Colorado LTSS Work Group

Steering Committee: Meeting Minutes

Engagement:	LTSS Work Group | Steering Committee
Meeting Date:	Thursday, October 15, 2026 | 9:00–11:00 AM MT | Zoom

Attendance

Name	Organization	Status
Steering Committee Members		
Amelia McKeon	Colorado Office of Public Guardianship	Not present
Amy Becerra	Rocky Mountain Human Services	Present
Billie Bemis (proxy for Patrick Gordon)	Rocky Mountain Health Plans	Not present
Bonnie Silva	HCPF, Office of Community Living	Not present
David Keller, MD	American Academy of Pediatrics, Colorado Chapter	Not present
Elizabeth Moran	The Arc of Colorado	Present
Ellen Jensby	Alliance	Present
Emilee Allain (proxy for Kelly Erb Zager)	Colorado Rural Health Association	Not present
Emily Eelman*	Juniper Peak Consulting	Present
Hillary Jorgensen*	Colorado Cross-Disability Coalition	Present
Jarett Hughes	Leverage Colorado	Present
Jose Torres-Vega	Arc of Adams	Present
Josh Winkler	Office of the Lieutenant Governor	Present
Julie Reiskin*	Colorado Cross-Disability Coalition	Present
Katharine Ferguson	Family Caregiver; REVEL Board Member	Present
Katie Wallat*	Colorado Center on Law and Policy	Present
Kelly Erb Zager	Colorado Rural Health Association	On leave
Megan Bowser	Family Voices Colorado	Present
Patrick Gordon	Rocky Mountain Health Plans	Not present
Sarah Grazier	Colorado Developmental Disabilities Council	Present
Stephanie Ziegler*	Equalliance	Present
Facilitators		

Berrick Abramson	Confluence PSG	Present
Carrie Steele	Confluence PSG	Present

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

Welcome and Framing

Confluence PSG reported that Subcommittees 1 and 2 will each need one or two more meetings than planned to establish shared language, and will continue their work into January 2027. The September 2027 report date is unchanged, with final Steering Committee votes in July and August 2027 and work sessions on each subcommittee's recommendations in the spring. Subcommittees 3 and 4 will launch in December 2026.

Subcommittee 1 Debrief: Workforce and Direct Care Capacity

Fourteen of 15 members attended the September 29 meeting, representing lived experience, direct care workers, providers, state agency staff, a worker organization, policy research, and the emerging workforce from across Colorado. Five themes emerged: direct care as a respected profession with real pathways; compensation and retention; a stable, predictable process; funding as a foundation; and centering the people who receive and provide care.

Steering Committee members observed broad agreement among subcommittee members and a realistic view of funding. Members identified areas the subcommittee has not yet addressed:

- The business models and financial viability of provider agencies, many of which depend on Medicaid and operate on thin margins, and the role of funders.
- Room for creative, systemic solutions within the subcommittee's scope.
- Budget stability, including pacing rate increases in strong years and using one-time investments that do not create costs the state cannot sustain.
- Unintended consequences of well-intended policy, such as local minimum wage requirements, and the effect of policy on individual behavior.
- A labor economics approach that starts from the workforce needed and works back to service packages and rates.
- Workers who provide care for a few years while in school or before entering other health professions.
- Family caregiving as one option among several rather than the only option, and data on how the share of family caregivers has changed.
- Whether Colorado offers more service delivery options than it can sustain, and differences between children's and adult services.

Members recommended confidential focus groups and one-on-one conversations with family caregivers and provider leaders. Confluence PSG will schedule these sessions and ask Steering Committee members to suggest participants.

The Steering Committee also addressed whether applied behavior analysis (ABA) staff, including RBTs and BCBAs, fall within the subcommittee's scope. Members generally agreed that ABA should not be a defined area of inquiry. Members said ABA would pull focus from areas with severe shortages, could open the scope to other therapies, and is the subject of separate rulemaking. Members noted that career pathways into related professions remain relevant, and called for better training for direct support professionals. The core team will acknowledge these pathways within the subcommittee's core work.

Subcommittee 2 Debrief: Case Management and Care Coordination

Fifteen of 18 members attended the September 30 meeting, representing state agencies, case management agencies, Regional Accountable Entities, county eligibility, frontline case managers, providers, advocates, family caregivers, and people with lived experience. The breakdowns named most often were complexity, delay, and constant change. In their ten-year vision, members described clear entry and one point of contact, consistent statewide standards, less administrative burden, a sustainable workforce, and person-centered values.

Steering Committee members discussed the following:

- The subcommittee's call for "one door" marks a shift from the No Wrong Door approach, which worked in some rural communities but struggled in larger systems. Confluence PSG suggested defining the function before the form.
- Case managers are asked to be both advocates and utilization managers. Members asked what case management should and should not be, and who should perform the functions outside it.
- Care coordination has become reactive and crisis-driven, shifting work onto case managers.
- Frequent policy change makes implementation difficult for agencies and families. Members will discuss at the next meeting whether to prepare an interim briefing for the incoming administration and legislature.
- Case management faces its own workforce challenges, and family caregivers experience a wide gap between how the system is designed and how it works. Confluence PSG confirmed that focus groups for this subcommittee are being scheduled.

Initial Conversation: Subcommittees 3 and 4

Confluence PSG reviewed the core questions for Subcommittee 3, System Sustainability and Total Cost of Care, and Subcommittee 4, System Design and Access. Members identified perspectives to recruit:

- State policy expertise, particularly from HCPF, as a new administration takes office.
- Family caregivers new to the system and those with long experience, including caregivers of children, of adults, and of aging parents.
- Both agency and self-directed models of care.
- Federal and multi-state experience, and systems thinkers from outside the LTSS field.
- Providers and service organizations, including those that avoid Medicaid because of rates and administrative burden.
- Smaller advocacy and self-advocacy groups, public health, community colleges and workforce training programs, and experts in user-centered design and system mapping.

Members noted that the subcommittees will overlap and may hold joint meetings, and that defining sustainability will be critical. Members also raised housing, employment, the next generation of family caregivers, and workforce supply as issues to name. Confluence PSG will circulate an updated nomination form, available through Google Forms and an option that does not require a Google account.

Closing and Next Steps

- Workforce and Direct Care Capacity Subcommittee: Tuesday, October 27, 10:00–11:30 AM MT; Tuesday, November 17, 9:00–10:30 AM MT; Tuesday, December 15, 1:00–2:30 PM MT.
- Case Management and Care Coordination Subcommittee: Wednesday, October 28, 9:00–10:30 AM MT; Wednesday, November 18, 9:00–10:30 AM MT; Wednesday, December 16, 8:30–10:30 AM MT.
- Steering Committee: Monday, November 16, 10:30 AM–12:30 PM MT; Thursday, December 17, 9:00–11:00 AM MT.
- Subcommittee 3 kickoff: Thursday, December 10, 9:00–10:30 AM MT. Subcommittee 4 kickoff: Friday, December 11, 9:00–10:30 AM MT.
- Focus groups: dates to be determined.

Questions may be directed to Carrie Steele at carrie@confluencepsg.com or 303-910-6169.

These minutes are intended to provide an overview of the discussions and, where possible, the high-level themes and ideas of the committee. The summaries of any topics are not presented as comprehensive notes of the full discussion and neither the inclusion or omission of any comment or segment of a discussion should be interpreted as a judgment of the value or importance of such items.