GATEWAYS COMMUNITY SERVICES

STRATEGIC PLAN
2019 - 2023
VISION

Individuals of all abilities and ages will live the life they choose.

OUR MISSION

Gateways Community Services believes that all people are of great value. We provide innovative, high-quality, long-term services to support individuals throughout their lifetime so they can lead meaningful lives.

WHO WE SERVE

We serve young children with developmental delays and children and adults with disabilities, autism, or chronic health conditions and their families.

VALUES

Guides Our Behavior

LEADERSHIP

RESPECT

COLLABORATION

SERVICE

COMMUNICATION

ACCOUNTABILITY

DIVERSITY

LEARNING

INNOVATION
STRATEGIC PLANNING PROCESS

All organizations need to have a clear vision of desired future outcomes. For over 20 years, Gateways has set its future directions through a strategic planning process.

The current process started in early 2018 and will set the direction for Gateways through year 2022.

Planning began by collaborating with stakeholders: consumers, families, community leaders, the Board of Directors, Family Support Council and staff. Senior Management used their feedback to identify key Pillars that make Gateways the high quality agency which it is today. These pillars helped guide Departments as they set their specific goals for the next three to five years.

A comprehensive SWOT (Strengths, Weakness, Opportunities and Threats) resulted in a thorough assessment of our organization. Department managers and their staff identified specific objectives to meet their three-year goals. Staff will be responsible to record and report their progress to senior management who will then pass on the information to the Board of Directors. Gateways Community Services will continue to advocate for the most vulnerable in our community.
PILLARS AND HIGH-LEVEL GOALS

PILLAR 1
Sustainability of a High-Quality Organization
• Recruit, retain and train high quality staff
• Continue to be a financially sound organization with best practices
• Instill best practices for quality such as knowledge transfer, peer to peer audits, redesign of operational model
• Create organizational capacity to support the strategic development and implementation of diversified fundraising to increase revenue and donor relationships to support the mission

PILLAR 2
Full, Real Choice and Voice
• Implement a more robust conflict of interest framework. Create better internal backroom and service coordination capacity to support service delivery beyond Gateways Community Services and across populations
• Implement best practices across all programs, such as LifeCourse principles (a supportive framework for individuals to lead meaningful lives)
• Continue to evolve programs in innovative ways to more effectively meet client and family needs

PILLAR 3
Advocacy
• Develop Gateways Family Advocacy Network (G-FAN) involving families and individuals of all ages and cultures
• Identify advocacy priorities/opportunities
• Enhance voice/relationships at State, Department of Health and Human Services, Local, & Federal levels
PILLARS AND HIGH-LEVEL GOALS

PILLAR 4
Integrated Care
• Support and sustain the Gateways Community Services health home model (CareConnect) with intentions for future expansion
• Partner with Managed Care Organizations (currently New Hampshire Healthy Families and WellSense) and Department of Health and Human Services to identify healthcare gaps with our populations and participate in innovative new pilots
• Continue to educate the medical community about the health needs of our clients.

PILLAR 5
Clinical Services
• Enhance the clinical capacity of all departments by cross-training staff and increasing community collaboration
• Advance innovative collaboration of community resources
• Continue to work with Bureau of Developmental Services and Department of Health and Human Services to revisit funding mechanisms to support the clinical needs of our population

PILLAR 6
Employment for Empowerment
• Increase employment metrics
• Develop an Employment First education program and practices
• Assure federal vocational rehabilitation resources remain in New Hampshire and are used for programs delivering successful outcomes, e.g. Project Income and Project Search
• Continue to use board and community connections to find jobs for individuals with disabilities
Together with our strategic planning team, we reviewed and recommitted our core mission. We remain dedicated to increasing the independence of individuals with disabilities through resources, advocacy, and services.