



Board of Directors Formation Meeting
Minutes
October 2, 2024
2:30 PM – 4:00 PM

Present: Patrick Mayne, Sherry Leach, Kris Durso, Sara Boylan, Stacy Larrabee, Brian Rome, JoAnn Ross, Ian Engle

Not Present: Dottie Longobardi

Staff: Barb Wilkins-Crowder, Kathryn Arbour

The Board President, Patrick Mayne, called the meeting to order at 2:40 after ascertaining there was a quorum of Directors present.

Introductions were made with Board members and staff present.

There was no vote called for an executive session.

Election of Board Members: After the previous board meeting there was an email vote on electing officers. JoAnn Ross was approved as Vice President unanimously and Brian Rome was approved as the Treasurer by a unanimous vote.

Approval of the 8/21/24 minutes: Patrick Mayne made a motion to approve the minutes as presented, Kris Durso seconded the motion. It was unanimously approved.

Approval of Financial Statement: Erin Garcia presented the financial statements. There was discussion about funds that came over from Imagine! and ACMI and how to track those funds. Brian Rome made a motion to approve the financial report as presented. JoAnn Ross seconded the motion. Motion carried unanimously.

Meeting dates: It was agreed to meet monthly until everyone is comfortable with how things are going financially. It was decided to not meet on October 16 as originally planned but will wait until November 20.

There was a recommendation that the board executive team meet to work on the bylaws before presenting anything to the full board of directors. They plan to meet prior to the next board meeting.

The President reiterated his suggestion of having a consultant with expertise about Boards be contracted to work with the newly forming Board. Everyone agreed that this would be a good idea and that he should move forward with organizing this.

CEO Report: Kathryn presented the CEO report to the board. Patrick Mayne requested follow-up next month on how things are going with the complaints. JoAnn Ross suggested we consider a contact management system where messages can be sent to clients so that they will have a set of expectations on when they will hear from A&I Avenues. JoAnn said that she would investigate some contact management possibilities that might work for A&I Avenues.

The A&I Avenues Leadership Team presented a PowerPoint where each leader presented information on their area in the company to help the board members become acquainted with all the areas of service in this organization. The members were very appreciative of this introduction to all the A&I services.

Patrick adjourned the meeting at 3:55 pm.

The next meeting is scheduled for November 20 at 2:30 -4:00pm. All Board meetings will be held via Teams given that several of its members live out of town.

Respectfully submitted,

Kris Durso
Secretary



10/2/24

Co-CEOs' Report

The primary focus for us and for senior leadership continues to be on stabilization post-transition on July 1. As we have reported consistently since the summer, we make steady and visible progress in many areas that include:

- The physical facility: Coal Creek is painted, freshened with new carpet on the conference room side, modular and conference room furniture updated where identified, and other operational needs to maintain the building in place.
- Systems: The IT partnership is strong and well-functioning; internal staff knows their roles and the ways to interface with the outsourced entity for the most part and any issues are identified and resolved quickly. Staff essentially have the tools they need to do their jobs.
- Evolv (EHR)
 - Minimal and slow progress toward billing and receiving remittances for services from HCPF/CDEC
 - This system is the most troubling one as we continue to work with all the many unknowns and user challenges.
 - We hired a consultant (Kevin Harding through Antero Technologies) to help navigate the agency through the many iterations of set up that have had to take place. We are close to having the ability to bill and get remittances for targeted case management (TCM) fees – one the largest set of reimbursements in our contract – soon. Billing for LTSS TCM is still a bit out of reach at the moment as we continue to work through data needs and difficulties. Additionally, some of the Early Intervention billing has also experienced some interruptions due to Evolv issues. Every effort, including our involvement, is being put on resolving these concerns to free up the flow of cash for the health of the agency.

Staff

- TriNet

- Benefits enrollment complete for October 1 new benefits year
- There are still a few ongoing issues with the time off balance transfers from Imagine! staff and some ongoing concerns with the set up of time off calculations for all staff. This matter has the attention of HR and of both of us.
- HR matters
 - There have been several Leave of Absence requests completed in the past month and one Workers' Compensation claim
 - Hiring continues at a strong pace to fill open case management and supervisory positions
 - There are 6 active postings for open positions in case management and Early Intervention
 - We are hosting staff appreciation days during the week of October 21 that include virtual, on site and on location events
 - Senior leadership has committed to hosting virtual All Staff meetings every other month via Teams to ensure that all employees have time with us and other members of the leadership team. We provide updates and gather questions in advance of the meeting in order to tailor our time together.
 - We will discuss more fully in the Board meeting itself some of the issues uncovered more recently regarding missing deadlines for critical case management work and emerging new plans for measuring quality and performance

Other

Completing HCPF requirements has also occupied a fair amount of leadership time. There is a list of deliverables associated with our contract assigned for each month of transition that include completion of policy and procedures, documentation of processes for the set up of a new required Community Advisory Committee, ongoing monthly reporting and meeting on the transition of Medicaid members and any backlogs in processing clients that may be occurring still because of the transition. These deliverables extend throughout the next number of months. Some of them have dollars associated with completing the work and others are built into the contract as a condition of having accepted the designation of CMA.

The agency has also completed its application for the next round of mill levy funding from Boulder County which coincides with the calendar year. We are still working to ensure that any unused dollars from the Imagine! award for the CMA that ended June 30 will be

transferred to the current contract remaining with Boulder County for the CMA through December.

We are also in the process of completing the application for annual funding from Broomfield County which has historically supported IDD case management services.

Thank you, as always, for your support!

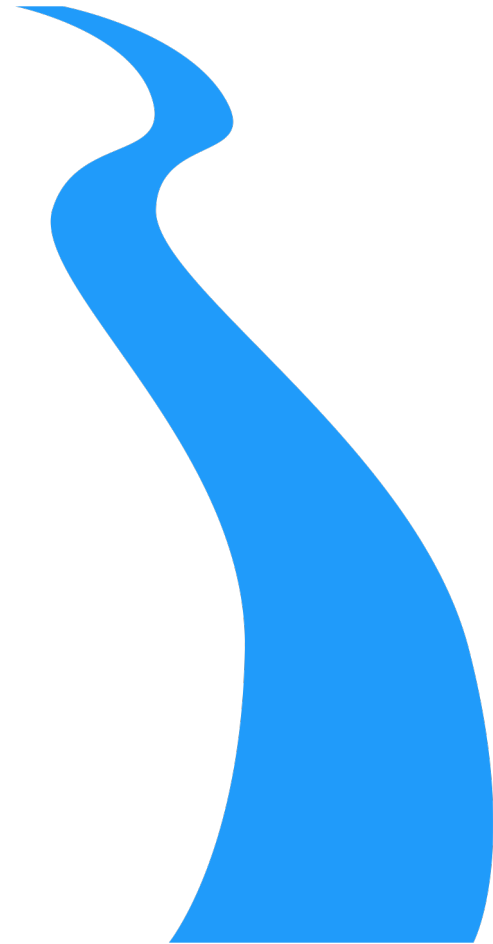
Leadership Team Review

October 2, 2024,



Office Manager's Update

- Physical Space – boxes unpacked, employee workstations set up, modular furniture set up scheduled for the week of September 16, carpet cleaning completed, painting scheduled for later this week into next, parking lot resurfaced/restriped, HVAC replaced
- Routine Maintenance – cleaning services are set to a schedule, basic comfort supplies such as coffee, tea and water are refilled on schedule, other supplies (e.g., office supplies, peripherals as needed, other authorized items) replaced as needed



HR's Update

New Hires

- Melinda Eilers, Case Manager
- Gina Manchego, Admin Assistant
- Olivia Higbee, Speech Language Pathologist - CF
- Becca Hostert, Case Manager
- Daniela Alvarez, Children's Case Manager
- Kaitlyn Watts, Case Manager
- Kaitlyn Pham, Children's Case Manager
- Chelsie Baker, Case Manager
- Jordan Daniels, Case Manager
- Ruth Lass, Case Manager
- Sammy Matzen, Children's Case Manager
- Brian Shanley, Business Support II

HR's Update

Promotions:

- Carolyn Adkins- Business Support III
- Erika Schroeder- Ongoing IDD Program Manager
- Kayla Kyle- Ongoing LTSS Program Manager
- Casey Dobbins- Ongoing LTSS Supervisor
- Lauren Beaman- Intake LTSS Supervisor
- Crystal Davenport-Ongoing LTSS Supervisor
- Sara Rae- Service Coordination Supervisor

Open Positions:

- Case Manager
- Bilingual Intake Case Manager
- Bilingual Service Coordinator- EI
- Lead Children's Case Manager
- EI Service Coordinator
- Case Management Supervisor
- LTSS Case Manager
- LTSS Lead Case Manager

HR's Update

Hiring

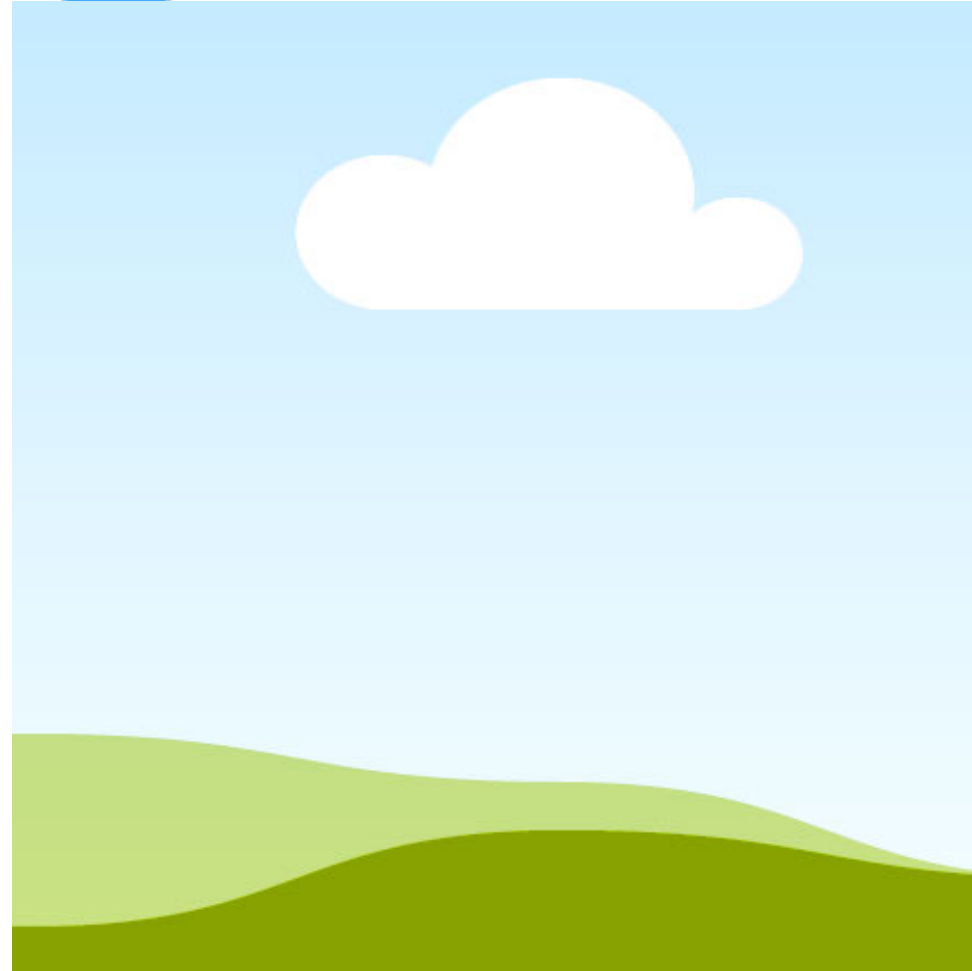
- 12 new team members since July 1st
- Manager Training: Hiring Best Practices- coming soon!

Process Improvement

- Recruiting
- Payroll
- Work Comp
- On and Off-Boarding

Performance Management

- Top priority into Q4 and 2025

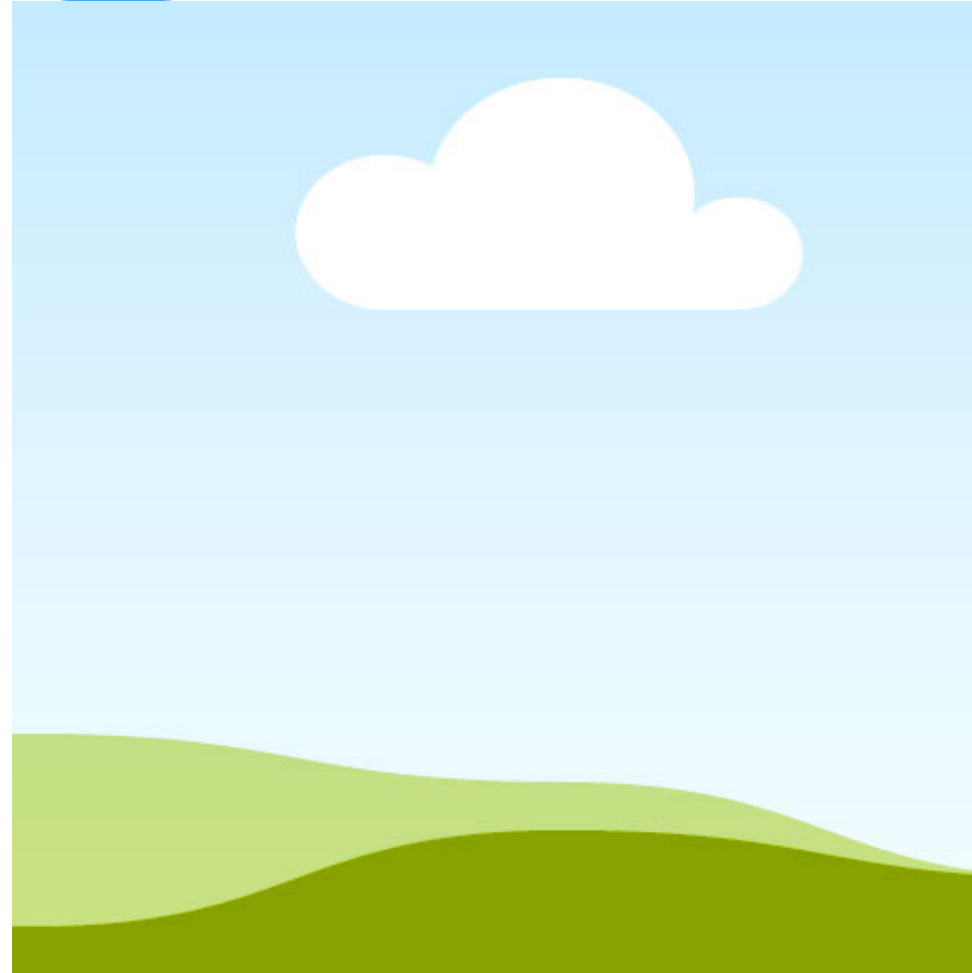


Controller's Update

- Payroll – Running smoothly, thank you for continuing to enter your hours and time off requests in a timely manner.
- Accounts Payable – We've been able get check payments and ACH payments running on a weekly schedule and successfully completed the first import of AP bills from Evolv data.
- Billing – Set up and processes are enormous and we have made amazing progress over the first 2 months in working through many pieces of the larger puzzle. It's been a huge team effort!
- Systems – While there's still much to learn, the entire business office team has gained confidence in where and how to find the answers to your questions. Christine, Ashli, Violet, and Melanie continue to step up as teachers and problem solvers in addition to their normal duties.

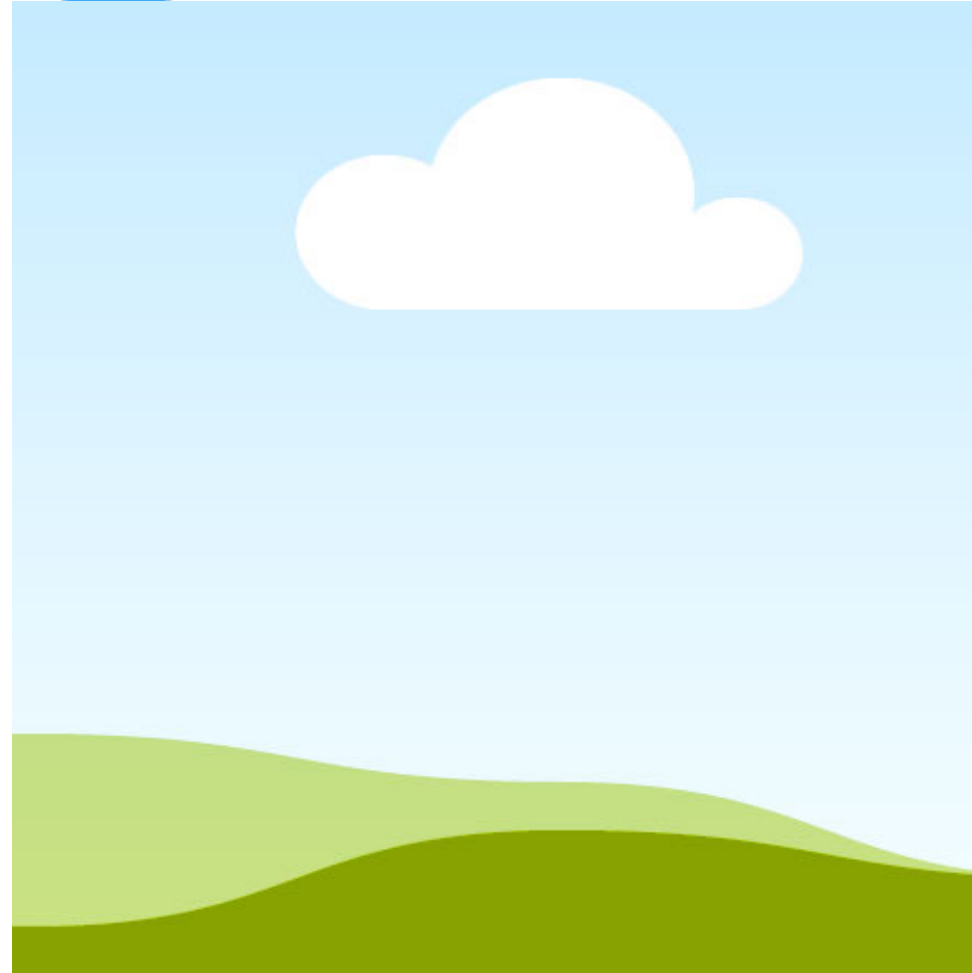
Case Management Update

- We are now serving over 2,800 clients in this department.
- Case Management has also been working very hard to clear up a backlog caused by a lot of turn over. In August we were able to bring the backlog down from 21 to 5 Continued Stay Reviews.
- Soon, our Crisis Funding will expand to individuals in Brain Injury or on an LTSS waiver who are diagnosed with an IDD. The Boulder County Mil Levy includes those diagnosed with IDD, Autism, or Brain Injury. More to come.
- Wayfinder, the RFP tool which stores provider data is working very well for Case Managers and clients.



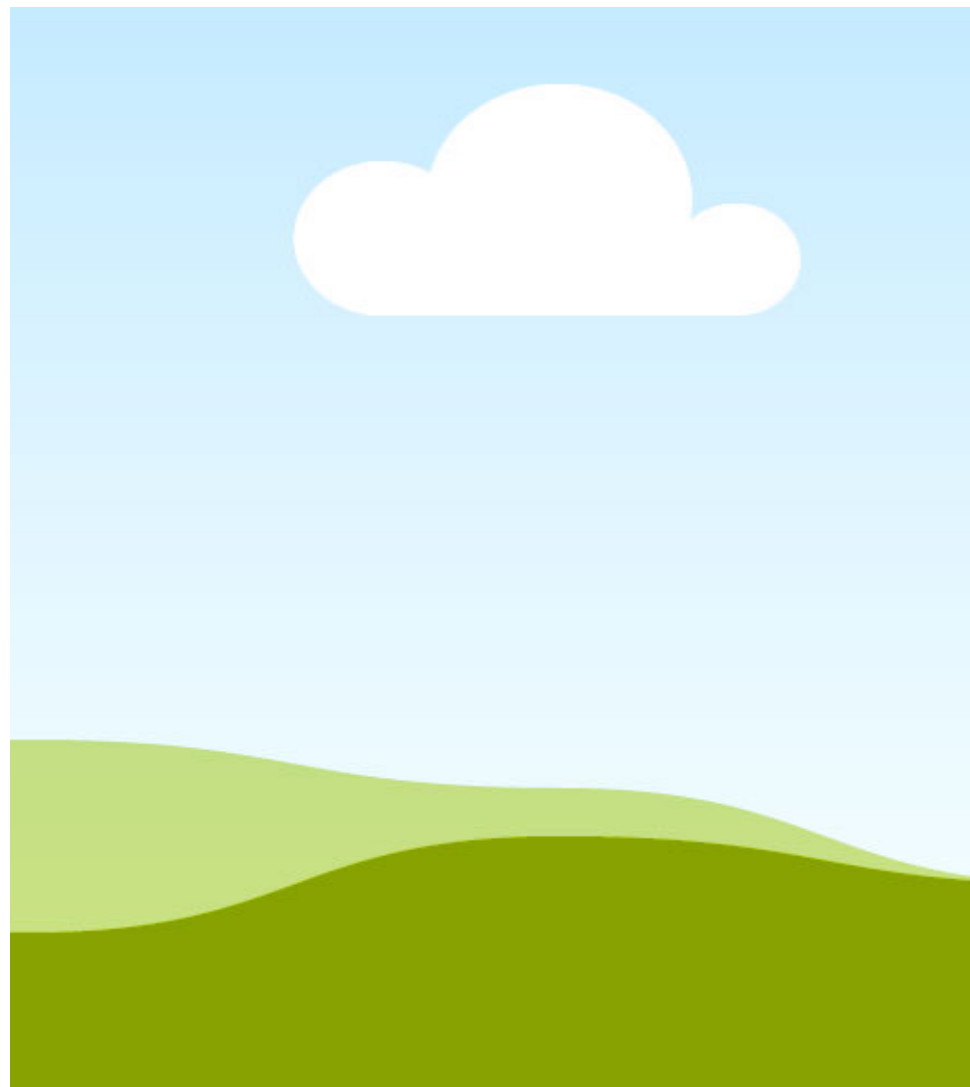
Early Intervention Update

- Dayspring – There are no open positions. We hired Olivia in August. All therapists are rebuilding their caseloads after the end of Part C Extension.
- EI Admin – There are no open positions. We got through FY24 billing in both Evolv instances. We are currently working on August billing.
- Service Coordination – There are two bilingual SC positions and two SC positions open. Interviews are occurring. 70 clients were exited due to the end of Part C Extension. At the end of August, there were around 750 clients.



Family Support Update

- Our first Family Support Council meeting as A&I Avenues will take place on September 10th
- We have determined grant funding amounts for Fiscal Year 2024-2025.



Other CMA Updates

- Provider Fair for IDD
October 8, 2024
- Provider Fair for LTSS
October 9, 2024

