

# starpoint



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**Executive Summary**

**Annual Plan Update  
2013-2014**

**Serving Individuals and Families in Fremont, Custer and Chaffee Counties  
and Selected Denver Areas**

**Robert W. Arnold  
Chief Executive Officer**

**Janet Trujillo  
Board Chairperson**

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## **Annual Plan Update - 2013**

### **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. Since 1989, Starpoint has also coordinated a network of services and supports for families with young children with and without disabilities, birth to school age which further supports the **mission** adopted by Starpoint. Starpoint also provides residential services in several counties in the Denver area.

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, and parent and consumer meetings. Starpoint's mission remains the same:

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#### **MISSION STATEMENT**

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

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Starpoint's Chief Administrative Officer retired in February of 2013 and her major duties – case management, childrens services and general administrative duties were split between three current staff members. Starpoint also hired a new Chief Financial Officer in April 2014, who has wealth of non-profit experience. Finally, after 36 years, Starpoint's Chief Executive Officer Roger Jensen retired in November 2013. Robert Arnold, who has extensive experience in the DD field was hired by the board to replace Jensen and started his new position in December 2013.

#### **Major Accomplishments in the Past Year:**

- **Implementation of a Successful Five Year Fiscal Plan (Year 5)** -- Starting with the 2009-2010 budget, we made significant cuts to adjust to the loss of revenue and create a three-year survival plan. That plan has subsequently been expanded to five years. 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 maintaining a surplus in the 2012-13 budget. This surplus will allow us to spend the surplus down over a five-year period, still giving staff modest cost of living increases and meeting uncontrollable increases in other expense areas. These efforts have also allowed for the purchase of a home, new agency vehicles, and to complete necessary repairs at agency owned homes.

At the same time we will be increasing our reserve each year so at the end of the five-year period, if state funding has not improved, we will be able to spend into reserve for several more years.

Senior and middle managers held a strategic planning session in February 2014, with a number of key areas identified, including:

- **Organizational Development** – current structure, staffing adequacy, Adult Services Directors' roles and responsibilities
- **Communication** - Improve both internal and external communications, including increased awareness of Starpoint's mission and services to the general public. It should be noted that Starpoint's foundation continues to coordinate special events and activities. Upcoming events include a benefit breakfast, a slopper/slider competition and the Royal Gorge rim-to-rim run in Fremont County, as well as events in the Salida area. Consumers are being featured on the local radio station to discuss their jobs and the local newspaper continues to be a positive force for Starpoint, covering most, if not all, of our events.
- **Employee Relations** – Review policies on leave; 403b plan; salary survey to compare pay and benefits to peer organizations
- **Consumer Services** – Implement Person-Centered Thinking; increase volunteer opportunities for people in services; expand options for supported employment, matching all interested consumers in community positions; expand weekly community interaction for consumers in adult day program whose limitations do not allow them to volunteer in the community; evaluate all residential settings for physical condition and appropriate use and create a plan for physical improvements, remodeling or replacement.

**Early Intervention Colorado/Part C Program Performance Profile** – Starpoint is proud of its Indicator Data based on the period 7/1/10 through 6/30/11 to have had timely, valid and reliable data submission, completed interagency agreements and timely submission of all required fiscal information with no findings of noncompliance issues for FFY 2009-2010. When DDD first began reporting this information to OSEP, Starpoint was one of only three CCB's in the state to have achieved compliance and met targets the first reporting year. Our CCB has maintained this stellar record each reporting year.

- **Innovative Strategies for Generating New Revenue Sources** – Starpoint continues to be a leader in developing innovative ways of generating new funding. Starpoint provides many non-DD funded services including; preschool special education services for two local schools districts (since 1986); an Early Head Start program and other successful early childhood programs. Starpoint also operates the SPIN Early Childhood Care and Education Center, the Fremont County Family Center and the local Parents as Teachers program. These services directly enhance those provided with state dollars through the Early Intervention Colorado program and every year they remain open is an accomplishment because many of the programs are grant funded.
- **Community Partnerships** – Starpoint has a history of well over 30 years of nationally recognized

partnerships for early childhood services which have historically involved all community agencies serving young children in Fremont County. Many partnerships exist in the adult service arena also. In 2009-2010, partnerships with the schools were revisited to include closer collaboration with the schools to assist young adults nearing graduation to transition into adult life. As a result of meetings which were held with LEAs and the School Districts to stress the importance of age 14 referral for the DD waiting list in 2011-2012, four young adults ages 18-21 are being served by Starpoint with school contracts. While these young folks are on a long waiting list for DD services, their participation was one step towards helping them and their families with the transition process. The Annual Starpoint Winter Bowling Tournament has expanded again this year. Twenty community sponsors, comprised of local businesses, and community members, fund the entire cost, with 28 consumers participating in the tournament.

- Starpoint's Early Intervention Colorado Program has maintained location at "The ACCESS Center" and is co-located with the ECHO Early Childhood Council staff and Starpoint's Preschool Special Education Staff. This site is owned by the Canon City Schools and provides access to families for staffing meetings, developmental screening, evaluation and other services focusing on the under school age population.
- With the closure of a local preschool facility in 2013, Starpoint took the lead in moving 45 children into the SPIN-Elm facility to meet needs of parents and families. When the physical facility became available, Starpoint was able to purchase the site for the new SPIN-North, with now has enrollment of 69 children. Hours were recently expanded to offer early morning, later day and Saturday child care for families.
- **Case Management** – In March of 2014, Case Management, along with Adult Services staff and senior management, completed a thorough two-day "Person Centered Thinking" training. We have started to implement these practices into our annual service planning, interdisciplinary team meetings and overall monitoring of services. Case Management has worked with several CCB's across the state in coordinating transfers to our region as individuals have chosen to move into Fremont and Chaffee County. Case managers also continue to respond to referrals from the Regional Centers to determine if a successful placement can be found in our community. We have enrolled three new individuals that were identified as "High Risk" into comprehensive services in the last year. These placements include "In Home" Comprehensive services and new host home placements. We have also requested and received two emergency resources in the last year for individuals who have met the emergency criteria and were at risk of institutionalization. These individuals are currently doing well in our community. Case Management continues to work with a local Nursing facility to transition an eligible client into the community through the Colorado Choice Transition program.

The CM Director has also updated and restructured the Family Services and Supports Program in an effort to be more responsive to the needs of the community and families in the program. We anticipate being able to offer more support activities including guardianship information classes, sign language classes, autism awareness and support groups and more.

- **Improved Personnel Practices** – Hiring practices have been standardized between Fremont and Salida and now meet Colorado Department of Public Health Care and Environment and the Division of Developmental Disabilities. In addition all initial training practices for new employees have been standardized, updated and improved. Competency evaluations have been established for new employees to be done within the first week of their date of hire. In addition, competency evaluations will be completed for all employees on an annual basis, on-going, as a continuous quality assurance measurement. Employee evaluations for work performance have also been developed and initiated; these will be completed on an annual basis with all employees. All of these practices have been established again to meet CDPHE and DDD rules and regulations.
- **Home Health Licensure (Supported Living Services)** – Once again Starpoint Adult Services has been relicensed as a Class B Non- Medical Home Health Care Facility and can offer Personal Care Services to people in their homes who receive Supported Living Services. Complete Policy and Procedure Manual has been developed and completed for this segment of our SLS department along with brochures to assist people within their homes for emergency preparedness plan, and an exposure control plan. Currently a number of people in Salida are enrolled in SLS who receive Personal Care Services, and with three in Fremont County. A recent review found the program to be deficiency free.
- **Recruitment of an SOMB Approved Therapist** – After 12 years of providing services to the SMART group, Starpoint is contracting with a new therapist who provides group and individual counseling on a weekly basis. The therapist has vast experience in providing therapy to the DD population in a variety of settings. The therapist provided a six-hour training to residential and day habilitation staff and is very interactive with staff and consumers. Her availability, knowledge and style have been a tremendous asset to the program and the consumers served. She has worked with the DD population for over 30 years in a variety of settings. Her monthly written reports and involvement has improved the communication and collaboration between mental health professionals, probation officers, and family members.
- **Facilities /Transportation Upgrades** – One new home was rented and one new home was purchased over the last year. Both homes are staffed 24-hours-per-day and both homes have three bedrooms for three people with special needs. We were fortunate to again receive a generous gift from Holcim in the amount of \$5,000 that was used to furnish several homes to make them more comfortable for the people living there. We were able to utilize these funds to personalize the homes to the individual tastes and comfort, as the houses were previously furnished with used items or furniture that we had received as cast-offs.

Work was completed August 2013 at the Chaffee County Center which included adding restroom, upgrades to Adult Day Program restrooms, Day Program office upgrades and the addition of kitchen space on the main floor. These improvements greatly enhanced the safety and efficiency at the Chaffee facility which serves up to 30 adults per day. Approximately 1/3 of the funds were from local contributions.

Starpoint's board of directors approved nearly \$250,000 in funding during the 2013-14 fiscal year for the purchase of a number of new vehicles to provide safer transportation for consumers in Fremont, Chaffee and Jefferson counties.

- **Tailoring Services for Individuals with Specific Needs --** Two new host homes were developed for

people over the last year to accommodate people's preferences, new family-type settings have been formed as a result. As mentioned in the previous section, the new homes rented or purchased were developed into staffed PCAs to create even more possibilities for support for people. Qualified staff are employed in the community from 7 a.m.-8:30 p.m. seven-days-a-week to accommodate people who live in the community in their own homes semi-independently. Over the last year, three people have moved from their family homes into new residential placements and though this has been extremely challenging for them due to their individual circumstances, their new experiences have brought new insights and new delights that have enriched their lives exponentially.

## **Summary of the Needs Determination and Plan to Address the Identified Needs:**

- **Transition** -- Continue to foster and facilitate the transition of area students into adult services through eligibility determination and placement on the DD waiting list; through contracts with the school districts; and through exposure to relevant Life Skills classes and meaningful work experience.

**Action:** Attend IEP Transition Meetings and other meetings at the school district to identify student needs before transition; communicate with families; and continue close communication with the schools.

- **Work** -- In partnership with DVR, continue to find and maintain employment for individuals who want employment and opportunities for non-typical needs. Explore unique ways to find employment in a weak economy.

**Action:** For those people who have been identified as no longer being appropriately served through DVR we will be committed to serving through the waiver and will hire a Support Employment Specialist. This person will specialize in finding community employment for people with special needs and carving out jobs in the community for people while creating partnerships with businesses within Canon City.

- **Communication** – Continue to foster and improve communication between staff, consumers and families; and between the programs in Fremont, Chaffee and the Denver Metro areas in order to share ideas and concerns and to maximize positive outcomes for the consumers served.

**Action:** As we move forward in the age of technology we will develop our communication further by investing in the Therap system. By utilizing this technology all three areas, Fremont, Chaffee and the Denver Metro areas will have access to the data base and be able to share information remotely. We will have a single system as well as a common system for all consumer and personnel use.

- **Day Services** – With the opening of the Life Skills/Life Enrichment Center for those individuals who wish to be involved in a variety of activities, staff have realized the need to develop more programs, educational experiences and community access opportunities.

**Action:** Expand day services to include a pre-vocational curriculum as well as encompass a more diverse curriculum to make our overall day services more interesting to more people. Utilize our staff pool better to make more efficient and effective use of our current qualified employees.

- **Recruitment** – On-going recruitment and training of qualified employees.

**Action:** Conduct outreach in the local community college as well as charitable organizations in Canon City in order to generate interest in service to our population for career development. Create a booth at local fairs to educate potential employees and contractors of the career opportunities at Starpoint.

### **Summary of Systems Issues:**

- **Service Delivery Systems Issues** -- We still have limited agencies that offer state plan benefits (home health etc.) because they cannot travel to some of the rural areas. There are always ongoing system issues that cause delays in billing. But for the most part it has improved. And the TCM requirements (billing in 15 minute increments) still make it difficult at times to maintain quality case management.
- **Funding** -- Need for increased rates to meet the ongoing needs of the medically fragile, the dually diagnosed, the aging consumer, the offender and the transitional student. 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 resulted in a loss of over \$1,600,000 in revenue to Starpoint over a three year period.
  - The rate decrease for behavioral services will negatively impact the agency's ability to provide the services for consumers with sex offending issues. Per SOMB standards and guidelines, group therapy is the recommended and accepted modality for treatment. Individual therapy is also an accepted practice as an adjunct to the group therapy. There are only a few therapists in our area who have the credentials needed to provide the full range of sex offender therapy for individual with developmental disabilities. Providing less than weekly therapy for this high risk population is problematic in maintaining community safety. The accepted testing practices, such as polygraphs and penile plethysmographs are not included in the behavior service authorizations, but are essential to identify risk factors, and to tailor treatment where it will be the most effective. The current rates and caps are prohibitive in providing the services that have proven to be the most effective, and in the long term are also cost effective in providing the care and supports for these individuals.

### **Summary of Local Area Issues:**

- **Staff Recruitment and Retention** -- Issues that consistently affect our ability to provide quality services and supports revolve around staff recruitment, retention and training. Staff are remaining in their jobs longer due to economy and the continuing efforts to improve the job culture have had a positive effect. However, wages continue to be a factor in remaining competitive in attracting quality staff. There is a significant 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.
- **Maintenance of Facilities and Vehicles to Ensure Health and Safety** – Self-evident but has a fiscal impact.
- **Adapting to the Aging Population Served by Starpoint** – Being located in three rural counties has a significant impact on access to medical services for consumers served. More often than not, medical professionals are referring patients to specialists in Pueblo, Colorado Springs or even Denver. It can be a full day trip for one of the medical team members to take a consumer out of the counties served to

travel to medical appointments. With the increase in this occurrence, there is a direct fiscal impact on Starpoint.

- **Transportation Issues** -- In addition to the issue identified above for Starpoint, the same issues affect families who have young children. Parents of children with significant needs have to travel to Colorado Springs or Denver for services. Reduction in the Family Support Funding for low-income parents or those with multiple stressors will significantly impact families.
- **Rural Costs** – Everything costs more in a rural community – food, rents, gas, etc. The prison industry and large retirement population in Fremont County drives up costs as there are some well-paid employees and retirees with assets and many families living on the edge.

## **STARPOINT’S ANNUAL COMMUNITY FORUM**

Starpoint’s annual forum was held on Monday, April 14 in Canon City. Attending were: one parent/board member from Salida, one board member and one person receiving services; three parents from Fremont County and one person receiving services. A number of staff were also in attendance, including Case Management Director, three Adult Services Directors, Chaffee Program Director and the Chief Administrative Officer.

The annual plan update was well-received by those in attendance. One parent thanked Starpoint and the community in general for their efforts to integrate her son in a variety of community outings and activities. Two Canon City parents requested that weekend events for those living in staffed PCAs be re-invigorated – they noted their children enjoyed the activities greatly. The two parents also met after the forum with plans to involve other parents in a group to help with events and activities.

### **Plan Availability:**

As previously referenced, Starpoint’s Plan is available at [www.starpointco.com](http://www.starpointco.com). Copies of the plan are also available at **no cost** to the public at the following locations:

**Starpoint  
Admin Offices  
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**