

# starpoint



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**Providing supports and services  
To people with developmental disabilities in  
Fremont, Custer, Chaffee and Denver areas**

**Strategic Plan Update  
2010-11**

**May 2011**

**Roger G. Jensen  
Chief Executive Officer**

**Janet Trujillo  
Board Chairperson**

**[www.starpointco.com](http://www.starpointco.com)**

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## **Annual Plan Update - 2011**

### **EXECUTIVE SUMMARY**

Starpoint, the community centered board for Fremont, Chaffee and Custer counties, has coordinated services and supports for people with developmental disabilities and their families since 1977. Starpoint develops an annual plan or an update to an existing plan that represents the status of services, future direction of services and analysis of barriers and limitations that prohibit accomplishment of goals.

This plan update has been completed by individuals involved in the coordination and delivery of services, as well as by those individuals served by programs and services. Data used to develop the plan includes consumer and family surveys, staff meetings, parent and consumer meetings.

Goals were established in 2005, with expansion of activities and assignments planned at the Starpoint management retreat. Goals are revisited on a regular basis, with status and progress discussions.

Specific program updates, accomplishments and issues are contained in the plan. Likewise, critical areas of concern are noted; however, following is a brief recap of those areas:

- Need for increased rates to meet the ongoing needs of the medically fragile, the dually diagnosed, the aging consumer, the offender and the transitional individual
- Necessity for additional money to increase salaries of both entry level staff and those who have made long-term commitments to serve the developmental disabilities population in our service areas
- Concerns about cuts in Part C dollars that have been used to facilitate services to children and their families
- Ongoing issues with CMS and HCPF that place barriers on our ability to create a functional budget and plan for the future
- Service delivery system, in general, that is undergoing major changes that present challenges

The challenge of working with the current budget crisis that the state is facing has consumed a large amount of time and effort. Cuts to rates and changes to SLS rates, services and spending limits and the return of turnover slots to the state have resulted in a loss of over \$1,600,000 in revenue to

Starpoint over a three year period. This, coupled with the dismal revenue forecast for at least three years out, called for a serious plan to survive this three-year or more period and still be able to provide quality services.

Starting with the 2009-2010 budget, we made significant cuts to adjust to the loss of revenue and create a three-year survival plan. We eliminated over 30 FTE throughout the agency and reduced benefits in our self-funded health insurance plan. By doing this, we were successful in creating a large surplus in the 2009-10 budget. This surplus will allow us to spend the surplus down over a three-year period, still giving staff modest cost of living increases and meeting uncontrollable increases in other expense areas.

At the same time we will be increasing our reserve each year so at the end of a three-year period, if state funding has not improved, we will be able to spend into reserve for several more years. The one variable that is out of our control is the current state policy of not allowing us to keep slots that turn over for people on our waiting list and having to return them to the state for use in high population areas. This policy has resulted in additional revenue losses of \$644,000.

Starpoint continues to be a leader in developing innovative ways of generating new dollars, but, unlike metro communities, does not have the advantage of local dollars (mill levies) to assist with budget concerns. Although we are far more diversified than most CCBs, we are seriously looking at getting into additional business lines to enhance our fiscal position.

Overall, Starpoint's staff, communities, consumers and families will strive to meet these challenges in an environment of steadily decreasing or stagnant funding.

**LOCAL PLAN REVIEW  
SUMMARY  
May 2011**

Starpoint continues to strive to meet the needs of individuals with developmental disabilities and their families by offering creative programs and services in Fremont and Chaffee counties, as well as at group homes in the Denver and Jefferson county areas.

A number of local issues and challenges emerge for Starpoint staff, consumers, board and public. Fremont and Chaffee counties, major communities in the service area, are conservative areas with high populations of individuals on fixed incomes. Budget issues play a role in community planning and decision-making, both day-to-day and long-range. Because communities in the service area are rural in nature, finding specialty medical services and alternatives for individuals in crisis are limited. Many services must typically be accessed in Pueblo, Colorado Springs or Denver – travel time can range from 45 minutes to 3 hours, one-way. There are also limitations on resources for individuals who have high or specialized needs, limited opportunities for community integrated activities for individuals who have challenging behaviors, other specialized needs, or who simply want an alternative. Starpoint also operates four group homes in the Denver and Jefferson county area and a number of host homes.

With state fiscal difficulties continuing, the agency has taken a position of decreasing expenses, while determining ways to generate new revenues. Maintaining quality services to consumers, while at the same time, looking at ways to cut costs will continue be a major challenge in the future months and years.

Creativity is demanded in developing employment and inclusion opportunities for individuals because of a limited job market and some lack of alternatives for integrated activities.

Community education continues to be a challenge in the service area. While Starpoint has existed for 30+ years in the areas and many “old-timers” are familiar with the agency, on-going education of newcomers to the communities is critical to achievement of new and changing goals. Development of community partnerships with individuals, businesses, other agencies, civic and service organizations continues to be important as Starpoint strives to meet its goals.

Agencies in rural communities are typically faced with a number of constraints when attempting to provide supports, including limited community resources – health care services, mental health services, therapies (occupational, physical, etc.), medical specialists, dental needs; recreational and leisure opportunities and community employment opportunities.

Limited local fiscal resources exist – Starpoint does not receive funds from local governments (city or county) for adult supports and there are a wide range of other non-profits in the service area competing for private monies. Starpoint has created partnerships with some private state foundations who are committed to the agency and who assist with funding for special programs, projects or capital efforts.

Community attitudes, while slowly changing and becoming more welcoming, still require education and awareness. Job opportunities in both Fremont and Chaffee counties are limited, due to an influx of new people competing for existing jobs, and limited number of light industrial bases. Fremont County’s

economic base is centered around state and federal correctional systems, while most of Chaffee County's economy base centers around tourism and seasonal recreation.

Both communities continue to experience difficulty finding adequate and cost-effective housing for consumers, as well as host homes. Affordable rentals are difficult to find and those that come available often have large numbers of people vying to rent the site, or the homes do not meet minimum standards of expectations for individuals to rent. Costs of rentals in both counties have increased significantly. Landlord expectations are sometimes unrealistic – i.e., first and last month rent, deposit and difficult lease requirements. On the positive side, three single individuals and one couple have become homeowners.

On-going difficulty in recruiting and retaining qualified individuals to work in the developmental disabilities field continues to be a struggle. Entry level salary for staff in Fremont County is \$7.62 per hour; in Salida the beginning rate is \$9 per hour and in Denver, \$10.76 per hour. Low wages continue to be an issue: some local businesses have hired consumers at higher wages than the agency's direct care workers are making. The agency has tried to increase benefits to staff - offering more leave time, paid holidays, a free employee assistance program - in an effort to recruit and maintain quality staff. In 2008, staff received a 4% increase in their base wages.

Developing host home living arrangements for individuals with challenging behaviors or medical needs continues to be an issue, with more and more people expressing their desire to live in individually-focused residential sites.

The "smallness" of the Fremont and Chaffee service area leads to some unexpected benefits and opportunities – the potential exists for development of natural friendships and relationships, as well as general acceptance of individuals and the development of supports. Natural friends and relationships are starting to be formed as individuals are more and more involved in community activities and events. Local medias are supportive of Starpoint, allowing for ongoing messages to the public.

Interagency cooperation and collaboration in service areas is a major benefit and has been evidenced through programs such as Project ECHO, Kid's Council, Early Head Start and the Fremont County Family Center. Starpoint continues to offer exemplary children's services programs through the Family Center, Early Head Start Program and the SPIN Early Childhood Center.

Individuals are able to be more mobile (walking or bike riding) in small communities because of the close proximity of many resources. A strong sense of family values is typical in both of the service areas, leading to more opportunities for relationship development.

Starpoint has many long-term staff who are committed to the agency, individuals receiving supports and the agency mission. Staff are encouraged to become involved in the community to maintain and expand relationships with other groups. Key staff have been involved with a wide variety of organizations, including Kiwanis, Chambers of Commerce, Fine Arts, religious associations, Fremont Civic Theater, Rotary, Lions and Knights of Columbus, for example.

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**MISSION STATEMENT**

**STARPOINT**  
**partnering with individuals, families and the community**  
**enriching lives ... realizing dreams**

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## Community outlook

Fremont, Custer and Chaffee counties are located in rural south-central Colorado. Fremont County is located approximately 100 miles south of Denver, the state capitol; 45 and 35 miles respectively from the metropolitan areas of Colorado Springs and Pueblo.

Population of Fremont County, which includes the communities of Canon City, Florence, Penrose, Rockvale, Coal Creek, Williamsburg, Texas Creek, Cotopaxi, Howard and Coaldale is 47,000, with 29,000 in the Canon City metro area.

Individuals under the age of 18, according to the 2000 Census comprised 20.6% of the Fremont County population, while 14.6% are over the age of 65. Median household income is \$34,150.

Chaffee County, located 60 miles west of Canon City, has a current population of 16,242, with 5,504 living in Salida; 2,195 in Buena Vista and the remainder in other rural areas. Major sources of income in the mountain community are tourism and retail business.

Starpoint consumers are served in either Fremont or Chaffee counties; there are no direct services in Custer County.

The agency has continued to strive to meet the needs of consumers and their families with the expansion of the personal care alternative residential program, and expansion of day program alternatives, including additional community participation and community-based options, expanded employment opportunities and Supported Living Services.

While there are other entities in the community that offer generic services to individuals, none offers all the services that Starpoint provides and the agency utilizes the services of other agencies in a cooperative manner whenever possible. Other community residential sites offer living settings (boarding homes, etc.), for individuals with developmental disabilities, however, their limitations can be seen in the areas of direct programming and in transportation. Many individuals who reside in their family homes or in other sites attend Starpoint' day program and also utilize the agency's other supports.

Starpoint is proud of its close working relationship with entities that provide some critical services to individuals with developmental disabilities and recognizes that one entity alone – particularly in rural Colorado – cannot meet all needs. This cooperative attitude will continue to foster good relationships between entities that are necessary to the well-being of consumers.

Starpoint has experienced difficulties recruiting individuals for employment who have a background in the developmental disabilities field into direct care positions in Denver, Fremont and Chaffee counties. Because of this problem, the agency has worked toward a better training program for those who don't have direct experience in the field, but who are willing to learn. The agency has participated in the local job fairs to try to attract new staff and has used the Internet to seek professional level staff. Continuation of competitive salaries for staff, intensive initial and ongoing training are major issues. There is a relatively small employment pool in the service area from which to draw, and many individuals leave the agency to move on to other fields or higher pay positions.

Residents of Fremont and Chaffee counties continue to demand stabilized or lower taxes and fiscal responsibility at all levels of the government, while at the same time, more and more groups are seeking financial assistance from governmental entities and competing for dollars that are available for charitable purposes.

Local governments continue to operate in a fiscally-frugal mindset, and only small agencies deemed most viable and in need receive a portion of the shrinking dollars that are available for community special needs. Starpoint does not receive funding from city or county governments, and depends on community fundraising, gifts from parents, relatives, individuals and businesses and private foundations to increase revenue base.

# **FREMONT COUNTY ADULT SUPPORTS AND SERVICES**

May 2011

## **Program Updates/Accomplishments**

### **Issues**

#### **Comprehensive Services**

The Comprehensive residential program is a Medicaid funded service and support program available for Medicaid-eligible developmentally disabled adults, age 18 years and older, who have been identified as needing 24-hour, 7-day/week supervision. Both residential and day services and supports are provided to participants enrolled in this program. The number of consumers enrolled in the Fremont County comprehensive program is currently 68.

#### **Comprehensive residential supports**

are comprised of three different types of residential living options for the individuals enrolled in the program; all settings are tailor made and individualized to meet each person's needs. The three residential options are Host Homes, Community PCAs (personal care alternative) and group homes. Support to access all medical, dental and specialized health services is provided by our Medical Support Team. This team consists of an RN, LPN and four support team members.

#### **A Host Home**

is a community residential setting that consists of contracting with an individual(s) to provide, in their home, the residential care needed for an individual who is unable to live independently and requires 24 hour supervision and structure for identified medical, safety and/or behavioral needs.

- 27 consumers live in host home settings
- Starpoint contracts with 21 HH contractors in the Fremont County area

#### **Community PCA's**

assist individuals who are living in their own homes or apartments by providing regular support from staff to meet their identified residential needs around personal care, safety, home maintenance, shopping, cooking, budgeting, etc. We offer staffed PCA as an option for individuals who require more specialized support. There currently 3 staffed homes in Fremont County.

- 28 individuals live in community PCA settings
- 28 community support staff are assigned to work in this program

#### **Group Homes**

are congregate living settings that support individuals who have need of a higher level of structure and supervision for medical, safety or behavioral reasons. The group homes are staffed with 7-8 support staff on a 24-hour 7-day awake basis to meet needs of the residents. Retaining staff was a challenge this year in both group homes this year.

- Washington house – 6 individuals (4 males & 2 females)
  - Consumers living at Washington have high medical and safety issues and receive personal care and behavior intervention
- Penrose Place – 7 individuals (all male)
  - Consumers living at Penrose Place have offending issues and receive structured supervision and therapeutic treatment. One individual has progressed sufficiently to reside in the attached apartment.

### **In- the- Family Home Residential Services**

Are specialized supports allowing individuals to receive residential support while still living in their family homes. Starpoint took part in this innovative program in a limited way, and was one of a few CCBs that the division allowed to offer this service. Currently there is only one person receiving this support in Fremont County. Supports are provided by a live-in provider and a number of rotating staff. As employees of an approved service agency, these staff provide for the individual's needs including meal preparation, transportation, residential community activities, shopping, personal care, medication administration and all of this person's health care support. Our agency maintains all the DDD rules and regulations for IRSS programs.

### **Family Caregiver Services**

The Family Caregiver Act, Senate Bill 08-002, creates more options for services and supports for persons with developmental disabilities. This Act provides the opportunity for services to be delivered in the family home and/or for family members to be paid to deliver specified services wherever the person in service lives. The creation of this new model has multiple benefits to individuals and the service delivery system. The model was created to increase flexibility and choice and to allow the individual receiving services to remain in the family home when desired. Additionally, the model increases opportunities for Program Approved Services Agencies to meet the needs of individuals who live in rural areas, have unique service delivery needs, or who have specific faith or cultural preferences. While a family caregiver model may not be appropriate for or selected by everyone, it is believed that for a number of individuals, it will have a positive and effective outcome in meeting individual preferences and needs.

### **Comprehensive Day Services**

offers a variety of supports to 68 individuals in comprehensive services. The day service options to choose from are facility-based programs, non-facility based activities and supported employment or a combination of any of them.

### **Facility-Based services**

offer individuals a site-based location to spend their day participating in socialization, educational, craft and sensory activities and community outings with peers and staff. Weekly educational themes around science, animals, nature, culture, history and current events are offered through a variety of media and activities in the site and in the community. Several consumers are involved in paid work at Starpoint facilities. Their jobs include shredding, janitorial, working in the children's area, and yard work. This year the Life Skills Classes are being offered at the new Life Skills Center (formerly Family Center). These classes provide learning opportunities for topics such as home living, money management, and health and nutrition. In addition, Life Enrichment classes offered at the Life Skill Center include crafts, woodworking, sewing classes, academic classes and a full range of exercise equipment.

- 33 Consumers prefer to receive facility-based day services
- 16 support staff members are assigned to assist consumers in the facility-based services.

### **Community-based services**

provide many opportunities for experiencing the community & its resources per consumer preference and needs.

- 33 individuals prefer to receive community-based day services (some also receive supported employment services)
- 26 support staff are assigned to assist the consumers to identify their preferences and to support them in their identified community choices and needs

- volunteering in many of the local organizations, i.e., Habitat for Humanity, Loaves & Fishes; Meals on Wheels; the Senior Center in Penrose; Manna House, Goodwill; Boys and Girls Club, the Fine Arts Center, Churches; Golden Age Center, Florence Library, and local Nursing Homes

### **Supported Employment**

Supports individuals to identify their job preferences, skills, experience different job opportunities and to locate and maintain community employment in local businesses. Currently, Starpoint is working with the local DVR office, and we have a dedicated DVR Counselor assigned. The DVR Counselor has an office at the Life Skills Center and meets on a weekly basis with the two Starpoint Supported Employment staff members who work out of offices there too. The intent of the pilot project from 2007 was to measure the effectiveness of having a DVR counselor providing direct services at the CCB level to these individuals and how this impacts successful employment outcomes. Since this time, we have had maintained a DVR caseload with the some of these consumers being employed in community businesses, the others are in different stages of seeking employment or completing situational assessments for employment at actual community businesses.

- 25 individuals received supported employment services and were employed in community businesses during this reporting period. Several other consumers were involved in community work as situational assessments that did not become a job.
- 22 community businesses employed our consumers or provided a place to conduct situational assessments during this reporting period
- Volunteering in community gives individuals experience in job-related skills/behaviors. Individuals volunteered in 12 local agencies.

### **Self-Management and Responsibility Training Program (SMART)**

day services is in its 11th year of providing a therapeutic learning environment for individuals who have offending issues or who have been adjudicated to a treatment program. This program moved to the new Life Skills Center located at 1401 Oak Creek Grade (formerly known as the Family Center). This facility is more spacious and allows the consumers to participate in more educational and leisure activities.

- 4 full-time day support staff ensure supervision, structure and safety provides opportunities for therapeutic activities & assignments focusing on identified treatment needs of the participating individuals
- group counseling with certified SO therapist occurs one time per week
- individual therapy sessions also occurs on a weekly basis.
- educational classes & socialization activities
- volunteer work opportunities
- paid work opportunities

### **Supported Living Services**

The Supported Living Services (SLS) program is both a Medicaid funded and State funded program. Individuals who are Medicaid eligible participate in the Medicaid funded SLS program, while those who are not Medicaid eligible or are receiving other Medicaid funded services participate in the State funded SLS program. Both SLS programs are aimed at maintaining the living environment of the individual by meeting their primary identified needs.

- 48 SLS participants: 29 live with their families, 13 live in the community on their own and 6 in nursing homes
- 34 in Medicaid-SLS and 14 in State-SLS in Fremont & Custer counties
- SLS supports are identified by the individual/families and written into SLS plans/budgets

- Supports most frequently provided are personal care, supported community connections, supported employment, site-based activities, transportation and medical/dental/vision services
- 26 staff provide support to the consumers enrolled in the SLS program

### Staff

85 employees working in the Fremont Adult services program (30-40 hour positions) which include

- 3 Adult Service Directors
- 1 Administrative Assistant
- 1 On-call Coordinator
- 6 medical support staff
- 41 community support staff
- 15 group home staff
- 16 site-based staff
- 2 supported employment staff
- The staff are all very dedicated and committed to offering quality supports and an environment for growth and self-realization. A new format for documenting staff training in personnel files was implemented in July/2009 and is working well. Staff training on agency policies and consumer specific needs continues to be a priority. Safety Care Training replaced Mandt Training, which is the mandatory training for staff to support consumer when they are exhibiting challenging behavior.
- Five staff positions of 20 hours or less are maintained to act as substitutes in order to minimize overtime costs. These individuals do not receive benefits.

### Significant Accomplishments

- Participating successfully in partnerships with DVR, RE-1 School District, RE-2 School District, DHS, Social Security, West Central Mental Health, Colorado Mental Health Institute in Pueblo, and other local agencies. These partnerships facilitate not only the well-being and personal growth for individuals, but promote Starpoint consumers as integral members of their community.
- The partnerships with the local school districts have enhanced the transition process to adult life for the consumers involved. This year saw an increase in the number of students served in RE-1. Recently, an information sharing meeting was held with RE-1 and RE-2 administrators.
- Maintained 3 unique living situations (3-person PCA residences) for 9 consumers who receive comprehensive services and who have with high needs to continue to live in the community while receiving 24/7 supports from staff.
- The opening the Life Skills Center, which provided the much needed space for the SMART Program, Supported Employment, Life Enrichment, and Life Skills Classes.
- Contracting with a SOMB approved therapist for the individuals in our SMART Program that will provide group and individual counseling on a weekly basis. This therapist recently provided residential and day habilitation staff with a six-hour training, and is very interactive with staff and consumers.
- Improving the home living environments at Penrose Place and Washington House. Improvements included a new privacy fence at Washington House, new flooring at Penrose Place and Washington House, and fresh paint for both group homes.
- The addition of three new mini-vans to the fleet in the Fremont County program.
- Providing and tailoring services for individuals who present on-going challenges to be successful in maintaining the lifestyle of their choice.
- Remaining within the multi-year agency-wide fiscal plan implemented by Roger and the management team to weather through the state fiscal issues and projected and unexpected revenue losses. Adherence to this plan allowed for a staff wage increase in October/2010.

### Priorities

- Improve our ability to recruit and retain quality direct care staff, although this was a good year for staff retention in most areas of adult services. Finding creative ways to maximize staffing patterns and ways to retain staff in the congregate settings.
- Continue to foster and facilitate the transition of area students into adult services. Continue to use the Life Skill classes to address topics of interest for transitioning students.
- Improve communication between staff, consumer and families, in order to address concerns and improve the quality of service provision.
- Continue to improve the communication between the programs in Fremont, Chaffee, and Denver Metro areas in order to share ideas and concerns and to maximize positive outcomes for all the consumers we serve.
- In partnership with DVR, continue to find and maintain employment for individuals who want employment and opportunities for non-typical needs. Exploring unique ways to find employment in a weak economy.
- Continue to provide and improve the quality of productive and meaningful activities for consumers who choose to receive day services.
- Maintain DDD compliance in all program areas, and maintain quality documentation of service provision.
- Adapting to meet the health issues of our aging consumer population.

## **CHAFFEE COUNTY ADULT SUPPORTS AND SERVICES**

**May 2011**

Chaffee County provides services and supports to 49 adults, 23 in Comp, 26 in SLS. Nine individuals are receiving Host Home supports, nine in PCA and five at the E Street group home which rounds out the Comprehensive services. One consumer is receiving in home Comprehensive services and this continues to be very positive for individual and family.

Many individuals are employed in a variety of community jobs. Those jobs include grounds-keeping at local parks, Pizza Hut, McDonalds, Walmart, Valley Home Furnishing, The Salida Mixing Bowl and Starpoint.

Consumers participate in the community regularly by volunteering, bowling, fishing, swimming, recycling, mini-golf and meeting with friends and family. Many consumers also compete in Special Olympics and continue to receive community support in fund raising.

Chaffee County services employ 33 full and 6 part time staff. Staff turnover has been minimal during the past year and generally staff have left the community as cost of living remains high in comparison to neighboring counties. A trend that has continued the past year is that staff is traveling further to their place of work in Salida. Nearly one third of current staff now drives one way in excess of 25 miles with some as far as 45. This is in response to non- affordability of local housing.

### **Priorities**

- Issues that consistently affect our ability to provide quality services and supports revolve around staff recruitment, retention and training. Staff is remaining in their jobs longer due to economy and the continuing efforts to improve the job culture have had a positive effect. Wages continue to be a factor in remaining competitive in attracting quality staff.
- Effective utilization of consumer resources.
- Maintaining all facilities and vehicles always ensuring health and safety.

## **DENVER METRO ADULT SUPPORTS AND SERVICES**

**April 2011**

### **Comprehensive Services**

In the Denver market, Starpoint continues to provide comprehensive residential services and supports to 17 individuals living in three metro area group homes. The population of consumers served in the group homes is predominantly individuals who are medically fragile, behavioral challenged, and non-ambulatory. In addition to the group home residents, the Denver program serves 5 consumers in Host Home settings. People served in our host home settings are ambulatory, behaviorally challenged, and need a variety of supports in the community.

Starpoint also provide day services to 5 individuals in a home-based program, providing appropriate balance of meaningful activities and community experiences. In addition, Starpoint provides community access to two individuals assisting with challenging behaviors and teaching appropriate community interactions.

The Denver program employs 31 fulltime Adult Services staff and 3 part time staff.

The Group Homes have recently undergone some extensive remodeling to include new flooring, new windows, new driveway and porch, and continued general maintenance. The agency had focused on building systems to improve the quality of services delivered and has seen extensive improvements in documentation and follow up of needed services.

### **Significant accomplishments**

- Completion of the upgrade of the homes despite reduction in rates.
- Received DDD program approval for the Day services and received a successful survey from DOH in one group home.
- Improved financial performance despite rate reductions and pay increase (12% impact).

### **Priorities**

- Improve financial performance by access food stamps and Non-emergent medical transportation funding.
- Increase census from 25 to 30 by adding to our host home program.
- Continue to improve monitoring and follow up systems which will maximize services to individuals within our agency.
- Develop a parent s group that meets on a regular basis.
- Increase donations to the agency.

### **PART C/EARLY INTERVENTION & FAMILY SUPPORT SERVICES**

This past year we continued to serve over the amount set by the state and well over the amount we get funding for in Part C. We also served an average of between 40-50 individuals enrolled in FSSP. We have two full time service coordinators that serve families spread out in three different counties. The service coordinators also serve as resource coordinators for children enrolled in Family Support.

We continue to implement the transdisciplinary primary service provider model for children enrolled in early intervention. We currently identify and serve all eligible children. Although we serve well over the amount of children set by the state, we do not maintain a waiting list at this time. We are also currently implementing a program with the Fremont County Parents as Teachers program for them to serve as primary service providers for some children enrolled in EI. We continue to bill Medicaid directly for services provided from Starpoint therapists and also are billing TCM for children enrolled in EI. We have billed and received reimbursement from the state for a small amount of children enrolled in the private insurance Trust Fund. Due to the high amount of children enrolled in Medicaid, the resources we receive through the Trust Fund is very limited. Our Child Find system has continued to be outstanding and our service numbers directly reflect this (2.68% of infants and toddlers birth to three with IFSP's in Starpoint services, with the state as a whole averaging 2.35%). This year marked the fifth straight year that Starpoint received the highest rating of Meets Requirements in Part C for our performance profile from the state and rank near or at the top in all indicators in comparison to other similar sized CCB's.

Being in a rural community, it continues to be a challenge to recruit and maintain therapists of various disciplines, especially speech therapists. This increases the amount of children on caseloads on top of the vast service area our providers are required to travel (Fremont County alone is the size of the State of Rhode Island). We continue to use a braided funding model as well as using the Transdisciplinary approach, to maximize our service delivery system, although it is becoming increasingly difficult as our funding has decreased every year for the last three years, and are expecting another decrease this next fiscal year, although the number of children has stayed steady or increased. We receive very few dollars for service coordination and case management, with two Service Coordinators serving 3 different counties while at the same time also providing case management for FSSP. Starpoint has more children eligible under Medicaid than are covered under private insurance, however, not all providers are covered under the Medicaid state plan (e.g., developmental interventionists). We have a number of children who are not covered by any insurance, including children of employees of the state prison system, who cannot afford employer insurance and are excluded from CHP+ as



### Barriers and Challenges

- Continuing uncertainty about service definitions and plan requirements
- The challenge of on-going revisions to service plans and utilization of units
- Case Managers ensuring that consumers continue to receive identified supports due to cuts in program staff
- Continuing to adjust to meeting the new Targeted Case Management (TCM) requirements and maintain quality case management services
- Case Managers continue to spend more time inputting log notes on the Benefits Utilization System (BUS), increasing the need for organizational skills to complete job expectations
- Due to the new TCM requirements, case managers continue to work to increase the number of contacts with consumers and billable log hours
- Case managers have had to work with consumer/families/Attorneys/DDD/Office of Administrative Courts to resolve appeals
- Accessing State Plan benefits for families in rural areas where they do not always have as many agencies to choose from.

### Changes and future direction

- **Staff Awareness Presentations:** Many program staff are unaware of the responsibilities of a CM and need to be better informed
- **Parent Awareness:** Parent and case management rapport is essential due to multiple changes in the DD and Medicaid systems. Case managers continue to make efforts to keep consumer and family members informed of the requirements and changes that will impact services
- **Cross-training for IDT/Service Plans:** CMs continue to educate key staff on the documentation that is needed to support and design consumer service plans that are based on the need of the individual. Meetings presentations need to address appropriate concerns, preferences and needs through documentation, offering positive solutions and outcomes
- **Case Managers** will continue to adjust and adapt to the multiple changes that are occurring in the DD and Medicaid systems
- **Case Managers** will work to improve quality of work as clearer direction from DDD and HCPF is provided.
- **Case Managers** will continue to cohesively work as a team, remain flexible to meet consumer needs and remain positive with a GOOD SENSE of HUMOR!

## **PLANNING PROCESS**

It has been an ongoing tenet of Starpoint board and management team that an organized and on-going planning process is critical to maintaining and managing a healthy organization that meets the ever-changing needs of individuals.

Starpoint has held annual retreats for the management team and the board of directors to define a plan that will take the agency into the future. Input from staff is encouraged on an on-going basis and parents, consumers and family members are urged to provide input not only during individual planning times, but throughout the year. Results from Consumer and Parent/Family Surveys have also been incorporated in Starpoint's plans.

Starpoint staff are encouraged to maintain associations with other boards in the community on an on-going basis, including such entities as the Chamber of Commerce, Build a Generation, the Tri-County Family Preservation Committee, Economic Development Council, Fine Arts Association, School District Strategic Planning Committee, Family Center Governing Board, Project ECHO Interagency Council, Friendly Visitors, as well as service clubs such as Rotary and Kiwanis in order to continually stay aware of trends in the community, opinions of other boards and future directions of those entities, as well as share information about the agency.

Starpoint also works closely with many community agencies and committees, including the Adult Protection Team, West Central Mental Health, Department of Human Services, St. Thomas More Hospital and Colorado Rehab Services. Representatives from community entities serve on Starpoint's Human Rights Committee, as well as other committees.

Frequent visibility in the community by Starpoint consumers and staff, talks to groups and organizations and one-to-one discussions also give the opportunity for people to provide input to Starpoint.

Living in a rural community offers the advantage of knowing individuals from other entities and agencies personally and on a first-name basis. This leads to on-going opportunities for input on an informal basis, as well as the more formal mechanisms Starpoint utilizes for development of its annual plan.

## **COMMUNITY FORUM**

Starpoint held its community forum on Saturday, April 30, 2011 in conjunction with the board's annual retreat. The forum was advertised in the local newspaper and invitations were sent to all Fremont and Chaffee County parents, family members and consumers. Although there were no participants at the forum, Starpoint will continue to offer information to parents, family members and consumers via written communication, as well as on Starpoint's website: [www.starpointco.com](http://www.starpointco.com)

Copies of the plan are available at **no cost** to the public at the following locations:

**Starpoint  
Support Services Complex  
700 S. 8<sup>th</sup> St.  
Canon City, CO 81212  
719-275-1616**

**Starpoint  
Salida Center  
203 E. St.  
Salida, CO 81201  
719-539-2577**

**Denver Starpoint  
11177 W. 8<sup>th</sup> Ave.  
Lakewood, CO 80215  
303-238-1600**

Copies of the plan can be made available in a variety of formats as needed.

The annual plan is also posted on Starpoint's website: [www.starpointco.com](http://www.starpointco.com)