

Imagine! Board of Directors Meeting Agenda
January 30, 2018
7:00PM
Eldridge Room, 1665 Coal Creek Dr., Lafayette, 80026

Creating a world of opportunity for all abilities.

1. Introductions and public input. (I) ***We kindly request that guests limit their comments to 3 minutes or less and regret that minutes are not transferrable.***
2. Approval of minutes of the November, 2017 meeting. (D,A)
3. Completion and return of *Conflict of Interest* forms.
4. Resolution: Transfer of 403(b) contract. (I.D.A.)
5. Finance Committee Report (I.D.A.)
6. Services Committee Report (I.D.)
7. Executive Committee Report (I.D.)
8. Foundation Report (I.D.)
9. Executive Director's Report (I.D.)
10. Adjourn (A)
11. Executive session if needed.

I = information

D= discussion

A= action



CONFLICT OF INTEREST DISCLOSURE STATEMENT

In keeping with the Conflict of Interest policy of Imagine!, I do hereby attest to the following:

I am currently:

- A member of the Imagine! Board of Directors**
- Executive staff of Imagine!**

(1) I have read and understand the Imagine! Code of Conduct and Conflict of Interest principle.

- (2) Neither I, nor any immediate family member has in the past, is presently, or plans to engage in any activity which breaches the Code of Conduct and Conflict of Interest principle, except as noted below:

Fully describe any activity you believe would breach the Code of Conduct, including financial benefits (excluding employee salary/benefits) you or your family may receive from Imagine!:

- (3) I understand that board members of Imagine! shall not receive compensation or personal gain through direct dealing as a board member.

During the course of deliberation and action of Imagine! business, members of the Board of Directors shall abstain from discussion or voting on matters, which have been identified by the board as a potential conflict of interest.

I agree to abide by the requirements of the Imagine! Code of Conduct. I also agree that if a conflict of interest arises within the year after I have signed this disclosure, I will inform the Imagine! Chief Executive Officer in writing.

Name (print)

Signature

Date



BOARD RESOLUTION

The Board of Directors of The Developmental Disabilities Center, dba. Imagine!, (The Employer) met

on January 30, 2018 and have decided to terminate their 403(b) Plan Contract with Mutual of America (Contract Number(s) 053-670-B effective as of April 1, 2018).

NOW, THEREFORE, BE IT RESOLVED THAT:

1. The 403(b) Plan Contract with Mutual of America is to be terminated.
2. The Date of Discontinuance is to be April 1, 2018 (the first day of a calendar month, to be specified in a written notice to Mutual of America, that is at least 31 days after such notice is received at the home office of Mutual of America.)
3. Assets held under the Contract are to be transferred to Principal Financial Group.
5. The appropriate officers and agents of the Employer are hereby authorized and directed to take such further action as may be necessary, appropriate or advisable to effectuate the foregoing resolutions.

The undersigned (Secretary) or (President) of the Board hereby certifies that the forgoing resolutions were duly adopted by the Board at the meeting noted above.

Signed By: _____

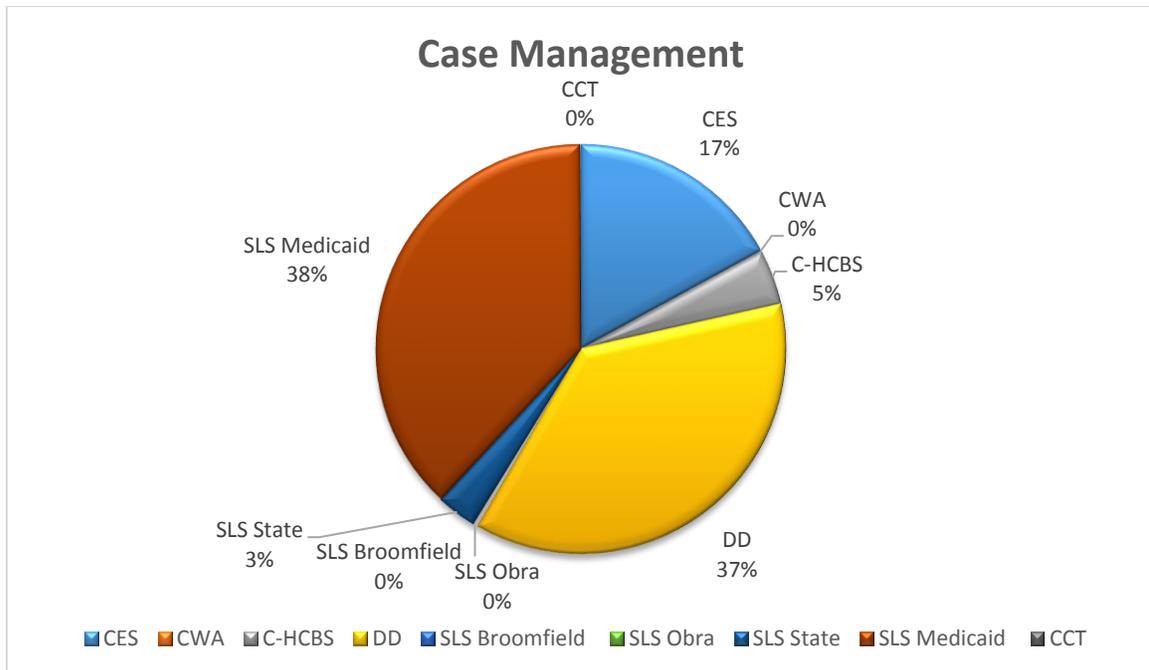
Print Name and Title

Dated: _____

Care Coordination Board Report January 2018

Case Management

- As of January 18, 2018, Imagine! CCB serves 1,160 individuals in Case Management, broken down as follows:



- Case Management is fully staffed.

Purpose Statement: Imagine! CORE/Labor Source (CLS) provides a curriculum based learning experience so that individuals can become employed.

Initiatives

CLS is beginning a long-term project to transform to an Employment First provider. Generally speaking, Employment First means expecting, encouraging, providing, creating, and rewarding integrated employment in the workforce as the **first** and preferred option for people with I/DD. There is no better example of community inclusion for people with I/DD than meaningful employment.

In order to complete this transformation we have initiated business planning. To be completed by July 2018. The plan will address the following:

Design of outcome based service management, implementation of marketing and communications plan, revamping of employee structure to support employment service outcomes.

Employment services as priority: Every person in CLS services will have employment goals at intake and annual planning. Employment assessments will be completed regularly for every person in services. Employment outcomes will be celebrated. Every person in services will have identified and authorized employment funding and support. 55% currently employed. 65% FY2019. 75% FY2020.

Supported Community Connections: When not receiving employment services, persons in services will participate in inclusive community based services, volunteering and employment discovery activities.

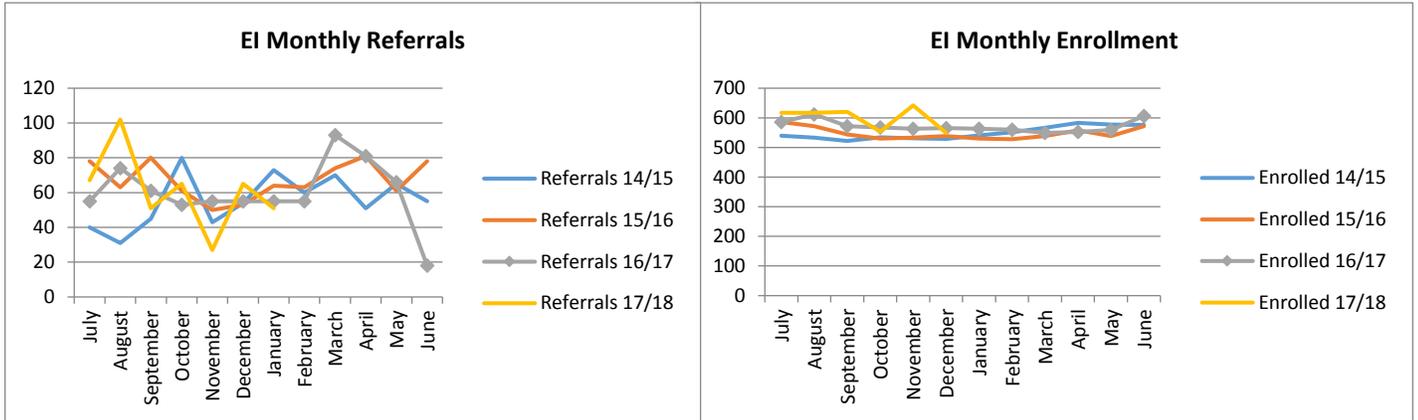
Specialized Day Hab: Minimized facility-based services: focus on AT, communications and behavioral/skill acquisition. 25% of revenue comes from specialized day hab funding. This will not exceed 15% of revenue for services FY2019.

Ongoing Survey and Assessments: Utilizing industry tools and assessments for business partners, employers, persons in services, IDT, and community partners.

Hub/Facility/Office: With current leases ending, new appropriate facilities to be acquired. Centrally located and nimble. Reduce facility expenses by 50%. FY years 2019/2020.

Early Intervention

- As of January 18, 2018, Imagine! CCB serves 552 children in Early Intervention, with another 14 currently in the referral process.
- Early Intervention is fully staffed.



Family Support

- As of January 18, 2018, Family Support is serving 1,098 individuals.
- The ASD Program is currently serving 41 individuals.
- Family Support is fully staffed.

*Submitted by: Jenna Corder, Director of Client Relations
January 18, 2018*



Imagine!
Dayspring
education • therapy • inspiration

January 2018
Board Report

Achievements

- So far, the Early Intervention department restructure has proven to be successful. The more streamlined referral process and paperwork process has maximized efficiency across the department. EI's internal provider team has been able to fill up all the Speech Therapists, Physical Therapists, and Early Childhood Special Educators caseloads. We hope to have the Occupational Therapist's caseloads full within the next couple months.
- The first round of Hanen classes have come to an end and displayed very successful results. The families who participated in the classes took exit satisfaction surveys. The average ratings for the group sessions were 5/5 and the individual visits 4.5/5. We have held the information session for the second round of Hanen classes that will begin the beginning of February. An average class has 4-6 families participate. We have 8 families interested in our It Takes Two To Talk class and 5 families interested in our More Than Words Class. The number of classes offered will depend on who all commits to the program.
- Dayspring has begun to offer Telehealth as a potential service to families in emergency situations. We have been able to provide this service if the location/area of the family's home is a challenge to travel to, if there are medical barriers for service, or if the family's availability is limited. We have been able to utilize Telehealth with 5 Dayspring families and have received feedback from 3. So far the 3 families mentioned that they would utilize Telehealth again and would recommend it to another person. The biggest issues they saw with Telehealth was that the Webex portal being used occasionally had poor visual and/or audio quality. However, for most of the sessions they were able to troubleshoot and find solutions. Overall the families' feelings were that Telehealth was a great way to continue their regular sessions with their therapist when it was not possible to meet in person. One family wrote, "Thank you for helping set up the Telehealth services so that we could continue our OT sessions with our regular OT. I am confident that part of the telehealth success is due to the fact our OT has established a long-term relationship with our daughter, and because of this, the OT had the unique ability to stay personally connected even in a virtual setting."
- Dayspring has hired a new Bilingual Speech Therapist who will be starting January 29th 2017:
 - Jensen earned her M.A. in Speech-Language Pathology from Utah State University in 2017. In addition to the normal master's coursework, Jensen completed a

specialized curriculum in Listening and Spoken Language, preparing her to work with children who are deaf and hard of hearing, and in particular with children who use hearing aids/have cochlear implants. Jensen is fluent in Spanish and enjoys working with families from diverse backgrounds. She is currently in the process of becoming a Hanen certified SLP with the *More Than Words* program and looks forward to pursuing other evidence-based training programs in the future to ensure she is delivering high quality services to the families she works with.

- Dayspring's CCA marketing video is going through its final editing process. Scott will be posting it to You Tube and Facebook hopefully in the next couple weeks.
- Due to increased attendance in our Stomping with Sara Community Calendar Activity and the generous donation from the Longmont Mall, we have decided to add a 3rd class. The class will be held in Longmont and led by Sara Ostrom and our bilingual ECSE Mara Kuczun. We determined that the CCA's currently being offered do not meet the geographical needs and support to our bilingual families. Therefore, we felt it was important to use the donation money to add a CCA that would allow for our bilingual families to benefit from as well as our other Longmont families. This class starts this month.

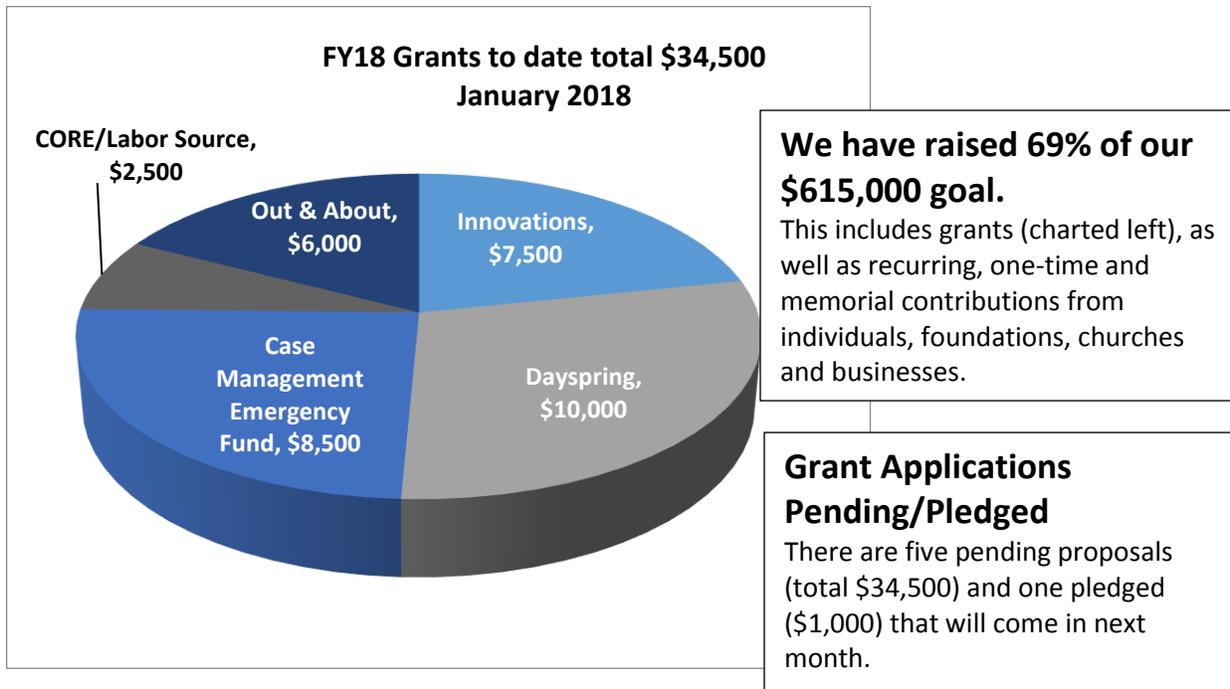
Hurdles

- Cancellations increased during the months of October through December due to increased sickness and the holidays. We are hopeful that the ability to provide Telehealth services will decrease the cancellations within the next fiscal year. It was also determined that the current cancellation protocol is not sufficient for the program. Therefore, Shannon is creating a new cancellation protocol that all providers will be following. This cancellation protocol will go into effect by March 1st, 2018. As of November 1st, the Dayspring providers are also required to overbook themselves by 2 sessions a week to compensate for cancellations.
- We experienced a record low number of referrals for the months of November and December. This caused some frustration with the external provider's and a continued financial loss for Dayspring. Even though we were able to fill up most of the internal provider's caseloads, we received very few OT referrals, which on top of the increased cancellations, continued to add to the financial deficit. We have received some insight from EI's intake coordinator that referrals are picking up. We are hopefully this will be beneficial to all providers.
- Evolv continues to cause issues for Dayspring financially. We have made progress in billing Medicaid through the system, however these claims have been billed with incorrect codes and rates. There has also been trouble with re-billing denied claims. The business office is working on solutions to these issues.



Purpose Statement: 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.



FY18 Initiatives

- 100% of both boards will make a philanthropic gift this fiscal year. **Currently, 92% of the Imagine! Board has contributed.**
- The FY18 Employee Giving campaign will fund technology to improve access for participants in CORE/Labor Source. We currently have 88 donors and are on track to exceed \$9,000.
- The Housing commitment to Imagine! is complete! \$4.3 Million paid!
- The Foundation Board will have a retreat in March to develop next funding steps, with help from Mark Emery.
- The Imagine! Celebration (Saturday, January 27, 2018) is sold out – 499 attendees.
- The Foundation Board will focus on recruiting 2-3 new members, and would like to identify someone from Broomfield.

Ways you can be involved with the Foundation:

- Make a philanthropic gift to the Foundation (if you haven't already)
- Subscribe to Foundation Friday (email Patti)

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

Family Recruited Employee Board Report
December 2017
Jenna Sallee, FRE Program Manager

Update:

Total # of active employees in December 2017: 226
7 new employees hired
10 employees terminated

Happenings:

- Modifying process for trial program Imaginect, initial contact to go out 1/19/18
- Continuing Pay for Performance data
- Starting research on Electronic Visit Verification for Personal Care services in January 2018.
- MyEvolv site-waiting on multi-browser capability. Still TBD.
- MyEvolv: continuing to work on billing issues and held claims with departments and billing office
- Move to new online training website still delayed by IT TBD

Total # of individuals using FRE services in December: 150

FSSP: 2

State: 2

CES: 72

ASD: 0

Medicaid: 74

Top 3 service categories utilized in December 2017:

Respite care: 4047.5 hours served

Personal Care: 1176.25 hours served

Enhanced Homemaker: 703.5 hours served



To: Imagine! Board of Directors
From: Karen Kalis
RE: HR Report for January 30th, 2018 Board Meeting
Prepared: January 22, 2018

HR Purpose Statement:

The HR purpose is to empower our employees to best serve our clients through attracting, developing and retaining top talent in the field of developmental disabilities.

<p><u>Current Employee Census by Status</u></p> <p>As of 1/22/18: Full-time: 307 Part-time (benefits): 25 Casual (scheduled 1-19 hours/wk): 30 Family Recruited Employee's: 255 Substitute: 46 Temporary: 2 Receiving services through Labor Source: 130</p> <p>Total: 665 (doesn't include people in services)</p> <p>FYTD Hiring Data:</p> <ul style="list-style-type: none"> FY New Hires: 115 (includes 50 FREs) <p>FYTD Termination Data:</p> <ul style="list-style-type: none"> FY Terms (w/o FREs or temporary): 40 	<p><u>Census from Previous Year</u></p> <p>As of 1/19/17: Full-time: 300 Part-time (benefits): 24 Casual (scheduled 1-19 hours/wk): 26 Family Recruited Employee's: 244 Substitute: 28 Temporary: 1 Consumers: 120</p> <p>Total: 623 (doesn't include people in services)</p>
<p><u>Current Staffing</u></p> <p>HR 5 FTE Volunteer Program .6 FTE</p>	

Second Quarter Turnover:

CLS Turnover: 6.72%
 Innovations Staffed Site Turnover: 8.04%
 Imagine! Turnover: 3.64%

January Activities:

- Benefits Open Enrollment completed in January
- ACA reporting completed in January
- Compensation benchmarking completed in January
- On-site training in Project Management for 35 employees on 1/23/18

Vision:

Imagine! Behavioral Health Services (IBHS) works with people of all ages that are categorically eligible to accept behavioral health, and or mental health services through Imagine!, and, or out of network

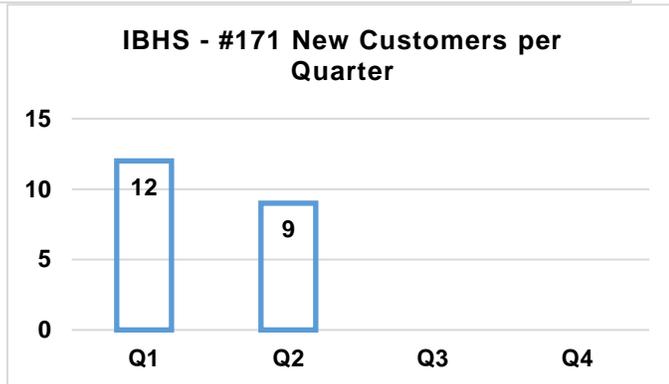
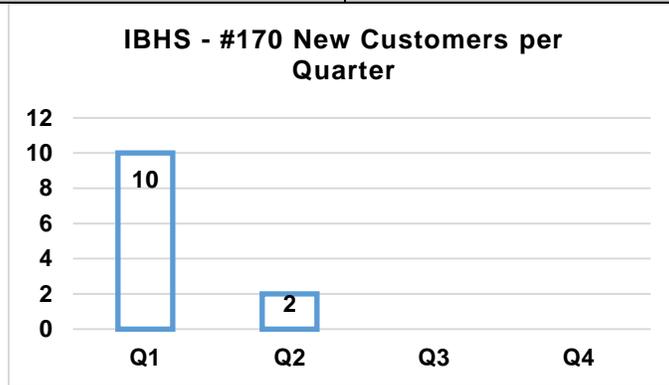
HIMAT insurance providers.

IBHS is committed to personal growth and self-improvement through collaboration and the pursuit of excellence as a team of committed professionals.

Purpose:

We work as a team to help our customers achieve their dreams of success.

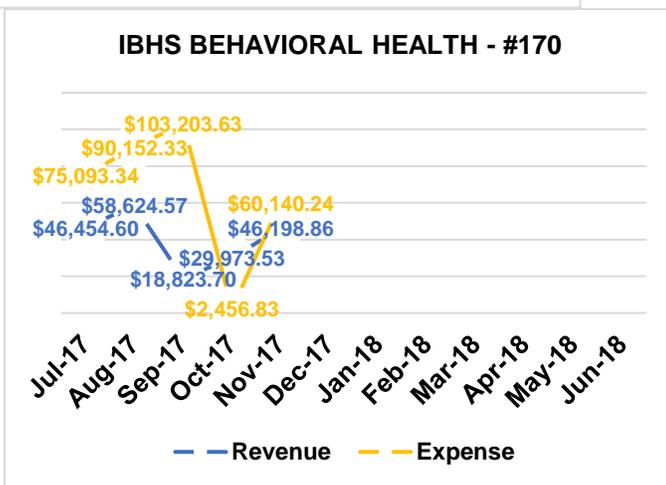
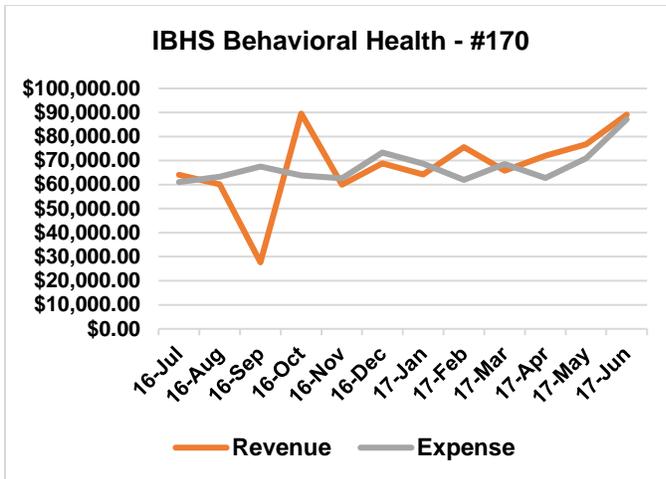
Fiscal Year 2017/2018 Census IBHS Behavioral Health 118 Customers Served as of 01.16.2018	Fiscal Year 2017/2018 Census IBHS Mental Health 265 Customers Served as of 01.16.2018
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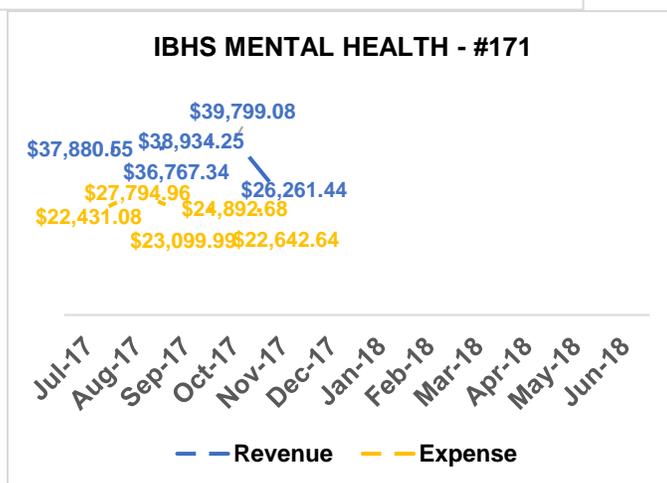
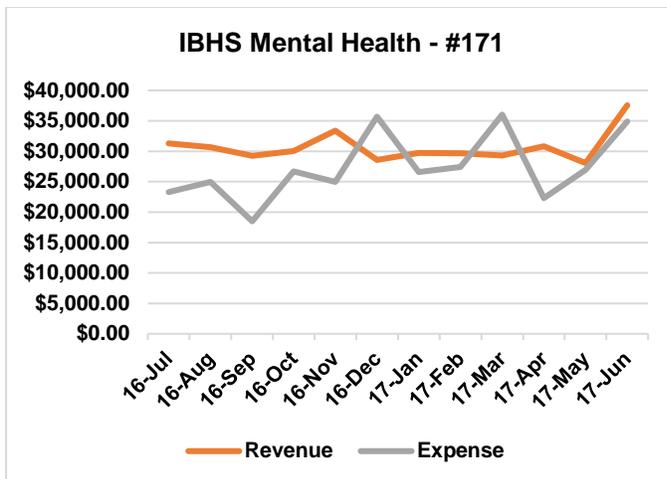
Fiscal Year 2017/2018 – Hires & Separations FTE for #170 Behavioral Health is 10.17 FTE for #171 Mental Health is 3.5



Revenue vs. Expense Fiscal Year 2017/2018



The IBHS Admin team is working diligently to address unrecognized revenue for embedded services provided to CLS and O&A to date, and for missing revenue for services rendered to IBHS private insurance and waiver funded customers. We are also working to confirm the accuracy and to develop a plan to address how “uncollectable private pay” impacts the #170 budget.



Summary of Recent Satisfaction or Surveys Results

- No recent activity to report

Summary Previous Month's Achievements and Hurdles

- EHR Evolve training continues to date across IBHS Behavioral and Mental Health service programs.
 - We continue to work diligently regarding billing issues relating to missing data, and data not being pulled correctly for cost centers #170 (Behavioral Health), and #171 (Mental Health).
- Our administrative team continues to update records with data not transferred from NetSuite to Evolv, and this unexpected manual data entry has resulted in lost staff time.
- IBHS is currently working to become an approved provider as Behavioral Health services move from the CES Medicaid waiver to the Medicaid State Plan – new program **Early and Periodic Screening, Diagnostic and Treatment (EPSDT)** program. IBHS expects to submit its completed application to become an approved program provider in early 2018, the relocation of behavioral services from the CES waivers to the EPSDT program will be completed July 1, 2018.

Summary of Current Program Initiatives

- The #171 team has been working to reconnect with our colleagues at Mental Health Partners (MPH) via re-acquaintance meetings. Our team is in the collaboration phase to create a presentation to give to the MPH medical team on January 30, 2018 on supporting clients with high-functioning autism, and a mental health condition. We are also exploring opportunities to work with MHP more collaboratively to address growing

addiction concerns, preventing a crisis, and the possibility of MHP offering psychiatric support when our contract doctors are out of the office.

- #170 is working on building our Technician ranks to improve how we leverage our Board Certified Behavior Analyst to serve customer more efficiently. Dr. Kupfer conducted the first IBHS Registered Behavioral Technician (RBT) training on January 11, 2018 with employees from CLS, IBHS, and O&A to assist in offering a career ladder to non-credentialed staff supporting customers with behavioral challenges.
- Although our #170 team is short-staffed, our team continues to explore prospects to leverage IBHS resources to creativity identify and recruit additional personnel to manage the demand for community-based behavioral health services throughout our catchment area.
- #171 is investigating ways to extend its capacity to improve intake process for new customers, triaging customer needs, and in researching telehealth applications to implement a telehealth solution to increase capacity.



Imagine!
Innovations
creative residential solutions

Purpose Statement:

Innovations provides quality services that promote a culture of choice and integration through creative solutions.

Summary of Recent Satisfaction or Survey Results

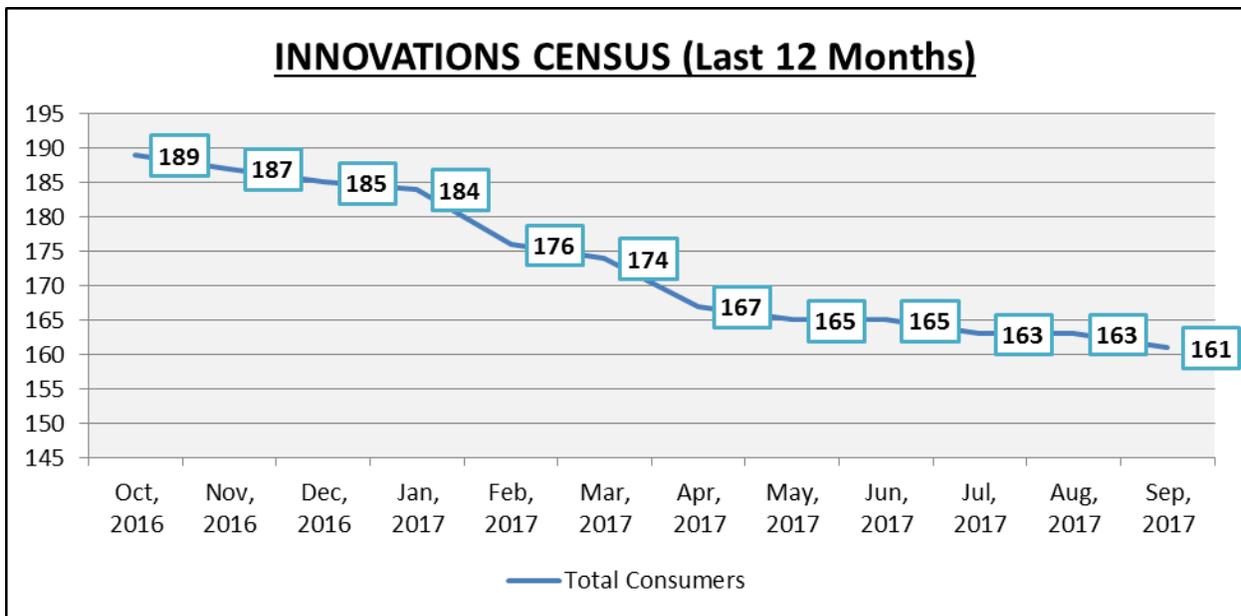
- We are finalizing our desk revisit of our recent GRSS Survey, and plan to be completed with that by the end of February.

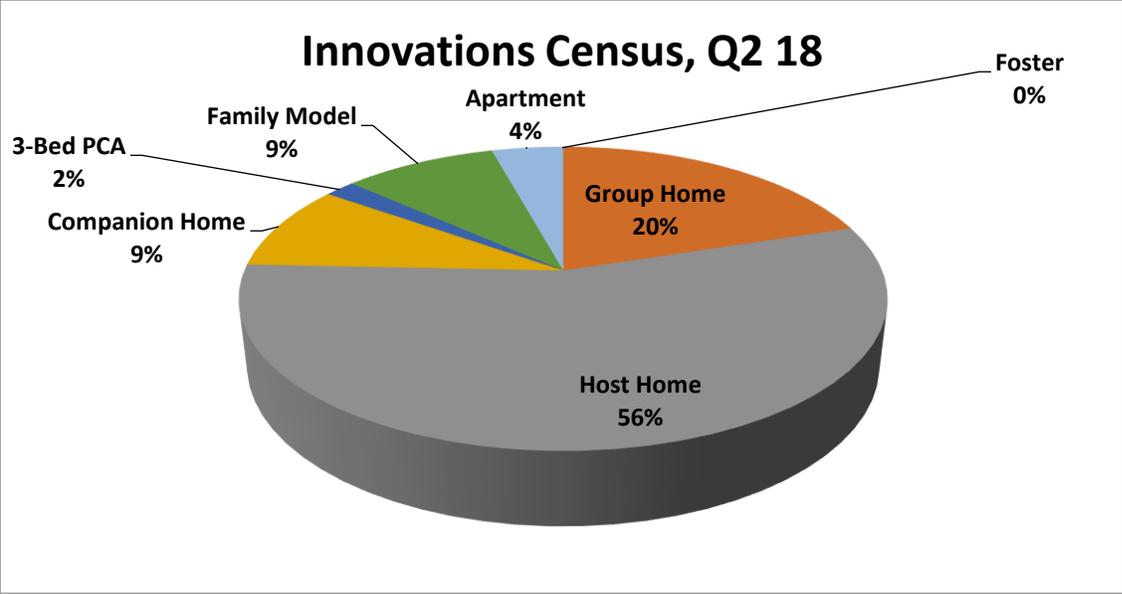
Greatest Successes & Concerns:

- Successes
 - We are continuing to collaborate with other departments at Imagine! in our development of the new Evolv EHR.
 - Staffing at sites that received the pay increases continues to improve. We now have only 3 Direct Service Provider positions posted, for a total of 104 hours (2.6 FTE). This is a significant decline from the 15 DSP positions we had posted 7 months ago.
 - We are moving forward with our plan to go paperless with our program files, using the Evolv system as our client record.
- Concerns
 - We continue to have a significant number of issues with the new Evolv system. Most of the processes we are doing in Evolv are taking more time than they used to, and are generally less efficient. We have had to scale back on several elements of the system that were not working for us in the last few months. We have also had issues with reporting out of the system, which has made it more difficult to do data analysis. We have also not been able to bring our Contract Providers into Evolv, due to the system only working on PCs through Internet Explorer.
 - We have had a significant amount of billing denials so far this Fiscal Year, due to issues with Evolv, State billing and reporting systems, and the Life Enrichment Trust. Additionally, the Evolv system does not give us enough information to properly follow-up on these claims, so it is challenging to know what steps to take to address them.

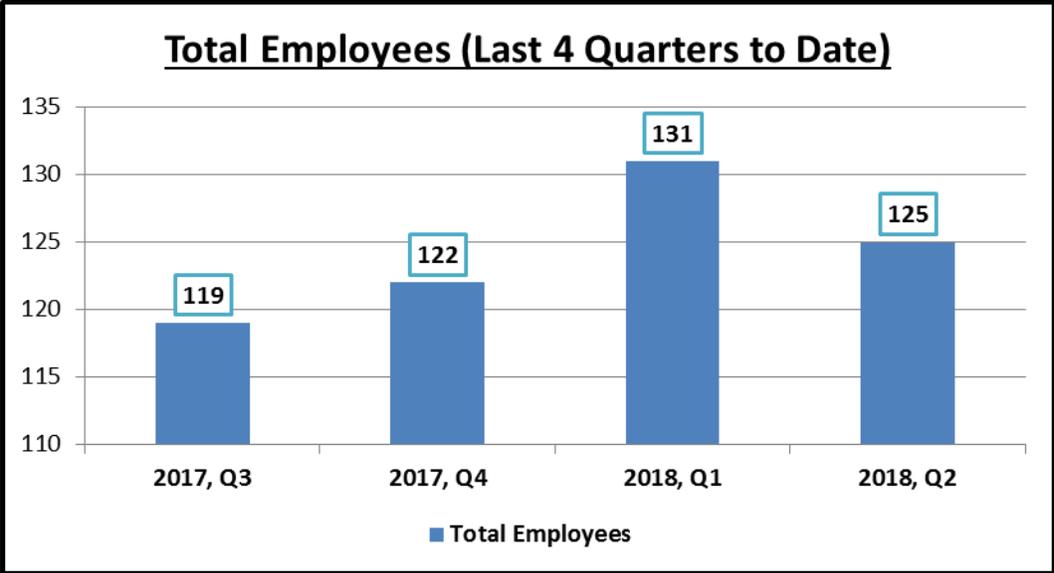
Census Graph for Fiscal Year

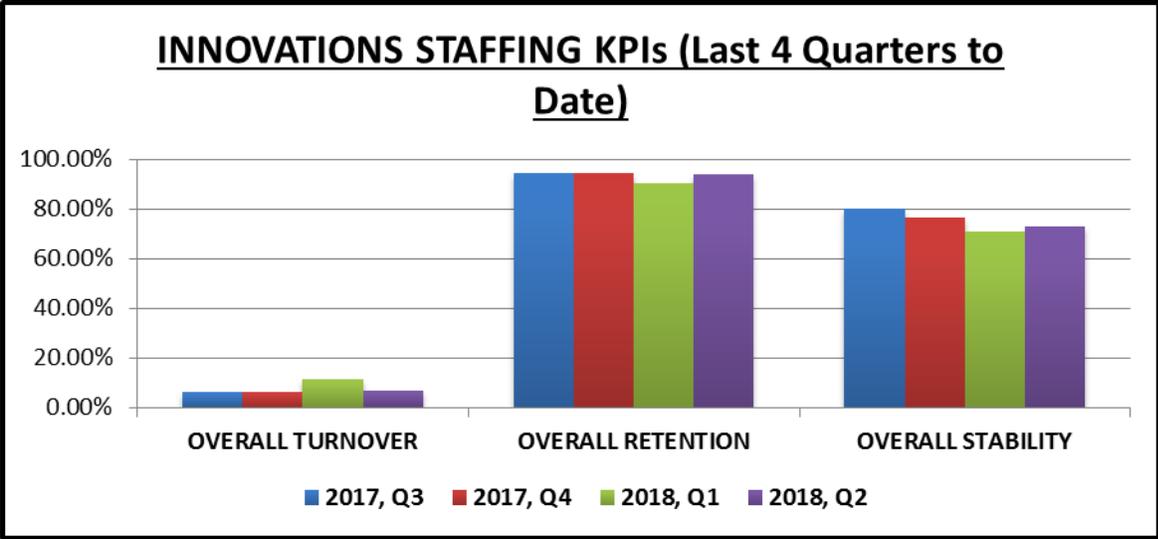
QUARTER	AVERAGE
Q2 17	187
Q3 17	178
Q4 17	166
Q1 18	162



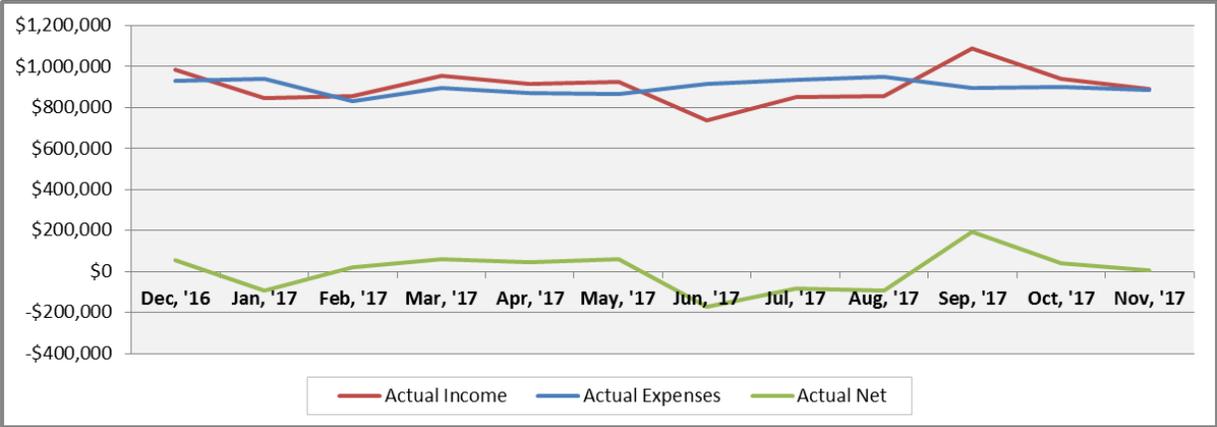


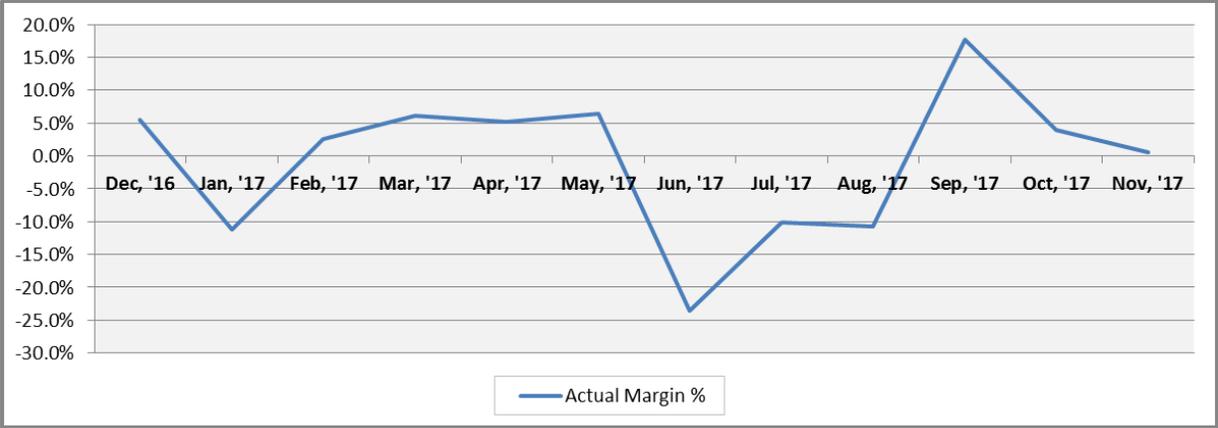
Staffing Graph for Fiscal Year





Budget Graph of Revenue over Expenses for Fiscal Year







Imagine!
Out & About
community based therapeutic recreation

January 2018 Catalog Board Report

Summary of December's Achievements:

- We had 1 volunteer for a total of 6 hours.
- Winter 2018 Catalog is offering the 7th annual Centre Stage production, a new class, "Love Actually," focusing on how to building positive, healthy social skills and relationships, including but not limited to, making friends, dating, and self-esteem.
- Catalog ran 27 activities, including 25 classes, 2 FNOs, and 2 Saturday one-time events.
- Held our 4th "Segue" program for participants ages 16-24 transitioning from Children's to Catalog Services.
- O&A Internship Program had 5 additional inquiries for Summer 2018. We have begun coordinating interviews for the month of January.
- The O&A Therapeutic and Coordinating teams began RBT certification training this month with online modules. Training will continue in live classes with Dr. Jeff Kupfer in January & February.
- We continued job postings for Instructors to accommodate program needs.
- CU Boulder's Minor in Leadership's senior Cap Stone Course students presented their end of semester findings to Out & About department, Imagine!'s PR department, and COO.
- Out & About received the final approval to move forward with Jive. Out & About's Assistant Manager and CTRS coordinated training schedule with CLS's Jive IT team. Department Go Live goal of May 1st, 2018.
- Out & About's Catalog program began planning for Spring 2018 Catalog.
- Out & About's Catalog program received \$3825 of donations from Newmark Miller and individual donors.

Summary of hurdles:

- Program Area Coordinators processed Billing and reporting in Evolv, working through multiple held claims and setbacks due to system errors.
- Troubleshooting how to efficiently and accurately gather statistics and information for various reports. Inaccuracies in NetSuite, combined with staff turnover, the transition to Evolv, and the many ways in which enrollment and funding numbers overlap, presented the O&A team with numerous challenges and required more than 40 staff hours to figure out.

Summary of current Program Initiatives:

- Continue problem-solving Evolv's Billing Process.
- Finalize Spring Catalog and begin collecting registrations.
- Begin intakes for people new to Out & About.



Imagine!

Out & About

community based therapeutic recreation

O&A CHILDREN's January 2018 Board Report

Summary of December's Achievements:

- Children's Program had 2 volunteers for a total of 8 hours.
- December enrollment: 33 children enrolled in December ASP—24 from Boulder, 7 from Broomfield, 2 from out of county. 39 children attended December School Closure Days over the holidays. 28 from Boulder, 5 from Broomfield, 6 from out of county. Activities included Horseback Riding, Sports Authority Tour, Big Time Fun Center.
- O&A Internship Program had 5 additional inquiries for Summer 2018. We have begun coordinating interviews to start in January 2018.
- Out & About's Children Program received donations totaling \$29,800; \$21,050 private donor, \$3750 Newmark Merrill and \$5k from the Miller Family Foundation.
- Passed our 2-year Childcare Health Inspection with no violations.
- Continued job postings for Instructors to accommodate program needs.
- Finalized plans for 4 Spring Semester Interns to begin their internships mid-January.
- The Coordinator and Therapeutic Teams continued RBT training modules online in preparation for live classes with Dr. Jeff Kupfer that will continue January and February.
- CU Boulder's Minor in Leadership's senior Cap Stone Course students presented their end-of-semester findings to Out & About staff, PR staff, Greg Wellems.
- Out & About received approval to begin utilizing JIVE and has a Go Live goal of May 1st, 2018.

Summary of hurdles:

- Continued to troubleshoot problems resulting from MyEvolv Go Live. Processed billing & reporting in Evolv, working through multiple held claims and setbacks due to system errors.

Summary of current Program Initiatives:

- Continue intakes for children new to Out & About.
- Prepare for Children's Centre Stage production by finalizing the script and confirming performance space.
- Begin Summer Camp 2018 planning.
- Plan Spring Break School Closure Days