02/26/2026

February 2026 Regular meeting of the Meadow Brook Governing Board / Antrim Co. Health and Human Services Board was held on Thursday, February 26, 2026, at Meadow Brook Meguzee Hall. Those present were Fred Harris, Chairman called the meeting to order at 10:02 a.m. Melissa Zelenak, Vice Chair; Jenn Duch, MDHHS Program Director; Bill Hefferan, Antrim County Commissioner Liaison; Alan Shumaker, Meadow Brook Director of Maintenance; Ben McGuire, Meadow Brook Systems Administrator; Paige Windish, Meadow Brook Finance Director; Teressa Potter, Meadow Brook Risk Assessment Coordinator; Marna Robertson, Meadow Brook Administrator and Rhonda Tomczak, Meadow Brook Administrative Assistant.

Public Comment: None.

Meeting minutes of the Regular Board Meeting on 1/22/2026, motion to approve as presented by Melissa Zelenak, seconded by Fred Harris. All yeas, motion carried.

Meeting minutes of the Closed Session Meeting on 1/22/2026, motion to approve as presented by Fred Harris, seconded by Melissa Zelenak. All yeas, motion carried.

Jenn Duch, MDHHS Program Director reported on behalf of Maureen Clore, MDHHS Director, with updates on 1. Financial Report: January expenditure totaled $221.70. Maureen has requested $5,000.00 from the County but has not received at this time. Request for expenditure to purchase Drivers Education for 3 families. The cost of Drivers Education has increased from $485 to $695. Request for $600 for each of the three families, with parents contributing $95.00 each. 2. MCSSA & Legislative Update - Lisa Ashley, Administrator of Bay Bluffs, provided a presentation on Medical Care Facilities in January. Feedback indicated the presentation effectively explained services provided. The legislative update noted that in 2025, approximately 800 bills were introduced, with only 74 bills signed into law, compared to the typical average of approximately 300 bills enacted. Additional information is available in the Legislative Committee minutes and the MCSSA newsletter for Board review. 3. MISEP Progress Update – significant progress related to MISEP compliance. Judicial reviews conducted in July 2024 and December 2024 determined that performance standards were met and excessed in six compliance areas. As a result, MISEP is moving closer to removal of court oversight. Key improvement areas included Foster Home licensing and capacity; family services; sibling visitation and medical / mental health examinations. Two areas that were dismissed were assessment and service plans and case file documentation – health / allergy compliance. 4. Program Performance Overview – Jenn reported strong performance across service areas: Medical, dental, and mental health requirements are consistently met. Sibling placement efforts remain strong, with only one sibling group currently placed separately. Family services remain effective despite limited community resources, often requiring creative approaches. 5. Adult Protective Services Update - Statewide, 7,800 FAP pre-certification reviews were completed between December 10, 2025, and February 3, 2026. Errors were identified in approximately 6% of cases, indicating strong overall compliance. Discussions are underway to reestablish the Multidisciplinary Team (MDT) to support vulnerable adults. The MDT had previously been effective and will be reconvened with key stakeholders in the coming months. 6. Children's Services Update - Children's Services staff remain very busy. The transition to teaming pods continues, with the intern program scheduled to begin in March. The training required is nearly complete, and the

Antrim County Pod is expected to launch successfully. Staff anticipate the transition will be smooth, with workflow changes rather than operational disruption.

Motion to approve January Financials as presented by Fred Harris, seconded by Melissa Zelenak, all yeas, motion carried.

Motion to approve $600 ($1,800.00 total) in Drivers Education assistance for each of the three families with parent contribution $95.00 made by Fred Harris, seconded by Melissa Zelenak, all yeas, motion carried.

Marna Robertson, Meadow Brook Administrator reported to the Board with updates on 1. Recruitment & Retention - Information was shared regarding an international healthcare staffing solution utilizing the law firm Warner, Cross & Judd, in partnership with PRS, a healthcare staffing agency specializing in international nurse recruitment. The estimated cost is $32,000–$35,000 per nurse. The process typically takes approximately three years from initiation to placement. Nurses recruited through this program commit to a minimum three-year tenure While current RN recruitment has recently improved, it is recommended to consider budgeting for one to two international nurse positions in the next budget cycle as a long-term workforce stabilization strategy. 2. Staffing Update – Marna informed the Board of the resignation of a recently hired employee after a brief tenure. The Board was provided with documentation for informational purposes only, should questions arise during public comment. No further action was required. 3. Succession Planning - Marna reported that a formal resignation and two-year succession plan had previously been submitted to the Board.
Key elements of the succession plan include:

- The Administrator's anticipated final day is September 1, 2026
- Tressa is anticipated to serve as successor, pending Board approval.
- Cheryl Patton, Director of Nursing (DON), is expected to transition in the following year.
- Jill McKay, Chief Biller, plans to retire in early 2027.

Succession planning actions underway:

- A billing staff member has been training to assume the Chief Biller role.
- Recruitment is in progress for an additional billing position.
- Cheryl Patton is expected to transition into a Quality Assurance role, allowing continuity and mentoring support for new leadership.
- Internal candidates are anticipated for upcoming leadership roles.

Legal counsel is actively involved in contract development and transition agreements. Further updates will be provided as timelines are finalized.
4. Contract and Software Updates – Experiencing challenges with the implementation of UKG as a scheduling platform due to availability of vendor training resources. While UKG remains the organization's payroll system, the transition from OnShift scheduling has been delayed.
Actions taken: A six-month extension with OnShift was approved to allow continued operations. The long-term goal remains full integration of scheduling and payroll systems to improve efficiency and data accuracy. Physician Provider Services - discussions were held with Sound Physicians, a former provider that has since realigned its services to focus exclusively on long-term care. While no immediate change is planned: The organization continues to experience some operational challenges with the current provider, Theoria, including documentation timeliness. Leadership is maintaining open communication with potential providers and retention of the current Medical Director remains a priority, with contractual considerations under review.
5. Heating and Cooling Project Ditch the Daikens! Discussions continue regarding the elimination of the existing Daikin HVAC units throughout the three-story building and

remaining facility areas. The Administrator and facilities leadership met with T-Control to review a phased plan for replacement. T-Control is currently developing schematics. A formal presentation will be brought before the Board for consideration of capital appropriation in FY 2027–2028 once planning is complete. 6. Potential Federal Grant Opportunity – Marna reported new information received regarding a potential direct congressional grant opportunity for capital projects. Key points included:

- The Michigan County Social Services Association (MCSSA) will coordinate the grant writing process.
- Eligible projects must be capital, infrastructure, or equipment-related.
- HVAC and building automation/control systems are specifically listed as eligible uses.
- Grants are issued directly through a member of Congress and may range up to \$2–\$5 million.
- The federal application window typically opens each March.

Staff will work to compile cost estimates, project documentation, and supporting materials related to the HVAC replacement project in preparation for submission when requested by MCSSA. This opportunity could significantly offset anticipated project costs, estimated at \$2–\$2.5 million.
7. Policy Review and Record of Adoptions - required annual policy reviews have been completed.

The Governing Board acknowledged the adoption of the Emergency Preparedness Policies, Quality Assurance Policies and Procedures and the Safety Manual Policies and Procedures as outlined in the respective manuals, effective February 26, 2026.

Teressa Potter, Meadow Brook RN, Risk Management reported on the Nursing Department Report with updates on:

1. Currently there are 6 Staff COVID positives and 2 Resident COVID positives.
2. Staffing efforts continue to focus on reducing reliance on agency personnel:
   A staffing retention subcommittee has been formed to better monitor and cap the use of travel CNAs and Nurses. Day-shift travel nurse contracts are being allowed to expire, with only one renewal currently planned. Efforts are ongoing to reduce reliance on travel nurses for night shift coverage. Recruitment updates included: One RN candidate declined an offer in favor of another facility. An interview was scheduled for a midnight-shift RN, which would further stabilize coverage. One travel nurse has transitioned to a permanent Meadow Brook employee. Midnight shift staffing has been reduced to approximately four travel nurses.
3. C.N.A. Orientation improvements – A revised orientation process has been implemented for newly hired C.N.A.'s particularly those coming fresh out of the class. Retention and Recruitment team identified that prior expectations may have been too advanced for newly certified staff and have adjusted onboarding to better support successful retention.
4. Resident Census is currently at 1.
5. Nutrition and Weight Monitoring - Nutrition and food intake monitoring practices were reviewed: Food acceptance and intake tracking is conducted for residents during new admissions, following significant medication changes, or when clinically indicated (e.g., weight loss). Monitoring typically occurs over seven-day periods, rather than continuously. Documentation is now completed electronically, improving accessibility and reducing paper tracking and scanning requirements
6. Facility Reported Incidents: 3 outstanding FRI's.

7. Cheryl Patton, Meadow Brook Director of Nursing, was asked by the Michigan County Facilities leadership to assist with a mock survey activity at another facility. Participation supports both the regional system and continued professional development.

Alan Shumaker, Meadow Brook Director of Maintenance reported to the Board with updates on:

1. Physical Plant / Environmental:
   - Life Safety Inspection – HFES and BFS permits are both approved. Inspection and finalization in progress.
   - Awaiting the State Elevator Inspector for all three cars on campus.
   - Groundwork and layout in progress for the new door access control system, anticipating the infrastructure installation to begin mid-March.
   - Daiken failures and breakdowns in the three story. Looking at alternative options for the Daiken system.
2. Water Management:
   - All is well.
3. MVA:
   - Working with Kone Elevator on elevator project planning. Kone is due on site for a final project survey the week of 2/23, project booking is currently into September. We are expecting 6-8 weeks for the project duration.
   - Experiencing fire alarm communication issues.
4. Department Update:
   - Full staff, all are well.

Paige Windish, Meadow Brook Finance Director, reviewed with the Board the December 2025 Financial Reports:

1. Census: December 98.9% vs. November 98% YTD 2025 95.4% and Budgeted 90%.
2. Net Loss/Gain: December Net Loss ($87,319.00) vs. November $65,400.00 YTD 2025 $161,064.00
3. Cost Per Patient Day for December $649.89 vs. November $572.52 YTD 2025: $603.10.
4. Accounts Receivables Balance: December $1,792,451.00 vs. November $1,761,700.00 (34 days).
5. Private Pay Past Due Accounts: December $54,792.00 vs. November $31,221.00.
6. Restricted Funds Balances: December $814,626.79 vs. November $806,665.51.
7. Depreciation Fund Balances: December $1,239.94 vs. November $160,450.26.
8. Meadow Brook Debt Retirement Balance: December $11,351.16 vs. November $11,343.78.
9. General Cash Balance: December $18,139,380.96 vs. November $18,012,372.87.
10. Contingency Fund Balance: December $900,552.02 vs. November $895,679.83.
11. Bond Debt Retirement Fund Balance: December $838,772.50 vs. November $838,772.50.
12. Meadow View Apartments Report: December $877.26 vs. November Net Loss ($4,100.14) Occupancy at 95% YTD Net Loss ($23,939.98).
13. State of Michigan Audit is completed for 2023.
14. Cost Report for 2025 is in progress.
15. Financial Audit for 2025 is in progress.
16. Working on getting Kate Kent (AP Clerk) working with Nancy Hersha (Payroll) to have backup in payroll.

17. Received 11 applications for the Accounts Receivable position. Reviewing those applications and plan to schedule interviews in the coming weeks. Looking forward to getting someone in the fold and learning Alysa's position and Alysa taking over for Jill.

Motion to approve the December 2025 Financial Report made by Melissa Zelenak, seconded by Fred Harris, all yeas, motion carried.

Motion to approve the January 2026 Invoices and Check Register for the total amount paid $1,228,087.40 made by Melissa Zelenak, seconded by Fred Harris, all yeas, motion carried.

Motion to approve the December 2025 Meadow View Apartment Financial Report as presented made by Fred Harris, seconded by Melissa Zelenak, all yeas, motion carried.

Motion to adjourn at 11:21 a.m. made by Fred Harris, seconded by Melissa Zelenak, all yeas, motion carried.

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Fred Harris, Chairman Rhonda Tomczak, Acting Secretary to the Board