

**GRAND TRAVERSE COUNTY  
DEPARTMENT OF HEALTH AND HUMAN SERVICES BOARD  
1000 Pavilions Circle, Traverse City, MI 49684**

**MINUTES OF THE APRIL 23, 2026 MEETING**

**PRESENT:** Carol Crawford, Karen Griggs, Mary Marois Board  
Darrell Lavender, Dave Hautamaki, Kory Hansen, Darcey Gratton Staff  
TJ Andrews Commission

**ABESENT:**

**GUESTS:** Ann McMann, Residential Services Director

The regular meeting of the Grand Traverse County Department of Health and Human Services Board was called to order at 9:00am by Board Chair Carol Crawford at Garfield Township Hall.

Roll Call - Crawford – yes, Marois – yes, Griggs – yes

**First Public Comment** – None.

**County Liaison Report** – County Liaison Andrews provided an update on recent discussions from the County Board of Commissioners (BOC) meetings, highlighting that the BOC was informed the County has received notice regarding its right of first refusal related to the PACE building on Garfield Avenue following the proposed acquisition of the PACE organization by One Senior Care. Under the existing agreement, the County has a 60-day period to evaluate the opportunity to repurchase the building at 90% of the original sale price, and due diligence is currently underway.

**Approval of Agenda** – Chair Crawford asked if there were additions, changes or corrections to the agenda.

**Motion** was made by Marois to approve the agenda as presented. Seconded by Griggs and carried unanimously.

The purpose of the Consent Calendar is to expedite business by grouping items to be dealt with by one Board motion without discussion. Any member of the Board or staff may ask that any item on the Consent Calendar be removed and placed elsewhere on the agenda for discussion. Such requests will be automatically respected.

**REVIEW AND FILE**

- (1) Draft Minutes of the 03/26/26 Board Meeting
- (2) Closed Session Minutes of the 03/26/26 Board Meeting
- (3) Draft Minutes of the 03/31/26 Special Board Meeting
- (4) Closed Session Minutes of the 03/31/26 Special Board Meeting
- (5) March Resident Council Minutes

**Motion** was made by Griggs to approve the Consent Calendar as presented. Seconded by Marois and carried unanimously.

**Items Removed From Consent Calendar** – None.

**Chairman Report** – None

## **Foundation Board Report** – None

**PACE North Board Report** – Crawford shared that PACE North is currently undergoing a 120-day notification and review period related to the potential sale of its operations and building ownership entities to One Senior Care, while a nonprofit foundation structure would remain in place. Discussion included the restructuring of PACE North, as well as the future role of the advisory and foundation boards. Board members discussed the advisory nature of the future governance structure. Crawford stated that the proposed transaction was approved unanimously by the PACE North Board, including her vote, noting that she believed it represented the best opportunity to continue providing services in Grand Traverse County and potentially expand services into other northern Michigan communities.

The board inquired whether additional information could be shared regarding the liability PACE North has to Grand Traverse Pavilions and asked what the financial obligation consisted of. Lavender stated that the liability is primarily related to the settlement agreement and is approximately \$850,000. Marois further asked whether PACE North intends to satisfy that obligation as part of the proposed transaction, and Crawford responded that, based on her understanding, the intent is for the obligation to be paid; however, she noted that the agreement is not yet final.

The Board also reviewed PACE North's operational scorecard information and discussed current census levels, financial performance, staff turnover, and participant trends. Crawford stated that she will continue sharing their scorecard information with the Board moving forward.

**Service Excellence Awards** – Crawford reviewed March's Service Excellence Awards. Kathryn Holibaugh, Business Office Manager, won the Employee of the Month for March.

**Director Presentation – Cottages – Residential Services Director, Ann McMann** – Residential Services Director Ann McMann provided an update on operations within the Grand Traverse Pavilions Cottages, including Willow, Evergreen, Hawthorn, and the independent living loft units. McMann reviewed current occupancy levels and staffing structure, noting that the cottages currently employ 37 staff members, including caregiving, nursing, and activities personnel. She highlighted recent census growth efforts, reporting a net increase of 13 residents between September 2025 and April 2026, along with several respite stays supporting future admissions. McMann stated that growth was achieved through increased responsiveness to inquiries, improved follow-up processes, evaluation of market conditions, clearer communication tools for families, and reducing unnecessary barriers within the admissions process while maintaining appropriate care standards.

McMann also discussed operational improvements related to medication management processes within the cottages. She explained that the organization is transitioning from a facility-initiated medication order process to a pharmacy-initiated system through PointClickCare, which is expected to improve efficiency, reduce administrative workload on nursing staff, minimize the potential for medication errors, and allow staff to focus more directly on resident care. Implementation of the updated process is anticipated to begin June 1, 2026.

Board members commended McMann for her leadership and dedication to increasing occupancy and strengthening relationships with residents and families. In response to questions from the Board, McMann discussed the importance families place on trust, communication, staffing consistency, responsiveness, and transparency when selecting an assisted living

environment. She emphasized the importance of building relationships with prospective residents and families while maintaining honesty regarding services and care needs.

**Organization Scorecard** – Lavender reviewed the organizational scorecard for Grand Traverse Pavilions with performance data through March 2026. He reported that 14 of the organization’s 17 strategic priorities are currently meeting targets and are reflected as “green” on the scorecard. Lavender noted that team retention remains strong at 97% and shared that the organization recently completed two mock surveys conducted by LR Consulting, including a life safety survey and a full CMS survey assessment. He also reported that average cottages occupancy for March was 63 residents, exceeding the budgeted occupancy target of 61, and that enterprise-wide expenses are approximately \$241,000 favorable year-to-date.

Lavender also reviewed several priorities nearing completion, including efforts to consolidate resident satisfaction and employee “Great Place to Work” surveys under a single vendor to improve consistency and efficiency. He shared that department scorecards have been fully implemented and that work continues toward standardizing daily department huddles across all departments. In addition, Lavender discussed the evaluation of three vendors for a new enterprise-wide electronic incident reporting platform intended to improve reporting efficiency and communication related to resident, staff, and visitor incidents across all locations. He concluded by noting that the organization continues preparations for upcoming state health inspections and Joint Commission surveys. Board members expressed appreciation for the continued use and reporting of the organizational scorecard.

**Media Coverage** – Lavender shared a recent article published by the Record-Eagle following a facility tour and meeting with representatives from the organization. Administration shared that the reporter was invited to tour the facility and participate in a question-and-answer discussion with leadership and board representatives as part of ongoing efforts to foster a positive and transparent working relationship with local media. During discussion, clarification was provided regarding information contained in the article, including that a CMS abuse flag referenced in the report stemmed from a complaint originating in 2024 rather than 2025, and that the organization anticipates the flag being removed in accordance with the standard CMS timeframe. Board members commented positively on the article overall and expressed appreciation for the reporter taking the time to visit the facility, engage directly with staff and leadership, and provide balanced coverage.

**Chief Executive Officer Report** – Lavender reported that Grand Traverse Pavilions hosted a virtual quality and safety integration collaboration meeting with Munson Healthcare and other long-term care providers on March 31, 2026. The meeting focused on strengthening coordination of care for shared residents, with discussions centered on information continuity, emergency department utilization, hospitalizations and readmissions, and laboratory result management. Planned next steps include physician-to-physician collaboration, development of work groups, and quarterly meetings to continue advancing these priorities.

Lavender also provided an update on organizational quality, safety, risk, and compliance initiatives underway at Grand Traverse Pavilions. He reviewed implementation efforts related to the organization’s “Grand Mission” strategic priorities, leadership scorecards, communication huddles, problem-solving initiatives, and standardized work processes. Additional updates included the hiring of a new Human Resources Director, advancement of the compliance program, adoption of Joint Commission safety standards, and ongoing work related to staffing, recruitment, retention, and clinical survey preparation. Lavender stated that several additional

safety and risk prevention initiatives are currently being developed and will be reported on in future meetings.

Operational and financial statistics were also reviewed. Lavender reported that the medical care facility's average census for March was 184 residents, below the budgeted target of 190, while cottages occupancy remained favorable above budget at 63 residents. Financially, the organization reported a combined net income loss that remained favorable to budget projections. Additional discussion included accounts receivable progress, outpatient therapy activity, staffing updates, and environmental services capital projects currently underway.

Hautamaki provided an update regarding the facility's February state complaint survey. He reported that surveyors identified four items requiring follow-up, three of which were addressed through plans of correction, while one citation was formally disputed and successfully overturned through the dispute resolution process. Hautamaki stated that follow-up review confirmed all items were corrected and the facility is currently in full compliance. He also noted ongoing preparations for upcoming annual state and Joint Commission surveys, including mock survey follow-up activities and continued focus on resident safety, fall prevention, and quality improvement efforts.

## **Business**

- (1) **March Financial Report** – Hansen presented the March 2026 financial operations report and reviewed the organization's overall financial performance, including revenues, expenses, occupancy, accounts receivable collections, and operating results for the Medical Care Facility and the Cottages. Administration reported continued progress in accounts receivable recovery efforts and improvements in current billing processes. Board discussion included questions regarding the fixed-rate arrangement related to PACE participant services at the Cottages. Administration acknowledged that the agreement has been in place for several years and confirmed that the contract terms, pricing structure, quality expectations, and safety considerations are currently under review.

**Motion** made by Marois to accept the financial operations report for March as presented. Seconded by Crawford and carried unanimously.  
Roll Call - Crawford – yes, Marois – yes, Griggs – yes

- (2) **Board Representative for Administrator Search** – The Board discussed the ongoing administrator search process and the need to appoint a Board representative to participate in candidate interviews and the selection panel. Discussion included clarification that the Board is responsible for formally appointing the administrator position and that the appointment may come forward as a recommendation from the interview panel.

Administration reported that applications and resumes have already been received, the search has been expanded, and initial screening interviews are currently underway to narrow the candidate pool prior to panel interviews.

Board members discussed potential participation in the interview process, and Griggs expressed interest in serving as the Board representative, noting her healthcare administration experience.

**Motion** was made by Marois to appoint Karen Griggs as the Board representative to the administrator search panel. The motion was seconded by Crawford and carried unanimously. Roll Call - Crawford – yes, Marois – yes, Griggs – yes

Crawford noted that once the interviews are completed, a resolution with the recommendation from the interview panel will be brought back to the board for approval.

**Medical Staff**

- (1) **Naseer Abbas, MD – Sound Physicians** - Hautamaki reviewed the request for Naseer Abbas, MD from Sound Physicians, to have consulting privileges as recommended by Medical Director Dr. April Kurkowski, DO.

**Motion** was made by Marois to approve consulting privileges for Naseer Abbas, MD as presented to the board. Seconded by Crawford and carried unanimously.

- (2) **Susanna Rudy, NP – Sound Physicians** - Hautamaki reviewed the request for Susanna Rudy, NP from Sound Physicians, to have consulting privileges as recommended by Medical Director Dr. April Kurkowski, DO.

**Motion** was made by Marois to approve consulting privileges for Susanna Rudy, NP as presented to the board. Seconded by Griggs and carried unanimously.

**Grand Traverse Pavilions Announcements**

- (1) April 27, 2026 @ 2:00pm – Study Session @ Grand Traverse Pavilions  
Re: Cottages – Resident Strategic Discounts & Scholarship Policy
- (2) May 28, 2026 @ 9:00am – Regular Board Meeting @ Garfield Township

**Second Public Comment** – None

Meeting adjourned at 10:17 a.m.

Signatures:

  
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Carol Crawford – Chair

Grand Traverse County Department of Health and Human Services Board

Date: May 28, 2026 \_\_\_\_\_ Approved  
\_\_\_\_\_ Corrected and Approved