



BOARD OF DIRECTORS MEETING – FEBRUARY 26, 2019

PRESENT FROM BOARD:

Steve Ammentorp, Joe Warner, Scott Coleman, Tom Motz, Tawny Espinoza, Stephanie Keller, Jim Grisier, Justin Ward, Marna Lake, Dave Hayden, Terry Pickens, Tommy Johnson

PRESENT FROM STRIVE:

Grant Jackson, Mary Anne Lawrie, Chris Bergquist, Katherine Waterman, Doug Sorter, Adele Avolio

OVERVIEW OF MEETING
Minutes from previous meeting were approved.
Grant provided State and organizational updates.
Financial report was presented and accepted by the Board.
Katherine presented the Quality Assurance Report
Doug provided updates on capital campaign efforts.

A quorum was achieved and the meeting was called to order at 12:02 p.m. Steve Ammentorp presided.

MINUTES FROM 01/29/2019

Minutes from the previous minutes were reviewed. Steve had a couple of minor changes and will forward the information to MaryAnne.

It was M/S/P (Espinoza/Coleman) to approve the minutes from 1/29/2019 as amended.

PRESIDENT/CEO UPDATES

Grant introduced Adele to the Board. Adele provided a brief history of her expertise and knowledge and was very excited about STRiVE and making it the best place to be!

Grant expressed concern with hiring some key personnel, especially nurses. We recently lost two residential nurses and one case management nurse and having difficulty recruiting more. Nurses are currently pulling double shifts and are starting to get burned out. Not only is this a local issue but a nation-wide problem with nursing shortages. This opened the floor up for a discussion in relation to the new assisted living facilities that have been opening up, cost effectiveness of traveling nursing, the nursing program and internships through CMU, advertising and recruitment efforts. Grant will keep members apprised on any progress on recruiting.

Grant referred to the Colorado Department Public Health & Environment' (CDPHE) audit on group homes and vocational programs that were completed in September of last year. There were 21 tags cited in residential which is now down to 7 and 21 tags in vocational which is now down to 4 tags. These deficiencies were mostly comprised of lack of documentation and we are making improvements on the headway in correcting the remaining deficiencies.

There have been some recent issues with the Psych Clinic and MindSprings wanting to have it at their medical campus. Grant is scheduled to meet with the Chief Medical Officer and other key personnel with MindSpring next week to discuss the logistics of having the clinic remain at our location. Some modifications would need to be made for the space to be more workable in addressing sound issues.

Effective in July, we will be providing case management services to children under the Children's Habilitation Rehabilitation Program (CHRP). This program is offered to children and youth in foster care who have a developmental disability and very high needs. These services will be moving away from Children Welfare to community-centered boards (CCB).

The Crisis project, also known as the START Project, ended February 1. The State is currently collecting and reviewing data to see if there may be potential funding alternatives under some of the waiver programs. This has raised some discussions in continuing to offer these services and supports through the program when there is no funding. This opened the table up to a dialogue in regards to why continue providing services and supports if you are not receiving any funding with the current financial situation, continuing with on-call services, State's delay in payment of services, positive results that came from the program, the community need to continue the services, etc. Grant will keep Board members apprised of any developments on this issue.

We are moving forward in pursuing Alida's. We have met with Farmer Bob and will be going over there to assess the inventory. We feel very strongly that this business venture is a great opportunity for the individuals we serve. Chris provided an update on the potential acquisition of Alida's. Farmer Bob's current proposal is that he will give us the inventory in exchange of a monthly stipend to Farmer Bob in the amount of \$4K to cover rent of the equipment and facility, assisting us in running the business for the next one to two years and tradename rights. We'll know more after our assessment of the inventory.

Uniquely Yours is going back to being a retail store atmosphere more so than a workshop. New Vocational Director, Jeff Green, will be making these changes in an attempt to attract more customers.

It was M/S/P (Warner/Johnson) to accept the President/CEO's report.

FINANCIAL REPORT

Chris provided an overview of January financials showing a net income loss of \$120K. Year-to-date income is running over \$1.1M with donations.

Attention turned towards the various graphs presented:

- Revenue is significantly below forecast. This was due to projected billing efficiencies in case management, snow days, moving costs and building repairs.
- Personnel expenses are slightly increasing but still under forecast.

- Operating expenses are slightly over forecast.
- Net income shows a slight decline.

Chris then reviewed the metric analysis for January highlighting on the following areas:

- Residency occupancy was 94.2% which is above the target for the month.
- Case Management billing units were under target.
- Behavior billing units have significantly improved and slightly under target amount.
- Total Vocational units billed were slightly below the targeted goal.
- Staffing is below the targeted goal.
- Operating costs are running over projection for the month.

Balance sheet is positive. Current ratio looks good along with an improvement of months unrestricted cash.

It was M/S/P (Motz/Hayden) to accept the Financials as presented.

REPORTS INVESTIGATIONS

Katherine was present to provide the Board with an overview of the Mistreatment, Abuse, Neglect and Exploitation (MANE) report for FY 2018 along with changes within the Investigation Department. A Lead Investigator was hired to assist Katherine. The Memorandum of Understanding (MOU) with the Department of Human Services (DHS) and STRIVE was rewritten in order that we would be able to complete investigations within the allotted time frame outlined in the regulations. The Investigations Department also provides MANE training to new and existing staff. Effective in December 2018, the State moved Investigations under the functions of the Community Centered Board (CCB) from the provider side. The CCB would now be responsible for investigating all MANE allegations inclusive of provider service agencies and the regional center. With the additional workload, another investigator was hired.

MANE allegations for FY2018 are as follows:

- Abuse – 41 Total = 25 Unsubstantiated; 10 – Substantiated; 6 - Unable to Investigate
- Neglect – 52 Total = 11 Unsubstantiated; 29 – Substantiated; 12 – Unable to Investigate
- Exploitation – 18 Total = 4 Unsubstantiated; 2 – Substantiated; 12 – Unable to Investigate.

Katherine provided a few examples of the allegations along with disciplinary actions taken on the substantiated cases.

QUALITY ASSURANCE

The Department's primary focus has been addressing the deficiencies that arose from the state audit and developing unique Quality Management programs for each group home consisting of:

- Improvement in behavior tracking
- Insuring we are compliant with proper food preparation and reorganization of kitchen to run more efficiently.
- Since the implementation of Nurses administering medication to individuals, there has been a slight decrease in the medication errors that have been occurring.
- Improvement in monitoring individual's weight and tracking their weight gain and

loss to ensure their health needs are being met.

The major projects coming up are:

- New federal rules related to home community based services (HCBS), also known as the Final Rule Setting, will take affect on 2021. This new rule ensures that all individuals under HCBS will have the opportunity to the benefits of the community living to insure integration, choice, rights and independence. This entails that all individual will have to sign a lease on their residential setting, i.e. group homes, host homes. Residential leases have been completed and Katherine is now working on the vocational sites.
- Continue to work on additional Therap modules to streamline documentation
- Working on revising policies.
- Completed billing review and training new staff on proper documentation along with retraining current staff that are having trouble with documenting.

A question arose in relation to CQL. Katherine responded that this was recently brought up with Leadership Team on whether to continue on with the certification or to forego it. In addition, some of the information that is collected does not really benefit us. There is a lot of extensive work and money involved with recertification. Grant added that the State is now implementing person-centered practices and requested the Board's opinion on foregoing the recertification process. After further discussion, the Board requested Grant provide a summary on CQL and foregoing recertification. This will be presented at the Board meeting in March.

CAPITAL CAMPAIGN UPDATE

Doug distributed a "*Campaign Status Report*" to Board members outlining the funding sources, grant requests, potential grant funders, etc. The campaign goal was \$3.8 million but changed to \$5.3 million because the building fund (down payment) was included in the campaign which put us in a better position when applying for larger grants. We recently received \$148K from the Buell Foundation and another \$102K from the City's Economic Impact Fund. Doug is still attempting to get a grant through the Colorado Health Foundation and Colorado Health Access Fund. There are 177 grant opportunities in the State of Colorado and we haven't even touched the tip of iceberg yet. Doug is planning a retreat with Illene Roggensack and Amber Hodges, in the next couple of weeks, to strategize on changing the campaign since we have moved into the new building. The outcome of the retreat will be discussed further with the Foundation Board.

Prior to reviewing the upcoming events, kudos were expressed the wonderful job Justin did at the Ribbon Cutting earlier this month. Upcoming events are as follows:

- Easter Egg Hunt – April 20
- Tulips & Juleps – May 4
- JUCO Picnic – May 23
- Garden Groove Concert – The Dubious Brothers – June 23
- Boys of Summer – July 21
- Troy Douglas Band – August 16
- Another potential band in September

Prior to adjourning the meeting, Joe wondered the status of what security measures are being taken into consideration. Grant commented that once the doors are closed there is concern for the receptionists being the most vulnerable. The doors have remained open due to various contractors going in and out. Doug added that he had the Police Department

do a security assessment of the building and they made a few recommendations. Panic buttons have also been ordered for the 3 reception areas along with Case Management conference rooms.

It was M/S/P (Warner/Keller) to adjourn the meeting at 1:27 p.m.


Secretary


Date

