

**Imagine! Board of Directors Meeting Agenda**  
**November 28, 2017**  
**7:00PM**  
**Eldridge Room, 1665 Coal Creek Dr., Lafayette, 80026**

***Creating a world of opportunity for all abilities.***

1. Introductions and public input. (I) ***We kindly request that guests limit their comments to 3 minutes or less and regret that minutes are not transferrable.***
2. Presentation: Tanya Kelly-Bowry Legislative 101 (I.D.)
3. Approval of minutes of the October, 2017 meeting. (D,A)
4. Approval of revision of Minutes of September, 2017 meeting.(I.D.A.)
5. Finance Committee Report (I.D.A.)
6. Services Committee Report (I.D.)
7. Executive Committee Report (I.D.)
8. Foundation Report (I.D.)
9. Executive Director's Report (I.D.)
10. Adjourn (A)
11. Executive session if needed.

I = information

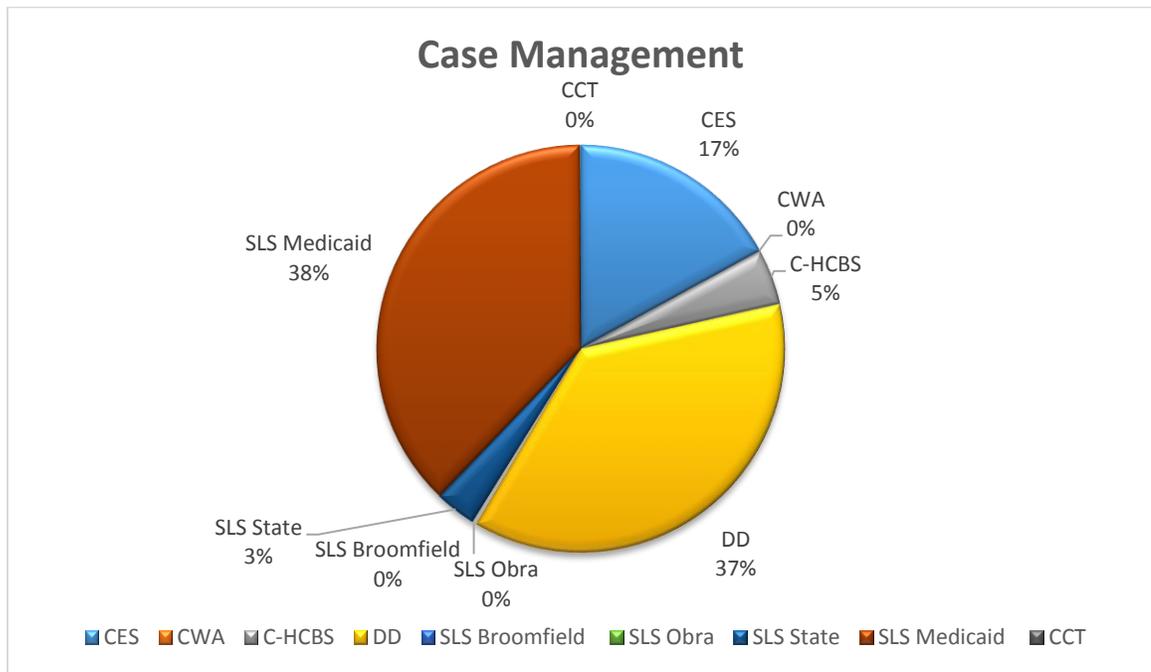
D= discussion

A= action

## Care Coordination Board Report November 2017

### Case Management

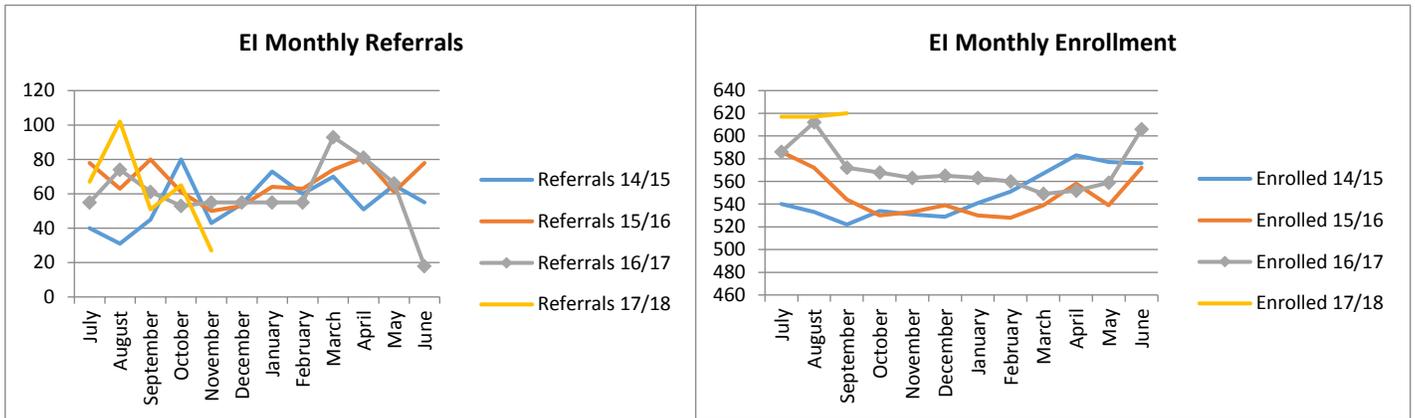
- As of November 16, 2017, Imagine! CCB serves 1, 157 individuals in Case Management, broken down as follows:



- Case Management is fully staffed.

**Early Intervention**

- As of November 16, 2017, Imagine! CCB serves 642 children in Early Intervention, with another 12 currently in the referral process.
- The graph looks like we had a drop in referrals for November, but we will know the data for the full month in December.
- Early Intervention is fully staffed.



**Family Support**

- As of November 16, 2017, Family Support is serving 1,308 individuals (including 38 in the ASD program).
- Family Support is fully staffed.

*Submitted by: Jenna Corder, Director of Client Relations  
November 16, 2017*

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

**Achievements:**

Here's a quick summary of the employment outcomes of CLS in the last decade:

In 2007 we served 50 people in employment services: 47 in group employment and 3 people in independent employment.

As of Sept 2017 CLS serves a total of 125 unduplicated people in employment services (4 people receive both group and independent employment services). We have 95 people in group employment and 34 people in independent employment. Another 6 people are in job development services and should be working in the next few months.

Of our 95 group employees 42 are making minimum wage. In FY 2017 our group employees earned \$125,000 in wages with 42 people earning minimum wage. Our independently employed people will earn approx. \$135,000 this year. The average hourly paid employee earns \$145 per month. (Includes minimum and sub-minimum wage earners) The average person paid by piece rate earns \$45 per month.

Of our 95 people in group employment 67 first began receiving only day habilitation services with CLS and the remaining 28 have been employed with CLS for the last decade.

15 of the 34 people in independent employment became independently employed after being in group employment with CLS. Similarly, half of our independently employed first started with only day hab services with CLS. (16/34)

Of the 95 people in group employment we believe that about 30 of these individuals can become independently employed in the next year or 2 with some good job development.

55% of the clients we serve are employed. The state average of individuals in day hab services who are employed is 25%.

**Initiatives:**

In November 5 CLS staff traveled to an employment first conference as preparation for transforming CLS employment services. These staff sat for an exam to become certified employment specialists (CESP). We are researching providers across the country that have transitioned into employment first. These efforts will assist us with making employment services the priority service of CLS and will enhance our community based day hab services while lessening our reliance on facility based services. As we continue our research will visit other employment first providers over the coming months. More information related to this effort will continue be shared over the coming year.



Imagine!  
**Dayspring**  
education • therapy • inspiration

November 2017  
Board Report

### **Achievements**

- The Early Intervention department restructure proposal was approved. The majority of the proposed changes went into effect on November 1<sup>st</sup> 2017. The Early Intervention department will now encompass all providers and service coordination. Brittany Siegel, the Children and Family Support Services Program Manager, will continue to oversee the service coordination side. Shannon Kluth, the Early Intervention Provider Program Manager, will continue to oversee the internal providers and will now also oversee the external contracted providers. A more streamlined referral process and paperwork process have been developed to maximize efficiency. All categorically eligible children will have first priority of an internal Imagine provider, which in turn will create the pathway for families to utilize Imagine! resources for life.
- Dayspring is successfully providing Hanen classes to families. Hanen has proven to be a financial benefit to Dayspring. Our next round of Hanen classes will begin in January 2018 and we have already begun the advertising process.
- Dayspring has begun to offer Telehealth as a potential service to families in emergency situations. We have been able to provide this service if the location/area of the family's home is a challenge to travel to, if there are medical barriers for service, or if the family's availability is limited. We have been able to utilize Telehealth with 5 Dayspring families and have received feedback from 3. So far the 3 families mentioned that they would utilize Telehealth again and would recommend it to another person. The biggest issues they saw with Telehealth was that the Webex portal being used occasionally had poor visual and/or audio quality. However, for most of the sessions they were able to troubleshoot and find solutions. Overall the families' feelings were that Telehealth was a great way to continue their regular sessions with their therapist when it was not possible to meet in person. One family wrote, "Thank you for helping set up the Telehealth services so that we could continue our OT sessions with our regular OT. I am confident that part of the telehealth success is due to the fact our OT has established a long-term relationship with our daughter, and because of this, the OT had the unique ability to stay personally connected even in a virtual setting."
- Dayspring has hired two new providers that started November 6<sup>th</sup> 2017.
  - Kristina Pickett recently moved here from Utah and has worked in Early Intervention for the last 4 years. She has worked with all varieties of disabilities, including: basic expressive and receptive communication delays, motor-speech disorders and articulation, autism spectrum disorder and other social communication delays, global delays, fluency (stuttering), specific

syndromes and other disabilities (cerebral palsy, Down syndrome, etc), and low functioning communication and assistive technology. She is Hanen Certified and has taught multiple It Takes Two to Talk courses. Kristina has a 3 month old little boy, and in her spare time she enjoys spending time with her family biking, hiking, skiing, and traveling.

- Lee Hamilton is passionate about collaborating with parents, caregivers and other therapists to develop family centered and culturally responsive services which support communication development in children's natural environments. She has over 15 years of experience supporting families of young children with language delays, speech impairments and other developmental needs. Lee is a Hanen certified instructor for the It Takes Two to Talk program, a certified member of the American Speech and Language Association and is licensed in the State of Colorado.
- The Fall CCA's have had great attendance. Stomping with Sara has doubled in size and had to be moved to a bigger room at Mountain Kids. We are in the process of developing a marketing video for the CCA's in order to increase its exposure to EI families. Another grant opportunity has come up to where we would be able to receive more funding for the CCA's. If this grant is approved, we will be able to increase and diversify the groups to more geographical locations and to more EI families.

### **Hurdles**

- Cancellations continue to be an issue for Dayspring. On average, Dayspring has 50-60 cancellations a month with little room for rescheduling. We are hopeful that the ability to provide Telehealth services will decrease the cancellations within the next fiscal year. The Dayspring Cancellation policy is also now being enforced by all providers. As of November 1<sup>st</sup>, the Dayspring providers are also required to overbook themselves by 2 sessions a week to compensate for cancellations.
- Evolv was not been able to process Dayspring's Medicaid claims from June to September. This issue effected Dayspring financially. In September, the business office kindly decided to process these claims through the Medicaid portal. However, Dayspring received some denials for June 2017 claims that are not reimbursable through State since June was from the last fiscal year.
- Dayspring faced another hit financially when they started taking on Medicaid referrals because Medicaid only reimburses Speech Language Pathologists \$60.38 per session. Dayspring and EI have discussed this issue and have developed a solution. On November 1<sup>st</sup>, EI started to reimburse Dayspring 1 unit of travel and 1 unit for parent coaching for all SLP Medicaid referrals. In return, Dayspring would be able to take on larger Medicaid caseloads, which in turn would lower the use of EI State funds. Since this did not begin until November 1<sup>st</sup>, Dayspring only received \$60.38 per session for all Speech Medicaid claims from June 2017-September 2017.
- We had multiple events occur in September that effected Dayspring financially. Marissa Cannady resigned stating that she felt she was better suited for a clinical career than working in Early Intervention. We also had a top performing provider out on worker's comp. for over a month. Lastly, we had another provider preparing for maternity leave. These three incident's lowered our revenue for the month of September.



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

Update:

Total # of active employees in October: 226  
8 new employees hired  
2 employees terminated

Happenings:

- Review in process of department policies and procedures for upcoming survey
- Update of Client Specific Training form and Pre/Post hire guide to clarify skilled v unskilled care
- Sent to families for review and update of forms
- Review of all FRE compliant v non-compliant trainings
- Working with select families to test Imaginect
- Continuing Pay for Performance data
- MyEvolv site-waiting on multi-browser capability. Still TBD.
- MyEvolv: improving on billing issues and held claims
- Move to new online training website still delayed by IT TBD

Total # of individuals using FRE services in October: 144

FSSP: 0

State: 1

CES: 69

ASD: 1

Medicaid: 73

Top 3 service categories utilized in September 2017 (October data not yet available):

Respite care: 4254 hours served

Personal Care: 1290.25 hours served

Enhanced Homemaker: 731.75 hours served



**Purpose Statement:**

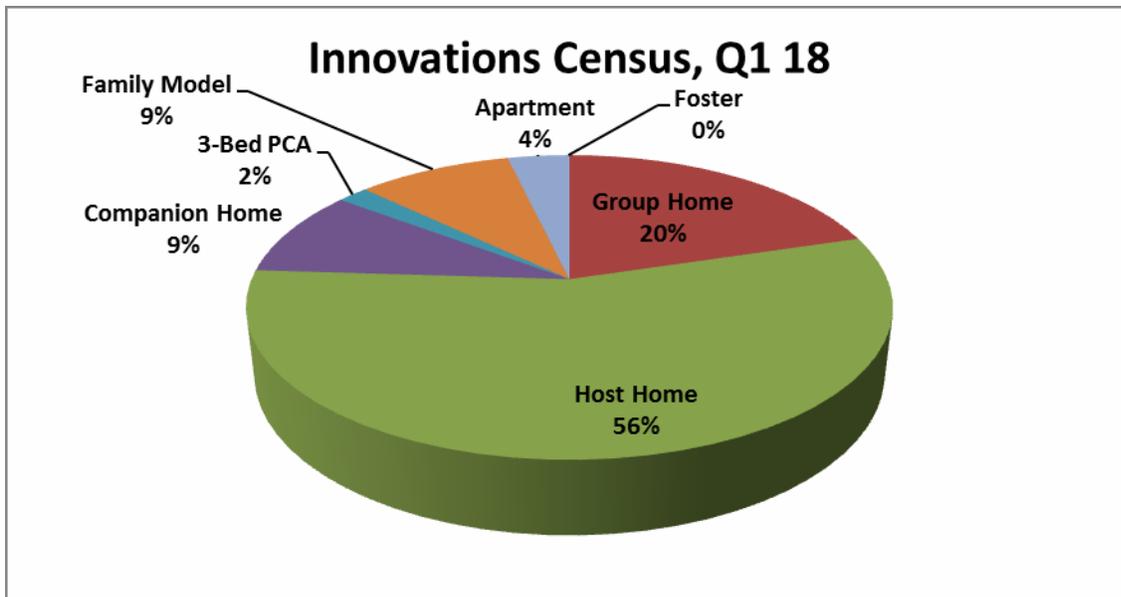
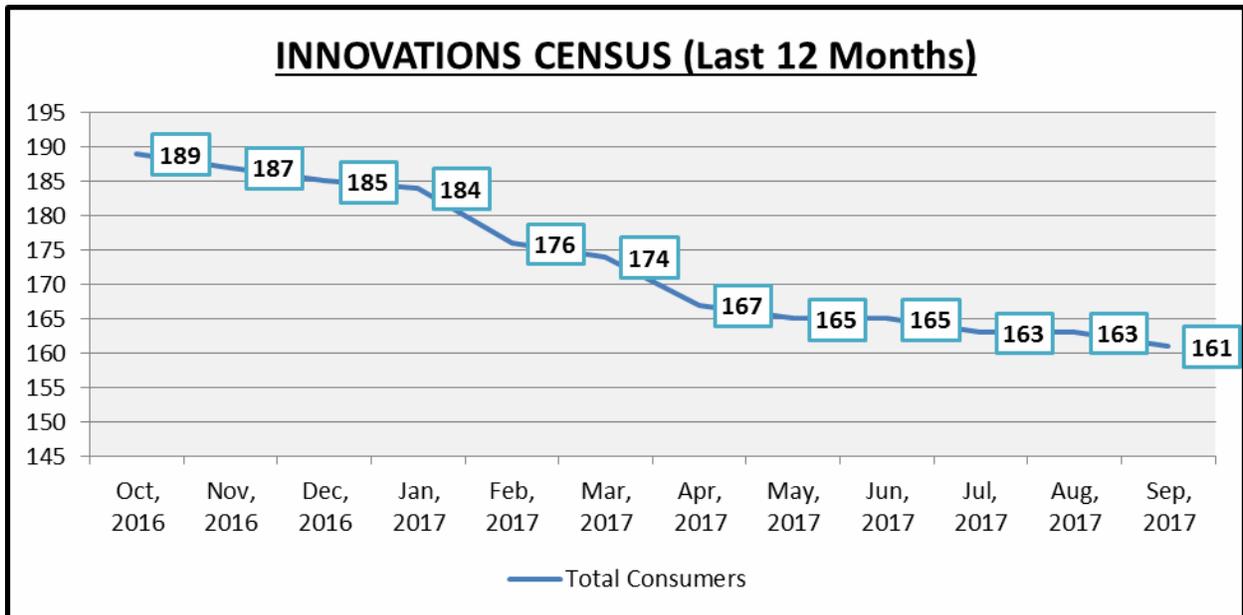
Innovations provides quality services that promote a culture of choice and integration through creative solutions.

**Greatest Successes & Concerns:**

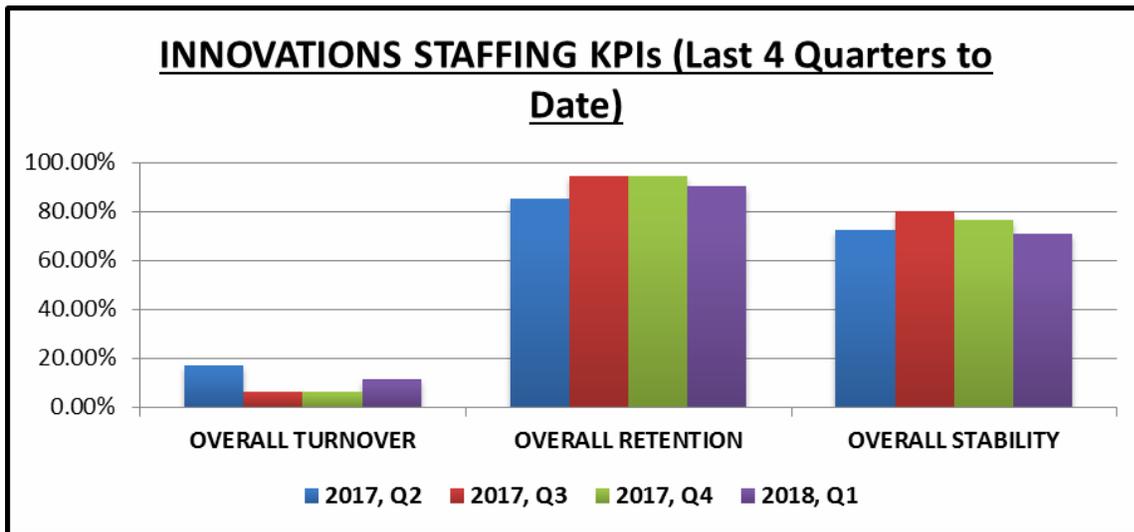
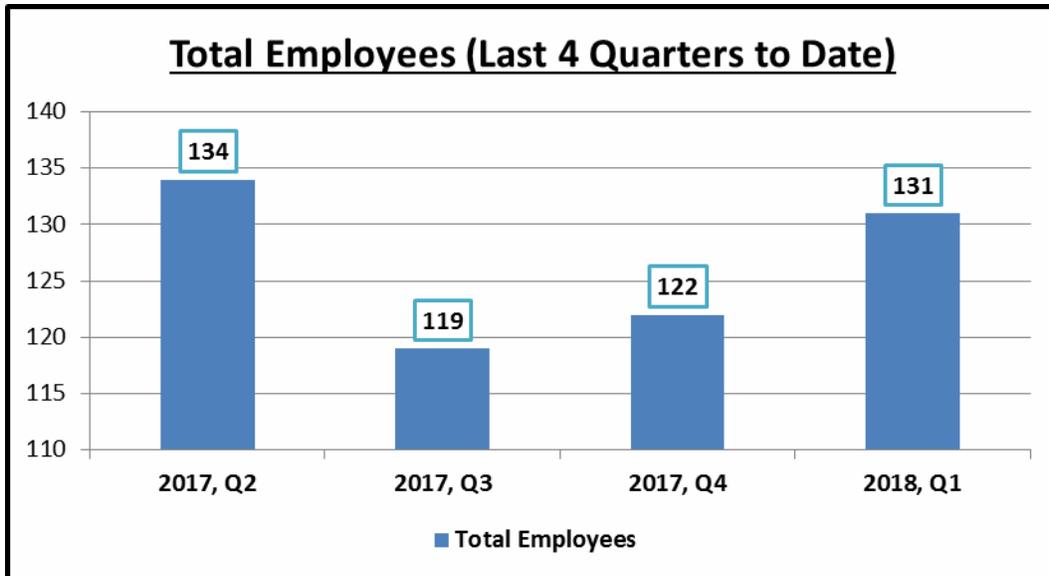
- Successes
  - We are continuing to collaborate with other departments at Imagine! in our development of the new Evolv EHR.
  - Staffing at sites that received the pay increases continues to improve. We have 7 Direct Service Provider positions posted currently, for a total of 274 hours (6.85 FTE). This is a steep decline from the 15 DSP positions we had posted 4 months ago. We have also filled three Site Supervisor vacancies, and are now fully staffed at that position.
  - We resolved a long-standing issue regarding our special needs trusts with LET, which had caused several individuals to lose their Social Security and Medicaid funding. We are now working to get new paperwork signed, and to get their lost funding restored.
- Concerns
  - We have had a lot of issues with the new Evolv system. Most of the processes we are doing in Evolv are taking more time than they used to, and are generally less efficient. We have also had issues with reporting out of the system, which has made it more difficult to do data analysis.
  - We have had a significant amount of billing denials so far this Fiscal Year, due to issues with Evolv, the Bridge, Interchange, and the LET. In the 1<sup>st</sup> Quarter of Fiscal Year 2018, we had 38 denied claims, totaling \$177.8K. We think we have a good likelihood of recouping most of these claims.

**Census Graph for Fiscal Year**

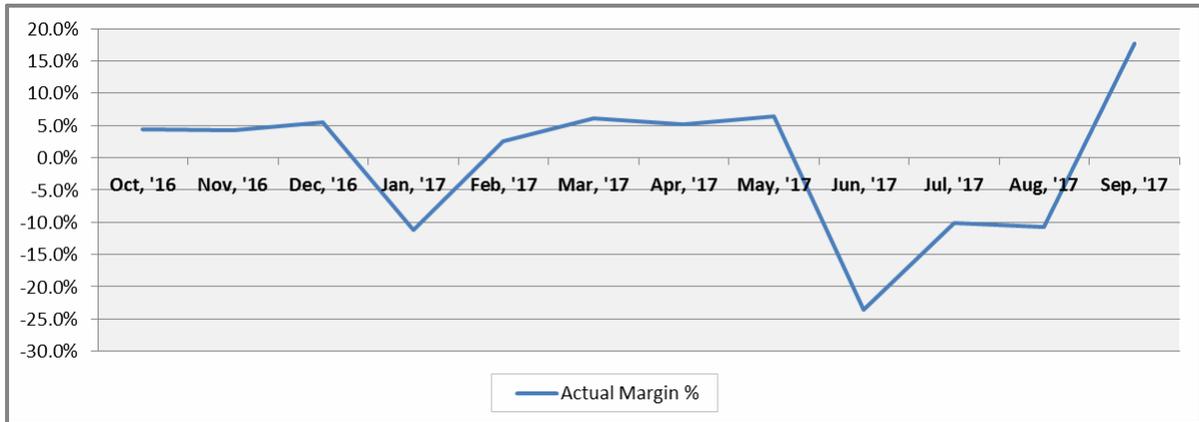
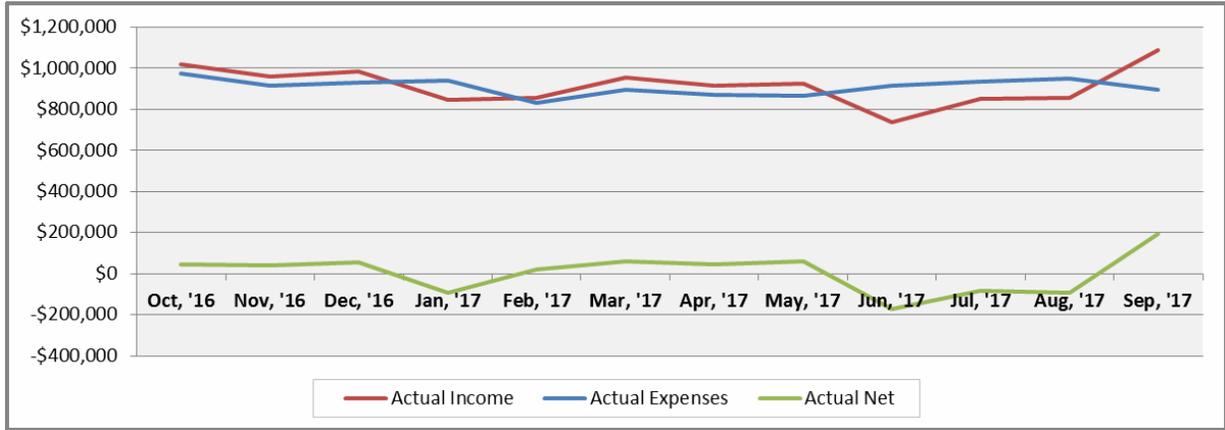
QUARTER	AVERAGE
Q2 17	187
Q3 17	178
Q4 17	166
Q1 18	162



**Staffing Graph for Fiscal Year**



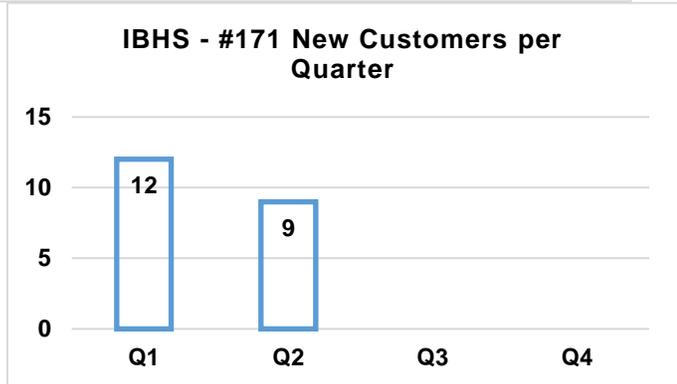
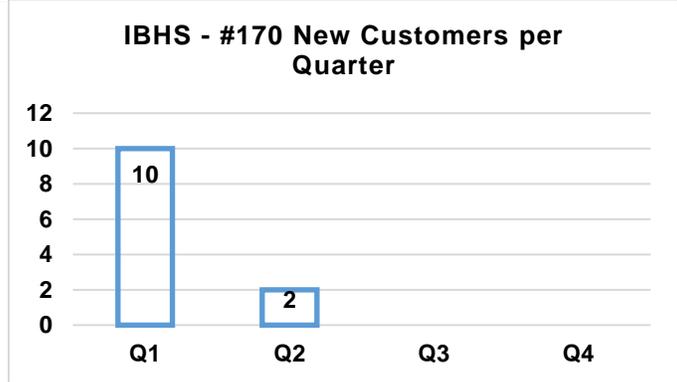
**Budget Graph of Revenue over Expenses for Fiscal Year**



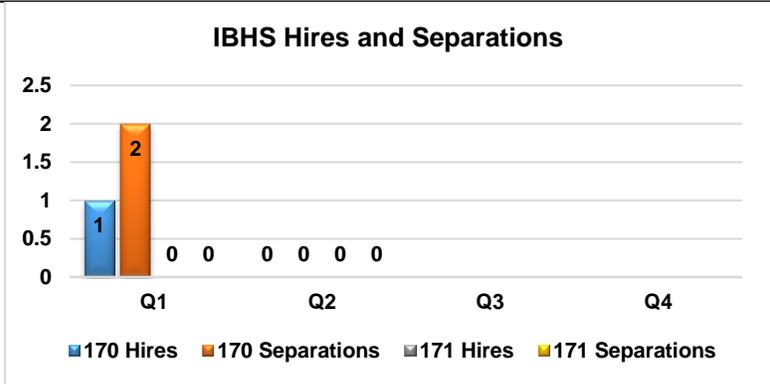
**Purpose Statement**

*IBHS strives to provide behavioral health and mental health services to people of all ages with a level of expertise and experience not found anywhere else. IBHS works as a team towards creating a world of opportunity for all abilities!*

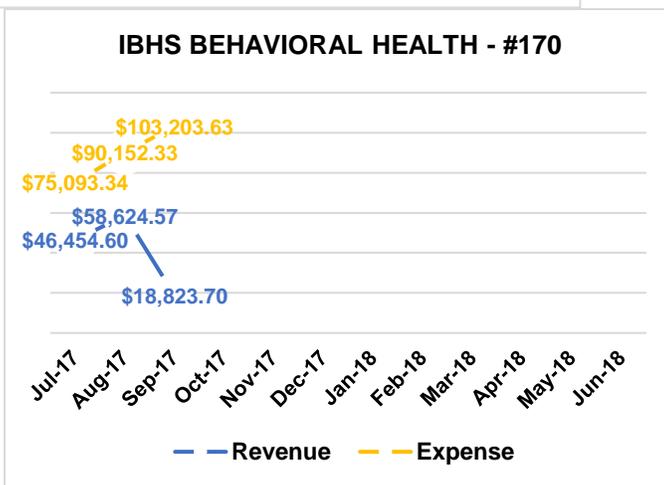
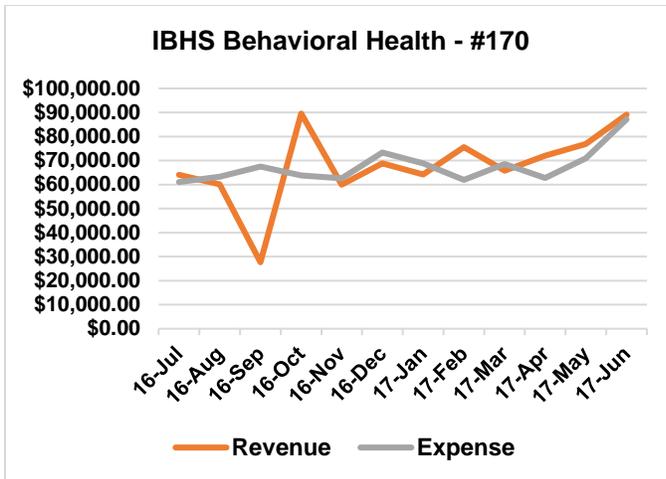
<b>Fiscal Year 2017/2018 Census</b> <b>IBHS Behavioral Health</b> 118 Customers Served as of 11.16.2017	<b>Fiscal Year 2017/2018 Census</b> <b>IBHS Mental Health</b> 265 Customers Served as of 11.16.2017
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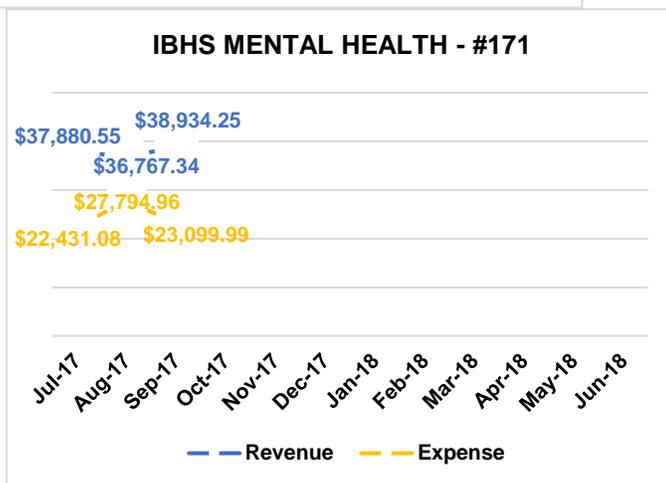
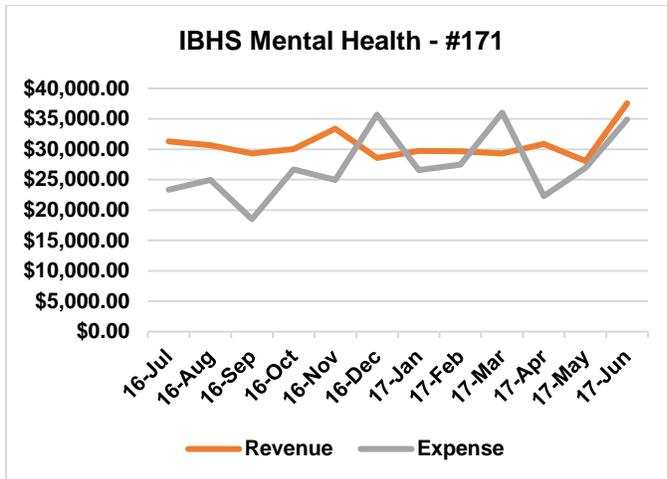
<b>Fiscal Year 2017/2018 – Hires &amp; Separations</b> FTE for #170 Behavioral Health is 10.17 FTE for #171 Mental Health is 3.5
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<b>Revenue vs. Expense Fiscal Year 2017/2018</b>
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The IBHS Admin team is working diligently to address unrecognized revenue for embedded services provided to CLS and O&A to date, and for missing revenue for services rendered to IBHS private insurance and waiver funded customers. We are also working to confirm the accuracy and to develop a plan to address how “uncollectable private pay” impacts the #170 budget.



**Summary of Recent Satisfaction or Surveys Results**

- No recent activity to report

**Summary Previous Month's Achievements and Hurdles**

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

**Summary of Current Program Initiatives**

- The #171 team has been working to reconnect with our colleagues at Mental Health Partners (MPH) via re-acquaintance meetings. Our team is in the collaboration phase to

create a presentation to give to the MPH medical team in early 2018 on supporting clients with high-functioning autism, and a mental health condition. We are also exploring opportunities to work with MHP more collaboratively to address growing addiction concerns, preventing a crisis, and the possibility of MHP offering psychiatric support when our contract doctors are out of the office.

- #170 is working on building our Technician ranks to improve how we leverage our Board Certified Behavior Analyst to serve customer more efficiently. We anticipate offering a Registered Behavioral Technician (RBT) online certification training later this fiscal year to provide a career ladder to non-credentialed staff supporting customers with behavioral challenges.
- Although our #170 team is short-staffed, our team continues to explore prospects to leverage IBHS resources to creativity identify and recruit additional personnel to manage the demand for community-based behavioral health services throughout our catchment area.
- #171 is investigating ways to extend its capacity to improve intake process for new customers, triaging customer needs, and in researching telehealth applications to implement a telehealth solution to increase capacity.



*Imagine!*  
**Out & About**  
*community based therapeutic recreation*

**November 2017 Catalog Board Report**

**Summary of October's Achievements:**

- We had 1 volunteer for a total of 12 hours.
- We ran a total of 38 activities, including 30 classes, 4 FNO, and 2 Saturday one-time events.
- Held our second "Segue" transition program for 15 participants 16-24 transitioning from Children's to Catalog Services.
- Confirmed selection of 4 Therapeutic Rec. interns set to start in January for a 15 week program.
- O&A Therapeutic Team finalized presentation & training materials for rec center facilities on history of DD & oppression, tips & tricks, person-first language & services, and importance of inclusion. The team presented to O&A staff at our monthly staff meeting.
- 8 staff members are set to begin the RBT certification training in January with Jeff Kupfer.
- Continued to post for Instructors to accommodate program area needs.
- Coordinators processed Billing for MyEvolv and reporting in Evolv. Working through multiple held claims and setbacks due to system errors.
- Out & About's Catalog Coordinator continued participation in Imagine!'s 2017-2018 Leadership Development Group; attending the Coleman Institute 2017 conference and Board of Directors meeting.
- Out & About's Assistant Manager continued with CU Boulder's Minor in Leadership's senior Cap Stone Course students. Student's case study project will focus on employee recruiting and retention efforts, targeting our bulk Summer Temp hiring beginning this spring.
- Out & About's Creative Expressions class collaborated with the NoBo Art District to prepare art for November 3<sup>rd</sup> First Friday event.
- Out & About's Catalog team finalized Winter 2017-2018 Catalog, offering a new activity, Love Actually, that focuses on socialization and building positive, constructive relationships.

**Summary of hurdles:**

- Running a smooth Catalog while being understaffed.
- Onboarding Assistant Coordinator on program area duties and responsibilities.
- Continued with Go Live system processes with Evolv while keeping up with the management and coordination needs of the program.
- Planning for 2017-2018 Winter Catalog
- Creating an accurate Quarter 1 KPI working with inaccurate records and reports due to system errors.

**Summary of current Program Initiatives:**

- Implement Evolv's DSR Processes.
- Continue to support interns in the program, adhering to supervision requirements, setting up their goals, objectives, and begin implementing their specialized project planning.
- Begin planning of the Winter Catalog Program



*Imagine!*  
**Out & About**  
*community based therapeutic recreation*

## **O&A CHILDREN's November 2017 Board Report**

### **Summary of October's Achievements:**

- Children's Program had 2 volunteers for a total of 8 hours.
- Received a donation of \$7500 from Village at the Peaks in Longmont.
- Continued to troubleshoot Go Live challenge points. Working through multiple held claims and setbacks due to system errors.
- Began training Children's Services Assistant Coordinator.
- 35 children enrolled in 2017-18 ASP, our highest registration for After School Program to date.
- Continued to post for Instructors to accommodate program area needs.
- Confirmed enrollment and schedules for November School Closure Days, 41 children enrolled.
- Confirmed selection of 4 Therapeutic Rec. interns set to start in January for a 15 week program.
- O&A Therapeutic Team finalized presentation & training materials for rec center facilities on history of DD & oppression, tips & tricks, person-first language & services, and importance of inclusion. The team presented to O&A staff at our monthly staff meeting.
- 8 staff members are set to begin the RBT certification training in January with Jeff Kupfer.
- Out & About's Assistant Manager continued with CU Boulder's Minor in Leadership's senior Cap Stone Course students. Student's case study project will focus on employee recruiting and retention efforts, targeting our bulk Summer Temp hiring beginning this spring.
- Out & About's Children's program received sponsorship from BVSD PEN: Parent Engagement Network for our 2017-2018 Centre Stage for Kids program.
- Out & About's Children's Program received permit to hold the final performance of Centre Stage for Kids at Angevine Middle School in Lafayette to be held on Friday, April 13<sup>th</sup>.

### **Summary of hurdles:**

- Ran a smooth successful After School Program while being understaffed.
- Continued with Go Live system, while keeping up with the coordination needs of the program.
- Continued to support the 2 interns in their internship, adhering to supervision requirements, setting up their goals, objectives, and implementing their specialized project.
- Finalized staffing and planning for November School Closure Days.

### **Summary of current Program Initiatives:**

- Hold and schedule intakes for children new to Out & About.
- Coordinate new spring interns to prepare them for a January start date.
- Continue with MyEvolv Go Live launch troubleshooting.
- Plan and staff for Winter School Closure Days.
- Make revisions required by the Office of Early Care & Learning Licensing Specialist.