GRAND TRAVERSE COUNTY
DEPARTMENT OF HEALTH AND HUMAN SERVICES BOARD

1000 Pavilions Circle, Traverse City, MI 49684

MINUTES OF THE JUNE 25, 2026 MEETING

PRESENT:	Carol Crawford, Karen Griggs, Mary Marois	Board
	Darrell Lavender, Dave Hautamaki, Kory Hansen, Darcey Gratton	Staff
	TJ Andrews	Commission
ABESENT:		
GUESTS:	Jaime Griffis, Director of Development & Community Relations	
	Clayton Wagatha, Community Relations & Volunteer Coordinator	

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 several Grand Traverse County initiatives. She reported that the County continues to move forward with the proposed acquisition of the PACE building, which remains contingent upon the completion of several required conditions. In response to Crawford's question regarding the County's interest in reacquiring the PACE building, Andrews explained that the opportunity represents a sound long-term business investment. She noted that the building's existing long-term lease with PACE would provide stable tenancy while preserving the County's future flexibility to utilize the property should community needs change.

Andrews also shared that planning for the new jail and justice facility continues, including ongoing public engagement, facility planning, and the selection of a planning consultant to assist with integrating the various project components into a long-term community investment. Andrews further reported that the County is moving forward with an operational audit of several County departments, including the courts, prosecutor, sheriff, jail, and elected offices, to evaluate workloads, operational processes, and opportunities for greater efficiency. Due to lower-than-anticipated costs for the audit, the County expects to expand the review to include administrative departments such as Human Resources, Information Technology, Finance, and Administration. The audit is anticipated to provide recommendations for improving operational effectiveness and long-term planning.

Board discussion included the evolving design of the proposed jail facility, with Andrews noting the importance of incorporating modern approaches to medical and behavioral health services within the correctional setting to improve continuity of care and reduce long-term costs.

Approval of Agenda – Chair Crawford stated due to the need for Griggs to leave early, agenda item C. Business (1) Administrator Appointment will be moved before the Chairman Report. Crawford also stated the need to add Amend the DHHS-Pavilions 2026 calendar under C. Business (4).

> **Motion** was made by Marois to approve the agenda with the changes and additions. 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 05/28/26 Board Meeting
(2) May Resident Council Minutes

Motion was made by Griggs to approve the Consent Calendar as presented. Seconded by Marois and carried unanimously. Marois noted that the board used to receive minutes on the food committees and would like to see them again.

Items Removed From Consent Calendar – None.

Administrator Appointment (moved) – Griggs, who served as the Board representative on the administrator search committee, presented the committee's recommendation to appoint Melissa Johnson as the next Administrator of Grand Traverse Pavilions. Griggs highlighted Johnson's more than 20 years of nursing experience, leadership background, and expertise in administration, infection prevention, compliance, and process improvement. She noted Johnson's collaborative leadership style, commitment to communication across departments, calm and process-driven approach, and enthusiasm for continued learning. Following board discussion regarding Johnson's licensure, community involvement, anticipated start date, and transition planning, the Board unanimously approved the appointment of Melissa Hillier Johnson as Administrator, effective August 3, 2026.

During discussion, Andrews requested an opportunity to tour the facility and meet Johnson after she begins her role. Administration welcomed the request and noted that future opportunities may also be extended to county commissioners and community partners to showcase Grand Traverse Pavilions. Board members also expressed appreciation to Interim Administrator Dave Hautamaki for his leadership and service during the transition period and thanked the interview committee and leadership team for conducting a thorough and well-organized selection process.

Chairman Report – Crawford reported that she attended the Michigan County Medical Care Facilities Council (MCMCFC) Spring Management Conference along with Griggs and Lavender. Crawford shared that the conference provided valuable education related to leadership, organizational culture, employee engagement, data-informed decision-making, legal and regulatory matters, and emerging issues affecting county medical care facilities. Griggs highlighted sessions addressing employee support, overtime regulations, and the potential impact of the opioid crisis on skilled nursing facilities. Lavender noted several actionable takeaways, including opportunities to further engage the healthcare team in strategic planning and organizational decision-making. All who attended expressed appreciation for the educational opportunity and encouraged continued Board participation in future conferences.

Foundation Board Report – None

Service Excellence Awards – Crawford reviewed May's Service Excellence Awards. Rose Marinello RN, won the Employee of the Month for May.

Director Presentation – Community Engagement – Jaime Griffis – Director of Development & Community Relations Jaime Griffis, along with Community Engagement Coordinator Clayton Wagatha, provided an overview of current Development and Community Relations initiatives and scorecard. Griffis highlighted ongoing efforts to strengthen the Pavilions' public presence through improvements to the organization's website, digital platforms, messaging, and public-facing materials. The website redesign will focus on the needs of residents, families, and referral partners while providing accessible information regarding services and care options. Additional initiatives include updated admission and promotional materials, rebranding the Wellness Center as the Center for Rehabilitation, and expanding organizational storytelling through resident and family testimonials, employee spotlights, and increased social media engagement. Wagatha reported continued growth in the volunteer program, with 23 new volunteers added toward the annual goal of 15. Volunteers provide valuable support to residents, activities, special events, and Concerts on the Lawn, including individualized companionship opportunities for residents. Griffis also shared plans to launch the Foundation's Make It Better Grant, which will provide employees an opportunity to identify and propose projects that enhance the experience of residents and employees. Additional outreach efforts include the "Ask Anne" educational series addressing commonly asked questions regarding care options and increased participation in local organizations and community events to strengthen partnerships and awareness of Pavilions services.

Wagatha provided updates on Concerts on the Lawn, including receipt of a $16,000 Michigan Arts and Culture Council grant and continued community and sponsorship support. He also reported on the successful third annual Scramble for Seniors golf outing, which filled all 24 available team registrations and experienced increased participation and fundraising over previous years.

Griggs out 9:43 a.m.

Chief Executive Officer Board Report – Lavender reviewed the Organizational Scorecard through May 2026, reporting continued progress across the four Grand Mission categories: Residents First, Healthcare Team, Quality & Safety, and Operational Performance. Five priorities are currently meeting established targets, with several additional initiatives anticipated for completion within the next 30–60 days. Key initiatives include completion of the Joint Commission certification process, implementation of standardized departmental huddles, launch of resident satisfaction and employee Great Place to Work surveys, and development of a new electronic incident reporting platform to improve consistency, response time, follow-up, data tracking, and organizational safety. Team retention remained strong at approximately 98%, two mock surveys were completed, Medical Care Facility census exceeded budget at 194 residents, and Cottages occupancy met the budgeted census of 63 residents and has continued to increase. Year-to-date expenses remained favorable to budget, helping offset revenue below projections.

Lavender announced that the Board Strategic Planning Session is scheduled for July 23, 2026, and will include presentations related to community engagement, industry trends and organizational benchmarking, the Cottages' organizational structure, potential renovation concepts, and funding opportunities, followed by a strategic planning exercise. Board members were also invited to attend the Employee Appreciation Picnic scheduled for July 22, 2026.

Lavender reviewed organizational statistics, reporting continued positive census trends, combined year-to-date net income favorable to budget, cash totaling approximately $3.5 million, and accounts receivable days decreasing to 68, with a goal of reaching 55 days by year-end.

Rehabilitation services remained generally stable; however, outpatient therapy volumes declined during May due in part to staff vacations, leaves, and the Memorial Day holiday. Referrals have recently begun to increase. The organization welcomed eight new employees, bringing the total workforce to approximately 390 employees.

Hautamaki reported on the recent Joint Commission survey conducted as part of the voluntary certification process for the Medical Care Facility and Memory Care program. The comprehensive review evaluated clinical and operational systems, including personnel records, resident care, fire safety, dietary services, facility operations, and nursing practices. The survey identified 16 areas for improvement, none of which were considered serious. Corrective actions have been completed or are underway, and a formal response will be submitted as part of the certification process. Hautamaki noted that the review provided valuable feedback and further supported preparations for the upcoming annual state survey.

Hautamaki also provided an update on ongoing quality improvement initiatives. Recommendations identified through previous mock surveys have been addressed or remain in progress, with continued support from clinical consultants. Enhanced processes have been implemented to review resident falls and other incidents during daily clinical meetings, identify contributing factors, develop interventions, and monitor opportunities for improvement. Consultants also continue to participate in QAPI meetings and provide guidance regarding quality and safety priorities.

Forefront has been asked to conduct a comprehensive review of the Food Services program, including dining room operations, meal presentation and delivery, staffing, equipment needs, and opportunities to enhance the overall resident dining experience. Recruitment efforts are underway to increase Food Services staffing and support future improvements.

Hautamaki shared that regular facility rounds continue to identify opportunities for operational and environmental improvements. Three Aspen hallways are currently open, with additional areas expected to open as census increases. The renovated private rooms have supported admissions, particularly for short-term rehabilitation residents, and serve as a model for potential future renovations throughout the facility. Hautamaki concluded that the organization has established a strong foundation, continues to make positive progress, and is well positioned for the transition to the newly appointed Administrator.

Business

(1) **<u>May Financial Report</u>** – Hansen presented the May 2026 financial operations report. Combined operations generated revenue of approximately $3.36 million, favorable to budget by $73,000, with expenses totaling approximately $3.45 million, unfavorable to budget by $162,000. Combined operations resulted in a net loss of approximately $96,000 and an unfavorable budget variance of $89,000. Cash increased by approximately $383,000 to $3.57 million, primarily due to continued collection of outstanding receivables. Accounts receivable days decreased to 68.

Medical Care Facility revenue totaled approximately $3.04 million, favorable to budget by $85,000, supported by an average census of 194 residents and increased Medicaid reimbursement. Expenses exceeded budget by approximately $176,000, resulting in a monthly net loss of approximately $79,000.

Cottages revenue totaled approximately $331,000, unfavorable to budget by approximately $12,000. Revenue was impacted by an approximately $18,000 retroactive PACE adjustment related to periods when a resident temporarily received hospital or skilled nursing care while their Cottages residence was held. Board discussion included questions regarding reimbursement requirements, the frequency of similar occurrences, and whether current agreements or policies should be evaluated to reduce future financial impacts. Administration will further review the matter. Cottages expenses remained favorable to budget by approximately $12,000, resulting in a monthly net loss of approximately $17,000.

The Board also requested that the continued value and financial impact of the dedicated MDHHS worker arrangement be evaluated during the upcoming budget process.

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

Andrews out 10:18 a.m.

(2) **Request to Purchase – Printers** – Lavender presented a request from Information Systems to purchase two Lexmark color printers. Three competitive bids were reviewed, with administration recommending the purchase from Kraft Business Systems based on the organization's longstanding relationship with the local vendor and its ability to directly support and service the equipment.

Motion made by Marois to approve the purchase of two Lexmark color printers from Kraft Business Systems in the amount of $12,700 as presented. Seconded by Crawford. Motion carried. Roll Call - Crawford – yes, Marois – yes, Griggs – out early

(3) **Request to Purchase – ThinClients Devices** – Lavender reviewed the need to purchase 80 NComputing thin clients to replace end-of-life devices that no longer support Windows 11 and are no longer adequate for secure, reliable access to critical clinical and Business systems. Three bids were received, with the recommended bid from CDW, based on their availability.

Motion made by Marois to approve the bid from CDW for $17,761.53 to purchase 80NComputing thin clients as presented. Motion was seconded by Crawford. Motion carried. Roll Call - Crawford – yes, Marois - yes, Griggs – out early.

(4) **Updated 2026 DHHS-Pavilions Schedule** (Added) – Crawford reviewed proposed changes to the remaining 2026 DHHS-Pavilions Board meeting schedule. The July 30, 2026 and October 29, 2026 meeting will remain at Garfield Township Hall but will be held in the smaller meeting room. The November meeting was rescheduled to Monday, November 23, 2026, at 9:00 a.m. The December meeting was rescheduled to Tuesday, December 22, 2026, at 9:00 a.m., with the meeting location to be determined.

Medical Staff

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

Motion was made by Marois to approve consulting privileges for Bindit Patel, MD as presented to the board. Seconded by Crawford. Motion carried.

<u>**Grand Traverse Pavilions Announcements**</u>

(1) July 23, 2026 @ 8:30am – Study Session – Strategic Planning @ GTP
(2) July 30, 2026 @ 9:00am – Regular Board Meeting @ Garfield Township
(3) Upcoming Concerts on the Lawn:
June 25, 2026 @ 7:00pm – The Gordon Lightfoot Tribute
July 2, 2026 @ 7:00pm – NMC Concert Band
July 9, 2026 @ 7:00pm – Mighty Tundra Tones (Formerly known as Jazz North)
July 16, 2026 @ 7:00pm – Elvis Tribute Artist – Jake Slater
July 23, 2026 @ 7:00pm – Miriam Pico and Friends

<u>**Second Public Comment**</u> – None

Meeting adjourned at 10:29 a.m.

Signatures:

Carol J Crawford

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

Date: <u>July 30, 2026</u> Approved
________________ Corrected and Approved