



**Interim Community Advisory Committee (CAC)  
Recommendations for the Long-Term CAC  
September 2024**

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## Background

Developmental Pathways (DP) is a nonprofit agency serving more than 15,000 individuals with disabilities and their families. In November 2023, DP was awarded a contract from the Colorado Department of Health Care Policy & Financing (HCPF) to serve as a Case Management Agency (CMA) for Arapahoe, Douglas, and Elbert counties.

Recently, the State of Colorado has adapted its approach to long-term care through a project called Case Management Redesign (CMRD). CMRD consists of several initiatives that will help make accessing long-term services and supports easier by having CMAs serve all Home and Community-Based Waivers (HCBS). Individuals and their families can now more easily access the services they need through a single local agency.

### *Scope*

State rules released by Health Care Policy & Financing (HCPF) charged each Case Management Agency (CMA) with establishing and maintaining a community advisory committee for Long-Term Care CMA operations. These rules clarify that the Community Advisory Committee (CAC) shall function only as an advisory body providing recommendations to the CMA and shall have no decision-making power. Although HCPF's rules provided some very specific instructions for the CAC related to responsibilities, membership, and education, there were many details that still needed to be determined. DP is committed to establishing a Community Advisory Committee that is responsive to the needs of the communities it serves. As such, it created an Interim CAC to inform how best to operationalize the Long-Term CAC. DP has also opted to include local programming within the scope of the Long-Term CAC.

### *Purpose of DP's Community Advisory Committee*

The Long-Term CAC provides community information, voices community perspectives and priorities, and invites public input and guidance to Developmental Pathways and its Case Management and Local Programming departments, with an emphasis on improving the organization's operations. The role of the Long-Term CAC is to (1) provide a meaningful platform for sharing information with the community; (2) elevate community voices and perspectives; (3) identify community support priorities; and (4) suggest improvements and make recommendations related to Long-Term Care CMA programming.

### *How These Recommendations Were Developed*

In February 2024, DP formed an Interim CAC that met over an 8-month period to inform the structure of the Long-Term CAC, advise on community engagement, and provide recommendations related to some of the processes and responsibilities of the Long-Term CAC. DP Leadership was in attendance for most of the meetings to listen and address any questions.

For the Interim CAC membership, the DP staff reached out and appointed interim committee members based on skill set, lived experience, and requirements outlined by the

State. DP reached out to known Board members and families to garner nominations and referrals for information sessions with potential committee members. DP is grateful to the Interim CAC members who devoted their time and energy to developing the recommendations reflected in this report:

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Morgan Burnham  
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Mikayla Florian  
Alik Kassner

Julie Lacz  
Mindy Patton  
Yvette Plummer  
Lauren Showers  
Mona Vyas

The work completed by these individuals and reflected in this report will have a lasting impact. The Interim CAC has helped to shape and operationalize the role of the Long-Term CAC to ensure there is genuine and responsive engagement with the community.

## The Importance of Community Engagement

The Long-Term Community Advisory Committee (CAC) has several key responsibilities as outlined by Health Care Policy & Financing (HCPF): (1) share information with our community, (2) elevate community voices; and (3) identify community support priorities. To fulfill these responsibilities, the Interim CAC proposes this **recommendation**:

- To share information with the community, DP will have all Long-Term CAC meeting information (i.e., date, time, location, how to participate, and meeting minutes) on their organizational webpage. Meeting notifications will be included in organizational newsletters and social media. Separate email alerts and USPS mailings can also be disseminated. Additionally, Long-Term CAC Members have the option to serve as ambassadors and attend DP functions and/or community events, although this is not required. Long-Term CAC members can also request for DP to attend specific/identified community events.

Additionally, there could be opportunities for the Long-Term CAC members to share updates with the Family Support Council, and other relevant programs or groups.

To elevate community voices, the Interim CAC's **recommendation** is to have a standing agenda item for Long-Term CAC meetings for committee members to share what they are hearing from the community. There was also a suggestion to have a "mission moment" or to "share a success story" during the Long-term CAC meetings if appropriate.

The Interim CAC also proposed guidelines for public comment to ensure that members of the community have the opportunity to speak during the Long-Term CAC meetings. Further info on the public comments can be found in the [Meetings](#), as well as [Appendix A](#).

## Membership & Governance

The Interim Community Advisory Committee (CAC) spent a significant amount of time discussing the appropriate membership structure for the Long-Term CAC and suggested these **recommendations**:

- The Long-Term CAC will have 9 -11 voting members (member), preferably an odd number so that there is not an even split when a vote is taken. (Note that Health Care Policy & Financing (HCPF) requires DP to have a minimum of 9 CAC members.) A quorum is defined as 51% of voting CAC members being present. When a vote is taken, the simple majority wins as long as there is a quorum.
- The Long-Term CAC will have co-chairs, one of whom must be a person with lived experience – which can also include a family member – to be voted on by the full Long-Term CAC.
- Term limits are 3 years. Long-Term CAC members can serve for two consecutive terms and then must take a break. They can re-apply or be invited back to participate in the Long-Term CAC after they take a break.
  - When the Long-Term CAC launches, half of the members will have 2-year terms to stagger terms so that everyone does not roll off the Long-Term CAC at the same time. Members can “opt in” for a 2-year term. If needed, additional CAC members will be selected randomly for 2- and 3-year terms at the first meeting of the Long-Term CAC.
- A Long-Term CAC member may choose another CAC member to serve as their proxy if they miss a meeting. The member who will miss the meeting must inform at least one Co-Chair – but preferably both Co-Chairs – in writing prior to the start of the meeting that they are asking another member to serve as their proxy, and identify that member. Note that it is up to the Long-Term CAC member who will miss the meeting to do their due diligence to review materials and understand the issue(s) that will be voted on when asking another member to serve as their proxy.
- There will be DP staff who attend Long-Term CAC meetings to provide administrative support and are not formal voting members.

### *Recruitment*

The Long-Term CAC must be representative of the community with whom DP works. Although not finalized yet, it is anticipated that the application to recruit Long-Term CAC members – which will be available online as well as other formats to accommodate different needs – will include the following questions:

- Name, address, county, phone, and email of applicant
- Review of any Lived Experience the applicant might have
- An explanation as to why the applicant is interested in participating in the Long-Term CAC
- The person’s engagement with Developmental Pathways to date



- Participation in other relevant organizations and relevant experience
- Employer (if applicable)
- Confirmation that the applicant understands the level of commitment (i.e., it is a 3-year term) that is expected of Long-Term CAC members

The Interim CAC discussed references and ultimately agreed that (1) a phone number and email should be provided for at least two references, which could be personal references, and examples could be provided on the application; and (2) applicants will have the ability to upload documents if they want to include a letter of reference, or something similar. It will be made clear that it is not a requirement for an applicant to secure a letter of reference.

There were several other suggestions made by the Interim CAC Members for consideration when asking interested parties to complete an application for the Long-Term CAC:

- Ask if the applicant is willing to serve in a leadership role, such as co-chair
- Ask the applicant about experiences serving on other similar committees and confirm that they understand that their participation is not about resolving issues for their own personal situation (or that of a loved one)
- Ask what accommodations the applicant might need to be successful on the CAC (e.g., interpretation, translation, TTY, etc.)

Once recruitment begins, DP will include information in all communications, including but not limited to: social media posts, Provider Bulletins, Quarterly Provider Meetings Newsletters, Provider Grant Communications, DP Resource Newsletter, and others. DP Staff will use this outreach to encourage participation from providers and find contacts of individuals who could be potential applicants. The information will also be shared with all individuals in services with DP so that everyone has an opportunity to learn about and apply to be on the Long-Term CAC.

### *Selection of Long-Term CAC Members*

The Interim CAC provided these **recommendations** for the Selection Committee that will be reviewing and choosing the Long-Term CAC members:

- The selection committee will include a minimum of 5 and no more than 7 members. Only one representative will be permitted for Developmental Pathways staff and the Public Affairs Committee of Developmental Pathways' Board. Members of the Family Support Council will be invited to apply; however, they are not required to have representation – and if they do, it is limited to one person.
- There must be a person with lived experience and/or a family member of someone with lived experience on the selection committee.
- A community representative and/or a community organization or a provider representative (that is not required to be a PASA) will be invited to participate.

- It is possible for a participant on the selection committee to represent two or more roles (i.e., a participant could represent a community organization *and* be a family member of a person with lived experience).

A summary of the representation on the Selection Committee for the Long-Term CAC is as follows:

Selection Committee Representative	Participation
Person with Lived Experience (or a family member of a person with Lived Experience)	Required
Developmental Pathways Staff Member	Required
Public Affairs Committee of the Developmental Pathways' Board	Required
Family Support Council Member	Invited but not required
Community representative and/or a community organization or a provider representative	Invited but not required

The Interim CAC engaged in a conversation about how to avoid a conflict of interest in the selection process and agreed to the following **recommendations**:

- The preference is that any/all staff members of organizations where a colleague (i.e., another staff person employed by the same organization) is applying to be on the Long-Term CAC cannot serve on the Selection Committee. This may not always be known ahead of time since the timing to establish the Selection Committee and call for applications may overlap.
- If a member of the Selection Committee is asked to review an application that is a conflict of interest, including an application from one of their colleagues from the same organization (or an organization with which they are affiliated), that person will have to recuse themselves from any input and/or decision-making. A conflict of interest could also include family members who know each other, former colleagues, and others.

*Additional Membership Information*

- DP will take the lead on developing an onboarding plan for all CAC members.
  - DP will incorporate HIPAA/Confidentiality and Mandatory Reporting, and other trainings as appropriate, into the onboarding process to ensure that Long-Term CAC members understand their responsibilities.

- If a Long-Term CAC member resigns, that person – if possible – will assist with onboarding their replacement to clarify expectations and provide context on various recommendations. Long-Term CAC Leadership (i.e., the co-chairs) will also be engaged with onboarding, the details of which will be determined at a later date. DP will serve as the Long-Term CAC’s administrative support during the onboarding process.
- If a Long-Term CAC member resigns, the Long-Term CAC will determine how to proceed to fill that seat. Options could include:
  - The Long-Term CAC can review the most recent list of CAC applicants to see if there might be a good fit. “Recent” is defined as “in the last 6-12 months.”
  - If there is not a viable applicant to fill the position, DP will lead the recruitment via social media posts, newsletter announcements, etc., and then the selection process will be followed.
  - The person who is resigning can make a recommendation for their replacement. That recommended person would still need to apply and go through the selection process.
- A member of the Long-Term Community Advisory Committee (CAC) might be asked to resign from the CAC if that person (1) has not been actively engaged and/or attending formal/public meetings regularly; (2) does not regularly attend the monthly complaint meetings; (3) presents ethical concerns; (4) has a conflict of interest; or (5) is consistently or severely disrespectful or disruptive to other members, community members, and staff. Because there can be mitigating circumstances, the co-chairs and the Developmental Pathways staff will work together to determine if and when a person should be asked to resign. If one of the Long-Term CAC Co-Chairs is being asked to resign, another committee member (preferably an incoming Co-Chair or “back-up” Co-Chair) will work with the Developmental Pathways staff.

## Meetings

The Interim Community Advisory Committee (CAC) conversed at length about the Long-Term CAC meetings and how they can genuinely engage the broader community. The Interim CAC **recommends** that the Long-Term CAC meet every other month for the first year of its existence. At the end of the first year, the Long-Term CAC will assess the cadence and determine if every-other-month meetings are appropriate to continue, or if the Long-Term CAC should move to quarterly meetings. All Long-Term CAC meeting minutes must be posted online (as well as meeting times, location, and instructions on how to participate). Long-Term CAC meetings will be included in DP newsletters and other avenues to ensure the public is aware of the meetings. The Interim CAC also **recommends** “recording meetings for reference purposes only.” Additionally, all participants in meetings should be informed that they are being recorded.



The Interim CAC also recommends that Action Items and follow-up items be captured at the end of each meeting. They should then be revisited at the next meeting so that there is clarification and updates on any items that were addressed in between meetings.

DP is committed to transparency and wants to continue to build relationships and trust within its communities. Thus, there will always be opportunities for public comment at each Long-Term CAC meeting. It is critical for the Long-Term CAC to regularly hear from the public. The Interim CAC **recommends** these guidelines for public comments at Long-Term CAC meetings:

- Allot 15-30 minutes for public comments at each Long-Term CAC meeting. When the Long-Term CAC first begins to meet, it should set aside a full 30 minutes for public comments, and then adjust as needed as time goes on.
- The CAC can vote to extend the time allotted for public comment.
- Public comments are limited to 3 minutes per person, with accommodations as needed.
- Time for public comments will be allocated at the beginning of each meeting. If the entire time set aside for public comments is not used, the meeting can continue without delay.
- Pre-registration to provide public comment is requested 24 hours in advance of the Long-Term CAC meeting. “Walk-ins” (whether in person or online) will be accepted if there is time and capacity. Expectations and guidelines will be provided to anyone who attends a public meeting and wants to speak.
  - Members of the public will have to clarify if they are sharing a formal complaint.

The Interim CAC has drafted Public Comment Guidelines for consideration, which can be found in [Appendix A](#).

As previously mentioned, each Long-Term CAC meeting should include an agenda item inviting committee members to share what they have heard from and in the community. We also **recommend** that the Long-Term CAC members receive information on best practices for meetings, which will be shared by DP.

## Complaints, Grievances, and Escalations

In any service system, there will be disagreements and complaints. DP has a [Grievance, Complaint, and Dispute Policy](#) that was reviewed with the Interim Community Advisory Committee (CAC). In regard to complaints and grievances, Health Care Policy & Financing (HCPF) outlined specific responsibilities for the Long-Term CAC including: (1) a monthly review of the CMA Complaint Log and quarterly review of complaint trends; (2) receiving

complaints from the community via an open forum at meetings; and (3) supporting the resolution of complaints with Members, including referral to DP's escalation process.

A grievance or complaint is a situation that is unsatisfactory or unacceptable. The Interim CAC requested that "Escalations" be included as part of Complaints and Grievances. The complaints referenced in this report are specific to DP's work and programs. The Long-Term CAC can share and/or document any of its concerns in its report to the Public Affairs Committee on the Board of Directors, or simply include comments in meeting minutes.

The Interim CAC spent a significant amount of time understanding and discussing the current Grievance and Complaint procedure managed by DP. They shared several suggestions for consideration:

- Ensure there are multiple access points to make complaints other than just online.
- Allow a person to use their natural supports to submit a complaint.

The Interim CAC also made these **recommendations**:

- A DP Staff member will report on the complaint trends at each Long-Term CAC meeting. Case Management leadership will also be present for these reports and subsequent discussions.
  - Any complaint information that is shared either by DP or a member of the public should be HIPAA compliant.
- If members of the public share a complaint during a Long-Term CAC meeting, DP will provide multiple options for addressing the complaint: (1) people sharing a complaint will be directed to the formal complaint process; (2) a DP staff member will physically be in the room to try and address the complaint immediately, if possible; and (3) a DP staff member will be available via the virtual meeting option and can chat with someone privately or provide their contact information for the person to reach out to them directly.

HCPF's rules state that the Long-Term CAC is responsible for reviewing complaints every month. Those meetings that take place to review complaints do not have to be open to the public. The Interim CAC has these **recommendations** to ensure that the complaints are reviewed monthly:

- Long-term CAC members will have access to a data platform (where complaints and resolutions are tracked by DP). All Personal Health Information will be hidden from Long-Term CAC members.
- The Long-Term CAC will hold a consistent monthly time on their calendars to convene virtually to review complaints.
- Committee members will review the complaints and will (a) sign off electronically indicating that they have reviewed the complaints and will not be joining the already-scheduled meeting; or (b) sign off electronically indicating that they have reviewed the complaints and will be joining the meeting.

- The virtual meeting to discuss complaints is *not* a formal CAC meeting. As such, it is optional. Members can choose to attend the meeting or not. A DP team member will always attend the meetings to review and discuss complaints, as well as answer questions.

If a Long-Term CAC member is approached by a community member about a complaint, the community member should be directed to DP's formal process. CAC members should never try to address or resolve a complaint themselves.

The Long-Term CAC must also report on complaint trends to the DP Public Affairs Committee of the Board of Directors. The group offers these **recommendations**:

- A different CAC member will attend the DP Public Affairs Committee to provide a verbal update on the complaint trends. (This takes the burden off one person and rotates the responsibility among all the CAC members.) The CAC member can highlight what is going well and where there needs to be improvement.
- There will be a standing agenda item at the Long-Term CAC meetings to provide an update on the discussion with the Public Affairs Committee.
  - If the Public Affairs committee has any slides related to the complaints, those slides will also be shared during the formal Long-Term CAC meeting.

## Policies & Procedures

The Long-Term Community Advisory Committee (CAC) is responsible, per Health Care Policy and Financing's (HCPF's) rules, to review DP's Long-Term Care Case Management Agency (CMA) policies and procedures and make recommendations to DP as appropriate. The Long-Term CAC is expected to offer public input and guidance to DP in the review of service delivery policies and procedures, marketing strategies, resource development, overall operations, service quality, individual member satisfaction, resolution of complaints at the local level and other related professional problems or issues. (Note that DP is not required to have policies and procedures for all the aforementioned items; however, the Long-Term CAC is responsible for reviewing and providing input on related policies and procedures.) DP is expected to provide the context and rationale for policies and procedures to the Long-Term CAC and solicit members' feedback. DP will also review the background, motivation, and expected outcomes of any new policies that are introduced.

The Interim CAC offers these **recommendations** for the Long-Term CAC:

- One Long-Term CAC meeting each year (or part of a meeting) will be dedicated to having DP staff review the policies and procedures with the Long-Term CAC.
- DP staff will review the policies with the Long-Term CAC when any changes are made throughout the year. New policies and procedures will not be finalized until there is a review and approval by the Long-Term CAC.

- DP will provide an explanation and offer context for any policies and procedures that do not exist. The Long-Term CAC can request that DP consider developing policies and procedures for ones that might not currently exist.

## Conclusion

The Interim CAC is grateful for the opportunity to have had the time to provide these thoughtful recommendations to the Long-Term CAC. These recommendations are meant to be used as a guide. It is anticipated that once the Long-Term CAC begins to meet, it will tweak some of the recommendations as it grows and evolves.

# Appendix A

## Long-Term Community Advisory Committee Public Comment Guidelines

Developmental Pathways (DP) is committed to robust client and community engagement with the goal of improving services on behalf of people with disabilities in Arapahoe, Douglas, and Elbert Counties.

DP's Long-Term Community Advisory Committee (CAC) is a volunteer advisory group of community members. They provide public input, guidance, and recommendations to help improve support outcomes in the community.

DP's CAC welcomes input from the public. We want to hear your thoughts and suggestions on how to enhance programming based on what is shared by the community. We also want to learn more about what is working well. We must work together to ensure DP receives public input for its programs and operations.

### Dates and Times:

DP's CAC will offer public comments at every meeting, which are held at DP's offices at 14280 E Jewell Avenue - Suite A, Aurora, CO 80012. The meeting schedule and virtual links to the meetings can be found on this webpage [\[insert link\]](#).

### How to Sign Up for Public Comments:

Opportunities for public comments are available in person or virtually. The CAC will hear public comments at the beginning of its meetings. Members of the public are invited to call in and/or watch by video, as well as attend in person.

If you wish to share public comments, we request that you register at [\[insert link to online form\]](#) by 10am on the previous business day. When signing up for public comment, be prepared to do the following:

- Share your full name, and any group or organization that you might be representing
- Provide your phone number and email
- Indicate if you will be there in person or virtually

**You are requested to register at least 24 business hours in advance to share public comments**, regardless of whether you are participating in person or virtually. "Walk-in" participants – whether in person or virtual – will only be permitted to provide comments if there is time after all registrants who have signed up in advance complete their remarks. In-person walk-in participants will be allowed to speak first, followed by remote participants if there is time.

In general, **you will have 3 minutes to testify**. We strongly suggest that you practice your remarks ahead of time to ensure that your comments do not run over the allotted time. Accommodations will be made if needed. All CAC meetings are recorded but are not publicly posted.

#### Testifying in Person:

If you are testifying in person, it is best to arrive 15 minutes early. You will need to sign in when you arrive. If you have handouts or copies of your remarks for the CAC, give these to staff when you arrive, or before you speak. The Committee Chair will invite you to the table at the appropriate time for your public comments. At that time, if you change your mind and decide not to provide public comments, you have the right to decline.

#### Remote Public Comments:

If you are testifying remotely, it is best to log in about 15 minutes before the meeting is scheduled to begin. CAC meetings are broadcast virtually, and the link is provided on the DP CAC webpage at [\[insert link\]](#). All telephone and video conference participants are muted upon joining the meeting. The line is unmuted when a remote participant is scheduled and requested to speak. If you change your mind and decide not to provide public comments, you have the right to decline.

#### Recommendations:

To make the most of your comments, you may find the following recommendations to be helpful:

- To ensure that all your points are made, it helps to provide a written, bulleted handout. If possible, provide **X** copies for all CAC members.
- When you are introduced to speak, please state your first name and any affiliation with a group or organization you might be representing.
- Clearly tell the CAC what suggestions and ideas you have, and why. Focus on specific points.
- It is not necessary to repeat points made by previous speakers; however, do indicate your agreement or disagreement with those points.
- CAC meetings are not meant to be a venue to accept formal complaints. Formal complaints can be submitted at <https://www.dpcolo.org/feedback/>.
- Do not share any Protected Health Information (such as address, birthdate, medical conditions, etc.).
- You may be asked follow-up questions by CAC members, and staff might be asked to clarify or respond to your recommendations, concerns, or questions.

If you have questions or need additional information, please contact **[DP staff member]** at 303-XXX-XXXX or [DPCAC@dpcolo.org](mailto:DPCAC@dpcolo.org).

*Thank you for your interest and providing us with your comments and suggestions as we improve support outcomes in our community!*