



Meeting Book - Imagine! Board of Directors Meeting, March 30, 2021

Meeting Agenda

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|---|-----------------------------------|---------------|
| 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. Imagine! Community forum debrief | I. D. | |
| 3. Presentation: Case Management satisfaction survey results. | | Jenna Corder |
| 4. Approval of Minutes

January 2021.docx | Discussion, Approval | |
| 5. Acceptance of Cathy Bodine's resignation form the Imagine! Board of Directors | I.D.A. | |
| 6. Request for Executive Session | Approval | |
| 7. Finance Committee Report | Information, Discussion, Approval | |
| 8. Services Committee Report | I.D. | |
| 9. Boulder County Report | I.D. | Sara Boylan |
| 10. Board Recruitment Committee Report | I.D. | Kevin Nelson |
| 11. Foundation Report
1) Voting on change to by laws
2) Voting on slate of new members/officer | Information, Discussion | Patti Micklin |
| 12. Executive Committee Report | Information, Discussion | |
| 13. Executive Director's Report | Information, Discussion | |
| 14. Adjourn | Approval | |
| 15. Supporting Materials.

Imagine! Report to the Board of Directors - 3-20.pdf | | |



Imagine!

Creating a world of opportunity for all abilities

Report to the Board of Directors March, 2021

CONTENTS:

- 1) CEO Report
- 2) Taking a Closer Look at:
Private Pay Revenue
- 3) Financial Summary Report:
December, 2020
- 4) Imagine! Foundation Report
- 5) Care Coordination Report
- 6) Community & Employment
Services Report
- 7) Residential & Therapeutic
Services Report



General

Every summer, Imagine!'s School Age Services offers an exciting summer camp opportunity for the children we serve. Last summer, we couldn't offer a traditional summer camp experience due to the pandemic. This year, we are excited to return to something that looks like our typical offering of an amazing summer for the children involved in our services. A successful summer camp means Imagine! needs to hire up a fantastic crew of dedicated employees! If you have people in your life looking for a great summer job making a positive difference in the lives of people, [send them to us!](#)



COVID-19

I am happy to share very positive developments in the arena of vaccinations since my last report to you in January. First of all, we have successfully vaccinated the residents of our licensed group homes along with their direct care professionals. This was the population of individuals at the high risk of serious complications from the virus. During the group home vaccination process, a small handful of extra doses were available which we distributed to Imagine! staff.

The second positive development is that as a result of successful advocacy and lobbying by providers of services for people with intellectual and developmental disabilities, including Imagine!, Governor Polis added vaccination eligibility criteria to 1B3 that will capture nearly everyone receiving services from us. Those criteria include Down Syndrome, a disability that makes wearing a mask difficult, and a disability that requires in-home supports. Phase 1B3 begins on Friday, March 5th.

The third positive development is that I've solicited the commitment from Boulder County Public Health to facilitate targeted mass vaccination clinics for people with intellectual and developmental disabilities. This is a population at high risk for delays to accessing the vaccine due to a myriad of possible barriers: the digital divide, lack of transportation, fear of leaving the home after being in a period of hyper quarantine for over a year, difficulty comprehending the safety and rationale for getting the vaccine, and on and on. Boulder County Public Health has expressed its desire to combat societal disparity caused by the pandemic – the virus itself, access to care, and access to the vaccine. For this reason, they are partnering with us to ensure those under 1B3 receive the vaccine in a safe, accessible, and timely fashion. To that end, we will be offering two mass vaccination clinic days at the Boulder County Fairgrounds on April 2 and April 16, with the goal of vaccinating 1,000 people over those two days (plus their accompanying 2nd dose day four weeks later). Following the mass vaccination days, we plan to organize a few smaller community vaccination sites for those who need a more intimate environment. Finally, for anyone homebound, we will work with Boulder County Public Health to target with mobile units.

I'm in the beginning stages of discussions with Broomfield Public Health about targeted efforts as well. After a long year of crisis management, I'm so proud of Imagine! for its involvement in a proactive, positive project that will ensure people's health as we round the corner from this pandemic.

Strategy

Strategic planning is underway. In February, my leadership team developed the first iteration of the Strengths, Weaknesses, Opportunities, and Threats (SWOT) assessment using data collected through an internal scan, an external stakeholder survey, and internal expertise. This SWOT was presented to the Imagine! Board of Directors for input and feedback. That information will be included with Social Venture Partner's (SVP) feedback to create SWOT 3.0. This version will be analyzed by five focus groups of employees in different positions and at different levels of the organization later this month in March. After their input is included, a final version will be created which will then be used to support two days of a virtual "off-site" planning in mid-April. I look forward to sharing the results of our work later this spring/early summer.

Government Relations

The Joint Budget Committee (JBC) recognizes how difficult the pandemic has been on providers of services for people with disabilities, in large part due to the wonderful advocacy work of Alliance, our state trade association, as well as our relationships with legislators through Tanya Kelly-Bowry's terrific ambassadorship of Imagine!. Consequently, there have been a few positive developments in the areas of funding. The first, a supplemental request of \$34M, which includes a temporary provider rate increase retroactive to July 2020, will infuse the system with critical resources to help stabilize providers who took a beating this year. The second is that the JBC has voted to increase provider rates by 2.5% for next year (July 2021 through June 2022) but that won't be finalized until the budget is passed and signed by the Governor. The latter is heavily contingent on the result of the March revenue forecast for the state. Regardless, the signals from the JBC remain supportive of the work we do. In short, we have a slate of elected legislators who want to prioritize the needs of people with disabilities during these trying times. What a gift!

We are monitoring a small handful of bills that will impact specific services Imagine! offers. One involves employment services, one involves transportation, and the largest one has to do with Case Management Redesign. You all recently received a deep dive education on that bill at the 2nd March Board Retreat so I won't go into detail here. My focus at the moment is on working with my colleagues to shape the bill so it sets the best stage possible for Case Management Redesign to complete its work. I will keep the board apprised on its development.

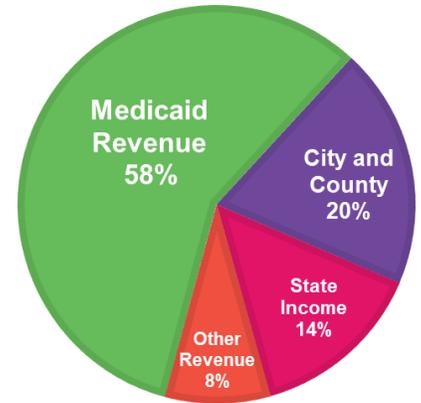
Respectfully submitted,

Rebecca Novinger

Taking a Closer Look at: Private Pay Revenue

Private Pay is an important source of Revenue at Imagine! By offering a Private Pay option, we can provide services to people of all ages who aren't eligible for Medicaid Waiver services, or who opt out of those services. Our Private Pay rates are generally set to match the rates that someone would typically pay for that service, or to the rate a provider like Medicaid would pay. For this reason, Private Pay revenue generates similar profit margins to our regular billing.

Imagine! FY20 Revenue by Type



Most of our Revenue comes from local, State, and Federal funding, with Medicaid being our largest source of revenue. In Fiscal Year 2020, 58% of our Income was from Medicaid, while less than 1% came from Private Pay. Several of our service programs use Private Pay billing, and the way it is used is different for each program.

Average of the Last 2 Fiscal Years (FY19 & FY20)

Program	Private Pay Income	Total Revenue	Private Pay % of Total Revenue
Nursing	\$2,832	\$65,604	4.32%
School Age	\$49,099	\$1,181,627	4.16%
Dayspring	\$25,577	\$876,114	2.92%
Adult Community	\$104,272	\$5,264,071	1.98%
Residential	\$55,296	\$7,034,752	0.79%
Early Intervention	\$16,988	\$2,462,896	0.69%
TOTAL	\$254,064	\$16,885,065	1.50%

Dayspring & Early Intervention

For our Dayspring and Early Intervention programs, the revenue we bring in from private insurance is called Private Pay. Since these are no-cost programs, we follow a funding hierarchy with insurance being primary. We collect whatever we can from the insurance company, and then bill other funding sources for any remainder.

Nursing Services

For our Nursing Services program, we teach several classes that are open to people from the community. The revenue that we bring in from people outside the company taking these classes is considered Private Pay.

Community Services

For our Community Services programs, Private Pay is for people who don't qualify for or who opt out of the Medicaid Waiver, and for those who want to pay for additional service days beyond the Medicaid limit. Participants may private pay for any of our Community Services classes or activities. Our Private Pay rates for Adult Services are set based on the comparable Medicaid Waiver rates for those services.

For School Age Services, our Private Pay rates are set based on the prevailing cost of similar services for kids without I/DD. Funding from the Boulder County Mill Levy helps to support Private Pay for our School Age Services program. This allows us to charge families a reduced rate, and still bring in a sustainable amount of revenue. Boulder County subsidizes about 2/3 of the cost to provide private pay Summer Camp, After School, and School Closure Day services. For 2021, Boulder County has approved up to \$151k to support people who private pay for these services.

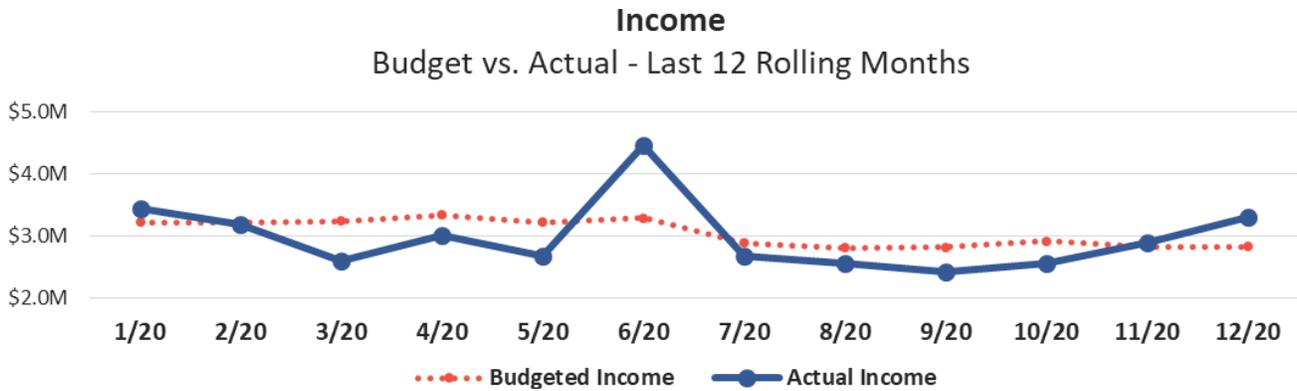
Residential Services

Private Pay is also an option for our Residential programs. However, due to the high cost of Residential support, people are generally not able to afford the private pay rate for these services.

Over the years, we've had a few people in Residential services who've had a Disability Trust account that did not meet State and Federal criteria, and was categorized as an asset. That asset put the person over the \$2,000 asset limit, and caused them to be considered ineligible for Medicaid. They then needed to use the money in their Trust account to pay for residential services, until they ran out of money and could re-apply for Medicaid.

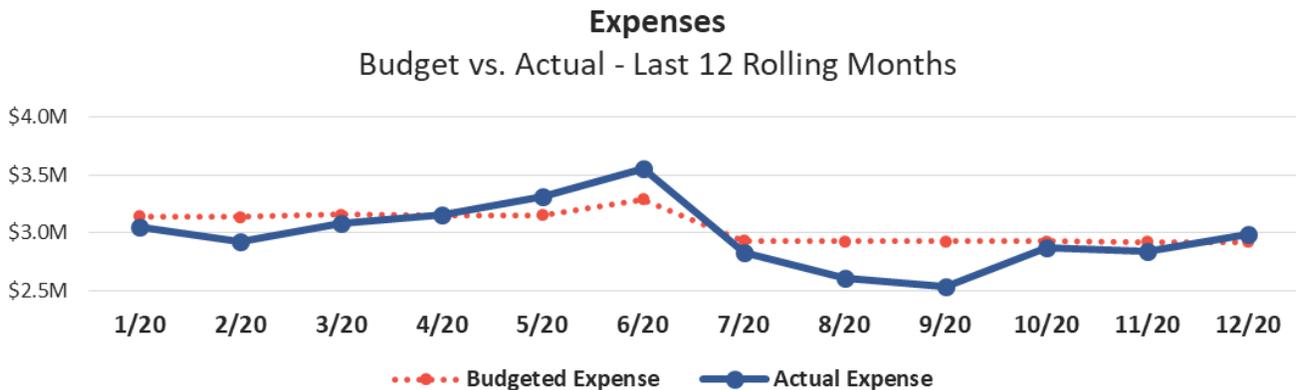
◆ **Revenues**

- Revenue for the month was \$3.3M, \$478k over budget. Major variances for the month were as follows:
 - **Other Government** revenue was over budget by \$639k due to the recognition of \$643.9k of Provider Relief stimulus funds received from the federal government
 - **City and County** revenue was over budget by \$227k as a result of Boulder and Broomfield County revenue having favorable variances of \$160k and \$66k to budget respectively
 - **Medicaid Revenue** was \$206k under budget primarily as a result of CES services being under budget by \$70k. Medicaid SLS services (primarily Adult Community Services) was negative to budget by \$23k, and Facility and Non-Facility based services were negative to budget by \$50k primarily due to lower activity from Adult Community Services because of COVID
 - **State Income** was under budget \$164k
 - **Early Intervention** had a negative \$63k variance due to lower activity in 3rd party services, primarily due to COVID
 - **FSSP** grants were under budget by \$36k due to timing
 - **State SLS** was \$44k under budget due to ongoing lower spend of State grant money
 - Year-to-date, revenue was \$16.4M vs. budget of \$17.1M, a negative variance of \$661k.
 - **State** revenue is \$587k lower than budget:
 - \$321k is due to lower 3rd party Early Intervention services due to COVID, and an open staff position that is 100% offset with lower expenses
 - \$197k is timing of spend of State FSSP grant money, and 100% offset with lower expenses
 - \$87k is lower SLS clients spend due primarily to COVID, and is 100% offset with lower expenses
 - **Medicaid** revenue is \$789k lower than budget
 - \$252k is lower revenue from Adult Community Services
 - \$155k is from lower School Age Services revenue
 - \$220k is lower Host Home and Companion Home revenue, primarily due to vacancies and slower growth than anticipated
 - \$64k is lower Behavior services primarily due to COVID and lower FTE
 - \$61k is lower CES 3rd party spend
 - \$35k is lower Family Care Giver revenue, primarily due to COVID
 - **Boulder County** Mill Levy revenue is \$154k positive to budget due to timing
 - **Other Government** revenue is \$648k positive to budget due to CARES Act Provider Relief funds
 - Some of the negative variance YTD is offset by positive revenue variances in two of the Group Homes, the Family Recruited Employee (FRE) program, and the Foundation.
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◆ **Expenses**

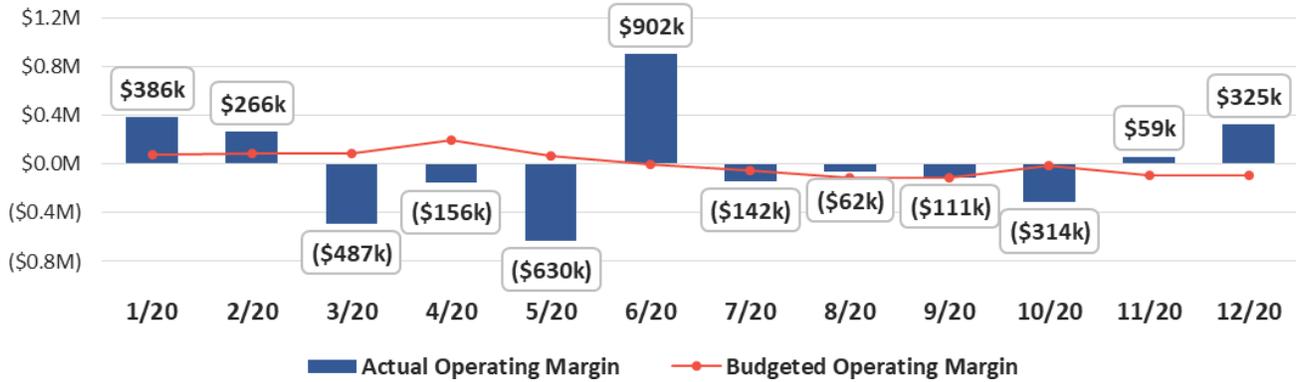
- Expenses for the month totaled \$2.9M, \$60k over budget. The major variances for the month were as follows:
 - **Grants** – Grants were over budget by \$132k. due to timing on Boulder County grants.
 - **Professional Services** – under budget by \$55k, including Professional Services and Professional Other Medical Services.
- YTD expenses were \$13.7M vs. budget of \$17.6M, \$891k below budget.



◆ **Operating Margin**

- The Operating Margin was \$325k for the month, \$418K favorable to budget due to the favorable CARES Act Provider funding and timing of Boulder County funding.
- Year-to-date Operating Margin was (\$244k), a favorable variance of \$230k primarily due to recognition of \$648k of CARES Act Provider relief stimulus fund and \$154k of Boulder County funding.

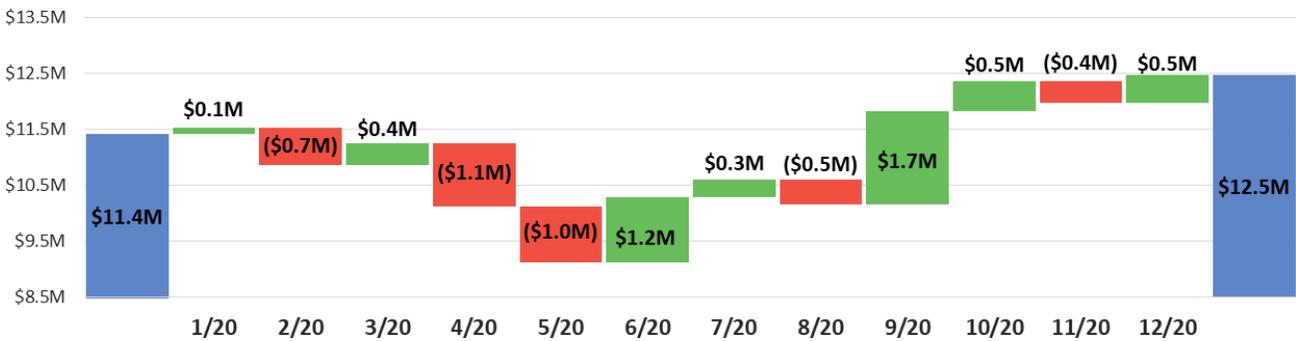
Operating Margin
Budget vs. Actual - Last 12 Rolling Months



◆ **Cash Flow**

- There was positive operating cash flow of \$514k for the month primarily due to Net Income of \$349k, changes in Accounts Payable of \$524k, changes in Other Current Assets of \$194k, and changes in Other Current Liabilities of \$370k.

Cash Flow
Last 12 Rolling Months



◆ **Statement of Financial Position**

Imagine!
Statement of Financial Position
End of Dec 2020

Financial Row	Amount (As of Dec2020)	Comparison Amount (As of Adjust FY20)	Variance
ASSETS			
Current Assets			
Bank	12,474,885	10,287,204	2,187,682
Accounts Receivable	4,134,107	6,300,176	(2,166,069)
Investments	1,371,530	1,092,465	279,065
Other Current Asset	832,318	1,032,924	(200,606)
Total Current Assets	18,812,841	18,712,770	100,071
Fixed Assets	5,804,935	6,080,996	(276,060)
Other Assets			
1900 - Prepaid Benefit Cost	1,086,605	1,086,605	-
1910 - 457 Plan Assets	92,187	92,187	-
1960 - Investment in Foothills	103,029	103,029	-
1970 - Investment Imagine Housing Corp II	594,157	594,157	-
1980 - Investment Carasolva	90,000	90,000	-
1990 - Investment in HC III - Broomfield	541,360	541,360	-
Total Other Assets	2,507,338	2,507,338	-
Total ASSETS	27,125,114	27,301,104	(175,989)
LIABILITIES & EQUITY			
Current Liabilities			
Accounts Payable	2,000,118	2,244,230	(244,112)
Other Current Liability			
2050 - Short Term Debt	183,384	183,384	-
2495 - Deferred Revenue	50,000	-	50,000
Total Other Current Liability	233,384	183,384	50,000
Total Current Liabilities	2,233,502	2,427,614	(194,112)
Long Term Liabilities	2,529,381	2,529,945	(564)
Equity	22,362,232	22,343,545	18,687
Total LIABILITIES & EQUITY	27,125,114	27,301,104	(175,989)

◆ Cash Flow Statement

Imagine!
Cash Flow Statement
Dec-20

Financial Row	Current Month (Dec 2020)	Year-To-Date (Jul 2020 - Dec 2020)
Operating Activities		
Net Income	348,523	18,687
Adjustments to Net Income		
Depreciation and amortization	72,407	407,271
Accounts Receivable	133,825	2,048,008
Other Current Asset	(194,490)	(80,880)
Accounts Payable	524,608	84,317
Sales Tax Payable	200	208
Other Current Liabilities	(370,445)	(160,575)
Total Adjustments to Net Income	166,104	2,298,349
Total Operating Activities	514,627	2,317,036
Investing Activities		
Fixed Asset	-	(131,211)
Total Investing Activities	-	(131,211)
Financing Activities		
Long Term Liabilities	(282)	(564)
Total Financing Activities	(282)	(564)
Net Change in Cash for Period	514,345	2,185,261
Cash at Beginning of Period	11,960,540	10,289,624
Cash at End of Period	12,474,885	12,474,885

◆ Budget vs. Actual by Cost Center

Imagine!
Budget vs. Actual by Cost center
Dec 2020

	Revenue	Budget	Amount Over Budget	Expense	Expense Budget	Amount Over Budget	Margin Actual	Margin Budget	Amount Over Budget
000 Import	-	36,025	(36,025)	-	-	-	-	36,025	(36,025)
100 CASE MANAGEMENT	279,775	295,364	(15,589)	254,132	247,301	6,831	25,643	48,063	(22,420)
105 SERVICE COORD	73,995	82,988	(8,992)	73,995	82,298	(8,303)	-	689	(689)
120 ADMINISTRATION	681,316	21,551	659,765	108,305	105,211	3,094	573,011	(83,660)	656,671
121 DIXON BLDG	-	-	-	17,028	22,266	(5,237)	(17,028)	(22,266)	5,237
122 INFORMATION SYS	286	250	36	97,398	109,851	(12,453)	(97,112)	(109,601)	12,489
123 COAL CREEK BLDG	-	-	-	16,564	17,306	(743)	(16,564)	(17,306)	743
125 BUSINESS OFFICE	-	-	-	52,972	53,807	(835)	(52,972)	(53,807)	835
126 HUMAN RESOURCES	-	519	(519)	90,368	74,264	16,104	(90,368)	(73,745)	(16,623)
135 FOUNDATION	-	22,705	(22,705)	21,858	22,148	(290)	(21,858)	557	(22,415)
140 SERVICES ADMIN	-	-	-	(75,939)	-	(75,939)	75,939	-	75,939
150 COMP SERVICES	5,993	6,750	(757)	31,549	5,083	26,466	(25,557)	1,667	(27,223)
160 EMERG SERVICES	90,298	35,958	54,340	69,901	35,752	34,149	20,397	207	20,191
170 IBHS	33,941	44,084	(10,143)	34,656	38,749	(4,093)	(715)	5,335	(6,050)
171 MENTAL HEALTH	21,061	23,892	(2,831)	25,386	23,338	2,047	(4,325)	553	(4,878)
200 DAYSPRING	56,219	65,118	(8,899)	56,313	68,133	(11,820)	(94)	(3,015)	2,920
205 EI	155,043	218,413	(63,370)	134,290	199,476	(65,186)	20,753	18,937	1,816
210 FAMILY SUPPORT	455,917	181,412	274,505	207,724	168,347	39,377	248,193	13,065	235,128
218 CES	11,066	80,438	(69,372)	77,966	78,771	(805)	(66,900)	1,667	(68,567)
220 ASD	57,807	25,833	31,974	67,449	19,359	48,090	(9,642)	6,474	(16,116)
221 O&A CHILDREN	(154,994)	96,739	(251,733)	75,177	88,479	(13,302)	(230,171)	8,260	(238,431)
222 O&A CATALOG	583,943	215,392	368,551	183,478	244,058	(60,580)	400,466	(28,666)	429,131
300 LONGMONT CLS	(317,526)	58,994	(376,521)	155,284	59,505	95,779	(472,810)	(511)	(472,299)
301 LONGMNT CONSUMER	-	-	-	4,335	-	4,335	(4,335)	-	(4,335)
302 BOULDER CONSUMER	4,906	-	4,906	3,144	-	3,144	1,763	-	1,763
340 SLS MEDICAID	21,656	33,333	(11,678)	7,424	31,667	(24,242)	14,231	1,667	12,565
341 SLS STATE	(7,893)	24,745	(32,638)	4,482	23,079	(18,597)	(12,374)	1,667	(14,041)
342 SLS ADMIN	333	1,667	(1,333)	531	450	81	(198)	1,216	(1,414)
360 FAM REC EMPLOYEE	179,180	150,601	28,579	133,707	122,719	10,988	45,473	27,882	17,591
410 MANHATTAN	38,906	44,159	(5,253)	31,135	28,181	2,954	7,771	15,978	(8,207)
515 CHARLES SMT HOME	51,951	79,944	(27,993)	68,034	66,284	1,749	(16,082)	13,660	(29,742)
520 19TH	-	-	-	70	-	70	(70)	-	(70)
540 FOOTHILLS	64,135	43,954	20,181	57,681	52,040	5,640	6,454	(8,086)	14,540
545 LGMT GROUP HOME	58,106	56,494	1,612	55,609	58,895	(3,286)	2,496	(2,401)	4,898
550 SANTA FE	95,001	54,827	40,174	65,594	59,922	5,672	29,408	(5,095)	34,503
600 RESIDENTIAL OPS	(2,347)	22,911	(25,258)	113,978	86,655	27,323	(116,324)	(63,744)	(52,580)
601 NURSING	18,341	22,537	(4,197)	37,391	34,127	3,263	(19,050)	(11,590)	(7,460)
605 TIMBER RIDGE	46,561	36,535	10,026	26,526	23,564	2,961	20,036	12,971	7,065
615 GARDEN PLACE	29,956	35,696	(5,740)	34,850	29,404	5,446	(4,893)	6,293	(11,186)
620 HOST HOMES	514,433	508,787	5,645	401,821	396,964	4,857	112,611	111,823	789
621 HOST HOME COMPAN	64,060	96,282	(32,222)	74,644	64,668	9,977	(10,585)	31,614	(42,199)
682 FAMILY CARE GIVE	95,205	103,335	(8,129)	84,543	79,508	5,035	10,662	23,827	(13,165)
TOTAL	3,306,631	2,828,232	478,399	2,981,350	2,921,628	59,722	325,281	(93,395)	418,676

◆ **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 Members' participation is 93% as of 3/15/2021. The Imagine! Foundation Board participation is 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.
- Foundation funding will support all service areas, Case Management Emergency Funds, technology, the Employee Education benefit (truncated), and home repairs, in varying amounts.

◆ **March, 2021**

- As of 3/15/2021, **\$868,846 raised from 863 donors**. This time last year, \$803,082 from 874 donors.
- **Current Top Appeals:**
 - Grants total \$156,000 from 13 funders. Impact areas: Case Mgmt Emergency Fund, Dayspring, Residential, Home Maintenance, COVID losses, Technology.
 - Board Giving, Board Solicitation and Direct Mail are all up over previous years.
 - Imagine! Celebration raised \$392,000.
- **Current Activities:**
 - By laws revision for Imagine! BOD discussion/approval.
 - Foundation Board recruitment for Imagine! BOD appointment.
 - Spring Direct Mail to recapture lapsed donors.
 - New BOD Orientation – Friday, May 21, 7:30-10 a.m.

Ways you can be involved with the Foundation:

- Make a philanthropic gift to the Foundation (*your donation may be matched by your employer*)
- Subscribe to Foundation Friday ([email Patti](#))
- Attend our next Zoom board meeting on Tuesday, June 8, 7:30 a.m.
- Send Foundation Board name suggestions to Patti.

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

**ACTION Needed by Imagine! Board of Directors:
Imagine! Foundation By Laws Addition**

*Per the Imagine! Foundation By laws, any changes require approval by the Imagine! Board of Directors.
Please review the information below. In the Foundation Report, I will ask for your appointment vote.*

ARTICLE III – DIRECTORS

Section 3.2 Number and Tenure. The Board of the Corporation shall be composed of not less than 5 directors. Each director shall hold office for a term of three years and may serve no more than two terms. Upon completion of two terms, a director may be granted emeritus status. Granting of emeritus status is at the sole discretion of the Board which should consider, among other factors, a director's outstanding and continuing efforts on behalf of the Imagine! Foundation and/or Imagine! Once granted emeritus status, that director shall remain on the Board as a non-voting member in perpetuity and is eligible to serve on committees. **PROPOSED ADDITION:** Tenure for any board member may be altered subject to the provisions of **Article IV, Section 1.**

ARTICLE IV – OFFICERS

HIGHLIGHTED TO REFERENCE WHAT PROPOSED ADDITION REFERS TO (no proposed change to this section):

Section 4.1 Officers, Election, and Terms Thereof. The officers of the Corporation shall be the president, vice president, secretary, treasurer, and such other officers and assistant officers as the Board may from time to time deem necessary or advisable. All officers shall be members of the board of directors, shall be elected by the board of directors at its annual meeting or at such time that may be determined appropriate, and shall hold office for a term of two years or until their successors shall be elected and shall have qualified. All officers may be elected for an unlimited number of terms.

Rationale for addition to Section 3.2: Imagine! Foundation board members would like more officer onboarding before making the commitment to serve in a leadership role. Adding this flexibility allows us to extend a current member's term in order to serve in an officer capacity while newer members have the time to build their knowledge of the organization and roles. ***Note:*** *this is the same addition the Imagine! BOD adopted earlier this fiscal year.*

**ACTION Needed by Imagine! Board of Directors:
FY2022 Imagine! Foundation Officer Slate, Member Renewals, New Members**

*Per Imagine! Foundation By laws, a majority of Imagine! Foundation BOD are appointed by the Imagine! BOD.
Please review the information below. In the Foundation Report, I will ask for your appointment vote.*

FY2022 Officer Slate for your information:

- President – Sandy Brown
- Vice President – Patrick Daly
- Treasurer – John Creighton
- Secretary – Jessica Tyler
- Past President – Jana Petersen

FY2022 2nd Term Renewal for your appointment vote:

- Zoe Polk, Pedestrian Shops

FY2022 New Members for your appointment vote:

- Mari Battreal – Louisville resident, Event planning
 - Beverly Shaw – Grandparent of Imagine! client, retired BCH Marketing Coordinator
-

Care Coordination Report

◆ Case Management Redesign Update

- The legislation needed to implement Case Management Redesign has been drafted.
 1. HB 21-1187: "concerning implementation of CM redesign to ensure CFCM for members eligible for LTC services and supports under the Medicaid program"
 2. By July of 2021, HCPF will determine catchment areas for the new system.
 3. In December 2022, there will be an opportunity for Imagine! to participate in an RFP process to become a "Contractor of Access and Case Management Services."
 4. This will include Case Management, Intake, Early Intervention, and other CCB functions
 5. As it's written, Family Support will not be a part of these agencies.
 6. In July 2024, changes will be implemented.
- We recently learned that HCPF's new Care and Case Management Tool that was set to go live 7/1/21 will be delayed. This system will replace several current systems used by Case Management, Family Support and our Business Office to track/update wait list and enrollment information.

◆ Overall Achievements, Challenges, & Initiatives

- **Achievements**
 - The Early Intervention Department recently hosted EI Town Halls where several community members who have a close pulse on families with young children participated. Our relationships with community stakeholders continue to improve.
 - The Dayspring department continues providing all therapy via telehealth. Families are adjusting well. Dayspring continues to host bi-weekly "Stompin' with Sara" interactive sessions with families via Zoom. It's a great way to keep Early Intervention families connected and engaged.
 - The Family Support team is working hard to push out one final grant run for the Fiscal Year. This team is dedicated to assisting families with flexible items and services to better serve them during the pandemic.
 - The Case Management department completed all but 6 (out of 1238) per member, per month case management activities. Although this new system of billing was an adjustment, our clients are better taken care of when we have a touch point with them once a month.
- **Challenges**
 - We continue to see several crisis situations occurring on a regular basis. Most are related to housing needs and lack of child care now that some school districts have gone back to entirely remote education. Our Crisis Specialist position remains essential and is now funded by both Boulder and Broomfield counties.
- **Initiatives**
 - We are thrilled to be coordinating Vaccination Clinics for COVID-19 in collaboration with Boulder County Public Health and the Association for Community Living (ACL). These will happen in April and May and we will have the ability to vaccinate 1,000 individuals.

◆ Department Spotlight: Intake

- **Department Summary**
 - The Intake department is often the first point of contact that families have when they are new to Imagine!. The Intake department primarily serves clients three years of age and older. However, we have recently



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started performing Delay Determinations for children under three years of age if they meet criteria for a Delay Determination.

- For individuals five years of age and older seeking services at Imagine!, a Determination of Disability needs to be requested by the person or family through a Request for Determination of Developmental Disability.
 - An Intake Case Manager is assigned to help complete the Determination of Disability.
 - While an individual is in the intake process!, the Intake Case Manager will assist the person or family with locating resources, and completing a Crisis Funding Request if they need emergency assistance.
 - After a Determination of Disability has been completed, the Intake Case Manager will educate the person or family on programs they may be eligible for, inform them of the next steps in the enrollment process, and direct them to the programs that will best meet their preferences.
- **Department Achievements, Challenges, & Initiatives**
 - **Achievements:**
 - The Intake team has maintained a steady number of enrollments throughout the pandemic, despite the many challenges of rapidly converting our processes to be performed at home instead of at the office.
 - The Section 8 Housing Coordinators prepared for the pandemic by creating a new process to mail out highlighted paperwork packets directly to individuals, with prepaid return envelopes provided. This has ensured that the documentation is simple to understand, complete, and can be returned on time.
 - The Intake team has begun supporting applicants experiencing emergency situations. Funding for this was previously not available to Intake clients. The Intake team has been very successful in immediately supporting individuals who are unhoused, in dangerous living situations, and leaving facilities without support.
 - **Challenges**
 - Certainly, adapting to the changes required by the pandemic has been challenging, but these changes have also given us the opportunity to rethink processes, and introduce more electronic solutions to our paperwork problems. Acquiring the correct signatures for documentation has proven to be exceptionally challenging during the pandemic.
 - The State recently changed the company they use to review the requests for some State programs. The switch has delayed submitting these applications for two weeks, in addition to whatever extra time will be needed to correct system glitches and process issues. Additionally, State IT helpdesks are currently only focused on this switch and have requested that no other non-related issues be submitted during the transition. Because of this, other helpdesk concerns that would normally be sent to the State's IT helpdesk have been put on hold.
 - **Initiatives**
 - The Intake team will be offering a series of "Transitions" presentations to families with children. These presentations will cover adult program eligibility, the changes in services offered to children and adults, and considerations for children transitioning into adulthood regarding HCBS Waiver services. The presentations will be virtual and

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will replace the "Walk-In Hours" that were disrupted due to the public health emergency.

- The Intake team is forming a group collaboration with the Boulder County Wraparound Team and the ACL. This will help applicants and recipients receive quick access to a wide range of supports.
- The Intake team will also attend Anna Stewart's "On The Road" series to provide information to BVSD families with children receiving special education about the transition from children services to adult services at Imagine!. We are in contact with SVVSD to arrange to meet with their families as well. Our hope is that this presentation will be attended by families, individuals, stakeholders, and community partners to help families prepare for, and reduce worry and confusion regarding the transition to adult services.[fa](#)

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

● **Achievements**

- The staff in Adult Community Services spent the month of February preparing for limited reopening of Day Program at our Longmont site. Programming began on March 9th for residents of the Longmont Charles Group Home, giving the residents access to programming outside of the home for the first time in almost a year. From here, we will begin scaling up programming and welcoming back more of our participants.
- Employment Services launched a new job readiness course: “Step Into Work.” The course began in January and 16 individuals are participating.



● **Challenges**

- Staffing is a significant challenge in Community Services at this time. We are hearing from more and more individuals that they are ready to return to in-person programming. In order to serve more people, we need to add staff. So far, like our colleagues in residential, we have struggled to get applicants. In March, we began paying for sponsored posts on Indeed in hopes of reaching more potential candidates.
- The Employment Services team has started the process of transitioning our program fully into Competitive Integrated Employment. This is a significant change to the program and has a substantial impact on the people we serve. It will be a difficult transition, but the team is committed to supporting everyone in our program through this process.

● **Initiatives**

- Work is underway on our 2021 Summer Camp experience in School Age Services! The team is preparing for both the full scale Summer Camp experience and a hybrid in-home and community-based program. As summer approaches, we'll finalize what Summer Camp will look like based on the state of the pandemic at that time.

◆ **Program Spotlight: Family Recruited Employee Program**

● **Program Summary**

- A Family Recruited Employee (FRE) is someone who is recruited by a family to provide supports to an individual receiving funding through Adult Supported Living Services, Children's Extensive Services, or the Autism Spectrum Disorder Program.

● **Program Achievements, Challenges, & Initiatives**

▪ **Achievements**

- The FRE Program has been instrumental throughout the pandemic in helping families get paid to support their loved one, and in giving access to in-home care for those who need it now more than ever.

▪ **Challenges**

- Electronic Visit Verification (EVV) applies to FRE services. The rollout to and training of this unique staff group has presented some challenges. Fortunately, after months of preparation and support from IT, we are successfully implementing EVV in time to meet State deadlines.
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- **Initiatives**

- Imagine! is now providing a new service through the CES Waiver: Youth Day Service. Unlike respite services, Youth Day Service allows a parent or caregiver to have in-home care that allows them to go to work. This service makes work more accessible to parents and guardians of children with disabilities.

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

● **Achievements**

- All Group Home staff and residents who have elected to receive the COVID-19 vaccination participated in a two-part vaccination clinic organized by CDPHE and the Residential department.



● **Challenges**

- Our Mental Health department is preparing for the departure of our Unlicensed Mental Health Therapist, and we are in the process of identifying ways to fill her role. We are collaborating on how to make the position more marketable.
- Hiring and retaining employees continues to be a challenge in the staffed Residential sites.

● **Initiatives**

- Mental Health is currently collaborating with Imagine!'s Technical Support Analyst to monitor Mental Health billing and optimize the department's billing structure and processes.
- Our Behavioral Clinical Team Leader is working closely with our Mental Health department to revalidate our licensed staff for HCPF. Since this process takes place virtually, it is still in progress.

◆ **Department Spotlight: Behavioral Services**

● **Department Summary**

- Imagine! Behavioral Services handles the intake and waitlist for clients interested in behavioral services. Behavioral services provided by BCBAs (Board Certified Behavior Analysts) include assessments, development of treatment plans and behavior intervention plans, and training of caregivers, parents/guardians, and staff. The Clinical Team Leader and Dan Welch, one of the BCBAs, support all of Imagine with training staff in crisis intervention. The Behavioral Team supports all other service departments through projects that will benefit their services including both residential and community services. The Behavioral Team also assists Virtual Services with their lesson plan templates, participation tracking, and conducting overlaps to enhance their services and staff support. The Clinical Team Leader revised all SCPs (Safety Control Procedures), and teaches staff how to implement the procedures as needed.
- Board Certified Behavior Analysts and Registered Behavior Technicians are responsible for maintaining their credentials and for remaining in good standing with the BACB (Behavior Analyst Certification Board).

● **Department Achievements, Challenges, & Initiatives**

▪ **Achievements:**

- Behavioral billing is on-track and up-to-date
 - All EPSDT claims have been paid and are up-to-date
 - Clinical Team Leader is working on using OPTUM as private insurance and will be responsible for credentialing, and setting up billing supports
 - Multiple projects are gaining more traction
 - COVID Achievements:
 - Most companies have stopped providing in-person services, however we have maintained a lot of our services
 - Virtual is limited because we believe we need to be benefiting the clients rather than just providing a service
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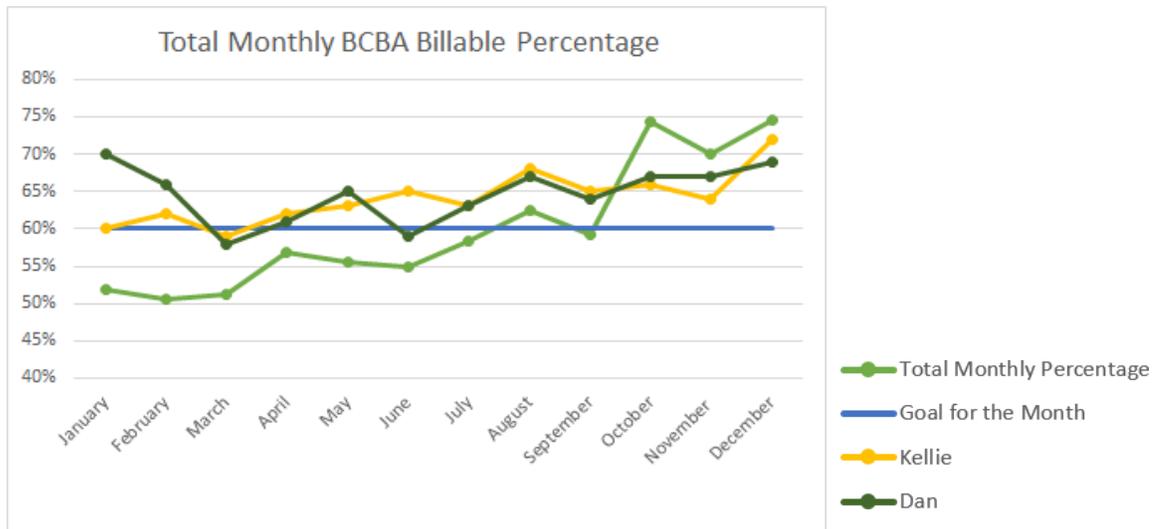
▪ **Challenges**

- To retain clinicians, we need to implement a pay increase for RBTs, and need to incorporate structured pay raises for BCBA's (it would be appropriate to have a salary cap)
- BCBA turnover has a huge impact on clients, team, and budget

▪ **Initiatives**

- Supporting all staff in becoming proficient in basic ABA principles
- Supporting and reinforcing staff who are conducting behavior plans for other departments
- Re-designing our satisfaction survey process to include HHPs, families, and other providers. We may wait until services resume similar to pre-COVID before we send out these surveys.

● **Behavior Services Billable Data (2020)**



*Data does not show individual billable data for BCBA's who no longer work at Imagine!

