



# Imagine! Board of Directors Meeting, June 29, 2021

Zoom



## Meeting Book - Imagine! Board of Directors Meeting, June 29, 2021

### Meeting Agenda

- |   |                                   |             |
|---|-----------------------------------|-------------|
| 1. Introductions and public input<br><b>We kindly request that guests limit their comments to 3 minutes or less and regret that minutes are not transferable.</b>   | Information                       |             |
| 2. Approval of Minutes  | Discussion, Approval              |             |
| 3. Election of the 2022 Imagine! Board of Directors slate of officers. I.D.A.<br><b>Heidi Storz, President</b><br><b>Don Brown, President-elect</b><br><b>Brenda Kaser-Burger, Treasurer</b><br><b>JoAnn Ross, Secretary</b><br><b>Sara Boylan, Ex-Officio</b><br><b>Rebecca Rose, Member at Large/Recruiting</b> |                                   |             |
| 4. Recognition of Kevin Nelson's 13 years of service to the Imagine! Board of Directors. I.D.   |                                   |             |
| 5. Recognition of Ron Alford's 2 year tenure as President and 9 years of service to the Imagine! Board of Directors. I.D.   |                                   |             |
| 6. Request for Executive Session if needed. I.D.A.  | Approval                          |             |
| 7. Finance Committee Report   | Information, Discussion, Approval |             |
| 8. Services Committee Report I.D.   |                                   |             |
| 9. Boulder County Report  |                                   | Sara Boylan |
| 10. Foundation Report   | Information, Discussion           |             |
| 11. Executive Committee Report  | Information, Discussion           |             |
| 12. Executive Director's Report   | Information, Discussion           |             |
| 13. Adjourn   | Approval                          |             |
| 14. Supporting Materials. I.<br><br>Imagine! Report to the Board of Directors   |                                   |             |



# Imagine!

Creating a world of opportunity for all abilities

## Report to the Board of Directors June, 2021

### CONTENTS:

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



## General

Imagine!'s Employment Services has partnered with businesses for over 30 years to create employment opportunities for individuals with intellectual and developmental disabilities. Our staff work closely with a business to ensure the relationship is mutually beneficial. A few of our current business partners include the City of Lafayette, The Hungry Toad, King Soopers, Left Hand Brewing Company, Play It Again Sports, and InClover Research. As we work to grow Employment Services, we need more business partners. I encourage you to consider the connections you have with businesses, both professionally and personally, and ask that you put us in touch with decision makers who may be interested in working with us. The market at large is struggling with hiring and we have many talented prospective employees looking for fulfilling employment! Please contact Scott Wendelberger to get started at [swendelberger@imaginecolorado.org](mailto:swendelberger@imaginecolorado.org). Thanks!



## COVID-19

After a great deal of internal discussion that included a review of the results of the voluntary employee vaccination survey, guidance from legal, and the goals we have as a service provider, I've made the decision that we will require COVID vaccinations of employees effective September 1, 2021. This information will be shared live with Supervisors on June 24<sup>th</sup> and then with all employees the week of June 28<sup>th</sup>. We will provide staff with information on how to engage with the Americans with Disability Act interactive process to request a medical or religious exemption, offer a series of small group discussions with a Boulder County Public Health representative for employees who need additional information on the vaccine and virus, and possibly offer an onsite employee vaccination clinic. For employees unable to comply with the vaccination policy by September 1<sup>st</sup>, an exit plan will be developed with their department and Human Resources to avoid unnecessary disruption to services.

*This information is highly confidential until June 24<sup>th</sup> to the Board of Directors and the Imagine! Executive Team.*

Colorado and Boulder County specifically have largely ended the mask mandate and handed off this responsibility to businesses. Effective July 1, if an employee shows proof of vaccination, the employee will no longer be required to wear a mask on Imagine! property or while delivering services except where required by the State. We will continue to ask visitors to be masked until September 1<sup>st</sup> so we can focus on the employee transition first. We'll reassess the mask requirement for visitors at the end of August.

Our greatest barrier to a full return to pre-pandemic level of service delivery is staffing. We cannot hire staff fast enough. I am hopeful that three significant environmental changes will make a difference in the immediate future: (1) the expanded unemployment benefit ends in September; (2) pay raises going into effect in July will draw applicants and retain staff; and (3) American Rescue Plan Act stimulus funding will translate into targeted rate increases that can be passed along to staff in the form of compensation adjustments, hiring bonuses, and retention bonuses.

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Over the next two months, we will work on developing a hybrid work schedule. The goal is to apply lessons learned from the pandemic on effective telework models without compromising productivity, relationships, and the organizational culture we value. We are working toward having this in place for employees to adapt to by September, 2021.

### **Budget Building FY22**

Robin will present the FY22 Budget tonight and you will learn about the significant workforce investments we are making, which include Cost of Living Adjustments, benchmarking, and the reinstatement of benefits as prioritized by employees. Many thanks to Robin and all budget holders for their hard work developing this year's budget.

### **Strategic Planning**

At the end of June, we will assemble work teams for the high priority Year One strategic objectives that were presented to you in May. These work teams will begin sketching out their projects, identifying metrics, and reporting back progress over the next quarter.

I will be taking the first two weeks off in July. I will be available for critical emergencies, but otherwise Robin will assume responsibility per the Delegation of Authority.

Respectfully submitted,

Rebecca Novinger

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Taking a closer look at:

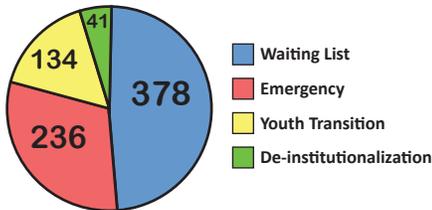
## The DD Waiver Waiting List



### Statewide Data

There are over **3,000** people on the statewide DD Waitlist who would take a resource as soon as possible.

In FY20, the State provided **789** new DD Waiver resources. Of these, most (**48%**) were to take people off of the Waiting List.



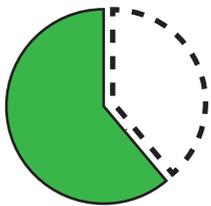
In Colorado, there are **6** adult Medicaid Waivers for people with I/DD. Of those, the Developmental Disabilities (DD) Waiver is the most comprehensive, and provides significantly more funding than any of the other Waivers. This support gives people the opportunity to live more independently, and to gain valuable skills through community day program and employment services.



### Imagine! Data

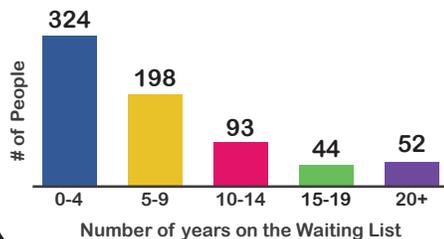
There are currently **711** adults on Imagine!'s DD Waiver Waiting List. Of those, **389** would accept a DD Waiver slot as soon as possible.

Over the last 6 years, the DD Waiver Waiting List at Imagine! has been growing by an average of **30** people per year.



In FY20, **39%** of the people on the DD Waiting List were not receiving any State or Federal IDD funding.

There is a wide range in the time people have been waiting. There are currently **52** people who have been waiting for more than 20 years.



Unfortunately, budget limitations keep the State from serving all adults eligible for the DD Waiver. To address that, Colorado has created a Waiting List for the DD Waiver. As the local Community Centered Board (CCB), Imagine! completes developmental disability assessments for people over 5, and places people on the waiting list as early as age 14.

People are selected from the Waiting List by their Order of Selection date. This is the date they were assessed to have a developmental disability, or their 14th birthday if the assessment happened before they turned 14. However, if a person is in an emergency situation they can get a DD Waiver slot right away. This includes homelessness, abuse or neglect, danger to self or others, or the loss or incapacitation of their primary caregiver.

## The Good News!

Even in these challenging financial times, the State has prioritized services for people with IDD, and has included funding for new DD Waiver resources in the budget for FY22. Starting in July, 2021, the State has approved **\$15.5** million to move **667** people off of the statewide DD Waiver Waiting List.

For Imagine!, that means



people in our area will be selected from the Waiting List this year, and will gain access to critical funding to help them live more independently in their community!

## Imagine! Foundation Report

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### ◆ 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.*

### ◆ FY 2021 Foundation Focus Areas

- 100% of both boards will make a philanthropic gift this fiscal year.
  - *Imagine! Board and Imagine! Foundation Board- 100%*
- Fundraising emphasis on recapturing past donors at all levels, growing major gifts, and creating a memorable virtual event that connects the broader community to Imagine!'s mission.
- The FY2021 Employee Giving campaign will fund small emergency gift cards for families/individuals experiencing a small crisis. *We currently have 100 donors and expect to reach \$9,000.*
- The Foundation Board's Nominating Committee expects to recruit 3-5 new members for Imagine! BOD approval in the spring. *We are adding 3 new members.*
- Foundation funding will support all service areas, Case Management Emergency Funds, technology, the Employee Education benefit (truncated), and home repairs, in varying amounts.

### ◆ June, 2021

- As of 6/12/2021, **\$926,664 raised from 953 donors**. This time last year, \$881,914 from 987 donors.
- **Current Activities:**
  - Foundation Board recruitment for Imagine! BOD appointment is ongoing.
  - New Foundation Associate hired and begins on June 28.
  - FY2022 Planning is underway
  - The Imagine! Celebration will be held on Saturday, Feb. 5 at the Marriott Westminster. We will figure out a hybrid event this year.
  - Summer Board Get Together for both boards – Tuesday, July 27 at home of Heidi Storz and Roque Ramirez.
  - Imagine! Foundation Board Special Session to view Imagine! Strategic Plan, and learn about Case Management Redesign and how it affects the Imagine! Foundation – Tuesday, August 10.
  - Foundation Board recruitment for Imagine! BOD appointment in ongoing.

### **Ways you can be involved with the Imagine! Foundation:**

- Make a philanthropic gift to the Foundation (*your donation may be matched by your employer*)
- Subscribe to Foundation Friday ([email Patti](#))
- Send Foundation Board name suggestions to Patti.

*Patti Micklin, 303-926-6443, [pmicklin@imaginecolorado.org](mailto:pmicklin@imaginecolorado.org)*

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## Care Coordination Report

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### ◆ Case Management Redesign Update

- Rebecca, Robin, and Jenna met with HCPF on Monday, June 14. We were able to get clarification on a few questions. First, HCPF values experience and expertise in the field, which will come into play with the RFP. Additionally, CMS will not allow an entity (CCB, CMA, or PASA) to contract with the same vendors (i.e. IT), but would allow all entities to sub-contract with the same third party vendor.
- HCPF gave us a timeline for decisions to come; this summer catchment areas will be finalized, the next focus will be on the 'only willing and qualified provider,' followed by OHCDs decisions, CCB Designation discussion, where State Funded programs (State SLS, FSSP, OBRA) will go, Quality Case Management discussion (anticipating 5 months on this). Then, in the Spring of 2022, the focus will shift to rate reimbursements. We have a lot of work ahead of us!

### ◆ Overall Achievements, Challenges, & Initiatives

#### • Achievements

- The Case Management department has now received **46** names of individuals on the DD waiver waiting list to enroll. We are in the process of hiring and training two additional case managers to support with this.
- The Dayspring department has begun providing some in-person services to children enrolled in the program. They are also excited to begin small, group, outdoor activities.
- The Family Support team is gearing up to begin funding all clients with state funds and supplement with county funds. This is new this FY and will serve us well to capture more revenue for Case Management for the program.

#### • Challenges

- We are experiencing high rates of turnover in each department and position, from Business Support employees to Supervisors. We are struggling to get positions filled quickly with our pool of candidates.

#### • Initiatives

- Compensation communication is going out the week of June 14<sup>th</sup>. We are thrilled to be sharing this good news!
- The Early Intervention bill passed and Early Intervention Evaluations will transfer from the Department of Education to Department of Housing and Human Services by July 1, 2022. What this means is that the Early Intervention team at Imagine! will be planning and prepping to take over these evaluations in a year!

### ◆ Department Spotlight: Case Management

#### • Department Summary

- Imagine!'s Case Management department serves individuals with Intellectual and Developmental Disabilities (IDD), or delays in Boulder and Broomfield county. Our department is comprised of intake case managers, ongoing adult and children case managers, and our business support team. Additionally we have a few specialized roles such as our Training Specialist and Crisis Specialist who support case managers with being successful in their roles.



## Care Coordination Report

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- Our intake team determines eligibility of individuals who are interested in receiving services with supporting with the collection of records and documentation needed to complete an IDD determination. Adult case managers are trained in the management of the Developmental Disabilities (DD) and Supported Living Services (SLS) waivers as well as State-SLS through state general funds.
  - Children’s case managers specialize in Children’s Extensive Support (CES), Children’s Home and Community Based Services (C-HCBS), and Children’s Habilitative Residential Program (CHRP) waiver.
  - Ongoing case managers work with the individual in services, their parent/guardian (as needed), and the rest of the individual’s interdisciplinary team to draft an individualized plan (IP) that outlines what goals are discussed at the initial IP meeting. This plan is then revisited annually to assure that services and supports are aligned with the member’s activities of daily living and goals.
  - Our business support team supports the department with waiver processing, billing, data management, and Key Performance Indicator (KPI) tracking.
  - In response to COVID-19, case managers have transitioned to working completely remotely. All required face-to-face visits and assessments are currently being completed through a safe, electronic modality.
- **Department Achievements, Challenges, & Initiatives**
    - **Achievements**
      - Currently, we are focusing on three key performance indicators (KPIs): Per Member Per Month (PMPM- where we make contact with a client/their team monthly), Quarterly Monitoring (this typically happens face-to-face), and Timely IP Packets being submitted to the business support team. Our KPI data has remained fairly steady for the last two quarters for quarterly monitoring and PMPM. We have seen an improvement in our late IP data with reaching 87% of on time IPs in quarter 3 of this fiscal year.
      - Imagine! has received 51 HCBS-DD authorizations with an effective date of 7/1. 46 of these authorizations were the result of the Long Bill being signed and 5 were due to the ongoing “churn” of authorizations that we receive every month. In preparation for these authorizations, key staff have been meeting weekly to develop materials for case managers to help guide this conversation and answer questions as they arise. Additionally, Imagine! case management will be hosting informational sessions for families to come and get their questions answered prior to making a decision.
      - The Department of Health Care Policy and Financing (HCPF) implemented a vaccine outreach project to identify homebound members who need additional support with receiving their vaccine. Imagine! completed nearly 700 contacts bringing in almost \$30,000 in revenue for these efforts.
    - **Challenges**
      - The Department of Health Care Policy and Financing will be moving forward with training our case management agency on the new care and case management system. This will be a significant undertaking as we move toward adopting this system and away from our current service planning.
      - Turnover continues to be a challenge for the case management department. While we saw a decrease in turnover overall during 2020, we are finding that staff are now
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## Care Coordination Report

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deciding to leave for greater employment opportunities and a lower cost of living. Many employees have moved out of state amid the pandemic due to no longer being able to afford to live in this area.

▪ **Initiatives**

- After a successful pilot, the case management department will be launching the team approach across all ongoing case management teams starting 7/1. Each ongoing team will have a business support team member embedded in order to support with data management to ensure that the team is meeting their key performance indicators. This approach will also support our department with having built-in coverage when staff go on vacation, leave, or turn over.
  - Imagine! case management has received a budget of \$15,000 from Boulder County specifically for case manager training. Currently we are working with the Association for Community Living and Employer's Council to define training opportunities in the coming months. This is an exciting opportunity and will allow us to provide specific training to our case managers, supervisors, and business support team members.
  - The Department of Health Care Policy and Financing has given case management agencies the opportunity to resume in-person visitations if the person in services requests this. Prior to implementing this, Imagine! will be required to develop a policy and procedure to ensure the health and safety of everyone involved. We are at the beginning stages of this process but are eager to put guidelines in place to begin returning to pre-pandemic procedures.
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◆ **Overall Achievements, Challenges, & Initiatives**

• **Achievements**

- This month, we wrapped up our registration for the summer session of Adult Community Services. For the first time since the beginning of the pandemic, we will be providing more services in-person than virtually!
- During Summer Camp orientation this month, we welcomed 25 staff to work this year's hybrid camp. Although many will stay for only the summer, some will go on to build careers with Imagine!.
- In Employment Services, our first staff member received their certification in Discovery. Discovery is an evidence-based process that takes an in-depth look at all aspects of an individual's life in order to build a profile to assist with identifying a meaningful job opportunity. This is a new service in Colorado, and the certification process for staff is a time-consuming process. We are thrilled to begin offering this service to people interested in working independently.



• **Challenges**

- Hiring continues to be the most significant challenge to service delivery. At this time, there is far more demand for community-based services than Imagine! has staff to provide them. Although we are making progress, getting staff in the door is the limiting factor to our ability to ramp programming back to pre-pandemic levels.

• **Initiatives**

- With the passage of the Medicaid Transportation Bill, Imagine! and other providers will not be subject to heavy restrictions on transportation imposed by the Public Utilities Commission. With COVID transportation restrictions also lifting, we are beginning to assess our transportation service delivery model to look for opportunities to reduce costs while continuing to provide support to those who genuinely rely on Imagine!'s transportation to access their community.

◆ **Program Spotlight: Virtual Services**

• **Program Summary**

- Now that vaccinations are widespread and the return to in-person services is well underway, what will happen to virtual services? As part of Imagine!'s Strategic Plan, we will be developing a post-COVID virtual services strategy in FY22.

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

▪ **Achievements**

- The success of virtual services was instrumental in Imagine!'s ability to weather the pandemic. The Community Services, Behavioral Services, and Assistive Technology teams were quick to collaborate and develop a robust, diverse catalog of virtual offerings. Take a peek here:
  - <https://www.youtube.com/watch?v=T6gNxG5N2ho&t=3s>
- Throughout the pandemic, we offered 50 classes per week, virtual parties for special events, and introduced many of the people we serve to a new way to connect with their friends and loved ones.

## Community & Employment Services Report

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- These services were available nationwide, were featured on blogs, and drew participants from as close as Kansas and as far as New York.

- **Challenges**

- As we enter the “new normal,” it is unclear how much demand will remain for virtual services. On the one hand, many of us are eager to gather again. On the other, for some people, the virtual space is more accessible and/or less intimidating.
- Billing Medicaid for virtual services was only approved temporarily during the Public Health Emergency. There is strong support for incorporating virtual service delivery into the waivers long term, but that has not happened yet.



- **Initiatives**

- To gauge long-term interest, we are planning to survey virtual participants to determine whether they would like this option to be available long term.
  - Our Assistive Technology team will be assessing whether it would be feasible to livestream in-person programming to allow additional participants to join remotely.
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◆ **Overall Achievements, Challenges, & Initiatives**

• **Achievements**

- Imagine! Group Homes were surveyed in late April. Overall, the survey results were comparatively good to previous years and common survey citations across CO's group home surveys. The Department of Public Health and Environment was pleased with our COVID mitigation strategies.

• **Challenges**

- Imagine! began doing our own Medicare billing for Mental Health instead of going through a third party biller. This has proved to be a difficult process and getting claims approved has been slow and inconsistent.
- We have many open positions in our staffed residential sites and there have been very few, if any, applicants for most of these jobs.

• **Initiatives**

- Residential: Over-hiring for extra support in Group Homes
- Mental Health: working to ensure the individuals supported with Imagine! Mental Health Services can access Mental Health Partners' group therapy sessions as needed.

