Meeting Minutes

LTSS Work Group — Steering Committee, September 2026

Date: Thursday, September 17, 2026
Time: 9am-10am (abbreviated due to Medicaid Commission meeting)

ATTENDANCE

Steering Committee Members Present		
Julie Reiskin*	Co-Executive Director	Colorado Cross-Disability Coalition (CCDC)
Stephanie Ziegler*	Consultant	Equalliance
Emily Eelman*	Independent Consultant	Juniper Peak Consulting
Katie Wallat*	Legal Director	Colorado Center on Law and Policy
Amy Becerra	Chief Strategy Officer	Rocky Mountain Human Services
David Keller, MD, FAAP	Co-Chair, Legislative/Policy Committee	American Academy of Pediatrics, Colorado Chapter
Elizabeth Moran	Executive Director	The Arc of Colorado
Ellen Jensby	Senior Director, Public Policy and Operations	Alliance Colorado
Jarett Hughes	President and CEO	Leverage Colorado
Jose Torres-Vega	Policy Outreach Specialist	The Arc of Adams County
Katharine Ferguson	Independent Consultant	Family Caregiver, REVEL Board Member, Public-Interest Consultant
Kelly Erb Zager	Director of Policy and Advocacy	Colorado Rural Health Center
Megan Bowser	Executive Director	Family Voices Colorado
Patrick Gordon	Director, Government Programs	Rocky Mountain Health Plans
Sarah Grazier	Executive Director	Colorado Developmental Disabilities Council
Facilitation Team		
Berrick Abramson	President	Confluence Policy & Strategy Group
Carrie Steele	Senior Partner	Confluence Policy & Strategy Group

**Indicates LTSS Work Group core administrative team member in addition to steering committee member.*

MEETING PURPOSE AND GOALS

This was the third work session of the LTSS Work Group Steering Committee. The meeting provided a status update on subcommittee membership, reviewed kickoff plans for both

subcommittee first meetings, and addressed public input and transparency before the subcommittees launched.

Goals

- Confirm subcommittee membership for Subcommittees 1 and 2
- Align on kickoff plans and first meeting agendas for both subcommittees
- Confirm public input mechanisms

SUMMARY

1. Welcome and Updates

The facilitator opened with an overview of meeting goals. The session ran approximately 45 minutes to accommodate members heading to a 10 a.m. Medicaid Commission meeting. Three administrative items were confirmed. The first kickoff meetings for both subcommittees will be open to the public, with links to join posted on the website. High-level minutes will be posted publicly after each meeting. Subcommittees will meet monthly through year end. Subcommittees 3 and 4 are expected to launch in December, with scope discussions beginning at the October and November Steering Committee meetings.

2. Subcommittee Membership Update

Subcommittee 1 on Workforce and Direct Care Capacity confirmed 15 members and Subcommittee 2 on Case Management and Care Coordination confirmed 19 members. Steering Committee members are welcome to attend subcommittee meetings as observers in a listening role, remaining available if the facilitator needs to draw on their context or perspective.

3. Subcommittee 1 — Kickoff Plan

The facilitator reviewed the planned structure for the September 29 kickoff. The session will open with introductions asking each member to share their name, organization, and why the work matters to them personally. The group will then move to purpose and level setting, including a review of a working definition of the direct care workforce. Aspirational visioning will follow, before closing with a discussion of key pain points and structural problems. The first meeting is not designed to solve problems but to build trust, surface initial themes, and set a foundation for the deeper work ahead.

Bridge materials between meetings will include a state and federal regulatory primer, a look at credentialing as a live regulatory tension, a five-year retrospective on what has been tried and what results those efforts produced, state comparisons including AARP scorecard data, and available workforce pipeline data.

4. Subcommittee 2 — Kickoff Plan

The September 30 kickoff for Case Management and Care Coordination will follow the same general format as Subcommittee 1, with one significant addition: grounding in federal and state regulatory requirements before moving into visioning. The group confirmed that the subcommittee needs to understand three distinct categories: what is federally fixed, what is state-controlled, and what the state has bound itself to through waiver filings. Members emphasized that waivers are not immutable, and that when requirements are described as federal mandates, the subcommittee should examine whether they reflect actual federal code or state decisions made through waiver filings that could be revisited. Technology systems are outside this subcommittee's scope; members clarified that implementation standards, including how technology is tested and deployed, are within scope.

5. Public Input and Transparency

Available channels include the website contact form, direct email, and the Confluence Connects platform. Input submitted up to 48 hours before a meeting will be synthesized and shared with subcommittee members in advance of that session.

6. Next Steps

A Medicaid 101 webinar, led by the core team, is scheduled for Monday, October 12 at 10 a.m. and is open to all Steering Committee and subcommittee members.

UPCOMING MEETINGS

For meeting information, agendas, and meeting minutes, visit ltssworkgroup.org/meetings.

The LTSS Work Group is committed to hosting meetings that are inclusive and fully accessible. To request accommodations, contact carrie@confluencepsg.com or call 303-910-6169.

These minutes were prepared by Confluence Policy and Strategy Group and are intended to be a high-level overview. Questions or comments can be sent to Carrie Steele, Senior Partner, Confluence PSG — carrie@confluencepsg.com.