

GOVERNING BOARD MINUTES

Utah State Developmental Center

August 6, 2026, 10:00 AM-12:00 PM



Governing Board Members

Tim Mathews, Superintendent

Paul Smith, Public Appointee

Patrick Horrigan, Consumer Advocate

Scott Pingree, Family Advocate

Angella Pinna, DSPD Director

Deanna Wall, Public Member II

Dr. Scott L. Smith, Public Appointee

Jennifer May, Family Advocate

Public / Presenters Present

Cynthia Church, Administrative Assistant

Bill Exeter, Projects Manager

Alan Owens, Assistant Superintendent

Shauna Bradley, Records

Tommy Riley, Finance Manager

Excused

Tonya Hales, Commissioner

Business

Electronic Meeting:

This meeting is scheduled to take place at 895 North 900 East, American Fork Utah 84003, and will be conducted both in-person and electronically in accordance with Utah Code Ann. 52-4-202, House Bill 5002, Open and Public Meetings Act. To attend electronically, please call (US) +1 413-308-2315, listen to the prompts, and enter the (PIN: 254703178). Opinions and comments by the public may be presented as the meeting progresses or at the closing, as requested by the USDC Governing Board Chairperson.

Review and Approve Minutes

The USDC Governing Board meeting commenced at 10:06 AM. The Board reviewed the minutes from the July 9th meeting. Deanna Wall moved to approve the July 9th meeting minutes. Dr. Smith seconded the motion.

Minutes Approval

Yea - Tim Mathews, Superintendent

Yea - Angella Pinna, DSPD Director

Yea - Paul Smith, Public Appointee

Yea - Deanna Wall, Public Member II

Yea - Patrick Horrigan, Consumer Advocate

Yea - Dr. Scott L. Smith, Public Appointee
Yea - Scott Pingree, Family Advocate

The motion passed unanimously.

Superintendent Updates

Steel Days Grand Marshals

USDC was selected as the Grand Marshal for Steel Days. Approximately 50 staff members and individuals rode on the bus at the front of the parade.

Supporting Direct Line Supervisors

A meeting was held a couple of weeks ago with direct line supervisors to identify ways to improve administrative and support processes. Middle-level managers are working to give supervisors tools to help them be more supportive of their staff. They will also be working with staff serving as leads and leads providing direct support to professionals.

USDC has a tool called the LDSP scorecard that lists the duties of the position. The goal is to help supervisors make sure they can complete those duties while also supporting their staff. Every supervisor's purpose is to retain good staff and help support those employees.

Supporting Staff

USDC is looking at ways to support staff in as many ways as possible, including vending machines and smoking pavilions. USDC has designated smoking areas on campus so staff don't have to leave campus during their breaks. Rather than take that option away from staff who use smoking as a form of self-medication, USDC is looking at adding a couple of smoking pavilions that would provide shelter during inclement weather.

Staff Meal Options

USDC is looking into providing reasonable, healthy food choices and meal replacements for staff at locations throughout campus. Tommy Riley is looking at the costs, with the goal of keeping items stocked and available to staff without being overly expensive. Three companies have provided bids. USDC is planning to bid the service out to a private company that provides food services for the state hospital and appears to do a good job for their staff. USDC will also look into whether the Sustainability Fund can cover the cost.

Unit 4 and Transition Planning

USDC recently hired Vanessa Christensen as the Unit 4 Director and QIDP. Unit 1 will continue to serve medically fragile individuals who need long-term care. Unit 2 will focus on individuals with higher behavioral health needs. Unit 3 will serve more independent individuals who are not quite ready to transition to the community. Unit 4 will focus on transitions for individuals who are preparing to return to the community.

Unit 4 will include transition homes located just outside of the main campus. Individuals in the transition homes would generally stay for a year or less while working on greater independence and life skills. The new buildings could be designed more in a cottage style to promote independent living and create more of a community setting.

USDC plans to begin ramping up the transition program over the next six months, with a couple of dedicated teams working on the program. Two sensory rooms are also planned, and USDC is getting the items needed for those rooms with plans to begin ramping up in the next couple of months.

The assessment, stabilization, and crisis area will include several smaller buildings, including a 16-bed crisis stabilization unit. The crisis stabilization unit will be set up differently than the current model at ASH and will have a more therapeutic environment.

The new area will also have a central kitchen. Tim Mathews would like to show the Governing Board members the kitchen currently operating out of Sunset, which serves Willowcreek and approximately 60 people in the complex who moved out of their building during renovations.

A&M Consulting

USDC has a contract with Alvarez & Marsal (A&M) Consulting to assist with the evolution and modernization of USDC. A&M has been at USDC about every other week for the last few months. A&M's work is focused on developing a more specialized treatment center that can provide short-term stabilization, evaluation, treatment, and transition services for individuals with complex behavioral and medical needs. A&M is also helping USDC prepare for NADD accreditation.

Chris Baglio is leading the work for A&M. He has approximately 36 years of experience in the developmental disabilities field, beginning as a direct support professional. He has a background in psychology and has worked with and established programs in intermediate care facilities similar to USDC.

An important part of A&M's work is outward-facing transition planning. USDC has a lot of resources and activity taking place on campus, and one thing that has been impressive is the amount of effort being made to bring the community into the facility for activities and events. A&M is also looking at ways to create more opportunities for individuals to be involved in the community by building relationships with community providers and businesses. These relationships can help create opportunities and facilitate placement back into the community.

One of the big takeaways from the work A&M has done is that USDC has many of the pieces needed, but the challenge is putting them together in a way that operates effectively. Chris provided an overview of the work completed so far, the findings and areas identified for improvement, and the next steps and strategies, many of which are already underway.

Population Served, Services, and Modernization Priorities

Chris shared slides with the Board outlining the population served at USDC, how individuals are served, and USDC's priorities and goals as part of its modernization efforts.

USDC currently serves approximately 150 individuals with intellectual and developmental disabilities who have highly complex needs and are currently unable to be supported in a less restrictive community setting. USDC provides residential supports, day programming, habilitation services, and specialized treatment focused on stabilization and community reintegration. Active treatment is provided throughout the day in areas such as vocation and employment, education, recreation, and community integration. USDC also partners with other DSPD units, families, community members, and healthcare providers.

USDC is on a path toward modernization and is working to differentiate itself from more traditional intermediate care facilities (ICF/IIDs). USDC has ambitions to become a Center of Excellence (COE) that provides a high level and quality of care for individuals at USDC and the broader community.

Center of Excellence Vision and Guiding Principles

Chris reviewed the guiding principles for the modernization work. As a Center of Excellence, USDC would be a specialized facility providing a high level of clinical expertise, integrated services, and training that cannot be replicated in community settings. It would serve as a high-acuity treatment hub for individuals with complex intellectual and developmental disabilities and mental health needs, while also

serving as a resource for training and sharing knowledge across the broader care system.

Chris explained what a Center of Excellence could mean for individuals living at USDC, for Utah, and for staff. For individuals, it would mean specialized care, meaningful activities, and progress toward community living. For Utah, it would provide a place to care for individuals with the most complex needs while training others and sharing what is learned. For staff, it would provide an opportunity to do meaningful work that makes a difference.

The core goal goes beyond safety and supervision. The focus is on being intentional, using data to guide decisions, and providing services based on what each individual needs to thrive.

Chris also reviewed the strengths USDC has to build on, including passionate staff, high staffing levels, improving facilities, and a strong care continuum. There are opportunities to strengthen relationships between disciplines, reduce the use of restrictions and restraints, and increase community involvement.

Collaboration and Quality Improvement

Another opportunity for collaboration and sharing knowledge would be to sponsor or hold an annual conference that brings in speakers from other states. This could include behavioral health and aging as a crossover, creating opportunities for collaboration within the agency and supporting individuals who have dual diagnoses.

Chris also discussed the amount of data already being tracked in different areas. The focus now is on making sure the data is being used for the right purposes. USDC is hiring two new research consultants to work with the Quality Assurance (QA) team. There will also be monthly or quarterly meetings with the different departments within the QA department to review the information and work together on quality improvement.

USDC is also considering starting a Quality Improvement Executive Committee. The goal would be to bring the data together into a dashboard and establish measures that can help USDC stay focused and work together toward improving outcomes.

NADD Accreditation

USDC is working toward NADD accreditation as part of its efforts to provide a higher level of care and support. Chris explained that NADD specializes in supporting individuals with intellectual and developmental disabilities who also

have mental health conditions, which is a prevalent combination among individuals served at USDC.

USDC wants to move beyond simply meeting the baseline requirements established by the Centers for Medicare & Medicaid Services (CMS) and work toward providing a higher level of care and support. A&M is helping USDC focus on the areas that will be evaluated as part of the NADD accreditation process and strengthen those areas before the accreditation team comes to USDC.

The NADD requirements provide an elevated level of care that could also be shared with other states that do not have many intermediate care facilities. As part of the accreditation process, NADD evaluates areas such as treatment planning, quality assurance, crisis management, treatment practices, staff training, interdisciplinary teamwork, and coordination with other systems.

Staff certification is also part of the accreditation process and includes additional training. A portion of the staff will complete a competency-based assessment of their knowledge. This will help ensure staff have the knowledge and skills needed to support individuals with dual diagnoses and will also support the culture shift toward viewing USDC as a specialized treatment center.

Project Timeline and Implementation

A&M's work is built around a 15-month timeline. Chris explained that culture change, implementing new models, and shifting practices take time. At the same time, there is a parallel focus on making improvements now and bringing the different pieces together to achieve better outcomes.

The modernization work is divided into five phases running from April 2026 through June 2027. The initial assessment phase has been completed, and areas that can be strengthened have been identified.

- Phase 1 – Assessment and Support: Review policies, practices, training, and NADD readiness and develop an improvement roadmap.
- Phase 2 – Improvement and Early Modernization: Strengthen interventions, provide least-restrictive training, and standardize intake and discharge processes.
- Phase 3 – Continued Modernization and Pre-Accreditation: Finalize systems and metrics, develop a transition toolkit, conduct a mock survey, and submit the NADD application.

- Phase 4 – Accreditation Survey and Quality Improvement Plan (QIP): Complete the NADD survey and develop a required Quality Improvement Plan based on the findings.
- Phase 5 – QIP Implementation and Sustainability: Implement improvements, expand certification, establish the new processes, and transition the work into ongoing operations.

Project Opportunities and Themed Findings

Chris reviewed the key areas identified through A&M's assessment. Modernization will require a shared vision across USDC's operations and culture as the facility moves toward becoming a Center of Excellence.

Quality and performance was another area identified, with reliable data being important to clinical accountability, care coordination, and quality improvement. Active treatment was also discussed, with the quality of daily programming directly affecting clinical outcomes and an individual's progress toward community transition.

Admissions and discharge processes will be important as USDC moves toward a short-term, intensive treatment model. This would allow DSPD to serve more individuals with complex needs while supporting efforts to transition individuals to more integrated community settings.

Training, education, and community outreach were also identified as important areas. A skilled workforce and strong community relationships are needed to provide safe, effective, and well-connected care. Treatment planning was also identified as a key area, with individualized, well-coordinated, and trauma-informed treatment planning being important to stabilization and long-term progress.

Employee Retention, Training, and Staffing

Jennifer May shared that she participates on the Employee Retention Committee and that one ongoing concern is the ability to continue to staff USDC and maintain a higher quality of staff. She said that if more responsibilities and stress are being placed on employees, USDC would also need to advocate for increased pay.

As an example, USDC is running Behavioral Intervention Training with groups of 12 employees, with four groups scheduled for this year. The employees go through intensive training to learn behavioral health interventions for individuals with complex needs. They also complete Registered Behavioral Technician training and a specialized training offered by USDC. When they complete both trainings and

receive their certificates, they receive a \$2 increase in pay. The hope is that having better-trained staff will help with staff retention.

When clinical staff have the right tools to implement interventions, behaviors can decrease, along with the need for elevated supervision and the number of restrictions that are in place. This makes it easier to transition individuals into the community, where the same staffing ratios of one-to-two or one-to-three cannot be provided.

Jennifer said staff feel good about their ability to make an impact and be part of that process. As USDC elevates its level of care and what is being delivered, the goal is to increase transition flow and help staff feel that they are part of something that makes a real difference.

USDC Finance

[Sustainability Fund Update](#)

There were not many changes from last month's forecasts. Lease interest has remained around the same level. Based on current economic conditions, interest rates are expected to remain around the same, with the possibility of increasing slightly. At the end of FY26, there will be just under \$6.5 million in earnings available. The slight fluctuations are due to DCFS leaving and changes in leasing with the Valentine Theater.

USDC Projects

USDC Maintenance and Capital Projects Report: Landscape and Irrigation Improvements

Bill Exeter provided an update on the landscaping and irrigation improvements. The current project is focused on rebuilding the infrastructure of the sprinkling and watering system to make it more efficient and bring USDC into compliance with the Governor's water plan. Construction is expected to begin this week. The plan limits how much water can be used, including the number of minutes per day and days per week that the campus can be watered. USDC currently has more green space than can be maintained within those limits.

Once the irrigation work is complete, USDC can begin addressing other landscaping needs, including bushes, trees, benches, and xeriscaping. There are also areas of

campus with brown spots, weeds, overgrown grass, and sprinklers that need to be repaired.

Other landscaping and campus improvement ideas include adding sunshades in hot areas outside of Sunset and at the ASH apartments, and replacing grass and dirt in some areas with soft, playground-style material. The wellhouse has been removed as part of the construction near the old recreation building, and the concrete ramps by the old recreation building will also need to be removed and replaced.

USDC has a large amount of acreage to the north of campus that could potentially be used for improvements such as basketball or pickleball courts. At the next Governing Board meeting, additional time can be set aside to discuss the campus landscaping and allow Board members to provide input on priorities and how the available space should be used. Costs can then be determined for the projects that are prioritized.

USDC Community

No members of the community were present.