



## **Imagine! Boulder County Mill Levy Report**

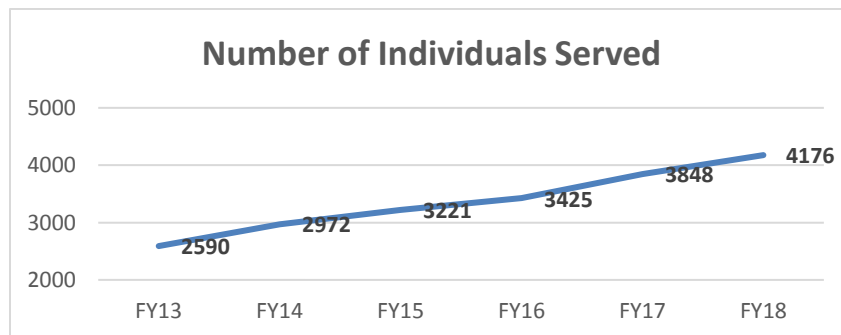
### **For Period July 1, 2017 – June 30, 2018**

### **History**

The Colorado Legislature created the Community Centered Board (CCB) system in 1964 to provide, coordinate and oversee locally based services for people with intellectual and developmental disabilities. Imagine! was established in 1963 as a private, not-for-profit organization and was the first CCB in Colorado when the 1964 legislation was enacted. A CCB is a local area's single point of entry into local, state, and federally funded programs for people with developmental disabilities in a community. Imagine! is currently one of 20 CCBs in Colorado and serves Boulder and Broomfield counties. The mission of Imagine! is to create a world of opportunity for all abilities.

In addition to serving as a CCB, Imagine! is also designated by the State as a Program Approved Service Agency to provide services designed to incorporate people of all ages with developmental, cognitive and physical challenges into the fabric of their communities. Services include educational and therapeutic services, job training and placement, therapeutic recreation and leisure activities, opportunities for community living including residential services, behavioral health services, technology solutions, and support for families. In addition, Imagine! serves as a Single Entry Point for the Children's Home and Community Based Services Waiver.

When it first opened its doors, Imagine! served 100 individuals. During fiscal year 2018, Imagine! served 4,176 people and their families. In the past five years alone, Imagine! saw a 61% growth in the number of people served.



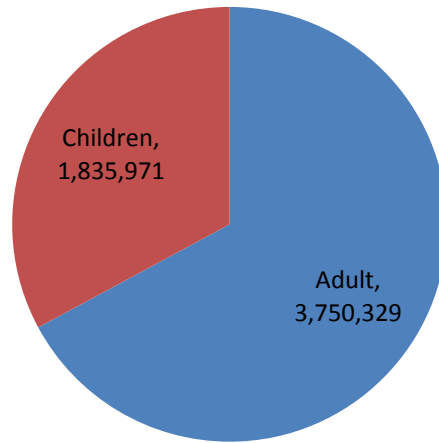
The enabling CCB legislation encouraged local fiscal support for people with intellectual and developmental disabilities, and Boulder County has been historically generous with

their support of Imagine! and its services. In February of 2002, the Imagine! Board of Directors requested that the Boulder County Commissioners consider a ballot measure to increase funding for Intellectual and Developmental Disabilities (IDD) by 1 mil. In May of 2002 Imagine! committed to managing the ballot measure campaign. In June of 2002, Boulder County Commissioners committed to drafting language for the ballot measure. By August 2002, the Boulder County Commissioners realized a separate need for funding of other human services such as Special Transit, mental health services, workforce services, juvenile diversion programs, and other social services, and would consider a separate ballot measure asking for ½ mil increase in property taxes. Imagine! agreed to carry the additional ½ mil campaign on behalf of the other human services needs, thus creating two new funds for Boulder County: 1 mil for IDD and ½ mil for other human services needs determined by the Boulder County Commissioners. With the passage of tax initiative 1A in November, 2002, additional local dollars were made available to Boulder County Commissioners, supported significantly by Imagine!'s public campaign to provide assistance to a great many Boulder County residents with intellectual and developmental disabilities. Many of these residents are on a waiting list for services, or have had their supports reduced due to the State of Colorado's financial difficulties or current Medicaid Waivers rules and restrictions. The total amount of local support made available to Imagine! to support these residents was \$6,865,900 in fiscal year 2018. Additionally, Imagine!'s campaign delivered ½ mil to other human services needs throughout the County as determined by Boulder County Commissioners.

The allocation of these Boulder County funds is approved by the Imagine! Board of Directors through the annual operating budget process and reviewed monthly by the Finance Committee in public Board meetings. The Imagine! Board of Directors is made up of caring and extremely knowledgeable business and civic leaders, some of whom have family members who receive services.

The following report provides a breakdown of the scope and costs of services provided by Imagine! to Boulder County residents for the period of July 1, 2017 through June 30, 2018. Section I of the report presents the detail of expenditures and services for adults.

## 2018 Base Mill Levy Expenditures



### **I. Adult Services (Mill Levy Expenditures of \$3,750,329)**

Individuals ages 18 and older who demonstrate eligibility for long term care Medicaid and have a determination of a developmental disability are eligible to receive community based services through the Developmental Disabilities Home and Community Based Waiver program (HCBS-DD) or the Supported Living Services Home and Community Based Waiver program (HCBS-SLS). Services offered through these two programs can include residential services, adult day services, transportation activities, behavioral services, and other supports needed for people with disabilities so they may live successfully in the community.

### HCBS-DD

*Persons in need of services & supports 24 hours a day that will allow them to live safely and participate in the community.*

- Assistive Technology
- Behavioral
- Day Habilitation
- Dental and Vision
- Supported Employment
- Home and Vehicle Modifications
- Mentorship
- Personal Care
- Personalized Emergency Response Systems
- Professional Services
- Respite
- Specialized Medical Equipment
- Transportation

### HCBS-SLS

*Persons who can live independently with limited supports or with family.*

- Adapted Therapeutic Recreation
- Assistive Technology
- Behavioral
- Community Connector
- Day Habilitation
- Home and Vehicle Adaptations
- Homemaker
- Parent Education
- Personal Care
- Professional Services
- Residential Services
- Respite
- Specialized Medical Equipment
- Supported Employment
- Vision

The total cost to Imagine! to serve this population in the last fiscal year was approximately \$17.6 million. Of this cost, \$13.9 million was generated through Imagine!'s contract with the State for both Medicaid and State General Funds, as well as fundraising and other revenue. Mill Levy funding provided \$3.7 million for adult services, which constitutes approximately 21% of the overall funding for the period. The table below summarizes the average cost for the year to serve individuals in the adult population.

#### Mean Cost of Adult Services: Annual average per individual

Source	Cost	Percentage
All Sources	\$17,761	100%
All Sources without County	\$13,981	79%
County Mill Levy	\$ 3,781	21%

The HCBS Medicaid Waiver programs do not cover all costs associated with providing those services. Mill Levy funding addresses critical gaps between the cost of providing services and the payment Imagine! receives from Medicaid and State General Funds.

HCBS-DD Costs Not Included in the Waiver
<ul style="list-style-type: none"> <li>•Employee Recruitment</li> <li>•Employee Hiring</li> <li>•Employee Training</li> <li>•Employee Benefits</li> <li>•Facility Operations</li> <li>•Client Activity Fees</li> <li>•Non-billable time associated with regulatory requirements</li> <li>•Management and Administration costs such as Human Resources, Information Technology and Finance</li> </ul>

HCBS-SLS Costs Not Included in the Waiver
<ul style="list-style-type: none"> <li>•Employee Recruitment</li> <li>•Employee Hiring</li> <li>•Employee Training</li> <li>•Employee Benefits</li> <li>•Vehicle Purchase</li> <li>•Building Leases, Maintenance, Utilities</li> <li>•Facility Operations</li> <li>•Client Activity Fees</li> <li>•Capital Expenses</li> <li>•Non-billable time associated with regulatory requirements</li> <li>•Management and Administration costs such as Human Resources, Information Technology and Finance</li> </ul>

Adults who receive services and supports from Imagine! through mill levy funding are required to be residents of Boulder County. They must meet the Colorado eligibility criteria for developmental disability services as defined in statute and rule. A developmental disability is a disability that is manifested before the person reaches twenty-two (22) years of age, which constitutes a substantial disability to the affected individual, and is attributable to intellectual or developmental disabilities or related conditions which include cerebral palsy, epilepsy, autism or other neurological conditions when such conditions result in impairment of general intellectual functioning or adaptive behavior similar to that of a person with intellectual or developmental disabilities. A more complete definition of a developmental disability can be found at the following link. <http://www.sos.state.co.us/CCR/GenerateRulePdf.do?ruleVersionId=5649>

There were a total of 916 adults eligible in services in Boulder County during the reporting period. Those enrolled or waiting for service are summarized in the table below. Age and ethnicity are further defined in tables below.

#### Adults by Waiver Program

Service Type	Number
Comprehensive Services	304
Supported Living Services	375
Wait List (unduplicated)	115

### Adults by Age

Age	Percentage
18-29	38%
30-39	24%
40-49	13%
50-59	14%
60+	11%

### Adults by Ethnicity

Ethnicity	Percentage
American Indian	1%
Asian/Pacific	3%
Black	2%
Hispanic	17%
Caucasian	73%
Other/Undeclared	4%

The table below highlights the secondary and other tertiary diagnoses for the individuals receiving adult services in the reporting period. (Totals equal greater than 100% because many individuals have more than one corresponding condition)

### Adults by Diagnosis

Diagnosis	Percentage
Attention Deficit	16%
Autism	22%
Brain Injury	3%
Cerebral Palsy	13%
Dual Diagnosis/Mental Illness	26%
Down Syndrome	9%
Fragile X	1%
Maladaptive Behavior	14%
Non Ambulatory	4%
Non Mobile	1%
Seizure/Epilepsy	19%
Hearing	6%
Speech	22%
Vision	8%

304 adults were enrolled in comprehensive services during the reporting period. “Comprehensive” services refers to residential services, adult day services or supports and transportation activities as specified in the Individualized Plan (IP). Included are services which provide an array of training, learning, experiential and support activities provided in residential living settings designed to meet individual needs. Additionally, adult day services provide opportunities for individuals to experience and actively participate in valued roles in the community. These services and supports enable individuals to access and participate in typical community activities such as work, recreation, volunteering, and senior citizen activities.

Finally, transportation activities refer to “Home to Day Program transportation,” services relevant to an individual’s work schedule as specified in the Individualized Plan. For these purposes, “work schedule” is defined broadly to include adult and retirement activities such as education, training, community integration, and employment.

The adult Supporting Living Services (SLS) program had an enrollment of 375 individuals. SLS provides assistance and support to meet the daily living and safety needs of persons who are responsible for their own living arrangements in the community. The program is intended to augment already available support for those persons who either can live independently with limited supports or who, if they need extensive support, are getting that support from other sources such as family. The types and amount of support services provided during the reporting period are identified in the table below. Some individuals may have received more than one type of service.

### **SLS Services**

<b>Type of Service</b>	<b>Percentage</b>
Day Habilitation	42%
Homemaker	8%
Personal Care	12%
Respite Care	10%
Supported Employment	4%
Transportation	13%
Other	11%

### **Wait List**

Imagine! tracks the waiting list for state and federally funded services in order to determine how best to serve those in our community with the use of county or charitable dollars. There is a growing concern that, due to the length of time some individuals remain on the waiting list for HCBS-DD (24/7 residential supports) services, their family members and caregivers are aging to the point that they may no longer be able to support the individuals in need. Imagine! currently serves 13 individuals on the waiting list ages

65 through 79, and all reside in Boulder county. Four of these individuals have been waiting for an HCBS-DD resource for between 20 - 35 years. While waiting for an HCBS-DD resource, these individuals are living with family members, in nursing homes, and in the community without family support.

### Individuals on Wait list Aged 65 or over

Years on WL	Location
8	Nursing Home
9	Lives Independently w/o family support
4	Nursing Home
1	Lives Independently w/o family support
3	Relative's Home
6	Relative's Home
1	Lives Independently w/o family support
33	Relative's Home
35	Lives Independently w/o family support
4	Lives Independently w/o family support
20	Lives Independently with family support
11	Relative's Home
34	Lives Independently with family support

Unfortunately, some individuals in our community pass away without ever receiving the benefit of HCBS-DD services. Over the past year, 9 adults with intellectual and developmental disabilities passed away while on the waiting list; 7 were residents of Boulder County. The longest time endured by an individual on the waiting list, before passing, was 36 years.

#### ***Case Management***

Imagine! is the “single entry point” for many services in Boulder County for peoples with developmental disabilities and their families. Imagine!’s Case Management Department is responsible for intake and eligibility determinations, Medicaid paperwork, client rights protection, contracting (brokering) for services with providers, annual client individualized service planning, service and regulation monitoring, utilization review, quality assurance, and client advocacy. Individuals for whom Imagine! plans and provides services using local Boulder County funds also need the above listed case management services. During the reporting period, 894 adult individuals received active case management services. In addition to developmental disability services, 4 individuals



accessed Homecare Allowance, and 56 individuals were enrolled in long term Home Health Supports.

Case managers are responsible for reviewing applications for services and meeting with prospective clients of service. Approximately 280 referrals were received for the reporting period, resulting in 171 intakes for individuals seeking adult services.

A case manager is assigned to each person requesting service. Choice of case managers and case management agencies is welcomed and available on request. The case manager's role is to provide assistance as needed to individuals and families to identify desired outcomes and the resources needed for those outcomes. Case managers strive to maximize support options in the individual's natural community. Through information, education, and advocacy, case management partners with families and individuals to safeguard rights and assure due process.

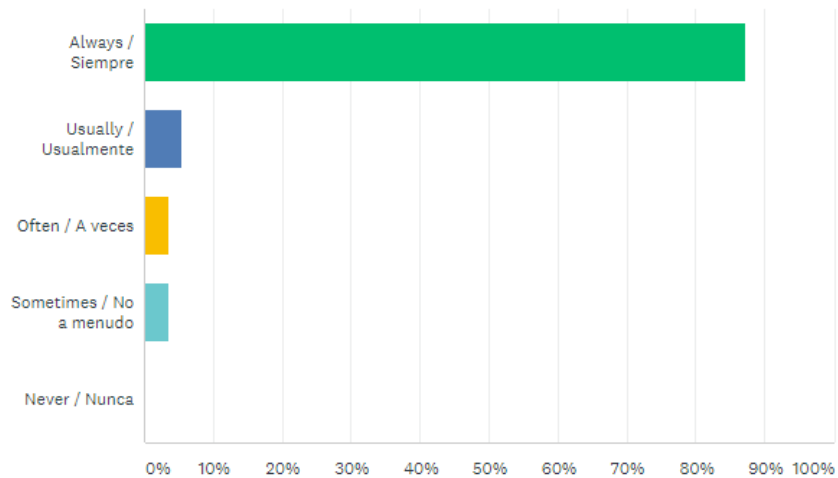
Individuals and families are also provided the option of receiving their case management services from another case management agency if desired. Case management affords service providers fair and equitable access to individuals seeking services through a uniform request for proposal process for both the HCBS-DD and SLS Waivers.

One challenge in the provision of case management/resource coordination and the development of the service plan is the issue of spoken language. Imagine! facilitates all meetings and provides written reports to individuals and their families in their preferred primary language. While Imagine! has case management staff members who are bilingual, there are occasions when an individual or family speaks a language that is not known. On these occasions, Imagine! will contract with a professional translation service.

In May of 2018, Imagine! case management conducted a customer satisfaction survey with individuals enrolled one of the five Medicaid Waiver programs administered by Imagine!. This survey, which had a 19% response rate, indicated that individuals are generally content and satisfied with Imagine! case management services. The following charts show responses to key areas of case management Services.

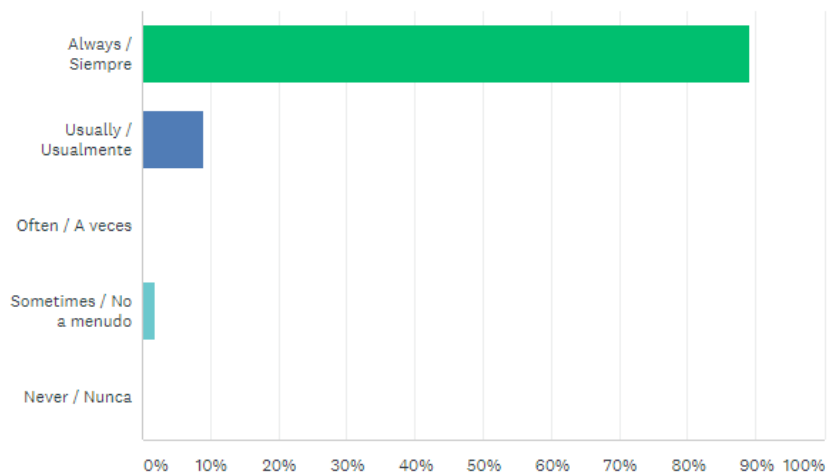
All of the information I was given was accurate and complete. / Toda la información que me dieron fue exacta y completo.

Answered: 55 Skipped: 0



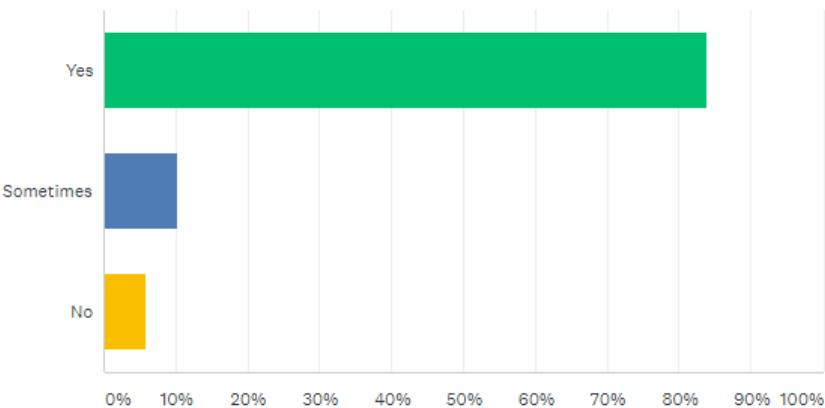
All of my questions were answered politely and respectfully. / Todas mis preguntas fueron contestadas educadamente y respetuosamente.

Answered: 55 Skipped: 0



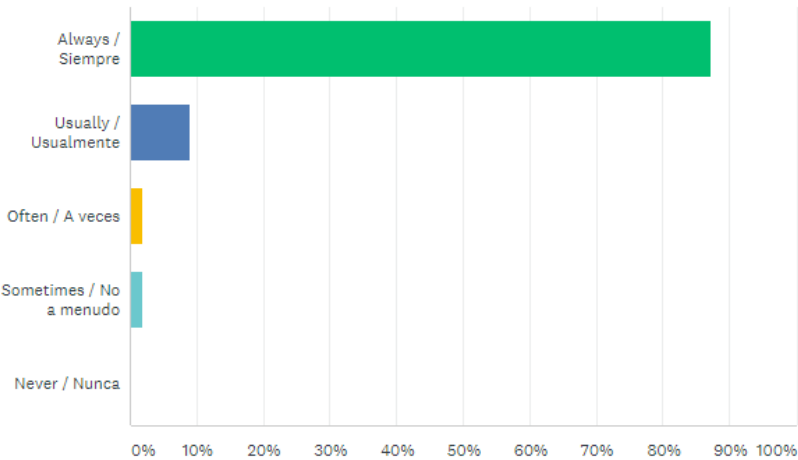
Does your/family member's Case Manager listen to your concerns, questions, and ideas?

Answered: 223    Skipped: 0



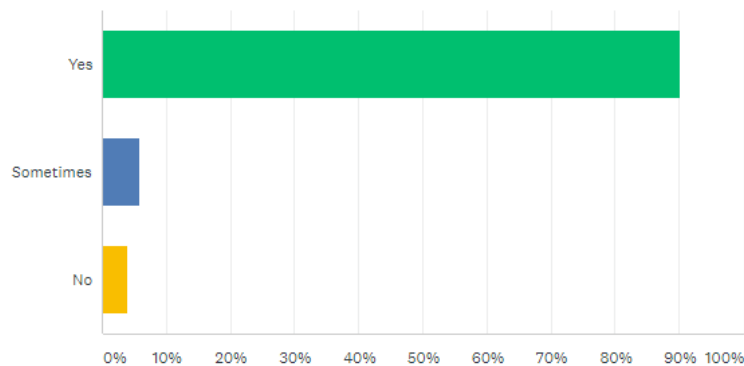
The Imagine! staff members I worked with were friendly and helpful. / Los empleados de Imagine! con que trabajé fueron amables y útiles.

Answered: 55    Skipped: 0



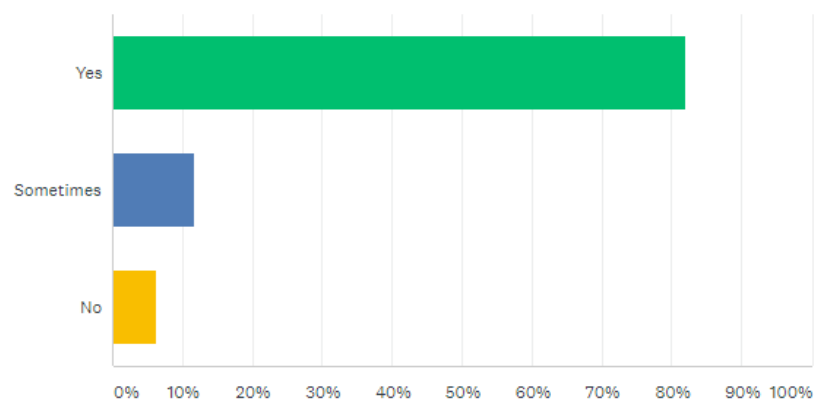
Does your Case Manager come to scheduled meetings and appointments?

Answered: 223 Skipped: 0



Does your Case Manager write goals in your Individualized Plan that describe what you want to achieve?

Answered: 223 Skipped: 0



### ***Human Rights Committee***

Imagine! has a Human Rights Committee (HRC), which functions to protect the rights of individuals receiving services. The HRC is comprised of family members and community professionals who act as third party experts and who volunteer once a month to review investigations, psychotropic medication usage, and rights restrictions and suspensions and safety control plans. 227 Boulder county consumers were reviewed during the reporting period. The demand on HRC grows annually. From FY17 to FY18, we saw a 10% growth in the number of individuals requiring HRC review.

Additionally, changes in rule impact the level of incident reporting. Between FY17 and FY18, there was a 154% growth in incident reports reviewed by HRC. Local mill levy funds help sustain this function.

### HRC Reviews

Type	Percentage of total reviews
Medication	50%
Suspension of Rights	28%
Rights Restrictions	12%
Safety Control Procedure	10%
Incident Reports	21%
Investigations	4%

### *Quality Assurance*

Imagine! is committed to its mission and the provisions for the delivery of quality services and supports. The following plan and procedures have been adopted to monitor overall service provision. Each active Program Approved Service Agency (PASA) providing services to Imagine! consumers is required to participate in Quality Assurance (QA) activities as follows:

- Participation in annual CCB reviews
- Implementation of internal QA processes (annual reporting);
- Track incident reports and provide data to Imagine! quarterly through IR database (or other approved reporting method);
- Critical incident reporting through QA;
- Report complaint/grievance information (quarterly);
- Conduct customer satisfaction surveys and report data (every two years).

Demands on QA continue to grow as well. For example, there was a 17% increase in the number of incident reports reviewed in Boulder County alone, between FY17 and FY18.

The table below summarizes the Quality Assurance monitoring performed during the period.

### Quality Assurance Monitoring and Investigations

Type	Number
Incident Reports Reviewed	1959
Critical Incidents reported to DIDD (all counties)	271
Investigations (7-15 hrs each)	38
PASA Network	171

### ***Imagine! Behavioral Health Services (IBHS)***

Imagine! Behavioral Health Services (IBHS) has been delivering psychiatric and therapeutic services to individuals living in Boulder and Broomfield counties since 2006. Our practitioners offer more than 25 years of services in the field of developmental disabilities. The IBHS team focuses on improving the delivery of mental health services to individuals living with concurrent intellectual disabilities and a mental health diagnosis by improving communication and coordination between the individual, family, psychiatrist, behavior analyst, nurse, case manager and inter-disciplinary team. In addition, the team excels in providing evidence-based behavioral services and interventions by Board Certified Behavior Analysts.

Imagine! contracted with Mental Health Partners of Boulder County and Foothills Behavioral Health Center for the provision of Mental Health services to adults who have both a developmental disability and a diagnosed mental illness. Effective July 2018, our contract changed to the Colorado Community Health Alliance (CCHA). We are still analyzing the effect of this change on the long term viability of this service. Boulder County funding has permitted the establishment of a team of professionals, including psychiatry, behavioral, psychology, nursing, and trained therapists at Imagine! who specialize in services for those with a dual diagnosis. This team provides clinical assessment, behavior consultation, psychiatric evaluation, consultation, medication management, mental health therapy, family therapy, case management, and monitoring. In FY18, IBHS served 365 individuals of all ages. Within Boulder County, 214 individuals received mental health services and 55 individuals received behavioral health services. Additionally, an IBHS behavioral psychologist provides training to staff of all service providers, and interested families of people receiving services in our community. Training is performed monthly in “Building Cooperative Behaviors,” and last year 36 trainings were conducted. Specialized training included foundations of behavior analysis, dementia training, traumatic brain injury training, setting expectations, document training, behavioral momentum training, ABA university level classes, and outside consultation services.

The primary diagnosis of these individuals is summarized below.

#### **Primary Diagnosis of Individuals with Mental Health Diagnosis**

<b>Diagnosis</b>	<b>Percentage</b>
Anxiety Disorder	16%
Post-Traumatic Stress Disorder	9%
Depression	10%
Bipolar Disorder	13%
Depressive Disorder	5%
Schizophrenia	9%
Obsessive-Compulsive Disorder	4%
Impulse Control Disorder	3%
Attention Deficit	7%
Explosive Disorder	4%

Adjustment Disorder	3%
Psychotic Disorder	5%
Dysthymic Disorder	3%
Other	9%

Imagine! relies on Mill Levy funding to make it possible to offer this valuable service.

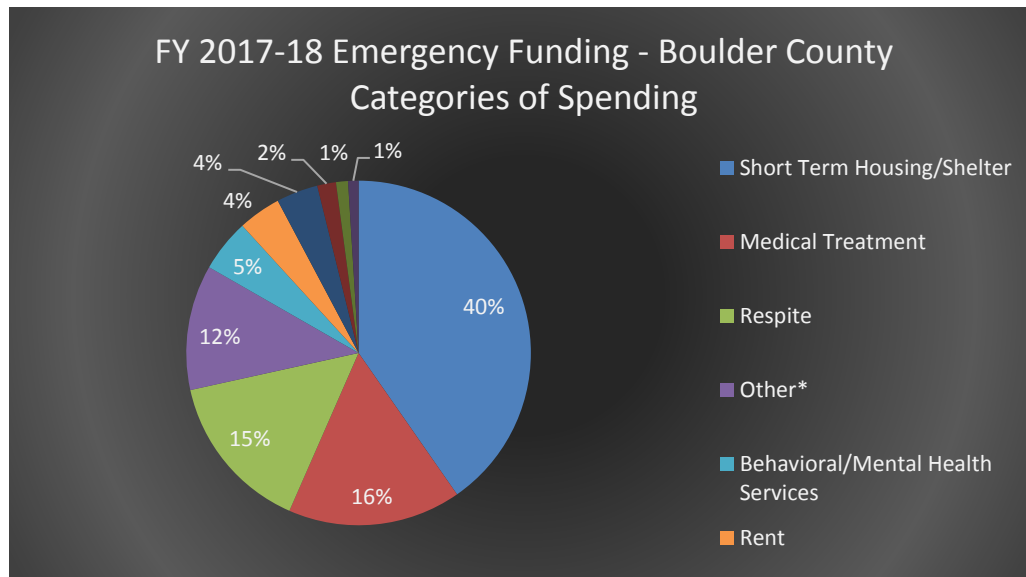
### ***Emergency Fund***

Imagine! has created an emergency fund with local mill levy dollars which is intended to meet the emergency needs of individuals receiving or waiting for services and residing in Boulder County. The emergency fund is intended to assist in the event of an emergent or crisis situation when no other funding source is available. Emergent or crisis situations are unexpected events that have a significant impact on the persons' health, safety, or welfare, or may pose a threat to the health, safety, or welfare of the individual if assistance is not available. The fund is intended to address one time emergency needs and is not intended to be ongoing financial support for an individual. Emergency funds may be used in the following circumstances:

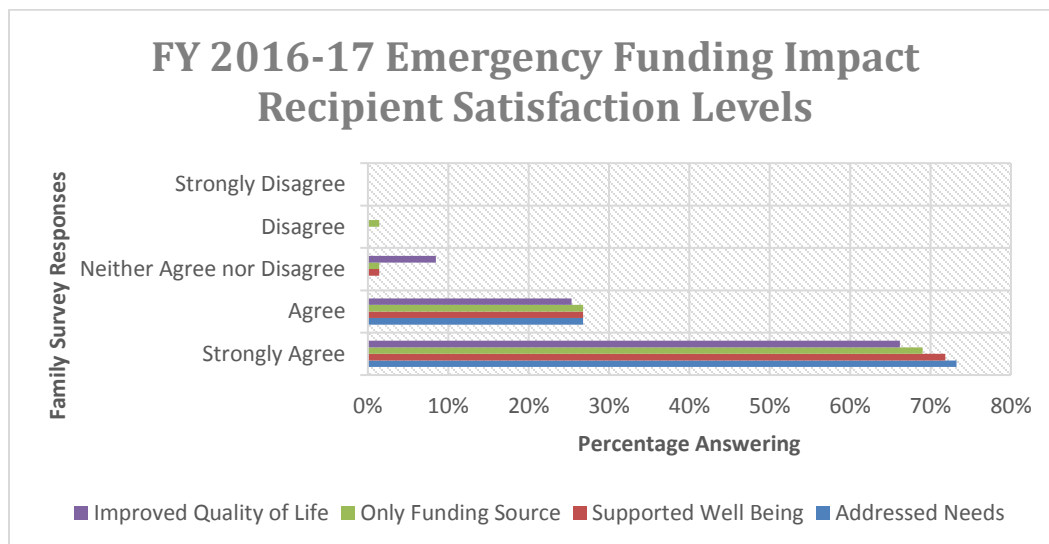
- Medical crisis or averting a medical crisis when Medicaid or Medicare funds or third party insurance is not available to pay for the medical services. This may also include the cost of medications if no other benefits are available.
- Need for supervision to ensure the health and safety of the individual. This includes emergency respite when the individual's primary caregiver is not available or when respite may be needed to avert an emergency situation.
- Housing/shelter if the individual is at risk of losing their current living situation or to provide housing/shelter on a short term basis when the individual does not have housing. This may also include the cost of utilities (excluding cable and cell phone service). Housing deposits and moving costs may also be included if the criteria for emergent or crisis situation is met, no alternatives are available, and when there is not a residential provider organization providing care to the individual.
- Food/clothing may be paid for in situations when the person's health may be at risk and when there is not a residential provider organization providing care to the individual.
- Behavioral interventions when the individual's behavior poses an immediate threat to self or others and no other funding is available to address this need.
- Funds may be requested for other situations when it can be shown that funding will avert a crisis for the individual or the individual and their family. This includes situations that may affect the individual's ability to continue living with his/her family and avert potential out of home emergency placements.

During FY18, 84 individuals received emergency fund assistance, totaling approximately \$114,000. Of the 84 grants funded, 42 addressed situations threatening homelessness and

housing stability. Imagine! has seen a significant growth in this area of need for the population we serve.



Survey results from the Emergency Fund recipients were very appreciative of the grants.



**II. Services for Children and Families (Mill levy expenditures of \$1,835,971)**  
Children and Family Services include Early Intervention, Family Support, Children’s Extensive Services, Children’s HCBS, Children with Autism, and Service Coordination for individuals under the age of 18. The total cost to serve the population of children with developmental delays and disabilities and their families in Boulder County for the year was approximately \$7.3 million. Of the total cost, \$5.5 million was generated through Imagine!’s contract with the state, which includes both federal and state funds, and through fundraising. Mill levy funding provided \$1.8 million in Children and Family



Services. This constitutes 25% of the total funding for these services. The table below summarizes the average cost for the year to serve children and their families.

**Mean Cost of Children & Family Services:**

<b>Source</b>	<b>Cost</b>	<b>Percentage</b>
All Sources	\$3,708	100%
All Sources without County	\$2,773	75%
County Mill Levy	\$ 935	25%

***Early Intervention***

Early Intervention (EI) services offer educational and therapeutic supports to children birth to three with developmental delays or disabilities. These services are designed to enhance the capacity of families to support their child's well-being, development, learning, and full participation in their communities. Services are coordinated by a Service Coordinator to address desired functional outcomes and are provided in the everyday routines and activities of the families.

Research has shown that children who receive early intervention services are more likely to need fewer services as adults, if any at all. Within the current structure, the State of Colorado funds only a portion of the children served in Boulder County. Imagine! ensures that all eligible children, ages birth to three, receive early intervention services per our state designation as the Early Intervention Broker and Part C administrator for our community. Imagine! provided early intervention to 923 children and their families from Boulder county in fiscal year 2018. Our contract for State support includes state and federal support, with projections of support from Medicaid and insurance funds. After seeking support from each of these resources, a shortfall is still expected, and therefore local funds are targeted to support the remaining eligible Boulder County children.

Research also shows that children birth to three respond best to intervention when it occurs in their natural environment and within everyday routines and activities. Accordingly, under IDEA, we are required to provide services in the child's natural environment, which is the home for most families. Over 95% of Early Intervention services are provided in the family home with the rest provided in the community.

A child can receive EI services under the age of three if he or she is significantly delayed in one or more of the following areas: communication, adaptive behavior, social-emotional, motor, sensory, or cognition. The types of services are shown below.

**Early Intervention Services by Service type**

<b>Service Type</b>	<b>Percentages</b>
Developmental Intervention	15%
Occupational Therapy	19%
Physical Therapy	17%

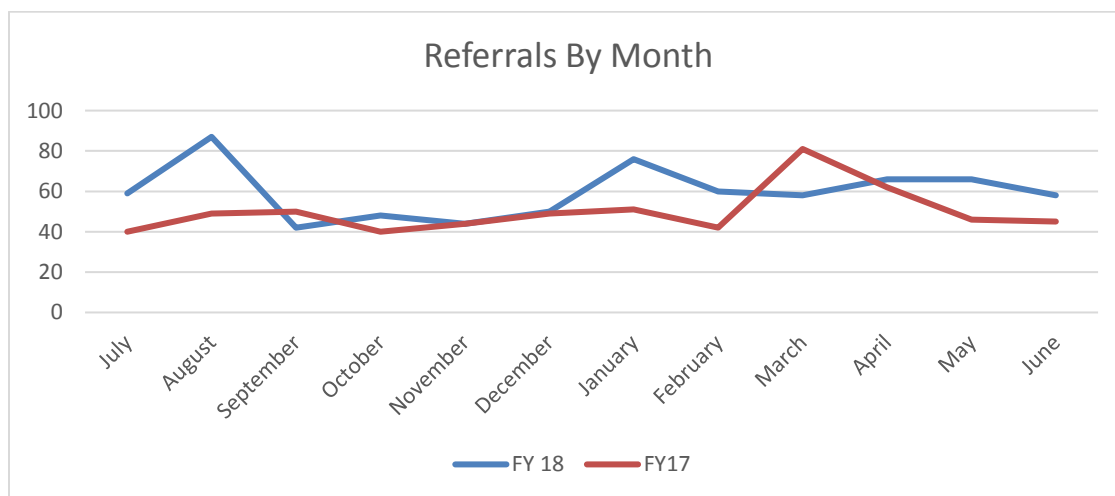
Social/Emotional Intervention	3%
Speech	44%
Other	2%

Approximately 62% of the individuals being served are male. Similar to national trends, there has been a rising incidence of children with autism in services.

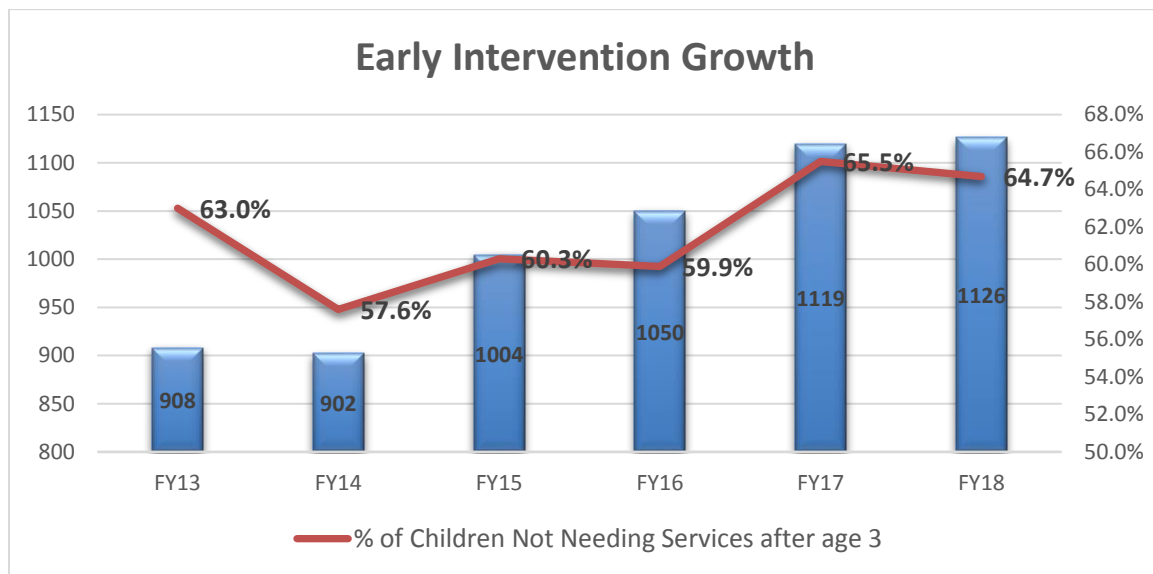
Because of the importance of identification of children at such a young age, Imagine! works with all of its community partners regarding public awareness. This helps to ensure that children are referred at an early age and that referral sources are aware of early intervention services that are available. The expansion and maintenance of referral networks throughout the county is critical to reach all diverse populations. Toward this end, Imagine! distributes informational materials and sponsors or participates in forums to reach Boulder County families, childcare providers, and health-related professionals. Individuals in the community need to be informed and educated about developmental delays and disabilities and how to apply for services. In addition Imagine! sends monthly newsletters to eligible children and families, and uses a wide range of social media tools to communicate with stakeholders. Children and Family Services staff are also members of many local groups that actively work to better meet the needs of children and families in our community through provision of services that are individualized, strength-based, culturally competent and family centered.

714 children from Boulder County were referred to Imagine! for evaluation during this period. Of this number, 479 or approximately 67%, were determined eligible for services. 98 were determined not eligible, and the other 137 withdrew or did not complete the developmental evaluation process. A summary of the referrals by month for the past two years is shown below.

### Referrals by Month



Over the past 5 years, Imagine! consistently graduates a majority of children from the Early Intervention program at 3 years of age with the recommendation that supports are no longer needed because their developmental delays were addressed.



### ***Children's Extensive Support***

The Children's Extensive Support (CES) Medicaid Waiver is intended to provide needed services and supports to eligible children under 18 years of age in order for them to remain in or return to the family home. Waiver services are targeted to children having extensive support needs, which require direct human intervention on a consistent basis. The behavior or medical condition must be considered beyond what is typically age appropriate. Available services include personal assistance, household modification, specialized medical equipment and supplies, professional services, and community connection services. Imagine! served 163 kids in the CES waiver in fiscal year 2018. There is no wait list in the program.

### ***Family Support Services***

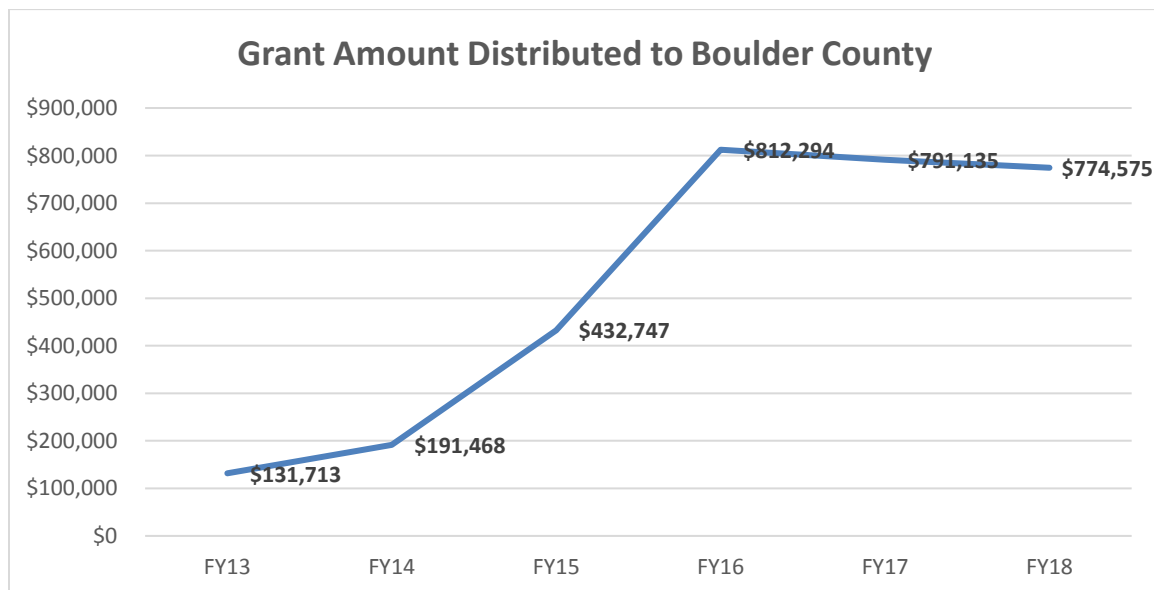
Family Support provides an array of supportive services to the person with developmental disabilities and his or her family when the person remains within the family home, thereby preventing or delaying the need for more costly and less effective out of home placements. Family Support includes information and referral, financial assistance, and respite care. In fiscal year 2018, 1848 families and their children were eligible for assistance in this program (not including those under the age of three in the Early Intervention Program). Operating under the direction of Imagine!, with the oversight and advice of a local Family Support Council (composed of family members and staff), the program is extremely responsive to family needs. While officially a State purchased support, Imagine! has over the years requested and received County funding to expand this program to serve far more families than would have otherwise received assistance from the State funded program alone. We currently receive funding from the

State for 71 families. Using County funds we limit our support to each family who makes a request. Family Support Services provided grants to 341 families in their role as primary caregivers for a family member with a developmental disability living in the family's home last year. The table below illustrates the services supported by type and percentage spent on those services.

### Type of Family Support Services

Service Type	Percent
Therapeutic Recreation	23%
Respite	30%
Medical/Dental	6%
Professional Services	32%
Assistive Technology	3%
Other Services	6%
Total	100%

Boulder county mill levy funds have allowed Imagine! to support the growing demand of the Family Support Program in Boulder county over the past 5 years, as reflected in the graph below.



Annually, Imagine! completes a satisfaction survey of all recipients of FSSP grant funding. The survey results consistently show a high degree of satisfaction with, and valuing of, the Family Support Services Program. The two charts below summarize satisfaction levels with various areas of the FSSP for FY18.

	STRONGLY DISAGREE	SOMEWHAT DISAGREE	SOMEWHAT AGREE	STRONGLY AGREE
▼ The FSSP Staff responds to me promptly.	4.17% 5	2.50% 3	10.00% 12	80.83% 97
▼ The FSSP staff keeps me informed about sources of support available to me.	8.33% 10	4.17% 5	26.67% 32	58.33% 70
▼ I'm satisfied with the FSSP staff's level of knowledge.	4.17% 5	4.17% 5	15.00% 18	71.67% 86
▼ I find the FSSP Newsletter a valuable tool.	4.17% 5	5.00% 6	35.83% 43	37.50% 45
▼ Family Support Information, Referral, and Assistance has helped my family.	6.67% 8	3.33% 4	10.83% 13	75.00% 90

	STRONGLY DISAGREE	SOMEWHAT DISAGREE	SOMEWHAT AGREE	STRONGLY AGREE
▼ The grant addressed my family's priorities/most pressing needs relating to my family member with a developmental delay or disability. <a href="#">Comments</a> (9)	4.49% 4	0.00% 0	12.36% 11	83.15% 74
▼ The grant supported the well-being and day to day functioning of my family. <a href="#">Comments</a> (6)	4.49% 4	1.12% 1	12.36% 11	82.02% 73

### ***Autism Spectrum Disorder (ASD) Services:***

While autism is recognized as a developmental disability nationally, an individual is eligible for state funding for assistance in Colorado only if he or she meets the definition of developmental disabilities for the State of Colorado, where criteria are based on cognitive and adaptive skills assessments as well as diagnoses. An individual with an ASD diagnosis may have test scores on cognitive and adaptive skills tests that are too high to meet state criteria for I/DD yet still have significant needs for therapeutic supports. Through the use of local tax dollars, Imagine! is providing limited assistance to 41 individuals with ASD between the ages of 5 and 26. The majority of the children receiving assistance in our local ASD program are above the age of 6, and would most likely not receive any assistance in the state program. Imagine!'s intention is to review the budgeted dollars for the ASD program and possibly enroll more participants as dollars allow. Table 13 illustrates the services supported by type and percentages.

**Table 13. Autism Spectrum Disorder Services**

Service Type	Percent
Behavioral Therapy	17%
Complementary/Alt Therapy	3%
Occupational Therapy	10%
Psychology/Counseling	15%
Social Integration Services	20%
Therapeutic Recreation	15%

Equipment/Supplies	7%
Speech Therapy	5%
Family Assistance	5%
Other	3%

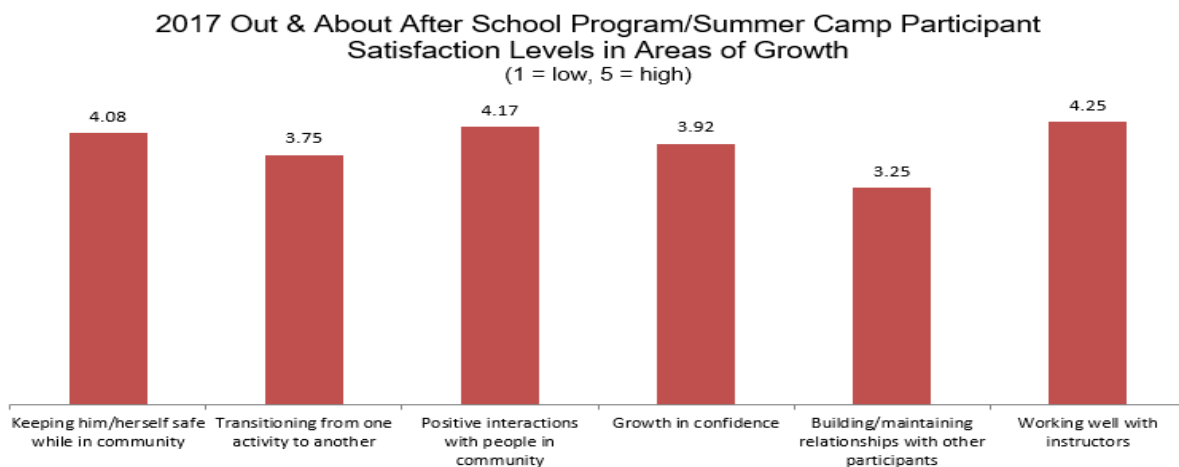
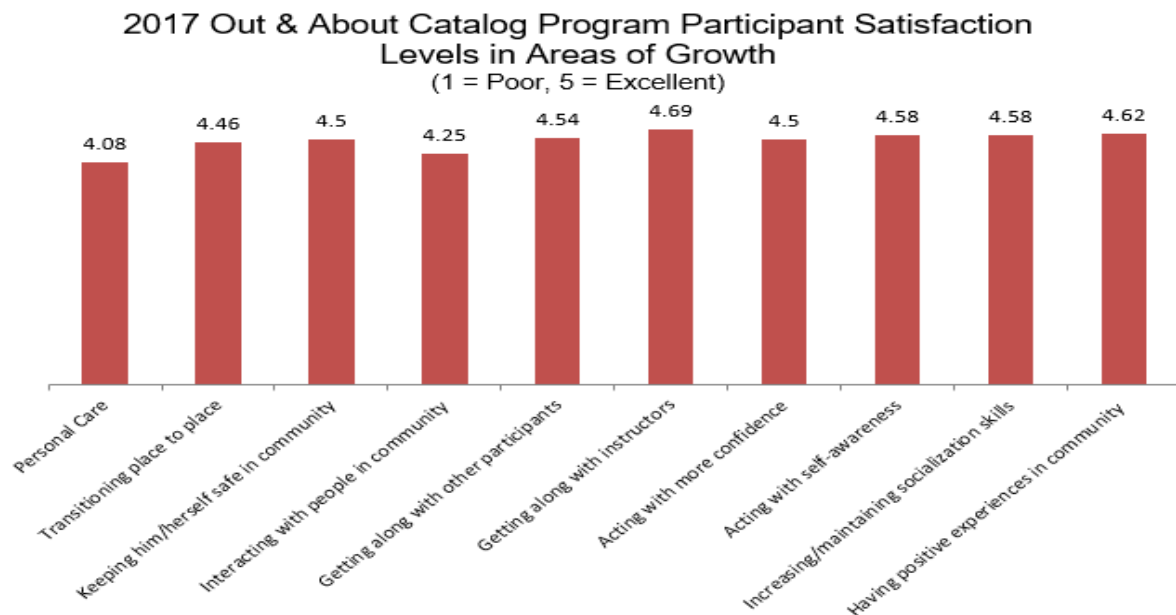
	STRONGLY AGREE	SOMEWHAT AGREE	SOMEWHAT DISAGREE	STRONGLY DISAGREE
▼ The ASD Program provided funding for services that would not otherwise have been available to us.	87.50% 7	12.50% 1	0.00% 0	0.00% 0
▼ The ASD Program provided sufficient funding amounts overall for three years.	87.50% 7	12.50% 1	0.00% 0	0.00% 0
▼ The ASD Program provided sufficient time (up to three years) to meet my child's needs.	37.50% 3	37.50% 3	25.00% 2	0.00% 0
▼ The ASD Program offered adequate variety of providers and services to address my child's needs.	62.50% 5	25.00% 2	0.00% 0	12.50% 1

### ***Out & About Services***

In FY18, Out & About served 256 individuals of all ages in Boulder County. Out & About offers therapeutic recreation programming for adults and children with intellectual and developmental disabilities through after school activities, school closure days, evening and weekend activities for adults, and summer camp experiences for children. The Therapeutic Recreation methodology focuses on improving a person's physical, cognitive, social, emotional, and leisure needs through activity interventions so that individuals can develop skill sets that easily translate into other areas of their lives.

Imagine! relies on Mill Levy funding to make it possible to offer this valuable service to the population we serve.

Consistently, satisfaction surveys from participants of Out & About programming highly rate their experiences.



### III. Pay for Performance

In February 2017, Imagine! and Boulder County entered into a contract to provide financial incentives to State approved service providers serving Boulder county residents with intellectual and developmental disabilities to assist non-Medicaid functions of enrollment and sustainment of business activities in an effort to create more sustainable offering of services for residents of Boulder County. Project goals were as follows:



- A. Reduce the response time for targeted services.
- B. Increase the number of State Approved Providers that respond to the needs of residents of Boulder County.
- C. Increase the number of responses to RFPs for services delivered in Boulder County for Boulder County residents who have an I/DD.
- D. Increase the number of State Approved Providers that will competitively compensate direct service professionals in order to maintain an available workforce in Boulder County.

Targeted services under the contract included the following services:

- A. Community Access Services
- B. Supported Employment Services
- C. Personal Care Services
- D. Residential Habilitation Services and Supports
- E. Personal Care Alternatives

Imagine! received and distributed a total of \$1,278,340 in county funds to service providers in Boulder County in fiscal year 2018. Imagine! and the providers taking part in this program have made considerable progress towards the projected outcomes as indicated above. In particular, response time for targeted services have decreased, and providers have been able to be more competitive in the labor market for employees. For a more complete summary of the project outcomes, please contact Imagine!.

#### **IV. Case Management Training Pilot**

In December 2016, Imagine! entered into a three way contract with the County and the Association for Community Living (ACL) to provide additional training to Imagine! case managers to build non-technical case management skills, including: meeting facilitation, problem-solving, collaboration/relationship management, community resource development and person-centered practices.

Project Goals included:

- A. Enhance the quality of case management services through training. Case managers will be competent, confident and fulfill enhanced case management duties using a collaborative, preventative, effective, and efficient approach.
- B. Case managers will utilize a person-centered approach to resource planning, problem solving and to facilitating access to resources that addresses the needs and protects the rights of people served.
- C. Increased satisfaction with case management services for people with I/DD and their families in Boulder County.
- D. Decrease the number of ACL advocacy requests resulting from case management interaction.

Imagine! has participated in individual and group training and preliminary data suggests that satisfaction rates are going up. During the last fiscal year, we had a total of 282 case managers (duplicative count) attend 5 hour class trainings. Evaluation data from the trainings is attached below.

Imagine! received a total of \$110,389 in fiscal year 2018.

Table 1. Evaluation Data

Data	Description	Results	Notes
ACL Case Manager Job Satisfaction Survey, conducted by ACL	All 41 trainees responded to the survey in March 2017. Twenty two of the 44 responded to the post survey which was conducted in July 2018. Some case managers had left Imagine or didn't attend the training in July and so didn't complete the post survey.	The pre survey finds that 80% find their work satisfying, 68% find their work challenging and 39% feel adequately trained/prepared for their job.  The post survey finds that that 60% find their work satisfying, 64% find their work challenging and 60% feel adequately trained/prepared for their job.	There is an indication that case managers feel more trained or prepared at the post survey relative to the pre survey.
ACL Case Manager Self-Efficacy Survey, conducted by ACL	The survey explores case manager self-efficacy on good and bad days. Specifically, the survey asks case managers how confident (1 – No confidence to 5 – Extremely confident) they are as they perform case management tasks such as "Handling situation when people on the team disagree" and "Writing difficult emails" on good and bad days. Pre survey was administered at the May 2017 large group training. Post survey was administered at April 2018 large group training.	On average, case managers' confidence levels go down by a point as their days go from "good" to "bad" in both pre and post survey.  Of 24 tasks or 48 questions (for "good" and "bad" days) asked, 20 questions have average post scores higher than average pre scores by more than 10% of a point. Only 3 questions whose average post scores are lower than average pre scores by more than 10% of a point. The rest of the 25 questions have similar averages for pre and post scores. Specifically, they are within 10% of a point from each other.  The difference in total overall average between pre and post is 0.0168, which is negligible.	While we do not have a large increase in confidence level among case managers between pre and post surveys, the small overall increase indicates a positive direction.
Imagine! Case Manager Customer Satisfaction Survey,	Imagine administered its Case Management Customer Satisfaction Survey in June 2018. The last time the survey was	Imagine pulls together previous surveys and compiled trend charts. Across all 11 questions, the trends are downward such as the trend from the responses to question 10 which asks, "Does your case manager follow through with what s/he says s/he will do?".	

conducted by Imagine!	<p>administered was in March 2017.</p> <p>This survey focuses on capturing the level of satisfaction case management clients have toward their case managers. Some questions include: “Are you comfortable calling your Case Manager when you have concerns or questions?” and “Does your Case Manager work with you to get the services in your Individualized Plan?”</p>	<p><b>Cumulative Scores</b></p> <table><thead><tr><th>Year</th><th>Score</th></tr></thead><tbody><tr><td>2003</td><td>9.4</td></tr><tr><td>2004</td><td>9.5</td></tr><tr><td>2005</td><td>9.3</td></tr><tr><td>2011</td><td>9.2</td></tr><tr><td>2014</td><td>9.1</td></tr><tr><td>2017</td><td>8.9</td></tr><tr><td>2018</td><td>8.5</td></tr></tbody></table> <p>Three questions were added in collaboration with ACL as part of the Case Manager Training Pilot. Question 12. Does your case manager know a lot about services for you? Question 13. Does your case manager write goals in your Individualized Plan that describe what you want to achieve? Question 14. Does your case manager work with you to get the services in your Individualized Plan? The percentages of clients responded “Yes” in the 2018 survey are lower compared to those in the 2017 survey. For example, decrease in satisfaction for the question around whether the Case Manager works with the client in getting the services in the Individualized Plan went from 84.55% satisfaction to 77.63%.</p>	Year	Score	2003	9.4	2004	9.5	2005	9.3	2011	9.2	2014	9.1	2017	8.9	2018	8.5	
Year	Score																		
2003	9.4																		
2004	9.5																		
2005	9.3																		
2011	9.2																		
2014	9.1																		
2017	8.9																		
2018	8.5																		
County ACL/Imagine Case Manager Training Pilot Survey, conducted by the County	<p>The county sent a survey to Imagine case managers in July 2018 to ask for their feedback regarding the trainings they obtained from ACL. A total of 24 case managers responded to the survey.</p>	<p>We learned that more than 60% of Imagine case managers who more than 3 years of experience working with individuals with intellectual and developmental disabilities. 22 out of 24 case managers have been with Imagine more than 1 year. More than 60% of case managers who attended more than 5 large group trainings.</p> <p>More than 80% of case managers expressed agreement to the usefulness and purpose of the trainings. Also 80% of case managers express agreement in learning new skills. Moreover, more than 80% of case managers express agreement in having the opportunities to apply what they have learned.</p>	<p>From the results of this survey, we get the impression that the training was well-received by the case managers and that skills were learned and applied.</p>																
Case Manager Turnover Data from Imagine!	<p>Imagine submits quarterly case manager turnover rate from 2016Q1 to present.</p>	<table><thead><tr><th>Quarter</th><th>Turnover Rate (Number Left/Number of Case Managers)</th></tr></thead><tbody><tr><td>2016Q1</td><td>2.50%</td></tr><tr><td>2016Q2</td><td>10.00%</td></tr><tr><td>2016Q3</td><td>15.00%</td></tr><tr><td>2016Q4</td><td>2.38%</td></tr></tbody></table>	Quarter	Turnover Rate (Number Left/Number of Case Managers)	2016Q1	2.50%	2016Q2	10.00%	2016Q3	15.00%	2016Q4	2.38%	<p>The quarterly turnover rate shows no particular pattern. Each quarter,</p>						
Quarter	Turnover Rate (Number Left/Number of Case Managers)																		
2016Q1	2.50%																		
2016Q2	10.00%																		
2016Q3	15.00%																		
2016Q4	2.38%																		

## V. Cost Breakdown and Cost Methodology for Developmental Disability Services

In FY18, 4,176 children, families, and adults were served by Imagine!, and 77% were residents of Boulder County. While some individuals need personal care for eating, dressing, bathing, and toileting, others may need monitoring of oxygen or g-tube feeding, while others may have behavioral challenges, psychological, medical or mobility needs. Many individuals need assistance with transportation, cooking, money management, job placement, or assistance in accessing general services in the community. However, each service area has a financial ceiling based on funding and the support needs identified in the individual’s Service Plan. The state’s Division for Developmental Disabilities and

Department of Health Care Policy and Financing establish the rates and expenditure ceilings for Medicaid services. Increases to funding can only be adjusted by an amendment to the Service Plan by the individual's Case Manager, which is then submitted to the Division for Developmental Disabilities. For an adjustment to be considered, case managers include an analysis demonstrating that the individual requires an increase in services based on life changes. State staff review and determine whether the request meets criteria for a change.

Imagine! follows the rate setting levels established by the State. Imagine! is required to use the state-imposed rate structure as a maximum rate per service. In order to manage cost decisions, an expenditure methodology based on tiers is used to track average and projected costs. The tiers are established by the state and are based on the assessment of support needs of the individual including behavioral health needs and activities of daily living among other clinical factors, in addition to ongoing individualized risk assessments. Additional cost factors inclusive of the average rate of service include ancillary service costs such as case management and durable medical equipment. The HCBS-SLS Medicaid Waiver program has an overall authorization limit for individuals in the waiver known as the Service Plan Authorization Limit (SPAL). The authorization limit is listed below.

#### **Supported Living Services SPAL Limits by Tier**

<b>SIS Level</b>	<b>SPAL</b>
1	\$13,404
2	\$17,920
3	\$20,161
4	\$23,188
5	\$27,910
6	\$36,688
Average PAR	\$14,353

#### **VI. Evidence of Fiscal Responsibility**

Imagine! is audited yearly by the State of Colorado. The audits and monthly financial statements are reviewed by the Finance Committee of the Board of Directors. The full Board reviews and approves the annual budget.

#### **VII. Collaboration**

Imagine! contracts with well over 200 individual professional contractors, host home providers, therapists, and developmental disability organizations in Boulder County. In addition, Imagine! works closely with The Association for Community Living to exchange information and improve communication with individuals and families receiving services. Imagine! also has an MOU with Boulder County Aging Services to create an aging and disabilities information and referral network, known as the ARCH

(Aging Resource Centers for Help). Additionally, Imagine! works closely with the local mental health center, school districts, child find teams, and RCCOs among others.

### **VIII. Environmental Sustainability**

Imagine! recycles in all of our facilities, encourages biking to work, and owns several hybrid vehicles. In 2016, Imagine! received a Green Business Gold Award from the City of Lafayette for our sustainability efforts. Our Bob and Judy Charles Smart Home in Boulder and Charles Family Smart Home in Longmont incorporate green technologies and building techniques that help reduce energy costs, limit impacts on the environment and human health, and enhance individual lives as well as our neighbors' lives. Included in these homes are geothermal heating and cooling, photo voltaic cells, a solar thermal system, recycled building products, energy efficient lighting, insulated walls and flooring with solar storage, and low flow bath and showers.

### **IX. Report Distribution**

The format for this report is based on the Mill Levy report methodology used Developmental Disabilities Resource Center in Jefferson County. We are grateful for their permission to use their approach.

This report will be available on the Imagine! website at [www.imaginecolorado.org](http://www.imaginecolorado.org). Hard copies of the report will be provided on request.