



Board of Directors
July 15, 2020



Welcome & Introductions

Consent Agenda

- Approval of July 15, 2020 Agenda
- Adoption of May 20, 2020 Board Minutes

*Proposed Board Resolution:
The Board accepts the items on the Consent Agenda.*



Community Advisory Council Update

Pam Bisceglia



Mission Report

Jodi Litfin



Horizons Project

RMHS in a Post-Covid World



Our Approach

- Representatives of cross-functional groups
- Brainstormed challenges, opportunities, and gaps
- Evaluated changes in needs of our clients, service delivery models, and funding
- Laser focused on our mission
- Kept our eyes on the big picture, knowing that another phase of the project would operationalize and develop implementation plan

Ideas Emerged in These Areas

- New programs that fit our mission and our clients' needs and expansion or revisioning of existing programs to address changing needs
- Enhanced resource coordination and community partnerships
- Expansion of telehealth/telemedicine
- Ongoing needs assessment and measurement and evaluation of outcomes

Value Metrics to be Considered for Decision Making

- **Need.** Meets a need that has emerged or been revealed by the current situation.
- **Value.** Efficient use of resources; "most bang for the buck".
- **Funding Can Support.** Either there is an existing identifiable funding source, or the recommendation aligns with known or perceived priorities of funding agencies and grantors.
- **Future Oriented.** Considers the future landscape so that we are developing models that will still be applicable several years from now.
- **Feasibility.** Something that we can actually accomplish.
- **Alignment.** Fits with our mission, values, and designed with input from stakeholders: staff, BOD, clients, community partners.

Next Steps

We are compiling the recommendations into an easily digestible format.



We will provide the opportunity for Leadership Team and the BOD to assist in prioritizing which we will pursue.



We will convene implementation teams to launch our efforts.



Public Comment



President's Report

- Executive Committee Report
- Diversity, Equity and Inclusion



President's Report

WHEREAS, the purpose of Rocky Mountain Human Services is expressed in its mission:

We embrace the power of community to help individuals and families in creating their future

WHEREAS, Rocky Mountain Human Services aspires to uphold its values each and every day:

Respect Every Person
Act with Integrity
Be Courageous
Seek Excellence
Be Dynamic

WHEREAS, we as individuals and a Board of Directors are deeply troubled by racial injustice suffered by Black people as a result of systemic racism; and

WHEREAS, we believe that those who remain silent are complicit in the continuation of injustice; and

WHEREAS, the impacts and outcomes of systemic racism are fundamentally at odds with the beliefs that guide Rocky Mountain Human Services and this Board, and confronting racial inequity and oppression is inherently consistent with Rocky Mountain Human Services' purpose, values and beliefs; and

NOW THEREFORE, BE IT RESOLVED by the Rocky Mountain Human Services Board of Directors that: We stand behind Rocky Mountain Human Services' commitment to solidarity in the fight against systemic racism and discrimination.

- We commit to acting with courage as we work to change the negative impacts of race and racism.
- We commit to supporting Rocky Mountain Human Services in its efforts to become an actively anti-racist organization, and will hold leadership accountable in becoming such.

President's Report

*Proposed Board Resolution:
The Board approves the Diversity, Equity and Inclusion Resolution.*



Executive Director's Report

- Diversity, Equity and Inclusion
- Single Entry Point Launch
- Horizons Project
- State Budget



Diversity, Equity and Inclusion Response and Plan

- Restate and commit to our values - Service Provider and Employer perspective
- Staff survey completed
- Consultant to do assessment, listening sessions and plan development
- Created a staff position (to be hired late in fiscal year)
- Active phase of listening and learning
- Receiving staff input and suggestions
- Committed to correct any problematic practices



Single Entry Point Launch

Success!!!

- We crossed the finish/start line!
- On July 1 we became the Single Entry Point for Adams, Arapahoe, Denver, Douglas and Elbert counties!
- Supporting an additional 12,000+ people





Last things that made it happen

- Imported *thousands* of lines of (messy) data from Colorado Access (COA)
- Met regularly with HCPF and COA
- Town hall meetings:
 - Advocacy/disability community
 - Referral sources
 - Direct service providers
- In person equipment deployment to new staff over 2 days
- 124 new staff started July 1
- Onboarding July 1 & 2
- 10+ starting later in July
- Updated web-based referral process – moving away from fax

Current areas of focus

- In progress work that came from COA
- Phone system kerfuffles
- *Really* high phone call volume
- High referral volume
- High snail mail volume
- Providing excellent customer service





State Budget



Finance Committee Report

- Year-To-Date (May 2020) Financials
- FY21 Budget Status

FY20 Year-to-Date Results

(000's)

7/1/19 to 5/31/20

	Actual	Budget	Variance	%Variance
Revenues	\$ 44,581	\$ 43,856	\$ 725	1.65%
Expenses	42,130	43,512	(1,382)	(3.18%)
Net Operating Income	2,451	344	2,107	NM



Rocky Mountain Human Services
Statement of Functional Activity
May 30, 2020

Finance Update

	Month to Date: 5/31/20				Year to Date: 5/31/20				Year ending 6/30/20
	Actual	Budget	Variance	Variance as %	Actual	Budget	Variance	Variance as %	Budget
Revenue									
Medicaid	901,790	902,564	(774)	-0.09%	11,224,809	10,792,694	432,115	4.00%	11,700,000
State	1,866,758	1,438,456	428,302	29.78%	15,938,428	15,724,382	214,046	1.36%	17,250,000
Mill Levy	967,078	1,291,118	(324,040)	-25.10%	12,797,127	12,958,899	(161,772)	-1.25%	14,250,000
Private Insurance	24,225	30,053	(5,828)	-19.39%	254,451	330,585	(76,134)	-23.03%	360,638
Federal	522,677	325,334	197,343	60.66%	3,742,349	3,374,667	367,682	10.90%	3,700,000
Other Program Revenue	52,900	62,549	(9,649)	-15.43%	596,181	655,494	(59,313)	-9.05%	718,362
Other Revenue	6,035	1,750	4,285	NM	27,836	19,250	8,586	44.60%	21,000
Total Revenue	4,341,463	4,051,824	289,639	7.15%	44,581,181	43,855,971	725,210	1.65%	48,000,000
Expenses									
Staff	1,670,648	1,740,883	(70,235)	-4.03%	17,872,479	18,706,567	(834,088)	-4.46%	20,426,484
Direct Client Services	1,859,855	1,882,143	(22,288)	-1.18%	20,011,798	20,415,410	(403,612)	-1.98%	22,300,777
General Operating	126,634	105,907	20,727	19.57%	1,179,037	1,175,012	4,025	0.34%	1,282,920
General Office	154,507	148,170	6,337	4.28%	1,603,801	1,641,317	(37,516)	-2.29%	1,784,193
Purchased Services	71,847	65,986	5,861	8.88%	812,298	872,936	(60,638)	6.95%	938,922
Other	10,699	23,993	(13,294)	-55.41%	156,233	205,353	(49,120)	-23.92%	221,705
Depreciation/Amortization	46,323	45,000	1,323	2.94%	494,313	495,000	(687)	-0.14%	540,000
Total Expenses	3,940,513	4,012,082	(71,569)	-1.78%	42,129,959	43,511,595	(1,381,636)	-3.18%	47,495,001
Total Operating Net Income	400,950	39,742	361,208	NM	2,451,222	344,376	2,106,846	NM	504,999

Finance Update

Proposed Board Resolution:
The Board accepts the May 31, 2020 financial statements as presented.

Budget Status

- Requested 2-3 week delay: New contract terms, rate changes, management engagement
 - Department/program budgets nearly complete
 - Updating spread of administrative costs to departments
 - Complete initial rollup of budget and evaluate against cash flow goals
 - Validate and adjust program budgets
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- Review with Finance Committee July 22
 - Make final adjustments and bring to board for approval



Budget Update – Contract Status

- Contracts in place for SEP, CCB
 - Rate structures are significantly changed, utilization is key
 - Will receive amendment to lower Medicaid rates 1% on IDD waivers
- Holdover letters to August 31 for Momentum & TSP, Early Intervention
 - Contract promised this month for OBH combining Momentum, TSP and adding Forensics
 - El Colorado will negotiate with each CCB – notified already some services are no longer covered (Telehealth/Parent Education)
- Mill Levy
 - Contract runs to December 31, negotiations so far indicate maintenance of core framework plus new initiatives for new contract
- Homes for all Veterans
 - Expect annual contract renewal October 1. Additional CARES funds extended to December 31



Budget Update – Revenue Estimates

- SEP
 - Rate schedule is favorable to original assumptions \$500k - \$1 million (\$14 million potential)
- CCB
 - Includes substantial new funds for FSSP, State SLS (\$900k+)
 - Potential of \$500k more in case management revenue than last year
 - Eliminated overhead allocation on direct services
- EI Colorado
 - EI Colorado talking 10% reduction in state funding (\$700k)
 - Dropping Telehealth fee & parent education fee – falls 100% on contractors as pass through (\$150k)
 - Discussing statewide rate structures for providers Changing definition of delay to ultimately reduce about 27% of kids in program. Limited impact in FY21/significant FY22
 - Expect reduced administrative cost coverage (\$120k)
 - Offset potential from Mill Levy
- HAV
 - Draft budget has a 25% increase (\$900k) in revenue - estimated spending all we reasonably can of short-term CARES funds (through December)
- LSS
 - 1% rate reduction (\$60k) did not pass on to host home providers – Offset with growth
- Mill Levy
 - Extra \$1.3+ million to spend second half of calendar 2020 and will request increased funding in calendar 2021

Budget Update – Initiatives

- Expand programs: SEP, forensics, CARES Act, Mill Levy
- Adjust to new contractual terms
- New quality/performance management, diversity, equity & inclusion and project management initiatives
- Added human resources and finance capacity to support growth
- IT cloud, security and help desk capacity
- HQ prepared for increased staff
- Prepare for FY22 funding changes, CFCM, COVID

Budget Update - Risks

Mill Levy contract renewal

State funding cuts during the year/need to react to FY22 expectations

Change in regulations supporting telehealth and other remote activities

Loss of independent contractors, especially in EI and Mill Levy

Inability to achieve high utilization of state funds provided for CCB, SEP

Inability to utilize available Community Transitions and HAV funds

Transportation billing transferred early (January, 2021)

EI Colorado negotiations

Budget Update

- Requesting special meeting – suggest July 29
 - Present budget recommended by Finance Committee



New Business and Announcements