

HIGHLIGHTS

State—HCPF/DHS/Alliance.

- Department of Health Care Policy and Financing—
 - Rural Attrition—Our hero Tom Turner from Community Options proposed a solution to help reduce the migration of residential enrollments from the rural areas to the metropolitan areas. HCPF was actually amenable to the idea and they are looking into it further. It would be a two pronged approach:
 1. Return wait list management to the CCB's—This would allow us to fill any vacancies in our services (such as from moving or death) with other individuals on the wait list in our area rather than the enrollment going to the next person on the statewide waiting list (likely on the Front Range).
 2. Allocate new enrollments by population %.
- Alliance—The main bill that Alliance is backing/proposing is for the Joint Budget Committee (JBC) at the legislature to fund 300 new enrollments to help people get off the waiting list and to use that 300 as a sample to study how the state might manage the complete elimination of the waiting list in the next few years. So far, no other bills have been presented with major direct impacts on our system. That could change any day.
- IDD Day at the Capital—The weather worked out perfectly for me to go to Denver, so I'll be participating in a day of advocacy at the state Capital followed by a day of Alliance meetings. I'll let you know how that goes when I see you next!

Local Community

- Growing Together/Family Day—We are gearing up with our partners SW Center for Independence, the Arc of SW Colorado, San Juan BOCES and District 9-R for our 3rd Annual Growing Together day of workshops and activities for children and adults with intellectual disabilities and their families. That will likely be sometime in June.
- Equity in Emergency Preparedness—We have a 3 year grant with San Juan Basin Public Health to participate in a project to ensure that vulnerable populations (specifically people with disabilities and non-English language speakers) are adequately included in community emergency planning. We'll have the opportunity to use these funds to create/revise/improve individualized emergency plans for adult clients, purchase emergency kits for clients, facilities and vehicles, get feedback on and improve our agency emergency plan, and provide training for clients, employees and host homes. The grant itself is for La Plata County, but we can definitely use what we learn to apply to our other counties.

Fundraising

- City of Durango allocation—We did receive our final allocation from the City of Durango and we were awarded \$16,000 for 2019 (about half what we budgeted, but slightly more than I'd predicted based on the rumors). The City also put some new restrictions in place that will significantly impact the ways we are able to use the monies. We cannot use any of the award for Holly House because we already receive support from the city through our rental agreement on the property. (We pay \$1/year rent for the lot where Holly House is.) It also must all be used for supporting individuals within the city limits (not just with Durango addresses). This is a case where there is no thinking outside the lines!
- Recent applications—We have submitted our biannual United Way application and a matching fund application to the Payroll Department.
- Moniker—We were not awarded Moniker support this year.
- Board giving policy—Current best practices in nonprofit governance recommend all nonprofit boards have a giving policy to define the expectations of board members giving cash donations to the nonprofit. Many grant applications also ask us the percent of board members who contribute financially to the organization. Ellen drafted a policy for us based on language from the Colorado Nonprofit Association. I will include it in your board materials on the Google Drive. You'll see several highlighted areas that will require discussion and decision by the Board. It's just a framework for you all to fill in with what you are comfortable expecting of yourselves and each other.

Internal CCI highlights

- OSHA (Occupational Safety and Health Administration) Audit/Safety program—Back in the fall we had a specialist from Colorado State University visit our Durango facilities to perform a mock OSHA audit and give us areas of improvement. Our HR Department has worked diligently with a group of managers and administrators to make our corrections and plan to incorporate some of the recommendations into our overall safety program. That final report has been submitted to CSU, and they are scheduling to come back and visit our Cortez facilities in the spring. This was a wonderfully helpful exercise and will ensure that we are much better prepared in case a “real” OSHA inspection occurs—you know, the kind that could cost us dearly.
- Snow days—It seems like it's been a while since we've had snow days at CCI, but that's over. We had several snow days in January and February and have drafted a guideline intended to be fair to employees, keep everyone safe, and minimize the agency's unrecuperated expenses to the extent possible.
- Training/onboarding—We have a workgroup still working on improving the content and process for our new Direct Support Professional training. The ironic obstacle has been that our employee turnover has been so low lately that we've struggled with piloting the work we've done. Our next major piece of the project is to expand what we've done for DSP's to create more formalized onboarding

training for all positions in the agency. Yes, we are ridiculously ambitious around here.

- Staff engagement—In December/January, Community Connections surveyed our employees on their engagement with the organization. The survey was based on the Gallup 12 (top indicators of employee engagement according to studies by Gallup) and our overall engagement average was 8.16 out of 10, which is unusually high. Of course, lots of things can inflate scores and we're not sitting around patting ourselves on the back. All supervisors who supervise other supervisors (you followed that, right?) are assessing the scores for individual managers to help support development and increase engagement across the agency. It is our goal to achieve and maintain a healthy working culture with engaged, productive employees. (Staff Engagement results will also be in your Google Drive for this month, so if you are interested in more specifics, find them there!)
- Budget—We're heading into budget season! I'm not sure how much more I need to say about that other than we will be increasing the availability of chocolate for our managers over the next couple of months.
- Departmental summaries—I thought it might be interesting to give you an overview of what's going on in some of our different departments from the point of view of the VP's and Directors who manage those departments. See below for a Reader's Digest of what's going on across the agency.

Facilities

- Fort Lewis College House— Sold!
- Cortez homes—Julie is working on getting appraisals for the two residences in Cortez that we discussed.
- Holly House bathrooms/snow—We chose a contractor and are moving forward with the renovations on at least one if not more bathrooms at the Holly House (we'll see how far the money goes). There has also been issues with ice and snow accumulation, pretty much like the rest of the community. See, we are integrated! So far no major problems, though.

Other

Overview of Department Priorities as of February 2019

Human Resources (from Judy Schreckenbach, VP of Human Resources):

- Development, implementation, and monitoring of agency required trainings for employees;
- Redesign of an agency compensation schedule;
- Performance compliance, including creating competency-based job descriptions;
- Effective utilization of HR systems, such ADP (HRIS); Relias (eLearning); Applicant Pro (recruitment);

- Attention to customer service tasks under HR oversight; such as, employee safety; keeping personnel policies & procedures current; talent acquisition; benefit management; file maintenance; personnel management

Adult Services Durango (from Matt Payne, Program Director for Adult Services):

Working on:

- Searching for additional Host Homes
- Renovating bathroom(s) at Holly House
- Working on Host Home manual
- Working on a Transportation guide for clients
- Staffing matrices that allow for maximum client support

Successes:

- Great Host Home retention
- Great staff retention
- Cohesive team of awesome employees

Adult Services Cortez (from Julie Ferguson, Program Director for Adult Services):

We have a need in this area for respite, not just for CCI the need is for families taking care of their kids and aging parents. I am working on a Respite proposal, and continuing to get the vocational department up and running. We are wanting it to be able to pay for a position. Cortez is continuing communication training as we can always improve in this area.

Marketing & Development (from Ellen Stein, VP of Marketing and Development):

- In December, we concluded a successful 2018 fundraising season that resulted in:
 - An 80% increase in Community Support Funding from *new* and *renewed* local government awards
 - An increase in private funding from new and renewed donors, notably a \$22,000 contribution from the First United Methodist Church to improve bathroom accessibility at the Holly House.
 - A three-fold increase in Special Event revenue of \$27,112 from Festival of Trees, doubling of tree/wreath sponsors and donors and community participation. The new Board of Directors/Festival of Trees raffle contributed almost a third of that revenue increase (and paid for Cortez bus repairs).
 - Participation in Colorado Gives Day, a new (for CCI) online donation platform, resulted in 9 donations (of whom 6 are new donors) and \$1,551 in revenue
- In 2019, we have prioritized:
 - Drafting and publishing 2018 Annual Report documenting personal client and staff achievements, other agency accomplishments
 - Drafting Marketing & Development plans to
 - Develop new sources of and increase private funding, especially from foundation and individual donors
 - Achieve our strategic plan goals, especially our main goal of social inclusion for people with IDD
 - Set up a donor database to track donations, volunteers, manage and improve constituent communications including email campaigns, donation acknowledgment, etc.

Case Management (from Elizabeth Fabrey, VP of Case Management)

- The adult case management department has been busy with implementing corrective action plan items as a result of 3 different state audits that occurred in the fall of 2018. In order to assist with ensuring compliance moving forward and in the effort to support case managers with their monitoring duties, we have hired a Quality Assurance Case Manager. This position will also assist case managers with their biggest challenge, which is completing their administrative duties and having enough time to interact in a meaningful way with the individuals who hire us to support them.
- We are happy to now be able to offer the consumer direct attendant support services (CDASS) service delivery model in the Medicaid SLS Waiver, which gives individuals the option to hire, train and pay attendants to provide personal care, homemaking and health maintenance services. Within this last year, we are also happy to announce that we have revised both our request for proposal and our service plan to now incorporate a full person-centered description. This description will be updated every year and it will help all providers increase their ability to implement the person-centered philosophy into service delivery.
- In an effort to better support the team, the Vice President of Case Management is working on updating and adding to the current training manual for case managers. Our department is currently fully-staffed with an exceptional diversity of case managers and an executive administrative assistant who all bring different strengths and skillsets to the team. This diversity has strengthened the overall knowledge base of the department and it has resulted in a cohesive team of colleagues who support each other on a regular basis.

Finance (from Shannon Kreuser, Chief Financial Officer)

- Updating Finance policy and procedures
- Providing financial information for the Day Program Budget improvement group
- Analyzing and providing financial data for the 6.5% rate increase in Adult Services.
- Analyzing and providing financial data for Early Intervention of Colorado new invoicing guidelines/system

Acronym Cheat Sheet

- ACT (Accessible Communities Team) – Supporting businesses to become more accessible
- ART (Administrative Review Team) –The Executive Team and Program Directors oversight of Quality Indicators
- The Arc – advocacy for people with intellectual disabilities
- ANCOR (American Network of Community Options and Resources (for DD)
- BHO (Behavioral Health Organization)
- CCB (Community Centered Board) we are 1 of 20 in the state
- CCI (Community Connections, Inc.)
- CDLE (Colorado Department of Labor and Employment)
- CES (Children’s Extensive Services)

- CHCBS (Children’s Home and Community Based Services)
- CMS (Centers for Medicare & Medicaid Services) Federal
- CORA (Colorado Open Records Act)
- DHS or CDHS (Colorado Department of Human Services)
- DSP (Direct Support Professional) – field staff working with clients
- DVR (Department of Vocational Rehabilitation)
- EI (Early Intervention) Developmental services for kids Birth to 3
- FOT (Festival of Trees)
- HCPF (Health Care Policy and Financing) State Medicaid office
- I/DD (Intellectual and Developmental Disabilities)
- IMA (Insurance Management Administrators)
- JBC (Joint Budget Committee at the Colorado legislature)
- LPC (La Plata County)
- MOU (Memorandum of Understanding)
- PASAs (Program Approved Service Agencies) Marcy’s department
- PCA (Personal Care Alternative) residential services not in a host home
- RCCO (Regional Care Coordination Organization)
- Residential (a.k.a. Comprehensive – our adult 24/7 support)
- ROI (Return on Investment)
- SJBHD (San Juan Basin Health Department)
- SLS (Supported Living Services) – Services for adults living independently or with family
- TCM (Targeted Case Management)
- UW (United Way)