GRAND TRAVERSE COUNTY
DEPARTMENT OF HEALTH AND HUMAN SERVICES BOARD

1000 Pavilions Circle, Traverse City, MI 49684

MINUTES OF THE SEPTEMBER 24, 2026 MEETING

PRESENT:	Carol Crawford, Mary Marois (virtual), Karen Griggs	Board
	Darrell Lavender, Mellissa Hilliard-Johnson, Kory Hansen	Staff
	Darcey Gratton	
ABESENT:	TJ Andrews	Commission
GUESTS:	Ty Antkoviak, Director of Quality, Safety, Compliance & Risk	
	Jamie Wilson, Staff Development 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 in the Grand Traverse Pavilions Board Room.

Board member Mary Marois participated in the meeting remotely pursuant to a reasonable accommodation requested under the Americans with Disabilities Act (ADA) due to a temporary disability that prevented her from attending the meeting in person. The Board granted the accommodation, allowing Marois to participate virtually as a full voting member of the Board.

Roll Call: Crawford – yes; Marois – yes (virtual); Griggs – yes.

First Public Comment – None.

County Liaison Report – Commissioner Andrews was unable to attend but requested that Crawford share on her behalf that the Grand Traverse County Board of Commissioners approved the reappointment of Karen Griggs to another three year term on the DHHS Board. Commissioner Andrews conveyed her enthusiasm regarding the reappointment and congratulated Griggs.

The Board briefly discussed the need to conduct an election of officers following Griggs' reappointment. It was agreed that the election of officers would be placed on a future agenda once official notification and the effective date of the reappointment are confirmed.

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 Marois and carried unanimously.

Consent Calendar – 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 08/28/26 Board Meeting
(2) August Resident Council Minutes

(3) August Let's Talk Food 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 – Crawford provided an update regarding PACE North and its acquisition by One Senior Care. She reported that the former PACE Board has been dissolved and replaced by a PACE Foundation Board and an advisory board. Crawford will continue serving on both boards for the time being; however, she clarified that she is no longer serving as a DHHS Board designee, as there is no longer a requirement for DHHS Board representation.

Crawford reported that the settlement agreement between PACE and Grand Traverse Pavilions has been completed and the remaining settlement funds have been received. Going forward, the Pavilions' primary connection with PACE North will be through PACE participants who reside at the facility.

The Board discussed the new organizational structure and One Senior Care's acquisition of PACE North. Crawford noted that One Senior Care operates other PACE programs and brings additional resources and experience intended to support the continued operation and potential future growth of PACE services. Crawford indicated that this would be her final formal PACE report in her former capacity, although she will continue to answer questions as appropriate while serving on the Foundation and advisory boards.

Crawford also reported that she recently attended the Michigan County Social Services Association (MCSSA) conference in Frankenmuth, which provided information and updates related to health and human services. She further reported that she plans to attend the Michigan County Medical Care Facilities Council (MCMCFC) Financial Conference on Mackinac Island at the end of October along with Lavender, Hilliard-Johnson and Hansen.

Foundation Board Report – None

Service Excellence Awards – Crawford reviewed August's Service Excellence Awards. Jacob Dean, RN won the Employee of the Month for August.

Infection Prevention & Staff Development Presentation – Ty Antkoviak, Director of Quality, Safety, Compliance and Risk and Jamie Wilson, Staff Development Coordinator – Ty Antkoviak, Director of Quality, Safety, Compliance and Risk, and Jamie Wilson, Staff Development Coordinator, provided an update on current staff development, infection control, quality and safety initiatives.

Wilson provided an overview of her 19-year history with the Pavilions and her current responsibilities, including new employee orientation, regulatory education, clinical competencies, CPR instruction, employee influenza clinics, and organization-wide staff support. As Antkoviak transitions into his new role, Wilson will assume responsibility for both Staff Development and Infection Control.

Wilson highlighted two major initiatives currently underway. The first is development of a formalized preceptor program designed to better prepare experienced staff to train, mentor and assess new employees while accommodating different learning styles. The second is

transitioning infection control tracking from a largely manual process to the electronic health record system, allowing infection data, medications, laboratory results, precautions and related information to be tracked and reported electronically.

Antkoviak provided updates on additional quality and safety initiatives, including the upcoming Great Place to Work employee survey and a Safety Culture Survey through the Center for Patient Safety. The timing of the surveys will be coordinated to encourage strong employee participation in both.

Antkoviak also reported that implementation of the Sentact incident reporting platform is progressing, with initial management training completed and final training scheduled for September 29. The new system is scheduled to go live October 1, 2026, and will provide enhanced electronic tracking and reporting of incidents.

Chief Executive Officer Board Report – Lavender reviewed the organizational scorecard and reported employee retention at 79.7%, noting that the calculation methodology has been updated to align with the established annual target. The upcoming Great Place to Work and Safety Culture surveys will be used to develop leadership, accountability and retention improvement plans.

Under Quality and Safety, Lavender reported that the health inspection Plan of Correction has been accepted, with a State follow-up visit anticipated after September 30 to verify compliance. Lavender reported that Medical Care Facility census remains above budget, while the Cottages census remains near target. Days cash remains below the 35-day goal, although accounts receivable days improved to 62, down approximately 10 days from earlier in the year. August resulted in a combined net loss of approximately $11,000. Revenue remained strong; however, operating expenses, particularly within the Medical Care Facility, continued to impact financial performance. Management continues to focus on census stability, labor productivity and controllable operating expenses.

Lavender also reported 11 new hires during the reporting period, bringing the organization to approximately 347 team members. Environmental Services projects continue to progress, including completion of Foundation-funded landscaping improvements and installation of two wheelchair swings. State inspections of the two new boilers have been completed, and installation of the new outdoor freezer is anticipated in mid-October.

The Grand Traverse County Board of Commissioners approved the DHHS Board resolution regarding Medicaid reimbursement rates and Direct Care Worker wages on September 16. The resolution was subsequently forwarded to the Governor's Office, Michigan Department of Health and Human Services, and MCMCFC.

Lavender reported that the Pavilions is pursuing a separate Employer Identification Number (EIN) from the County to provide greater administrative flexibility, including evaluating improvements to the organization's workers' compensation program. He clarified that obtaining a separate EIN would not change County ownership, governance or oversight of the Pavilions. Lavender also reported meeting with One Senior Care CEO Craig Worland and PACE North Director Nicole Farkas. The organizations agreed to begin a formal contract review to clarify responsibilities, service expectations and financial sustainability, with an initial meeting scheduled for October 6. Lavender and Director of Development and Community Relations, Jaime Griffith, also met with the new BATA CEO to discuss shared priorities and potential opportunities to improve transportation access for Pavilions employees and residents.

Finally, Lavender provided an update regarding CMS star ratings. Based on a preliminary review by the Pavilions' consultant, correction of the staffing data issue is anticipated to improve the overall rating to two stars. Management will continue focusing on quality measures and future survey performance with the goal of improving the organization's rating over time.

Administrator Report – Hilliard-Johnson reviewed the facility's CMS Quality Measures and discussed how the measures contribute to the Pavilions' overall CMS star rating. She highlighted pressure ulcers/injuries, falls and behaviors affecting others as areas currently requiring additional focus. Performance Improvement Projects are underway for pressure ulcers and falls, with staff education and competency training emphasizing fall prevention, resident safety, infection control and early identification of potential hazards.

Hilliard-Johnson reported that the facility continues to perform well in several other quality measures, including antipsychotic medication use, which remains below state and national averages. She noted the importance of appropriately managing resident behaviors while avoiding unnecessary use of antipsychotic medications.

Short-term quality measures were also reviewed. Pressure injuries remain an area for improvement, while the facility's discharge function score is performing favorably compared with the national average.

Hilliard-Johnson also congratulated Chrissy Wagatha, RN/ADON, on receiving an MCMCFC scholarship. Wagatha is currently pursuing her master's degree in nursing.

Business

(1) **August Financial Report** – Hansen reviewed the August 2026 financial results for combined operations. Total revenue was approximately $3.423 million, exceeding budget by approximately $136,000, while expenses totaled approximately $3.433 million, resulting in a net loss of approximately $11,000 for the month. Month-end cash totaled approximately $2.924 million, a slight increase despite a $329,000 pension bond payment during August. The recent PACE settlement payment was received in September and is not reflected in the August financials.

For the Medical Care Facility, revenue totaled approximately $3.067 million, approximately $117,000 above budget, with an average census of 194 residents. August occupancy was 81% of licensed beds and 87.6% of available beds. Operating expenses were approximately $3.037 million, resulting in a monthly net loss of approximately $30,000. Accounts receivable days improved from 65 to 62 days.

Hansen also provided an update on the State's non-available bed plan. The current interim plan has been extended through the end of 2026, and the Pavilions has requested renewal of its current plan during that period. Planning for 2027 anticipates reducing the number of offline beds from 18 to 16, resulting in 224 available beds while maintaining flexibility to manage census and occupancy requirements.
For the Cottages, revenue totaled approximately $340,000, with expenses of approximately $323,000. Assisted Living averaged 63 residents, or approximately 87% occupancy, with overall Cottages census averaging approximately 65.5. The Cottages reported a net loss of approximately $6,000 for August, which was favorable to budget.

Marois inquired about an irregular payment related to the Medicaid outstation worker shared with PACE. Hansen confirmed that the outstation worker arrangement is expected to continue following the acquisition of PACE North and continues to provide value to both organizations. Hansen noted that the cost-sharing arrangement was previously divided equally but has since been adjusted based on the respective Medicaid populations served, resulting in a lower share of the cost for the Pavilions.

Motion made by Crawford to accept the financial operations report for August as presented. Seconded by Griggs and carried unanimously.
Roll Call - Crawford – yes; Marois – yes (virtual); Griggs – yes.

Grand Traverse Pavilions Announcements

(1) October 29, 2026 @ 9:00am Board Meeting @ Garfield Township – Crawford noted that she will be out of town but hopes to participate remotely without voting. Vice Chair Marois will preside over the meeting in Crawford's absence.

Second Public Comment – None

Closed Session

Motion was made by Crawford seconded by Griggs to go into Closed session pursuant to section 8(a) of the Open Meetings Act, to consider the periodic personnel evaluation of Pavilions CEO Darrell Lavender, who has requested a closed session for this purpose.

Roll Call: Crawford – yes; Marois – yes (virtual); Griggs – yes.

Motion was made by Crawford to come out of Closed Session at 11:01 a.m., seconded by Griggs and carried unanimously.

CEO Annual Performance Evaluation – The Board entered into closed session for the purpose of conducting CEO Lavender's annual performance evaluation. Following the evaluation and discussion, the Board determined that Lavender exceeded expectations and supported a 3.5% salary increase, retroactive to his one-year anniversary date.

Motion was made by Crawford to approve a 3.5% salary increase for CEO Lavender, retroactive to his one-year anniversary date, and to authorize Board Chair Crawford to sign any necessary documentation for Human Resources to implement the increase. Seconded by Griggs and carried unanimously.

Meeting adjourned at 11:03 a.m.

Signature:



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

Date: October 29, 2026 Approved
_____ Corrected and Approved