



BOARD OF DIRECTORS' MEETING MINUTES
Wednesday, January 15, 2025

MEMBERS PRESENT: (via Teams unless otherwise noted)

LOIS LANDGRAF, Chair
PATRICK DAVIS, Vice Chair – in person
JESSIE MARTINEZ, Treasurer
LAURIE HUISINGH, Secretary – in person
MEGAN BILLESBACH
HEIDI BRANDON
SARAH BRITTAIN JACK – in person
BERNARD BYERS
EMERALD DOYLE
TRACI MARQUES
GEORGE MENTZ
JENNIFER THORNTON
SHARON THOMPSON – in person

MEMBERS ABSENT:

DAVE PAUL (attempted to login but had difficulty)
STEPHEN VARELA

STAFF PRESENT:

COLLEEN BATCHELOR, CEO – in person
JENNIFER STREHLOW, New Altitude Director – in person
DORA FERNANDEZ, Information Technology Director
DON GRAY, Facilities Director – in person
CHAD GUFAROTTI, Assistant Director of Development – in person
LORI GANZ, Early Intervention Clinical Services Director
STACY SMITH, Ongoing Coordinator Pueblo
JOE VALVERDE, Family Support Services Program Supervisor
SARA BOLDT, Early Intervention Team Lead
JOHANNA MADANY, Early Intervention Therapist
SELEMAH GRIFFE, Support Coordinator Pueblo
CYNTHIA SANTIAGO COLLADO, Ongoing Coordinator
KAREN RICE, Billing Manager
HEATHER MEIZIS, Interim Director
LAURA THOMAS, Director of Ongoing Service Coordination
BRANDI GRIFFITHS, Case Management Manager

MORGAN JACOBUS, Marketing and Communications Manager – in person
KYLE COX, Interim Director of Intake
TAMIE KNERR, Controller
RYAN KUYPER, Learning and Staff Development Director
DE'AURA LEMUS, Strategy and Culture Specialist
KELLY LYNG, Development Director
CALLIE MURPHY, State General Funds Manager
SARAH NOLAN, Volunteer Respite Programs Manager
MAKALA REYNOLDS, Learning & Staff Development Lead Coordinator
KAREN RICE, Early Intervention Billing Manager
KITTY SILVERS, Credentialing, Authorization & Billing Specialist
GINGER STRINGER, Physician Outreach Program Specialist
KAREY URBANSKI, Human Resources Director – in person
NANCY VIGIL, Interim Director of Case Management Transition
HEATHER WHITWORTH, CFO

GUESTS:

TRACY BROWN, Common Roots – in person
JENNIFER RISDALL, Stellar Care – in person
REBECCA STRICKLAND, Stellar Care – in person
DENE KISER, MK Legacy – in person
JENNY CHASE, Overture – in person
HAYLEY THOFENDICK, Overture – in person
REBECCA MOORE, Kaaum – in person
MICHAEL ALEXANDER, 5 Gold Star Care – in person
BRITTANY RIVERA, 5 Gold Star Care – in person
KRYSTAL GAROLA, 5 Gold Star Care – in person
TIM CUNNINGHAM, Cheyenne Village
CHARLOTTE MCCLANAHAN, MK Legacy
DAVID PUMP, Pueblo Diversified Industries
KIANA ADAMS, no other information provided
ERIN, no other information provided
DWAN ARAGON, Human Touch Home Health Care

• **CALL MEETING TO ORDER**

The regular meeting was called to order at 7:33 am by Lois Landgraf, Chair.

• **PUBLIC COMMENTS**

None.

• **INTRODUCTION OF NEW STAFF**

The Board of Directors welcomed the new staff to TRE.

- **LEGISLATIVE COMMITTEE UPDATE**

Mr. Ed Bowditch provided a legislative and Colorado state budget overview for the Board of Directors.

Legislative Session Overview: The current legislative session has been relatively quiet with about 150 bills introduced so far and an expectation of another 300 by the end of the month.

Budget Shortfall: The main issue this year is the \$700 million budget shortfall for the next fiscal year, starting July 1. This shortfall is due to a combination of factors, including Medicaid utilization, property tax reduction, and a measure approved in 2024 requiring \$350 million for law enforcement. Currently, there was no request for a reduction in case management agency funding this year. Several strategies to address the budget shortfall have been discussed so far and include a proposed \$140 million reduction in K12 education, the proposed sale of the Colorado workers' compensation company, Pinnacle, and the possibility of authorizing internet gaming.

Meeting with New Delegation Members: Mr. Bowditch announced a planned meeting for TRE leadership with three new members of the legislative delegation on February 13th to educate them on issues of interest to the organization and the people they serve. A concise and clear agenda is recommended to be presented to legislators.

- **MISSION MOMENT – TRE Staff**

Staff of TRE presented to the Board why they joined TRE and why they have remained at TRE as employees. Staff highlighted the importance of team support, flexibility, training, and the organization's commitment to quality care.

- **STRATEGIC FOCUS AND MISSION MOMENT – STAFF RETENTION, ENGAGEMENT, AND RECRUITMENT – Karey Urbanski**

Karey Urbanski, Director of Human Resources, presented updated information on TRE's turnover and hiring data. TRE has made significant progress in increasing recruitment and hiring for vacant positions as well as reducing the turnover of existing staff over the past 6 months. In March of 2024, TRE's vacancy rate within the CMA was 50-60%. TRE is now got a vacancy rate of less than 10%. This has been accomplished through strong collaboration between the Human Resources Department and team with the leadership of the program areas of the organization.

Recruitment Strategies:

Partnerships with staffing agencies to fill "hard to fill" positions – TRE has hired more than 40 candidates in 2024 through staffing agencies and the retention rate has been strong.



Transitioning temporary staff into permanent staff – TRE secured 30 temporary staff to address the CMA backlog plan in 2024. Fourteen of those 30 have now converted to permanent full-time staff.

Hiring events across our various communities – TRE has attended career fairs where interviews and job offers are obtained during the fair. The HR Department has hired a new position focused on recruitment.

Predictive Index – TRE has begun to implement Predictive Index, a behavioral tool that supports alignment of skills, qualities and professional desires with appropriate job positions. It is being utilized currently with all Case Management Coordinator applicants.

Retention Strategies:

Supervisor Training Path – Multiple training modules to support supervisors in their roles are being implemented, such as Basics of HR, 2-day Supervisor Boot Camp, Predictive Index. Additional modules are being developed for later this year.

Mental Health and Well Being Supports – A variety of mental health and wellbeing supports are being provided to staff, including EAP, Better Help, a Lifestyle Spending Account, and revival of the Employee Wellness and Engagement Committee.

Predictive Index – The assessment information will be provided to supervisors and teams to support effective mentoring, coaching, and teaming.

- **CONSENT AGENDA**

A MOTION WAS MADE BY SHARON THOMPSON, SECONDED BY SARAH BRITAIN JACK TO ACCEPT AND APPROVE TRE BOARD OF DIRECTORS' MEETING MINUTES DATED OCTOBER 16, 2024, AS PRESENTED) AND THE APPROVAL OF THE FAMILY SUPPORT COUNCIL NEW MEMBER. *Motion unanimously approved.*

- **BOARD COMMITTEE REPORTS**

a. Finance and Investment Committee (FIC)

Financial Statements through December 2024 – The group reviewed the statements with the following notes:

- YTD for TRE shows a positive of \$16,838, which is \$647,000 ahead of the budget.
- December 2024 shows a gain of \$416,095.
 - CMA produced strong revenues through the backlog reduction efforts.
- Accounts Receivables for December 2024 are extremely high due to:
 - Outstanding payments for EI Colorado.
- Cash position remains strong.
- Paid time off accruals continue to grow, which is concerning. Staff report difficulty taking time off due to heavy workloads in the past year.
- Long Term Investments are looking healthy. The market made good gains in November but then decreased some in December.
- Balance Sheet:
 - Accrued vacation liabilities have increased to over \$1.5 million.

Mid-Year Tenure Salary Adjustment – The FIC discussed a 3–5-year plan to move TRE salaries to the 50th – 60th percentile of the market in order to improve retention and recruitment of quality employees. The first step in this plan is to address the compression of salaries that has occurred due to focus on market increases of all positions and limited rate increases in contracts. This first step would provide just under 1% increase for staff who have been with TRE prior to 6/30/24. An effort will be made annually to provide a mid-year adjustment for tenure to continue addressing salary compressions. The cost for this increase would be \$61,000 for the remainder of this fiscal year.

A MOTION WAS PRESENTED BY THE FINANCE AND INVESTMENT COMMITTEE TO APPROVE THE DECEMBER 2024 FINANCIAL REPORT FOR THE RESOURCE EXCHANGE. *Motion unanimously approved.*

A MOTION WAS PRESENTED BY THE FINANCE AND INVESTMENT COMMITTEE TO APPROVE THE MID-YEAR SALARY ADJUSTMENT FOR TENURED STAFF. *Motion unanimously approved.*

b. Nominating Committee

George Mentz informed the group that Sumer Liebold has been interviewed by the Nominating Committee and is being put forth as a formal nomination. A vote for this nomination will be presented at the February Board meeting. Ms. Liebold brings expertise in real estate and community fundraising.

c. Development Committee

2024 Fundraising – For calendar year 2024, TRE raised \$259,774 with 311 total donors. This does not include grants obtained. This is a combined total of general fundraising and capital campaign. This is a doubling of the amount raised in 2023 which was \$125,347 with 76 total donors.

TRE's Gratitude Event is scheduled for Wednesday, January 29, 5:30-7:00 pm. Invitations have been sent soon.

TRE Art Show is tentatively scheduled for September 11, 2025. The theme for artwork is 'Your Story'. More details will be shared soon.

Capital Campaign – Patrick Davis and Ron Rubin will host a happy hour event at TRE in support of the Capital Campaign this evening. Board members are encouraged to attend and learn how this can be supported and are encouraged to schedule a similar event during this year.

d. 6385 Corporate Drive LLC Report
Jennifer Strehlow, Director reported.

- New Altitude's current priority is increasing office memberships. Formal marketing and networking efforts will be the primary strategies to increase
-

memberships. This will be evaluated over the next 6 months to drive success. The Board can assist by thinking of business contacts who may want to create a satellite office in Colorado Springs. Please share these ideas with Jenn Strehlow.

- Conference room rentals are also an area where revenue can be generated. Efforts are underway to create 2 additional conference room spaces for TRE so that the community and New Altitude members have access to the other conference rooms.
- Conference rooms should also be available for educational purposes (i.e., Lunch and Learn sessions, sessions for schools, parents, providers to learn about waivers, etc.).
- Also want to be able to host other special events and fundraisers.

e. Executive Committee

Vice Chair Davis shared that the Committee discussed the 2025 Board Calendar which was shared.

VIII. CHIEF EXECUTIVE OFFICER'S REPORT

Backlog Reduction Plan Update

Good progress is being made on the Backlog Reduction Plan. Staff are reporting that TRE is caught up to current items in almost all categories. TRE held a year-end meeting with HCPF where staff were congratulated on their success in eliminating the backlogs. The CMA team's focus is now on sustainability to prevent any future backlogs.

Early Intervention Entitlement Legislation

Colorado Department of Early Childhood is pursuing legislation that would make Early Intervention an entitlement program. This would mean that the state would ensure that all children referred and eligible would have access to covered early intervention services. This legislation would allow the Department of Early Childhood to overspend its allocation from the state in order to cover growth in the numbers of children served. The JBC has expressed they are not interested in carrying this bill due to the state budget challenges. Other elected officials are being sought to carry the bill.

Gazette Best Workplaces

In early December 2024, TRE was awarded 1st place in the Extra-Large Company category of the Gazette Best Workplaces. This award is based on staff nomination and staff responses to a Gazette survey regarding workplace. At least 50% of the organization's staff must respond in order to qualify as a nominee.

- **NEW BUSINESS**
 - a. Strategic Focus for February 19, 2025, Board of Director' Meeting
 - Case Management Agency

X. ONGOING BUSINESS

None.

XI. PUBLIC COMMENTS

Rebecca Moore with Kaaum expressed a desire to collaborate more effectively between the Case Management Agency and service providers. Ms. Warren expressed challenges with communication, timely response to outreach, and training of staff.

Jennifer Risdall with Stellar Care agreed with these comments and shared how the challenges have impacted providers in being able to effectively serve individuals and it has created significant financial losses for them.

XII. SCHEDULE OF NEXT MEETING

The next Board of Director's meeting is scheduled for **Wednesday, January 15, 2025, beginning at 7:30 am at The Resource Exchange, 6385 Corporate Drive, Colorado Springs and/or via Teams.**

XIII. MOTION TO ADJOURN THE REGULAR SESSION

A MOTION WAS MADE BY HEIDI BRANDON, SECONDED BY SARAH BRITAIN JACK TO ADJOURN THE REGULAR MEETING. *Motion unanimously approved.*

The regular session of the meeting adjourned at 9:34 am.

SUBMITTED BY:



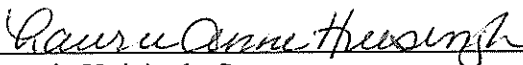
Colleen Head Batchelor, CEO

RECORDED AND TRANSCRIBED BY:



Colleen Head Batchelor, CEO

APPROVED AS TO FORMAT:



Laurie Huisingsh, Secretary

Response to Public Comments from the 1.15.25 BOD meeting.

Public Comments: Representative agencies from the Association for Agency Excellence expressed their concerns about communication and collaboration between TRE and HCBS service providers. They emphasized the need for better responsiveness and training to ensure effective service delivery to people served by TRE.

Response: TRE values our partnerships with Provider agencies and collaboration is essential. We too recognize that this has been a difficult year and Case Management Redesign has been difficult for both Providers and CMAs. The theme of the Public Comments focused on a lack of timely and responsive communication from TRE, adequate training of staff, and a need for better collaboration.

TRE appreciates the ideas that providers bring to the table to improve process and collaboration and consider them ongoing as part of our strategic discussions. Some of the things we are doing to address training and responsiveness of staff:

- TRE is refining training processes for Service Coordinators to improve continuity and competency within the organization.
- Supervisors have been provided with extensive supervisory training as well as refresher trainings to ensure we are aligned and working collaboratively.

CMA responsiveness is improving, and we are working to build back trust with the community. We are doing this through several strategies that mostly include looking at workload of SCs, Supervisors, Managers and Directors to build capacity to be more responsive. We are also tracking, trending and addressing complaints differently than we have in the past.

CMA Leadership acknowledges that they too can improve in their responsiveness and these efforts will assist them to do so.

- We are meeting with teams differently to ensure understanding of needs.
 - We meet with providers monthly to hear feedback, share information, and collaborate on solutions.
 - We are looking at internal processes to ensure messages get to the *right* person for timely response.
 - We heard feedback a few months ago that Providers were not always being invited to annual meetings or informed as preferred. We continue to remind Coordinators about the options available to members and encourage agency invitations and participation.
 - As TRE evolves the Vault, we are confident that the provider and Member portals will increase communication between all parties involved.
 - If someone is not responsive within 2 business days, it is reasonable for an escalation to be filed, or the supervisor to be contacted. Escalations can be filed via our website on the Complaint form. Leadership will be accountable to ensuring responsiveness.
 - TRE meets monthly with governing agencies to review provider concerns.
 - It is important to note that while we can improve communication and responsiveness for challenges within our control, many issues are state system based and complex. TRE
-

cannot always unilaterally correct or fix. We will communicate this information as appropriate as challenges are brought to our attention.

- TRE is reviewing structure, training and policy to reemphasize proactive case management approaches.
- We have made significant progress in hiring over the past few months that will allow for the workload of service coordinators and support staff to be reduced and increased accountability for responsiveness and partnership.

