



Meeting Book - Imagine! Board of Directors Meeting, May 25, 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. Approval of Minutes | Discussion, Approval | |
| 3. Strategic Plan Overview | | Rebecca Novinger |
| 4. Request for Executive Session if required. | Approval | |
| 5. Finance Committee Report | Information, Discussion, Approval | |
| 6. Services Committee Report | | |
| 7. Boulder County Report | | |
| 8. Board Recruitment Committee Report | | |
| 9. Foundation Report | Information, Discussion | |
| 10. Executive Committee Report | Information, Discussion | |
| 11. Executive Director's Report | Information, Discussion | |
| 12. Adjourn | Approval | |
| 13. Supporting Materials | | |

Imagine! Report to the Board of Directors - 5-21.pdf



Imagine!

Creating a world of opportunity for all abilities

Report to the Board of Directors May, 2021

CONTENTS:

- 1) CEO Report
- 2) *Taking a Closer Look at:*
Imagine!'s Human Rights Committee
- 3) Imagine! Foundation Report
- 4) Care Coordination Report
- 5) Community & Employment
Services Report
- 6) Residential & Therapeutic
Services Report



General

Imagine! has been selected as the nonprofit partner to this year's [Run for the Sun 5k](#) race in June, based in Lafayette. We will receive donations and a portion of their proceeds. We're honored to be partnered with them! Please consider participating in this virtual event – run or walk your own event (approximately 5k or 3,500 steps) in your own way (on a treadmill, on a walk through your neighborhood, on a trail, etc), by yourself or with others! This event will take place from June 14 through June 20, which is the Summer Solstice! Wear your Imagine! swag, take pictures, and submit a 5k time for their unofficial “records” but most importantly, have fun! Registration is \$10 and participants receive a running buff (face mask) while supplies last.



COVID-19

During the month of May, Imagine! provided two second vaccination clinics: one at the Boulder County Fairgrounds for hundreds of people receiving their second Moderna vaccine and a smaller, more intimate event (about 50 people) at Imagine! of the Pfizer vaccine. ***By the end of the month, Imagine! will have facilitated 16 vaccination clinics for individuals receiving services, their family members, our employees and our contractors.*** I am immensely proud of the role our organization has played in this critical undertaking.

Restrictions continue to evolve as community spread reduces and vaccinations increase. The most significant recent changes involve transportation, case management, and indoor mask mandates. For transportation, the change is that we can return to typical pre-pandemic levels of transportation as long as everyone (staff and participants) inside the vehicle is fully vaccinated. Regarding case management, our employees can return to in-person monitoring visits as long as the employee is fully vaccinated and we demonstrate procedurally that our staff are taking all required precautions (PPE use, symptom monitoring, etc.) to ensure the safety of those in services. Finally, Boulder County's updated mask mandates include allowances for persons to be unmasked indoors. As I expected, all changes and freedoms hinge on vaccination status.

We launched our employee vaccination survey in early May. This survey will help us better understand the level of vaccination hesitancy in the organization, critical information for developing and launching our vaccination policy. I will share our findings during the May board meeting.

Budget Building FY22

Governor Polis is expected to sign the state's Long Bill in the next week, which authorizes a 2.5% provider rate increase and over 600 resources off the waiting list. The projected impact of the former is about \$500,000 for Imagine! and the impact of the latter is that 47 people on Imagine!'s waiting lists will be offered a comprehensive resource during this upcoming fiscal year. The Case Management Redesign and Subminimum Wage bills also passed, each with their expected amendments.

Since we will be in a position to return some benefits that were reduced as a result of the economic impact of the pandemic, we asked for employee input to help us prioritize. A survey was launched in mid-May and we will use this feedback to help us plan.



Report to the Board of Directors

May, 2021

CEO Report

Annually, the Human Resources team completes a salary benchmarking analysis of all positions at Imagine! and historically, we strive to ensure all positions are compensated at a competitive benchmark. Due to the economic downturn of the pandemic, I decided not to move forward with the 2020 benchmarking data last March 2020. As a result, the results of the 2021 benchmarking data were more significant than they typically are and many positions were found to be off target. This information will be weighed carefully against the most critical client-facing positions we see the greatest movement in and the hardest to recruit for.

Respectfully submitted,

Rebecca Novinger

Imagine!'s Human Rights Committee (HRC)

Each Community Centered Board (CCB) in Colorado supports a Human Rights Committee (HRC). The HRC is a volunteer group who advocates for the rights of people with I/DD. Agencies serving adults with I/DD can limit their rights, but only when necessary to protect the client's health and safety. For example, removing sharps from a client with a history of challenging behavior. The HRC also oversees the use of psychotropic medications, as well as reviewing investigations into allegations of mistreatment.

To advocate for our clients, the HRC meets monthly (currently by Zoom) to review documentation that provider agencies submit. The HRC ensures that these rights limitations are being implemented properly and only for as long as necessary. The HRC is a fundamental part of our work here at Imagine! to ensure that the rights of the people we serve are protected.

HRC STATS

The Human Rights Committee currently reviews about

300

unique clients per year

Our current HRC members have served for an average of

8

years on the HRC

Imagine! is recruiting new HRC members, and we need your help!

Beneficial, but not required experience:

- Volunteer position
- 10-15 hour monthly commitment
- **Please refer your personal and professional contacts!**
- Family member or friend of a client of Imagine! or another Community Centered Board (CCB)
- Professional experience with members of the I/DD community (social work, case management, therapy, etc.)
- Professional pharmacological experience, in order to provide expertise on psychotropic medication
- Professional or volunteer experience with a nonprofit organization of any kind

To apply, email your resume to hrc@imaginecolorado.org

We asked our current HRC members about their experience on the HRC:

"Volunteering with the HRC allows me to use my 50 plus years and experiences of working with and advocating for individuals with Developmental Disabilities."

"The care and support the HRC lends to both the consumer and PASA help make the consumer's life safe and enjoyable."

"The most valuable part of the HRC is tracking the progress of the individuals we serve. As people reach their goals, the HRC is able to see that growth and work to create the least restrictive environment to continue that progress. When things aren't going well for people, the HRC is uniquely positioned to respond to those challenges and work to get things back on track."

"The HRC is a group that is passionate about helping to make sure that clients are being treated with dignity and compassion."

Imagine! Foundation Report

◆ 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.

◆ May, 2021

- As of 5/10/2021, **\$919,764 raised from 942 donors**. This time last year, \$878,824 from 961 donors.
- **Current Activities:**
 - Foundation Board recruitment for Imagine! BOD appointment is ongoing.
 - Search for new Foundation team member – interviews begin mid-May.
 - New BOD Orientation – Friday, May 21, 7:30-10 a.m.
 - Budget season
 - Leadership transfer – new BOD officers to be installed at June 8 meeting

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](#))
- 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

Care Coordination Report

◆ Case Management Redesign Update

- HCBS Strategies (contractor HCPF has hired to help with decision making regarding catchment areas) met with the CCB's again on 5/5/2021.
- Their initial proposal—which was to combine Boulder, Broomfield, Clear Creek, Gilpin, and Jefferson counties— has changed. Boulder, Broomfield and Gilpin will remain a catchment area.
- With the information we have, Imagine! is confident we are going to move forward with applying for the RFP to become a CMA in 2022, for implementation of CM Redesign in 2024.

◆ Overall Achievements, Challenges, & Initiatives

• **Achievements**

- The Case Management department will be receiving **48** enrollments into the DD waiver around 7/1/2021. We are very excited to get more individuals enrolled in this waiver and will be hiring an additional FTE to be able to do so.
- The Dayspring department continues providing all therapy via telehealth. Families are adjusting well. We are planning our next Pre-School Readiness Program called 'Ready, Set, Go!'
- The Family Support team has sent the last grant run of the year to families, called Additional Funds. We have now spent all our State dollars for FY21.

• **Challenges**

- Each program manager is working hard on budgets for FY22. Reviews begin the week of May 17th.

• **Initiatives**

- We are thrilled to have been able to coordinate Vaccination Clinics for COVID-19 in collaboration with Boulder County Public Health and the Association for Community Living (ACL). We had a first and second dose clinic at Imagine! with Pfizer where we vaccinated close to 50 people ages 16 and up with varying abilities. We held our first and second dose clinics at the Boulder County Fairgrounds with Moderna on April 2 and April 30th. And Friday, May 14th we will wrap up our last second dose clinic (first dose was April 16). Families have been extremely impressed with the level of organization and ease of the clinics. We have made it fun and handed out fabric masks, Imagine! stickers, water and goldfish crackers. We have had lots of support from local PASAs to volunteer at the clinics. They have been a great joy!



◆ Department Spotlight: Dayspring

• **Department Summary**

- Dayspring is the therapy team within the Imagine! Early Intervention program. We serve families and children who qualify for Early Intervention from Birth to the age of three.
 - We are able to offer families Occupational Therapy, Physical Therapy, Speech Therapy and Developmental Intervention, which is provided by an Early Childhood Special Educator.
 - The Dayspring therapists use a team approach when working with a child. Therapists have other colleagues to bounce ideas off of in regards to a concern from a family so we are able to provide well rounded support to each child and family we serve.
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Care Coordination Report

- What sets Dayspring apart from other providers is we also provide Community Calendar Activities. These activities would typically take place out in the community at various locations throughout Boulder and Broomfield counties. They are designed to help parents and children access the community, learn new skills, and also connect with other families who may be dealing with similar struggles. These activities are taught by our Occupational therapists and our ECSE, who is bilingual.
 - Currently during COVID we are providing modified activities via Zoom to continue to support families during this time. You can click [here](#) to watch a short video about our Community Calendar Activities.
 - Dayspring is the first source of referral for all Early Intervention families. This means that we can continue filling spots even when overall referral numbers may be lower. Currently the Dayspring Team is completing evaluations for children via Zoom to determine if they are eligible to be in the Early Intervention program.
 - **Department Achievements, Challenges, & Initiatives**
 - **Achievements**
 - The Dayspring team has continued to adapt to the ever changing landscape of providing services during a pandemic. Many providers have started providing in-person either outside or in-home therapy to some families. We are continuing to manage how this looks and the best way to set up provider's schedules so that they can continue to provide both in-home and virtual services for families.
 - The Dayspring team is continuing to complete Determinations of Eligibility for children who cannot be seen by the school district child find teams to determine if they are eligible for EI services. The team has done a great job doing all of this virtually and as we look towards the CCB taking over all of the eligibility determinations after next FY we have developed some good process to move us into that new process.
 - Our SLP Janine Randol is completing a new Hanen training in May. Once she is fully trained we will be able to provide a new Hanen class "Target Word" to families. This class is shorter in length then the other Hanen classes we offer 7 weeks vs 12 and would be less costly to families wanting to pay out of pocket. We hope this will appeal to a wider range of families making it easier to market our classes to new families.
 - We are in the process of creating Activity Bags for families. These bags are being created based on age and will have a book, a few activities, a song book and some tactile toys that all coordinate back to the book and to the child's developmental age. We are excited to be able to offer these to our Dayspring families starting in June and will be hosting a time for families to come pick them up and complete at home at their leisure.
 - **Challenges**
 - While the team has adapted very well to the current state of things, telehealth remains a challenge in some respects. As we begin to be able to provide an increased number of in-person sessions to families the logistics of this have proven to be difficult. Scheduling constraints to be able to offer both in-person and virtual sessions in a day has been hard and the providers continue to struggle with the ever changing landscape of rules to ensure that all families know and understand current protocols even when they may be different than State guidelines.
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Care Coordination Report

- The new Medicaid PAR system KEPRO began May 1st and has been a challenge for Early Intervention. The system was set up so that only a supporting document of 4 pages could be included when we request a PAR for services. IFSPs are around 20 pages in length and at this point there has been no work around created. We have been instructed to create the PAR without the support documents and hope that things get fixed before the 2 week window to upload closes and the PAR is denied. The Early Intervention Provider Program Manager is continuing to follow guidelines from EI Colorado and KEPRO to ensure that we are keeping what we can up-to-date.
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◆ **Overall Achievements, Challenges, & Initiatives**

● **Achievements**

- Stakeholder Analysis: By the end of April, the Employment Services team had completed 63 meetings with participants in our group employment program – and their teams – to discuss the changes coming to our program as we transition away from subminimum wage. These meetings began in late February and will end in early May. With the majority of meetings completed, Lauren Riley, our Program Manager for Employment Services, completed a stakeholder analysis based on data collected at those meetings. The analysis detailed both the outcomes of those meetings (including a new employment goal for our program) and the perceived barriers to independent employment raised by the people we serve and their teams. That analysis is summarized here.
- Throughout the pandemic, vehicle capacity has been highly limited, preventing us from offering transportation in most programs. Now, we are able to begin offering full scale transportation so long as everyone in the vehicle is vaccinated. Imagine!’s Community Services is working to resume transportation services in June.
- Although staffing remains a challenges, we made several new hires at the end of April, and we are hopeful these will be sufficient to move individuals off the waitlist. Summer Camp hiring has also gone well, with over 30 staff prepared to onboard this summer.

Subminimum Wage Transition Stakeholder Analysis	
Data Summary	
New Employment Goal	Percent of Participants
Pursue Independent Employment Now	52.4%
Build Specific Skills in Group Employment Above Minimum Wage	9.5%
Wait Until Pandemic Ends	9.5%
Retire or Discontinue Services	14.3%
Unsure	14.3%
Stated Barriers	Percent of Participants
Lack of exposure to different types of employment	36.5%
Behavioral support needs	31.7%
Comfort in group setting	28.6%
Line of sight supervision requirements	25.4%
Fear of losing benefits	25.4%
Fear of losing friends	22.2%
Medical concerns	15.9%
Other supervision concerns	12.7%
Communication barriers	12.7%
Access to transportation	9.5%
Schedule	6.3%
Restrictions (e.g. being around children)	4.8%

● **Challenges**

- With vaccination well underway, we are seeing a significant increase in demand for in-person programming. Unfortunately, the staffing crisis in direct care and other human services has left Imagine! without sufficient staff to meet this demand. After months of aggressive recruiting, we have only hired half the number of staff we had hoped to hire by the end of February. This has led to waitlists for adult community programming, which has created a high degree of frustration for our participants, their families, and their providers. We are doing everything we can to accommodate as many people as we can – including scaling back virtual services significantly and ending in-home services – but that still leaves folks without access to programming.

● **Initiatives**

- Adult Community Services is working to shift our current hours of operations from Monday-Friday to Tuesday-Saturday. This change will have a number of benefits operationally, but more importantly, it will position us to continue offering the weekend and evening programming that so many individuals know and love.

◆ **Program Spotlight: Transportation**

• **Program Summary**

- Although not technically marketed and branded as a separate program, Imagine!'s transportation services have long been an integral part of our community and employment offerings. For day program and group employment activities, transportation was provided door to door. For community-based activities, transportation was provided from a hub location to the activity location. Now that COVID-related transportation restrictions are beginning to ease, we are taking the opportunity to reassess the structure and operations of Imagine!'s transportation services.



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

▪ **Achievements**

- Providing transportation sets Imagine! apart. Imagine! is the only major provider in our community that continues to offer transportation to and from Day Program activities.

▪ **Challenges**

- This type of transportation service, referred to as non-medical transportation, is reimbursed at a very low rate that does not fully offset the cost of operating the fleet. Costs of offering transportation services include: staff compensation while driving, fuel, vehicle maintenance, vehicle insurance, and vehicle depreciation. In addition, there are the indirect costs: dedicated staff for managing the fleet, software for maintaining and tracking the fleet, training time for new staff on vehicle operations, etc.
- In addition to these expenses, unless HB1206 passes the state legislature, the cost of billing non-medical transportation is set to increase as of July 1st. Without this legislation, Imagine! will essentially become subject to commercial carrier requirements. New costs of operations will include additional inspections of both vehicles and drivers, for an estimated initial cost to come into compliance of \$20,000, and nearly \$30,000 in annual expenses thereafter.

▪ **Initiatives**

- Regardless of the outcome of the current legislation, we are reviewing operations to look for opportunities to reduce the cost of offering transportation services. Below are some of the options under consideration:
 - Replacing door to door with set routes in some or all instances. We have used this approach in limited capacities before, with some success in reducing travel times (and therefore staff expense).
 - Creating a rental program to allow Imagine! families to rent our vans to help generate revenue when vehicles not in use.
 - Reducing the overall fleet size by renting vehicles for summer camp rather than maintaining our maximum needs fleet all year.
 - Partnering with transportation agencies to embed their services in our services.
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◆ **Overall Achievements, Challenges, & Initiatives**

● **Achievements**

- We completed a State survey of our Group Homes this month. The survey went really well, with no major citations. The survey team liked many parts of our Group Home services, but were particularly impressed by the care we provide to our residents.
- The medical care we provide was also highlighted in this survey, specifically our G-Tube feeding procedure, and our Medical Protocols.
- We have completed taxes for all of the people we serve in Residential services.
- Mental Health is working with Boulder County to offer supports to professionals to increase the number of providers who can offer mental health services to individuals in the I/DD Community.
- The Behavioral Services Clinical Team Leader is almost done getting us approved through OPTUM. We passed the audit and have just a few more hoops to jump through.
- We are now billing State SLS successfully and figured out how to bill the rate increases.
- Our Nursing team participated in the vaccine clinics Imagine! ran over the last three months at the Boulder County Fairgrounds. A huge thank you to our Nurses for their help with that!



● **Challenges**

- Staffing is still a critical concern at 3 of our Group Homes. We have many open positions, and it is very challenging to keep the homes staffed. Some of the turnover we've seen at the staffed sites are employees transferring to other jobs at Imagine!
- Our Nurses have been helping out in the Group Homes, filling in when the homes have been short-staffed.
- We are posting for a new Mental Health Counselor.
- We are attempting to hire BCBA's and Behavior Therapists, but are having difficulty filling these positions.
- Electronic Visit Verification (EVV) has been a challenge but we are solving the problems and are almost back to everything being on track.
- Our Administrative team is short-staffed due to losing an employee this year whose hours were not replaced.

● **Initiatives**

- We are working with the State to do a rate review of our Group Home Medicaid rates to see if we can secure more sustainable rates for our Group Home residents.
 - We continue to pursue growth in our Host Home and Family Caregiver programs.
 - Our Therapeutic services are working to come up with a better data collection method for Boulder County to demonstrate the importance of their support and financial contributions.
 - We are piloting the Community Services Assessment in the next few weeks.
 - We're working on compiling trainings for staff in the Community Services Department for new hires and for maintenance.
 - Our Nurse Case Managers are continuing to do weekly COVID testing for our Imagine! Group Homes.
 - We are hard at work building our Residential and Therapeutic budgets for FY 2022, which will determine the scope of our services for next year.
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