



Imagine! Board of Directors Meeting

Zoom



Meeting Book - Imagine! Board of Directors Meeting

Meeting Agenda

- | | | |
|---|-----------------------------------|-------------|
| 1. Introductions and public input We kindly request that guests limit their comments to 3 minutes or less and regret that minutes are not transferable. | Information | |
| 2. Presentation: Transforming Imagine!'s Employment Services 08.2021 Presentation to BOD re ES.PPTX | (I.D) | Kim Cortes |
| 3. Approval of Minutes June 2021.docx | Discussion, Approval | |
| 4. Request for Executive Session | Approval | |
| 5. Finance Committee Report | Information, Discussion, Approval | |
| 6. Services Committee Report | | |
| 7. Boulder County Report | | Sara Boylan |
| 8. Board Recruitment Committee Report | | |
| 9. Foundation Report | Information, Discussion | |
| 10. Executive Committee Report | Information, Discussion | |
| 11. Executive Director's Report | Information, Discussion | |
| 12. Adjourn | Approval | |
| 13. Supporting Materials Imagine! Report to the Board of Directors - 8-21.pdf | | |

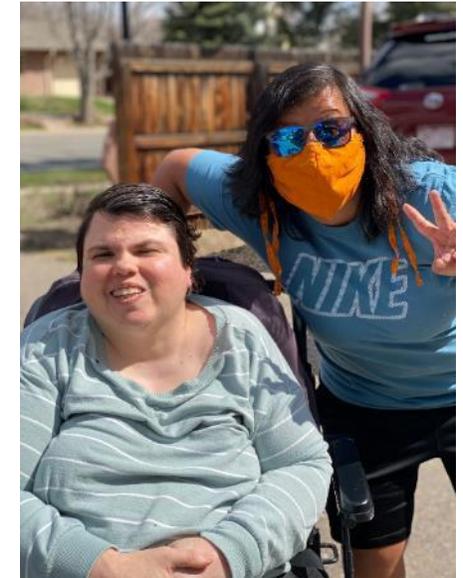
Imagine!

Creating a world of opportunity for all abilities

Transforming Imagine!'s Employment Services

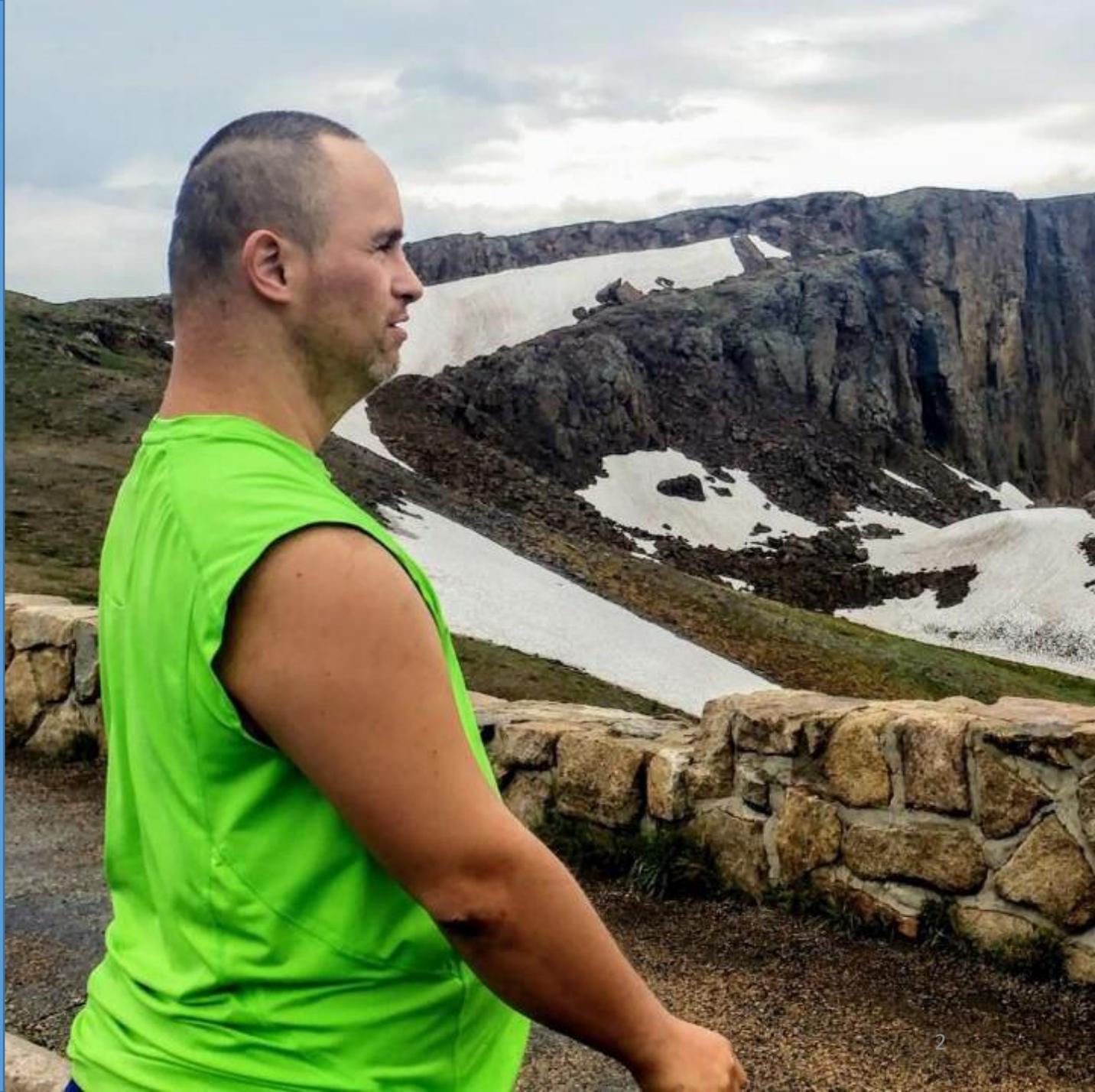
Board of Director's Meeting, August 31, 2021

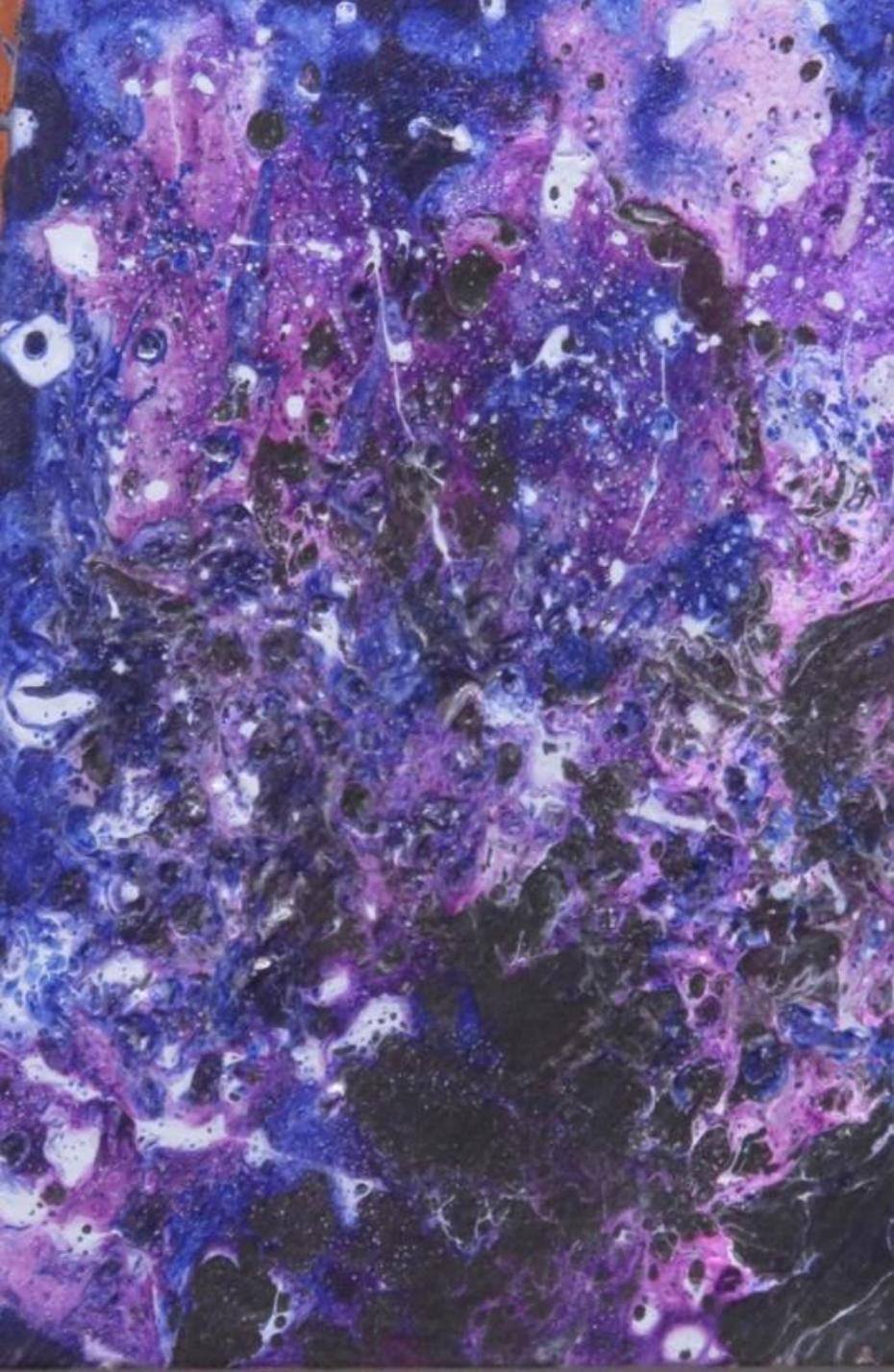
Presented by: Kim Cortes, Director of
Community & Employment Services



Overview

- Introduction to Employment
- Where Imagine! has been
- Where we are going
- How you can help!





Introduction to Employment

- What it sounds like:
 - Lots of jargon...
 - Employment “Services”
 - “Supported” Employment
 - “Independent / Group / Individual” Employment
 - Job Coaching
 - Job Development / Job Placement
- What it is really like:
 - Access to opportunity
 - Support and accommodations
 - Helping people find jobs and build careers, just like you or me or anyone without a disability

Employment First

- A **belief & value** that all individuals regardless of level of disability are capable of full inclusion and working in Competitive Integrated Employment (CIE).
- CIE is the first and preferred outcome, **regardless of level of disability**.
- **Systems Change & Culture Shift** efforts in state agency employment-related policies, service delivery practices, and alignment of service funding structures to increase CIE outcomes.

CIE means:

- Competitive:
 - Paid at market rate with equal access to job benefits
- Integrated:
 - Fully included in the workplace setting
- Employment
 - Hired directly by the business to perform duties that meet a legitimate business need



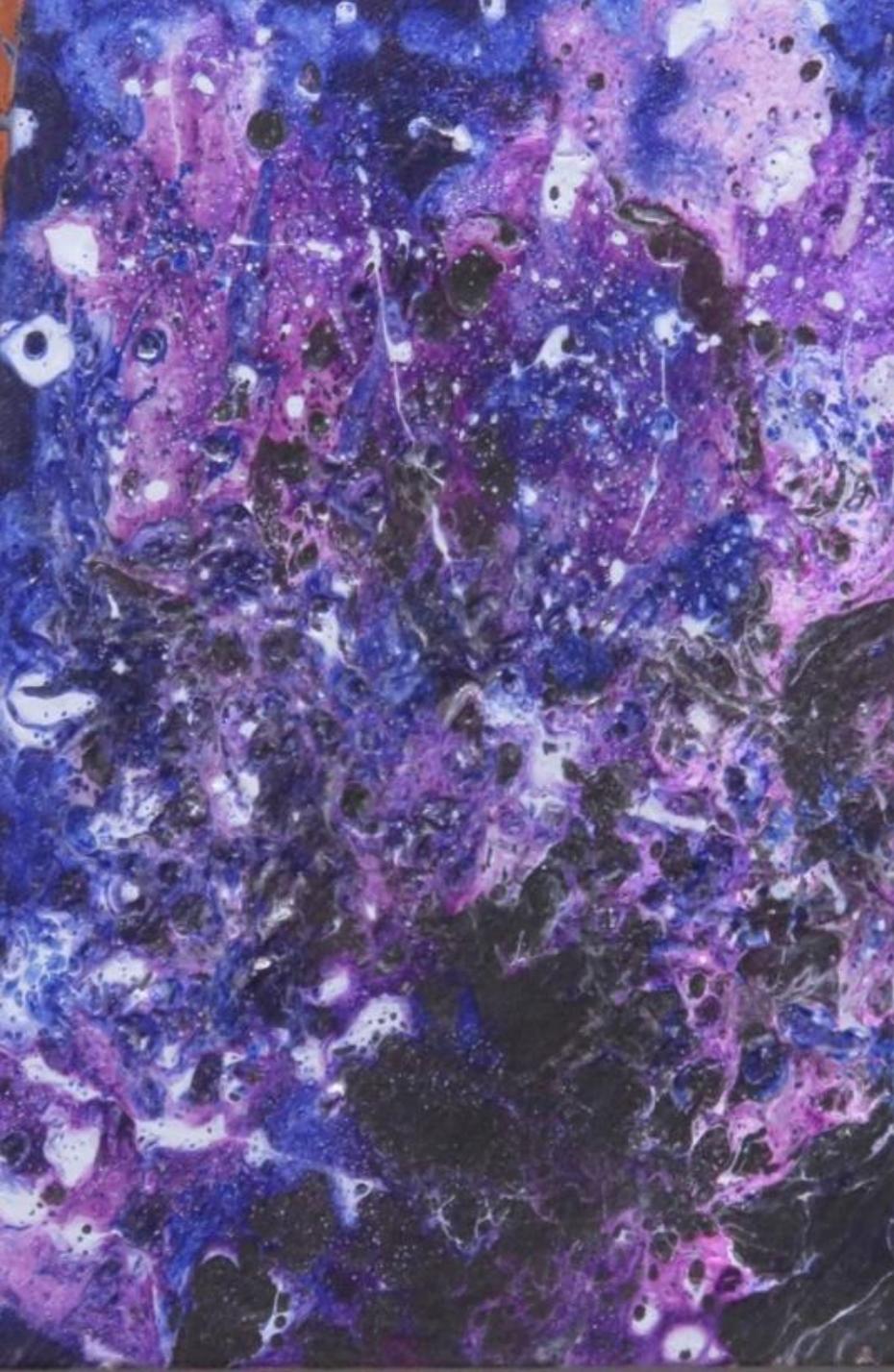


COLORADO OFFICE OF
EMPLOYMENT FIRST
— *Work Elevated* —

Definitions: Employment Service Types

- Group Employment
 - Typically hired by a support agency (i.e. Imagine!)
 - Agency contracts with businesses for labor (work crews)
 - Work typically pays significantly less than minimum wage
 - Work is often conducted in a separate/designated area of the business
- Independent Employment
 - Hired directly by a business into an existing job
 - Competitive wages, access to benefits, and opportunities for advancement
 - Integrated into the business culture
 - Person still receives job coaching support from an agency (i.e. Imagine!)
- Customized Employment
 - Independent employment where a job is “carved out” to suit the needs of both the individual and the business hiring them





Where Imagine! has been...

- Focused on Group Employment, paying almost exclusively below minimum wage.
 - Serving 86 individuals pre-pandemic
- Historically a critical, life-changing service.
 - Opened doors to workforce
- Today, more is possible:
 - Inclusive workplaces
 - Fair wages
 - Meaningful work

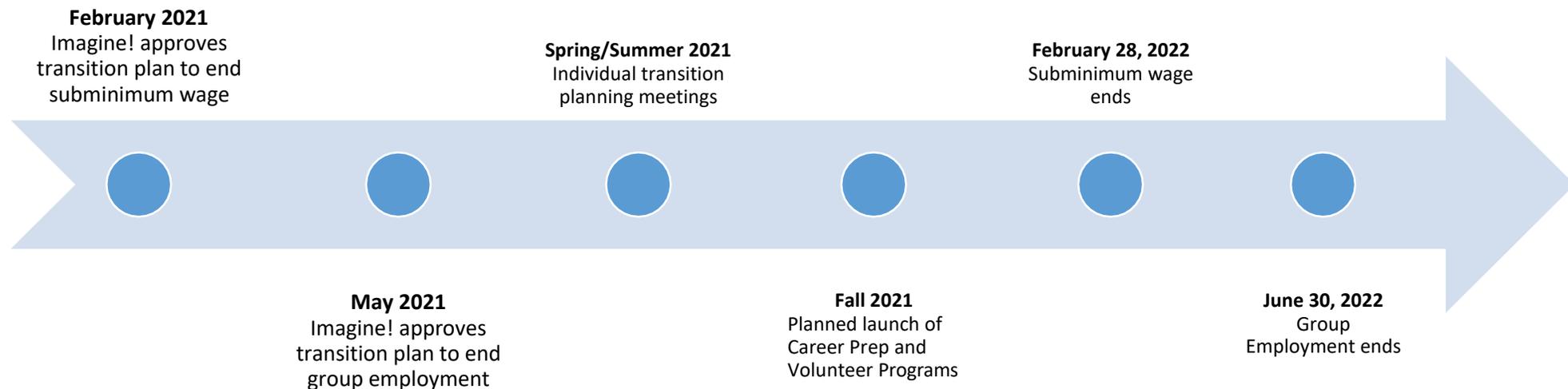
Where we are going: Values

- Subminimum wage is going away, and Imagine! supports the move to CIE.
- Establishing a new vision, culture, and program model for Employment Services at Imagine!
 - Real work
 - Real jobs
 - Real careers
 - Real pay
 - Real professionals
- Committed to supporting everyone we serve through this transition
 - Person-centered planning and goal setting
- Demonstrating what is possible for people with IDD.



Where we are going: Program Changes

- Imagine! supports Employment First
- We are reimagining our programming
 - Career Preparation Program
 - Volunteer Program
 - Customized and Independent Employment Expertise



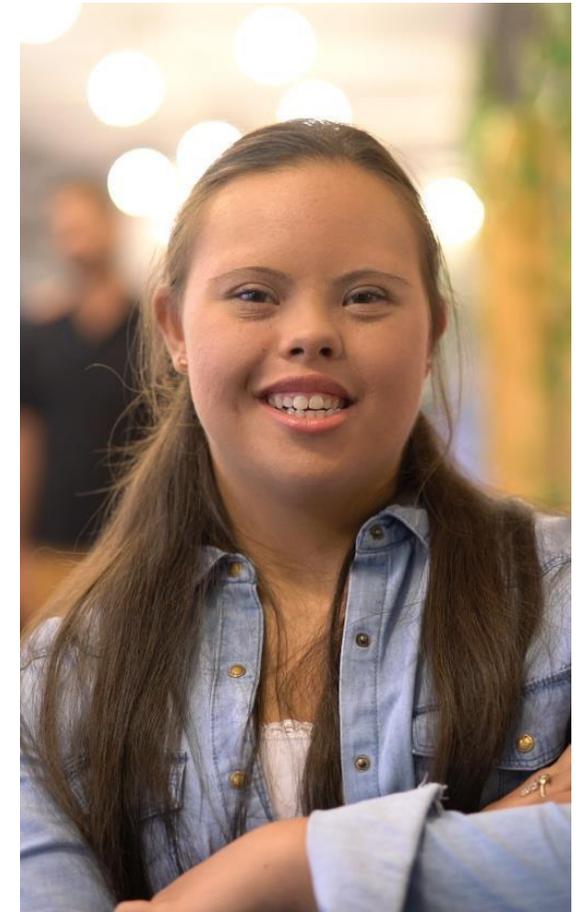
Employment Participation Among People with Disabilities

- We have a lot of work to do.

| Disability Type | Participation Rate (%) |
|----------------------|------------------------|
| Cognitive Disability | 15% |
| Mental Disability | 25% |
| Any Disability | 34% |
| No Disability | 80% |

How YOU can help!

- Talk to your networks.
 - We have tools to help you start the conversation.
- Help connect us to potential employers and partners
 - There are lots of ways businesses can help, from hiring to site tours.
 - All we need is an introduction.
- Encourage inclusion of neurodiversity in equity and inclusion initiatives.
 - At work, at home, in conversation
 - Challenge assumptions about what people with IDD are capable of



Questions?



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Imagine!

Creating a world of opportunity for all abilities

Report to the Board of Directors August, 2021

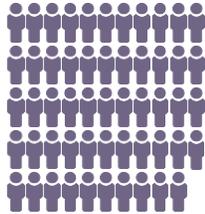
CONTENTS:

- 1) CEO Report
- 2) *Taking a Closer Look at:*
The Staffing Crisis at Imagine!
- 3) Imagine! Foundation Report
- 4) Care Coordination Report
- 5) Community & Employment
Services Report
- 6) Residential & Therapeutic
Services Report

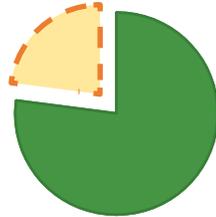




We're experiencing a critical staffing shortage in I/DD services!



We currently have 54 job openings, 43 of which are for direct support professional positions.



The total number of employees at Imagine! has decreased by 184 (23%) over the last two years.



Our turnover rate was 45% last year, compared to an average of 29% for the previous three years. Last year we had 299 voluntary terminations, compared to just 195 three years ago. Last year, we retained just 64% of our employees, compared to an average of 74% over the previous three years.



People have also struggled to find someone to provide services in the first place. Over the last three years, 39% of provider requests got no response. It is especially difficult for people to find providers for SLS Waiver services. Over the last three years, 46% of SLS Waiver provider requests got no response.

The effects of this are significant!

Our employees have been incredible— going above-and-beyond to support the people we serve, but they are burnt out and stretched thin.

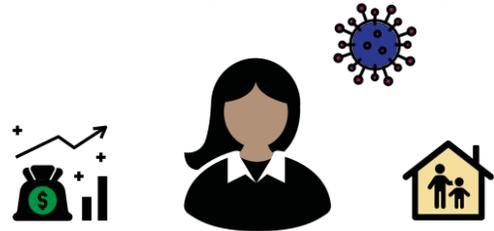


Our unemployment expenses over the last two years totaled \$123k, compared to just \$23k in the two years before that.

We made the difficult decision to transition one of our 8-bed Group Homes into a Companion Home.

We were unable to meet the demand for Community Services, and needed to create a waiting list. There are at least 50 people on it who want in-person services.

What's causing this shortage?

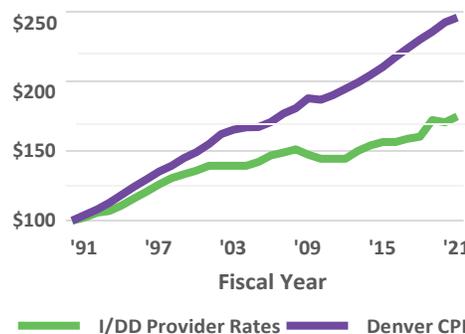


The number of job openings is at a record high and many companies are raising wages, so there's a lot of competition for new hires. Many people left the workforce during the pandemic, including 3 million women. Unemployment benefits have delayed reentry to the workforce. Our front-line workers are experiencing compassion fatigue and burnout.

What can we do to address this?

We're taking urgent actions to support our employees, and improve our hiring process. This includes significant bonuses for our most critical positions. However, we will need more financial support to get us through this staffing crisis. I/DD services in Colorado have been under-funded long before COVID-19.

I/DD provider rates over time have not kept up with the Denver area cost of living (CPI): and



We need your help!



We invite you to share information about this staffing crisis with your elected officials and local leaders! Colorado will soon receive as much as \$600 million in federal funds to help us recover from COVID-19. We want policymakers to know that they can help address this crisis by investing a share of that funding in the I/DD workforce!

◆ **Purpose**

The Imagine! Foundation raises funds beyond its expenses annually and increases awareness of Imagine!'s clients, families, and needs in the local community in order to provide opportunities defined by Imagine! for increased independence and quality of life for those Imagine! serves.

◆ **July & August, 2021**

- **General**
 - Kari Johnson is training and on-boarded as the Foundation Associate.
- **Philanthropy**
 - As of 8/13/2021, **\$90,026 raised from 135 donors**. The FY2022 revenue goal is \$775,000.
 - The Imagine! Board Members will receive a solicitation letter from Sandy Brown, President of the Foundation Board of Directors. *Imagine! Board Members are already at 33% participation with a goal of 100%.*
- **Events**
 - The **Whimsy Farm to Table** dinner is Saturday, August 28th.
 - The **2022 Imagine! Celebration** is February 5th, 2022, at the Marriott Westminster. At this point, we are planning an in-person event with a virtual component, depending on the costs involved and return on that investment. With COVID-19 numbers increasing, we are unsure how or if that will affect the Celebration format, attendance, etc.
 - We have been selected again as the nonprofit partner of Lafayette's **Run for the Sun 5k** in 2022. They donated \$6,500 to Imagine! from the 2021 virtual race.
- **Mission Connection**
 - The **Foundation Marketing Committee** will re-invent its purpose and activities to more fully support mission connection opportunities for board members. Both boards will be included.
- **Imagine! Strategic Plan + Imagine! Foundation**
 - In a special Foundation Board session, Rebecca presented **Case Management Redesign (CMRD)**, the implications for the Foundation, as well as scenarios for how the Foundation can be effective once this takes effect. Breakout groups gave members the chance to ask questions and give feedback on guiding principles. This is a first step in an ongoing process, and no decisions were made.
 - Under the strategic goal – **Deepen our impact through capacity building** - Imagine! Foundation Staff will work with Imagine! program leaders to develop cases for support to be effective at raising targeted funding and identify what private philanthropy can do alongside or in lieu of government funding to advance Imagine!'s mission. This effort will be complete by the end of this fiscal year, in time for budget season.

Ways you can be involved with the Imagine! Foundation:

- Make a philanthropic gift to the Foundation (*your donation may be matched by your employer*)
- Sponsor or purchase tickets to the Imagine! Celebration and invite friends & family
- Subscribe to Foundation Friday ([email Patti](#))
- Attend our next Zoom board meeting on Tuesday, September 14, 7:30 a.m.
- Send ideas to Patti anytime.

Patti Micklin, 303-926-6443, pmicklin@imaginecolorado.org

Care Coordination Report

◆ Case Management Redesign Update

- More information regarding this topic will be discussed in this month's Executive Session at the August Board Meeting.

◆ Overall Achievements, Challenges, & Initiatives

• Achievements

- The Case Management department has now received 62 names of individuals on the DD waiver waiting list to enroll. **38 individuals have accepted the resource and are in the process of enrolling. 3 are enrolled. 21 have declined the resource because they do not need it at this time.**
- The Dayspring department held a Community Calendar Activity at the Bee Hugger Farm in Longmont. It was a great learning and social experience for all who attended.
- The Family Support team has been working hard verifying thousands of receipts from families spending over the last year. They are cleaning up enrollment in the program to capture those who are eligible and intend to participate in the program.
- The Early Intervention team had a supervisor turn over, but were able to quickly hire an internal applicant who is very educated in Early Intervention. They are thrilled.

• Challenges

- We are experiencing high rates of turnover in each department. We are struggling to get positions filled quickly with a lack of candidates. Case Management has 4 vacant positions. Dayspring has one vacant position. Family Support has one vacant position. Early Intervention has one vacant position.
- The Office of Early Childhood (OEC) recently informed CCBs that although the funding for Early Intervention evaluations (birth to three) is transferring from school districts to Housing and Human Services, which we anticipated would be contracted to us, OEC is planning to send an RFP and gather statewide evaluators who will complete them virtually. CCBs are worried that this will make families have an extra step in the process of getting their child set up with Early Intervention. We are equally concerned about the lack of local knowledge, process, outreach, and access to resources if evaluations are centralized statewide. Jenna Corder is participating in the Alliance EI Shock Team meetings to give this input to OEC. Brittany Goodside (Early Intervention Program Manager) and Emily Walsh (Early Intervention Provider Program Manager) are also participating in several stakeholder groups to give their input on this topic.

• Initiatives

- As we quickly approach the end of August, the executive team will be meeting to discuss next steps for employees who have not submitted their vaccination cards or requested and began the process for a medical or religious exemption.
- We are working hard towards the strategic goal of ensuring transitions are smooth for families at various ages and stages.

◆ Department Spotlight: Early Intervention

• Department Summary

- Imagine!'s Early Intervention department serves infants and toddlers birth to 3 years old in Boulder and Broomfield counties through Part C of the IDEA (Individuals with Disabilities Education Act).
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Care Coordination Report

- A child is found eligible for the Early Intervention program in 1 of 3 ways:
 1. A child may be categorically eligible by having a qualifying diagnosis
 2. They may be the child of a person who accepts services from Imagine!
 3. They qualify with a 33% or greater delay in 1 of 5 developmental domains (adaptive, cognitive, communication, social/emotional, or physical).
- The Early Intervention department is composed of our Business Support Team, an Intake Service Coordinator, 2 Lead Service Coordinators, 5 Bilingual Service Coordinators, 7 Service Coordinators, 3 Supervisors (1 is Bilingual), and our Program Manager.
 - Our Service Coordinators are responsible for working with up to 45 families to provide navigation, advocacy, connect families with community resources, and support parents around their child's development. Service Coordinators are required to complete monthly contacts with each family, hold meetings to develop and adjust a child's Individualized Family Service Plan (IFSP), follow state and federal timelines and IFSP expectations, and complete indicators.
 - Our Intake Service Coordinator communicates with the families referred to Imagine!'s Early Intervention Program so they understand the evaluation and eligibility processes. The Intake Service Coordinator also participates in community outreach, balances referrals to ensure Service Coordinator caseloads are equitable, and follows EI Colorado and Federal timelines.
 - Our Business Support Team ensures that our department follows EI Colorado's funding hierarchy, supports our Service Coordinators in following billing timelines, and works with Service Coordinators to meet state required monthly indicators.
- In response to COVID-19, the entire Early Intervention Department was highly encouraged to work from home. All IFSP meetings and support for families now occur via Telehealth, through email, or call/text. This guidance was recently extended by EI Colorado until October 1st, 2021.



- **Department Achievements, Challenges, & Initiatives**

- **Achievements**

- In the last year, we held 4 Town Hall meetings to improve our outreach in a time of low referrals. We extended the invitation to these town halls to hospitals/medical facilities, school districts, child care centers and community partners across the Denver Metro area. In total, the guest list reached 200+ community members. Now that the number of referrals is back up, we will continue to hold Town Hall meetings at least once per year.
 - Over the past 6 months, Early Intervention, Case Management Intake, and the Family Support Services Program have worked together to create a new process to review and enter the delay determination into our internal system and enroll clients in FSSP from EI after a child's 3rd birthday. This new process will bring money to Imagine! by ensuring no determinations are missed for children transferring from Early Intervention to the Family Support Services Program.
 - After the EI eligibility criteria changed from a 25% to 33% developmental delay, our department recognized that children were not qualifying for EI services, but still
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Care Coordination Report

showed a delay and may be in need of assistance. To make sure these families did not fall through the cracks, we have come up with a new process to transfer children to the Family Support Services Program who do not qualify for Early Intervention, but still show a 25%-32% delay. This will allow families to have access to reimbursement funds and resources even though their child did not qualify for Early Intervention.

- We have had an increase in referrals. Our outreach efforts including calling and emailing doctors' offices, preschools, and childcare facilities as well as holding town halls were successful. January, March, and May of 2021 were trending closer to the FY19 numbers. Our overall referral numbers were around 806 for FY21. In FY20, we were on track to have a small increase. Our total ended up being 816, about 70 kids less than was projected. The whole FY21 has been in a pandemic, with our outreach efforts, we were only about 10 below last fiscal year.
- Throughout the pandemic, the EI department, like many other departments, has moved our Service Coordination processes to paperless. We hope to continue these efforts when we return to entering family homes.
- We have improved our quality monitoring in Early Intervention, and are now scoring above the State average.

■ Challenges

- Spring and Summer of 2021 presented our department with many challenges. We had multiple significant life events come up for team members leaving our team short staffed for long periods of time and had 4 staff transition out of our department. The turnover paired with high referral numbers presented our leadership team and Service Coordinators with significant workload increases.
- Recruiting has been a new challenge that presented itself this Summer 2021 for Early Intervention. With having 4 Service Coordinator vacant spots in a span of 4 months, we have seen barriers in recruiting candidates. We have had positions opened for longer than our typical timeframe, making it difficult to be fully staffed.
- Medicaid has a new PAR approval process through Kepro. The process has been slow. PAR's are taking much longer to be approved.
- Some families are opposed to holding virtual evaluations and/or therapies. Talking to these families through the intake process takes significantly more time as they need reassurance and encouragement.
- Imagine!'s Early Intervention Dayspring providers, and some external providers have taken over many Determination of Eligibility (DOE) evaluations from some of the school district Child Find teams. This results in extra work for the Service Coordinators, Intake Service Coordinator, and the Dayspring Department.
- As expected, with the influx of referrals we have seen an increase in needing more and more providers to serve our families.

■ Initiatives

- Early Intervention currently has 2 lead Service Coordinators. These positions were created about 4 years ago to support our overall department with caseload and intake coverage. We are hoping to improve these roles to better suit our current departmental needs, while also restructuring the roles to better support Supervisors in the onboarding of new hires and providing mentorship.
 - When the COVID-19 pandemic started in Colorado, each school district needed to completely adjust their scheduling, documentation procedures, communication with
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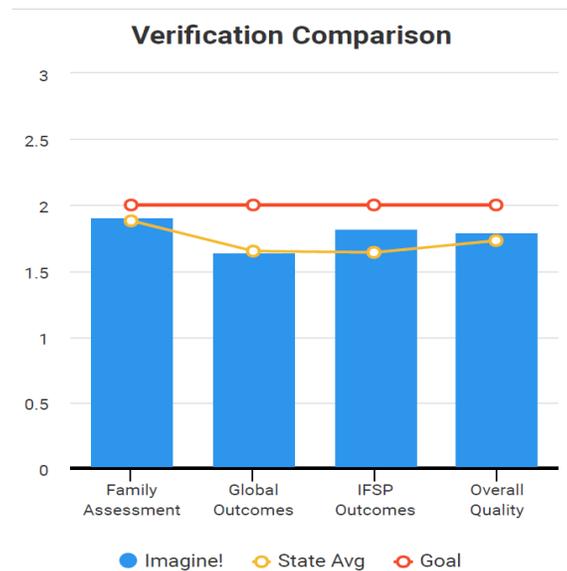
Care Coordination Report

our team, and evaluation processes (both remote and in person). During these times of high stress, each district handled their processes with Imagine! differently, which had the potential for communication breakdown, low customer services for our families, and missing deadlines. During this time, our Program Manager and Intake Coordinator worked closely with each school district to ensure that our rapport was kept, that each district was meeting the requirements in place by EI Colorado, and that updated processes were clearly presented to our Service Coordinators.

- **Department Metrics**

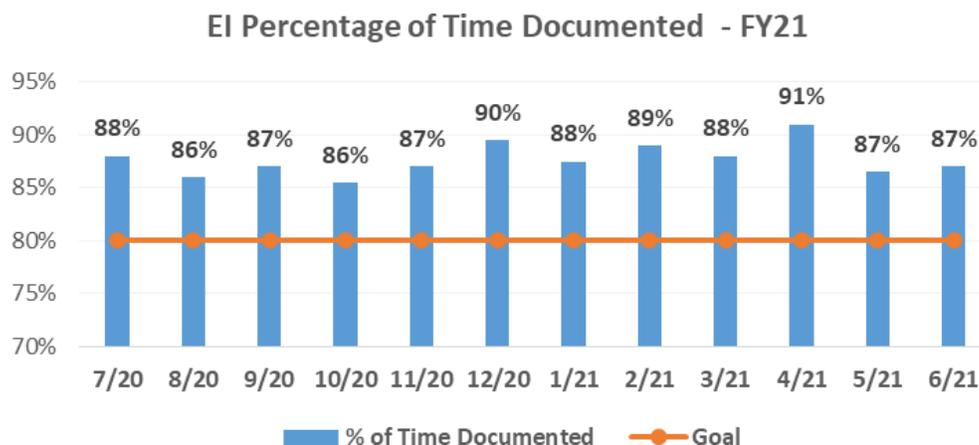
- Quarterly Early Intervention Colorado Quality IFSP and Outcomes Assessment Tool

- Imagine! is above the state average, and less than 0.4 away from the State goal of a 2 in all areas.



- FY 2021 Case Note Expectation Team averages

- Department expectation is 80% of time documented. We met this expectation every month last fiscal year.



◆ **Overall Achievements, Challenges, & Initiatives**

• **Achievements**

- Summer Camp has been a great success despite limitations imposed by the pandemic and constantly changing regulations. Our team is supporting 54 kids at camp this year, and the feedback from parents has been wonderful. A number of families have extended their days or increased the number of days they planned to attend based on the quality of their child's experience.



• **Challenges**

- Staffing has been a challenge throughout 2021, but it has reached a crisis point this summer. This crisis has affected our Adult Community Services most acutely (see below).
- As the Delta variant continues to spread, there is increasing uncertainty around how programming will look over the next several months. Our staff are prepared for a quick pivot back to primarily virtual services if necessary.

• **Initiatives**

- Because of the workforce shortage, program leadership resources are focused primarily on hiring. We are doing everything we can to reach new applicants, spread the word about why Imagine! is a wonderful place to work, and connect with candidates quickly.
- In Employment Services, we are continuing the work of transforming our offerings. Group Employment services at Imagine! will end by July 1, 2022. Our team is hard at work developing replacement programming to better meet the needs of the people we serve. For those who want to earn an income, we will have a career preparation program and a volunteer program with an employment-focused track. For those looking for meaningful ways to fill their days but who do not want to earn an income, we will have a community service-focused track in our Volunteer Program.

◆ **Program Spotlight: Adult Community Services**

• **Program Summary**

- Our Adult Community Services offer adults with IDD the opportunity to connect with people and activities in their local community. This program draws on the principles of therapeutic recreation to offer engaging activities that focus on increasing independence, social skills, and education. Currently, Adult Community Services offers daytime and weekend activities in live and virtual formats.



• **Program Achievements, Challenges, & Initiatives**

▪ **Achievements**

- Throughout the past year, Adult Community Services provided continuous services despite the impacts of COVID and a substantial internal restructure.

▪ **Challenges**

- As mentioned above, our workforce shortage has reached a crisis point. We began trying to hire DSPs to support our Adult Community Services back in February of 2021. Since that time, we have lost more staff than we have on-boarded. Throughout the
-

spring and summer, demand for our services has increased significantly, and folks are desperate to return to program. Instead of welcoming more people back, we have been forced to reduce services. For our fall registration, which is open now, we are capping all participants at 12 service hours per week. Our hope is that this will allow us to continue serving the people we have been without needing to cut services for anyone entirely.

- **Initiatives**

- We have started the process of launching a new software system for scheduling and documentation to increase efficiency and improve staff experience.

◆ **Overall Achievements, Challenges, & Initiatives**

• **Achievements**

- The Behavioral Services team continues to meet their billable percentage goals, and the department is providing quality training to Imagine! Services staff working with individuals with behavioral support needs. This has led to better continuity of care for the individuals we serve.

• **Challenges**

- Imagine! has 900 hours of open positions per week at our 7 residential staffed sites. This includes Mark Emery Foothills Group Home, Bob and Judy Charles Smart Home, Manhattan Apartments, the Independent Apartment Program, Santa Fe Group Home, Charles Family Smart Home, and Garden Place.
- We have had a Mental Health Therapist position open in Imagine!'s Mental Health Services for over 2 months with no qualified candidates to date.



• **Initiatives**

- We will be closing Mark Emery Foothills Group Home and reducing the number of people we serve in our other homes so that the care needs in our homes better match the available staffing capacity.
-