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### **BOARD OF DIRECTORS' MEETING NOTICE**

TO:     STEPHEN VARELA, Vice Chair     BERNARD BYERS     SUMER LIEBOLD  
         TYLER ATKINS, Treasurer     JOEL CRANK     TRACI MARQUES  
         LAURIE HUISINGH Secretary     EMERALD DOYLE     GEORGE MENTZ  
         MEGAN BILLESBACH     ARTHUR GLYNN     CARISSA SMITH  
         SARAH BRITTAIN JACK     LOIS LANDGRAF     SHARON THOMPSON  
                     JENNIFER THORNTON

FROM:     PATRICK DAVIS, Chair

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**THE BOARD OF DIRECTORS OF THE RESOURCE EXCHANGE WILL MEET ON WEDNESDAY, JANUARY 21, 2026 AT 7:30 A.M. AT THE RESOURCE EXCHANGE, 6385 CORPORATE DRIVE, SUITE 200, COLORADO SPRINGS CO OR VIA MS TEAMS (SEE WEBSITE FOR LOG IN INFORMATION). PLEASE CONTACT TAMMIE ENGRAM ON 719.785.6425 or [TENGRAM@TRE.ORG](mailto:TENGRAM@TRE.ORG) TO CONFIRM YOUR ATTENDANCE OR WITH ANY QUESTIONS.**

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### **MEETING AGENDA**

- I.     CALL MEETING TO ORDER – Patrick Davis
- II.    STRATEGIC FOCUS – Develop an effective approach to influence legislation and policy decisions that impact services for the people served by TRE – Ed Bowditch
- III.   PUBLIC COMMENTS – 10 minutes
- IV.   INTRODUCTION OF NEW STAFF
- 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, November 19, 2025
  - b.   Policy & Procedures – Gifts, Bribes, Coercion, Gratuities and Influence
- VI.   BOARD COMMITTEE REPORTS
  - a.   Finance and Investment Committee – Tyler Atkins, Treasurer
    - Monthly Reports for November and December 2025
    - Motion to approve Finance and Investment Committee Report
  - b.   Legislative Committee – Sarah Brittain Jack
  - c.   Development Committee – Patrick Davis / Kelly Lyng
  - d.   Executive Committee – Patrick Davis, Chair

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#### **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.*

- VII. CEO REPORT – Colleen Batchelor, CEO
- VIII. NEW BUSINESS
  - a. Strategic Focus for February 2026 – Understand and Inform Efforts to Support the Highest Quality in Person-Centered Service Delivery – CMA Leadership
- IX. ONGOING BUSINESS
- X. PUBLIC COMMENTS – 5 minutes
- XI. SCHEDULE OF NEXT MEETING
  - a. Next Regular Meeting: Wednesday, February 18, 2026, 7:30-9:30 am  
TRE, 6385 Corporate Drive #200, Redwood Conf Room, Colo Springs CO or via Teams
- XII. ADJOURN REGULAR SESSION



**BOARD OF DIRECTORS' MEETING MINUTES**  
**Wednesday, November 19, 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  
JOEL CRANK – in person  
EMERALD DOYLE  
ARTHUR GLYNN – in person  
LOIS LANDGRAF, Past Chair – in person  
SUMER LIEBOLD – in person  
GEORGE MENTZ

**MEMBER ABSENT:**

SARAH BRITTAIN JACK (unable to attend due to issue with Teams log in)  
BERNARD BYERS (unable to attend due to issue with Teams log in)  
TRACI MARQUES (unable to attend due to issue with Teams log in)  
CARISSA SMITH  
SHARON THOMPSON  
JENNIFER THORNTON

**STAFF PRESENT:**

KATURAH ABBEY-BERNBECK, Coordinator, Children's Waiver  
COLLEEN BATCHELOR, CEO – in person  
ASHLEY BEST, Coordinator, Children's Waiver  
TORI BROWN, Coordinator, Children's Waiver  
SARAH CAMPBELL, CMA Coordinator, Ongoing  
ALMA CASTRO GARCIA, CMA Coordinator, Quality  
TINA CHAVEZ, CMA Coordinator, Prior Authorization Requests  
KYLE COX, Manager, CMA Senior Program, Interim – in person  
JOHN ELVRUM, CMA Coordinator, Enrollment  
TAMARA ENGRAM, Executive Assistant – in person  
DORA FERNANDEZ, Director, IT  
LORI GANZ, Director, Clinical Services  
CHRISTYE GONZALEZ, CMA Coordinator, Lead Training  
NATASHA GRAHAM, CMA Coordinator, Ongoing  
KATIE GRAVES, Coordinator, Children's Waiver  
CHAD GUFAROTTI, Assistant Director, Development-Contracts and Grants – in person  
ANGELA HALL, CMA Support Coordinator

KIMBERLEE HOFFMAN, Coordinator, Children's Waiver  
ANGIELA HOOPES, Coordinator, Children's Waiver  
PATRA HUTTON, Coordinator, Children's Waiver  
CALLIE JOHNSON, Resource Navigator – Grant Funded  
TAMIE KNERR, Controller  
PAMELA KNOTHE, CMA Manager, Quality  
MARIA LAMAN, CMA Coordinator, Ongoing  
De'AURA LEMUS, Strategy and Culture Specialist – in person  
RYANN LUNSFORD, CMA Support Coordinator, Intake  
KELLY LYNG, Director, Development – in person  
JOSEPH MACASERO, CMA Coordinator, Benefits  
ELIZABETH MAIRS, Coordinator, Children's Waiver  
GINGER McBRIDE, Lead Coordinator, Learning & Staff Development  
HEATHER MEISIZ, Director, CMA Operations and Communications – in person  
LINDA MEYERS, Coordinator, Children's Waiver  
CLOE MOORE, CMA Support Coordinator, Intake  
CALLIE MURPHY, Manager, State General Funds  
DEILIAH NEWSOME, CMA Coordinator, Ongoing  
SARAH NOLAN, Manager, Volunteer Respite Programs  
WILLIAM PERRY, CMA Coordinator, Ongoing  
HEATHER PURVIS, CMA Coordinator, Ongoing  
KAREN RICE, Manager, Early Intervention Billing  
MEGAN ROCKWOOD, CMA Coordinator, Enrollment  
KITTY SILVERS, Credentialing, Authorization & Billing Specialist  
THERESA SIMON, CMA Coordinator, Ongoing, Teller County  
JAMIE STEWART, CMA Coordinator, Ongoing, Pueblo County  
JENNIFER STREHLOW, Director, New Altitude – in person  
GINGER STRINGER, Physician Outreach Program Specialist  
LAURA THOMAS, Director, CMA Ongoing Case Management  
CHERI ULMER, Assistant Director, Regional Services  
KAREY URBANSKI, Chief People Officer  
NANCY VIGIL, Director, CMA Quality and Compliance  
HEATHER WHITWORTH, CFO  
SARAH WOODS, CMA Coordinator, Ongoing  
CHEYENNE ZABEL, Administrative Assistant

**GUESTS:**

STACEY BURNS, SDB Social Impact LLC – in person  
LISA HRINIK, Wipfli – in person  
ALYSON McKINSTER, Wipfli - in person  
JENNIFER RISDALL, Stellar Care and Services – via telephone  
ANTHONY SHIBATA, Wipfli - in person  
BRANDON WEAVER, Ariel Clinical Services  
303.378.2476

435.720.2270  
504.495.1748  
719.332.0005  
719.434.4121  
719.562.2442  
719.568.7945  
801.694.4206

**I. CALL MEETING TO ORDER**

The regular meeting was called to order at 7:31 am by Patrick Davis, Chair.

**II. PUBLIC COMMENTS**

None.

**III. INTRODUCTION OF NEW STAFF**

New staff were welcomed to The Resource Exchange.

**IV. STRATEGIC FOCUS – Board Development and Predictive Index**

Colleen Batchelor, CEO and Karey Urbanski, Chief People Officer reminded the group of the Predictive Index tool, explaining its purpose in identifying staff who can excel in their roles and how it can be a useful tool for the board.

Alyson McKinster, Wipfli, the primary contact for the Predictive Index, shared her background and the importance of understanding human complexity to improve mental health and business outcomes.

**Predictive Index Tool Benefits:** Ms. McKinster elaborated on the benefits of the Predictive Index tool, emphasizing its role in understanding staff behavior, improving team dynamics, and supporting better decision-making. The importance of self-awareness and how the tool can help leaders understand their strengths and blind spots was emphasized.

**Team Dynamics and Strengths:** The diverse team dynamics within the organization were discussed, explaining how different behavioral styles contribute to the team's overall performance. Examples of how understanding these dynamics can improve collaboration and decision-making were provided.

**Onboarding and Training:** Ms. McKinster highlighted how the Predictive Index tool can support onboarding and training by helping leaders understand new employees' strengths and needs quickly. The importance of adjusting leadership styles to accommodate different behavioral profiles was pointed out.

**Feedback:** One participant shared their experience with the Predictive Index tool, explaining how it helped them understand their working relationships with different leaders. The relationship guide is helpful in identifying areas of frustration and improving collaboration.

*(The Power Point presentation is incorporated into these meeting minutes by reference and can be found in the November 19, 2025 Board records for further review).*

## V. CONSENT AGENDA

CEO Batchelor reviewed the consent agenda, which included a new mobile messaging and devices policy. This policy was created to align with FCC requirements and protect HIPAA-protected information.

**A MOTION WAS PRESENTED BY LOIS LANDGRAF, SECONDED BY ARTHUR GLYNN TO ACCEPT AND APPROVE THE CONSENT AGENDA ITEMS, TRE BOARD OF DIRECTORS' MEETING MINUTES DATED OCTOBER 15, 2025 AND MOBILE MESSAGING AND DEVICE USE POLICY AS PRESENTED. Motion unanimously approved.**

## VI. BOARD COMMITTEE REPORTS

### a. Finance and Investment Committee (FIC) Report

Tyler Atkins, Treasurer reported.

**Financial Report:** October was a good month for the organization with net revenues in excess of \$900,000.

Discussion was held on the performance of various budget areas and the impact of vacancies on financial performance.

- Per Member Per Month (PMPM) has exceeded the budget.
- CMA Monitorings is \$287,000 behind budget.
- Cash on hand is slightly lower than budget. This should be corrected in a couple of months.
- October was a three-payroll month which affected the cash balance.
- Receivables are higher than in the past months.
- 6385 Corporate Drive (building) is performing close to budget.

**A MOTION WAS PRESENTED BY THE FINANCE AND INVESTMENT COMMITTEE, SECONDED BY JOEL CRANK TO ACCEPT AND APPROVE THE OCTOBER FINANCIAL REPORT AS PRESENTED. Motion unanimously approved.**

**PTO Policy Change:** After discussion at the FIC meeting, the Committee is proposing a change to the PTO policy, allowing staff to request PTO buyouts twice a year for a total of \$3,000. This change will be effective immediately.

**A MOTION WAS PRESENTED BY THE FINANCE AND INVESTMENT COMMITTEE, SECONDED BY ARTHUR GLYNN TO APPROVE THE PTO POLICY CHANGE ALLOWING STAFF WHO MEET THE REQUIREMENTS THE ABILITY TO REQUEST PTO BUYOUT TWO TIMES PER YEAR FOR A TOTAL OF \$3000. *Motion unanimously approved.***

**b. Legislative Committee**

CEO Batchelor announced that this year's Legislative Town Hall will be a new format, featuring a round table conversation with elected officials. The event is scheduled for Saturday, February 7, beginning at 8:30 am at the Colorado Springs Hub (Union and Austin Bluffs). Save the Date cards will be sent out shortly after Thanksgiving and formal invitations in early January.

**c. Development Committee**

Patrick Davis, Chair, and Kelly Lyng, Director of Development reported.

*Happy Hour hosted by Megan Billesbach and Thasha McVay* went very well. It is hoped that more Board of Directors' members can attend future events.

*Drive Through Santa* is scheduled for December 13. If interested in helping, contact someone in the Development office. If you have family or know of families, please see registration link.

*TRE Gratitude Event* is scheduled for January 28, 2026, 5:30-7:00 pm. If planning to attend, please register using the link in this month's report.

*Blue Envelope Program* is a collaboration with El Paso County's Sheriff's Office that assists people who have difficulty communicating as other citizens do. The person with a disability can provide this envelope to an officer during a traffic stop or other situation which will assist that officer with communicating or contacting someone who can assist.

TRE is also researching possible grants that could assist the Sheriff's Department with increasing the outreach of this program.

*Toy Adaptation Event*: The toy adaptation event in collaboration with medical students and Jackson Engineering was a huge success. The event adapted toys for seven families and provided training on how to adapt toys at home. They plan to share video content to help more families.

*Colorado Energy Office Grant*: Mr. Gufarotti updated the group on the HVAC grant application submitted to the Colorado Office of Energy. TRE expects to hear back by Christmas and plans to launch a fundraising campaign to cover the remaining costs if the grant is approved.

**d. Executive Committee**

*2026 Governing Calendar* – Chair Davis asked for suggestions on topics to be covered in 2026.

**Empty Stocking Fund** – The Board of Directors decided to send one donation to Empty Stocking Fund from TRE's Board of Directors. Please send your donation (if check, made out to The Resource Exchange) or via online giving and tag it as an ESF Donation. Please contact Ms. Lyng with questions.

## **VII. CHIEF EXECUTIVE OFFICER'S REPORT**

**Governor's Budget and State Changes** – CEO Batchelor discussed the impact of the governor's budget and state changes on Medicaid and long-term care services. Most changes involve rate reductions along with waiver and rule changes. (*See CEO's Report for more information*).

It was noted that as these changes are discussed at the legislative level, TRE must be prepared to testify and/or support families as they share their stories.

TRE is also emphasizing continued efforts on staff accountability and adequate training as these changes are implemented. Members, families and providers will be looking to TRE for its transparency with information that will affect services and supports.

Nancy Vigil, Director of CMA Quality and Compliance informed the group that as changes are made that affect services, payments, etc., TRE will most likely receive additional complaints/escalations.

## **VIII. NEW BUSINESS**

None.

## **IX. ONGOING BUSINESS**

### **a. Quarterly Community Advisory Committee (CAC) Report**

Kyle Cox, Interim Senior Program Manager provided an overview of the report from CAC for the past quarter.

**Customer Satisfaction and Complaints** – Mr. Cox provided an update on customer satisfaction efforts and the increase in complaints due to new initiatives and staff responsiveness. Ongoing training and staffing efforts continue to address these issues.

Staff are working to decrease the quantity of complaints by 20 complaints per quarter by the end of this fiscal year.

Leadership continues to work to implement many of the recommendations provided by CAC.

- Enhanced Family Education – Service coordinators must be equipped with the tools and training necessary to provide accurate information and time to members and their families. Caseloads should be reduced.
- Clarification of Waiver Service Misconceptions – TRE should proactively address common misconceptions about waiver services as early as possible.



- Service Coordinator Training and Competence Verification – Verification of competence from training should continually be done. Complaints are showing that this is not being done.
- Guardian Role Education – TRE is encouraged to collaborate with The Arc to train service coordinators on the legal and functional role of guardians and supported decision-making.

The Committee also requests that key complaint metrics be further broken down by department to better identify problem areas and provide targeted, data-driven solutions.

#### **X. PUBLIC COMMENTS**

None.

#### **XI. SCHEDULE OF NEXT MEETING**

The next regular Board of Director's meeting is scheduled for **Wednesday, January 21, 2025 beginning at 7:30 am at The Resource Exchange, 6385 Corporate Drive, Colorado Springs, CO. The meeting will also be offered virtually using MS Teams.**

On December 10, 2026 at 8:00 am TRE's Board of Directors will hold an executive session only to address Developing strategy for negotiations and instructing negotiators.

#### **XII. ADJOURN TO ADJOURN REGULAR MEETING**

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

The regular meeting was adjourned at 9:13 am.

*AI Generated Notes and Notes taken by Tamara Engram were used to compile these meeting minutes. Completed on November 25, 2025.*

SUBMITTED BY:

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Colleen Batchelor, CEO

RECORDED AND TRANSCRIBED BY:

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Tamara Engram, Executive Assistant

APPROVED AS TO FORMAT:

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Laurie Huisingh, Secretary

## High-Level Summary

The revised **Gifts, Bribes, Coercion, Gratuities, and Influence** policy revisions ensures that TRE employees are operating to maintain impartiality and integrity in all aspects of work to ensure the highest ethical standards in providing services for our members. The goal of the policy and procedure revisions or additions is to provide clarity, examples and boundaries for how TRE employees are expected to conduct business in an objective and ethical manner. These revisions also align contractual obligations.

## Definitions and reporting requirements from HCPF Contract:

### DEFINITIONS:

1. Coaching - "Coaching" means any conduct by a Provider Agency, its employees, or affiliates that attempts to guide, script, or otherwise influence an applicant, Member, guardian, or TRE staff in responding to eligibility assessments, Level of Care Screens, Support Level Assessments, or Person-Centered Planning discussions for the purpose of securing a particular eligibility outcome, rate, or service authorization. Coaching may include the creation of prepared statements or scripts, instructing Members or staff on how to answer assessment questions, or encouraging specific responses intended to impact eligibility or rate determinations.
2. Coercion- "Coercion" means any act or communication that compels, intimidates, or pressures a Member, guardian, or TRE staff member to act contrary to their independent judgment or the Member's best interest in order to influence an eligibility determination, service authorization, or provider selection. This includes threats of service disruption, withdrawal of care, retaliation, or emotional manipulation to obtain a specific outcome.
3. Provider Agency Influence- "Provider Agency Influence" means any direct or indirect action by a Medicaid-enrolled Provider Agency, its employees, contractors, or representatives that attempts to shape, alter, or predetermine TRE's eligibility determinations, assessments, or Person-Centered Service Planning processes. This includes, but is not limited to, attempts to recommend or discourage specific service authorizations, Support Levels, funding levels, or provider selections; provide prewritten narratives or documentation for use in CMA eligibility determinations; or otherwise engage in actions that create an appearance or risk of conflict of interest.
4. Undue Influence - "Undue Influence" means the exertion of pressure by a Provider Agency, family member, or any other party in a manner that interferes with the independent decision-making, assessment, or planning responsibilities of TRE or with the Member's freedom of choice in providers and services. Undue Influence

may be explicit or implicit and may arise through repeated persuasion, manipulation of information, or exploitation of trust or dependency.

### **Key Takeaways**

- **Expanded definitions and clarity to help employees understand ethical boundaries.**
- **Focus on maintaining people-centered focus:** Revisions support employees having a value for boundaries should a client attempt to demonstrate his/her appreciation for the staff member in alignment with TRE Roots.
- **Compliance Oversight:** This policy complies with CMA contractual requirements.

## **GIFTS, BRIBES, COERCION, GRATUITIES, INFLUENCE**

### **POLICY:**

All employees of The Resource Exchange (TRE) are strictly prohibited from soliciting any gift, gratuity, favor, entertainment, loan, or any other item of monetary value for personal gain. This restriction applies to any individual or organization that currently has, or is seeking to establish contractual business or financial relationships with The Resource Exchange. It also applies to those conducting operations or activities that are monitored by The Resource Exchange, as well as those whose interests may be significantly affected by the employee's performance of their assigned duties and responsibilities. Employees are expected to maintain impartiality and integrity in all aspects of their work. To ensure objectivity and the highest ethical standards, TRE employees must refrain from accepting gifts, bribes, gratuities, or any form of coaching, coercion, undue influence and/or influence from provider agencies.

POLICY APPROVED: 4/2000 BOARD OF DIRECTORS

POLICY REVISED: 1/2026, 4/2003

POLICY REVIEWED: 9/2005, Annually in December

**RESPONSIBILITY:** CHIEF EXECUTIVE OFFICER, Director of Quality and Compliance

### **DEFINITIONS:**

1. Coaching - "Coaching" means any conduct by a Provider Agency, its employees, or affiliates that attempts to guide, script, or otherwise influence an applicant, Member, guardian, or TRE staff in responding to eligibility assessments, Level of Care Screens, Support Level Assessments, or Person-Centered Planning discussions for the purpose of securing a particular eligibility outcome, rate, or service authorization. Coaching may include the creation of prepared statements or scripts, instructing Members or staff on how to answer assessment questions, or encouraging specific responses intended to impact eligibility or rate determinations.
2. Coercion- "Coercion" means any act or communication that compels, intimidates, or pressures a Member, guardian, or TRE staff member to act contrary to their independent judgment or the Member's best interest in order to influence an eligibility determination, service authorization, or provider selection. This includes threats of service disruption, withdrawal of care, retaliation, or emotional manipulation to obtain a specific outcome.



3. **Provider Agency Influence- Provider Agency Influence**” means any direct or indirect action by a Medicaid-enrolled Provider Agency, its employees, contractors, or representatives that attempts to shape, alter, or predetermine TRE’s eligibility determinations, assessments, or Person-Centered Service Planning processes. This includes, but is not limited to, attempts to recommend or discourage specific service authorizations, Support Levels, funding levels, or provider selections; provide prewritten narratives or documentation for use in CMA eligibility determinations; or otherwise engage in actions that create an appearance or risk of conflict of interest.
4. **Undue Influence - Undue Influence**” means the exertion of pressure by a Provider Agency, family member, or any other party in a manner that interferes with the independent decision-making, assessment, or planning responsibilities of TRE or with the Member’s freedom of choice in providers and services. Undue Influence may be explicit or implicit and may arise through repeated persuasion, manipulation of information, or exploitation of trust or dependency.

#### **PROCEDURES:**

1. An employee accepting a small, non-cash token or offering of appreciation (like a thank-you card, small trinket, or a pen) with a minimal to non-monetary value is acceptable to respect the "people-first" value of TRE Cultural Roots.
2. Employees of TRE are prohibited from accepting any gifts, awards, incentives, or other items of value (more than \$30) from members or providers if such acceptance could result in, or appear to result in, preferential treatment, personal benefit, or influence over business decisions. At no time may an employee accept anything at any amount that could create a conflict of interest, the intent to coerce, or compromise TRE’s integrity and compliance standard.

#### **CMA and PROGRAM PROCEDURES:**

1. TRE’s Service Coordinators (SCs) bear the sole responsibility to ensure that all intake, eligibility determinations, referral, enrollment, assessments, and Person-Centered Service Planning activities to include Level of Care Screens and Service Authorizations are conducted independently and free from provider agency influence to include undue influence, coaching, and coercion to safeguard TRE and provider agencies from conflicts of interest.
  - A) SCs shall inform all applicants, members, guardians, and families of this requirement and definitions.

- B) All CMA employees shall receive, at a minimum, annual training and oversight to ensure these safeguards are in place.
- C) Any suspected violation of this policy and procedure shall immediately be reported to your immediate Director, or designee. The Director, or designee, shall immediately report this to the Colorado Department of Health Care Policy and Financing (HCPF) or the Colorado Department of Public Health and Environment (CDPHE).

References:

10 CCR 2505-10 §§ 8.7000–8.7200 et seq. and 42 C.F.R. § 441.301(c)(1)(vi).

10 CCR 2505-10 §§ 8.7202.B, 8.7202.M, 8.7101.J; 42 C.F.R. § 441.301(c)(1)(vi).

10 CCR 2505-10 § 8.7202.M; 10 CCR 2505-10 § 8.7202.Q (Human Rights Committee safeguards); 42 C.F.R. § 441.301(c)(1)(vi)(B); 45 C.F.R. § 92.4 (non-discrimination and autonomy).

10 CCR 2505-10 §§ 8.7202.M, 8.7202.B; 42 C.F.R. § 441.301(c)(1)(vi); 42 C.F.R. § 431.10(e)(3).

10 CCR 2505-10 §§ 8.7202.M, 8.7202.R (appeals), 8.7202.Q (HRC independence); 42 C.F.R. § 441.301(c)(1)(vi)(B)–(D).



## The Resource Exchange, Inc.

Chief Executive Officer Report

January 2026

### TRE

- **Organization News and Updates.**

- CMA Updates

- CMA Backlog Status - As of December reporting to HCPF TRE has sustained efforts in mitigating its backlog. Intakes and initial assessments are being completed timely. While TRE saw historically high referrals July-October, November saw a significant decrease. This trend will be monitored closely. TRE continues to see late annual reviews due to staffing levels, but significant improvement in the number has been sustained. There were 55 late reviews in November compared to 146 in July. TRE has also seen significant improvement in the backlog of PARs required for services to be started and paid. There were 7 PARs created past the due date and TRE processes an average of 600 PARs weekly.

Kyle Cox, Senior Program Manager of Intake and Enrollment, has continued efforts to create a stronger organizational structure and processes in the Intake and Enrollment Department since he assumed full responsibility in Spring 2025. The efforts have resulted in all referrals being addressed within a two-day time frame. They have sustained this for the past 2 months.

- CMA Customer Service Efforts

TRE completed its Q2 Complaint Trending deliverable for HCPF. Following the retraining on the Complaint Log in July 2025—which likely contributed to the temporary increase in reported complaints, TRE saw a 30.8% reduction from Q1 to Q2 (156 to 108 complaints). This improvement lowered the complaint rate from 1.04% in Q1 to 0.72% in Q2. TRE remains on track toward its customer service goal of reducing complaints by at least 20 per quarter and reaching 100 or fewer complaints by Q4. TRE's continued efforts to strengthen staff training, reinforce consistency, increase engagement, and refine internal processes have also improved the reliability of this fiscal year's data compared to prior years. These improvements support clearer trend analysis and more accurate reporting of complaints.

HCPF launched its new Escalation System in late October 2025. Escalations remained very low through December but began increasing in January 2026. Contributing factors include system generated duplications, misassigned escalations, and a small number of agencies accounting for most escalation



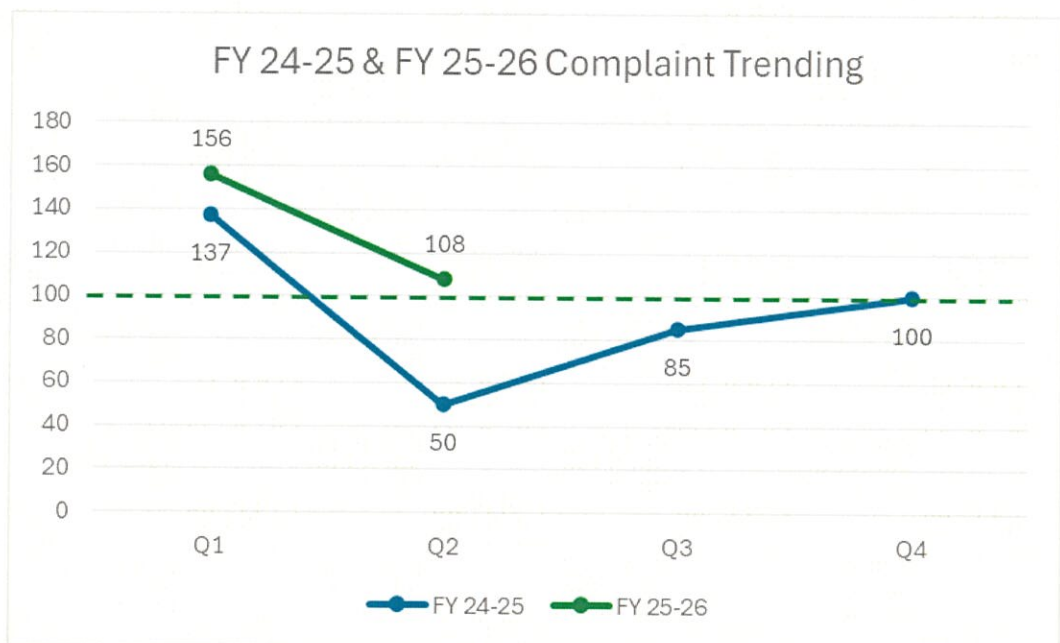


## The Resource Exchange, Inc.

Chief Executive Officer Report

January 2026

activity. TRE staff received a reminder on January 19, 2026, regarding response time expectations and accountability procedures. Additionally, several LTSS Medicaid Sustainability measures being implemented by HCPF may lead to further escalations as these changes roll out. TRE will continue monitoring trends and coordinating with HCPF to ensure timely and accurate resolution.



- Early Intervention – TRE is submitting a proposal to CDEC to collaborate in providing training on effective teaming and coaching to other EI Brokers and Providers across the state. TRE has created a strong structure for effective teaming and coaching over the past 10+ years and is seen as the leader in this area in Colorado.
- Staffing Updates
  - As of 1/6, TRE made slight improvement overall, filling vacant positions. Recruitment continues to be strong. Currently, 84% of positions are filled as compared to 83% in November/December. Open positions continue to be primarily within CMA Adult Ongoing Services and CMA Intake. This data also does not include the 10 new hires scheduled for 1/23 and the 6 new hires scheduled for 2/2.



## **The Resource Exchange, Inc.**

### **Chief Executive Officer Report**

January 2026

- **Executive Team Updates.**

- The Executive Leadership at TRE has implemented its new teaming and meeting structure.
  - The Senior Executive Team (SET), which includes the CEO, Interim COO, CFO, CPO, and Development Director, has been meeting weekly to plan Executive Team Meetings and identify strategic focus and decisions needed. An example of this work includes the decision to seek approval from the Board for a Mid-Year Step Increase for tenured staff as part of TRE's efforts to mitigate the compression of salaries that has occurred over the past several years.
  - The Executive Team, which includes the SET members as well as Program Directors, has been focused on reviewing KPIs, discussing retention strategies, and monitoring complaint trends.
  - The Expanded Leadership Team, which includes Managers across the organization and meets monthly, met for the first time in December and discussed Staffing KPIs and how best to utilize this information to create stronger strategies for retention. The group was asked to bring current retention and engagement strategies being used to the next monthly meeting on 1/20/26 to review the impact of the strategies and determine efforts that should be considered agency wide.
- Stacey Burns has coordinated the development of a Community Outreach Plan intended to define a variety of strategies for gathering feedback, sharing efforts, and rebuilding trust with Members, families, providers, and other stakeholders regarding TRE's efforts to improve customer service and decrease complaints.

### **State**

- **Health Care Policy and Finance (HCPF).**

- Health Care Policy and Finance (HCPF) presented its proposed budget changes for the Long-Term Services and Supports (LTSS) system to the Joint Budget Committee (JBC) in December. These changes will impact not only members, but multiple waivers and provider practices over the next two years.

#### **Key Highlights of Budget Changes:**

- **Community Connector Services:** Rate reduction, age restrictions, and unit limits (CES, CHRP).
- **DD Waiver Enrollment:** No automatic transition from CES/CHRP to DD waiver



## The Resource Exchange, Inc.

Chief Executive Officer Report

January 2026

- **PETI Implementation:** Members in DD waiver will contribute income toward residential services.
- **Service Caps:** Annual limits for Homemaker, Personal Care, and Health Maintenance Activities.
- **Caregiver Hour Limits:** Weekly cap of 56 hours per caregiver; reduced hours for legally responsible persons.
- **Therapy Changes:** Movement Therapy rate reductions; removal of Equine Therapy. This strategy has been removed from HCPF's list due to stakeholder feedback and a better understanding of the costs of delivering this service.
- **Other Changes:** Standardized rate-setting, Colorado Single Assessment rollout, group rates for CFC/LTHH, and delay of Presumptive Eligibility program.
- **Equine Therapy:** Removed from HCBS waivers; members retain access to OT/PT/ST and music/movement therapies.

### Additional Resources:

- [Medicaid Sustainability and Colorado's LTSS System](#)
- [OCL Stakeholder Calendar](#)
- [PUBLISHED Budget Reductions FAQ.docx - Google Docs](#)

### Implementation Timelines

	2026				2027
	Q1	Q2	Q3	Q4	Q1
Community Connector initial rate reduction- 15%					
IRSS rate guidance changes					
Soft cap on certain HCBS services					
Cap on weekly caregiving hours					
Cap on weekly homemaker hours for LRP's					
Reduce movement therapy services rate					
Community Connector rate reduction to SCC					
Community Connector service unit limits					
Community Connector age restrictions					
Develop a standardized rate tool for Res Hab negotiated rates					
Enrollment changes for youth transitions into DD waiver					
Reduce DD waiver churn enrollment					
Cost of care contribution in the DD waiver					
PDN acute benefit and per diem rate					
Adjust billable unit for LTHH services					
Create group rates for CFC and LTHH services					

- HCPF announced the discontinuation of the Nurse Assessor role the week of December



## **The Resource Exchange, Inc.**

Chief Executive Officer Report

January 2026

- **Early Intervention (EI).**
  - CDEC presented its FY 2026-27 Budget to the JBC in December and will return to answer questions in early January. CDEC is reporting \$7.3 million in excess revenue in the current fiscal year which has prompted many questions given the prediction of severe shortfalls in the Spring 2025.

*Colleen Batchelor*

Respectfully submitted:

Colleen Batchelor, Chief Executive Officer

7 January 2026