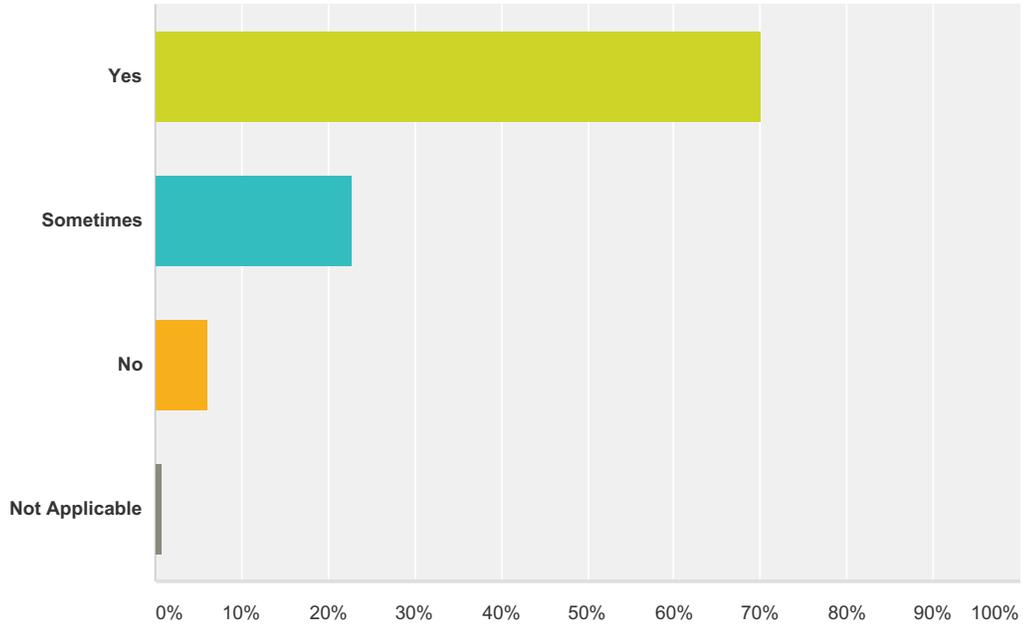
Financial Ratios:

	<u>6/30/12</u>	<u>6/30/13</u>	<u>6/30/14</u>	<u>6/30/15</u>	<u>12/31/15</u>
Current Ratio	1.38:1	1.35:1	1.48:1	1.43:1	1.36:1
Days of cash on hand based on 365 days	14	45	25	27	15
Days in Accounts receivable	35	47	17	35	52

When the budgeted revenues earned are not received timely, the cash on hand is vital to pay the day-to-day operational expenses. A targeted outcome should be 30 days to cover all of the Agency's expenses for a 30-day period. The June 30, 2015 year-end days and receivables are reasonable. However, the December 31, 2015 financials shows that the Agency's cash is down to 15 days while the days in receivables has climbed to 52 days. (Although this last report is outside of the Redesignation period, this information is offered to inform the agency of the most recent data available.)

Q1 Do you or your family member receive the information you need from the Area Agency to make decisions about services and resources?

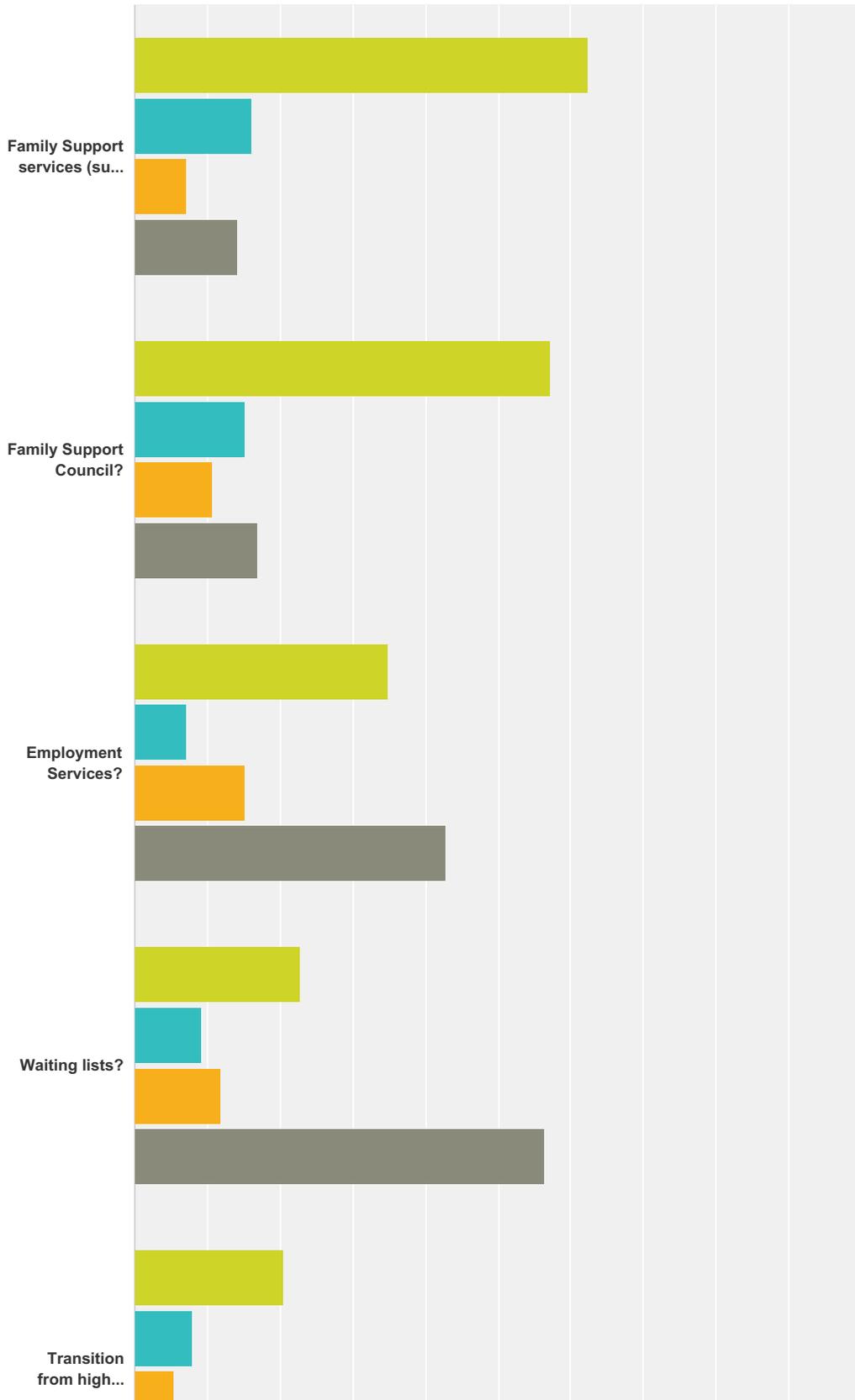
Answered: 114 Skipped: 0

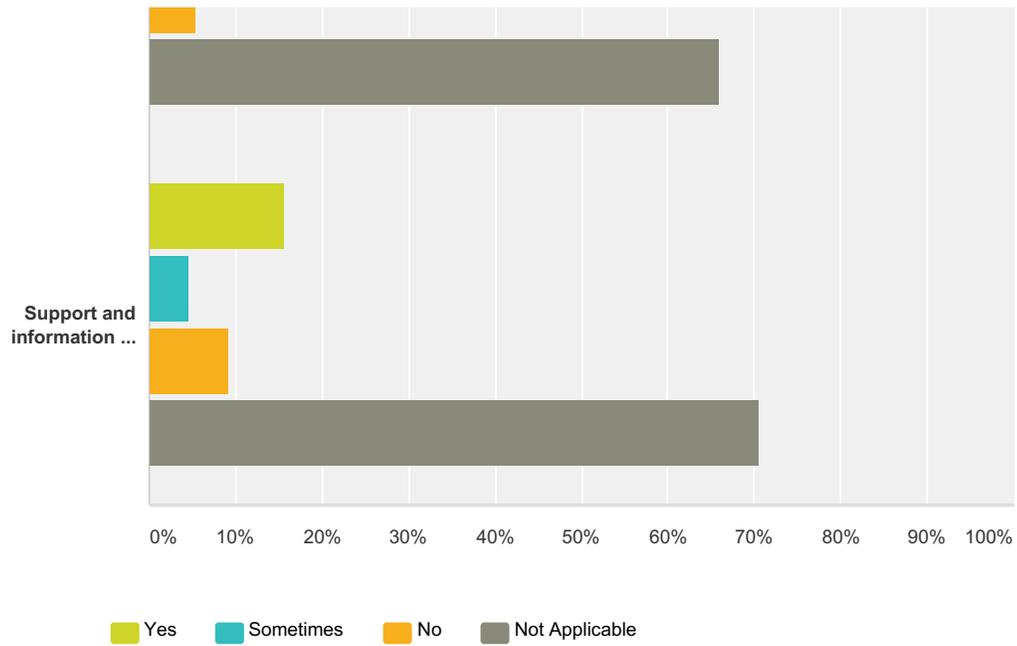


Answer Choices	Responses
Yes	70.18% 80
Sometimes	22.81% 26
No	6.14% 7
Not Applicable	0.88% 1
Total	114

Q2 Do you get the information you need about:

Answered: 114 Skipped: 0

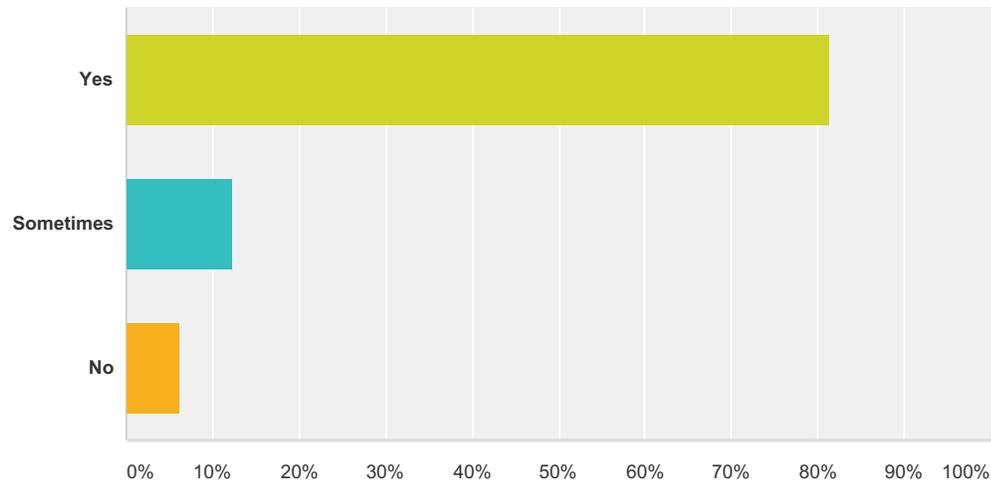




	Yes	Sometimes	No	Not Applicable	Total
Family Support services (such as respite, home/vehicle modifications, advocacy)?	62.50% 70	16.07% 18	7.14% 8	14.29% 16	112
Family Support Council?	57.14% 64	15.18% 17	10.71% 12	16.96% 19	112
Employment Services?	34.82% 39	7.14% 8	15.18% 17	42.86% 48	112
Waiting lists?	22.73% 25	9.09% 10	11.82% 13	56.36% 62	110
Transition from high school to adult services?	20.54% 23	8.04% 9	5.36% 6	66.07% 74	112
Support and information at age 14 years and older regarding options available upon graduation?	15.60% 17	4.59% 5	9.17% 10	70.64% 77	109

Q3 Are the Area Agency staff responsive? For example, do they return your calls in a reasonable amount of time?

Answered: 113 Skipped: 1



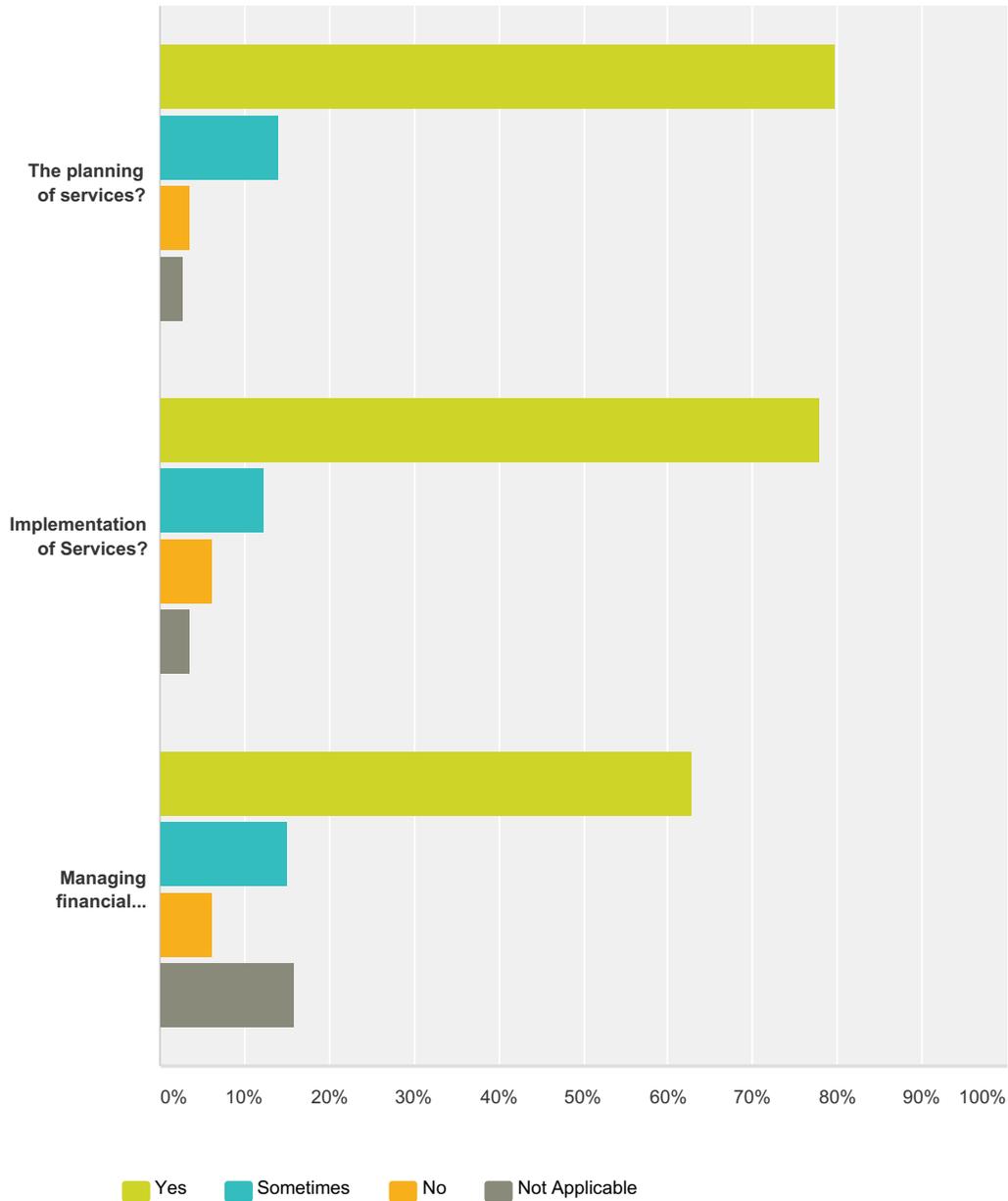
Answer Choices	Responses
Yes	81.42% 92
Sometimes	12.39% 14
No	6.19% 7
Total	113

#	Comments	Date
1	They have way too many clients . They are over worked; therefore, it is difficult for them to be as responsive as they would like	11/20/2015 8:23 PM
2	My son's case manager is always available for consulting on issues, giving opinions, supporting our decisions, being part of all discussions where she is asked, calls back quickly, and really is genuinely interested in our son's welfare.	11/16/2015 7:47 PM
3	we receive services from Becca Anderson, she is awesome and very good with my child. she always returns calls / emails in a timely manner	11/12/2015 9:56 AM
4	I called the Autism Support Line to ask for mental health resources in the community and did not receive a return call. This happens frequently. This was a missed opportunity to assist a family in crisis. When Gateways does not respond, the family becomes even more isolated.	11/11/2015 6:59 PM
5	Have to keep calling	11/10/2015 9:32 PM
6	Very helpful. Employees really care about their clients and families	11/10/2015 4:21 PM
7	Always get back to you!	11/10/2015 2:50 PM
8	Lynne Riendeau is always very helpful	11/10/2015 11:49 AM
9	See commnet below	11/10/2015 7:55 AM
10	No one has called me back at all!!	11/9/2015 8:54 PM
11	Staff is wonderful	11/9/2015 7:51 PM
12	All of the agency staff have been very responsive, especially Ashley Robinson, who has always made it a point to reply to my emails or calls in a timely way.	11/9/2015 7:34 PM

13	Usually.	11/9/2015 5:21 PM
14	I have received a timely response from any of the staff I've called upon.	11/9/2015 5:18 PM
15	Alex Rainey & Daniel Kalmouni have been great. Before them, not at all. No updates. Was never aware that each month communication should be established. Difficult to get phone calls returned regarding my son.	11/9/2015 4:14 PM
16	Gateways is always very helpful and nice. I have been with them for 26 years and never had a problem. Very professional and prompt.	11/9/2015 3:22 PM
17	Christina Fitzgibbons is very dedicated and attentive to our needs. She is great with follow up and routinely emails me to ask about Isaacs progress and well-being!	11/9/2015 2:48 PM
18	We find that it takes 3-6 weeks to get a new hire on board. In the meantime we are forced to use our respite funds while training the new hire and depending on the year we end up being able to use our respite for respite. Families would benefit greatly if some work could be done to make the process more efficient.	11/9/2015 2:45 PM
19	The people I have heard back from are rude and unhelpful	11/9/2015 2:34 PM
20	James is very quick to respond to any questions that I have. He also keeps me updated only any changes or information that is new or needed.	11/9/2015 1:27 PM
21	I have been waiting for over 5 weeks to meet with staff regarding translation from EI and help that we need regarding therapy, etc. I have checked in weekly and keep getting pushed off.	11/9/2015 1:17 PM
22	Sometimes it takes up to a week or two to hear back from them.	11/9/2015 1:09 PM
23	Very responsive - often hear back from someone within 30 minutes.	11/9/2015 12:54 PM
24	Previous issues, none in the past year.	11/9/2015 12:51 PM
25	Our therapist, Kim Ficano is extremely responsive and easy to reach! Has made this experience exceptional!	11/9/2015 12:44 PM
26	Our case mgr, Alex R., is fantastic! I can't say enough positive things about his responsiveness!	11/9/2015 12:39 PM

Q4 Are you, your family member, and other family members and friends encouraged and supported to exercise choice and control over:

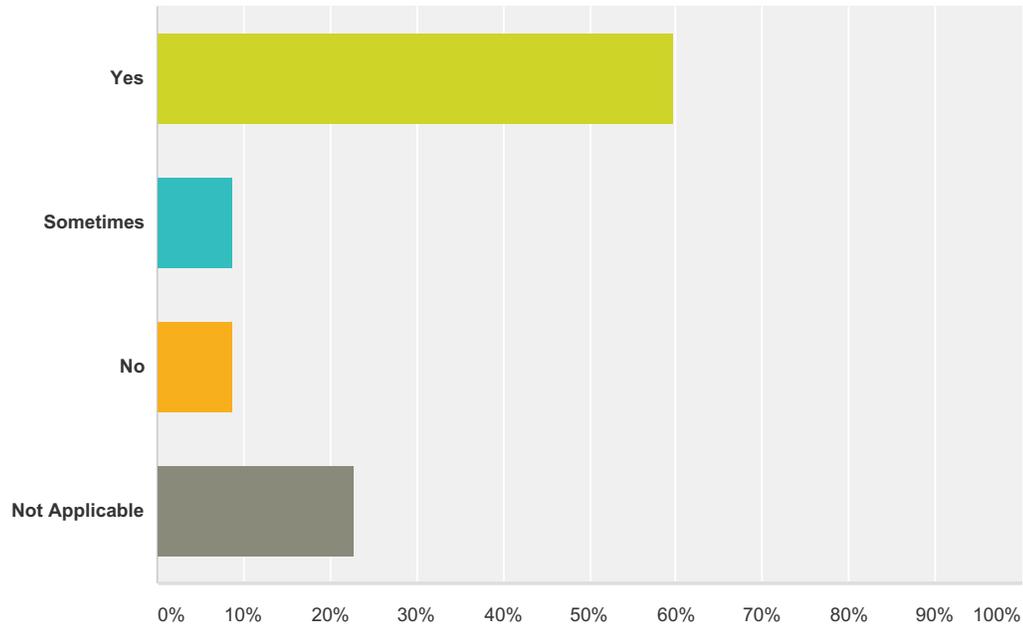
Answered: 114 Skipped: 0



	Yes	Sometimes	No	Not Applicable	Total
The planning of services?	79.82% 91	14.04% 16	3.51% 4	2.63% 3	114
Implementation of Services?	77.88% 88	12.39% 14	6.19% 7	3.54% 4	113
Managing financial resources?	62.83% 71	15.04% 17	6.19% 7	15.93% 18	113

Q5 Are you encouraged and supported to get involved in financial decisions regarding your family member's service budget?

Answered: 114 Skipped: 0



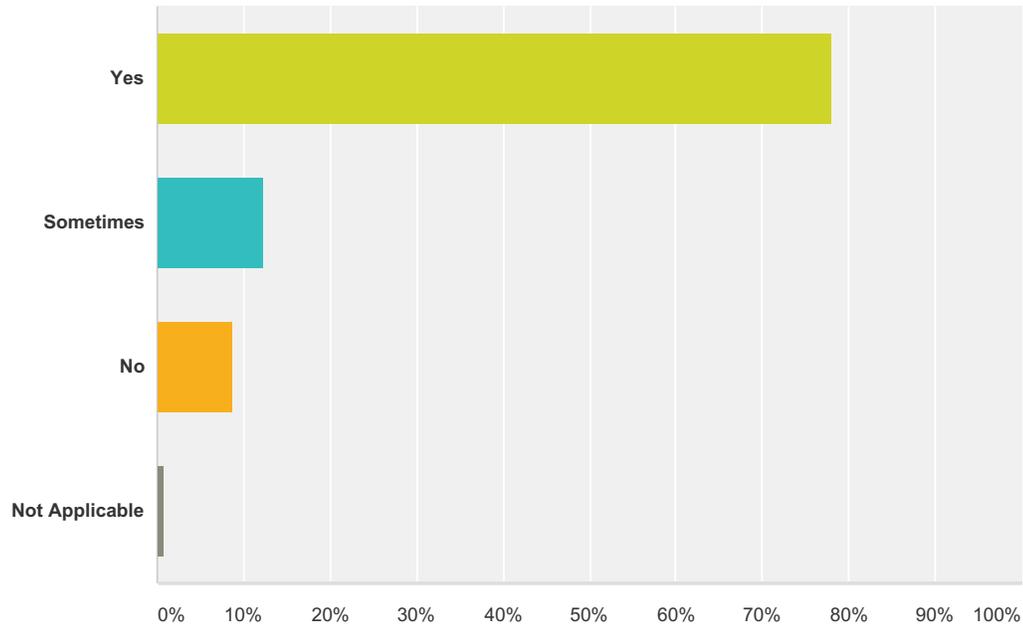
Answer Choices	Responses
Yes	59.65% 68
Sometimes	8.77% 10
No	8.77% 10
Not Applicable	22.81% 26
Total	114

#	Comments:	Date
1	This is very important !	11/20/2015 8:23 PM
2	I don't believe Gateways should take approx 25% of my child's budget off of the top. It should be based on a fee for service. Then to be told there now is an additional monthly fee for technical services ie portal charges. I understand that overhead exists but some clients do not need nearly as much assistance as others and should not bear that cost.	11/11/2015 7:52 PM
3	Parent who is his guardian takes care of all financial matters	11/10/2015 11:49 AM
4	We started services for our son with planned services, and then switched to consumer directed services. Our intake person for Consumer Directed services , Liz Wood, made sure we were aware of the availability of services contingent on the budget, and was very knowledgable about options and services available from the different service agencies. She made the transition easier due to her patience and expertise.	11/9/2015 7:34 PM
5	Family Member, along with members of her family, Case Manager & Direct Support Person meet, discuss needs & interests, set goals & strategies to implement them.	11/9/2015 5:18 PM

6	monthly statements go out- I don't always understand them, and when I call, my ? are answered. Our budget had not been changed in quite some time but my clients needs have changed. For several months i would call with concerns and incidents. The SC would tell me to keep her "updated". I hang up the phone with the same issues- feeling isolated.	11/9/2015 1:46 PM
7	Eligibility and services/funding available not always communicated timely, resulting in under utilization of available services.	11/9/2015 12:51 PM

Q6 Do you feel that the Area Agency considers the unique concerns, priorities, and resources of your family in providing services?

Answered: 114 Skipped: 0



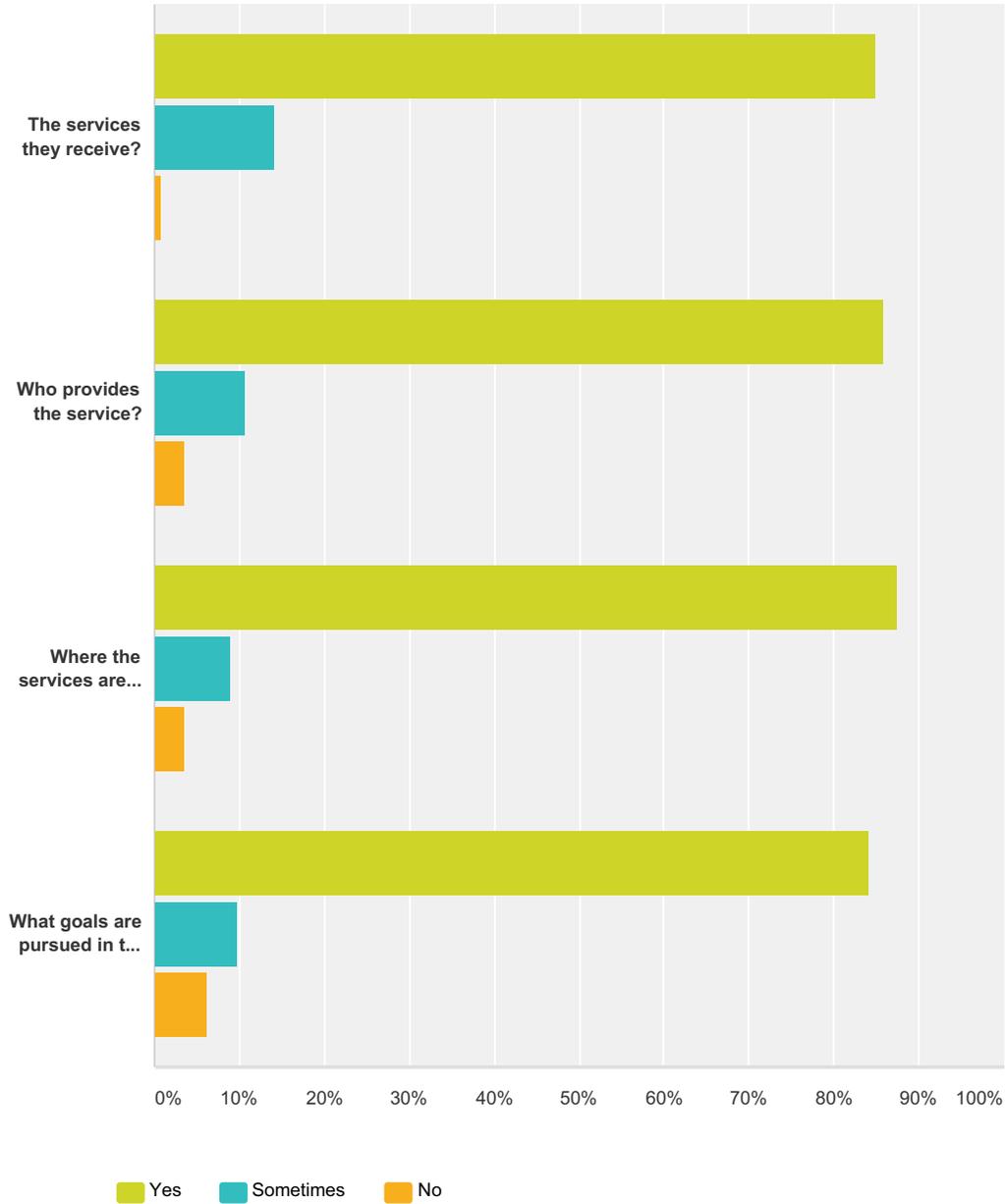
Answer Choices	Responses	Count
Yes	78.07%	89
Sometimes	12.28%	14
No	8.77%	10
Not Applicable	0.88%	1
Total		114

#	Comments:	Date
1	I think they do the best they can considering the states requirements.	11/20/2015 8:23 PM
2	We have made the decision that our son does not benefit by being at planning meetings, and his case manager agrees with us and spends time with him separate from meetings to gain information about his likes and dislikes. There have been other issues where we have felt strongly, and she ahs supported those decisions.	11/16/2015 7:47 PM
3	Our Case Manager has got to know our daughter extremely well and has made excellent recommendations based on concerns, priorities and resources.	11/10/2015 10:33 AM
4	We have a unique set of challenges we need to consider regarding our service options, and the case managers have been very helpful and responsive in our planning and implementing services, especially Ashley Robinson.	11/9/2015 7:34 PM
5	Very definitely; the Area Agency's unique concerns & priorities reflect the passionate advocacy of its CEO throughout the staff.	11/9/2015 5:18 PM
6	Since we met Alex Rainey & Daniel Kalmouni, yes.	11/9/2015 4:14 PM
7	Given flat funding and rising costs we do admire what they are able to do. There is still some room for improvement.	11/9/2015 2:45 PM

8	My son does not receive adequate support for his complex needs	11/9/2015 2:34 PM
9	When making the treatment plan for our daughter, our provider always made sure that our needs as a family were being met. We would tell her what our greatest areas of concern were and those were the areas that we would focus on.	11/9/2015 2:09 PM
10	I am hopeful. We have a very unique situation.	11/9/2015 1:46 PM
11	I will always remember how the agency stepped in to help me when I was under-going chemo and 9 surgeries.	11/9/2015 1:27 PM
12	I feel that once we hit the age of 3 we are totally dropped and nobody is available for support when I ask who I should be reaching out to.	11/9/2015 1:17 PM

Q7 Do you think that staff and providers respect your family member's choices regarding:

Answered: 113 Skipped: 1



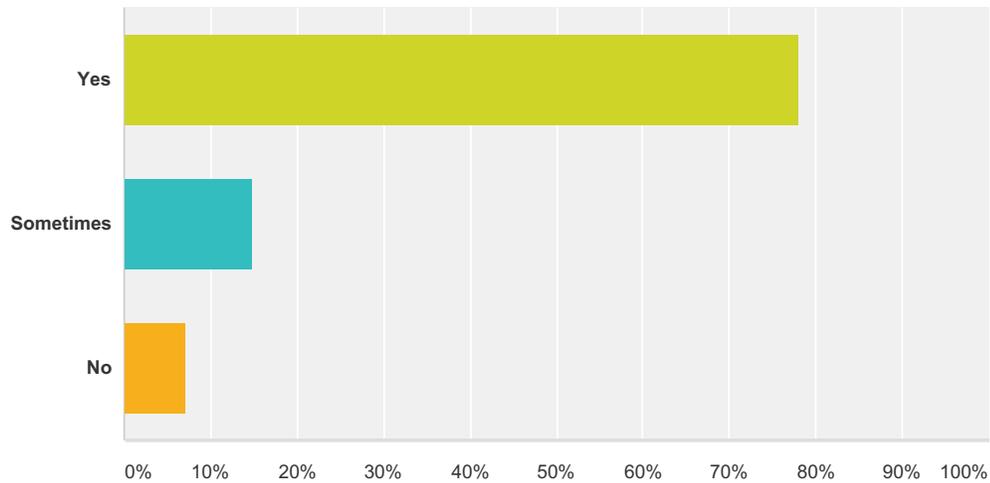
	Yes	Sometimes	No	Total
The services they receive?	84.96% 96	14.16% 16	0.88% 1	113
Who provides the service?	85.84% 97	10.62% 12	3.54% 4	113
Where the services are provided?	87.50% 98	8.93% 10	3.57% 4	112

What goals are pursued in the service agreement?	84.07% 95	9.73% 11	6.19% 7	113
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#	Comments on any of the above:	Date
1	Very much so!	11/20/2015 8:23 PM
2	Both the day program agency and the housing agency respect our wishes, even if those wishes are somewhat different from the norm. One example is that our son's 30 hours a week of day program is split up differently from 6 hours a day...some days are longer and some days are shorter, but they have respected that this works for our son. Both his supervisors at his day program and the family he lives with are very respectful of our involvement with our son and our role as his parents and guardians.	11/16/2015 7:47 PM
3	she accepts my feedback and provides feedback to me in regards to what is important goal from my child.	11/12/2015 9:56 AM
4	Typically, our Area Agency representative helps us during the goal planning phase -- and I just want to note that this has been very helpful. My family member continues to aquire new skills, and has an obvious sense of pride in these accomplishments.	11/10/2015 3:51 PM
5	Staff and providers understand but not sure the State realizes the effect it has on an individual and their family when they limit choices and services (i.e. type of services allowed, rate of pay for providers, so many hoops to jump through and always changing)	11/10/2015 10:36 AM
6	We have been happy with the providers in working on goals and the services that are provided.	11/9/2015 7:34 PM
7	always regard our choices with help in doing so	11/9/2015 7:10 PM
8	Exceptional!	11/9/2015 5:18 PM
9	Working with our provider for our daughters OT we felt that our input as the parents were valued. Gita didn't judge our parenting choices or how we were working to support our daughter. Gita's approach was family centered and this allowed us as parents to feel comfortable and more open to hearing what we could do next and what we could try to help our child's sensory issues. Gita met us where we were at and allowed us to grow and process as a family. It was really wonderful.	11/9/2015 2:09 PM
10	I have always said that they have choices, but it seems where finances are concerned, they dont always. I understand crunched budgets, but crisis takes a toll.	11/9/2015 1:46 PM
11	This is probably not applicable because we do not have anyone to communicate this with	11/9/2015 1:17 PM
12	Exceptional!	11/9/2015 12:44 PM

Q8 Are you satisfied with the services you and your family member are receiving from the Area Agency?

Answered: 114 Skipped: 0



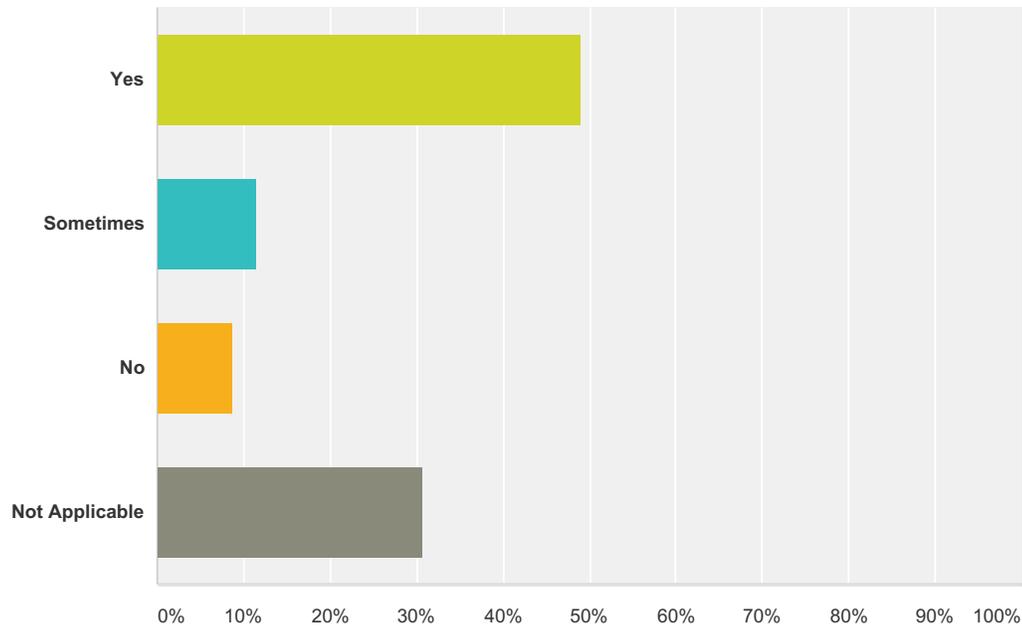
Answer Choices	Responses
Yes	78.07% 89
Sometimes	14.91% 17
No	7.02% 8
Total	114

#	If not, what specific improvements need to be made? If yes, what specifically are you happy with?	Date
1	Clear rules, options available and prior notification of changes/cuts	11/20/2015 10:10 AM
2	We are happy about the respect we receive as our son's family. The staff at the area agency is always available for any help we may need. His services are excellent. One of the reasons his services are so good is that the area agency values people with developmental disabilities and their families from the top of the agency down. Having the right values from the top down is crucial to quality, individualized services.	11/16/2015 7:47 PM
3	It's difficult for me to rate Gateways as most of the oversight has been contracted to Easter Seals. I can say that the Gateways person (who changes regularly) does not really know me or the client and does proactively provide information so it's difficult for me to gauge if I have information about decisions and resources that I might have control over. I don't know what I don't know....	11/13/2015 9:59 AM
4	We have had difficulty with budget statements (IHS) over the course of the past year. Every month this fiscal year there have been problems with accuracy.	11/11/2015 8:38 PM
5	Communication and follow through are sadly lacking.	11/11/2015 6:59 PM
6	Need to meet more often	11/10/2015 9:32 PM
7	I realize that I have checked a lot of "yes" boxes in this survey, but that is indeed because I am very satisfied. The Area Agency was a tremendous help to my family member during some very challenging times. They did a fabulous job of coordinating extra support services when they were desperately needed, and I am still grateful to have had this assistance.	11/10/2015 3:51 PM
8	I like the waiver program but it's getting very limited, not sure I see the benefit anymore, seems like more work for the family after age 21.	11/10/2015 10:36 AM

9	The ridiculous amount of tome waiting for amy assistance is astounding. In four years, my son has had virtually zero assistance from this agency.	11/10/2015 8:06 AM
10	Online reporting has been critiqued and made much more easy for me to navigate.	11/9/2015 5:18 PM
11	The last year or so has been great. Alex & Daniel were right on top of things. Before Alex, my son nearly lost all funding because the person in charge of him dropped the ball & never communicated with us, resulting in removal from the list.	11/9/2015 4:14 PM
12	The only item I'm not satisfied with is lack of support in looking for and obtaining a family managed employee. I've been short one staff member for three days a week since April. That is too long!	11/9/2015 3:46 PM
13	Very satisfied.	11/9/2015 3:22 PM
14	For the most part (more than sometimes) we are satisfied. We would encourage our AA to reconsider policies to ensure they are truly person/family centered. Perhaps ask the question if certain policies create more paperwork or create additional steps for families and/or limit choice... if they do perhaps change some policies. The mandatory Relias on-line trainings serve to drain an individual's budget and it really does not contain specific enough information for someone to learn to support our family member. Individualized hands-on training is appropriate for our situation. Compelling ALL DSPs and families (while it's being done with good intentions) to participate on the on-line training subverts a healthy dialog/discussion about the actual training needs of the family and how to best distribute the limited resources we have to meet that individual's needs over a 12 month period.	11/9/2015 2:45 PM
15	It would be helpful to have more flexibility in the type of supports and services available- my son due to his neurological needs is unable to attend any of the "autism friendly" events, for example. For us it would be great to have vouchers for activities he is able to access.	11/9/2015 2:34 PM
16	Everyone at Area Agency has always been so helpful. While searching for a job has been a struggle for the past couple of years I am very happy with my current placement at Plus Company. I have been there since April 7th.	11/9/2015 2:22 PM
17	Our daughter received EI services for 1 year. Before our assessment we had know idea that anything was different about our child- we just thought she had a lot of quirks. Once OT started we received education, so we could learn what was going on for our child and so we could talk to other people about what was happening for her. We were validated- that this is difficult for a family to work through. and then we were given the tools that we needed to help our child and to teach her the tools that she needed to manage herself in a more effective way than she had been. Very quickly we felt supported by the gateway staff and welcomed. Not once did we feel that we were bad parents or our child was crazy/bad kid-the whole process really just normalized what our reality was.	11/9/2015 2:09 PM
18	I don't think they know my client well, thus when i make requests, it doesn't always feel understood.	11/9/2015 1:46 PM
19	You need more staff. My son desperately needed OT services in EI however one was not available. Staff members should be readily available to help support families with their needs and I simply have not had that experience lately. As well, events such as the resource fair this past weekend should be advertised with more notice. I received the email the day before the event which is not enough time for planning.	11/9/2015 1:17 PM
20	Case Mgmt under ABD has been inconsistent.	11/9/2015 1:15 PM
21	We need more staff to work with families, especially with Spanish families.	11/9/2015 1:09 PM
22	More timely communication of budgets and a clearer picture of how adult services work before the actual transition.	11/9/2015 12:51 PM

Q9 Are you satisfied with the health related supports that are provided to your family member by the Area Agency?

Answered: 114 Skipped: 0



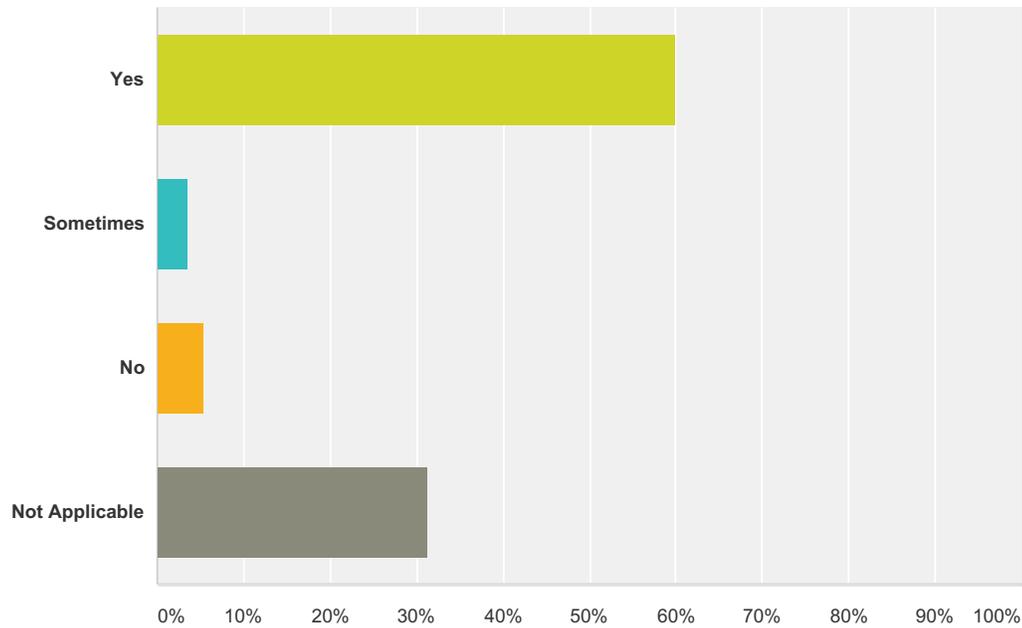
Answer Choices	Responses	
Yes	49.12%	56
Sometimes	11.40%	13
No	8.77%	10
Not Applicable	30.70%	35
Total		114

#	If no, why not? If yes, what things are going well? What do you think could be done to improve his/her health?	Date
1	I don't believe the AA provides any health related supports that I'm aware of.	11/13/2015 9:59 AM
2	Having knowledgeable people return phone calls would be helpful.	11/11/2015 6:59 PM
3	Parent takes care of all health issues	11/10/2015 11:49 AM
4	What does the area agency have to do with health related supports? I don't know what these are.	11/10/2015 10:36 AM
5	Services starting instead of waiting, waiting, excuse after excuse	11/10/2015 8:06 AM
6	PCP recommends keeping family member as active as possible and Area Agency supports such activities for health reasons, which involves different physical exercise activities.	11/9/2015 5:18 PM
7	The respite budget for our family is too low to meet his needs. We need respite care to be able to even locate respite care for example. When we called to ask for respite providers 6 months ago, we were told to look on care.com which is a service costing \$30/ month to find a provider. The other link, from the gateways website, was unhelpful, it listed only 2 providers in our area, neither was available, and both were for geriatric clients	11/9/2015 2:34 PM
8	I do most of the appointment making, find providers who accept the insurance. I drive to all appointments and report back findings, to only have more tests requested to meet criteria for new scales.	11/9/2015 1:46 PM

9	My children need support with therapies and the agency is not helping. Our insurance does not cover the needed services and we cannot afford out of pocket expenses. I feel as though gateways should be able to help guide our family with the best options for our children.	11/9/2015 1:17 PM
10	Home care providers under CFI were unreliable, made unilateral decisions to cut services without justification or notification, and tried to push back responsibilities to family members.	11/9/2015 1:15 PM
11	Increased availability of respite providers.	11/9/2015 12:51 PM
12	AA takes too much concern over health matters and does not allow us to manage health related matters independently.	11/9/2015 12:38 PM

Q10 Are you satisfied with the safety related supports that are provided to your family member by the Area Agency?

Answered: 112 Skipped: 2



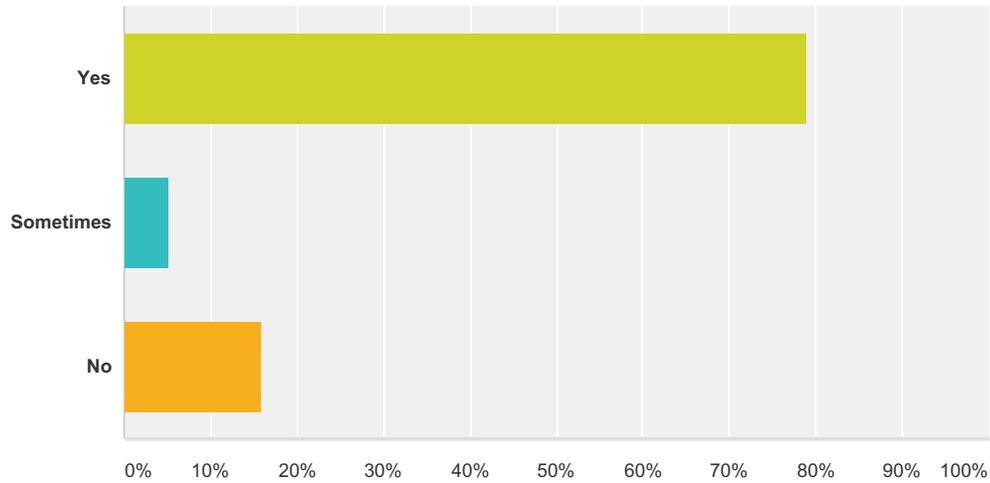
Answer Choices	Responses	
Yes	59.82%	67
Sometimes	3.57%	4
No	5.36%	6
Not Applicable	31.25%	35
Total		112

#	If no, why not? If yes, what things are going well? What do you think could be done to improve his/her safety?	Date
1	The whole team supporting our son is very careful about safety precautions. Everyone agrees on what needs to be in place to assure his safety. No one questions the supports that need to be in place. I don't think anything is needed to improve on what we have for him.	11/16/2015 7:47 PM
2	The AA does not provide supports we do	11/16/2015 6:30 PM
3	I don't believe the AA provides any safety related supports that I'm aware of.	11/13/2015 9:59 AM
4	Not sure what this is referring to, what are safety related supports?	11/10/2015 10:36 AM
5	Yes - safe drivers, requiring proper vehicle insurance, no smoking, smoke detectors, valuing family's concerns about misuse of kitchen appliances and sharp objects.	11/9/2015 5:18 PM
6	My sister has a fear of heights. When she moved in with me the railings were inadequate in the house and also the outside steps. Gateways helped us locate someone experienced in safety railings for special needs. And funding helped with the expense. The railings make all the difference in my sister's ease of getting around in her home.	11/9/2015 3:34 PM
7	Not sure what this is. Never heard about it.	11/9/2015 2:45 PM
8	consider providing access to services such as greatcall.com, etc. for more freedom when he is out in the community	11/9/2015 2:34 PM

9	I don't understand	11/9/2015 1:46 PM
10	Has taken a few months to have client dwelling evaluated and fitted for adaptive devices, but it is happening.	11/9/2015 1:15 PM

Q11 Do you know whom to call if your family member's rights have been violated or s/he is not receiving the services s/he needs and wants?

Answered: 114 Skipped: 0

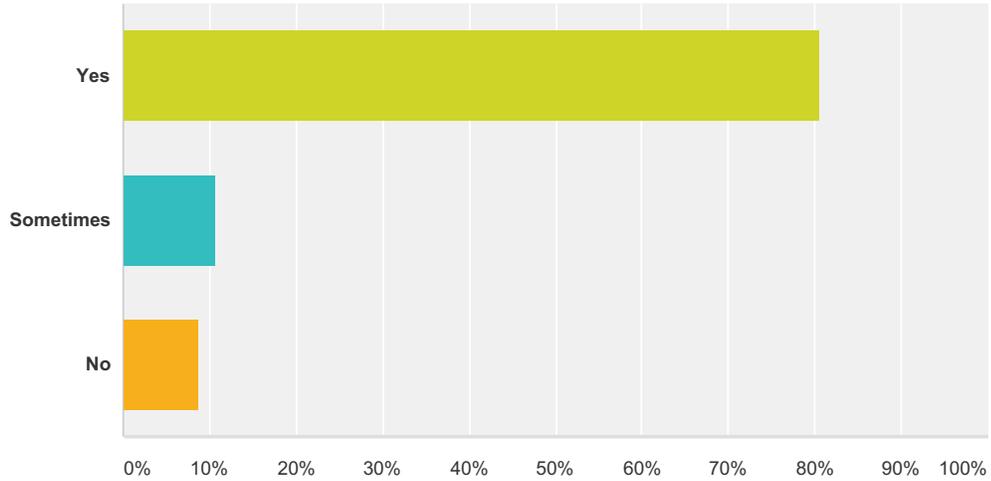


Answer Choices	Responses
Yes	78.95% 90
Sometimes	5.26% 6
No	15.79% 18
Total	114

#	Comments:	Date
1	Not sure	11/10/2015 9:32 PM
2	I found out recently on my own	11/10/2015 8:06 AM
3	This is the importance of having a local Area Agency who knows my family member. It is the first place for me to turn for resolution - face-to-face.	11/9/2015 5:18 PM
4	And she knows who to call as well.	11/9/2015 3:34 PM
5	Not sure... Service coordinator?	11/9/2015 2:45 PM
6	Off the top of my head I don't know who I would call but I have that paperwork at home that has all the contact information and our rights- so I would quickly know what my next step would be.	11/9/2015 2:09 PM
7	Maybe if I dig out the service agreement.	11/9/2015 1:15 PM

Q12 Is your family member supported to form and maintain relationships and become an active member of the community, doing work/leisure activities of his/her choice?

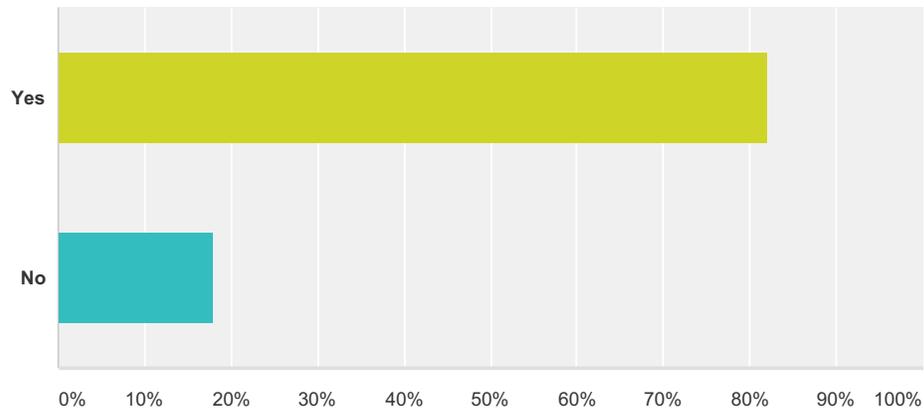
Answered: 113 Skipped: 1



Answer Choices	Responses
Yes	80.53% 91
Sometimes	10.62% 12
No	8.85% 10
Total	113

Q13 Does the Area Agency ask you if you are satisfied with the quality of services you receive from them?

Answered: 112 Skipped: 2

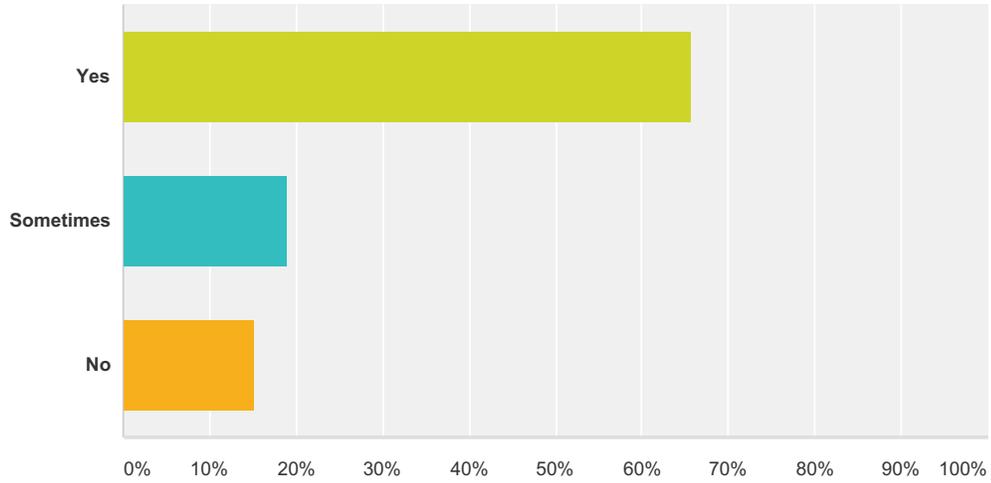


Answer Choices	Responses
Yes	82.14% 92
No	17.86% 20
Total	112

#	Comments:	Date
1	Through monthly attendance forms that are required	11/20/2015 10:10 AM
2	I have told them and it is ignored	11/10/2015 8:06 AM
3	We have been very happy with the area agency.	11/9/2015 7:34 PM
4	Every Monthly Update form allows me opportunity to report on satisfaction of quality of services received.	11/9/2015 5:18 PM
5	It is a monthly question when we do out monthly ppwk.	11/9/2015 3:34 PM
6	They are with this survey...? Can't recall if we have been asked before.	11/9/2015 2:45 PM
7	it is written on the forms that are sent in- but if there was an issue, I would be certain that we found a remedy	11/9/2015 1:46 PM
8	Not yet	11/9/2015 1:15 PM
9	Support has mostly been provided by family hired respite providers. It is an increased stressor to always find our own providers.	11/9/2015 12:51 PM
10	But only in last year	11/9/2015 12:38 PM

Q14 If you have made suggestions regarding improving the quality of services, did the Area Agency follow-up?

Answered: 105 Skipped: 9



Answer Choices	Responses
Yes	65.71% 69
Sometimes	19.05% 20
No	15.24% 16
Total	105

Q15 Would you like to offer any additional comments?

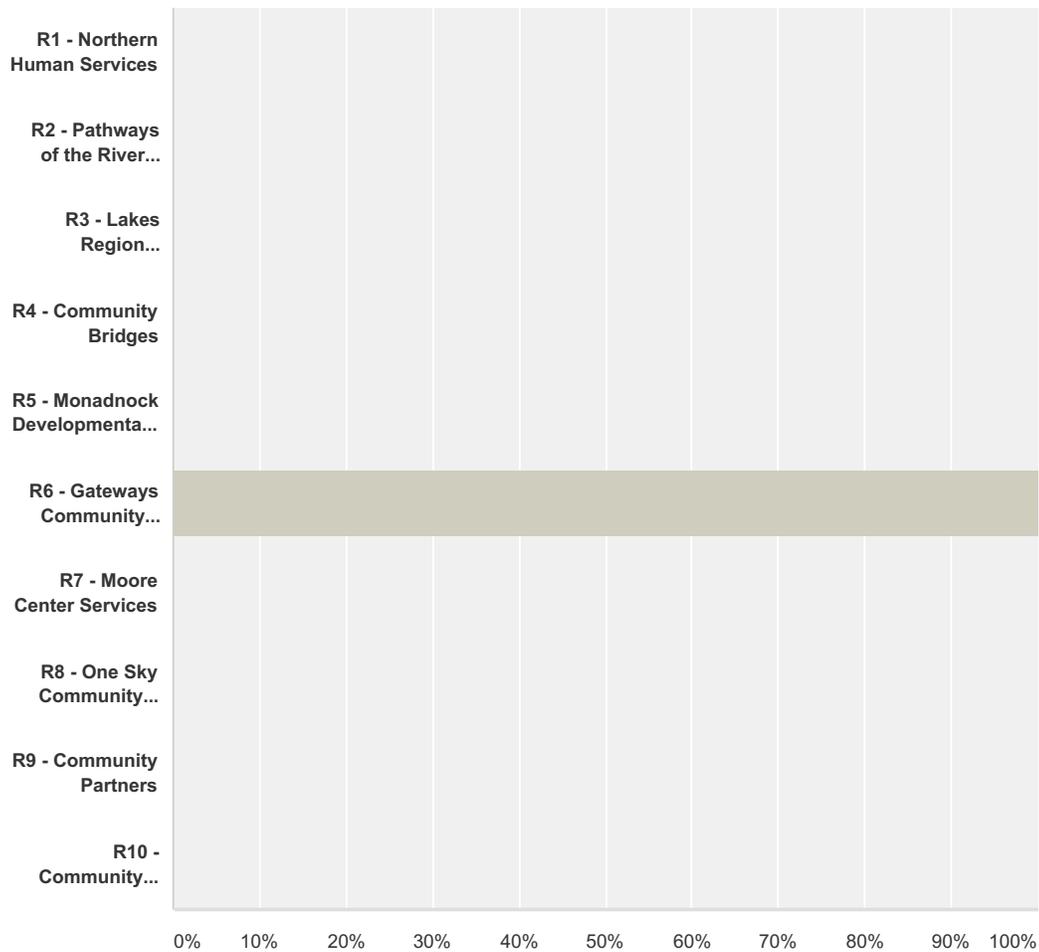
Answered: 39 Skipped: 75

#	Responses	Date
1	no comment	11/17/2015 4:16 PM
2	Without the quality of the executive director and the staff we interact with, our son would not have the quality life he has. I have seen and heard about some other area agencies, and it is clear that this area agency goes above and beyond to assure there are excellent services and quality programming for those they serve. My son has a wonderful life because of the commitment of this area agency.	11/16/2015 7:47 PM
3	I have seen a decline in the excellence in customer service and increased restrictions in PDMS options. More uniformity and less customization and personalization. The use of technology more to the benefit of the system than the family. I believe in general the State is looking for a 1 size fits all approach.	11/16/2015 6:30 PM
4	GCS has been a huge support to our family in many areas throughout the years. It has been a crucial reason for our child's success in school in our home and in the community. I don't know what we would do without there devotion.	11/16/2015 2:32 PM
5	Re: question 12, he is supported to form and maintain relationships and become an active member of the community, doing work/leisure activities of his choice through my efforts, not the AA.	11/13/2015 9:59 AM
6	The area agency R6 has been supportive and responsive to my sons needs and has improved his quality life to a great extent	11/12/2015 10:40 PM
7	We are very lucky to have Liz. I count on her for so much	11/12/2015 6:13 PM
8	My service provider was kind, supportive, and sweet, but was not helpful at all in providing up to date information regarding my child's transition.	11/12/2015 3:22 PM
9	we appreciate all that Gateways has been able to assist our family with. We appreciate all that Becca has done for our child and the support she has provided to us parents.	11/12/2015 9:56 AM
10	Gateways and its employees are very caring people and I am grateful for their help, I just think the cost born by some clients is to high for the services they receive. Just as they allow for CDS, the bureau should have options to allow for how the client or rep payee has their ENTIRE allocation of monies distributed and not just the piece that is left after Gateways takes their chunk out.	11/11/2015 7:52 PM
11	no	11/11/2015 11:47 AM
12	Never made any suggestions	11/11/2015 9:25 AM
13	The team that coordinates care for our son has been exceptional.	11/10/2015 6:55 PM
14	question 12 - yes, if it means they get to be in the community and not an institution but the quality of everything the area agency does is reflected in money received from the state, they can only do so much with what they've got. The Area Agency needs more money so they can do a better job assisting individuals and families. Do not like the idea of a "managed care" getting involved, doesn't make sense \$wise.	11/10/2015 10:36 AM
15	The service that we receive is extraordinary and have made our life much more fulfilling.	11/10/2015 10:33 AM
16	It is unfair how individuals are treated. Promises are mafe with no results and no choices for the consumer to seek alternatives. Changes are mandated	11/10/2015 8:06 AM
17	We have used the agency for 14 years and overall have had more bad experience's than good. The Agency seems to forget many times that they are working for the family, that the money is not the agency's the money comes from tax payers, many times over the years the agency has treated our family like they where "doing us a favor" . I have found over the years, that yes there are some very educated and wonderful staff people but we have ran into too many rude, and unprofessional staff at the agency. in the past we have received non returned phone calls, not following through with appionment's, losing our monthly paper work (which happened countless amount of times) and money "lost" in our child's budget, due to them losing paperwork!	11/10/2015 7:55 AM
18	The first time i did this survey on SurveyMonkey, all info i wrote was lost and i had to start over, as it lost everything i had written. Not happy with that.	11/9/2015 7:34 PM
19	I owe the Area agency for my sons good quality of life through all the services they offer for my son.	11/9/2015 7:10 PM

20	We are very pleased with the services we receive from gateway	11/9/2015 7:09 PM
21	Not at this time. So glad they made online reporting user-friendly. It's a big improvement.	11/9/2015 5:18 PM
22	Very happy with Gatesway.	11/9/2015 3:40 PM
23	I am very happy because with Gateways my sister is very happy. She has shown much growth since she moved in. She has a paid PT job and a volunteer job and many activities and friends. She can arrange rides anywhere in our city and loves all her new-found independence skills.	11/9/2015 3:34 PM
24	Gateways does a great job in meeting the needs of families.	11/9/2015 3:29 PM
25	#14 not applicable	11/9/2015 3:20 PM
26	No	11/9/2015 2:58 PM
27	Mostly we have received a justification of current policies. Everyone is very professional and friendly. We do want to acknowledge everyone's efforts at our AA, but most of all Sandy Pelletier. She is a good listener and is super responsive.	11/9/2015 2:45 PM
28	No	11/9/2015 2:38 PM
29	The agency has definitely lost quality over the years we have been a Gateways family, my heart breaks for families who need the services even more than ours that do not receive the supports they need.	11/9/2015 2:34 PM
30	I teach a poetry class at Plus and I am happy to be able to make positive contribution to the life's of the individual's the Plus Co and Gateways serves. Also the online portal makes submitting monthly paperwork so much easier.	11/9/2015 2:22 PM
31	Gateway and Gita our OT were amazing. Receiving services through them has changed our family and improved our daughter's life. There has been such a change with our daughter's behavior and her coping skills have improved/increased 10fold. As parents we can explain what is happening for her in ways that we couldn't before- we have learnt new ways to understand our daughter and coping skills to help us manage as well. We were sad to know that our daughter no longer needs services but we are so thankful that we had services when we did- we are so grateful. Thank you for all of your help, support, validation, and encouragement.	11/9/2015 2:09 PM
32	The Area Agency has coordinated services for our family member being considerate of his personal choices. They work well with the Plus Company.	11/9/2015 1:58 PM
33	things come down to money. accommodating the individual seems to be falling by the wayside. If we fit into available systems with correct financing we are all set- but that is seldom our reality.	11/9/2015 1:46 PM
34	I would like to know who to contact for help! I'm getting nowhere with my current contacts and we are desperate for guidance	11/9/2015 1:17 PM
35	Client recently transitioned from CFI to ABD. Agency case management services under CFI were superior, but contracted service providers were poor. Agency Case mgmt under ABD is less consistent in quality, but service providers are superior. Put very simply.	11/9/2015 1:15 PM
36	Very pleased with the services we receive. We feel that they are the link between us and the services that are available. It is great to have an agency that helps explore and explain the services that are available. We would be lost without them.	11/9/2015 12:54 PM
37	This agency was of very little help to us. We needed help finding a respite provider, they said they couldn't match us with one and that was that. We went through a very long inconvenient intake with an office administrator that was unpleasant and unhelpful, and essentially got no help other than a reimbursement form to mail in for respite funds, which we can't use because we can't find a respite provider. We get lots of emails about movies at Chunky's and fund raisers at a Mexican restaurant but my disabled child is unable to access these events. Our overall experience with Gateways has been that they really do not provide us with actually helpful help. Sorry to say it, but it's the truth.	11/9/2015 12:46 PM
38	I think Gateway is a very helpful service. My son was in early intervention and now an iep in NH school systems getting the help he needs and he is excelling in that.	11/9/2015 12:39 PM
39	No	11/9/2015 12:38 PM

Q1 Please indicate which regional Area Agency this survey is being completed for:

Answered: 6 Skipped: 0

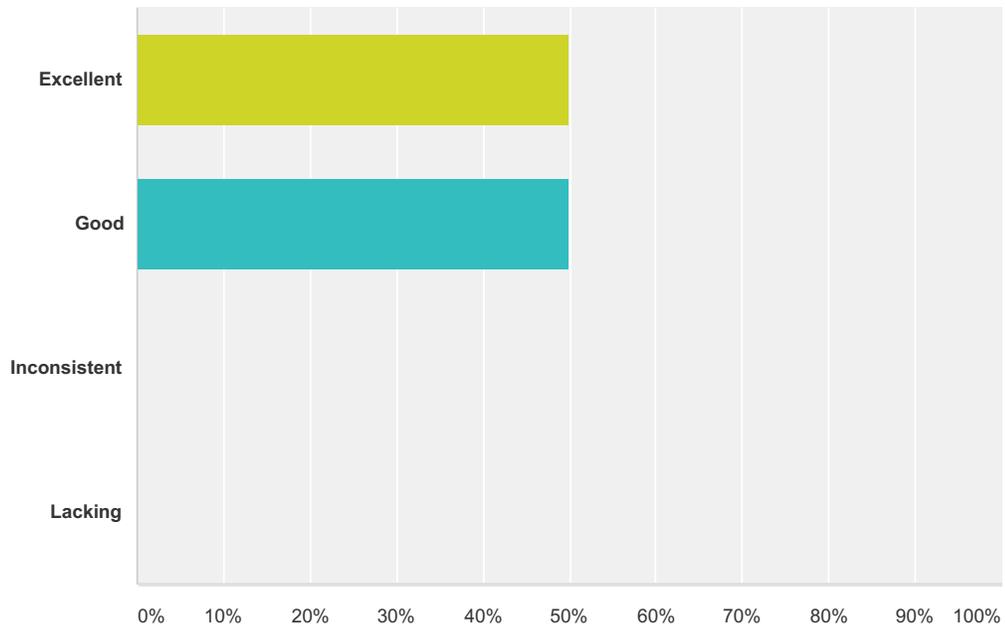


Answer Choices	Responses
R1 - Northern Human Services	0.00% 0
R2 - Pathways of the River Valley	0.00% 0
R3 - Lakes Region Community Services	0.00% 0
R4 - Community Bridges	0.00% 0
R5 - Monadnock Developmental Services	0.00% 0
R6 - Gateways Community Services	100.00% 6
R7 - Moore Center Services	0.00% 0
R8 - One Sky Community Services	0.00% 0
R9 - Community Partners	0.00% 0
R10 - Community Crossroads	0.00% 0

Total	6
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Q2 Please choose one to rate the overall effectiveness of communication between your agency and the area agency:

Answered: 4 Skipped: 2



Answer Choices	Responses
Excellent	50.00% 2
Good	50.00% 2
Inconsistent	0.00% 0
Lacking	0.00% 0
Total	4

Q3 What is working well with communication between your agency and the Service Coordination Department?

Answered: 4 Skipped: 2

#	Responses	Date
1	Good communication with Service coordinators as well as supervisors	11/4/2015 11:17 AM
2	Great team effort especially regarding a very behaviorally challenging situation, the Director stepped in to be kept apprised and fully supported us and the program as we developed it.	10/19/2015 9:38 AM
3	There has been some turn over with service coordination. This always adds a challenge to an individual and his/her team. The remaining service coordinators are very good representatives for their agency.	10/15/2015 10:35 AM
4	Program coordinators are encouraged to speak directly with service coordinators when issues arise. If things cannot get resolved at this level the Director of Programs and Director of Service Coordination will get together and brainstorm solutions. Things are handled very positively and open. There is good communication at the highest levels which supports communication at the programmatic levels.	10/9/2015 9:55 AM

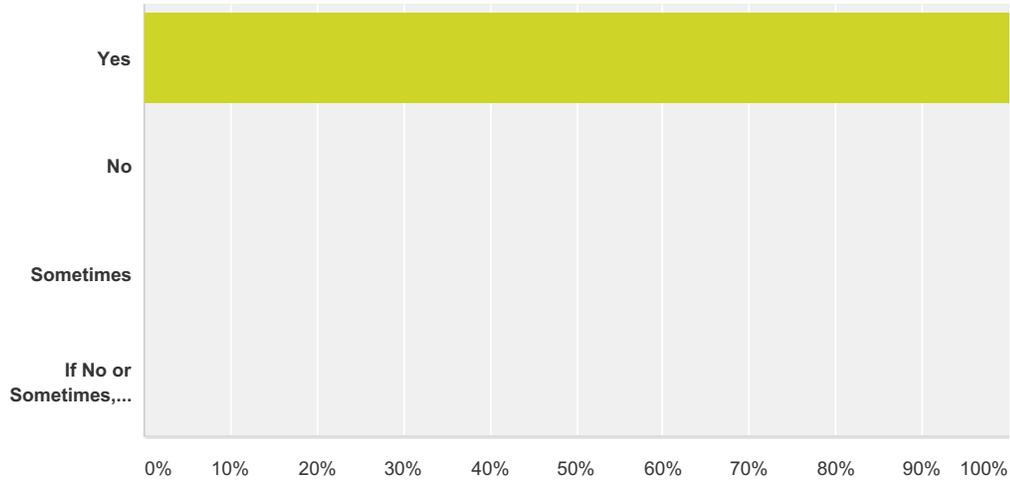
Q4 Please specify how communication can be improved between your agency and the Service Coordination Department.

Answered: 3 Skipped: 3

#	Responses	Date
1	Gateways appears to have occasional and ongoing email issues with emails bouncing back as "undeliverable". *smile*	11/4/2015 11:17 AM
2	ongoing communication	10/15/2015 10:35 AM
3	Better understanding of each other's roles and responsibilities.	10/9/2015 9:55 AM

Q5 Is there timely communication with Service Coordinators when there is an incident/issue/emergency involving an individual?

Answered: 4 Skipped: 2

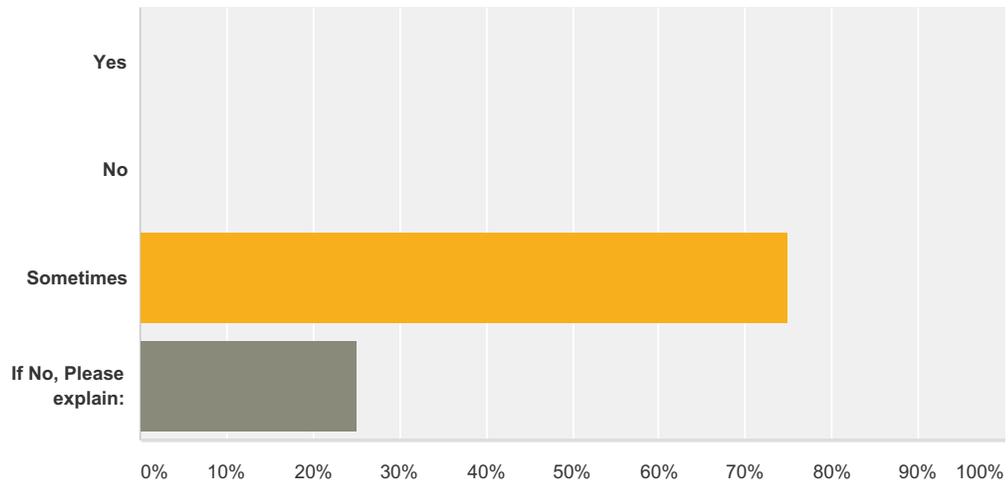


Answer Choices	Responses	
Yes	100.00%	4
No	0.00%	0
Sometimes	0.00%	0
If No or Sometimes, Please Explain::	0.00%	0
Total		4

#	If No or Sometimes, Please Explain::	Date
	There are no responses.	

Q6 Does the Area Agency communicate and explain policy and funding issues released by the Bureau of Developmental Services?

Answered: 4 Skipped: 2

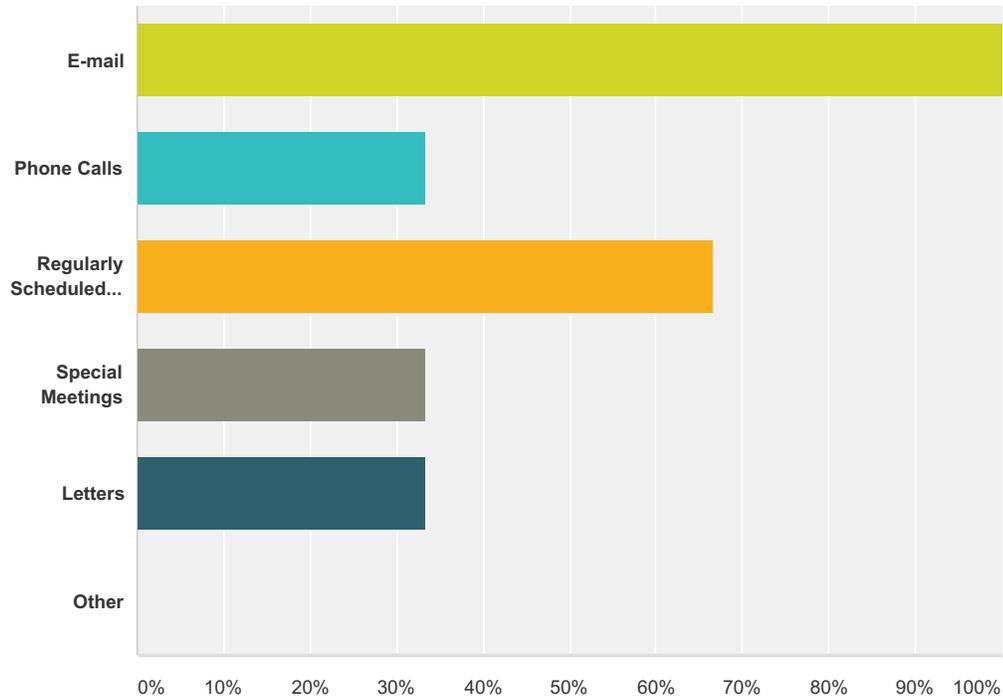


Answer Choices	Responses
Yes	0.00% 0
No	0.00% 0
Sometimes	75.00% 3
If No, Please explain:	25.00% 1
Total	4

#	If No, Please explain:	Date
1	yes, and with Gateways slant	10/15/2015 10:35 AM

**Q7 How does the Area Agency communicate regular updates and changes to policy, funding, performance, etc?
 Choose ALL that apply:**

Answered: 3 Skipped: 3

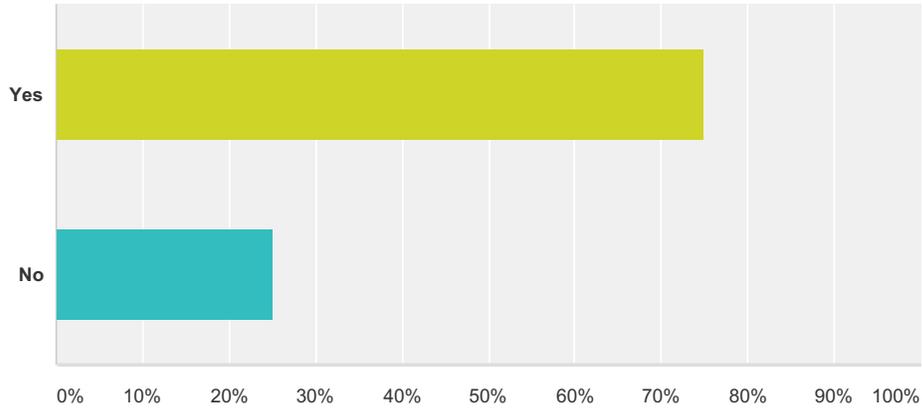


Answer Choices	Responses
E-mail	100.00% 3
Phone Calls	33.33% 1
Regularly Scheduled Provider Meetings	66.67% 2
Special Meetings	33.33% 1
Letters	33.33% 1
Other	0.00% 0
Total Respondents: 3	

#	If Other, please explain:	Date
	There are no responses.	

Q8 Do you have a specific contact person to talk with regards to funding, funding issues, crisis needs, and/or changes in funding with regards to individuals' needs?

Answered: 4 Skipped: 2

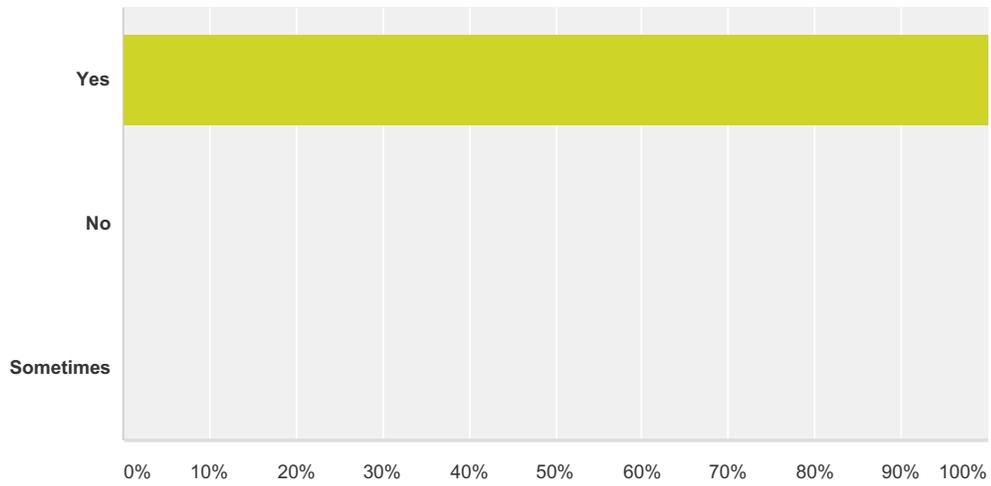


Answer Choices	Responses
Yes	75.00% 3
No	25.00% 1
Total	4

#	If No, Please Explain:	Date
1	the primary contact is the service coordinator. they have had some changes in their Business Department and we feel confident that will tease out appropriately	10/15/2015 10:35 AM
2	Needs to be a more streamlined process. Too many players involved and doesn't necessarily result in timely communication. I do not think this is at the service coordination level but rather the business side of things	10/9/2015 9:55 AM

Q9 When there is an issue with an individual, are there timely responses and meetings that meet the level of urgency?

Answered: 4 Skipped: 2

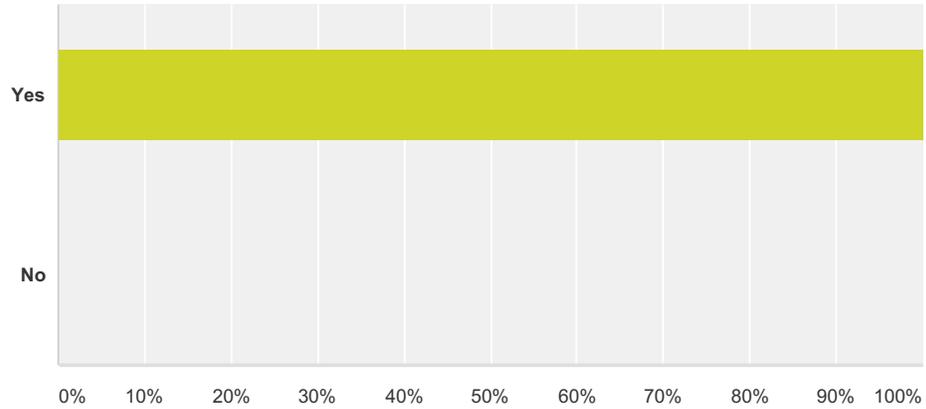


Answer Choices	Responses
Yes	100.00% 4
No	0.00% 0
Sometimes	0.00% 0
Total	4

#	If No or Sometimes, please explain and provide detail on what you think should occur	Date
	There are no responses.	

Q10 Overall, are Area Agency staff easily accessible and phone calls returned in a timely manner?

Answered: 4 Skipped: 2

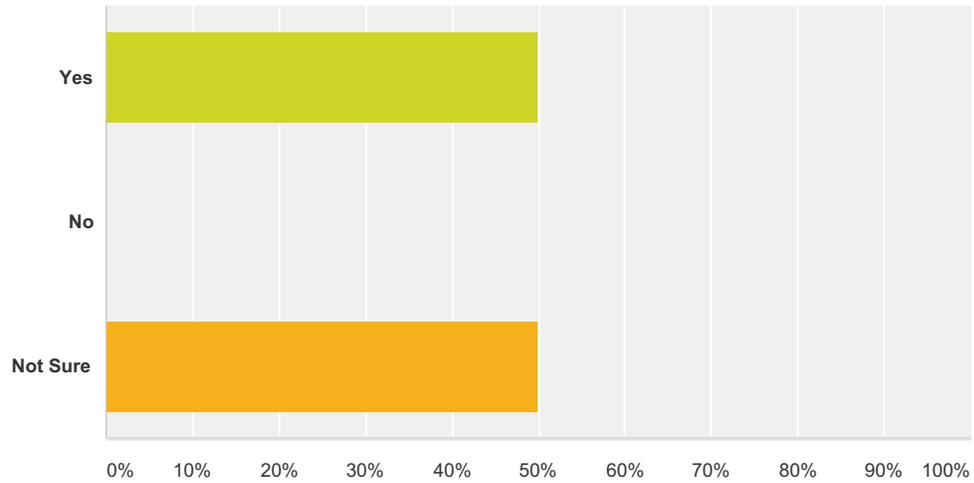


Answer Choices	Responses
Yes	100.00% 4
No	0.00% 0
Total	4

#	If No, Please specify:	Date
1	At the highest levels. Sometimes can be more challenging at the service coordination level.	10/9/2015 9:55 AM

Q11 Is your agency invited to participate in the development and on-going assessment of the Area Agency's Area Plan (also possibly known as Biennial Plan or Strategic Plan)?

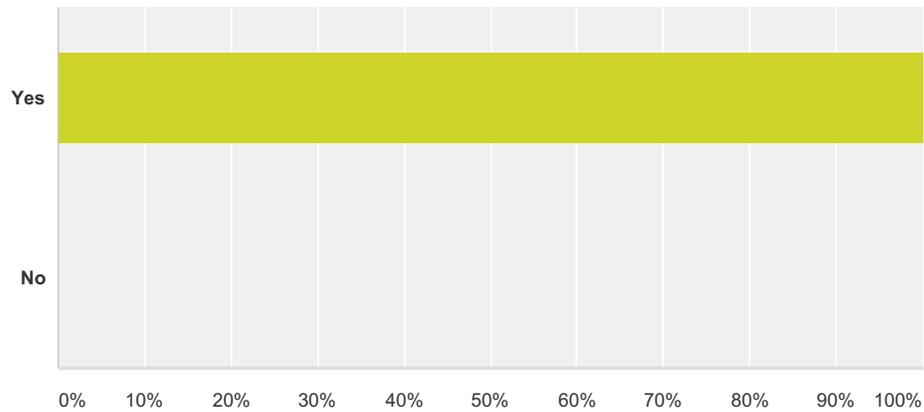
Answered: 4 Skipped: 2



Answer Choices	Responses
Yes	50.00% 2
No	0.00% 0
Not Sure	50.00% 2
Total	4

Q12 Do you believe individuals and families are objectively given a choice of providers in the regional area?

Answered: 3 Skipped: 3

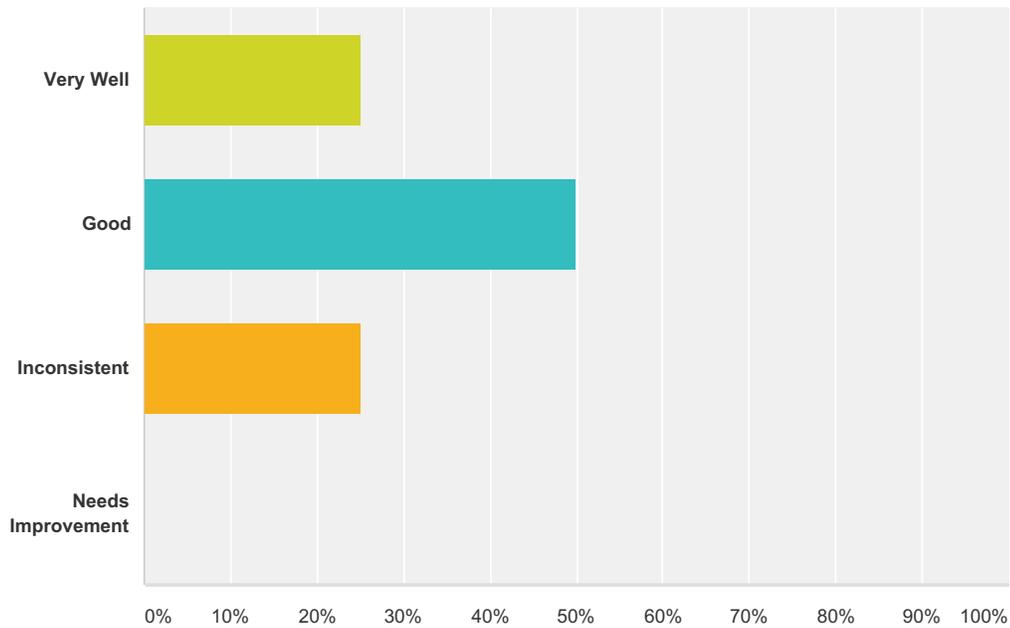


Answer Choices	Responses
Yes	100.00% 3
No	0.00% 0
Total	3

#	Why or Why Not? Please explain:	Date
1	Hope so	11/4/2015 11:18 AM
2	Actually the choice of CDS is given as the first option then providers are offered. If anything I believe there is a negative feeling about vendors from Family Support Staff and CDS staff. Unfortunately this does not make for good relations.	10/9/2015 9:59 AM

Q13 How well is the RFP process working in your regional area?

Answered: 4 Skipped: 2

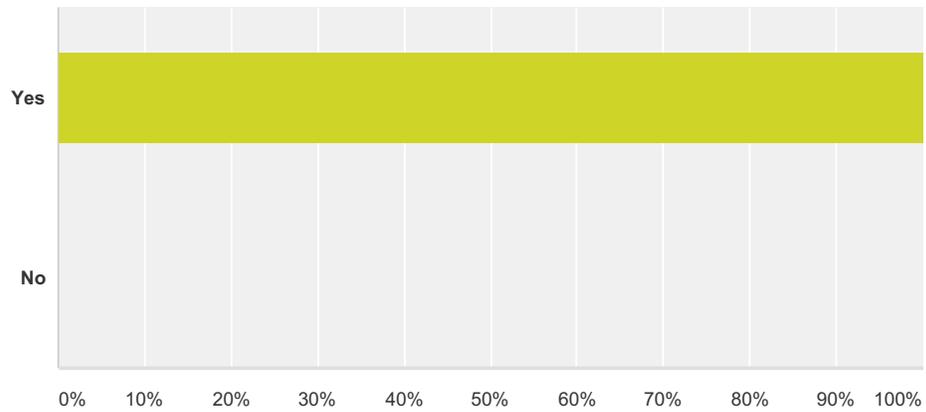


Answer Choices	Responses
Very Well	25.00% 1
Good	50.00% 2
Inconsistent	25.00% 1
Needs Improvement	0.00% 0
Total	4

#	If Inconsistent or Need Improvement, Please provide suggestions on how this can be improved:	Date
1	We feel like Region 6 appropriately manages the RFP process	10/15/2015 10:36 AM
2	Follow up with individual providers after RFP is issued. Often times vendor will not respond to an RFP but if a call is made and more explanation is given a vendor will be more inclined to respond.	10/9/2015 9:59 AM

Q14 Do you believe individuals and families understand their rights to choice and how to exercise these rights?

Answered: 3 Skipped: 3



Answer Choices	Responses
Yes	100.00% 3
No	0.00% 0
Total	3

#	If No, Please Explain:	Date
1	Hope so	11/4/2015 11:18 AM

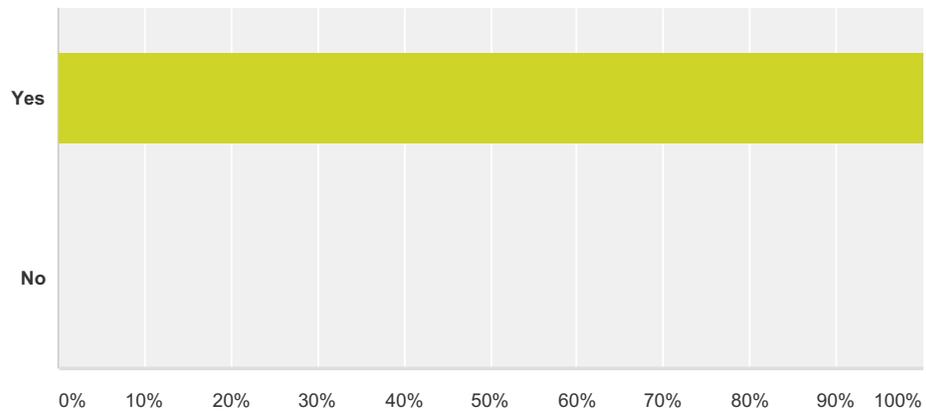
Q15 How does your agency support individuals and families to understand their rights and how to exercise their rights to choice?

Answered: 4 Skipped: 2

#	Responses	Date
1	Our admissions packet is replete with this information for guardians and/or participants	11/4/2015 11:18 AM
2	Upon admission, it is clearly explained with documents reviewed, signed and given. At all meetings whether it be quarterly or other, rights are again discussed. Examples and scenarios are often explained, we also have an extensive grievance policy in house while also discussing all state procedures and policies.	10/19/2015 9:42 AM
3	ongoing communication	10/15/2015 10:36 AM
4	When meeting with families or individuals prior to being selected as vendor or even once selected, we tell families the decisions being made today about services can be changed at any time, modified etc. We let them know they drive the program schedule, living arrangement, and to a certain degree staff selection.	10/9/2015 9:59 AM

Q16 Overall, are service coordinators responsive to the needs of the individual?

Answered: 4 Skipped: 2

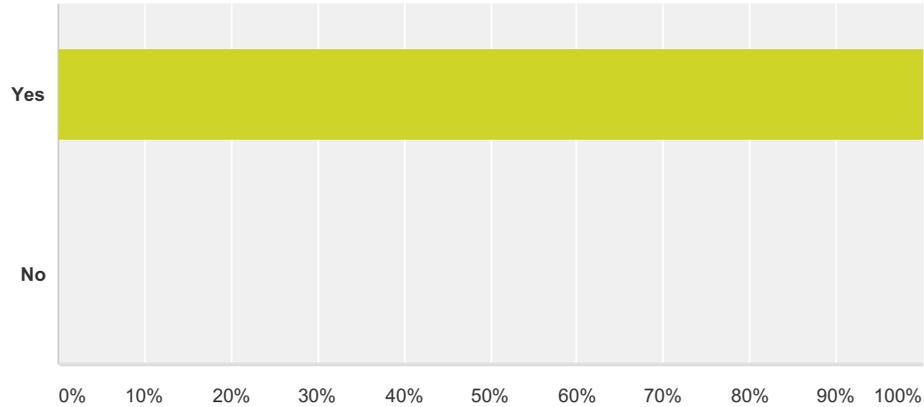


Answer Choices	Responses
Yes	100.00% 4
No	0.00% 0
Total	4

#	If No, please explain:	Date
	There are no responses.	

Q17 In general, do you feel individuals (and their guardians/representatives) are adequately supported to advocate for themselves in the service planning process and implementation of their services?

Answered: 3 Skipped: 3

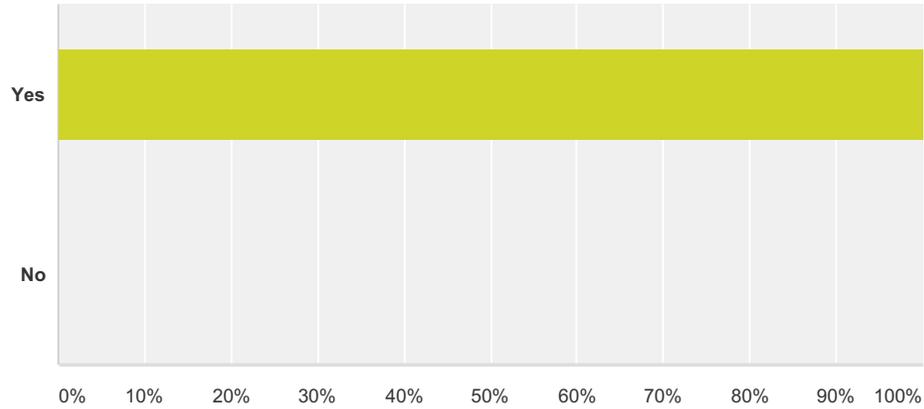


Answer Choices	Responses
Yes	100.00% 3
No	0.00% 0
Total	3

#	If No, please explain:	Date
1	Sometimes	11/4/2015 11:19 AM
2	In general yes however in the case of CDS it feels more like the family is given the voice and the client is not really listened to	10/9/2015 10:00 AM

Q18 In general, do you believe individuals (and their guardians/representatives) are encouraged and supported to request changes to their services?

Answered: 3 Skipped: 3

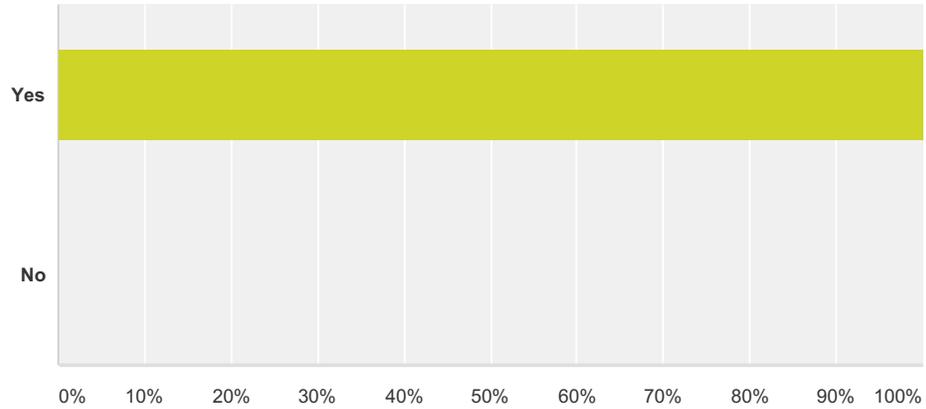


Answer Choices	Responses
Yes	100.00% 3
No	0.00% 0
Total	3

#	If No, please explain:	Date
1	Sometimes	11/4/2015 11:19 AM

Q19 Overall, do you believe service coordinators are adequately trained in their role?

Answered: 4 Skipped: 2

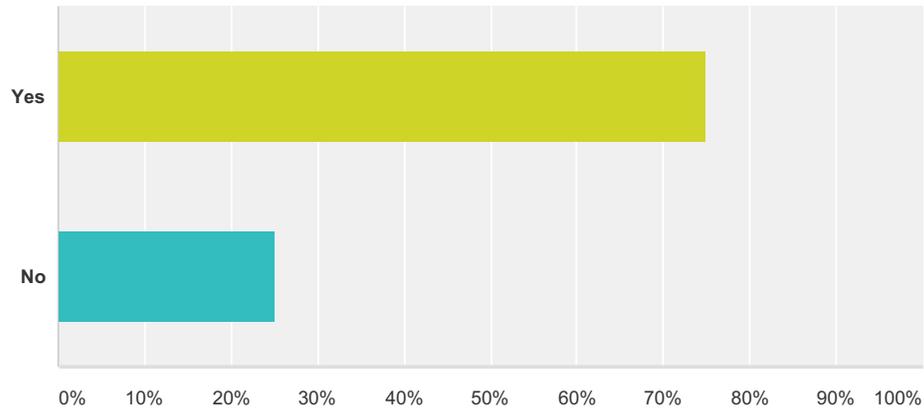


Answer Choices	Responses
Yes	100.00% 4
No	0.00% 0
Total	4

#	If No, please be specific about the areas of training that may be needed:	Date
1	This region seems to do a good job in this area.	10/15/2015 10:37 AM
2	Need however to better understand the role of the provider services and respect what our responsibilities are	10/9/2015 10:00 AM

Q20 Has the Area Agency explained and made available the process for requesting funding changes for individual service needs to your agency?

Answered: 4 Skipped: 2

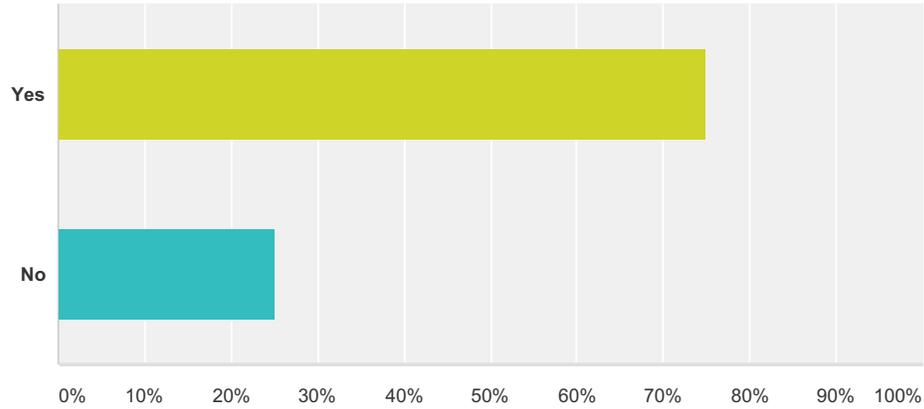


Answer Choices	Responses
Yes	75.00% 3
No	25.00% 1
Total	4

#	If No, Please Explain:	Date
1	This hasn't risen to the occasion for discussion, this is the first time in contracting with this particular AA. It is coming up on one year that we have served an individual from this AA, they now know our services and expertise.	10/19/2015 9:46 AM
2	This area is only addressed as needed.	10/15/2015 10:39 AM
3	Region 6 has been excellent to work with to provide the necessary supports and service to clients. However of late the process has changed dramatically due to State changes and it feels as though clients needs cannot be met. Region 6 does not have the flexibility to meet folks needs as quickly and effectively as has been the case in the past	10/9/2015 10:03 AM

Q21 In your opinion, has the Area Agency explained and made available the process for requesting funding changes for individual service needs to the individual, guardian/representative?

Answered: 4 Skipped: 2

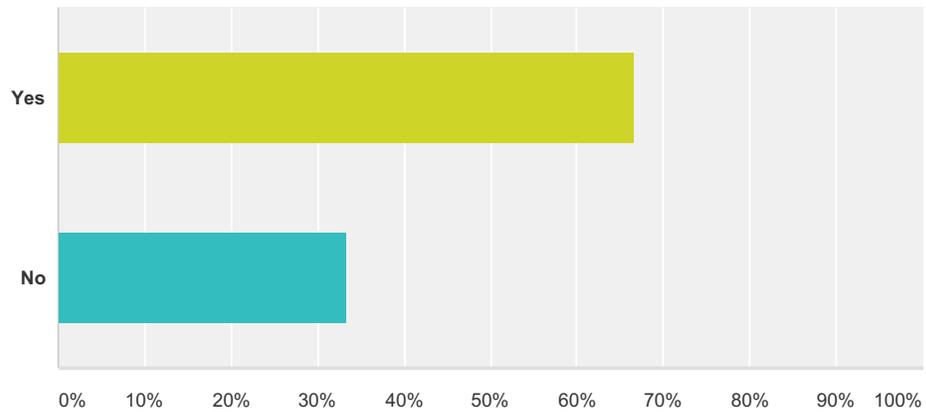


Answer Choices	Responses
Yes	75.00% 3
No	25.00% 1
Total	4

#	If No, Please Explain:	Date
1	Again, has not come up as yet. It was an easy budget process to work with them.	10/19/2015 9:46 AM
2	as above, this area is addressed as needed.	10/15/2015 10:39 AM

Q22 Does the Area Agency have adequate processes in place to prevent or minimize recoupment of payment?

Answered: 3 Skipped: 3

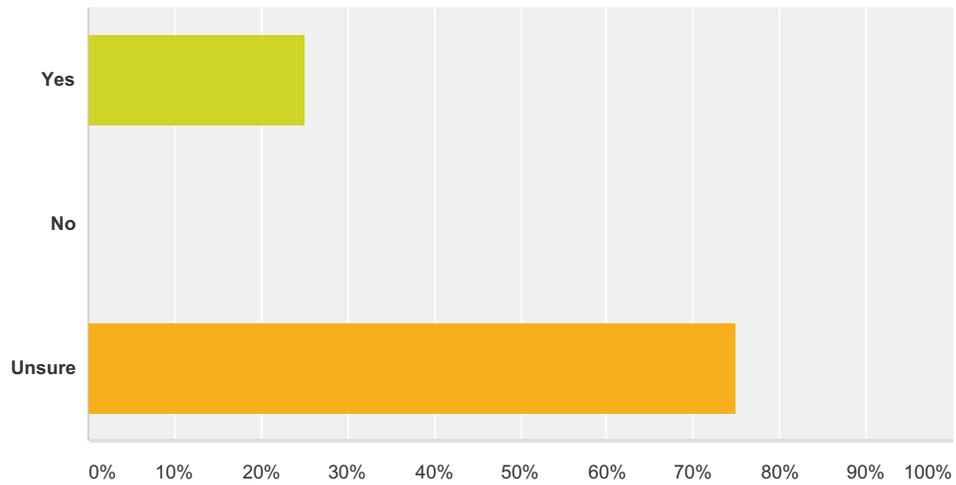


Answer Choices	Responses
Yes	66.67% 2
No	33.33% 1
Total	3

#	If No, Please Explain:	Date
1	Not sure	11/4/2015 11:20 AM
2	Not sure.....	10/19/2015 9:46 AM
3	if this question is re: pay-back potential, we have not had any required paybacks.	10/15/2015 10:39 AM

Q23 Does the Area Agency have processes in place to address underutilized services?

Answered: 4 Skipped: 2



Answer Choices	Responses
Yes	25.00% 1
No	0.00% 0
Unsure	75.00% 3
Total	4

#	Please Explain any issues in this area/Suggestions for Improvement:	Date
1	we do not have any experience in this area with this AA	10/15/2015 10:39 AM

Q24 Please use the comment box below to share any additional thoughts or comments regarding improvements that can be made to strengthen the delivery of services coordinated by area agencies and delivered through provider agencies.

Answered: 3 Skipped: 3

#	Responses	Date
1	Have always had good experience working with Gateways	11/4/2015 11:20 AM
2	This is the first contract with this AA, and have found them to be responsive to many challenging situations and easy to work with on many urgent needs. Most recently, we have received contact for RFP's on two other individuals from this AA. Unfortunately, we do not have any openings at this time.	10/19/2015 9:49 AM
3	Continue with mutual respectful communication. We enjoy an excellent relationship with this AA and plan to continue to do so in the future.	10/15/2015 10:40 AM