



BOARD OF DIRECTORS' MEETING MINUTES
Wednesday, July 16, 2025

MEMBERS PRESENT: (via Teams unless otherwise noted)

PATRICK DAVIS, Chair – in person
STEPHEN VARELA, Vice Chair
TYLER ATKINS, Treasurer – in person
LAURIE HUISINGH, Secretary
MEGAN BILLESBACH – in person
SARAH BRITTAIN JACK – in person
BERNARD BYERS
JOEL CRANK – in person
EMERALD DOYLE
ARTHUR GLYNN – in person
LOIS LANDGRAF, Past Chair – in person
TRACI MARQUES
CARISSA SMITH
SHARON THOMPSON

MEMBERS ABSENT:

SUMER LIEBOLD
GEORGE MENTZ
JENNIFER THORNTON

STAFF PRESENT:

ANASTASIA BAITH, CMA Coordinator, Ongoing, Pueblo
COLLEEN BATCHELOR, CEO – in person
KAELA BLAIS, Child and Family Support Coordinator – in person
MARLENE CABRERA, CMA Coordinator, Ongoing – in person
SUSAN CALLAN, CMA Supervisor
TINA CHAVEZ, CMA Coordinator, Prior Authorization Requests (PAR)
TRACIE COLLINS, CMA Coordinator, Ongoing – in person
MORGAN DeFALCO, Marketing and Communications Manager – in person
KIMBERLY FARRIS-NEAL – Child and Family Support Coordinator – in person
LACIE GALLAGHER, Children's Waiver Supervisor
LORI GANZ, Clinical Services Director
KATIE GARCIA, CMA Coordinator, Ongoing, Pueblo
ELIZABETH JIMENEZ, CMA Coordinator, Ongoing

TAMIE KNERR, Controller
DE'AURA LEMUS, Strategy and Culture Specialist – in person
ALISA LEWIS, Child and Family Support Coordinator – in person
NATALIE MANTELLI, CMA Coordinator, Ongoing, Pueblo
KELSA MARTINEZ, CMA Coordinator, Ongoing, Pueblo
CALLIE MURPHY, State General Funds Manager
ANTOINETTE QUINTANA, CMA Coordinator, Ongoing, Pueblo
LEIDIS RANKIN, CMA Lead, Ongoing
KAREN RICE, Early Intervention Billing Manager
LUZ ELIA RIOS, Child and Family Support Coordinator – in person
KITTY SILVERS, Credentialing, Authorization & Billing Specialist
JENNIFER STREHLOW, New Altitude Director – in person
GINGER STRINGER, Physician Outreach Program Specialist
RAMONA TORREZ, CMA Coordinator, Ongoing, Pueblo
ANN MARIE TSCHIRHART, CMA Coordinator, Ongoing, Pueblo
KAREY URBANSKI, Human Resource Director – in person
MICHAEL YAMAMOTO, CMA Coordinator, Ongoing

GUESTS:

SARAH ALLEN
DWAN ARAGON, Human Touch
RUTH ARBER, Lifeline/Connect America
RICHARD BARROS, SKSF Colorado
STACEY BURNS, SDB Social Impact LLC – in person
TRACHELL HARRIS, Empowered Care
BRICE HARVEY, Guardian Medical
BRIDGET KIRBY, Community Intersections
SABRINA MAY, PASCO
MARKIE MILLER, Stellar Care
SANDRA MONTEE, Colorado Bluesky Enterprises
ANNA PRUIT, Parent
TARA SNOW, ILC
NINA
719.213.4215

I. CALL MEETING TO ORDER

The regular meeting was called to order at 7:32 am by Patrick Davis, Chair.

The new members of the Board of Directors were introduced and welcomed.

II. PUBLIC COMMENTS

a. Anna Pruitt, Parent, expressed concerns about ongoing issues with case management services provided by The Resource Exchange under the CHCBS waiver, highlighting high turnover and communication delays affecting her children's critical care services. These issues have put her children's critical care services at risk, with delays in IHSS services and back pay.

- Communication Delays: Ms. Pruitt emphasized the unacceptable internal 48-hour communication delay between departments, which has severely impacted the resolution of her children's cases. Despite escalating the issue to supervisors and higher management, no resolution has been achieved.
- Impact on Family: Ms. Pruitt described the enormous stress on her family due to the lack of efficiency, communication, and oversight in case management. Her son's medical condition has worsened, and they have been waiting for updated IHSS hours since February 26, 2025.
- Urgent Action Needed: Ms. Pruitt urged TRE leadership to investigate the delays, provide immediate support and training to case managers, improve internal communication and accountability standards, and prioritize medically fragile children with urgent timelines.

Several in attendance agreed with the expressed concerns, acknowledging the need for an investigation and improvement in case management services.

- Lois Landgraf, Past Chair and Parent shared her personal experience as a parent of an adult receiving services, highlighting the frustration of not being notified about changes in case managers and the resulting paperwork delays.
- Colleen Batchelor, CEO mentioned ongoing internal efforts to address the challenges within the CHCBS team and the transitions at the state level.

The members of TRE's Board of Directors thanked Ms. Pruitt for her input to help guide this work.

b. A question was raised by Sabrina May, PASCO on whether this group could talk about the current changes on the Community First Choice (CFC) roll out effective July 2025. *This program is a shift in how the state system is paying for some services and who is eligible for them. When Members/Families apply for a regular HCBS waiver, there are different levels of care assessments and financial requirements that must be met. The CFC services do not require all waiver qualifications since it is funded through the general state Medicaid. Basically, this should streamline the process for those Members who choose CFC.*

c. Sarah Allen asked whether it is known that providers cannot view documents in The Vault for some Members. *This question was redirected to an upcoming CMA PASA meeting. Ms. Allen was encouraged to attend these monthly meetings where questions on The Vault are discussed.*

III. INTRODUCTION OF NEW STAFF

New staff were welcomed to The Resource Exchange.

IV. STRATEGIC FOCUS

Diversify and increase revenue to strengthen and sustain TRE's Mission

CEO Batchelor presented the strategic focus on diversifying and increasing revenue to strengthen and sustain TRE's mission, emphasizing the importance of financial responsibility and effective use of assets.

- CEO Batchelor emphasized the importance of continuing to seek revenue diversification beyond state contracts.
- The importance of financial responsibility and effective use of assets was stressed.

Financial Overview and Responsibilities: An overview of the financial responsibilities of the BOD, including the duty of care, loyalty, obedience, and the importance of using assets effectively and responsibly was provided.

- The duties involve ensuring financial performance, advancing the organization's mission, and complying with regulations.
- The BOD's role includes overseeing financial decisions and actions to ensure compliance and effectiveness.
- The Finance and Investment Committee is responsible for overseeing financial operations, reviewing monthly financial reports, and ensuring investments are managed appropriately.

Non-Profit Status and Financial Management: The advantages and restrictions of being a 501(c)3 non-profit, including tax exemptions and the need to direct profits back towards the organization's mission, were reviewed.

- The advantages of being 501(c)3 non-profit, include exemptions from federal and state income taxes, property taxes, and sales taxes. These benefits help TRE manage its financial obligations more effectively.
- The restrictions of being a 501(c)3, include the prohibition of private influence on decision-making, limited involvement in legislative activities, and no participation in political campaigns.
- Any profits made must be directed back towards the organization's mission. This ensures that all financial gains support TRE's goals and services.

State Contracts and Financial Compliance: TRE's primary contracts with the State of Colorado, the importance of compliance with state and federal regulations, and the role of the BOD in overseeing financial operations are:

- TRE's primary contracts with the State of Colorado include those with the Department of Health Care Policy and Finance and the Department of Early Childhood. These contracts combine state and federal revenues.
- Emphasis on the importance of compliance with state and federal regulations in both operations and governance was noted. The BOD plays a critical role in ensuring that TRE adheres to these regulations.

- The BOD's responsibility in overseeing financial operations, including reviewing financial reports, managing investments, and ensuring that financial decisions align with TRE's mission and regulatory requirements.

Annual Budget and Financial Performance: An overview was provided of the annual budget process, the fiscal year timeline, and the importance of monitoring financial performance throughout the year.

(The PowerPoint presentation is incorporated into these minutes by reference and can be found in the July 16, 2025 Board records for further review.)

V. CONSENT AGENDA

Tammie Engram, Executive Assistant noted that there is one change to the June 18, 2025 meeting minutes – Agenda Item VII. Board Committee Reports, a. Finance and Investment Committee. The motion to approve the Fiscal Year 25/26 Capital Budget was presented in error and will be deleted from the record.

A MOTION WAS PRESENTED BY LOIS LANDGRAF, SECONDED BY MEGAN BILLESBACH TO ACCEPT AND APPROVE THE CONSENT AGENDA ITEM WITH THE ABOVE CORRECTION TO THE TRE BOARD OF DIRECTORS' MEETING MINUTES DATED JUNE 18, 2025. *Motion unanimously approved.*

VI. BOARD COMMITTEE REPORTS

a. Finance and Investment Committee

These reports are tabled and will be reviewed at the August 20, 2025 BOD meeting.

b. Legislative Committee

Sarah Brittain Jack, Committee Chair and other Committee members reported.

The Committee's focus is the planning of the 2025 Legislative Town Hall. Several members of the Committee toured the Colorado Springs Hub, a possible venue for the event. Most felt that this venue would be great for our event.

The full Committee is meeting this week to finalize the date, venue, and format.

Discussion was held on the best way to distribute the invitations in hopes that more Members and families can attend.

c. Nominating Committee

Chair Davis stated that 6385 Corporate Drive LLC's Board needs one member from TRE's Board. Jennifer Strehlow, New Altitude Director shared the responsibilities and time commitment for the 6385 BOD.

A MOTION WAS PRESENTED BY CHAIR DAVIS ON BEHALF OF THE NOMINATING COMMITTEE TO APPOINT JOEL CRANK TO THE 6385 CORPORATE DRIVE LLC BOARD OF DIRECTORS. *Motion unanimously approved.*

d. Development Committee

Chad Gufarotti, Assistant Director of Development reported.

Work continues preparing for the Art Show and Sale on September 11.

- Currently 50 artists have registered their art for the event.
- Committed sponsorships to date are approximately \$25,000.

e. Executive Committee

Chair Davis reported.

The group discussed the response to the public comments at the June meeting; review of information for the Executive Session for the August BOD meeting; Predictive Index assessment that the BOD will take to assist with identifying skills still needed on the BOD.

VII. CHIEF EXECUTIVE OFFICER'S REPORT

Community First Choice (CFC) – TRE is receiving a high volume of calls from people who are interested in the possibility of changing or enrolling in these services. TRE is testing several pilots to determine how streamlining our processes might improve both the timeliness and support of individuals going through the Intake process.

Case Management Agency (CMA) Organizational Restructuring Efforts – Organizational restructuring and process improvements are ongoing. Several pilot projects are ongoing to test these efforts.

Assessment Tool – Health Care Policy and Finance are in the process of replacing the Supports Intensity Scale (SIS) Assessment. An interim assessment tool is being used now until the longer-term assessment tool is finalized.

The Community Advisory Committee (CAC) is required to provide feedback to TRE and assist in problem solving with system challenges. Representatives from this group will present information to the BOD at the August meeting.

Waiver Consolidation – The Children's Home and Community Based Services (CHCBS) waiver is being merged with the Children with Life Limiting Illness waiver to become a single waiver called Children with Complex Health Needs. Those receiving services in this new waiver can also obtain services from CFC waiver.

CMA Staffing – With the new fiscal year budget, it is hard to compare staffing numbers this month. Fifty-three (53) new positions were added, and these are reflected in the numbers. TRE has 87% of positions filled. That decrease is due to those new positions being added to the budget. TRE has 82 open positions out of the 618 positions in our current budget. Recruiting is going very well.

Health Care Policy and Finance has created a new website to share information on their understanding of the potential impact of the cuts within Colorado and how our state might be different from other states.

Early Intervention (EI) – The Colorado Department of Early Childhood submitted its first presentation on the Request for Information (RFI) to the Joint Budget Committee (JBC). The JBC asked for additional information on how the Department plans to ensure that EI will become more financially sustainable. TRE is fortunate to have connections with members of the JBC and has been invited to speak with them separately from the Department of Early Childhood meetings.

VIII. NEW BUSINESS

Predictive Index Assessment Tool – Karey Urbanski, Human Resources Director, provided a brief overview of the Predictive Index Module. This assessment tool (Module 1) is currently being used for new hires for all CMA departments. This tool provides Supervisors with a better understanding of how they can best support this person. The tool will also assist the board in understanding the profiles of members and how the board operates as a result.

TRE BOD will receive an email from Predictive Index with an assessment tool. Please complete the assessment (there are no right or wrong answers) no later than July 30. You will receive your results immediately after finishing the assessment. These tools will be reviewed in more detail at the August 20, 2025, BOD meeting.

Surveys – TRE's Employee Engagement survey goes out to staff during the month of their birthdays. This provides ongoing results which are reviewed quarterly.

TRE completes an annual market survey. TRE's strategic goal is for salaries to be within the 50th percentile of market. Last year was the first year utilizing a consistent method of market data provided through Mountain States Employers' Council. Currently TRE is in the approximately 40th percentile. TRE salaries are also influenced by the revenues that our State contracts provide us with.

IX. ONGOING BUSINESS

August 20, 2025 BOD Meeting – The agenda for the August meeting is already quite full. Please plan your schedule for a full two-hour meeting.

X. PUBLIC COMMENTS

None.

XI. SCHEDULE OF NEXT MEETING

The next Board of Director's meeting is scheduled for **Wednesday, August 20, 2025 beginning at 7:30 am at The Resource Exchange, 6385 Corporate Drive, Redwood Conference Room and/or via Teams.**

TRE BOD members were encouraged to arrange their schedule so that they can be in attendance for the full two hours at the August meeting.

XII. ADJOURN REGULAR SESSION

A MOTION WAS MADE BY ARTHUR GLYNN, SECONDED BY JOEL CRANK TO ADJOURN THE REGULAR SESSION/MEETING. *Motion unanimously approved.*

The meeting adjourned at 9:05 am.

AI Generated Notes and Notes taken by Tamara Engram (reviewed recording) were used to compile these meeting minutes. Completed on July 20, 2025.

These meeting minutes were unanimously approved by the Board of Directors at their August 20, 2025 meeting.

SUBMITTED BY:

Colleen Batchelor, CEO

RECORDED AND TRANSCRIBED BY:

Tamara Engram, Executive Assistant

APPROVED AS TO FORMAT:

Laurie Huisingsh, Secretary