



# Imagine! Board of Directors Meeting, March 29, 2022

1665 Coal Creek Drive

Lafayette, CO 80026



## Meeting Book - Imagine! Board of Directors Meeting, March 29,

### 2022 Meeting Agenda

1. Introductions and public input <b>We kindly request that guests limit their comments to 3 minutes or less and regret that minutes are not transferable.</b>	Information	
2. Community Forum debrief	I.D.	
3. Approval of Minutes  February 2022 Simple.docx	Discussion, Approval	
4. Request for Executive Session	Approval	
5. Finance Committee Report  Dec. 21 and Jan 22 Financial Results.pdf	Information, Discussion, Approval	
6. Services Committee Report		
7. Boulder County Report	I.D.	Sara Boylan
8. Board Recruitment Committee Report	I.D.	Rebecca Rose
9. Case Management Redesign Development Committee Report	I.D.	
10. Foundation Report	Information, Discussion	
11. Executive Committee Report	Information, Discussion	
12. Executive Director's Report	Information, Discussion	
13. Adjourn	Approval	
14. Supporting Materials  Imagine! Report to the Board of Directors - 3-22.pdf		



# Imagine!

Creating a world of opportunity for all abilities

## Report to the Board of Directors March, 2022

### CONTENTS:

- 1) CEO Report
- 2) *Taking a Closer Look at:*  
The Imagine! All Voices  
Grant Program
- 3) Imagine! Foundation Report
- 4) Care Coordination Report
- 5) Residential & Therapeutic  
Services Report



## General

Learning to adapt to new circumstances was never more important than last year. In 2021, Imagine! experienced many trials and tribulations, but never wavered in fulfilling our mission of creating a world of opportunity for all abilities. Working towards that goal might have looked different than it has in previous years, but with the help of a strong community and an innovative and incredible workforce, we were able to continue to provide countless services to people with disabilities in Boulder and Broomfield counties. [Check out the Imagine! Annual Report and go through highlights, fast facts, and stories that we have gathered over this past year.](#) The online edition of the report features a number of videos that guide you through Imagine!'s year of adaption.



## COVID

After surveying families and individuals in services and collecting information from employees, the Imagine! Executive team decided to rescind our mask policy, effective Wednesday, March 9. This means that Imagine! employees, regardless of vaccination status, will no longer be required to wear masks while at Imagine! buildings/vehicles, **with the following exceptions (per State Regulations, still required to wear masks):**

- Unvaccinated employees providing direct care to individuals served by Imagine!, per [OM 21-042](#),
- Staff and visitors in Imagine! group homes, per [RCF Mitigation Guidance](#),
- Employees providing in-person case management, per [OM 21-073](#),
- Early Intervention Service Coordinators and Therapists per guidelines set forth by Early Intervention Colorado.

Please note as well:

- Imagine!'s [policy requiring all employees be vaccinated](#) for COVID remains in place (other than those with medical or religious exemptions)
  - We are not requiring booster shots for employees
  - Fully vaccinated individuals in Community & Employment Services can receive services unmasked, per [OM 21-042](#)
  - Those who are able to work from home may continue to do so – we are not making changes to the current work environment at this time
  - Those we wish to continue wearing a mask while engaged in work activities are welcome to do so.
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## **Government Relations**

We are currently developing our application for the Early Intervention Colorado RFP to provide evaluations. The State has compiled and responded to over 150 questions from the community regarding the scope of work, payment methodology, and systems and processes.

The 2% provider rate increase recommendation by the Joint Budget Committee (JBC) remains in place. Our lobbying partners are working hard to ensure the legislature understands the long-term upside of maintaining the current temporary targeted rate increases and at the moment, they appear to be listening. The JBC is expected to finalize their budget work around March 18th and then it will move over to the House to begin its process through the legislature.

I've just returned from a week of PTO and am catching up. I will provide a more detailed report in my verbal report next week.

Respectfully submitted,

Rebecca Novinger

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# Taking a closer look at: The Imagine! All Voices Grant Program

## Program Overview

Imagine! All Voices is a 3-year grant program funded by Boulder County. The program is intended to strengthen the direct care workforce, and to make Imagine! more inclusive for people from diverse backgrounds. We will be hiring a Program Manager to coordinate the program and to support participants.

There are two main parts of this program:

- 1) A Work Based Learning Program for Imagine! Direct Care Professionals

This program will focus on recruiting participants from under-served communities, who were disproportionately affected by COVID-19.

- 2) A quarterly series of culturally responsive and inclusive leadership trainings for Imagine! supervisors and managers.

These trainings will focus on diversity, equity, and inclusion topics, such as the YWCA's "How to be Anti-racist" training.

As part of this project, we will also translate our key company policies into Spanish, to be more inclusive to our Spanish-speaking clients and families.

## Community Need

There is a critical shortage of Direct Care Professionals and other human services workers in our community. People in need of services are under-served because agencies are not able to hire enough staff to provide these services.

We have also seen a significant impact in our community from COVID-19, particularly in historically marginalized groups. Additional outreach is needed to support those who are under-served.



## Partnerships

This project will be run in collaboration with OUR Center, Sister Carmen, and Intercambio. We will work together to coordinate trainings and supports.

Through these partnerships, we will help more people learn about Imagine!, and we will help people from diverse backgrounds discover the potential of a Direct Care Professional career.



## Outcomes

The Work Based Learning program will improve employee retention, and will help us create a healthy workforce of Direct Care Professionals in Boulder County. The participants in this program will gain a wide range of skills to pursue a variety of social work professions.

The training program for supervisors will help people from diverse backgrounds feel more supported, and is a critical part of our goal to end systemic racism, intolerance, and inequalities at Imagine!

## 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.*

## March, 2022

- Philanthropy
  - As of 3/14/2022, **\$1,018,171 raised from 863 donors**. The FY2022 revenue goal is \$775,000.
- Executive Director search
  - Marie Gambon is leading the search for the new executive director. Phone screens are being conducted this week. Two rounds of interviews are anticipated and the second round of interviews will include members of the Imagine! Exec Team.
- Imagine! Celebration
  - With the big fundraiser in the rear view, we are finalizing some clean up and starting to plan next year's event, in person, hopefully! It will be held on Saturday, February 4, 2023.
- Board Recruitment
  - Two members will leave the Foundation Board – Jana Petersen's term will expire, and Steve Bryant has resigned for personal reasons. We are finalizing additions from the Nominating committee and will present to the Imagine! Board in April, following our April 12<sup>th</sup> meeting.
- Donor Recognition Event, and Honoring Bob Charles
  - We anticipate rescheduling this event in June. Stay tuned.

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

- Make a philanthropic gift to the Foundation (*your donation may be matched by your employer*)
- Sponsor or purchase tickets to the Imagine! Celebration and invite friends & family
- Subscribe to Foundation Friday ([email Patti](#))
- Attend our next Zoom board meeting on Tuesday, April 12, 7:30 a.m.
- Send ideas to Patti anytime.

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

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◆ **Case Management (CM) Redesign Update**

- **Case Management Rates Analysis**
  - There are no new updates at this time.

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

- **Achievements**
  - Family Support is finishing up our Spring grant funding run.
  - The Early Intervention department continues to see a high number of new referrals to the program.
  - The Dayspring team is able to complete therapy visits for children birth to three via telehealth or in-person, depending on the family's needs.
  - Case Management received the names of 50 individuals that we are offering enrollment into the DD waiver for.
- **Challenges**
  - We are experiencing a high amount of turnover in the Case Management department. We have 7 vacant Case Manager positions and a vacant Case Management Supervisor position.
  - We are hiring for a Bi-lingual Family Support Navigator. Historically, this position has been difficult to fill.
  - We are hiring for one Service Coordinator position.
    - Imagine! will be taking on all referrals/intakes for Early Intervention and coordinating all EI Evaluations for the months of May and June. This is new for us and we will need to hire two additional FTE.
- **Initiatives**
  - We are rolling out incentive pay for carrying additional caseloads and completing tasks that are not included in job descriptions for some employees. The reason is that we have 315 clients without a Case Manager due to vacancies.
    - We are in the final stages of rolling out pay increases for all of Care Coordination that will go into effect in April.

◆ **Program Spotlight: Case Management**

- **Program 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 systems team.
  - Our intake team determines eligibility of individuals who are interested in receiving services, and supports with with the collection of records and documentation needed to complete an IDD determination.



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- 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 more recently 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 (IDT) 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 systems 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.
- **Program Achievements, Challenges, & Initiatives**
    - **Achievements**
      - The department recently hired a new position: an Intake Program Manager. This person is spending time learning the processes and procedures of the Intake Navigator and Intake Case Managers. They are also developing KPI’s for this department.
    - **Challenges**
      - Our biggest challenge is turnover. We currently have 7 vacant case manager positions, which means 315 clients are without a case manager. We also have a vacant case management supervisor position.
    - **Initiatives**
      - We are finalizing pay increases for all of Care Coordination. These will be implemented in April.
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◆ **Overall Achievements, Challenges, & Initiatives**

● **Achievements**

- We have enrolled 6 new individuals in Family Caregiver and Companion Home services since September. This exceeds our budgeted expectation of enrolling 4 new individuals in these programs during this fiscal year.

● **Challenges**

- While the Direct Care pay raises appear to have increased the number of applicants we receive for direct care jobs, we have not seen an increase in hires for these positions within residential services. We have had a number of no-shows for job interviews, and offers extended without acceptance.
- We have 2 key positions between residential and therapeutic service open: Licensed Practical Nurse, and Mental Health Therapist. These positions have been posted for over 8 months.

● **Initiatives**

- We have improved our process for tracking medical appointment due dates and have seen a substantial increase in timely appointments as a result.

