

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

MINUTES OF THE FEBRUARY 26, 2026 MEETING

PRESENT: Carol Crawford, Karen Griggs Board
Darrell Lavender, Dave Hautamaki, Kory Hansen, Darcey Gratton Staff

ABESENT: Mary Marois Board
TJ Andrews Commission

GUESTS: Holly Edmondson, Director of Clinical Services

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, Griggs – yes, Marois - excused

First Public Comment – None.

County Liaison Report – None.

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

Motion was made by Griggs to approve the agenda as presented. Seconded by Crawford. Motion carried.

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 01/29/26 Board Meeting
- (2) Draft Minutes of the 02/16/26 Special Board Meeting
- (3) Closed Session Minutes of the 02/16/26 Special Board Meeting
- (4) January Resident Council Minutes
- (5) Fourth Quarter 2025 Foundation Financials

Motion was made by Griggs to approve the Consent Calendar as presented. Seconded by Crawford. Motion carried.

Items Removed From Consent Calendar – None.

Chairman Report – Crawford reported she had a busy month, including meetings with county officials and Lavender to discuss establishing a specific threshold for the Pavilions' cash position. Crawford also shared that she attended a board meeting for PACE North and plans to bring back additional information regarding their new organizational structure and how it will support the expansion of services into other areas. She noted that services in Grand Traverse County will not change.

Foundation Board Report – Lavender reported that the Grand Traverse Pavilions Foundation met on February 4. The Board discussed current and upcoming grant opportunities, fundraising events, and investment updates. It was also announced that a new Development Director has been hired to support and expand the Foundation's fundraising efforts. The next Foundation Board meeting is scheduled for May 6.

PACE North Board Report – Covered under the Chairman Report.

Service Excellence Awards – Crawford reviewed January's Service Excellence Awards. David Vorpagel, Courtesy Driver won the Employee of the Month for January.

Director Presentation – Clinical Services – Holly Edmondson, DON – Holly Edmondson, Director of Nursing (DON), provided an overview of the Clinical Services department and reviewed the departmental scorecard included in the meeting packet. Edmondson highlighted several key areas of focus over the past year, including the implementation and continued maintenance of electronic medical records. She also discussed the integration of the interdisciplinary team, including Nursing, Social Work, Recreational Therapy, Dietary, and Therapy, which has developed focus groups aimed at improving the quality of life for residents.

Edmondson noted that another significant accomplishment for the department was the opening of Aspen. Another area highlighted on the scorecard was the significant increase in census over the past year. Edmondson reported that a year ago the Pavilions averaged a census of 160 residents and is now averaging 180, with a goal this year of averaging 190. This growth has also required increases in staffing, particularly among direct care staff, including positions within the restorative nursing program.

Edmondson concluded her presentation by addressing questions from board members and noted that a mock survey is currently underway to review areas for improvement in policies and best practices, with a focus on maintaining and enhancing quality of care.

2025 QAPI Report – Hautamaki reviewed the QAPI dashboard included in the Board packet, which reflects publicly available CMS Quality Measures (QM's) for both long- and short-stay skilled nursing facility residents. The report provides a summary of 2025 performance and results for January 2026. Hautamaki highlighted key focus areas, fall prevention and hospitalizations. Lavender noted that the report also includes the quality measure scoring table used to determine CMS star ratings, where the organization currently maintains a solid four-star rating and is 178 points away from achieving a five-star rating.

Organization Scorecard – Lavender reviewed the Organizational Scorecard for *A Grand Mission*, reflecting performance through January 2026 across four priority areas: Residents First, the Healthcare Team, Quality & Safety, and Operational Performance. Of the 17 organizational priorities, 11 have been initiated and 3 have already met targets, including team retention at 97%, Cottage occupancy at 60 residents (above budget), and expenses tracking more than \$100,000 favorable to budget.

Media Coverage – Lavender reported on recent media coverage, noting it has created concern among staff, residents, and families. Administration communicated promptly with staff and residents, and feedback from staff has been positive. The organization remains focused on resident care, and leadership emphasized that regulatory oversight, Board governance, and

internal quality systems remain active. Any legitimate concerns will be addressed while maintaining focus on providing safe, compassionate, high-quality care.

Chief Executive Officer Report – Lavender introduced Kim Weckesser as the new HR Director and shared Weckesser brings extensive healthcare human resources and labor relations experience, including prior leadership roles with Munson Healthcare and Munson Healthcare Manistee Hospital. She is currently working with Diane Mallory to ensure a smooth transition. Administration also announced that Jaime Griffis has accepted the position of Executive Director of Development and Community Engagement, with a start date of March 16. She brings more than 20 years of experience in advancement and strategic communications within public higher education, most recently leading strategic communications for Innovation & Online at Central Michigan University. Her background includes annual giving leadership, donor strategy, grant writing, and board engagement.

An update was provided on cash flow and accounts receivable initiatives. Lavender reported that more than 70 improvement tactics have been identified, prioritized, and assigned to work groups. Citrin Cooperman has been engaged to assist with skilled nursing facility billing, excluding private pay, and AR recovery efforts. As of February 19, collections totaled \$909,260, representing approximately 36% of prioritized accounts. Accounts receivable escalation has been halted and days in AR improved slightly during February. Current cash balances are approximately \$2.7 million, with projections above \$2 million by week's end. A conservative rolling 13-week cash forecast does not project any negative cash balance periods.

In follow-up to Crawford's recommendation in January to establish a clear, shared expectation regarding minimum cash reserves to reduce financial risk, Lavender proposed establishing a minimum cash reserve threshold of 55 days cash on hand, approximately \$4.5 million, as a financial risk management benchmark. Should cash levels approach or fall below this threshold, it would automatically trigger enhanced cash management actions, including intensified oversight activities, implementation of a rolling 13-week cash flow forecast, and formal Board discussion and updates, consistent with the process currently underway. Additionally, Lavender recommended that the daily cash balance email notification continue on an ongoing basis to ensure transparency and real-time awareness. Grand Traverse County Administrator Nate Alger and Finance Director Mr. Bott have accepted a proposal for County notification should the cash reserve threshold reach \$2.5 million or less.

Lavender reviewed January census and operational metrics. Skilled nursing facility census averaged 189 residents, one below the budgeted target of 190, while Cottage occupancy was 60 residents, two above budget. Accounts receivable for January totaled approximately \$8.8 million, representing 79 days outstanding. Operating expenses per patient day reflected a favorable variance of \$11. Wellness Services remain strong with 83 Medicare A inpatient rehabilitation patients, 47 Medicare B inpatients, 411 outpatient therapy visits, and 106 Cottage resident therapy visits. Staffing levels totaled 337 employees, with one new hire during January.

Lavender noted that the topic of Cottage discounts will be revisited at the March meeting. To date, no discounts have been granted.

Hautamaki highlighted ongoing mock survey activities, noting that the Life Safety mock survey has been completed and that other survey is currently underway. The focus will be on follow-up training and addressing identified areas for improvement.

Business

- (1) **January Financial Report** – Hansen presented the financial operations report for January 2026, and addressed questions from board members regarding the financial details.

Motion made by Crawford to accept the financial operations report for January as presented. Seconded by Griggs and carried unanimously.

Roll Call - Crawford – yes, Griggs – yes

- (2) **Purchase Request – UV Bulb Replacement** – Lavender reviewed the request to replace the UV Bulbs and warranty inspection for the Active Pure System.

Motion made by Griggs to approve the bid from Garstang Group for \$92,023.19 to replace the UV Bulbs and warranty inspection for the Active Pure system as presented.

Seconded by Crawford. Motion carried. Roll Call - Crawford – yes, Griggs – yes

- (3) **Purchase Request – Freezer Compressor Replacement** – Lavender reviewed the request for the additional cost to replace the Walk-in Freezer Compressor in the kitchen. This replacement was previously approved during the January meeting for the amount of \$12,055.47. Due to increased shipping costs, an additional expense of \$2,006.13 has been incurred.

Motion made by Crawford to approve the payment to Grand Traverse Refrigeration for \$2,006.13 to cover the additional costs for the Walk-in Freezer Compressor previously approved by the Board in January 2026 as presented. Seconded by Griggs. Motion carried. Roll Call - Crawford – yes, Griggs – yes

Medical Staff

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

Motion was made by Griggs to approve consulting privileges for Shelly Dale, NP as presented to the board. Seconded by Crawford. Motion carried.

Grand Traverse Pavilions Announcements

- (1) March 26, 2026 – Next Regular Board Meeting @ 9:00am

Second Public Comment – None

CLOSED SESSION

Motion was made by Crawford seconded by Griggs to go into Closed session pursuant to section 8(h) of the Open Meetings Act, to consider a written opinion letter/memorandum of legal counsel which is exempt from discussion or disclosure pursuant to MCL 15.243(1)(g), the Michigan Freedom of Information Act.

Roll Call - Crawford – yes, Griggs – yes

Motion was made by Crawford to come out of Closed Session at 10:12 a.m., seconded by Griggs. Motion carried.

Motion was made by Crawford to adopt the recommendations as presented by legal counsel, seconded by Griggs. Motion carried. Roll Call - Crawford – yes, Griggs – yes

Meeting adjourned at 10:12 a.m.

Signatures:



Carol Crawford – Chair
Grand Traverse County Department of Health and Human Services Board

Date: March 26, 2026 Approved
_____ Corrected and Approved

