



THE RESOURCE EXCHANGE
BOARD OF DIRECTORS' MEETING NOTICE

TO: PATRICK DAVIS, Vice Chair	SARAH BRITTAIN JACK	GEORGE MENTZ
JESSIE MARTINEZ, Treasurer	BERNARD BYERS	DAVE PAUL
LAURIE HUISINGH Secretary	RAQUEL DOMINGUEZ	SHARON THOMPSON
HEIDI BRANDON	TRACI MARQUES	JENNIFER THORNTON
		AMY YUTZY

FROM: LOIS LANDGRAF, Chair

THE BOARD OF DIRECTORS OF THE RESOURCE EXCHANGE WILL MEET ON WEDNESDAY, MARCH 20, 2024, AT 7:30 A.M. AT THE PUEBLO COUNTY DEPARTMENT OF HUMAN SERVICES, CITIZEN SUPPORT SERVICES BUILDING, 320 WEST 10TH STREET, PUEBLO CO OR VIA ZOOM (SEE WEBSITE FOR LOG IN INFORMATION). PLEASE CONTACT TAMMIE ENGRAM ON 719.785.6425 or TENGRAM@TRE.ORG TO CONFIRM YOUR ATTENDANCE OR WITH ANY QUESTIONS.

MEETING AGENDA

- I. CALL MEETING TO ORDER – Lois Landgraf, Chair
- II. PUBLIC COMMENTS – 10 minutes
- III. MISSION MOMENT – Pueblo Team
- IV. STRATEGIC FOCUS – Pueblo Team Updates
- V. CONSENT AGENDA (These items requiring Board action will be considered together by one vote of the Board. Any officer or director may object to including a single item on the Consent, and the item will be added to New or Old Business below for full discussion.)
 - a. Board of Directors' Meeting Minutes, February 21, 2024
 - b. Development Committee Meeting Minutes, March 1, 2024
- VI. BOARD COMMITTEE REPORTS
 - a. Finance and Investment Committee Report – Jessie Martinez, Treasurer
 - Financial Report February 2024
 - Approve Finance and Investment Committee Report, February 2024
 - b. Executive Committee – Lois Landgraf, Chair
- VII. CEO REPORT – Colleen Batchelor, CEO
- VIII. NEW BUSINESS
 - a. April 2024 Board Meeting Strategic Focus
 - Organizational Health, Systems to Support the Highest Quality in Person-Centered Service Delivery (Wipfli)

TRE Mission

*Advocating for independence and inclusion, TRE partners with children and adults who have a variety of disabilities, delays, mental health or long-term care needs.
We do this using a person-centered approach in coordinating care, promoting choices, and collaborating with community partners.*

AGENDA (CONT)

- IX. ONGOING BUSINESS
 - a. 6385 Corporate Drive LLC and New Altitude Updates – Jenn Strehlow
- X. PUBLIC COMMENTS – 5 minutes
- XI. SCHEDULE OF NEXT MEETING – April 17, 2024
- XII. MOTION TO ADJOURN TO EXECUTIVE SESSION
- XIII. EXECUTIVE SESSION
 - a. Personnel Matter
 - b. Adjourn to Regular Session
- XIV. BUSINESS FROM EXECUTIVE SESSION (if any)
- XV. MOTION TO ADJOURN REGULAR SESSION



BOARD OF DIRECTORS' MEETING MINUTES
Wednesday, February 21, 2024

MEMBERS PRESENT: (via Zoom unless otherwise noted)

LOIS LANDGRAF, Chair
PATRICK DAVIS, Vice Chair – in person
JESSIE MARTINEZ, Treasurer
LAURIE HUISINGH, Secretary – in person
HEIDI BRANDON
TRACI MARQUES
GEORGE MENTZ
DAVE PAUL
SHARON THOMPSON
AMY YUTZY

MEMBERS ABSENT:

SARAH BRITTAIN JACK
BERNARD BYERS
RAQUEL DOMINGUEZ

STAFF PRESENT:

COLLEEN BATCHELOR, CEO
KYLE COX, Navigation Manager
KATHERINE DUFFY, Coordinator
TAMARA ENGRAM, Executive Assistant – in person
DORA FERNANDEZ, IT Project Manager
LORI GANZ, Clinical Services Director
SHELBY GIORDANO, Coordinator
CHARLOTTE GORDON, Coordinator
DON GRAY, Facilities Director
BRANDI GRIFFITHS, Service Coordination Manager
ABBY HOPPER, Coordinator
TAMIE KNERR, Controller
RYAN KUYPER, Learning and Staff Development Director – in person
MEGAN LAWRENCE, SC Lead, Ongoing
KELLY LYNG, Development Director – in person
HEATHER MEIZIS, Quality Manager
COURTNEY MESUNAS, Coordinator

AMELIA MILLER, Coordinator
CALLIE MURPHY, State General Funds Manager
SARAH NOLAN, Respite Programs Specialist
KAREN RICE, EI Billing Manager
HEATHER RICHARDSON, Coordinator
STEPHANIE SAMORA, Contracts and Grants Manager
JEWEL SANDEEN, Intake Coordinator
KITTY SILVERS, Credentialing Authorization and Billing Specialist
GINGER STRINGER, Physician & Community Outreach Specialist
NANCY VIGIL, Navigation and Quality Director
JULIE WHITE, Marketing and Communications Manager
HEATHER WHITWORTH, CFO
CELINE ZABALA, Coordinator

GUESTS:

RUTH ARBER, Connect America
CATE BAZE, Community Member
ASHLEIGH BIEGEL, Community Member
TIM CUNNINGHAM, Cheyenne Village
MEGAN DEVINE, Community Member
VALERIE EDWARDS, Community Member
TIM EVANS, Community Member
JOAIRE GIORDANO, Community Member
BRICE HARVEY, Community Member
BRITTANY LEGLEITER, Community Member
ALISON KAMER, Community Member
SARA LOBATO, Pikes Peak Enterprise Zone, El Paso County Economic
Development Department
LOLA OGUNMOD, Community Member
1 for All Home, Community Provider Agencyt
JESSE SPAETH, 6385 Corporate Drive LLC Board Member
JENNIFER STREHLOW, Operations Director, 6385 Corporate Drive LLC
and New Altitude – in person
TAMARA TRUJILLO, Goodwill Services of Southern Colorado
504.495.1748 (did not identify)

Without a quorum, the Board of Directors' meeting began with the informational agenda items.

I. MISSION MOMENT AND STRATEGIC FOCUS

Julie White, TRE's Marketing and Communications Manager reminded the group of Charlotte, a child receiving services from Early Intervention. TRE received a very generous grant that funds the purchase of admission to various community venues and events. The ability to purchase these admission tickets allowed Charlotte's family to practice/apply the learning tools they have acquired (from sessions with TRE therapists) in their community.

Charlotte's family along with TRE celebrate her achievements. TRE hopes to continue to offer these opportunities to clients, members and their families throughout their lifetime as needed.

With this goal in mind, TRE, in celebration of its 60th Anniversary, along with New Altitude, is kicking off its Altitude Attitude Capital Campaign project.

The Capital Campaign's focus is to assist with the cost of upkeep of 6385 Corporate Drive, renovate office space, pay off the mortgage, etc. so that funds currently being used for these purposes can be used for unfunded services for the people that TRE provides services to. An additional goal is to build relationships/programs with other community members, agencies, schools to help develop career skills for people with disabilities so that they can find success in their future.

TRE was recently awarded this project after application through the Pikes Peak Enterprise Zone, El Paso County Economic Development Department to pursue the Capital Campaign where donors can be provided with additional tax credit opportunities, volunteer opportunities etc. when donating through the Enterprise.

For additional information on the Campaign and ways to donate, please visit TRE's website – www.tre.org/capital-campaign/ or contact Kelly Lyng (klyng@tre.org).

Ms. Lyng also explained the design concept of the 60th Anniversary logo.

(The PowerPoint presentation is incorporated into these minutes by reference and can be found in the February 21, 2024 Board records for further review.)

II. CALL MEETING TO ORDER

The regular meeting was called to order at 7:45 am by Patrick Davis, Vice Chair.

III. PUBLIC COMMENTS

None.

IV. CONSENT AGENDA

A MOTION WAS MADE BY HEIDI BRANDON, SECONDED BY LAURIE HUISINGH TO ACCEPT AND APPROVE THE ITEM PRESENTED ON THE CONSENT AGENDA (TRE Board of Directors' Meeting Minutes dated January 17, 2024. Motion unanimously approved.

V. BOARD COMMITTEE REPORTS

a. Finance and Investment Committee (FIC)

Financial Statements, January 2024 – The month of January 2024 shows a gain of approximately \$281,000. Year-to-date report shows a loss of \$708,000. The improvement for the month of January is mainly due to diligent back-billing.

Cash on Hand shows a ratio of 0.64 month. Start-up grant monies received. Computers and IT expenses have been paid. Recruitment bonuses are ongoing.

Single Entry Point (SEP) Deferred Revenue will most likely be reduced. Waiting for the final report from the Closeout Review.

Accounts Receivables are high mainly due to billing issues around breaks in service. Should recoup most.

Early Intervention Services (EI) – Payment due in the amount of \$965,000 is at the 45-day contract mark. Staff will follow-up this week.

EI Request for Proposal (RFP) was submitted at approximately 18% increase. TRE is expecting questions surrounding the increases.

Single Entry Point shows a profit of \$32,000.

Accrued Salaries is high, mostly due to timing.

Consultants and IT is higher than budget. Some expenses will be paid by grant dollars.

FTE – the vacancy savings is lower due to overtime.

Payments in preparation of Deferred Revenue Payment \$100,000 was sent in anticipation of deferred revenue payment.

Line of Credit – Drew on the line of credit for first payment for build out on the first floor. Learning Rx expected to move in in early March.

FY 23 Financial Audits are ongoing. No issues have been identified thus far.

State Contract Close Out Audit should be finalized on Friday. TRE is expecting several invoices to be disallowed due to a break in service.

THE FINANCE AND INVESTMENT COMMITTEE RECOMMENDS THE APPROVAL OF THE JANUARY 2024 FINANCIAL REPORTS FOR THE RESOURCE EXCHANGE. Motion unanimously approved.

b. Nominating Committee

George Mentz, Committee Chair reported. One candidate from Pueblo County withdrew their interest in BOD membership.

Jennifer Thornton provided an overview of her qualifications and interest in serving on TRE's Board of Directors.

A MOTION WAS MADE BY HEIDI BRANDON, SECONDED BY LOIS LANDGRAF TO APPROVE THE NOMINATION FOR JENNIFER THORNTON TO SERVE A THREE-YEAR TERM BEGINNING ON MARCH 1, 2024. Motion unanimously approved.

The group welcomed Jennifer to the BOD.

The group was asked to please send any other nominations for BOD membership to Mr. Mentz.

c. Executive Committee

Deferred report to CEO Report.

VI. CHIEF EXECUTIVE OFFICER'S REPORT

Statewide Case Management Agency (CMA) Issues

- Several State partner agencies (including TRE) are sent a letter to the Colorado Department of Health Care and Policy (HCPF) and the Joint Budget Committee (JBC) to again express concern and hopefully help them understand the issues caused for all CMAs, PASAs and members due to the following contributing factors:
 - Continuation of workforce crisis (shortage).
 - Case Management Redesign
 - Increased work activities
 - Monitorings
 - HCPF reporting is not accurate
 - Care in Case Management (CCM) System Roll Out
 - Roll out in July
 - Increased inaccurate reporting from HCPF.
 - Increased workload
 - Increased need for numerous corrections due to constant workarounds to workarounds
 - End of Public Health Emergency
 - Breaks in Services are creating backlogs across the State and with County agencies.

As a result of this communication, several members of the group are meeting with members of JBC and HCPF. HCPF and Assured Care (agency that developed

CCM program) are focusing on program fixes. The Governor's Office and OSPE have been informed as well.

CMA Designated Service Agency (DSA) 12 (Pueblo County) – CEO Batchelor reported:

- that monthly Town Halls have been held with Providers and Members of Waiver and Single-Entry Point Services.
- The subcontract for Pueblo County Department of Human Services' (DHS) staff to continue some case management work is finalized.
- Office space in the Wells Fargo building is progressing. The lease has not been finalized yet. However, tenant finish work has already begun.
- The reception/front desk will be manned effective March 1.
- Many staff have been hired with a start date of March 1. Recruitment continues.
- Training is scheduled and locations secured for said training sessions.
- New staff were introduced. The BOD welcomed everyone to TRE.

Early Intervention (EI) – A meeting is scheduled with the CFO and other representatives of the Colorado Department of Education (CDE) to discuss continued late payments, budget, and contract amendment challenges for FY024.

VII. NEW BUSINESS

TRE Board of Directors Meeting, March 20, 2024 – The meeting will be held at Pueblo County DHS Citizens Support Services Building, 320 West 10th Street, Pueblo CO, 3rd Floor Conference Room. The building does not open until 7:30 am so the meeting start time will be 8:00 am (for the March 2024 meeting only). Virtual attendance is available via Zoom.

Strategic Focus for March 20, 2024 BOD Meeting – Collaboration and Community Partners.

Pikes Peak Area Council of Governments (PPACG) – Sharon Thompson, Board Member shared information on the development of the Long-Range 2050 Transportation Plan. The group is looking at ways to simplify the application process for specialized transportation. CEO Batchelor expressed interest in pursuing this work.

Legislative Update – CEO Batchelor informed the group that TRE is supporting HB1229 regarding presumptive eligibility for members seeking Medicaid. If passed, this will not go into effect until 2026.

The group reminded CEO Batchelor that most are available to testify at the Legislative level when needed.

VIII. ONGOING BUSINESS

a. 6385 Corporate Drive LLC (Building) and New Altitude Updates

Jennifer Strehlow, New Altitude Director shared information on the following:

- Tenant Improvements continue on the 1st floor for Learning Rx's new space. The tentative move in is early March 2024.
- A possible tenant is interested in space on the 3rd floor once Learning Rx moves to their new location.
- New Altitude continues to have a waiting list for office space. Marketing continues for flex desk memberships.
- New Altitude's website will be updated with the Capital Campaign information.
- Research for grants for the start-up of the employment training program.

IX. PUBLIC COMMENTS

None.

X. SCHEDULE OF NEXT MEETING

The next Board of Director's meeting is scheduled for **Wednesday, March 20, 2024, at Pueblo County DHS, 320 West 10th Street, Pueblo CO or via Zoom.** TRE BOD are encouraged to attend in person if possible.

XI. MOTION TO ADJOURN THE REGULAR SESSION

A MOTION WAS MADE BY LAURIE HUISINGH, SECONDED BY HEIDI BRANDON TO ADJOURN THE REGULAR SESSION OF THE BOARD OF DIRECTORS' MEETING. *Motion unanimously approved.*

The regular session of the meeting adjourned at 8:50 am.

SUBMITTED BY:

Colleen Head Batchelor, CEO

RECORDED AND TRANSCRIBED BY:

Tamara Engram, Executive Assistant

APPROVED AS TO FORMAT:

Laurie Huisigh, Secretary



The Resource Exchange, Inc.

Chief Executive Officer Report

March 2024

TRE

- **Organization News and Updates.**

- Colorado's LTSS crisis has dominated the efforts across all of TRE's CMA operations. Further explanation of the challenges and issues are described below under State HCPF Updates.
 - Staff workloads continue to increase due to breaks in Medicaid eligibility for People, CCM data system challenges and fixes that create additional work, significant increases in phone call and email volume from people in services and providers. These increases are so significantly beyond the capacity of staff to complete what is necessary that it has created backlogs that are impacting people's access to services.
 - The Executive Team and CMA Managers worked together to begin development of a 30–90-day plan to interact with staff workloads, customer service challenges, communication internally and externally, and staff mental and physical health impacts. This plan will continue to be expanded in March and will focus on our local needs as well as amplifying the effects of HCPF's plan when it is released. Current efforts include:
 - Relieving Supervisor and Senior level staff of some workload that would allow them to better support their teams and staff.
 - Adjusting training efforts to provide hands on training for new staff that will also cover needed activities to keep people's services in place.
 - Creating a community-wide communication plan for sharing information and engaging with stakeholders regarding these challenges. Community advocates and partners have been asked to participate in this planning.
 - Developing a streamlined complaint process that better manages the complaints being received and reduces duplication of effort in getting resolution to them.
 - Identifying resources and methods to provide mental health support for staff whose work has created secondary trauma effects.
- CMA Contract for Defined Service Area 12 (DSA 12) Pueblo –
 - TRE assumed the CMA contract on 3/1/24. A Meet and Greet was held with new staff who started on 3/1/24. A total of 17 staff have been hired for the Pueblo office to date and an additional 20+ will be hired as quickly as possible.
 - Town Halls – TRE collaborated with Pueblo County DHS (PCDHS) and Colorado Bluesky (CBE) to continue facilitating 3 Town Halls in February – SEP Provider



The Resource Exchange, Inc.

Chief Executive Officer Report

March 2024

Town Hall, CCB Provider Town Hall, and CCB Member Town Hall. Updates on the transition were provided as well as a demonstration of TRE's database project and its impact for Members and providers. TRE will schedule future Town Halls in April to follow-up with stakeholders on the progress of the transition.

- Office Space – TRE has collaborated with Pueblo County to secure space at 201 W. 8th St., Suite 600. This county building was formerly a Wells Fargo building and provides reasonably priced space, good parking, and building security. TRE anticipates occupying approximately 6,000 sf within the building on the 6th floor.
- Alliance Direct Service Provider of the Year Nomination – Flo Kaiser, a Developmental Interventionist with TRE's Early Intervention Program has been nominated for this award. This is a testament to the very longstanding contributions Flo has made to support children, families and her EI Team. Flo has been a strong member of TRE's staff for over 12 years.
- **Executive Team Updates.**
 - Wipfli Database Project – Work is currently being impacted by the challenges within Colorado's LTSS system. A meeting to regroup and plan through the project completion date at the end of September is being planned.
 - Wipfli Change Management/Process Improvement/IDEA Discovery Project – This 3-part project continues to move forward.
 - The IDEA Discovery Project has completed a collection of 100 surveys from community stakeholders and is conducting focus groups with various stakeholder groups to learn more about the needs within Pueblo. Results of this discovery effort regarding needs within the Pueblo community will be provided in the next few weeks.
 - The Process Improvement Project has been paused while the Database Project is prioritized.
 - The Change Management Project has continued meetings working on currently on communication plans and strategies for the variety of stakeholders impacted by the transition change occurring.
 - Pueblo County DHS and CBE continue to participate in the management teams for these projects.



The Resource Exchange, Inc.

Chief Executive Officer Report
March 2024

State

- **Health Care Policy and Finance (HCPF).** Colorado's system for Long-Term Services and Supports (LTSS) Program is experiencing unprecedented challenges causing system-wide instability and jeopardizing care for many of Colorado's most vulnerable citizens. These challenges are the result of multiple compounding events.
 - **The COVID-19 pandemic** created numerous impacts, including severe workforce challenges resulting in workloads for staff that are not reasonable to accomplish in a work week or day.
 - **Colorado Case Management Redesign** placed significant workload and financial demands on Case Management Agencies (CMAs).
 - **Care and Case Management System (CCM)** is a new case management database that was implemented the same month that the pandemic relief was over and has not worked reliably since implementation. This database has required hours of training and calls to support, exponentially increased the workload of staff, further impacted financial resources for CMAs, and, at time, has caused people in services to be "lost" within the system. Updates to this system have consistently caused other issues, that often result in people being disenrolled from services inaccurately, redoing work and preventing payments to providers and CMAs among other issues.
 - **Public Health Emergency (PHE) Unwind** has created unnecessary breaks in eligibility for people causing them to have an inability to access medical as well as their LTSS services. It has also created a financial burden for providers and CMAs, and it has again increased the workload of staff who are already beyond their capacity to complete all of the daily work.

These issues and challenges have been shared with our state partners for months and some efforts have been made to assist individual CMAs, but more recently efforts have escalated to help demonstrate the system-wide nature of these challenges. Numerous groups at the state level are strongly advocating for immediate intervention from HCPF and the Joint Budget Committee (JBC). TRE was actively involved in developing communication to HCPF explaining the compounding effects of the above events on the people we support, TRE, and the system. Colorado Counties have also communicated the impact of the challenges of the CCM and advocates have filed a complaint against HCPF with the Office of Civil Rights and The Centers for Medicare and Medicaid (CMS) asking for immediate intervention.

TRE will be participating, along with 2 other CMAs in discussions with AssureCare (the creator of the CCM) to understand the system issues and provide local level information on what is not working in the system and the impact it is having as well as potential strategies for stabilizing the system. Wipfli, TRE's IT Consultant, will also be joining us in these meetings. In addition, TRE is actively engaged in Alliance Colorado's CMA Policy Committee regarding these issues, working with our lobbyist Ed Bowditch to ensure accurate and timely information is provided to the Joint Budget Committee and our elected officials, and collaborating within our local communities to create a partnership and united front to manage this crisis.



The Resource Exchange, Inc.

Chief Executive Officer Report

March 2024

- **Early Intervention (EI).**
 - Early Intervention Request for Proposal (RFP) for Early Intervention Services, Service Coordination, and Administration - The RFP response was provided by the due date and TRE is waiting for a notification and/or requested follow-up from this response.

Colleen Batchelor

Respectfully submitted:

Colleen Batchelor, Chief Executive Officer

6 March 2024