



Imagine! Board of Directors Meeting, September 29, 2020

7:30PM

September 29, 2020

Zoom <https://zoom.us/j/93044480538>

Meeting Book - Imagine! Board of Directors Meeting, September 29, 2020

Imagine! board of Directors Meeting September 29, 2020

Introductions and public input.

We kindly request that guests email questions and comments to csiegfried@imaginecolorado for the remote meetings held during the corona virus pandemic. Questions will be presented at the Board of Directors meeting and reported in the meeting minutes.

Policy Matters and the Gallagher Repeal Campaign	I.D.	Tanya Kelly-Bowry
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Approval of minutes from the previous meeting.	I.D.A.	
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Minutes-August-2020.pdf

Acceptance of Tim Haverstick's resignation from the Imagine! Board of Directors	I.D.A.	
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Finance Committee Report	I.D.A.	
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Review and approval of the 2020-21 Imagine! budget.

Final Budget Cuts FY21.pdf

FY21 Budget Considerations.pdf

FY21 Imagine Budget.pdf

Revenue Definitions.xlsx

Boulder County Report	I.D.	Sara Boylan
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Board Recruitment Committee Report	I.D.	
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Imagine! Foundation Report	I.D.	Patti Micklin
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Executive Committee Report	I.D.	
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C.E.O.'s Report	I.D.	
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Adjourn

Supporting Materials

Imagine! Report to the Board of Directors - 9-20.pdf



Imagine!

Creating a world of opportunity for all abilities

Report to the Board of Directors September, 2020

CONTENTS:

- 1) CEO Report
- 2) FY20 Agency Profile
Trends Report
- 3) Financial Summary Report
- 4) Imagine! Foundation Report
- 5) Care Coordination Report
- 6) Community & Employment
Services Report
- 7) Residential & Therapeutic
Services Report



General

Governor Polis has declared the week of September 6 – September 12 as Long Term Care Worker Appreciation Week. This declaration recognizes all of the outstanding work that long term care workers, including Imagine! employees in our group homes, have performed both during the COVID-19 pandemic and every other day.



The week of September 14 through September 18 is Direct Support Professionals Appreciation week. DSPs are the powerhouse employees behind the work we do each and every day. The PR team created an appreciation video to honor their contributions. Thanks to those of you who participated in its creation! We are fortunate to have such a tremendous workforce!

CEO Activities

This month, I am spending time developing relationships with new legislative partners. I had the opportunity to meet House District 13 Candidate, Julie Amabile (campaigning for Speaker KC Becker's former seat) and Dr. Karen McCormick, House District 11 Candidate. Additionally, I'm attending virtual fundraisers for different members of the Joint Budget Committee as well as virtual meetings working toward the repeal of the Gallagher Amendment.

Operations

Our chief challenge remains crisis management. The pandemic has impacted every aspect of Imagine! but I am proud to say that our staff continue to work diligently to minimize service disruption. Some parts of our services continue to be entirely virtual, others have resumed in-person, albeit at a much smaller capacity, and others remain closed. Our most vulnerable environments, the residential settings, have remained safe from an outbreak. Every staff member working at those locations has our deepest gratitude for protecting the residents. The impact of the pandemic will be long lasting and far reaching. We anticipate closing out FY20 with a slight positive margin, in large part due to temporary relief funding that covered service disruption in day services. That relief funding came to an end in July and unfortunately, we will see that impact in the FY21 budget. In addition to the massive service disruption, the 1% cut in state funding took effect July 1 and contributes to the overall revenue reduction we will be faced with this year. Imagine! faces several significant financial risks over the next several months, as outlined below:

1. The Gallagher Amendment is a Colorado tax law that requires the amount of residential property taxes collected statewide be lower than the amount of non-residential property taxes collected statewide (45%/55%). As a result of the economy coming to a standstill earlier this year, the ratio has been disrupted and to rebalance, the residential assessment rate will have to be reduced from 7.15% to 5.88%. Boulder County estimates this will result in a 15% revenue drop in revenue in 2022. Statewide, the impact is estimated to be \$900M. Imagine! heavily depends on our local funds and this kind of a reduction would be devastating to the organization. Fortunately, there is a ballot measure for November that will repeal Gallagher. Imagine! will be heavily involved in the repeal campaign efforts.
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CEO Report

2. The current projected state shortfall for the FY22 budget cycle is 1B. The state dipped into every reserve it had to cover this past year's \$4B shortfall and we are fortunate we made it out of that process with a 1% cut. Other departments and programs received much higher cuts. The 1% cut is equivalent to about \$250,000 in less revenue for Imagine!. The next revenue forecast is on September 20 and it'll provide us with more information about what to anticipate. Predicting what the state will do is further complicated by the Gallagher Amendment and whether or not the repeal passes. Given the economic environment, Imagine! is anticipating another round of some level of state funding cuts for FY22.
3. Imagine! is obligated to comply with Colorado's Healthy Families Workforce Act which requires us to provide every employee with up to 80 hour of paid leave for a COVID-19 related reason which can include disruption to childcare. There is no funding that accompanies this new requirement. The maximum potential liability could be just over \$500,000 for Imagine! this year and next year.
4. At any point, we may experience additional major service disruptions as a result of the pandemic. The disruptions could be a result of regulations to protect public health (and in the process, reduce our ability to provide service). They could be the result of an outbreak. They could be the result of an uptick in community spread this winter leading to another shutdown. It is difficult to plan for these disruptions.

Imagine! received notice on September 14 that we were approved for federal relief funding through the CARES Act stimulus but as of the writing of this report, we don't know how much or when those funds will be granted. Given the unknown amount of funding and the strict terms and conditions for their use, we are not building the FY21 budget with these resources.

Government Relations

We learned more information about the future of Conflict Free Case Management and Case Management Redesign during recent discussions with our partners at Health Care Policy and Financing (HCPF). Information included timelines for when to expect a bill this fall, the contents of that bill, the future RFP process for the new "house" they are building, and which pieces of current service delivery would move into this house.

Strategy

While crisis management is the most critical priority at the moment, I cannot forget about the future. To that end, I've engaged with Social Venture Partners to solicit their support in developing this year's strategic planning process. We anticipate kicking that off later this Fall and I plan to involve the Imagine! Board of Directors. Stay tuned.

Respectfully submitted,

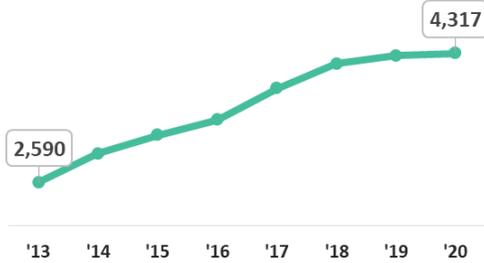
Rebecca Novinger



The People We Serve

The number of people we served this Fiscal Year (FY) *increased* by **less than 1%**, the lowest rate of increase in the last 8 years.

Total Number of People Served



This Fiscal Year, we served an *additional*

47

people who live in **Longmont**, while we saw *decreases* in the number of people who live in the cities of **Boulder** and **Broomfield**

This Fiscal Year, we served

354

more people aged **6 to 18**, while we served **318** *fewer* people aged **5 and under**

Our Workforce

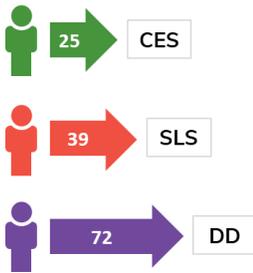
While our number of full-time **employees** has stayed mostly the same over the last 8 years, our number of part-time staff has been *increasing* by an average of

29

employees per year

Community Centered Board Services

This FY, we saw enrollment increases in all three Home and Community-Based Services (HCBS) **Waivers** we coordinate



The number of adults on the HCBS-DD **Waiting List** in Boulder and Broomfield Counties *decreased* by

66

this Fiscal Year

Our **Intake** department processed

84

fewer intakes this FY

This FY we served

32

fewer children in our **Early Intervention** program

This Fiscal Year

84

fewer children participated in our **Dayspring** program

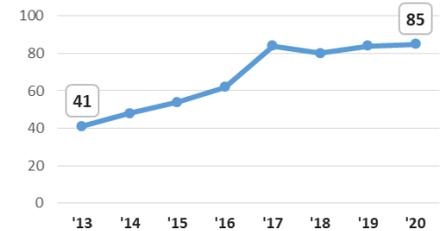
The number of **Crisis** grants we have given out has been *increasing* by an average of **10.3** per year



Program Approved Service Agency (PASA) Services

The number of clients in our **School Age Services** program has been *increasing* by an average of **7** clients per year

School Age Services Participants



Our **Behavioral Health Services** program served

19

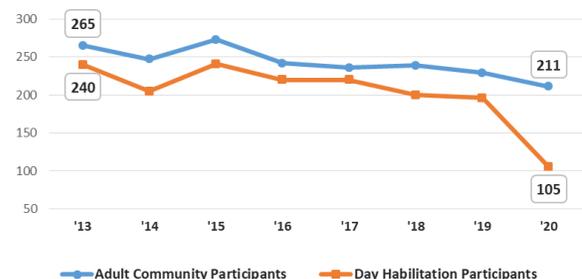
more clients this Fiscal Year— our last increase in that program was in FY15

This FY, we served

15

more clients in our **Mental Health Services** Program

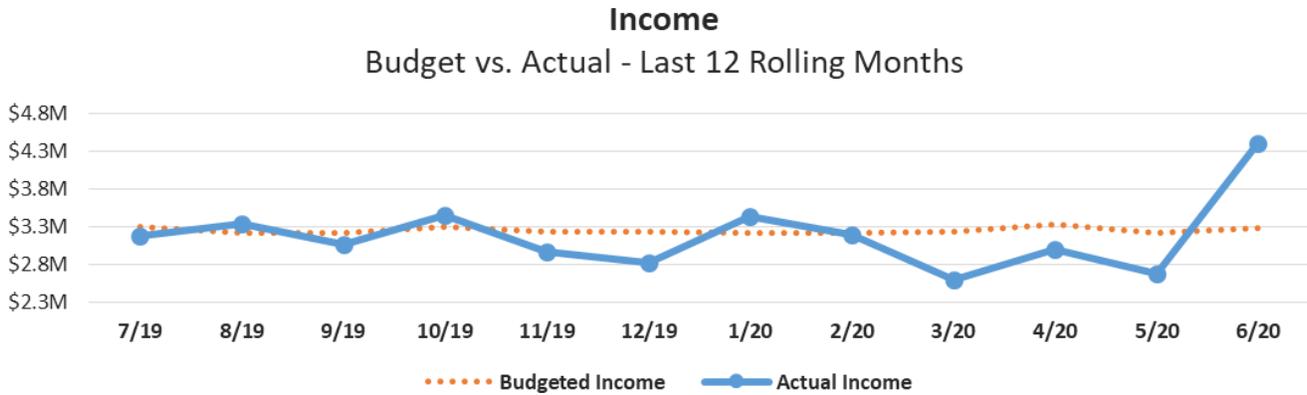
Over the last 8 years, we've seen significant *decreases* in the number of clients attending both our **Adult Community** and **Day Habilitation** services. **Adult Community** has been *decreasing* by **6.9** clients per year, and **Day Habilitation** has been *decreasing* by **13.3** clients per year.



Financial Summary Report

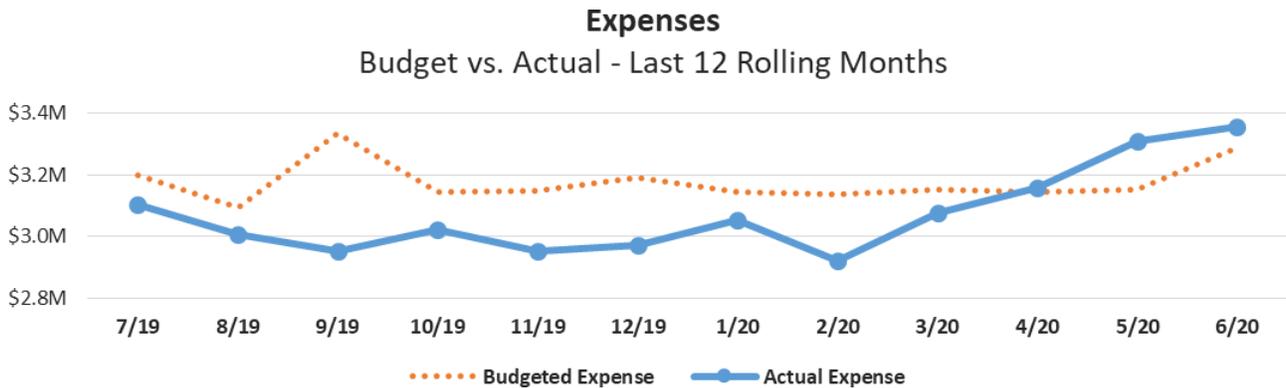
◆ Revenues

- Revenue for the month was \$4.4 M, \$1.1M over budget. Year to date, revenues were \$38.1M, \$892K under budget.



◆ Expenses

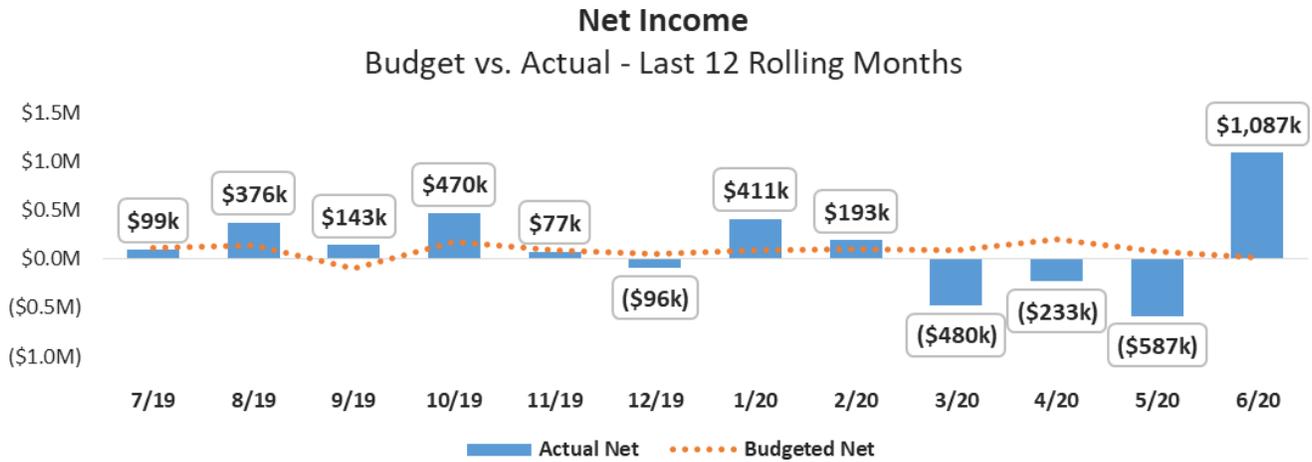
- Expenses for the month of June totaled \$3.3M, \$70k over budget. Year-to-date, expenses were \$36.8M, \$1.3M under budget.



Financial Summary Report

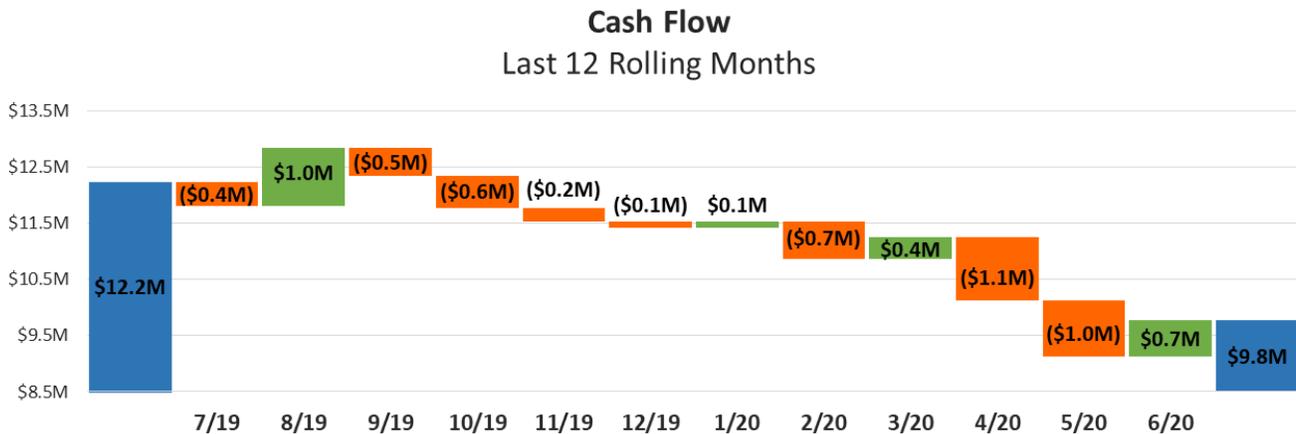
◆ Operating Margin

- The Operating Margin was a positive \$1.1M for the month of June, and \$1.3M for the year, \$1.1M and \$389K favorable to budget respectively.



◆ Cash Flow

- There was positive operating cash flow of \$648K for the month primarily due to net income of 1.2M, a decrease in accounts receivable of \$570K and a decrease of other current assets by 332K. Net change in cash YTD is negative \$2.5M, primarily from change in deferred revenue accounting and use of cash in accounts receivable.



◆ **Purpose**

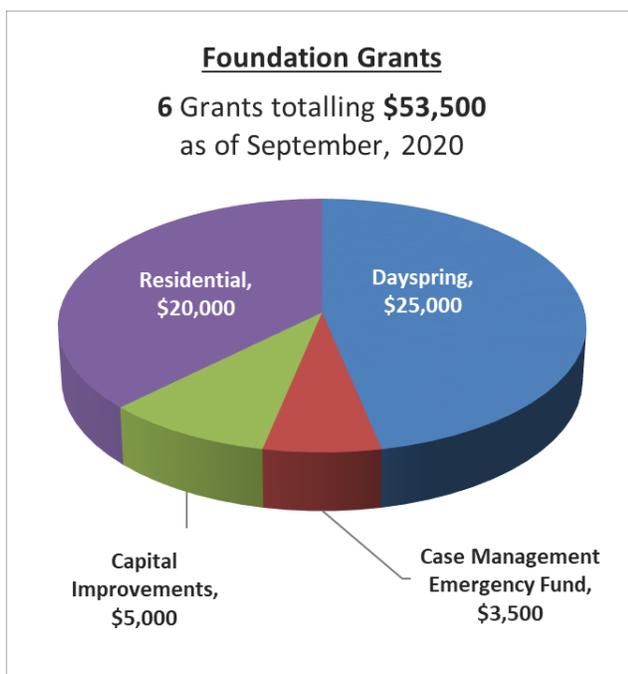
- *The Imagine! Foundation raises funds beyond its expenses annually and increases awareness of Imagine!'s clients, families, and needs in the local community in order to provide opportunities defined by Imagine! for increased independence and quality of life for those Imagine! serves.*

◆ **FY 2021 Foundation Focus Areas**

- 100% of both boards will make a philanthropic gift this fiscal year. *Imagine! Board Members received a solicitation in August.*
- 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 will set strategy in October, but we expect to bring 3-5 new members for Imagine! BOD approval in the spring.

◆ **September, 2020**

- As of 9/14/2020, **\$79,118 raised from 147 donors.**
- The Imagine! Foundation Board of Directors approved a FY2021 revenue budget of \$600,050 with expenses anticipated at \$272,447. The overarching goal, with the help of the community, is to exceed revenue goal and spend less than anticipated.
- The Imagine! Foundation Board of Directors approved holding a virtual Imagine! Celebration on Saturday, January 30, 2021.
- FY2021 and the pandemic provide an opportunity to move from an event-focused foundation to a major gifts focused foundation.



**Ways you can be involved
with the Foundation:**

- Make a philanthropic gift to the Foundation *(and see if your donation qualifies for a match from 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, November 10, 7:30 a.m.
- Send ideas to Patti anytime.

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

Care Coordination Report

◆ Conflict-Free Case Management Update

- Rebecca, Robin and Jenna met with HCPF in early September.
- The start date for HCPF's new proposal of having entities that will provide Intake and Case Management for all HCBS waivers (including non IDD) is July 2024.
- We are still not sure where Early Intervention will land, but we suggest it stays with the entity described above.
- HCPF is bringing on a contractor in November to start working on OHCDs, rural designation, regions, OBRA, and quality matrixes. Work to start in January 2021.
- Goals of this fall's legislative process include: 1 bill, removal of 3rd party entity, requirement of CM for any and all, and designation language to protect local funds. We should see draft language in 6-8 weeks.
- They reiterated their intent to minimize disruption for people.

◆ Overall Achievements, Challenges, & Initiatives

- **Achievements**
 - The Case Management department's billing structure completely changed on 7/1/20. We are adjusting well and have a lot of bright staff figuring out the kinks.
- **Challenges**
 - Covid-19 has led to many programmatic changes in every program – whether that's providing case management exclusively via telehealth, allowing electronic signatures, allowing funding flexibility and the like. We are doing our best to keep staff informed of changes in their work by having staff meetings, Q&A sessions, and sending frequent communication.
- **Initiatives**
 - The Early Intervention department is tasked with outreach efforts. Service Coordinators caseloads are low due to less referrals due to the pandemic, and also new qualifying criteria for the program. They are enjoying sharing about Early Intervention with child care centers and pediatricians offices, just to name a few.

◆ Program 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 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. Because they have other colleagues to bounce ideas off of in regards to a concern from a family, we are able to provide well rounded support to each child and family we serve.
- What sets Dayspring apart from other providers who contract with us to provide therapy are our 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



Care Coordination Report

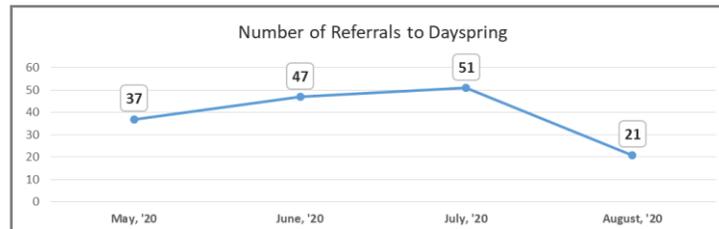
with other families who may be dealing with similar struggles. These activities are taught by our Occupational therapists and our ECSE who is bilingual. Currently during COVID we are providing modified activities via zoom to continue to support families during this time. You can click below to watch a short video about our CCA's:

<https://www.youtube.com/watch?v=-E4b3APvHDg>

- 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**

- Our Physical Therapist Jill Valenti recently completed her Assistive Tech training and certificate. Assistive Tech is another approved EI service and requires providers to access a loan bank to help families test out different assistive devices in order to meet their needs. Being an assistive tech provider means that she is now able to offer our families a new service that Dayspring had not been able to offer before.
- Since May Dayspring has been able to bring in over 115 new referrals! This is a really impressive number considering overall referrals have been down during COVID.



- **Challenges**

- While the team has adapted very well to the current state of things, telehealth remains a challenge in some respects. With all the changes to school and the unknown of what things may look like, we have seen a slight increase of families cancelling sessions at the last minute.
- For some families, access to reliable internet and technology has remained a challenge. The providers continue to get creative about the best ways to support these families.
- The recent change in eligibility with the higher requirement to have a 33% delay rather than a 25% delay means that these families could require more from providers in terms of ongoing support. While we still don't know the overall outcome of all this, we will continue to monitor this new challenge.

- **Initiatives**

- Starting next month all providers will be required to take a HELP training. The HELP is the assessment tool that the providers use to determine the percentage of delay in each developmental domain for a child during an evaluation. As we continue to increase the number of evaluations we do, we felt it was important to have each provider do a refresher of the material.
-

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

• **Achievements**

- September marked the second round of virtual classes for our community programming. Registration has far outpaced our expectations. See below for more details!
- On the employment side, we are finalizing a new contract with Avery Brewery. This will provide job opportunities for at least six Imagine! clients, five days per week, at minimum wage or higher.

• **Challenges**

- Transportation remains a significant challenge for our department. The state is restricting the number of passengers per vehicle due to the airborne spread of COVID-19 in close quarters. Access to transportation is a barrier for many of our clients, and our inability to provide transportation limits our ability to provide services.

• **Initiatives**

▪ **Department Restructure:**

- We are continuing the work of carrying the restructure of Community and Employment Services through the remainder of the department. When completed, our new, uniform approach to these services will help ensure a consistent, high-quality experience for our clients.

▪ **School-Day Supports:**

- Current restrictions on waiver funding prevent Imagine! from billing for services provided during the school day. With most schools operating remotely, parents of children with I/DD are desperate for support with virtual learning. We are in the process of launching a private pay option for this service. In addition, we are exploring outside funding sources with the goal of offering this support at no cost to our families.

▪ **Spanish-language Support for the FRE (Family Recruited Employee) Program:**

- We are collaborating across departments to explore expanding our popular FRE program to serve Spanish-speaking families who do not have an English-language speaker in the home.

◆ **Program Spotlight: Adult Community-Based Services**

• **Department Summary**

- Our Adult Community-Based Services offer adults with I/DD the opportunity to connect with people and activities in their local community. Formerly known as Out & About, this program draws on principles of therapeutic recreation to offer engaging activities that focus on individual-strengths and skill-building. Adult Community Services offers day, evening, and weekend activities that focus on increasing independence, social skills, and education.

• **Department Achievements, Challenges, & Initiatives**

▪ **Achievements**

- Imagine! Community Services is offering 10 virtual classes per day, five days per week to provide our clients with opportunities to connect and learn despite the COVID-19 pandemic. When we launched our fall virtual class catalog at the end of August, our hope was to average 8 clients per session. Registration has closed, and we



averaged a whopping 21 clients per class! Check out [this amazing video](#) showcasing our clients and staff engaged in virtual programming.

- **Challenges**

- Our ability to offer in-person services continues to be limited by transportation restrictions and the availability of venues that allow for social distancing. In addition, many of our clients either need to or choose to continue avoiding in-person activities due to the risk to themselves or a loved one. The impact of COVID-19 on this department is substantial and long-lasting.

- **Initiatives**

- This month, we are taking steps to begin exploring a partnership with the YMCA that would allow us to provide site-based services in a community setting. We are only in the earliest stages of this discussion, but this is an exciting opportunity to innovate our programming.
-

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

● **Achievements**

- Mental Health Services Clinicians are seamlessly providing telehealth services to the individuals we support, and will soon begin providing in-office appointments on an as-needed basis.
- Behavioral Services has also maintained the same caseload and billable percentages as pre-COVID, and will provide in-person supports as needed.
- We have begun contracting with residential providers to provide day habilitation services for short periods of time so the people they serve have minimal service lapses.
- Group Homes remain COVID outbreak free.



● **Challenges**

- Imagine! began doing our own Medicare billing for Mental Health instead of going through a third party biller. This has proved to be a difficult process and getting claims approved has been slow and inconsistent.
- Hiring in our Group Homes has been slow, and therefore staffing is inconsistent creating long hours for our supervisors.
- Contracted Residential Providers (Host and Companion Home Providers) have now been 6 months with no or little respite as a result of day programs being closed or minimized. This has been difficult for this group.

● **Initiatives**

- Mental Health Services: re-engaging in in-person services
- Residential: Contracting with residential providers for some day habilitation services, allowing indoor visitation in our Group Homes in accordance with Department of Public Health and Environment guidelines.

◆ **Program Spotlight: Family Caregiver Services**

● **Department Summary**

- The Family Caregiver Services program supports individuals receiving comprehensive I/DD waiver funding who want to receive services from a family member or remain in their family home and receive services from another individual. Imagine! contracts with each family to provide this care. Imagine! was a pioneer of this service model, and has been serving people in Family Caregiver Services since 2010. We are currently serving 19 people in the Family Caregiver Services program, and have budgeted to grow the program by two residents this year.

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

▪ **Achievements:**

- We added 4 new individuals into our Family Caregiver Program last year
 - We transitioned each provider from a staffed model to a contracted model. This has allowed more flexibility for the family and person receiving services to use their residential funding as needed.
-

- **Challenges**

- Working with each family to move from an employee model of payment to a contracted model of payment was complex and at times met with resistance. We worked with each family to make sure they understood the reasoning and benefits to them.

- **Initiatives**

- We have budgeted to grow this program again in the coming year, and add new Program Coordinator time to manage an ever-growing case load.
-