

# Mill Levy 2015

Arapahoe County & Douglas County



Melanie Worley, CEO  
July 1, 2014 - June 30, 2015





Developmental Pathways is the largest Community Centered Board (CCB) in Colorado, serving nearly 7,000 individuals with developmental disabilities/delays in Arapahoe County, Douglas County and the city of Aurora. Colorado statute authorized Community Centered Boards in 1964, and in 2014, Developmental Pathways celebrated the 50<sup>th</sup> anniversary of service. Currently, there are 20 CCBs who serve thousands of individuals across the state. As a CCB, Developmental Pathways determines eligibility and provides programs for individuals with developmental disabilities/delays (such as autism and Down syndrome) in our service area. Our programs serve individuals of all ages, from infants to senior citizens.

The programs are funded by a number of state, federal, county, and private sources. For more than 50 years, Developmental Pathways has provided supports ranging from case management and basic needs to full-time care and therapeutic interventions. We also actively seek funding for thousands of individuals who are waiting for resources due to a lack of state and federal funding.

#### **Our Vision**

Enriching lives. Strengthening communities.

#### **Our Mission**

To enrich the lives of individuals with intellectual or developmental disabilities/delays by providing opportunities to lead a meaningful life.

#### **Our Core Values**

- |                    |   |
|--------------------|---|
| <b>Integrity</b>   | To be true to our beliefs: respectful, honest, transparent and fair.  |
| <b>Strategic</b>   | To be intentional and thoughtful; efficient and effective; allowing for creativity, empowerment and pro-activity. |
| <b>Partnership</b> | To be a trusted, vital partner in our community.  |

## TABLE OF CONTENTS

<b>HISTORY OF THE MILL LEVY .....</b>	<b>3</b>
<b>WHO WE SERVE.....</b>	<b>4</b>
<b>EXPENDITURE SUMMARY .....</b>	<b>7</b>
<b>DEVELOPMENTAL PATHWAYS PROGRAMS .....</b>	<b>8</b>
CASE MANAGEMENT .....	8
FAMILY SUPPORT.....	9
COMMUNITY OUTREACH .....	9
EARLY INTERVENTION .....	10
<b>PROGRAMS SUPPORTED BY DEVELOPMENTAL PATHWAYS .....</b>	<b>11</b>
TRANSPORTATION .....	11
DAY PROGRAM .....	11
EMPLOYMENT.....	11
BEHAVIORAL .....	12
PERSONAL CARE.....	12
ADULT RESIDENTIAL.....	12
<b>MANAGEMENT AND GENERAL .....</b>	<b>13</b>
TRAINING DEPARTMENT .....	13
HUMAN SERVICES.....	13
ADDITIONAL SUPPORTIVE DEPARTMENTS.....	13
<b>BOARD DESIGNATED FUNDING.....</b>	<b>14</b>
<b>PROGRAM QUALITY.....</b>	<b>15</b>
<b>INVESTIGATIONS OF MISTREATMENT, ABUSE, NEGLECT, AND EXPLOITATION.....</b>	<b>16</b>
<b>ACCOMPLISHMENTS.....</b>	<b>17</b>
<b>ENROLLMENTS.....</b>	<b>19</b>
<b>CHALLENGES.....</b>	<b>20</b>
<b>REASONABLE CHOICE.....</b>	<b>22</b>
<b>UNRESTRICTED FUND BALANCE.....</b>	<b>22</b>
<b>INTAKE AND CONTACT INFORMATION .....</b>	<b>23</b>
<b>CONCLUSION .....</b>	<b>24</b>

# History of the Mill Levy

---

In 2001, prior to the Mill Levy, rapid population growth and increased demand for services in Arapahoe County and Douglas County resulted in a funding crisis. 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 we faced major fiscal cuts in services to individuals and families. This problem was compounded by the disproportionate distribution of funding from the state that resulted 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 under the conditions set by the Taxpayer's Bill of Rights (TABOR), and in accordance with state statute (27-10.5 C.R.S.) allowing a one-mill county property tax exclusively for services for people with developmental disabilities/delays.

With the unanimous support of the County Commissioners from Arapahoe and Douglas Counties, Referendum 4A was placed on the 2001 ballot in both counties, which proposed a one-mill dedicated property tax for services for people with developmental disabilities/delays.

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 with the following emphases:

1. *To provide services to individuals on the waiting list – particularly children*
2. *To raise the quality of services for all individuals with a developmental disability/delay*
3. *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 two years alone. However, service needs in our catchment area had grown to such high levels that Mill Levy funds would reduce the waiting list, but fall short of the funding 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 voters' emphases. This report will provide a brief summary of all programs, the quality of services, and infrastructure.

# Who We Serve

---

Who are the individuals served by Developmental Pathways?

According to the Code of Colorado Regulations (sos.state.co.us), persons with a developmental disability are those who have “a disability that is a) manifested before the person reaches 22 years of age, b) constitutes a substantial disability to the affected individual ... c) is attributable to mental retardation or related conditions which include cerebral palsy, epilepsy, autism, or other neurological conditions when such conditions result in impairment of general intellectual functioning or adaptive behavior similar to that of a person with mental retardation” (10 CCR 2505-10 8.600.4 Definitions). For children under five years of age, eligibility is based on determination of either a significant developmental delay or factors putting the child at a high risk of having a developmental disability. For a complete list of established conditions that qualify a child, please see the Early Intervention Colorado list:

<http://www.eicolorado.org/index.cfm?fuseaction=diagnoses.main>.

Programs, for eligible adults and children with developmental disabilities/delays, are funded through Medicaid, Medicaid Waiver, state funds, and, for covered individuals, private insurance. 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 from approved contractors and Program Approved Service Agencies (PASAs), using program funds available and as authorized through the individual’s plan.

## Adult Services by Age Group

	<b>Arapahoe</b>	<b>%</b>	<b>Douglas</b>	<b>%</b>	<b>Other Counties</b>	<b>%</b>	<b>Total</b>	<b>%</b>
<b>under 20</b>	76	8.75	24	12.06	10	6.67	110	9.03
<b>20- 29</b>	332	38.20	106	53.27	58	38.67	496	40.72
<b>30-39</b>	207	23.82	43	21.61	32	21.33	282	23.15
<b>40-49</b>	116	13.35	8	4.02	26	17.33	150	12.32
<b>50-59</b>	95	10.93	13	6.53	15	10.00	123	10.10
<b>Over 60</b>	43	4.95	5	2.51	9	6.00	57	4.68
<b>Sum:</b>	869	100.00	199	100.00	150	100.00	1,218	100.00

### Adult Services by Ethnicity

	<b>Arapahoe</b>	<b>%</b>	<b>Douglas</b>	<b>%</b>	<b>Other Counties</b>	<b>%</b>	<b>Total</b>	<b>%</b>
<b>American Indian/Alaskan</b>	3	0.34	-	-	-	-	3	0.24
<b>Asian/Pacific Islander</b>	30	3.39	4	1.94	3	1.96	37	2.97
<b>Black</b>	95	10.73	7	3.40	35	22.88	137	11.01
<b>Hispanic</b>	67	7.57	12	5.83	23	15.03	102	8.20
<b>Unknown</b>	16	1.81	11	5.34	5	3.27	32	2.57
<b>White</b>	674	76.16	172	83.50	87	56.86	933	75.00
<b>Sum:</b>	885	100.00	206	100.00	153	100.00	*1,244	100.00

\*Result totals vary as individuals may identify with more than one ethnicity.

### Adult Services by Gender

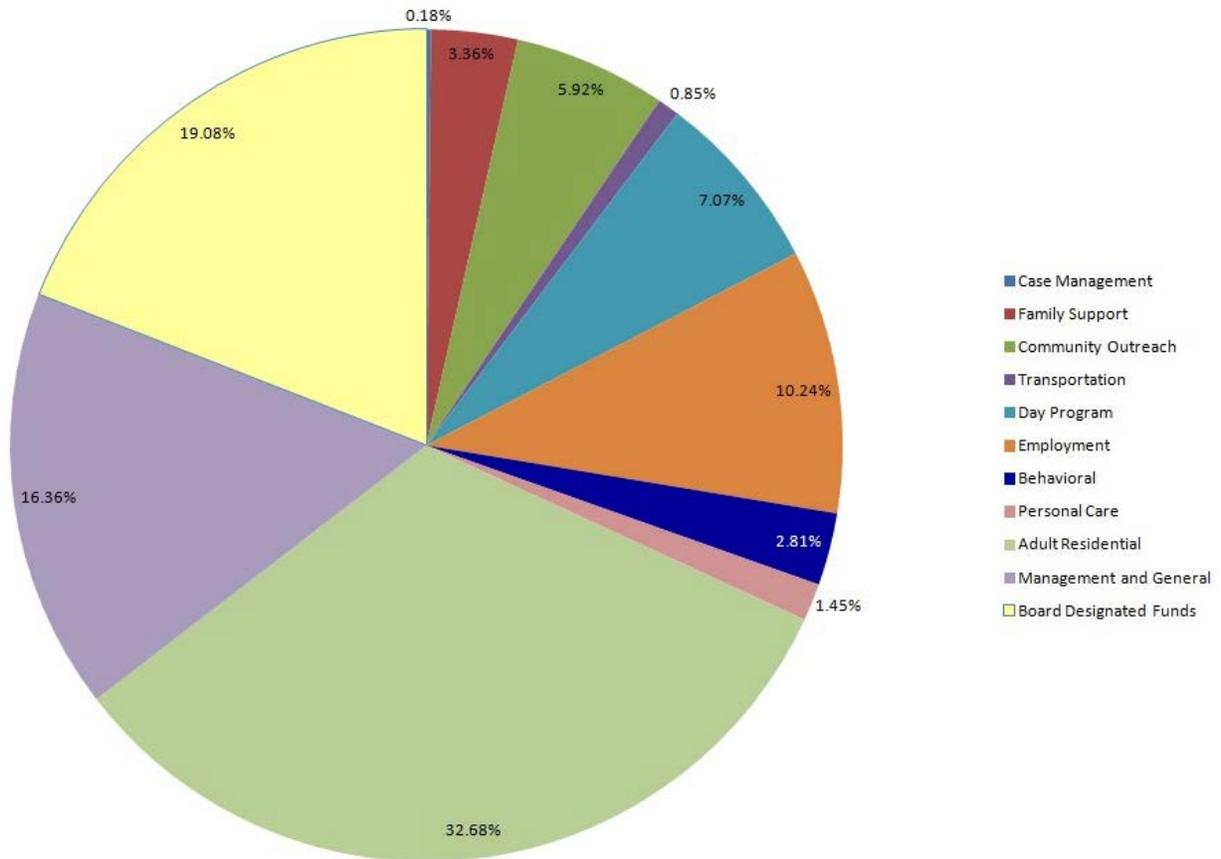
	<b>Arapahoe</b>	<b>%</b>	<b>Douglas</b>	<b>%</b>	<b>Other Counties</b>	<b>%</b>	<b>Total</b>	<b>%</b>
<b>Female</b>	382	43.96	95	47.74	61	40.67	538	44.17
<b>Male</b>	487	56.04	104	52.26	89	59.33	680	55.83
<b>Sum:</b>	869	100.00	199	100.00	150	100.00	1,218	100.00

## Secondary & Tertiary Diagnoses for Adult Individuals with a Primary Clinical Diagnosis of Mental Retardation

	Arapahoe	%	Douglas	%	Other Counties	%	Total	%
<b>3-5 Dev Delay</b>	1	0.03					1	0.03
<b>Att Deficit Disorder</b>	78	2.56	25	0.82	23	0.75	126	4.13
<b>Autism</b>	136	4.46	24	0.79	17	0.56	177	5.81
<b>Brain Injury</b>	20	0.66	9	0.30	9	0.30	38	1.25
<b>Cerebal Palsy</b>	134	4.39	27	0.89	17	0.56	178	5.84
<b>DD/Mental Illness</b>	155	5.08	24	0.79	51	1.67	230	7.54
<b>Dev. Delay</b>	6	0.20	2	0.07	1	0.03	9	0.30
<b>Down Syndrome</b>	93	3.05	35	1.15	18	0.59	146	4.79
<b>Fragile X</b>	12	0.39	3	0.10	1	0.03	16	0.52
<b>Maladaptive Behavior</b>	70	2.30	15	0.49	18	0.59	103	3.38
<b>Medically Fragile</b>	20	0.66	7	0.23	5	0.16	32	1.05
<b>Mental Retardation</b>	754	24.73	170	5.58	132	4.33	1056	34.63
<b>Non Ambulatory</b>	36	1.18	6	0.20	1	0.03	43	1.41
<b>Non Mobile</b>	12	0.39	2	0.07	2	0.07	16	0.52
<b>Other</b>	173	5.67	39	1.28	32	1.05	244	8.00
<b>Other Neuro.</b>	57	1.87	17	0.56	9	0.30	83	2.72
<b>Seizure Disorder/Epl</b>	184	6.03	42	1.38	21	0.69	247	8.10
<b>Significant Hearing</b>	49	1.61	13	0.43	2	0.07	64	2.10
<b>Significant Speech</b>	116	3.80	31	1.02	20	0.66	167	5.48
<b>Significant Vision</b>	58	1.90	6	0.20	9	0.30	73	2.39
<b>Sum:</b>	2164	70.97	497	16.30	388	12.73	3049	100.00

# Expenditure Summary

Mill Levy dollars not only aid the success of the programs provided by Developmental Pathways, but the funding is also allocated to a number of direct care programs designated through Medicaid Waivers, management and support programs, and Board Designated funds. Below is a summarized chart of expenditures by percentage. Further explanation of these expenditures can be found in the proceeding sections.



<b>Case Management</b>	<b>\$20,682</b>	<b>Behavioral</b>	<b>\$328,475</b>
<b>Family Support</b>	<b>\$391,849</b>	<b>Personal Care</b>	<b>\$168,942</b>
<b>Community Outreach</b>	<b>\$691,264</b>	<b>Adult Residential</b>	<b>\$3,815,413</b>
<b>Transportation</b>	<b>\$98,783</b>	<b>Management and General</b>	<b>\$1,909,690</b>
<b>Day Program</b>	<b>\$825,074</b>	<b>Board Designated Funds</b>	<b>\$2,227,512</b>
<b>Employment</b>	<b>\$1,195,950</b>		
		<b>Total</b>	<b>\$11,673,634</b>

# Developmental Pathways Programs

---

The following programs are directly provided by Developmental Pathways.

## Case Management

As a Community Centered Board, Developmental Pathways assists families by providing services such as intake, eligibility, enrollment, and case management, all with a person centered focus.

Case management is a collaborative process of assessment, planning, facilitation, care coordination, evaluation, and advocacy. A Case Manager or Coordinator serves as the primary contact at Developmental Pathways for the individual/family being supported, and is responsible for connecting the supported individual to resources, helping navigate state rules and regulations, and negotiating positive outcomes.

## Children's Extensive Support (CES) Medicaid Waiver

This waiver helps children (under 18) and families by providing services and supports that will help children establish a long-term foundation for community inclusion as they grow into adulthood. This program is specifically for children demonstrating a medical or behavioral condition where constant line of supervision is regularly needed to keep the child and others safe. Services include: personal assistance with daily living, respite, community connector services, assistive technology, home modification, and professional services.

## Children with Autism (CWA) Medicaid Waiver

This waiver is for children who have a medical diagnosis of autism. Young children with autism frequently need a wide range of services to help them with self-regulation, to develop speech and language skills, and to learn social and emotional skills to further integrate into classroom settings. Intensive behavioral services assist both the child and the family to learn skills and techniques to enhance the child's development for later success in life.

## Supported Living Services (SLS ) Medicaid Waiver

This waiver provides a variety of services and supports for adults (ages 18+) living in their own homes or with family in the community. The services provided include personal assistance with daily living activities, homemaking skills, employment supports, day services, assistive technology, home modification, professional services, and transportation.

## Comprehensive (Comp or DD ) Medicaid Waiver

This waiver provides assistance 24 hours a day, seven days a week, with assistance for each individual (ages 18+) designed according to their prioritized needs. This program provides residential services, day program services, behavioral services, transportation services and employment services. Resources are limited by the state, and there is a waiting list.

**QUICK FACT** - *Statewide, 1,564 individuals were enrolled from 9.1.2014 to 8.31.2015 in DD, SLS, or CES. The Development Pathways Case Management Department accounted for 26% of these total enrollments.*

## Family Support

This program is not a Medicaid Waiver, but rather a state funded program for individuals aged three through adulthood. Funds are available for a wide variety of services for the individual and family, including respite, behavioral supports, technical or adaptive supports, skill building, transportation, home modification, family therapy, and medical or dental services not covered under the Medicaid State Plan.

## Community Outreach

This program, established in 2012, was developed to specifically designate Mill Levy funding to those waiting for state or federally funded services. Funding for this program is provided by not only Mill Levy dollars, but also grants and donations through The SUN Foundation. Coordinators and the Community Line staff provide support and information for accessing resources and understanding how to navigate the community. Special events create opportunities for learning, connections, and fun. A weekly newsletter provides a variety of information for people of all ages and interests.

This program also provides training sessions to families in areas of particular interest and need, such as toilet training, behavior management, social skills regarding safety, and relationship building. These courses promote individual choice, dignity, and whole person care.

Since this program began in 2012, Community Outreach has helped 927 unique individuals.

## RICHARD'S STORY



Richard enjoys coloring in outlined pictures. He makes a lot of his art at day program; however, he also enjoys perfecting his craft at home as well. Richard has established a stronger self image through his art. He takes pride in his work and enjoys displaying it for all to see. It is something he has also found to be a stress reliever. Art has also helped Richard to strengthen relationships with his peers. If his peers want to participate in the hobby, he loves to give them positive feedback.

Richard contributed his work to his day program's annual Holiday Decorating contest and filled an entire wall with art.

He was so excited when he learned that the residence he lives in won an award for best overall Total Impression.

Richard also loves going for walks, going to concerts, museums, and shopping. Above all, his biggest love is for the Denver Broncos!

## Early Intervention

This program serves families who have a child up to age 3 who has a delay in his/her development and/or a qualifying diagnosis. This program partners with local school districts for the initial evaluation to assess each child's development, and determine if the child qualifies for the supports and services offered through the Early Intervention Program. If the child is determined eligible, his or her family will receive a Service Coordinator to organize in-home or community based services. The parents' concerns and the needs of the child will determine which services are offered and lead to an Individualized Family Service Plan to address routine based goals. Primary services include: developmental intervention, social/ emotional intervention, physical therapy, occupational therapy, speech language pathology, sign language, and audiology services.

In 2015, while Mill Levy Funding did not go directly to this program, this program receives assistance through the Developmental Pathways management and supportive departments.

## DYLAN'S STORY



Dylan had been having seizures his entire life, but in the 8th grade he had a big one that put him in the hospital for two months. It was determined that he needed surgery to insert a cerebral shunt to relieve pressure on his brain. After surgery, Dylan had to learn to walk and talk again, and he finished the 8th grade in a wheelchair. When Dylan started high school at Arapahoe High, he felt immediately accepted – so much so that it motivated him to join the Special Olympics. By the time Dylan was ready to graduate, he participated actively in basketball and track, and was named Physical Education Student of the Year in 2011. Dylan

says this is what motivated him to be the athlete he is today. Dylan's dream is to become a personal trainer one day, and he has already made strides to accomplish that goal.

With the funding Dylan receives through Developmental Pathways, he enjoys attending Highpointe Day Program. Not only is he a participant, but he also leads workouts there twice a week. Dylan's motto is, "Don't let your disability get in the way of your dreams. You can achieve anything if you put your mind to it," and therefore Dylan helps to modify workouts for all different ability levels, including individuals who may need a wheelchair for mobility. Dylan has also completed several ½ marathons – he finished the Rock 'n' Roll Half Marathon in 1:46:25, the Colfax Half in 1:39:52, and the Georgetown to Idaho Springs Half in 1:34:19, finishing 93rd among more than 1,100 men in the race!

# Programs Supported By Developmental Pathways

---

The following are direct care programs, designated through Medicaid Waivers where Mill Levy Funding was allocated through Developmental Pathways.

## **Transportation**

The Transportation Department provides over 700 trips monthly to support 29 individuals in Arapahoe County, Douglas County, and the city of Aurora. These trips include destinations to day programs and job sites. Additionally, RTD passes, coupon books, and taxi cab vouchers are provided to over 440 individuals monthly in Arapahoe and Douglas Counties. Transportation solutions, especially in rural areas of Douglas County, have been a tremendous challenge due to limited options. Developmental Pathways, in addition to the supports already provided, is working diligently to determine affordable, accessible transportation solutions.

## **Day Program**

Day Programs serve adults with abilities that range over a broad spectrum. Safe and well supervised environments are offered with pre-planned, meaningful activities to meet varying interests and abilities. These programs provide opportunities to interact with the community, socialize and make friends, as well as volunteer activities that can provide a sense of giving to others. Some programs offer fun and engaging social opportunities after school, in the evenings, on weekends, or during holiday breaks. Activities include recreational sports, community outings, teens and young-adults drop-in activities, social enrichment programs, and educational programs. Activities and programs are available for all ages and abilities.

## **Employment**

Supported Employment programs promote long-term relationships between individuals with developmental disabilities/delays and the business community. A participant's skills are matched to local companies. Employment Consultants partner with local businesses and work one-on-one with the individual to promote his/her independence in all aspects of a job. The Employment Consultant will remain involved with the individual and provide ongoing employment support.

As part of the job placement and training, many services are offered including vocational assessments, work adjustment training, supervised work crews, bus training, resume preparation, job seeking skills, personal adjustment training, and shadowing. Workshops that teach interviewing skills, job keeping skills, and social skills on the job are also available.

Prevocational Programs are also offered through employment. Individuals learn traditional skills necessary for community employment. Participants attend classes to increase skills and are paid for work providing assembly and packaging services to local businesses.

## **Behavioral**

Behavioral Programs are available to support young children, adolescents, and adults faced with behavior challenges. Supports are provided in the areas of communication, social skill building, aggressive and/or self-injurious behaviors, toileting, and independent living skills. Services are directed by a Board Certified Behavior Analyst (BCBA), who works collaboratively with parents and other support staff to develop and implement interventions that have been scientifically researched and proven effective.

## **Personal Care**

Personal Care is a broad category encompassing a variety of services to ensure needs are met whenever and wherever they are needed both in the home and/or the community. Services are offered allowing people to enjoy the best possible quality of life. Participants are active in choosing their caregivers, directing the services needed, and assuring all aspects of service meets expectations. These supports include personal care, respite, supported community connections, homemaker, massage therapy, and mentorship services. Additionally, Personal Care Training Facilities allow for the training of Personal Care Workers and Professionals that can serve any population in need. This type of facility provides course and learning space designed to assist agencies with training staff to provide non-medical personal care services.

## **Adult Residential**

Residential Programs offer a variety of placements with supervision and independence levels tailored to the individual strengths and needs of the person served. As part of a holistic services approach, residential programs encourage involvement with family and friends. The comprehensive needs of each individual in a typical home environment are addressed. Home settings include family caregiver (services provided in the individuals home), host homes, apartment settings, and group homes. Priorities include appropriate access to medical, counseling, behavioral services, proper nutrition, food preparation, grocery/personal needs shopping, provision for personal hygiene services, training regarding personal care, and all other aspects of daily living, transportation, community participation, and day activities programs of choice.

# Management and General

In addition to programs that directly impact the individuals served by Developmental Pathways, there are many supportive departments within the Developmental Pathways structure. Expenditure amounts within Management and General are as follows:

Human Resources	\$140,299	Supervisory Salaries	\$114,751
Communications	\$63,625	Professional Services	\$89,775
Staff Development and Training	\$66,191	Other Administrative	\$62,147
Finance & Administration	\$385,485	Facility Cost	\$771,649
Information Technology	\$215,767		

## Training Department

Mill Levy funds helped support the development and implementation of training programs and technical assistance to ensure quality services and best practices. Training was designed to improve knowledge, skills, and abilities of Developmental Pathways employees and those of local program approved services agencies (PASAs) and host home providers. In 2015, the training team launched a robust management and leadership training program called “Ris’in’ Up!” to help first-time managers meet the changing needs and expectations of the nonprofit industry. 35 managers throughout the organizations we serve completed the first series and more than 60 managers have completed management coursework. This is one of the many efforts made towards creating a happy and structured workforce to decrease turnover.

**QUICK FACT** – *In 2015, the Training Department had 4,951 participants in courses.*

## Human Resources

Mill Levy funds helped aid retention practices and further our staff support efforts. In 2015, this department succeeded in restructuring benefits packages for employees to ensure better employee retention. They also developed 10 company-wide behavioral competencies that will aid in defining, cultivating, and evaluating employee and organizational performance. This group also launched the first ever free, monthly “Discovery Sessions,” where employees can learn more about personal finances, health & wellness, and other personal-interest topics. These benefits, along with a tuition reimbursement program and dedicated recruiting team have greatly impacted turnover rates.

**QUICK FACT** – *In 2015, Developmental Pathways experienced approximately 27% in company-wide turnover; in 2012, turnover was at approximately 30%. This 3% decrease equates to an approximate cost savings of \$339,768.*

## Additional Supportive Departments

Other supportive departments that aide the success of Developmental Pathways include General Administration, Finance, IT, Communications, Properties, and Reception. These departments greatly impact the overall achievements of Developmental Pathways staff and individuals served.

# Board Designated Funding

---

In 2015, the Developmental Pathways Board of Directors designated funding to be utilized for critical areas of need. The Board of Directors wanted to only dedicate these funds to initiatives that aligned with the mission of Developmental Pathways - Capacity Building, Respite, Transportation, Total Wellness Care Coordination, and the 3+ Initiative. This funding will ensure that Developmental Pathways will be able to continue to build long term solutions for the individuals we serve for the years to come.

## **Capacity Building**

Capacity Building will strengthen the framework of Developmental Pathways. It will ensure that we continue to grow strong leaders to give our organization strategic direction, allow us to gain financial stability, and ultimately carry out our mission more effectively. As more individuals are enrolled in new services, it allows us to train and develop new employees, as well as expand direct services throughout our community.

## **Respite**

Respite care is temporary relief care designed for families of children or adults with a developmental disability/delay. Caretakers often face a great deal of stress as a result of balancing the needs of their loved one with the developmental disability/delay, the needs of other family members, and the stressors of everyday life. Without respite, caregivers don't have the opportunity to rest and recharge. Securing this professional/family care is difficult due to a lack of providers and financial strain on the family. On average, the monthly financial burden of this essential aid is \$700. Partnering with community organizations to offer sustainable respite solutions would help offer this benefit.

## **Transportation**

Most individuals with a developmental disability rely on public transportation to get to a job or to simply increase their independence. Annual public transportation can cost thousands of dollars. Additionally, many available options offer limited travel routes and are often on a regimented time schedule. We plan to work with partnering organizations to offer coordinated transportation solutions that enable quicker access to destinations and offer solutions where they do not exist.

## **Total Wellness Care Coordination**

Historically individuals with developmental disabilities/delays have found it difficult to obtain coordinated wellness coverage in the metro area because of the lack of health providers accepting Medicaid who also specialize in serving individuals with developmental disabilities/delays. The overall effect of this situation can be compromised, inconsistent, or insufficient wellness care. Partnering with other local nonprofits and the Health Services community will lead to better overall care.

## **3+ Initiative**

The Developmental Pathways Early Intervention Program serves families who have a child up to age 3 with a delay in his or her development. 3,000 kids in Arapahoe County, Douglas County, and the City of Aurora are served in this program each year. The program provides services which are essential to the continuous growth and development of the child, and they also provide educational support to the family. The Developmental Pathways 3+ Initiative provides expertise and support to these families, schools, child care settings, and other environments beyond the age of 3. Developmental Pathways provides assistance by linking families to current community resources, leading parent groups and trainings, providing financial support and providing specialized consultations.

# Program Quality

---

We have developed extensive program quality procedures to ensure that we are compliant with state rules and regulations. These procedures also ensure high quality services.

## **PROVIDER PERFORMANCE**

Developmental Pathways maintains an annual compliance tracking that outlines program approved service agency (PASA) performance through fulfillment of contractual obligations. The Case Management and Finance departments measure aspects of PASA performance in the following ways:

- Each individual receives a three and six month monitoring each year, along with other as-needed monitoring, to ensure supports and services are meeting the individual's needs as outlined by their service plan.
- Annual compliance tracking outlines receipt of all annually required documentation, such as quarterly reporting, annual individual assessments, insurance certifications, and fiscal audits.
- An annual complaint log is kept to track complaints and resolutions.
- Case managers review the provided services and supports to ensure the billing is in line with the Service Plan amount, scope, duration, and frequency.

## **BRITTANY'S STORY**



After years in the workforce, Brittany began attending Day Program after receiving funding through the Supported Living Services (SLS) Waiver. The dynamics of Brittany's job structure and expectations left few opportunities for her to develop meaningful relationships, so her parents hoped she could develop peer relationships and increase social skills at a day program. With such a significant lifestyle change, Brittany experienced some challenges along the way.

With the support of her staff and team, she has learned to take turns, share responsibilities, and has become a friend to so many of her peers! Brittany has blossomed into a vibrant, confident individual.

She recently performed in a Fashion Show and walked down the runway with pride in front of hundreds of people for a charitable event. She also found the courage to sing and dance in a Grease Lightning skit at a Halloween gathering. These activities are daunting to most individuals, but Brittany is now in acting classes and had a final recital in December 2015.

# Investigations of Mistreatment, Abuse, Neglect, and Exploitation

---

Developmental Pathways serves a vulnerable population; therefore, staff is diligently trained to observe any evidence of mistreatment, abuse, neglect and exploitation (MANE). Developmental Pathways maintains standards and protocols for reporting MANE concerns and allegations and has trained investigators and staff to promptly review and look into such reports. The Division for Intellectual and Developmental Disabilities (DIDD) is notified within 24 hours of all critical incidents and reports of death. If there is knowledge or suspicion of a crime, Developmental Pathways immediately notifies the appropriate law enforcement agency. Depending on circumstances (and in accordance with regulations and protocols), we may also file reports with county Adult Protection units and the Colorado Department of Public Health and Environment (CDPHE).

Developmental Pathways supports a Human Rights Committee (HRC), which is charged by law with protecting the health, safety, and rights of individuals receiving services. The HRC is comprised of independent third-party experts and family members who volunteer to meet once a month to review investigation results, psychotropic medication usage, rights suspensions, restrictive programming, and other matters as required under state regulations.

## Monitoring and Investigations

Type	Number
Monitoring**	2131
Investigations	35

*\*\* reflects only tracked monitoring --mostly 3 and 6 month on-site monitoring*

## Human Rights Committee Reviews

Type	Number
Psychotropic Medications	253
Rights Suspension	26
Restrictive Procedure	0
Safety Control Procedure	5
Combination Reviews	127
Follow-Up	7
Final Reviews	19
Investigations	20
Incident Reports (ECP/SCP)	51
<b>Total:</b>	<b>508</b>

# Accomplishments

---

We continue to grow and evolve to best meet the needs of the individuals we serve. Below are just a few of the reasons why 2015 was a year of accomplishments for Developmental Pathways.

- Recognized in The Denver Post as one of Denver's Top Places to Work in 2015
- Selected as one of the top five Human Service Organizations in Colorado Parent Magazine
- Several staff members participated in state committees and/or held state appointed positions, furthering the influence Developmental Pathways has in promoting supports for individuals with developmental disabilities/delays
- 15 individuals (family members of individuals in service, community members, and Developmental Pathways staff) volunteered to learn the legislative process and how relationships at the Capitol impact Developmental Pathways and the individuals we serve
- Enrolled an *additional* 529 persons into Medicaid and state programs in 2015; an increase of 64% from 2014
  - Total: 529: DD - 45; Foster Care – 29; SLS - 214; State SLS – 13; CES – 216; CWA – 12
- Total persons served by Case Management by Medicaid and state programs in 2015:
  - Total 1842: DD – 585; SLS – 679; State SLS - 73; CES – 472; and CWA – 33
- Trained over 200 staff in Person Centered Practices
- Successfully solicited grants and donations from various organizations totaling over \$53,000 which aided over 100 individuals/families

## BETTY'S STORY



Through the Comprehensive Waiver, Betty receives funding to attend Senior's Choice Adult Day Program. Ever since she began the program, she has been talking about wanting to get a job and contributing to the workforce. With the help of day program staff, Betty applied to get a job and even interviewed for it; however, because of her age, did not qualify for a workshop or community placement. Betty expressed interested in secretary work, so her Senior's Choice team started to coach Betty on how to answer the program telephone. After only one week, Betty began to answer all incoming calls and had a blast handing off the phone to staff when they were available.

Betty has developed great customer service skills since helping to answer the phones. Now, when she arrives at program, she asks for the phone and sits at 'her desk' waiting for calls. Since volunteering, Betty seems to have had a great boost in confidence and a sense of responsibility. She loves meeting new people and telling stories about her past adventures.

- Coordinated our annual holiday giving program with the Early Intervention Department, providing over 2,200 donated gifts for children, families, and adults
- \$30,818 was distributed through the Community Outreach Department to provide therapies, respite, recreation, and technology
- Partnered with the Aurora Public School's Preschool for a second year to address the social and emotional development of children 3-5 years old. This partnership resulted in the training of 100 teachers/staff regarding new behavior strategies. It also resulted in 1,400 children positively impacted in their classrooms.
- Partnered with Hills, Inc. (Healthy Independent Leisure and Lifestyles) and Easter Seals to provide free weekend mountain retreats for 12 families that offered respite, skill building, and social time
- Served 256 returning people in CY15 in the Community Outreach Program, including 187 new individuals this year. To date, case coordination has been provided for over 1,290 new and renewed plans since beginning of the Community Outreach Program in 2012
- Served 842 families through the Family Support Program with funding, community connecting, and/or case coordination
- The newly refurbished Community Connections Newsletter is now more easily shared by anyone throughout the community. It goes out directly to over 1,800 people every Tuesday, and the number of viewer approximately triples as community partners pass it on to their constituencies
- Approximately 1,000 hours of service has been completed through the volunteer program, creating a positive impact on the quality of services
- Served 101 low income residents with Low Income Housing Vouchers provided by the State
- Served more than 3,461 individual children in the Early Intervention Program and averaged providing service to 1,800 children a month compared to serving approximately 1,440 children in 2013

## RYAN'S STORY



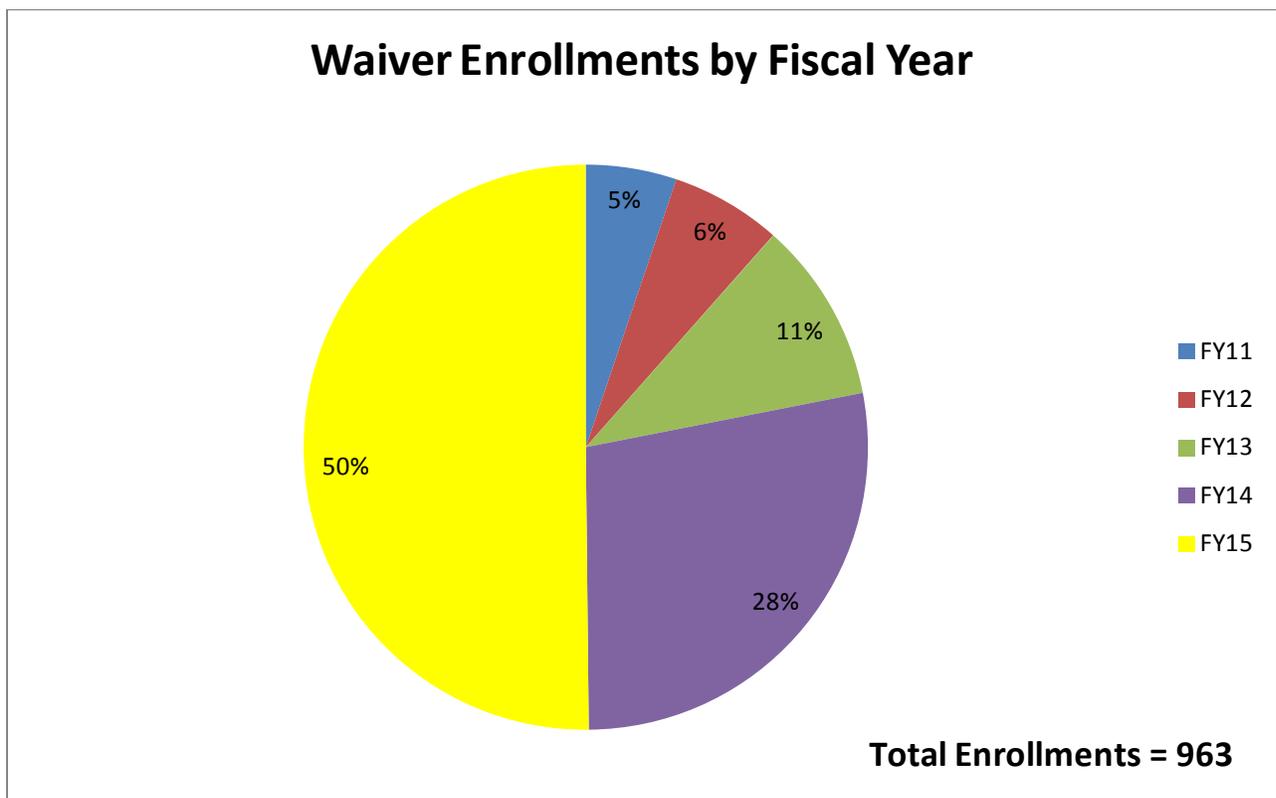
Ryan recently moved from a host home residence to an apartment and has handled the transition really well! He began navigating the transportation system on day one. He has a vision for the future and is always moving toward that goal. Ryan attributes his great outlook on life to his family.

He accepts his challenges as “part of life” and that “everyone is different.” He would like to be a florist and hopes that he can soon acquire a job in the community doing this. He’s interested in being involved with the garden in the common outdoor space at his apartment complex.

Ryan is full of optimism with a true ‘can-do’ attitude. He loves sports, especially the Chiefs. He enjoys listening to music and his favorite artist is the Zac Brown Band. He’s traveled to see them four times – twice out of state!

# Enrollments

Over the past five years, the Case Management Department at Developmental Pathways has worked diligently to keep up on the number of waiver enrollments allocated by the state. To accomplish the record numbers of enrollments, the Case Management Department has increased their staffing by nearly 100% over a two year period. In addition, Pathways brought in temporary workers to help expedite enrollments and reduce wait times for those seeking waiver services. The graph below depicts the number of enrollments over the past five years.



## Waiver Enrollments by Fiscal Year

<i>Waiver</i>	<i>FY11</i>	<i>FY12</i>	<i>FY13</i>	<i>FY14</i>	<i>FY15</i>
CES	15	14	21	163	148
SLS	14	32	34	37	259
COMP	21	15	45	69	76
<b>Total</b>	<b>50</b>	<b>61</b>	<b>100</b>	<b>269</b>	<b>483</b>

# Challenges

---

There are many challenges to serving the needs of individuals within our area. Highlighted below are the unique needs of people waiting for a resource in our communities. We are actively addressing many of these challenges through Board Designated Funds.

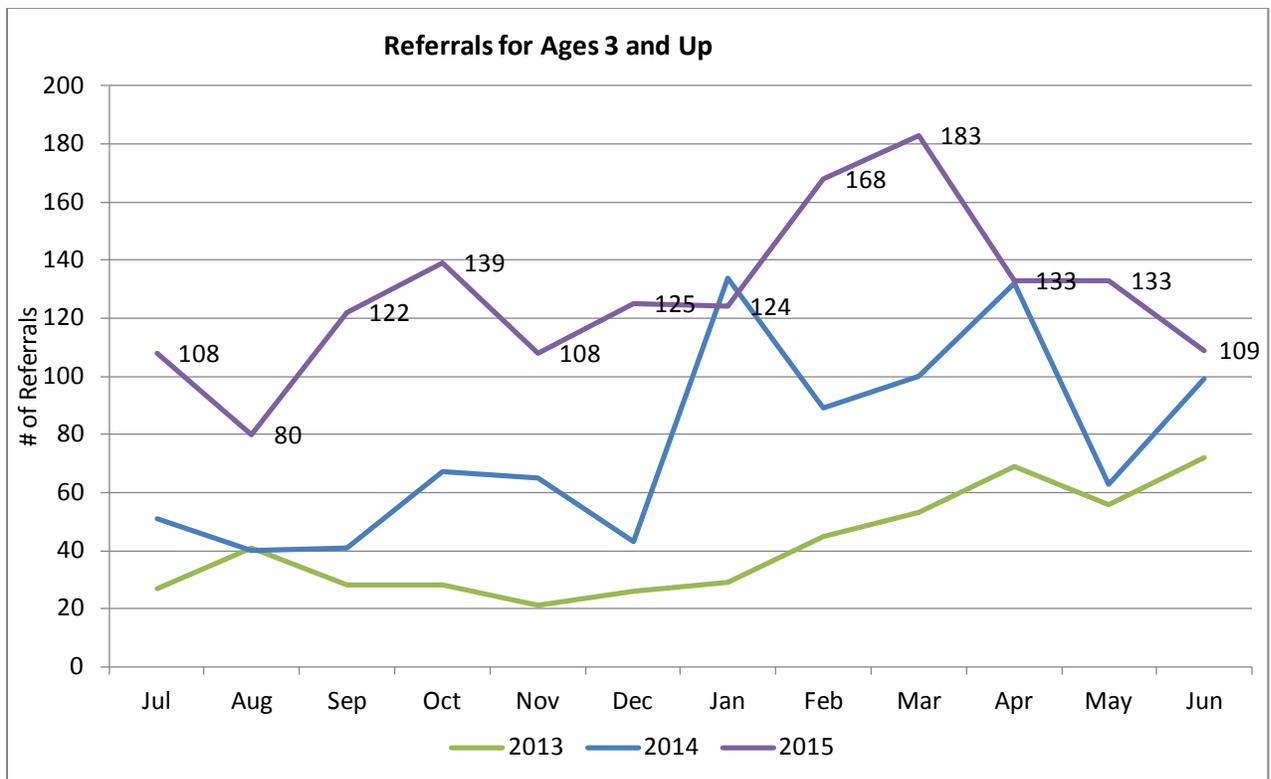
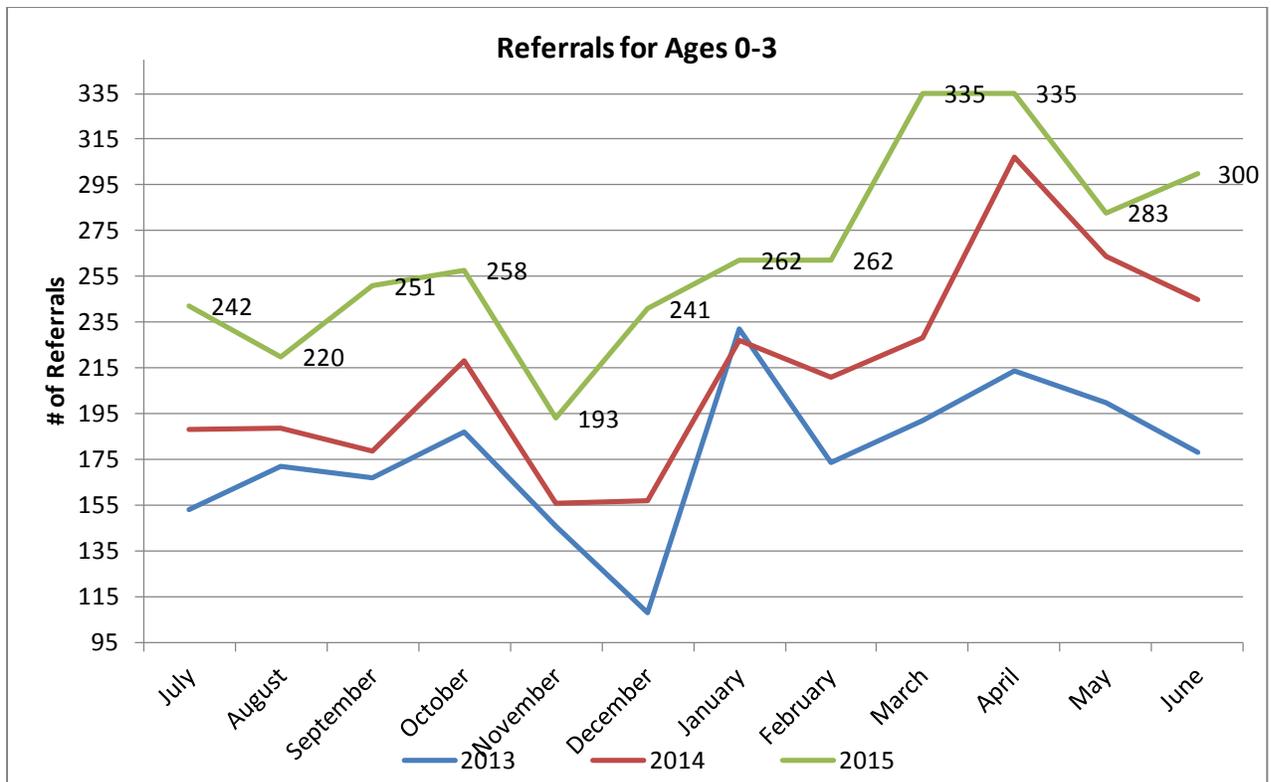
- Affordable transportation remained difficult to find especially in the more rural areas
- Respite care is the highest need identified on family surveys
- Behavioral supports are needed for all ages including many requests for support in child care settings
- Total Wellness Care Coordination is needed due to a lack of health providers accepting Medicaid who also specialize in serving individuals with developmental disabilities/delays
- Assistive technology especially in the area of communication devices is highly requested
- Spring break and summer program opportunities are lacking or unfunded

Even though large numbers of individuals were removed from the wait lists this year, the increasing numbers of referrals continue to add to the numbers of people on a wait list for a resource. (See waitlist and referral graphs for more detail.)

## Waitlist of Individuals Receiving Case Management Only – FY 2015

Program	Arapahoe County		Douglas County		Other Counties		Total	
	2014	2015	2014	2015	2014	2015	2014	2015
CES	111	66	59	46	9	14	179	126
FSSP	1,459	1,609	846	969	73	95	2,378	2,673
SLS	552	523	240	246	48	68	840	837
COMP	515	413	226	180	62	78	803	671
<b>Total</b>	<b>2,637</b>	<b>2,611</b>	<b>1,371</b>	<b>1,441</b>	<b>192</b>	<b>255</b>	<b>4,200</b>	<b>4,307</b>

*Data represents individuals waiting with timelines of safety net only, as soon as available, and future dates.*



## Reasonable Choice

---

Developmental Pathways actively demonstrates Conflict Free Case Management through placement procedures. For individuals that needs support, a Request for Proposal (RFP) including a non-identifying profile of the individual is sent to all service agencies in our area. 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 the team supporting the individual which could include any number of people including case managers, family members, caregivers and therapists.

## Unrestricted Fund Balance

---

The unrestricted fund balance represents the number of months Developmental Pathways could operate without further state or federal dollars. These figures do not include the Board Restricted Funds.

<b>Undesignated Net Assets</b>	<b>Annual Expenses</b>	<b>Monthly Expenses</b>	<b>Fund Balance %</b>	<b>Months of Operations</b>
\$ 18,238,871	\$ 30,867,220	\$2,572,268	59%	7.09

# Intake and Contact Information

---

We make the referral process easy for individuals seeking services with a four step procedure.

## **Step 1: Referral**

Referrals for developmental disability programs with Developmental Pathways come from a variety of sources including schools, doctors, agencies, friends, neighbors, family, self-referral or walk-ins. Contact Developmental Pathways via one of the Contact Numbers listed below.

## **Step 2: Contact with Intake Coordinator**

After receiving a referral, a Developmental Pathways Intake Coordinator will contact the individual/family interested in services to talk about needs, desired services, and eligibility for Developmental Pathways programs.

## **Step 3: Application to Determine Eligibility**

The Intake Coordinator will set up a face-to-face meeting with the individual/family interested in services to complete an application packet. The packet includes information such as medical history, family information, and current supports. There are also Release of Information forms that will allow the Intake Coordinator to gather information to determine eligibility. The Intake Coordinator will also develop an Individual Service Plan, which will give a global picture of the applicant including long term goals, needs, and desired services and supports during this meeting.

## **Step 4: Eligibility**

The Intake Coordinator will gather and review information with the application to determine eligibility. In most cases, the Intake Coordinator is able to gather pertinent information to make a clear decision on eligibility. In other cases, the Eligibility Review Committee reviews the information. If the individual/family interested in services is found not eligible, they will be notified of this decision, given further recommendations, and an explanation of the right to appeal the decision. If found eligible, the individual/family interested in services will be notified and placed on a waiting list.

Early Intervention Intake Line.....303-858-2229

Medicaid Waiver Intake Line.....303-858-2260

Community Line.....303-858-2255

# Conclusion

---

Developmental Pathways meets the Agreement requirements of the Mill Levy funding by:

- Protecting and assisting individuals with intellectual 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 and job training
- Providing day programs and other services to seniors with developmental disabilities so working families can care for them at home
- Actively reducing the long waitlists of children and adults who need services
- Reaching out to the community to assess needs and connecting our individuals to new resources
- Achieving these ends through existing county-authorized agencies

## CHARLIE'S STORY



At the age of two, Charlie's speech, gross and fine motor skills were significantly lagging behind his peers. He exhibited repetitive restrictive behaviors that impeded his ability to play or interact with others. Charlie was evaluated by Developmental Pathways and began receiving Play Therapy and Physical Therapy services from the Early Intervention program.

Two years later, Charlie is a much more social little boy. He can now use "who," "what," and "where" in a sentence and is working on "how" and "why" questions. These days, Charlie loves to play "rocket ships" and "space" and has even recruited friends at therapy to join him in his love of the solar system.

Charlie is also attracted to water, but his family was scared with his lack of water safety. The Community Outreach program helped sponsor swimming lessons at Swim Labs for Charlie. He went from not wanting to put his face in the water to becoming the "Swimmer of the Month" in one season! Charlie's family and support team have witnessed amazing progress and know that the work put in now will pay off greatly in the future.

---

<sup>1</sup> Employee turnover cost savings was ascertained per an AARP Study which states, "...replacing an experienced worker at any age can cost 50 percent or more of the individual's annual salary in turnover-related costs" (<http://www.aarp.org/work/employee-benefits/info-04-2011/what-are-the-costs-associated-with-employee-turnover.html>).



325 Inverness Drive South  
Englewood, CO 80112  
303-360-6600

[www.dpcolo.org](http://www.dpcolo.org)