



Developmental Pathways

Dedicated to serving individuals with disabilities



MILL LEVY REPORT

Douglas & Arapahoe Counties

JULY 1, 2018 - JUNE 30, 2019

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Developmental Pathways

We are a hub of information & resources, propelled by a team of passionate staff, & dedicated to serving a community of diverse abilities.

Developmental Pathways (DP) is the largest Community Centered Board (CCB) in Colorado, serving more than 8,000 individuals with developmental disabilities/delays (I/DD) across the Denver metro area, specifically in Arapahoe, Douglas, & Adams counties. The state of Colorado created CCBs in 1964 to transition the support of people with I/DD from institutions to the communities in which they live and participate. There are currently 20 CCBs across the state serving individuals and families from birth to end of life. At DP, we partner with people in their pursuit of a meaningful life through advocacy, education, connection, & support. We strive to be a central resource for anyone with a disability seeking additional help: if we can't meet your need, we know someone in the community who can. Our programs are primarily funded by federal, state, and county dollars as well as private philanthropy that supports the unmet needs of many connected to our organization.



VISION

Enriching Lives.
Strengthening Communities.



MISSION

To enrich the lives of people with developmental disabilities/delays by partnering to provide expertise, support, & advocacy in their pursuit of a meaningful life.



VALUES

- **Integrity** | To actively & transparently collaborate with government & community partners
- **Innovation** | To join our community in the innovation & implementation of person-centered practices
- **Partnership** | To be a customer-service focused agency, both internally & externally
- **Stewardship** | To optimize resources by stewarding financial & human capital well

HISTORY OF THE MILL LEVY

In 2001, Developmental Pathways was experiencing a funding crisis due to rapid population growth and increased demand for services in Arapahoe and Douglas counties. The contract Developmental Pathways had with the State of Colorado, the primary source of revenue for developmental disability/delay services in our area, had fallen far behind the demand for services and our organization faced major fiscal cuts to services. This problem was compounded by the disproportionate distribution of funding from the state, resulting in the lowest per capita allocation of resources to Arapahoe and Douglas counties relative to any other area of Colorado. The only option available to stave off these cuts and meet at least part of the ongoing rush of service demands was through a mill levy election. This election fell within the conditions set by the Taxpayer's Bill of Rights (TABOR) in accordance with state statute (27-10.5 C.R.S.) and allows a one-mill county property tax exclusively for services for people with developmental disabilities/delays. With the unanimous support of the Arapahoe and Douglas County Commissioners, Referendum 4A was placed on the 2001 ballot in both counties.

Months of intensive campaigning, spearheaded by hundreds of volunteers, led to the referendum being passed in both counties. The efforts required for this success included meetings with community groups, public forums, distribution of voter education materials, grass-roots voter turnout efforts, and much more.

In 2001, voters approved a mill levy to support individuals with developmental disabilities/delays. Based on that bill, we developed the following three core priorities:

- *To provide services to individuals on the waiting list*
- *To raise the quality services for all individuals with a developmental disability/delay*
- *To stabilize and improve the overall service infrastructure, with particular attention to recruitment, training, and retention of quality staff*

As a result of the successful campaign, service cuts were avoided and more than 1,600 new individuals with developmental disabilities/delays were served with mill levy funds in the first 2 years of implementation. However, service needs in our catchment area had grown to such high levels that, while mill levy funds reduced the waiting list, they still fell short of the amount needed to eliminate the waitlist altogether.

Since 2001, Developmental Pathways has utilized mill levy funding to best meet the needs of the individuals and families we serve while responding to the referendum emphases. This report provides a brief summary of the programs, quality of services, and infrastructure supported by mill levy funding.





DEVELOPMENTAL DISABILITIES & DELAYS

How are these terms defined & how does someone qualify for services?

DISABILITY

A developmental disability (DD) is defined by Colorado state statute 25.5-10-202: (26); (a) "Intellectual and developmental disability" means a disability that manifests before the person reaches twenty-two years of age, that constitutes a substantial disability to the affected person, and that is attributable to an intellectual and developmental disability or related conditions, including Prader-Willi syndrome, cerebral palsy, epilepsy, autism, or other neurological conditions when the condition or conditions result in impairment of general intellectual functioning or adaptive behavior similar to that of a person with an intellectual and developmental disability. Unless otherwise specifically stated, the federal definition of "developmental disability" found in 42 U.S.C. sec. 15001 et seq., does not apply.

(b) "Person with an intellectual and developmental disability" means a person determined by a community-centered board to have an intellectual and developmental disability and includes a child with a developmental delay.

Often, developmental disabilities are identified at birth, but sometimes they are not identified until later. A person who meets the criteria above must have a medical diagnosis verifying their disability and undergo testing to be eligible for services. (25.5-10-202)

DELAY

Colorado state statute also defines developmental delay:

(c) "Child with a developmental delay" means:

(I) A person less than five years of age with delayed development as defined by rule of the state board; or

(II) A person less than five years of age who is at risk of having an intellectual and developmental disability as defined by rule of the state board. A delay is evaluated by failing to meet developmental milestones such as speech acquisition or coping behaviors. Other children exhibit factors that put them at a high risk of having a developmental disability or are born with a DD such as Down Syndrome or Fragile X. Both delays and disabilities in children under 5 years must be verified by Early Intervention criteria for a child to qualify for services. For a complete list of established conditions that qualify a child, please see the

[Early Intervention Colorado website.](#)

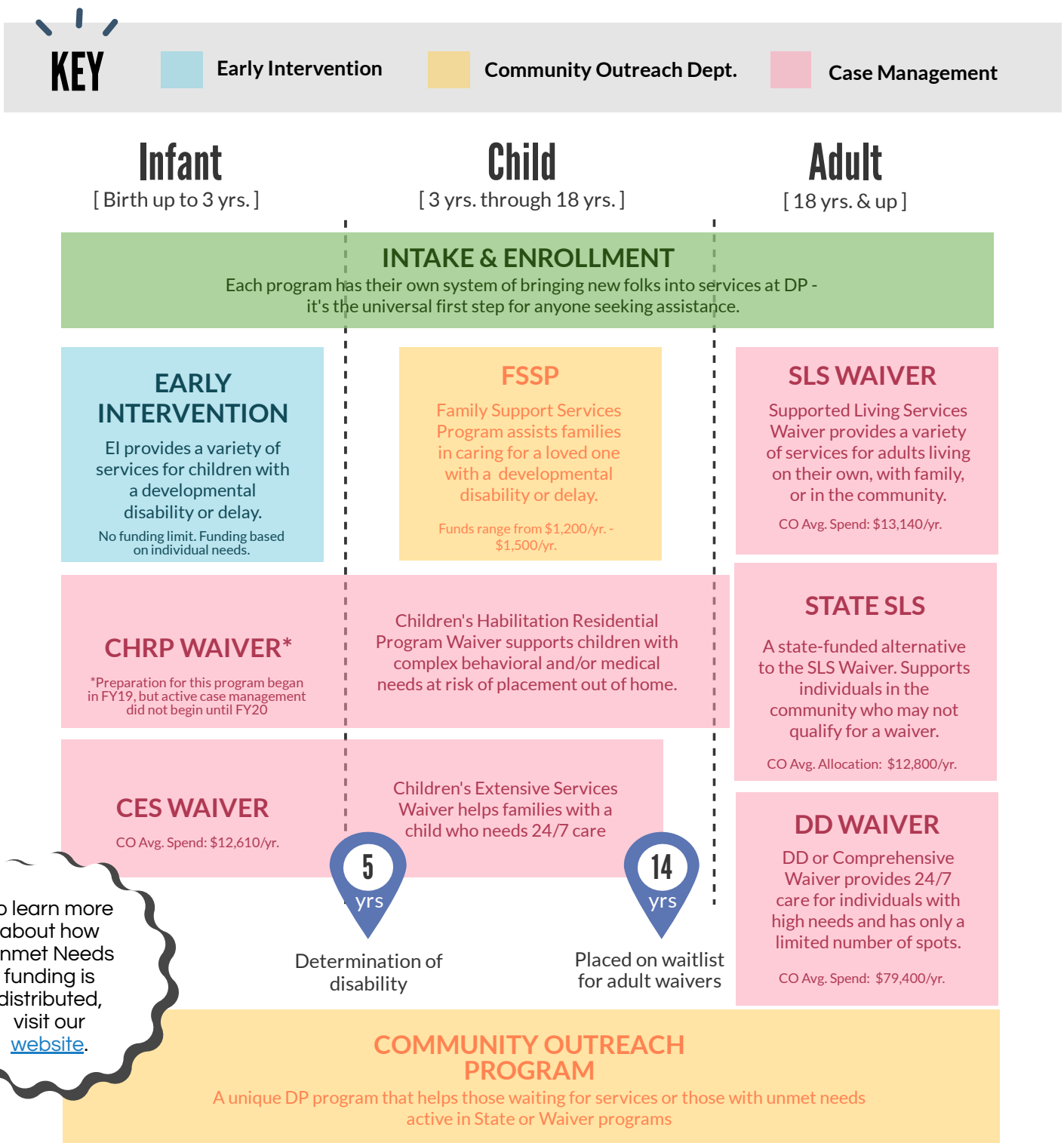
ACCESSING PROGRAMS

Programs for eligible adults and children with developmental disabilities/delays are funded through Medicaid, Medicaid Waivers, state funds, and private insurance for covered individuals. Services within each type of program are available based upon the identification and prioritization of individual needs. Services to address the identified needs are purchased, provided, and billed for directly by qualified providers such as Program Approved Service Agencies (PASAs) using program funds as authorized through the individual's plan.



DEVELOPMENTAL PATHWAYS PROGRAMS

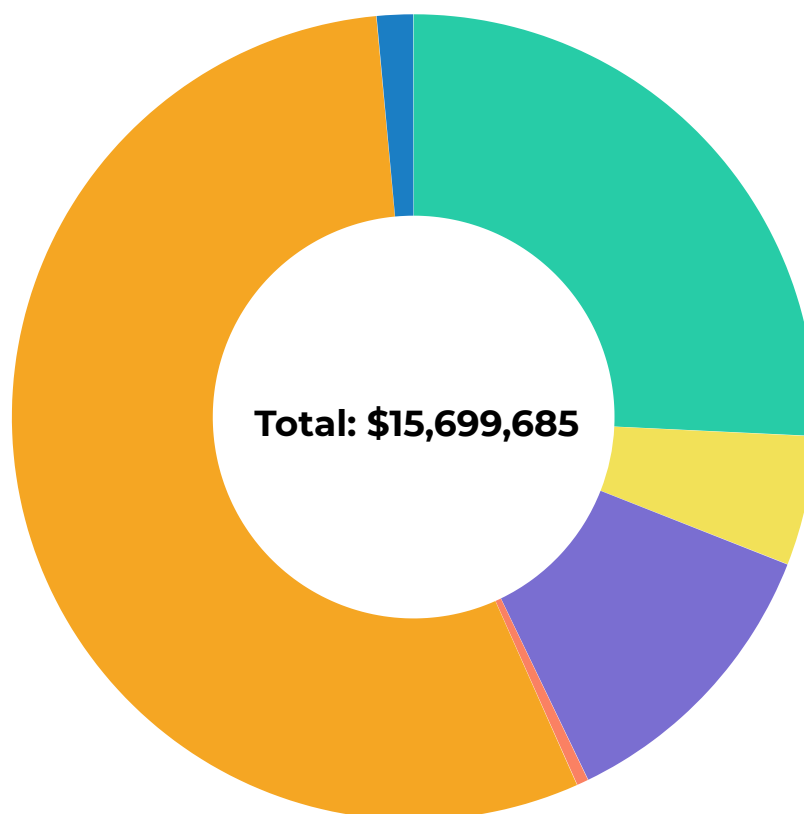
We offer services spanning an individual's lifetime, including case management and coordination through our 3 core departments: Early Intervention, Case Management/Program Quality, & Community Outreach. The graphic below was created to help families understand how they can access services throughout their time with us. Greater detail for each program can be found on our website.





EXPENDITURE SUMMARY

Mill levy dollars not only aid the success of the programs provided by Developmental Pathways, but they also support our organization and the community in other ways. In addition to Pathways programs, funding is allocated to direct care programs designated through Medicaid Waivers, management and support programs, and community-driven initiatives. Below is a summarized chart of expenditures by percentage as well as a brief overview of the types of activities that are funded by each category of dollars. A detailed financial can be found in the addendum to this report.



55%

PASAs & Programs
supported by DP

26%

Case Management &
Program Quality

12%

Community
Outreach

1%

Early
Intervention

5%

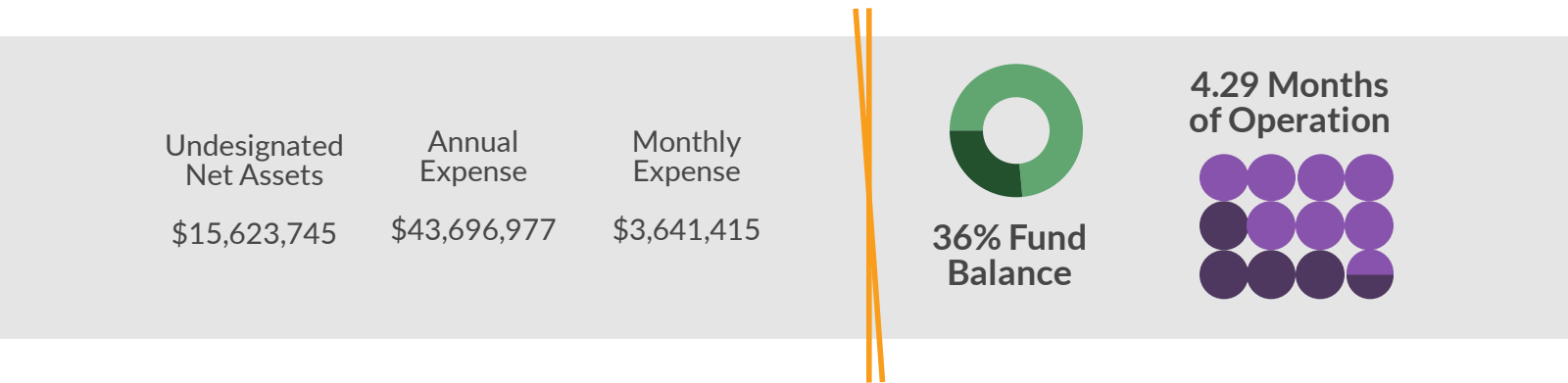
Fund Balance

1%

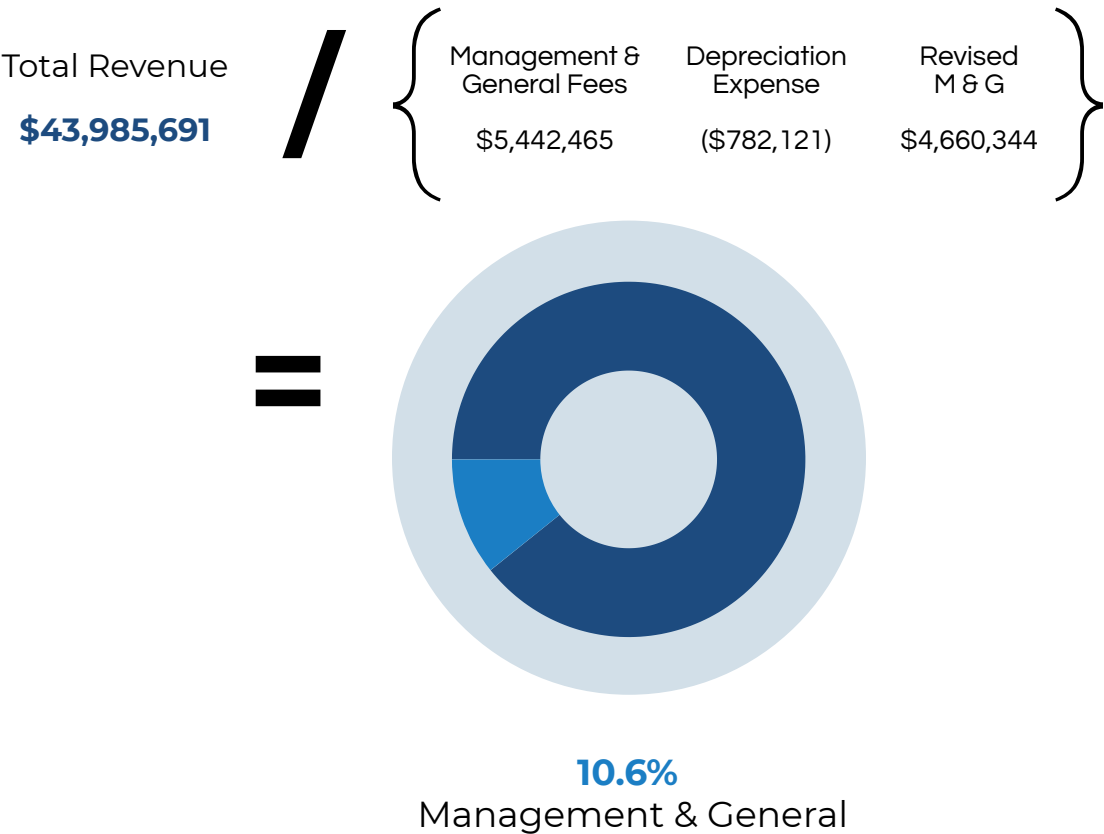
Other

Unrestricted Fund Balance

The unrestricted fund balance represents the number of months that Developmental Pathways could operate without further local, state, or federal dollars. These funds provide the individuals and families we support with financial security and peace of mind that Developmental Pathways could sustain itself under unforeseen financial challenges. These undesignated net assets are in line with industry best practice as it is recommended for nonprofits to have about 4 months of operating reserves.*



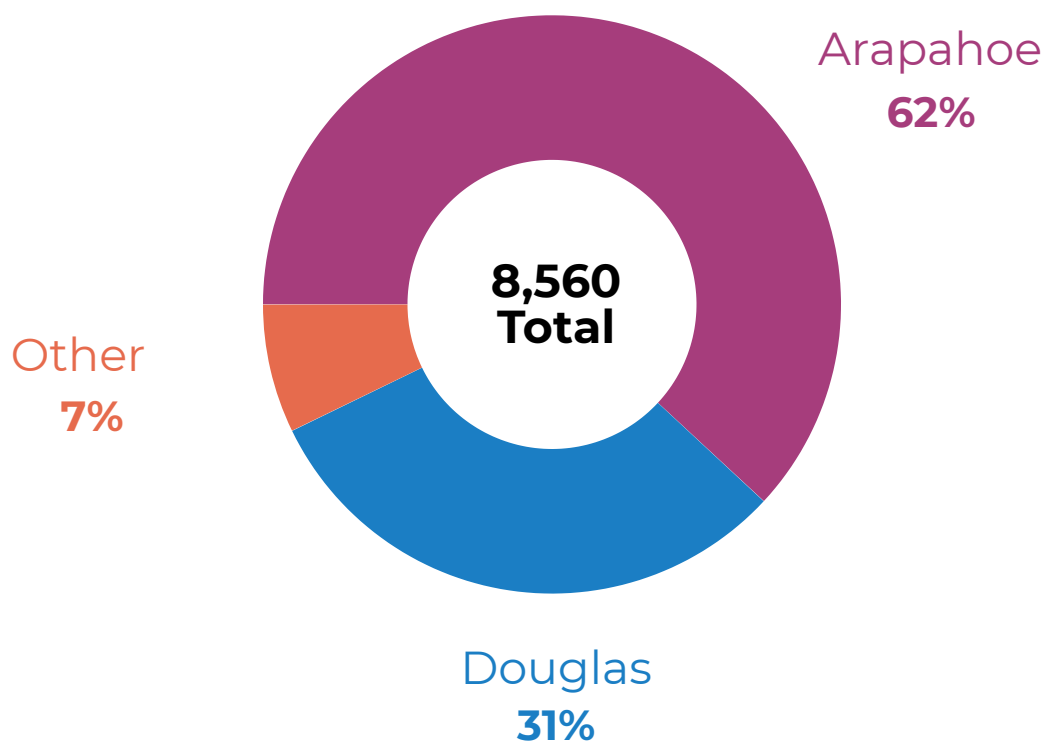
Management & General Fees





WHO WE SERVE | Overview

Among the 8,560 people we serve, a small percentage do not or no longer, reside in our catchment area of Arapahoe County, Douglas County, and the City of Aurora. These people are represented in the Other category which may include folks who initially lived in our area, but have moved away and kept receiving services from us or those folks who reside in the portion of Aurora that is Adams County. The majority of the Other category is comprised of the latter group of people living in northern Aurora. You can read more below about our new partnership with Adams County to receive funds for the residents that we support.



How we serve Adams County

Over the years, the support we provide to the residents of Adams County with I/DD has grown. Developmental Pathways currently supports 17% of people who are connected to a CCB & receive I/DD services in Adams County. Beginning in April 2019, Adams County allocated funding directly to individuals and families supported by Developmental Pathways. We anticipate our involvement in this county will continue to grow and we will work closely with the Adams County commissioners to best serve people with I/DD in this area.



SERVING 8,560 PEOPLE
from birth to end of life



GENDER

64% Male
36% Female



AGE

75% 0-18 yrs. old
25% 18+ yrs.



ETHNICITY

69% White
12% Hispanic
10% Black
4% Asian
5% Other



PROGRAMS

47% Early Intervention
19% Community Outreach
10% SLS Waiver
4% FSSP
10% DD Waiver
9% CES Waiver
1% State SLS



MAJOR DIAGNOSES

23% Developmental Delay (EI)
17% Developmental Disability*
11% Autism
5% Seizure Disorder/Epilepsy
4% Down Syndrome
4% Cerebral Palsy
3% DD/Mental Illness
*formerly Mental Retardation

The Impact of Population Growth

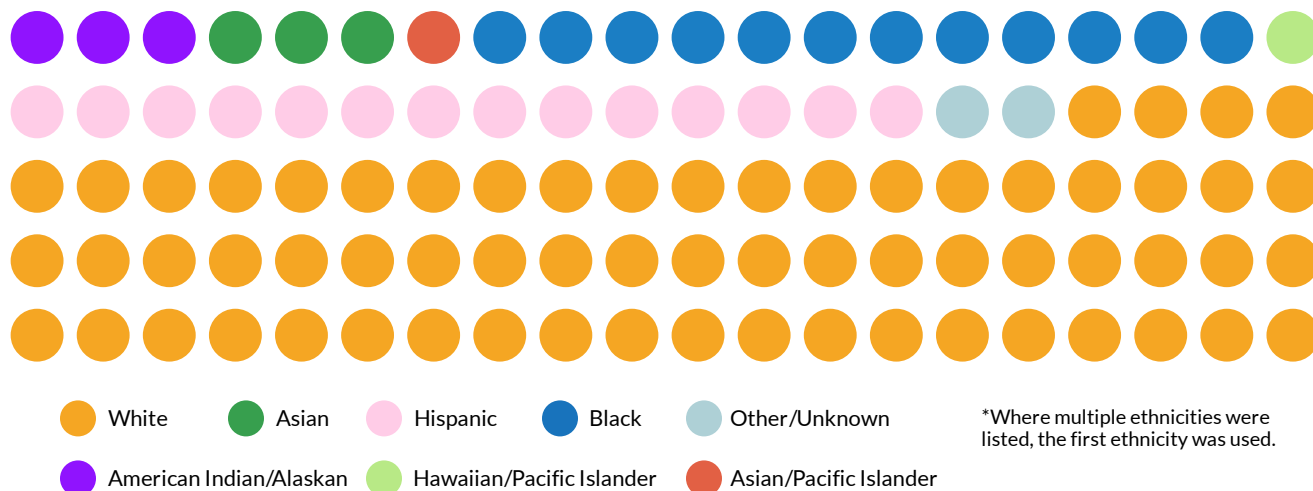
Over the past several years, Pathways has processed between 300-400 new intakes and enrollments per year. This is a significant jump from previous years when we were only enrolling 50-100 people annually. According to the Administration for Community Living (<https://acl.gov/>), it is estimated that between 7 and 8 million Americans of all ages (3% of the general population) have an intellectual disability. Therefore, our numbers increase when the general population increases. We expect that trend to continue for the next 1-5 years due to the increasingly high growth rate for Douglas (15%) and Arapahoe (11%) counties. <https://www.census.gov/quickfacts>



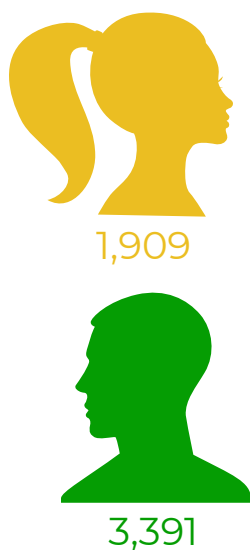
WHO WE SERVE | Arapahoe County

This data is an overview of the population we serve in Arapahoe County. For a more detailed breakdown, please see the addendum included with this report.

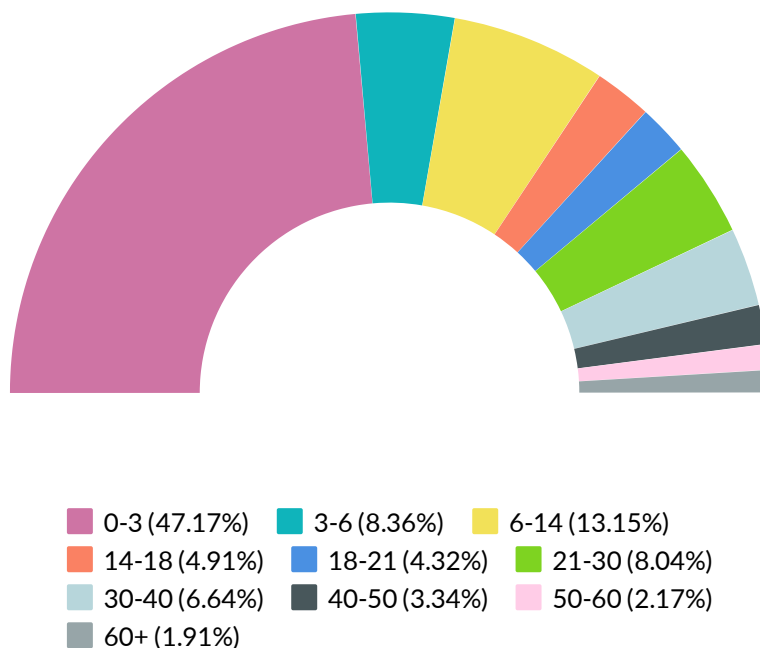
ETHNICITY



GENDER

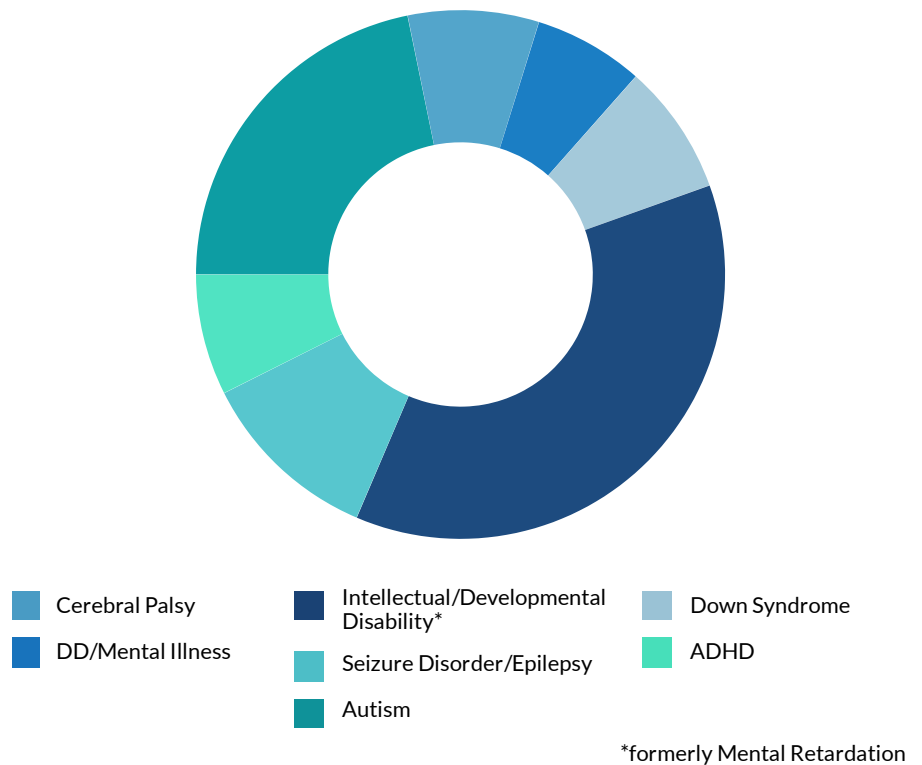


AGE

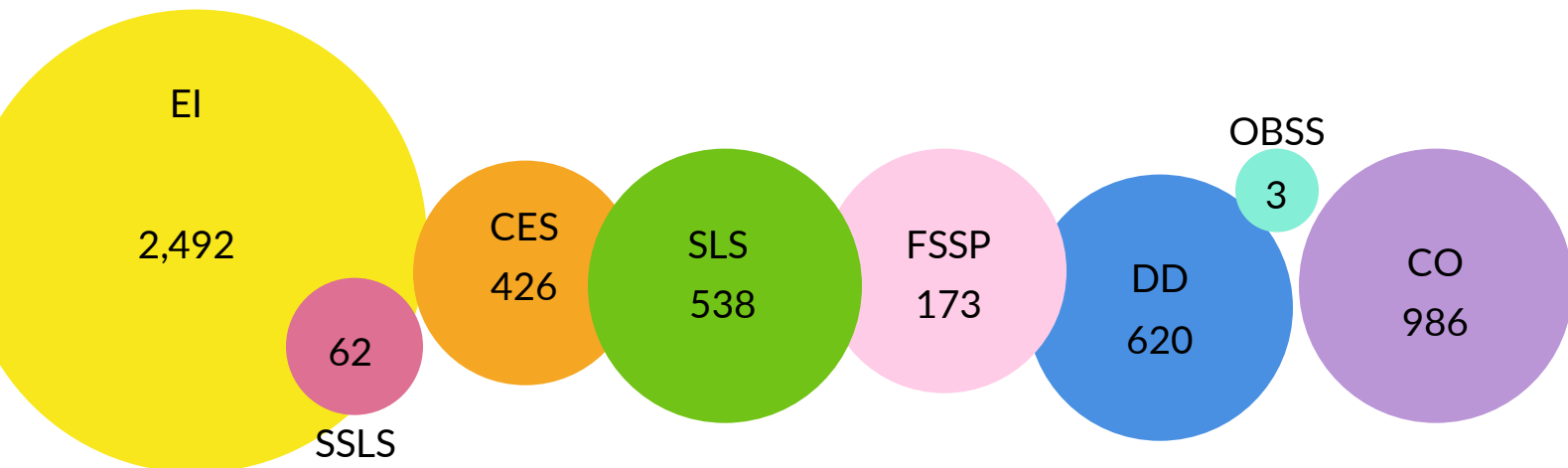


DIAGNOSIS

The term Developmental Disability (DD) encompasses many diagnoses, all of which begin at birth and last for the duration of a person's life. Some children may experience developmental delays that resolve with intervention. The chart at right shows the most common adult DD diagnoses for the population we serve. In addition, Early Intervention serves 2,492 children with developmental delays in Arapahoe County. In 2018, the Colorado state legislature passed Senate Bill 18-096 which eliminates the outdated "Mental Retardation" term and replaces it with "Intellectual or Developmental Disability." Our data reflect that change as well.



PROGRAM



KEY

CES- Children's Extensive Waiver
CO- Community Outreach Program

DD- Developmental Disability Waiver
EI- Early Intervention

FSSP- Family Support Services Program
OBSS- Omnibus Budget Reconciliation Act
Specialized Services

SLS- Supported Living Services Waiver
SLSS- State SLS

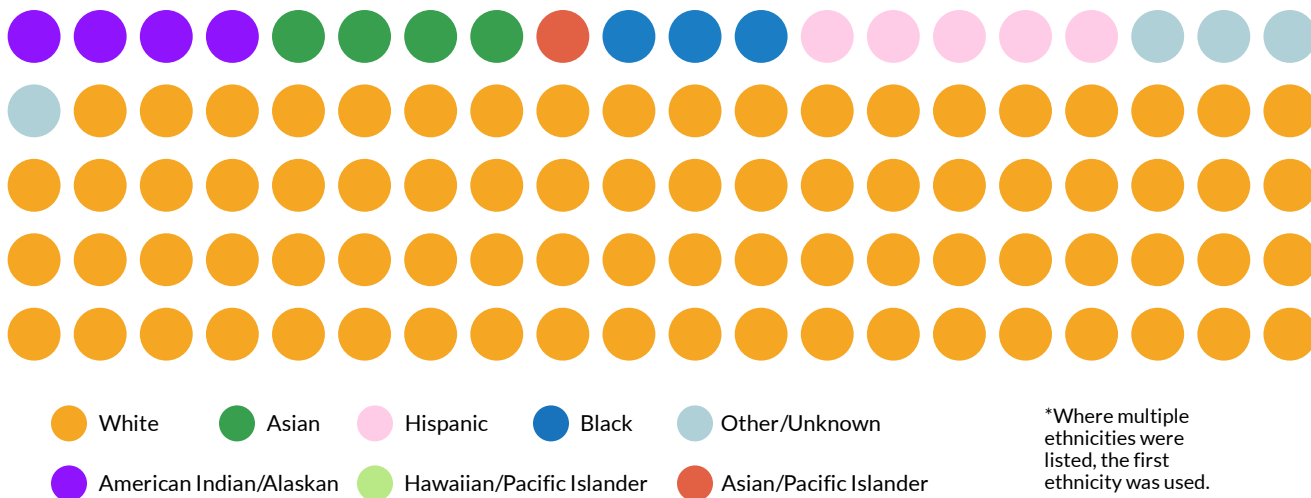
- Due to the high and continually changing number of qualifying diagnoses for children in EI, all EI children are grouped into one diagnosis category
- Individuals may have more than one diagnosis. Diagnoses for adults are limited to the options currently available in the Community Contracts Management System (CCMS) by the Division for Intellectual and Developmental Disabilities.



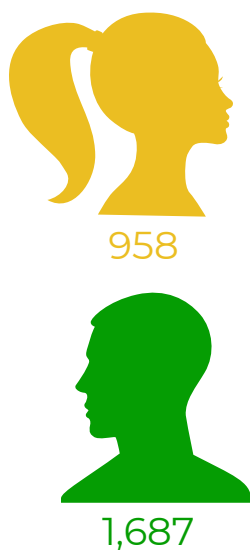
WHO WE SERVE | Douglas County

This data is an overview of the population we serve in Douglas County. For a more detailed breakdown, please see the addendum included with this report.

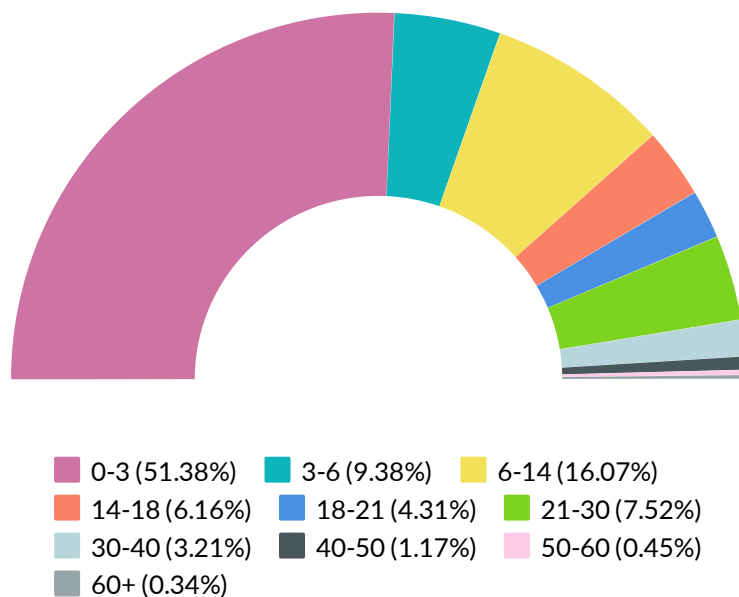
ETHNICITY



GENDER

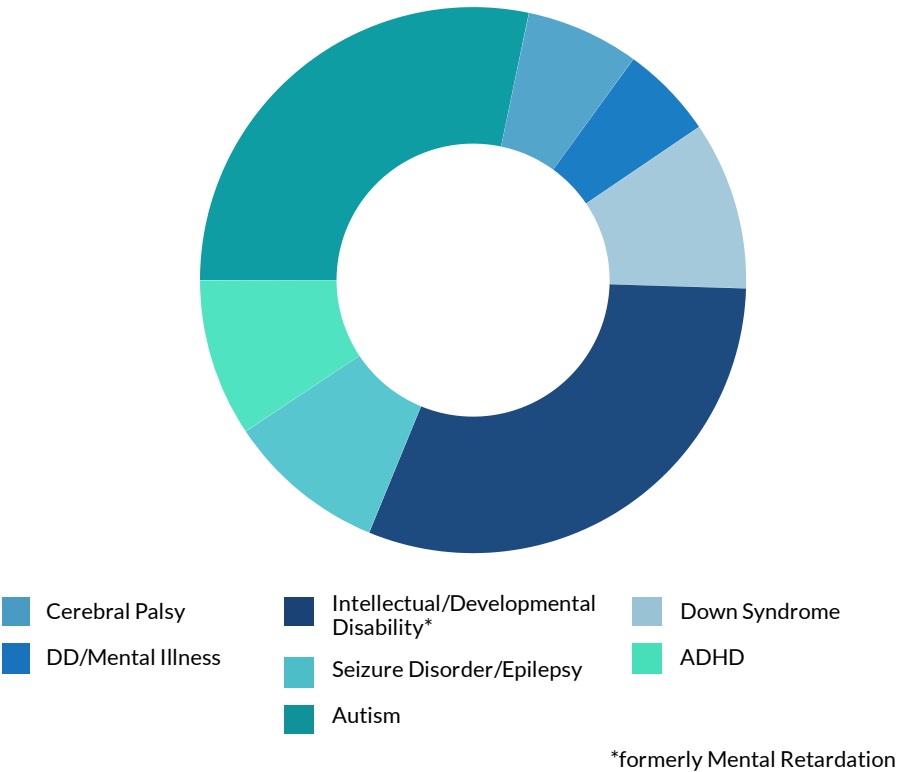


AGE

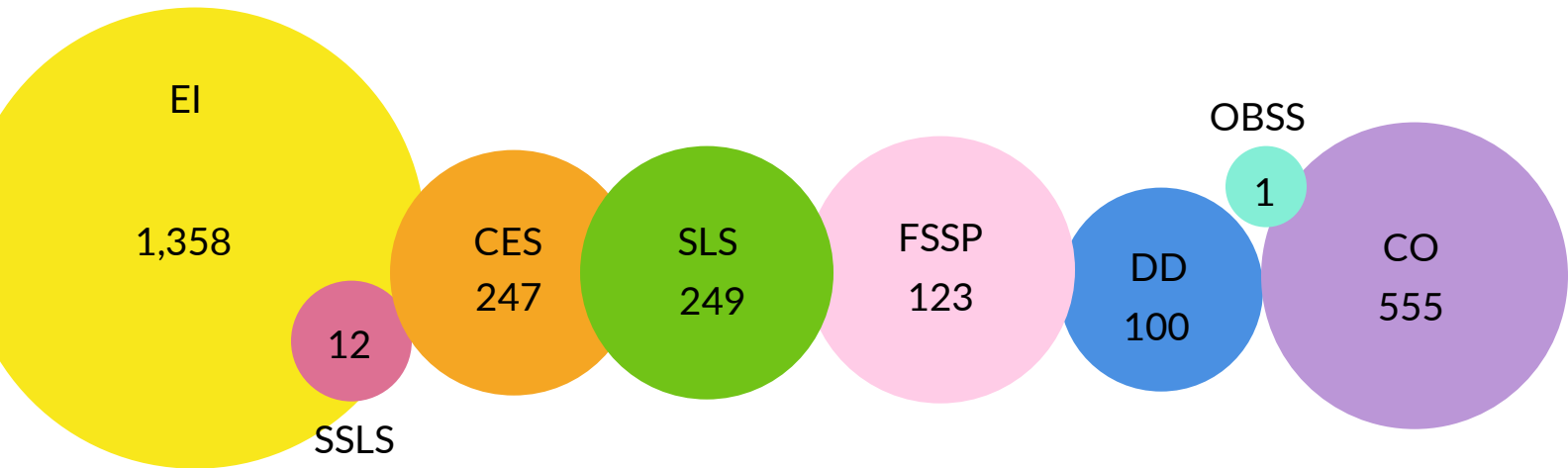


DIAGNOSIS

The term Developmental Disability (DD) encompasses many diagnoses, all of which begin at birth and last for the duration of a person's life. Some children may experience developmental delays that resolve with intervention. The chart at right shows the most common adult DD diagnoses for the population we serve. In addition, Early Intervention serves 1,358 children with developmental delays in Douglas County. In 2018, the Colorado state legislature passed Senate Bill 18-096 which eliminates the outdated "Mental Retardation" term and replaces it with "Intellectual or Developmental Disability." Our data reflect that change as well.



PROGRAM



- KEY**
- CES- Children's Extensive Waiver
- CO- Community Outreach Program
- DD- Developmental Disability Waiver
- FSSP- Family Support Services Program
- EI - Early Intervention
- SLS- Supported Living Services Waiver
- SSLS- State SLS
- OBSS- Omnibus Budget Reconciliation Act Specialized Services

- Due to the high and continually changing number of qualifying diagnoses for children in EI, all EI children are grouped into one diagnosis category
- Individuals may have more than one diagnosis. Diagnoses for adults are limited to the options currently available in the Community Contracts Management System (CCMS) by the Division for Intellectual and Developmental Disabilities.

EARLY INTERVENTION



Who We Are

95 staff members

How We Use Mill Levy Funds

Mill levy funds enhance Early Intervention's focus on strengthening community and family education, school partnerships, and staff development efforts in the following ways:

- Funding ongoing training & professional development opportunities to promote employee retention & increase family satisfaction
- Hiring additional service coordinators to lower caseload & enable staff to provide better care coordination and resource development for children and families
- Supporting school partnerships to ensure successful transitions for children & families from program to program
- Educating schools, families, & community organizations on eligibility, referral and the long term benefit of EI

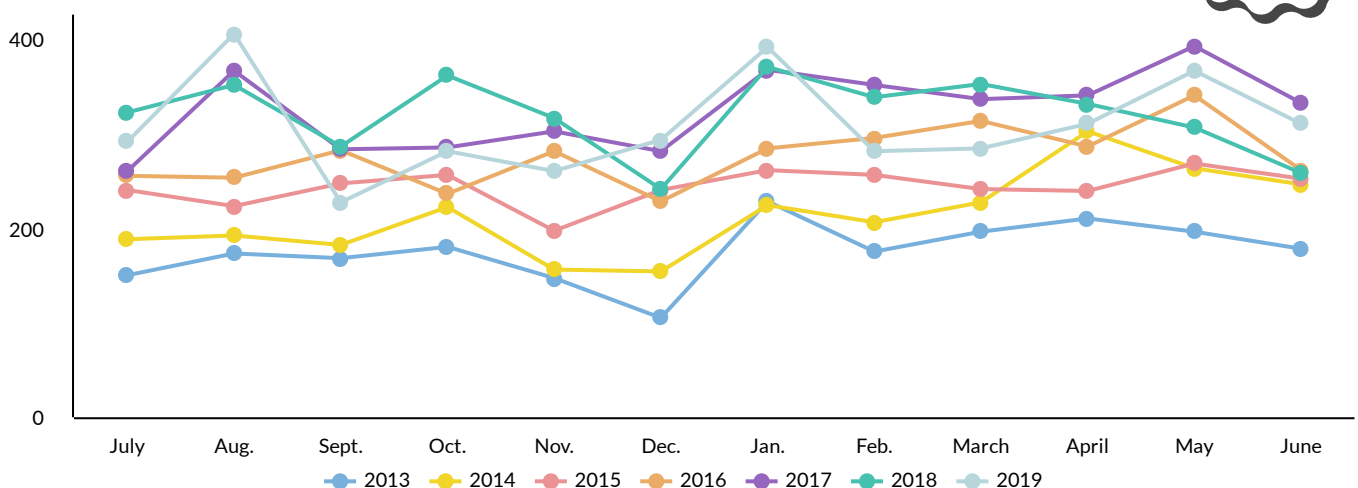
What We Do

The Early Intervention (EI) program (Part C) provides services and supports for families who have a child up to age 3 with a 25% delay in one or more areas of development or have a child with a qualifying diagnosis. The EI team is composed of service coordinators, intake & referral specialists, therapists, and data & billing specialists who partner with families to:

- Help families learn ways to promote their child's development within everyday routines & activities in their natural environment
- Deliver services in a family-centered way
- Provide direct services to support each family's ability to help their child reach their full potential
- Connect with school districts for eligibility determinations

76
Weekly
Referrals
on Average

Referrals



Partnerships & Successes



With Community Outreach, created a **series of short videos** to support families transitioning services & supports.

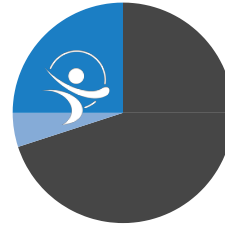


With the help of our Finance department, **transitioned to a cost-reimbursement model** that better funds the actual costs of service delivery & coordination, complying with guidelines set by Department of Human Services & Early Intervention Colorado.



Evaluated 80+ children in a 4-month period to collect data as part of the **In-Home Evaluation Pilot** to inform best practices.

Served **4,056** kids & families equating to **25-30%** of Colorado's EI population



Kudos

"Thank you so much for your high level of care and sincere concern for children -- it is uncharted! You make a positive difference, and we are so thankful to have known you!" With warm regards, - an EI Family

"I just wanted to take a moment to let you know how much we appreciate your service coordinator (Alex's) help today. She was more than willing to stay and take on an additional evaluation today, and for that, we are exceedingly grateful."
- Child Find School District Partner



Meet Anne

2019 Outstanding Service Coordinator of the Year

The Early Intervention Colorado Interagency Coordinating Council (CICC) recognized one exceptional service coordinator who went above and beyond the requirements of their job to ensure that services for children in EI and their families follow evidence-based practices. Selected from nominees of service coordinators from all over the state, **Anne Buchanan** received the *2019 Outstanding Service Coordinator Award*. This year, Anne, celebrated her 10th anniversary with DP as a Senior Service Coordinator. Over the years, she has mentored, trained, and served as a key role model on the EI team.

COMMUNITY OUTREACH



Who We Are

25 staff members

How We Use Mill Levy Funds

Our department was created by mill levy funding in 2012 to serve people waiting for state & federally funded programs. With the exception of FSSP, EFMP, & HCV (listed at right), mill levy funding supplements all of our activities to support folks in Douglas & Arapahoe counties with unmet needs. We do this by:

- Directly funding needs that meet specific criteria
- Partnering with organizations to provide discounted services
- Coordinating the care of people waiting for services
- Spearheading community initiatives
- Offering training & support to community partners
- Funding parent & sibling support groups

What We Do

The Community Outreach department is a Pathways-specific program designed to assist folks whose needs are not fully met by other programs. Often, support comes in the form of monetary resources and connection to other community organizations. The many functions of this team include:

- Service coordination
- Community partnerships
- Provider of resources
- Fund unmet needs
- Lead Initiatives
- Administer Programs:
 - Community Outreach Program (CO)
 - Exceptional Family Member Program (EFMP)
 - Family Support Services Program (FSSP)
 - Housing Choice Voucher (HCV)

Summer Camp Success

For the fourth year, DP provided five scholarships to CO/FS to attend GLO's Community Connector summer camp of fun out in the community. For eight weeks, the camp provides individually assessed supports specifically for high medical/high behavioral needs.

"So amazing!!! None of our family can imagine what our summer would be like if he didn't have this activity 4 days a week. He is so entertainment intensive that it would be a huge burden on all of us every day to keep him happy, and I can't imagine that we would really be able to keep him happy with just our resources. But with GLO Camp, the wonderful staff there, the well-matched peers, and the perfect balance of fun, active outings, he is so content and easy to manage the rest of the time. The only negative feeling I get when thinking about GLO camp is a slight panicky feeling about what if they didn't exist, then what? So thank you very, very much from me, my husband, and our other four kids for providing this for him!!"



Partnerships

We partner with many community organizations to provide discounted or free services for people enrolled in the Community Outreach program. Below are just a few of the organizations we've partnered with in the last fiscal year.

INCLUSIVE COMMUNITY | [Second Star to the Right](#)

We partnered to develop a sensory-friendly storytime event that has grown to monthly events and "Story Time for All."

RESPIRE | [Night Lights Parker](#)

Night Lights Parker provides a free parents' night out one Friday a month to families of children with special needs and their siblings, ages one month-13 years. They have an average of 10-15 children per night for 10 nights (3.5 hours each night). Developmental Pathways provided financial support for new equipment and program expenses.

EQUINE THERAPY | [Horseback Miracles](#)

Draper Sensory Method is the most advanced equine-assisted sensory-based therapy program available. More than 25 years of research and experience allowed them to develop a unique connection between a participant and a horse where the horse acts as a catalyst in connecting the human brain functions.

WEEKEND RESPIRE | [Easter Seals](#)

Twenty-nine families benefited from the monthly overnight weekend respite. Each family participated an average of four times for a total of 115 weekend spots from June 2018 through May 2019. Each weekend consisted of 48 hours of respite, for a total of 5,520 hours of respite through the pilot program.



A family recipient of Community Outreach scholarship funds participates in a rafting trip organized by National Sports Center for the Disabled (NSCD)

Successes

2,278
Individuals
served



154
Organizations
supported



\$36,586
In-kind donations
received



425
Volunteer hours
served



7,000
Recipients of
resource newsletter



537
Community
contacts made



138
People served
through Housing
Choice Voucher
Program



105
New relationships
built





Board Designated Funding

For the past four years, our Board of Directors designated funds to address critical areas of need. These critical areas were determined by extensive community outreach assessments. In response to community input, the Board dedicated these funds solely to initiatives that aligned with the mission of Developmental Pathways: Transportation, Respite, and 3+. We closed out work on these 3 existing initiatives and further developed plans for the Community Engagement and Housing Exploration Initiatives. Our Community Outreach department is uniquely positioned to execute these initiatives and monitor how best to serve our local communities. For more details on each initiative, please visit our [website](#).



TRANSPORTATION

Increase & support convenient, affordable, & efficient transportation

IMPACT

- 30 adults in DRMAC volunteer driver database
- 20 individuals participated in the new [Ride Share Education Program](#)
- Distributed \$209,500 in grants
- Developed a transportation resource [webpage](#)



RESPITE

Educate caregivers about benefits of respite & increase provider options

IMPACT

- 5,520 hours of respite for 29 families provided through the monthly overnight weekend respite pilot with Easter Seals
- 125 children participated in three "Respitivity" events
- Awarded \$191,649 in grants
- \$31,000 given for emergency respite needs



3+

Connect families with children aging out of EI to funding & resources

IMPACT

- Provided 59 I/DD-specific trainings
- Awarded \$203,510 in grants
- Developed videos and webpage of resources for 3+ families and early childhood providers

Rideshare Continues After the Training

"We counted how many times in the last WEEK she has used it [Uber], 8!!!! One day she went to her PT appointment and home all on her own. Truly something I never imagined she could do without me. We would never have felt so comfortable allowing her to use this without your class. Because of this, she is more independent than I ever dreamed and there is still so much more ahead of her. Thank you and the very generous funds today was such a blessing as well."



COMMUNITY ENGAGEMENT



The Family Engagement Initiative, now Community Engagement, has expanded reach to engage the broader community with partnerships and education to address internal and external systems change that will positively impact the I/DD community. Community Engagement will include efforts on education, employment, housing, self and parent advocacy, transition, and transportation.

VISION

Build a broader, powerful and more inclusive community.

MISSION

Cultivate knowledge and partnerships to equip people for engagement and collaboration in their communities.

HOUSING EXPLORATION INITIATIVE



INTENT

To explore and support the expansion of residential options for adults with I/DD, taking into consideration their interests, preferences, & needs.

ACTIVITIES

- The Housing Exploration Committee, comprised of family members, advocates and service providers of people with I/DDs, met to discuss current and future housing projects.
- Beginning February 2019, a nationally known Subject Matter Expert began providing informational presentations to families, potential residents, professionals, and providers educating all on potential housing models, assessing interests and needs, and sharing viable solutions to help people in services live a meaningful life.



We Love the Arts Spring Break Camps

Community Outreach supported two week-long We Love The Arts Camps during Douglas & Arapahoe counties' spring breaks. Providers, Swallow Hill, Healing with Heart, Phamaly Theatre & Angels of Colorado teamed up to provide music therapy, art therapy, an actors' workshop, and fun daily activities.

"My daughter is 12 and absolutely loved the spring break camp! She was so excited to go each day - the play, the art projects, and the music were all so fun! What a blast! She asked if she could do that camp all summer long!"

CASE MANAGEMENT & PROGRAM QUALITY



Who We Are

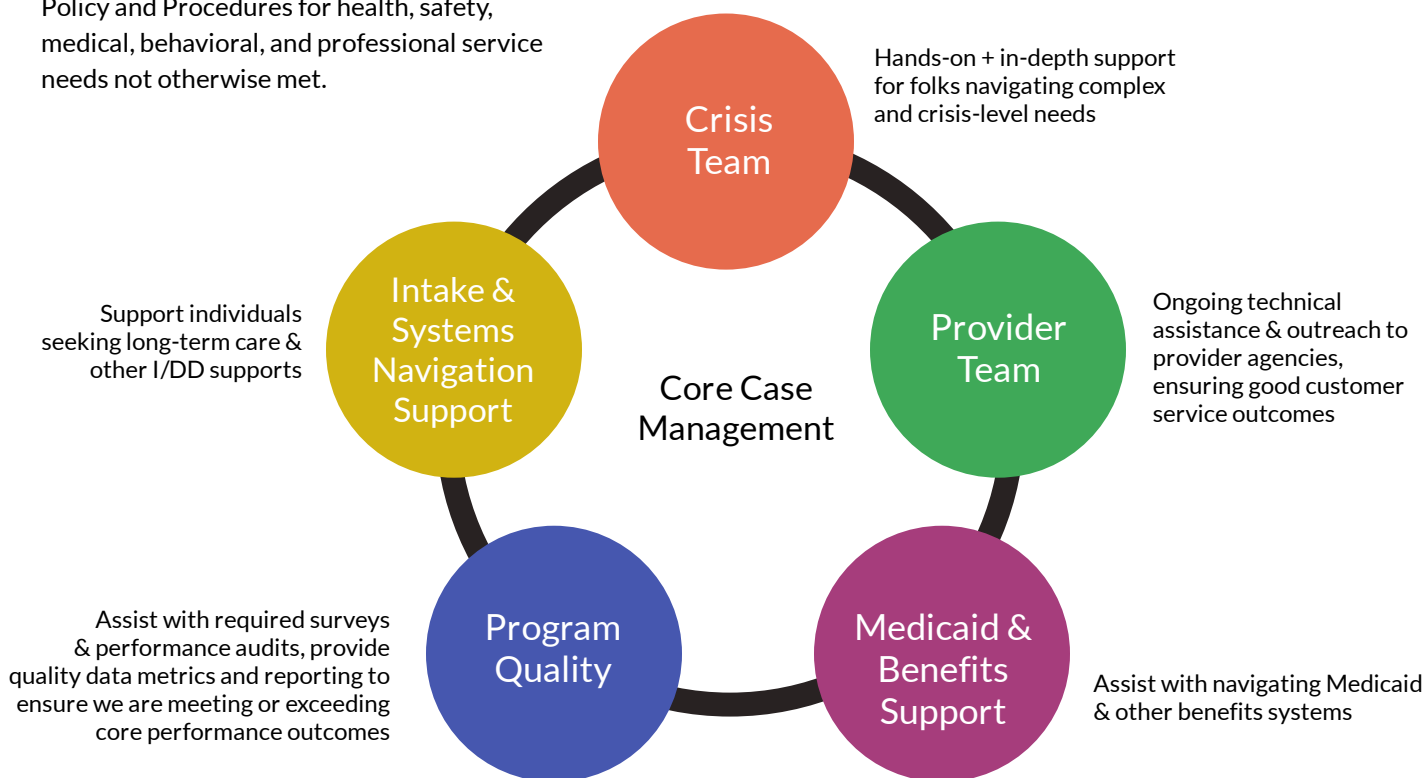
158 staff members across multiple cost centers

How We Use Mill Levy Funds

Mill levy funds supplement the following support teams: Crisis, Intake and Systems Navigation, Provider Liaison, Program Quality, and Benefits/Medicaid. Each of these teams plays an ancillary role in ensuring that people with I/DD and their families receive quality care in the most seamless way possible. We also use mill levy to directly fund needs that meet specific criteria under our Unmet Needs Policy and Procedures for health, safety, medical, behavioral, and professional service needs not otherwise met.

What We Do

The Case Management & Program Quality department assists folks with I/DD who are enrolled in a state or federally funded program including State SLS, SLS waiver, DD waiver, CES waiver, & as of July 2019, the CHRP waiver*. State and federal Medicaid pays for 4 core functions of case management: Assessments, Service Planning, Referrals to external service providers, & Monitoring visits. These functions are detailed on the following page. However, many more functions are necessary to fully meet an individual's needs. Because of that, we've developed supporting teams that receive mill levy funding to ensure there are no service gaps for any of our folks. Together, our teams support people through each step of their process to receive care.



How We Support Quality Outcomes

We have developed extensive quality assurance procedures to ensure that we provide high-quality services and are compliant with state rules and regulations. Program Quality has many components carried out by many different teams to keep a pulse on health and safety outcomes and overall quality assurance for individuals in service.

MONITORING

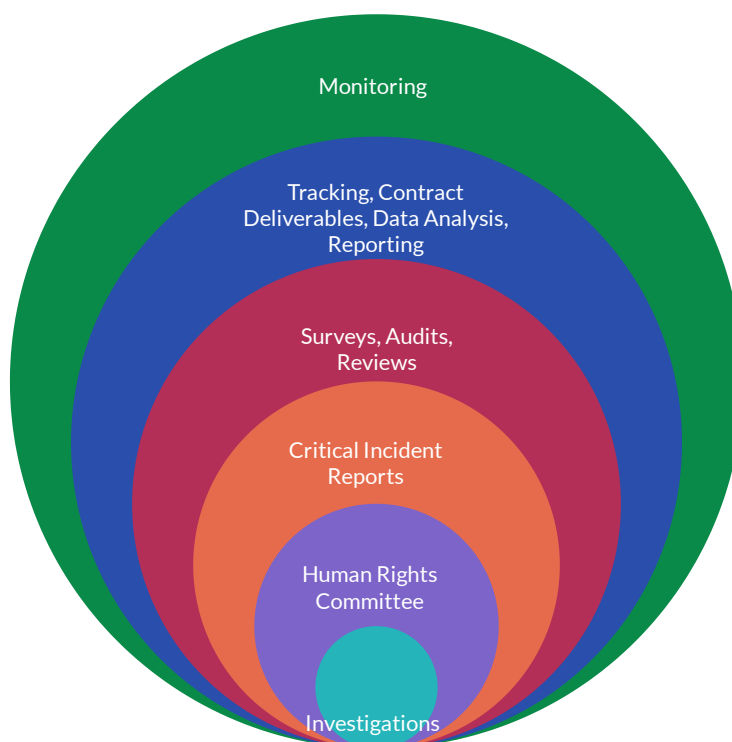
is a regulatory requirement of all case management agencies for all Medicaid Waiver recipients. In monitoring visits, case managers check on the health and safety of individuals receiving services and to ensure services are appropriate and being utilized in accordance with an individual's Service Plan.

7,406 monitorings completed

HUMAN RIGHTS COMMITTEE (HRC)

Under regulation, all Community Centered Boards are required to have an HRC, a third-party mechanism designed to help safeguard the legal rights of persons receiving services. HRCs also review investigations of allegations of mistreatment. DP runs 3 HRCs.

703 HRC reviews performed



INVESTIGATIONS

Case management agencies & other community resources (law enforcement and Adult Protective Services/Child Protective Services) are required to investigate all alleged incidents of mistreatment.

82 investigations performed

SURVEYS, AUDITS + DATA, & REPORTING

We have an internal Program Quality team that helps us stay on target with all required surveys and contract deliverable reporting. This team is crucial to ensure we are meeting the requirements outlined under the various authorities governing our work. This team also helps support the advancement of more sophisticated tracking and reporting tools.

CRITICAL INCIDENT REPORT

an actual or alleged event that creates the risk of serious harm to the health or welfare of a client and may endanger or negatively impact the mental and/or physical well-being of an individual in service. Must be reported to HCPF in 1 business day.

527 CIRs reported & resolved

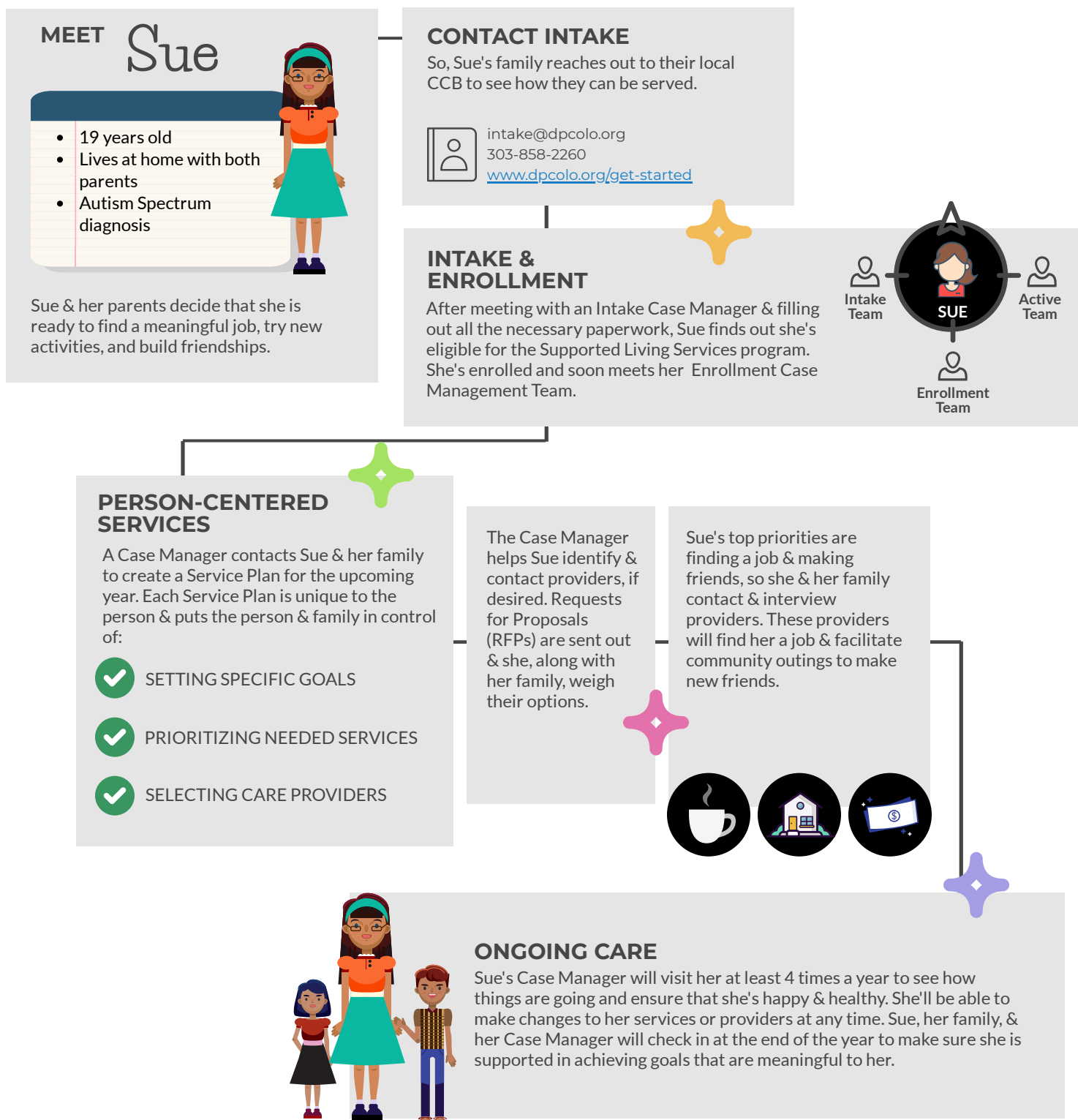
A note about Conflict-Free Case Management

Developmental Pathways actively demonstrates Conflict-Free Case Management through our placement procedures. When an individual needs supports through the Case Management department, a non-identifying Request for Proposal (RFP) is sent to all service agencies in our area. An annual report of all RFPs for external services by DP can be found on our [website](#). On occasion, an individual/family will know which provider they prefer at the outset and an RFP will not be sent. The individual/family will provide Developmental Pathways with the information on their selection and an Interdisciplinary Team (IDT) meeting will be held to construct the Service Plan (SP). An IDT is a support team for the person in service which could include case managers, family members, caregivers, and/or therapists. Developmental Pathways also sends out a weekly newsletter to inform families of community resources available to them.



Roadmap to Care

Follow along with our fictional character, Sue, as she and her family initiate contact with Developmental Pathways and seek the services that are right for her through the Case Management/Program Quality Department.



Targeted Case Management

Developmental Pathways is contracted with the Office of Community Living (OCL) under the Colorado Department of Health Care Policy and Financing (HCPF) to provide case management supports to individuals enrolled in both State-only-funded programs and individuals enrolled in Home and Community Based Services Medicaid (HCBS) waivers (CES, DD, SLS, CHRP). The Code of Colorado Regulations (CCR) stipulates 4 specific categories that comprise Targeted Case Management (TCM). If an action falls outside of these defined categories, it is not considered TCM and cannot be reimbursed as TCM.

ASSESSMENT

Comprehensive assessment & periodic reassessment of individual needs for: medical, educational, social, or other services.

After Sue is determined to meet the eligibility criteria for the SLS Waiver, she meets with an enrollment case manager who dives deeper into Sue's support needs and helps Sue prioritize those needs for the upcoming year.

SERVICE PLANNING

Development and periodic revision of a specific care (service) plan based on information collected during assessment. A service plan specifies goals & actions to fulfill a person's needs & desires.

Sue & her family identify her top priorities as finding a job & making friends. So, together with a case manager, they build a service plan around these priorities.

Sue

REFERRALS

Referrals and related activities connect individuals to service providers that meet the needs they identified. This includes assistance scheduling and referring to other providers as needed.

Sue's case manager helps her identify & contact service providers. Case Managers may offer factual guidance about providers to support the individual and family in selecting a provider.

MONITORING

Monitoring & follow up includes activities necessary to ensure a person's service plan is implemented adequately. These visits must occur quarterly & ensure that: health & safety needs are met, services are in accordance with the service plan, the individual is observed receiving services where they are delivered.

Sue's active case manager checks in each quarter to ensure she's happy with her services and healthy. Sue can change providers or services at any point.



Understanding Referrals & Enrollments

After reaching a peak in FY15, enrollments into the I/DD Medicaid Waiver programs have continued at a steady pace with the most notable growth occurring in the HCBS-DD waiver. This growth is primarily due to newly authorized DD enrollments from the statewide waitlist. In FY19, through a combination of youth transitions, emergency enrollments, and waitlist enrollments, DP enrolled 74 more individuals into DD than the previous year (a 187% increase over FY18). We anticipate we may complete as many as 500 waiver program enrollments in FY20, including nearly 100 anticipated DD waitlist enrollments.

1

REFERRAL

A referral or resource call is simply someone looking for human services in the community. Of the nearly 2,000 referral calls fielded in FY2019, most were seeking support other than I/DD-related resources.

2

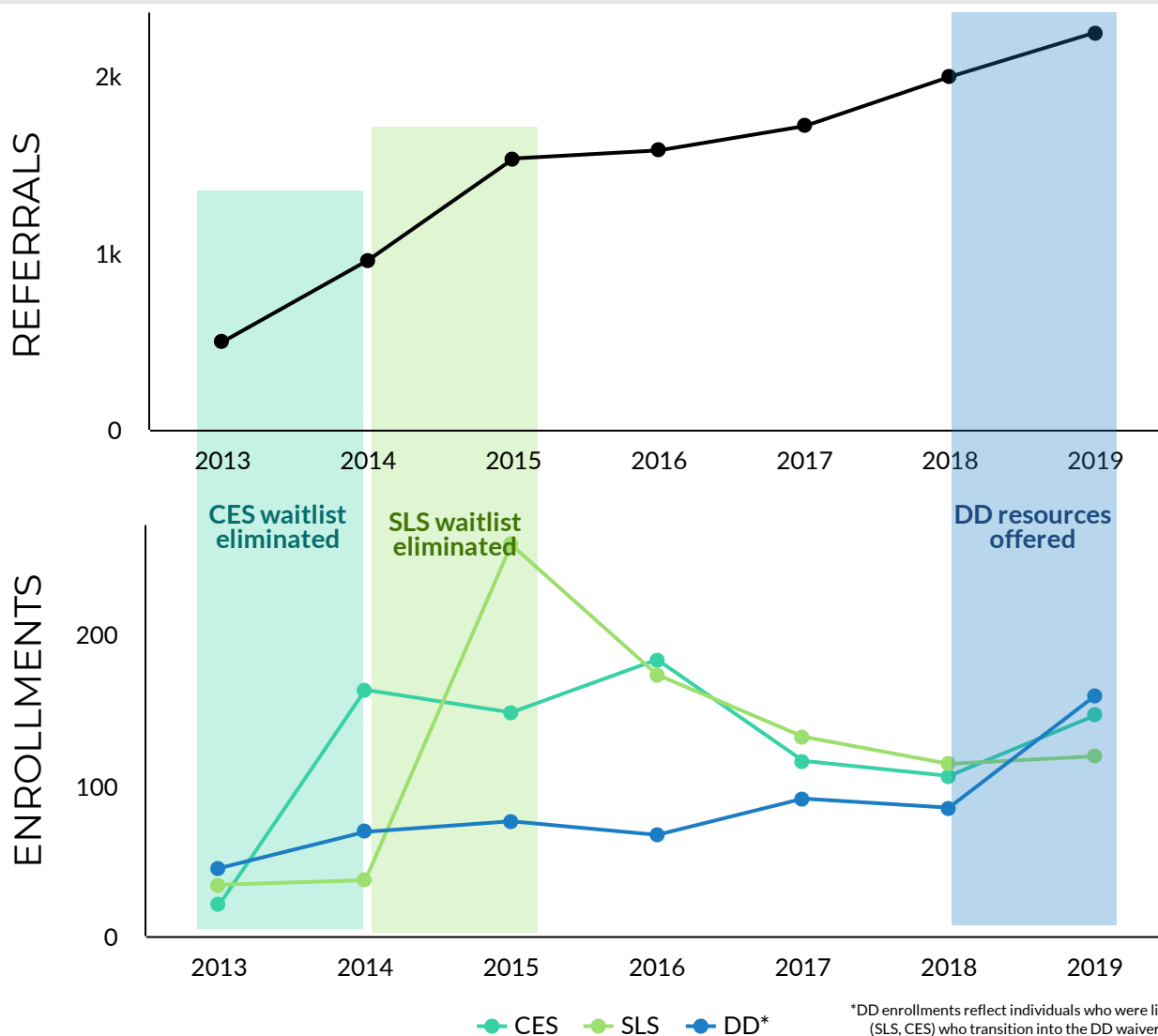
DD DETERMINATION

People who may meet I/DD criteria complete the Intake process with us and apply for a Developmental Disability (DD) Determination.

3

ENROLLMENT

Enrollment is defined as the start of services for one of the following programs: HCBS waivers (CES, DD, SLS), State SLS, and/or OBRA. These enrollment numbers only include CES, DD, & SLS waivers.



*DD enrollments reflect individuals who were likely served on other waivers (SLS, CES) who transition into the DD waiver. For more information on waitlists and how people transition from waiver services, see the next page.

Understanding Waitlists

What is a Waitlist?

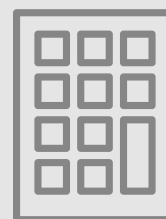
A backlog of people waiting to enroll in a program because a) the government ran out of spots or b) the General Fund ran out of money for additional spots, or a combination of the two.

How many waitlists are there?

It depends on the aforementioned factors. Currently, there are 3 I/DD programs with waitlists: HCBS-DD waiver, FSSP, & State SLS. Waitlists were eliminated for HCBS CES & SLS Medicaid waivers.

Let's Talk Timelines

A timeline is a marker of a person's needs and preferences regarding the program they're waiting for. There are 3 main timelines that describe a person's level of need:



Why Waitlist Numbers are Tricky

It's possible for one person to wait for multiple programs at the same time.

EX: someone waiting as "See Date" for both the SLS and DD waivers because they're not yet 18 yrs. old and unsure of which program they will be able to enroll in.

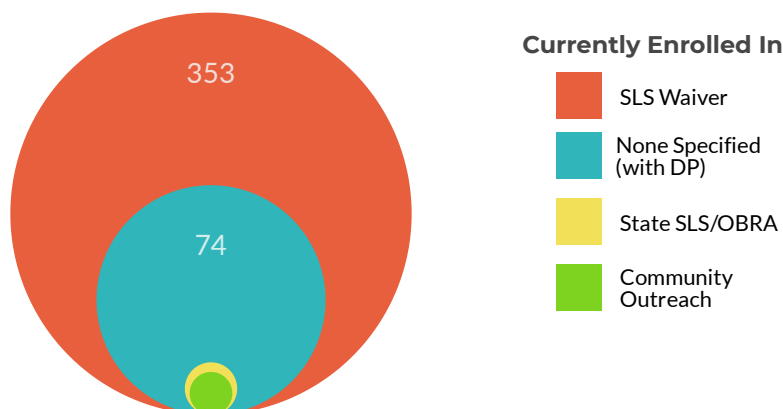
It's also possible for a person to be enrolled in a program & on the waitlist for another.

EX: A child who is currently enrolled in CES (no waitlist) and waiting for the DD waiver as "See Date," meaning they will be eligible to enroll once they turn 18.

SO WHAT'S THE TAKEAWAY?

It's probably most helpful to focus on folks waiting with a timeline of ASAA because they are expressing desire for a different level of support than they're currently receiving. Take the DD Waiver as an example, which has historically had quite a long waitlist. There were 437 people waiting "ASAA" for the DD waiver as of June 2019. Of those people, 363 were receiving services in another I/DD program.

Individuals waiting "ASAA" for DD Waiver



You may be asking, "Why is the DD Waiver so hard to get onto?"

Great question. The HCBS-DD waiver provides access to 24-hour care for folks with very high needs. Because of this, people enrolled in this waiver have access to as much funding as needed. So, the short answer is because the funding required is substantial, and no state legislature has committed to providing it. 468 new DD waiver spots were opened in Colorado in the calendar year 2018 because of House Bill 18-1407 and other waitlist management efforts. DP received authorization to enroll 100+ out of the total resources opened. This was the largest increase we've had in a very long time.





Successes

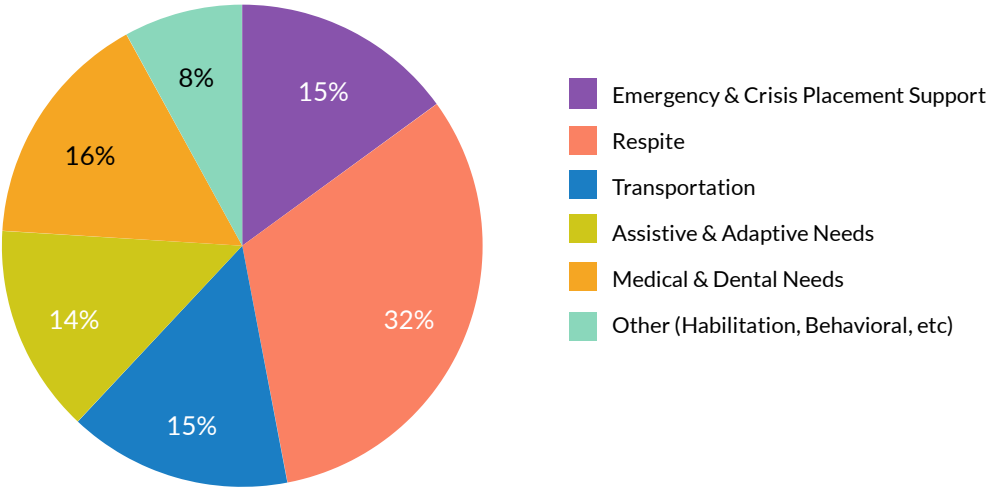


Unmet Needs Funding

Unmet Needs Funding supports people experiencing an emergency and/or who have an identified need that cannot be met by any other means related to: Health, medical, and/or safety needs OR health, medical, safety, and/or behavioral concerns, which put current or future placement at risk.

Managed **139** requests

Allocated \$345,000+
(31% to Douglas County & 69% to Arapahoe County)





Community Feedback

"You folks are so easy to deal with and you make everything so much easier to understand. It's nice to know that I have such reliable and responsive folks on my team when Tara and I have a problem or a concern. THANK YOU."

Parent of person served by DP

"When someone truly cares about their job... they can make such a huge difference on the planet. From the bottom of my heart, I wish to express my gratitude and appreciation for Jenny. She helped me in my hour of need and I will never forget it."

Brother of person served by DP

"I know we often complain when something is going wrong...and fail to call out the great things we see. I so appreciate Developmental Pathways, *you guys provide superior supports not just to the individuals but to the PASA's which is the recipe for great supports.*

Thank you."

PASA Director

"I just want you to know how impressed I have been over the past month in working with you and your team on these oh so very complex patients. *Your leadership and organization with your staff has been phenomenal and I want you and your leadership to know how fortunate we feel here at UCHHealth to have this working collaboration with you and your team.* I also want to thank you and your staff for the detailed and timely communications around these challenging placement issues. I am excited that we are going to have regular communications and collaborations to improve and streamline how we both can best serve these patients..."

Thank you,

*Manager of Inpatient Social Work Services
University of Colorado Hospital*

The Kip McCarten Award

This award, named for an employee who dedicated 30+ years of her life to the field, acknowledges & celebrates the effort and work of outstanding CM and PQ staff. Staff are nominated and selected by peers based on contributions to the organization and/or department; excellence in integrity, communication, and collaboration; dedication to learning and development; work quality.



Donna Pieper
Senior Case Manager

Donna has a vast knowledge of the work we do and as a Senior Case Manager, she has excelled in passing that knowledge on to others. Donna supports the Training team with facilitating training and providing senior support to new Case Managers on a regular basis. Donna's great care for the people she serves and for the department shows in all her work and helps set her apart as one of the most skilled case managers in the department.

Julie Widmann
Training Program Administrator

Julie has an extremely positive approach to all aspects of her job, makes learning fun and interactive. She has shown an incredible amount of understanding for the type of training program that this agency needs and had delivered exceptional models that give each employee a strong platform to begin their career with Developmental Pathways. Julie is strong and inspiring and deserves recognition in the excellence that she shows up with every single day.





STAFF DEVELOPMENT & ENGAGEMENT

One of our core emphases with mill levy funding is staff development and retention. Investing in our staff improves our culture and ensures high-quality outcomes for the people we serve. We aim to support employees through every step of their employment experience, ideally from 'hire to retire.' Towards that end, we view employee's time with us as an interconnected experience, with special emphasis in the following key areas:

Total Rewards

With unemployment just over 2.0% in the Denver market, we must ensure our offerings, or total rewards, are competitive to attract and retain a talented workforce.

Compensation

We review compensation strategies against market data annually in addition to 'aging' existing wage data forward using updated employment cost indices. Biannually, we refresh all job descriptions, compare them to market data, and reset our internal wage grades accordingly.

Benefits

Our insured benefits package is reviewed annually where we aim to offset increases by making minimal changes & cost sharing when premiums must increase. This year, we experienced a 0% increase with enhanced options such as a third medical plan option & an employer-covered infertility benefit.

Work Life Balance

Our work-life balance remains a competitive edge. Most employees work a four-day, 36-hour workweek, with the flexibility to work remotely as well; a benefit that's often cited by employees as one of our most valuable offerings. We believe in the power of flexing work schedules according to our employee's needs. This philosophy also extends to leave time as we created a company-specific leave program for those not yet eligible for Family and Medical Leave and encourage staff to use PTO to step away, recharge, and relax.

Turnover: 30.94%

Turnover trends within case management traditionally trend slightly higher than other CCB departments, e.g. EI. This is generally similar across other local CCBs and nationally within case management; and is compounded further by Denver's strong job growth opportunities and low unemployment. Consequently, DP leadership intentionally tasked a team to analyze and implement engagement and retention strategies aimed at reducing turnover.

Professional Development

As part of our Total Rewards program, we provide all staff the opportunity to grow professionally by participating in the Risin' Up professional development series. Training topics include: providing feedback, managing up, turning conflict into collaboration, & change management. The training team also actively supports team cohesion and performance with consultations, coaching, & succession planning.

Talent Acquisition

In Denver's competitive hiring market, it's imperative to be innovative in proactively sourcing both active and passive candidates. Our recruiters routinely employ multi-channel sourcing networks, including big job boards and niche sites, community college job fairs, referral incentives, professional organizations, & talent communities.





Staff Development By Department

Each of our departments takes a unique approach to staff engagement & professional development with the support of our human resources & training teams. Below are a few specific ways that teams are improving the way they work together to serve folks with I/DD.

Case Management Admin Training

The Case Management team created an administrative training program to prepare new hires for position-specific tasks and skills. This cut down on overall training times and improved employee transitions into new roles.

EI Service Coordination Delivery Pilot

The EI team implemented a pilot designed by our service coordinators and refined by our program managers to explore a new way to approach service coordination supports and services to families that dramatically reduced our team's daily workload while improving outcomes for families.

Community Outreach Succession Planning

The Community Outreach implemented individualized professional development plans for each staff member to help them reach self-identified goals and aid in overall succession planning.

Special Olympics Volunteers of the Month: August 2018

"The Special Olympics Colorado volunteers of the month for August are Developmental Pathways! After having been involved with the Plane Pull for many years, their team decided to get involved with the Young Athletes Camp this summer. Over the course of the four-day camp, a total of 122 Developmental Pathways volunteers came out to help with our youngest athletes, aged 2-7.

A favorite part from the group was interacting with the kiddos and being able to see them and their parents in a different capacity than what they are used to. Developmental Pathways is a Colorado non-profit agency created to serve persons with intellectual and developmental disabilities or delays (I/DD), and their families. As an organization, they are committed to enriching the lives of people with ID and Special Olympics Colorado is thankful for their dedicated volunteerism!"

Content written by Special Olympics





CHALLENGES

There are many challenges to serving the needs of people with I/DD in our area. We are actively addressing many of these challenges through the initiatives supported by Board Designated Funds and legislative efforts at the state and federal levels.



Cross Systems Partnerships

We navigate many systems and silos, but they can be confusing and complicated. We need to continue to strengthen partnerships with schools and other community resources to make sure families are getting the most current information to inform decision making and planning for the future.



Provider Capacity

Existing rate structures make it difficult to find quality providers, especially for those with high needs. Despite increases from the legislature, provider rates for services have remained stagnant and I/DD providers don't have the diverse funding streams of other healthcare providers to offset costs. Other confounding factors include: an increasing minimum wage, high turnover, increased oversight and training, and the need for more individualized supports.



Youth Housing Shortage

There are few housing options for children with a dual diagnosis (I/DD & mental illness) who often need out of home placement beyond the foster care system. The revision of the CCRP Waiver in FY19, including its move to be administered by CCBs will hopefully provide more stable housing options for youth with high behavioral needs.

An Inclusive Theatre Experience

Phamaly is a theatre company comprised of all abilities. They wrote and directed "Morph Masters: How disability made famous artists awesome!," which highlights famous artists of all abilities such as Stevie Wonder, Frida Kahlo, & Beethoven. DP hosted two free showings that were open to the public. For refreshments, Pathways partnered with a parent who started her own allergy-friendly bakery, Wave the Grain, after learning that her child with Down Syndrome could not eat gluten anymore. Dirt Coffee, an inclusive coffee shop based in Littleton, provided beverages for the event as well. Attendees remarked that the experience was "phenomenal...so much love and honesty and information presented in a fun and loving way." One parent commented, "It was wonderful for my son to see self-advocates do something fun and talk about disability in a positive way. My son (14yo) doesn't get many opportunities (not for lack of trying) to see self-advocates doing everyday things and have positivity doing it. My son hates his disability and this opened up his eyes just a little bit. Thank you for hosting this. It was a great event! Keep it up!"



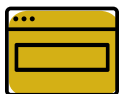
CONCLUSION

Developmental Pathways meets the agreement requirements of the mill levy funding by:

- Protecting & assisting individuals with intellectual/developmental disabilities in ways that help keep families together.
- Preventing the costly price of out-of-home placements.
- Supporting adults with developmental disabilities.
- Supporting infants with developmental delays.
- Helping adults with developmental disabilities acquire employment & job training.
- Providing day programs & other services to seniors with developmental disabilities so working families can care for them at home.
- Actively reducing the long waitlists of children & adults who need services.
- Reaching out to the community to assess needs & connecting our individuals to new resources.
- Achieving these ends through existing county-authorized agencies.
- Identifying unmet needs in the community & developing long-term solutions to meet those needs or challenges.

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