

North Metro Community Services Board Minutes

For the meeting held on

January 25th, 2018

Dr. Ed Bertagnolli called the meeting to order at approximately 6:00 PM. He said he would entertain a motion to approve the minutes of the December 7, 2017 meeting, approve the agenda for the January meeting and to excuse Paul Yantorno, and John Coates (all other board members were present). Edie Wallace made the motion, which was seconded by Mona Valdez and passed unanimously.

Finance Committee Report:

November 2017

Statement of Activities

In the month of November 2017 we had a net loss of \$151,903. This net loss was comparable to the budgeted net loss of \$141,622. The loss in the month of November is primarily caused by the budgeted one time increases paid to staff and host home providers. This plan came out near the \$250,000 that was budgeted. Year to date net revenues of \$88,773 is \$26,000 less than what was budgeted.

The residential department continues to underperform against budgeted projections. Residential revenues were \$44,000 under budget for the month. The revenue shortfalls are due to losses in enrollments during the year. There are very few comprehensive allocations coming out from the state. The only allocations are for emergency placement. We are currently serving three people on emergency placements utilizing SLS funding. These people will be eligible for an emergency comprehensive resource once their SLS funding is exhausted. We continue to record losses at Adams House which lost \$13,000 during the month. We are full staffed with only 3 people living in the home. Day Program losses were \$126,111 in the month of November. This loss was \$9,000 more than budgeted. Day Program has the highest number of staff and is most impacted by the one-time increases. Day program staff costs increased \$92,000 from October.

Resource Coordination outperformed budget considerably in the month of November. The strong performance is a result of strong Targeted Case Management billing by our case managers. The Vocational program was also ahead of budget for November and earned net revenue of \$5,976. We earned net revenue on all three of our federal contracts. The earnings from the contracts were partially offset by small losses in DataSafe and our internal enclaves.

Statement of Financial Position

As of November 30th our cash balance was balance \$5,626,551 with an additional 3 million in CDs. Cash reflects a decrease of \$117,092. The monthly loss and a decrease of \$50,000 in liabilities create the cash decrease. Accounts receivable are nearly identical to the October 31st balance.

December 2017

Statement of Activities

In the month of December 2017 a net loss of \$121,085 was recorded. The loss for the month was \$8,000 less than the expected budgeted loss. Year to date we have a recorded net loss of \$32,312 which is \$18,000 worse than budget. We will begin to see net revenues again in January as we have moved past the typical poor performing months of November and December.

NMCS was closed for a week after Christmas. This holiday closure only allowed us to provide 12 days of day program for the month. This short program month drives the loss of \$160,006 for the month in day program. The Resource Coordination department Targeted Case Management revenues are also impacted by the 12 working days in the month. The Residential Department had a good month with net revenues of \$31,000 despite continuing unanticipated losses at Adams House. The loss at Adams House in December was \$12,995 and we have lost \$46,440 in the first six months of the year. There are currently no additional people that are suitable to receive residential services at Adams House. We will begin reassigning staff from Adams House to fill vacancies within our residential program.

A budget supplemental for Early Intervention is being proposed to the state legislature. This supplemental if approved will provide funding to avoid losses in the program. We are currently holding a \$94,000 receivable from last fiscal year. The state was unable to pay our contract fully due to exhausting funds in the Early Intervention program state wide. Initial promises to pay this shortfall have run into legal problems. We are hopeful that the problems will be resolved and we can avoid a write off of this receivable. The budget shortfalls for Early Intervention come at a time when the program has grown 17%. Staff discussed space concerns related to this growth in Early Intervention and Resource Coordination as a whole. This growth has led staff to begin looking at additional space.

Statement of Financial Position

As of December 31st our cash balance was \$5,762,952 which is an increase of \$136,000 from the end of November. We still have \$3,000,000 in CD's with Guaranty Bank with the first one maturing at the end of March. These CD's yielded quarterly interest of \$8,950. We have earned interest of \$13,465 on our deposits at Guaranty Banks since August 29th. We earned a total of \$4,900 in the entire 16-17 fiscal year. Accounts receivable have decreased \$330,000 and liabilities have decreased by \$230,000 since the end of November.

Capital Update

A final payment of \$20,185 was made for the balance of the modifications on the two new wheelchair accessible vans. The actual cost was \$20,387 in excess of what was included in the original budget.

Edie Wallace made a motion to accept the November and December Finance Committee reports. Dr. Taylor seconded the motion and it passed unanimously.

Executive Committee Report:

There was just a brief mention that PBS did a special on the Host Home Fire that occurred last year.

Executive Directors Report:

State Performance audits, in compliance with Senate Bill 38, will begin in February. These audits will be taking a closer look at how case management is handled within agencies.

Legislative Developments

The state has been holding back 24/7 comprehensive service allocations, but they were recently convinced to release approximately 100 allocations which, for NMCS, means we are able to take 8-10 people off of the waitlist. A bill is being written that will take a look at host home regulations, in particular city and county land use regulations. Another bill is being worked on that would allow a pay increase for Direct Support Professionals and Host Home Providers and also address aging caregivers by automatically providing a comprehensive allocation when either the caregiver or individual being served reach a certain age. An Alliance sub-committee is taking a look at the monitoring of host homes to see if there is a standard practice that works. Early Intervention is very poorly funded, but the Joint Budget Committee recently approved \$5.6 million in supplemental funding.

New Business

Directors Report

Ryan Grygiel the Residential Director came to give the board of directors an update on his department. Ryan touched on the organizational evolution of the Choices Program over the past 15 years. In the beginning the Choices program consisted of Adams House Group Home, Harbor House 3-bed PCA, followed by Haven House 3-bed PCA, and lastly Cottonwood House 3-bed PCA. That was the model; around the clock staffing within the confines of a hard-wired, secure home. In March 2017, Ryan made the decision to rid the program of the name Choices. That word Choices became synonymous as label for a dangerous group of men that stigmatized them with their every move. This was unfair treatment and a disservice to a great group of guys. Just this simple removal of a label began to pave the way to a brighter future and slowly but surely people began to see them and treat these men differently with more dignity and respect. Today we are only 3 placements away from having successfully placed every person into a Host Home, and in several instances an apartment, setting. This is progressive, Person-Centered, and leading the way towards our efforts to come into compliance with the Final Rule Settings slated to become official in 2019. Medicaid's Final Rules states that each person is afforded the same opportunities as non-disabled people including full community inclusion and integration, increased autonomy and rights, and being offered the least restrictive residential setting.

The "Choices" Program evolution speaks to the approach we are taking systematically across all of our programs. This success has been recognized far and wide as well. In March, Ryan was invited down to La Junta as Inspiration Fields CCB decided they were ready to make a big change and essentially consulted with NMCS to decide how they were going to make their transition utilizing some of our strategies as their road map. Currently, they are underway with their Residential Program's restructuring effort. Eastern Colorado Services CCB also paid us a visit this past spring, citing they felt stuck in the old model and needed help getting staff buy-in to start implementing change. The fact that these two large

organizations sought us out for our input, feedback, and guidance is a testament to the work we are doing.

In June 2017, we closed down James House Group Home, which had been operating as a licensed staffed facility since 2001. That closure also saw a successful transitioning of each person in services into host homes and we were also able to retain each full-time employee into other positions within the company. Also In June, Jessica Bailey replaced Todd Kaanta as the Associate Director of Residential. Jess has been fantastic and was even named North Metro's November Employee of the Month. Jessica brings a wealth of experience as she has been a former Case Manager, Behavioral Supports Technician, Program Manager, and has a Criminology and Behavior Analysis educational background. She is becoming more business-minded each day. Our Host Home Provider network has expanded significantly under her direction and she been an overall tremendous addition to the team.

Another highlight is we have Sara Bugna, who's a current Residential Program Manager, also teaching Person Centered Thinking as an agency trainer. Sara has embraced the concept wholeheartedly and has brought many great ideas to the table. Currently, we are working on a project where every Residential Nurse and Managers are creating a one page description about themselves. The intent here is that all future potential referrals and placements will be provided our department's staff descriptions so they can make an informed decision of whom they would like to work with on their team versus the old way where we essentially assign them a Nurse and Manager. The person chooses their Residential team instead of us deciding it for them.

We have one individual that was referred statewide for placement last year due to his tremendous challenges with dementia and difficulties in managing associated behaviors but to no avail. For the longest time, his team was against trying a host home, but we persisted, and took baby steps with a slow trial period of visits spanning several months. Today, he has been in a host home for a month with zero targeted behaviors, zero incidents of incontinence and he is happier than ever. Just to give you more of an idea of the program's evolution, 8/9 years ago we had 10 (3-6 bed) staffed facilities serving 41 individuals with no apartment programs or Family Caregiver homes. A snapshot of Residential today will show we now have 184 total people with 72 Host Home Providers serving 120 people. Our Family Caregiver program has grown to 29 people receiving services...my guess is this is the largest in the state for Family Caregiver people served by one agency. We have 21 people living independently in apartments with just 7.5% (or 14 people) of our entire group served living in staffed facilities. 2 of these 14 individuals already have Host Home visits scheduled in the coming weeks. So far this fiscal year, we have added 9 people to Residential Services. The financial numbers should continue to improve as we are able to continue to place people into less restrictive environments potentially eliminating another group home this year along with the associated staffing and house overhead costs.

Public Comment

There were no audience members present at the meeting.

Adjournment

Edie Wallace made a motion to adjourn the meeting which was seconded by Dr. Taylor and passed unanimously.

*The next Board Meeting will be held February 22nd, 2018.

