

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

MINUTES OF THE MARCH 26, 2026 MEETING

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

ABESENT:

GUESTS: Ryan Hutchins, Environmental 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.

Approval of Agenda – Chair Crawford asked if there were additions, changes or corrections to the agenda. Griggs pointed out that a correction was needed in the Announcement section, noting that the next meeting is scheduled for April 23, 2026.

Motion was made by Marois to approve the agenda with presented changes. Seconded by Griggs and carried anonymously.

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 02/26/26 Board Meeting
- (2) Closed Session Minutes of the 02/26/26 Board Meeting
- (3) Draft Minutes of the 03/19/26 Special Board Meeting
- (4) Closed Session Minutes of the 03/19/26 Special Board Meeting
- (5) February Resident Council Minutes

Motion was made by Crawford to approve the Consent Calendar as presented. Seconded by Griggs. Marois abstained due to her absence during the 2/26/26 Board meeting. Motion carried.

Items Removed From Consent Calendar – None.

Chairman Report – Crawford expressed her gratitude for the diligent work and clear communication surrounding the pavilions' cash position. Meanwhile, Marois took a moment to acknowledge and thank the staff for their commitment, particularly for showing up during the challenging blizzard in March.

Foundation Board Report – None

PACE North Board Report – Crawford reported that she had no new updates regarding PACE North at this time. In response, Marois raised a question about comments Crawford made during the February Board meeting regarding a potential new organizational structure and its implications for expanding services into other areas. Crawford clarified that the services in Grand Traverse County will remain unchanged. She also noted that she is unable to publicly share specific information about PACE North due to its status as a non-public entity. Crawford acknowledged the importance of transparency and assured the board that she would share PACE North's scorecard with them at the April meeting.

Service Excellence Awards – Crawford reviewed February's Service Excellence Awards. Marcos Andrews, CNA, won the Employee of the Month for February.

Director Presentation – Environmental Services – Ryan Hutchins – Hutchins provided an overview of the Environmental Services department, which includes Maintenance, Custodial, Housekeeping, Transportation, and Laundry. He highlighted key areas of focus from the department's scorecard, with particular emphasis on aging infrastructure and the ongoing effort to maintain the building. Hutchins discussed the department's proactive approach to preventive maintenance, stressing the importance of addressing issues before they become reactive. Following the presentation, Hutchins addressed questions from board members. The board engaged in a discussion regarding arboretum rules, particularly related to the removal of older trees. Marois inquired about the joint responsibility between the organization and the County regarding the expense of tree removal. Andrews responded, noting that she is aware of the City having a specific tree fund and provided suggestions on who to contact for further information.

Organization Scorecard – Lavender reviewed the Organizational Scorecard, noting that out of the 17 organizational priorities, 14 are currently underway, with 4 already meeting their targets. Key highlights include team retention at 97%, Skilled Nursing Facility (SNF) occupancy at 190 residents, meeting budgeted levels, Cottages occupancy exceeding budget at 61 residents, and year-to-date expenses being approximately \$219,000 favorable. While these results show a strong start, Lavender emphasized that significant work remains across these priorities and noted maintaining this momentum will be critical to achieving the organization's overall goals.

Chief Executive Officer Report – Lavender began the CEO report by introducing Jaime Griffis as the new Executive Director of Development & Community Engagement. Jaime brings 20 years of communications experience from public higher education, specializing in brand strategy, digital engagement, donor relations, annual giving, and fundraising. The GTP Administrator position has also been posted, and applications are currently under review, with a panel scheduled for interviews.

Financially, the company's cash flow continues to improve. February saw a \$1 million increase in cash over January, bringing the total cash balance to \$3.4 million. Accounts receivable improved by \$1 million as well, reducing the days in AR to 69. Citrin Cooperman took over primary billing responsibilities on March 1, and as of March 18, back-billing collections have reached \$1.24 million. The 13-week cash forecast remains positive, with a few weeks projected to fall just below the \$2.5 million threshold.

Key operational metrics show that the SNF average census is on budget at 190, while the Cottages census exceeds budget expectations by 60. On the finance side, Darrell reported that

the combined net income remains positive after depreciation. February net income for the Cottages was -\$7,947 after depreciation, but operating income remains positive for the month at \$15,000, and \$22,000 year-to-date.

Wellness metrics indicate that Med A inpatient rehab has decreased to 68, reflecting fewer rehab admissions, while Med B inpatient remains stable at 48, with room for growth. Outpatient therapy visits totaled 418 in February, which is strong for the winter months, and Cottages resident visits remained steady at 78. Staffing levels for the entire organization increased in February with nine new hires, bringing the total workforce to 353 employees.

Looking ahead, Lavender shared that on March 31, The Pavilions will host a Quality & Safety Integration Collaborative in partnership with Munson Healthcare and other local long-term care providers. This event aims to strengthen partnerships and will include discussions on information continuity, emergency department utilization, hospitalizations, readmissions, and lab resulting.

Hautamaki provided a summary on resident activities and addressed a recent complaint survey, which resulted in four citations, one of which is being challenged. Mock survey activities continue, with a focus on follow-up training and addressing identified areas for improvement. The next mock survey is scheduled for late May.

Business

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

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

- (2) **Purchase Request – Boilers** – Lavender reviewed the request to replace two of the four domestic hot water boilers installed in 1998, all of which have significantly exceeded their expected service life. Three bids were received and the recommended bid was for Moore Mechanical based on it being the lowest bid.

Motion made by Marois to approve the bid from Moore Mechanical for \$58,440 to replace two domestic hot water boilers as presented. Seconded by Griggs and carried unanimously. Roll Call - Crawford – yes, Marois – yes, Griggs – yes

- (3) **Purchase Request – HVAC Controls** – Lavender reviewed the need to upgrade the electronic control system for the boilers and chillers. The only bid received for this project was from Smart Building Solutions, as they are the current vendor working on the system. Hutchins added that changing vendors at this point would require a new system assessment.

Motion made by Marois to approve the bid from Smart Building Solutions for \$6,540 to upgrade boilers and chillers electronic control system as presented. Motion was seconded by Griggs and carried unanimously. Roll Call - Crawford – yes, Marois – yes, Griggs – yes

Andrews out 10:20 a.m.

- (4) **Resolution 2025 – 2 – Foundation Trustee Appointment - Mabey** – Marois reviewed the proposed Foundation Board of Trustee Joelle Mabey.

Motion was made by Marois to accept the Grand Traverse Pavilions Foundation Board of Trustee candidate Joelle Mabey as presented. Motion was seconded by Griggs and carried unanimously.

- (5) **Resident Strategic Discounts Scholarships** – Lavender revisited the discussion on Resident Strategic Discounts for the Cottages, a topic originally addressed last fall. Included in the packet were the *Resident Strategic Discounts & Scholarships Policy for Residential Services* and the accompanying resolution, which were developed in response to the Board's motion from October 2025. The purpose of the policy is to align with the organization's mission, expand access to assisted living services, and maintain the financial sustainability of the County asset. The policy establishes clear parameters, timelines, and limitations for offering discounts. Lavender noted, to date, no units have been discounted, but with Board approval, strategic and promotional discounts will be implemented in a structured and intentional manner, as outlined in the policy.

Board member Marois suggested that the discussion be tabled for a future study session to allow for further discussion on the Cottages. The session will include the Foundation Board President, the Residential Services Director, and the new Director of Development and Community Relations. Additionally, the Board discussed extending the CEO's ability to review case-by-case incentives until May 30, 2026.

Motion was made by Marois to table discussion on Resident Strategic Discount Scholarships for a Study Session. Motion was seconded by Crawford and carried unanimously.

Motion made by Marois to authorize the CEO to negotiate with potential new cottage residents through May 30, 2026 with concession available and not exceeding \$5000 per family. Seconded by Crawford and carried unanimously.

Medical Staff

- (1) **Kayla Yancho, NP – Longevity** - Hautamaki reviewed the request for Kayla Yancho, NP from Longevity, to have attending privileges as recommended by Medical Director Dr. April Kurkowski, DO.

Motion was made by Griggs to approve attending privileges for Kaya Yancho, NP as presented to the board. Seconded by Crawford and carried unanimously.

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

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

