

Artesia Christian Home, Inc.
Board of Directors' Meeting – Agenda
Tuesday July 22th, 2025
4:00 PM

In Person & Zoom
ZOOM ID CODE: 371-575-8625
PASSWORD-ACH

- I. Opening Prayer & Devotions- Robert Hultgrien
- II. Roll Call –Steve Ornee
- III. Minutes of May 27th and June 24, 2025
- IV. Committee Reports
 - A. Finance Report- Pat Henry
 - B. Promotions Report
- V. Executive Director Report
- VI. Old Business.
 - A. Upcoming Board Openings & First Term Completions
 - 1. Trinity CRC- Randy Van Essen will be completing his 2nd term
 - 2. Anaheim CRC- Terry Van Dyk, completing first term
- VII. New Business
 - A. Next MEETINGS
 - 1. September 10th, 2025; Promotions Committee-Noon**
 - 2. September 11th, 2025; 1:30 pm Volunteer Luncheon**
 - 3. September 23nd, 2025; 3 pm Finance & 4 pm Board**
- VIII. Closing Prayer – Robert Hultgrien

Artesia Christian Home, Inc.
Minutes from the Board of Directors' Meeting
4:00 PM, June 24th, 2025 - ACH Conference Room, Artesia, California



I. Call to Order - by K. Solomon at 4:00 PM. R. Brouwer opened with a devotion and prayer.

II. Roll Call - 12 Board Members: 10 present (7 needed for quorum)

Staff

✓ Robin Brouwer ('26)	✓ Steven Ornee ('27-2) - Sect.	① Randy Van Essen ('25-2)	✓ M. Robison
✓ T. Slegers ('25)	✓ Ken Solomon ('27-2) - Pres.	① S. Van Lant ('27-2) - Treas.	✓ P. Henry
✓ Bob Hultgrien ('26)	✓ Bob Struiksma ('27)	✓ Rob Verhoeven ('26)	C. Levi
✓ Sondi Oldenburger ('26)*	✓ Terry Van Dyk ('25) - VP	✓ Barbara Zondervan ('26)	✓ A. Walsh

① = Informed absence * = Voting residential rep.

✓ = Present (##-2) = last year of term/2nd consecutive term

Non-Voting Res. Rep.

✓ Rosie Verhoef ('26)

III. Minutes Approval - May meeting minutes will be presented at the July meeting.

IV. Committee Reports

- A. Finance committee May 27, 2025 meeting minutes submitted.
- B. Promotion committee June 11, 2025 meeting minutes submitted.

V. Executive Reports - oral summaries given, written reports submitted

- A. Financial Operations - P. Henry
- B. Executive Director - M. Robison
- C. Skilled Nursing - report submitted
- D. Residential Services - A. Walsh
- E. Community Relations - M. Robison
- F. Facilities - M. Robison

VI. New Business - none

- A. Finance Committee recommendation for 2025-2026: 7% resident rate increase & 4% wage increase

Motion Passed

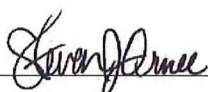
- B. Upcoming Board openings: T. Van Dyk, end of first term, will serve a second term,
Randy Van Essen - end of 2nd term - will assist to find another Trinity CRC member to serve.

VII. Upcoming Meetings/Events:

Promotions	Wednesday, July 9 th	Noon	Zoom
Finance / Board	Tuesday, July 22 nd	3PM/4PM	
No meetings in August, next Board Mtg Sept 23rd			
Promotions	Wednesday, Sept. 10 th	Noon	Zoom
Finance / Board	Tuesday, Sept. 23 rd	3PM/4PM	

VIII. At 4:41PM a motion to adjourn was made and R. Brouwer closed with prayer.

Motion Passed.


Steven Ornee, Secretary of the Board

Date of Approval

Artesia Christian Home, Inc.
Finance Committee Meeting Minutes
Tuesday, June 24, 2025

- I. Ken Solomon opened the meeting in prayer at 3:00 PM
- II. Members present: Tim Slegers, Ken Solomon, Terry Van Dyk, Rob Verhoeven
Staff present: Executive Director – Michelle Robison, Controller – Patricia Henry.
Absent: Sandy Van Lant – with notice
- III. The Minutes of the May 27, 2025, Finance Committee meeting, were reviewed and approved.
- IV. The Minutes of the June 10, 2025 Finance Committee budget meeting were reviewed and approved.
- V. NEW BUSINESS
 - A. Short term investment strategy was reviewed to insure the liquidity of funds needed in 3rd and 4th quarters.
 - B. Working through first exception for keeping a resident in Assisted Living and not moving them to Skilled Nursing.
- VI. MONTHLY REPORTS for March 2025 were distributed for review:
 - A. **Payroll Review:** Payroll reports for 3/14/2025 (6.57% OT & 6.57% Holiday OT), 3/28/2025 (7.20% OT & 7.20% Holiday OT). Overtime and holiday pay are down but Registry expense is up to ensure employees are able to take mandatory breaks.
 - B. **Reviewed report on Extraordinary Expenses for the month of March 2025.**
 - C. **Reviewed Census Days Actual to Budget Comparison and Census by Month reports for March 2025.**
 - D. **Operations Reports for March 2025 month-end were reviewed.**
 - 1. **Skilled Nursing March 2025 loss:** \$49,307; **FY 2025 loss:** \$966,791.
 - 2. **Assisted Living March 2025 loss:** \$21,394; **FY 2025 loss:** \$21,087.
 - 3. **Independent Living March 2025 income:** \$20,569; **FY 2025 income:** \$109,213.
 - 4. **Memory Care March 2025 loss:** \$13,093; **FY 2025 loss:** \$15,706.
 - 5. **ACH Operations total: March 2025 loss:** \$19,103; **FY 2025 loss of:** \$629,634.
 - 6. **ACH Non-operating Summary:** For **March 2025** the total **Facility Non-Operating Loss** (including interest, dividend income, donations, grant

income and depreciation) was \$35,166 **FY 2025 Non-Operating Gain** of \$63,160.

7. ACH total: March 2025 reported **loss** of \$54,269; **FY 2025 loss** of: \$566,473.

E. Balance Sheet for 3-31-2025 total assets (and liabilities and equity) of \$13,767,579.

F. Accounts Receivable – Balance due as of 3-31-2025 was \$904,724.

G. Accounts Receivable Aging Report reviewed accounts over 30 days past due.

H. Savings Account Log as of 3-31-2025 was \$2,465,624.

I. Investment Summary showed a return -7.9% through the first quarter of 2024.

VII. OLD BUSINESS

A. Workman's Compensation audit has been completed.

B. Lunch premium costs continue to decline

C. Monies from Opt-In program have started to be received. And we have signed up for 2026.

D. Dining Services transition is scheduled for 10-1-2025.

E. Lawsuit letter detailing settlement has been sent out.

VIII. Adjournment – The meeting was adjourned at 3:49 PM. Next Meeting July 22, 2025 @3:00 PM

Respectfully submitted, Ken Solomon

Artesia Christian Home, Inc.
Actual vs Budget Statement of Operations - Summary
April 30, 2025

	Current Actual	Current Budget	Variance	YTD Actual	YTD Budget	Variance
Operating Revenue						
Medicare A	52,393.21	68,095.00	(15,701.79)	447,549.42	476,665.00	(29,115.58)
Medicare B	481.73	0.00	481.73	16,706.46	0.00	16,706.46
MediCal	447,419.35	332,150.00	115,269.35	2,716,731.59	2,325,050.00	391,681.59
Commercial Insurance	92,158.90	36,217.00	55,941.90	367,814.93	253,519.00	114,295.93
Private	706,058.54	857,921.00	(151,862.46)	5,321,303.54	6,005,447.00	(684,143.46)
Other Ancillary Revenue	11,673.07	0.00	11,673.07	73,615.94	0.00	73,615.94
Total Operating Revenue	\$ 1,310,184.80	\$ 1,294,383.00	\$ 15,801.80	\$ 8,943,721.88	\$ 9,060,681.00	\$ (116,959.12)
Operating Expense						
Nursing & Residential Services						
Facilities	622,746.01	590,064.43	(32,681.58)	4,280,408.71	4,130,451.01	(149,957.70)
Housekeeping Services	90,744.98	100,393.85	9,648.87	679,147.56	702,756.95	23,609.39
Laundry Services	45,270.74	51,338.82	6,068.08	308,043.00	359,371.74	51,328.74
Dining Services	25,167.74	22,402.38	(2,765.36)	151,903.02	156,816.66	4,913.64
Social Services & Life Enrichment	187,125.89	188,979.93	1,854.04	1,316,408.27	1,322,859.51	6,451.24
Staff Development	79,691.79	73,116.77	(6,575.02)	552,345.24	511,817.39	(40,527.85)
General & Administrative	11,530.58	11,531.99	1.41	82,453.42	80,723.93	(1,729.49)
Property Expenses	226,155.38	213,071.58	(13,083.80)	1,824,211.92	1,491,501.06	(332,710.86)
Ancillary Expenses	8,801.17	9,897.79	1,096.62	62,965.87	69,284.53	6,318.66
	56,096.25	42,424.37	(13,671.88)	358,614.35	296,970.59	(61,643.76)
Total Operating Expense	\$ 1,353,330.53	\$ 1,303,221.91	\$ (50,108.62)	\$ 9,616,501.36	\$ 9,122,553.37	\$ (493,947.99)
Net Operating	\$ (43,145.73)	\$ (8,838.91)	\$ (34,306.82)	\$ (672,779.48)	\$ (61,872.37)	\$ (610,907.11)
Non-Operating						
Extraordinary Items	6,590.78	0.00	6,590.78	(2,515.50)	0.00	(2,515.50)
Interest & Dividends	45.41	0.00	45.41	5,613.04	0.00	5,613.04
Donations	50,979.50	0.00	50,979.50	382,416.48	0.00	382,416.48
Depreciation Expense	(44,123.00)	0.00	(44,123.00)	(308,861.00)	0.00	(308,861.00)
Total Non-Operating	\$ 13,492.69	\$ 0.00	\$ 13,492.69	\$ 76,653.02	\$ 0.00	\$ 76,653.02
Net Income (Loss)	\$ (29,653.04)	\$ (8,838.91)	\$ (20,814.13)	\$ (596,126.46)	\$ (61,872.37)	\$ (534,254.09)

Artesia Christian Home, Inc.
Balance Sheet
April 30, 2025

Assets

Current Assets

Cash	743,042.45
Accounts Receivable	930,277.87
Prepaid Expenses	206,938.12
Total Current Assets	\$ 1,880,258.44

Fixed Assets

Land	1,216,888.94
Building & Improvements	14,753,300.63
Furniture Fixtures & Equipment	2,915,811.69
Work In Progress	165,052.13
Accumulated Depreciation	(8,910,013.00)
Total Fixed Assets	\$ 10,141,040.39

Other Assets

Investments	1,856,841.95
Total Other Assets	\$ 1,856,841.95
Total Assets	\$ 13,878,140.78

Liabilities and Equity

Current Liabilities

Accounts Payable	1,071,913.86
Accrued Salaries & Benefits	595,591.34
Other Liabilities	567.74
Total Current Liabilities	\$ 1,668,072.94
Total Liabilities	\$ 1,668,072.94

Equity

Equity	12,806,194.30
Net Income (Loss)	\$ (596,126.46)
Total Equity	\$ 12,210,067.84
Total Liabilities and Equity	\$ 13,878,140.78

**Artesia Christian Home, Inc.
Investment Account Balance**

Date	Market Value	Month to Month Change	Cumulative Change from 1/1	Cummulative Return*
1/1/2024	2,018,288			
1/19/2024	2,042,685	24,397	24,397	1.21%
2/23/2024	2,090,808	48,123	72,520	3.59%
3/24/2024	2,123,771	32,964	105,484	5.23%
4/17/2024	2,075,448	(48,323)	57,160	2.83%
5/16/2024	2,142,266	66,818	123,979	6.14%
6/13/2024	2,158,224	15,957	139,936	6.93%
7/1/2024	2,162,549	4,325	144,261	7.15%
8/14/2024	2,179,360	16,811	161,072	7.98%
9/30/2024	2,271,669	92,309	253,381	12.55%
12/31/2024	2,274,543	2,874	256,255	12.70%
3/31/2025	1,856,842	(417,701)	(161,446)	-7.90%

*Data from RAI Wealth Management website

*Moved \$400,000 from investment account to general account of 03/10/2025

**Artesia Christian Home, Inc.
Cash & Investments Summary**

Financial Institution	Account	As of	As of
		03/31/2025	04/30/2025
Schwab	CCRC Liquid Reserve Requirement by Dept of Social Services as of 1/30/2024	\$ 348,600	\$ 348,600
Schwab	Unemployment Fund Reserve	150,000	150,000
Schwab	Operating / Building Repairs / Emergencies Funds	1,358,242	1,358,242
	Investments Total	1,856,842	1,856,842
		As of	As of
		03/31/2025	04/30/2025
Citizens Business Bank	General Account	43,893	161,040
Citizens Business Bank	Money Market Account- Reserves for Payroll & Operations	548,115	448,154
Citizens Business Bank	Business Savings - Reserve Required for Line of Credit	111,006	111,013
Bank of America	Pegboard Account	16,774	16,774
	Cash Total	719,789	736,981
Total		\$ 2,576,631	\$ 2,593,823

Donation Information		YTD 04/30/2025
	C.A.R.E. Fund	\$ 297,546
	General Fund	9,420
	Special Fund	75,450
	Total Donations	\$ 382,416

ACH Promotions Committee Meeting, July 9, 2025

In attendance: Kristin Cramer, Eden Escobedo, Robin Brouwer, Bob Hultgrien, and Michelle Robison. Sandy Van Lant and Barb Zondervan were absent with notice.

Opening Prayer: Robin Brouwer

Approval of Minutes from June 11, 2025 – tabled until next month

Google/Online Ads: Google searches: 4,000 views, 229 clicks Side ads: 55,000 views, 41 clicks. 13 conversions and 33 calls. Increasing ad budget by \$100/month.

Census: Memory care - 26 (1 female shared and 1 private available); Skilled Nursing – 61; Independent Living – Full (will begin waitlisting); Asst. Living – 56 (4 North studios, 1 South studio, 2 1-bedrooms open.

Events:

- Financial planning/investing seminar to be conducted by Barb's son-in-law: August 11, 2025

OLD BUSINESS:

- Christmas Market: Currently have 2 vendors signed up; \$591 raised to date
- Confusion to Clarity Seminar: 23 people in attendance. This was very well-received.
- Historical Wall project: Nancy is going through photos. Scanner purchased to scan photos and documents. Working on volunteer to begin scanning.

NEW BUSINESS:

- Volunteer Appreciation High Tea - "You Are the Heart of Our Garden": September 11 (new date); invitations will go out on August 11.
- Monthly Giving Campaign: Access at <https://www.givebutter.com/ACH-CAREfund> Mailchimp letter to go out this month to kick it off.
- New YouTube Commercial: https://www.youtube.com/shorts/un88gA2_LOM Focus on 1-bedroom apartment and general amenities. Well done! Plans to create one for each living section after she fine-tuning.
- Kristin and Eden began using Welcome Home, a Customer Relations Management (CRM) program. This is a sales management tool to maintain leads and provide for efficient followup.
- 75th Anniversary update: Now discussing an Open House as being more fitting with who we are as the ACH community as well as being far less expensive.

Calendar:

- **Volunteer High Tea:** September 11 (new date)
- **Annual Board Meeting & Dinner:** November 6
- **Board Christmas Dinner:** December 2 in Memory Care Activity Room
- **75th Anniversary Celebration:** May 2027

Closing Prayer: Robin Brouwer

Meeting Adjourned

Executive Director Report

July 22nd, 2025

3:00 pm

Board Room/Zoom

Upcoming Events

- AUGUST NO MEETINGS
- September 10th, 2025 Promotions Committee- Noon via Zoom
- September 11th, 2025 Volunteer Appreciation Tea: 1:30 pm- Assisted Living Dining Room; All Board Members welcomed and encouraged to attend
- September 23rd, 2025, Finance-3pm & Board-4 pm

Executive Director

- 7-22-25 Initial strategy discussion with Health Insurance broker, Ascension.
- Discussions with Morrison Regional and Interim Director regarding system and facility needs. Review of Addendum.
- Meetings to initiate Data Sharing implementation steps in SNF. Collaborating with SNF team to prepare.
- 7-9-25 Promotions Committee

HR, COMPLIANCE & TECHNOLOGY OPERATIONS

- Preparation for the 403(b) annual audit is in progress. Audit expected to begin August 1st.
- Final review of "Supervisor Time and Attendance Quick Guide" is in process and expected to be ready to release to supervisors by the end of July.
- "Supervisor Essentials: Wage and Hour Training" will be assigned to supervisors by the end of July 2025. Training will cover key wage and hour topics while supervising California employees (e.g., timekeeping requirements, compliant breaks, paid sick leave requests, off-the-clock work, etc.).
- A new policy for Immigration Compliance and response protocols is in development.
- A new Operations Assistant position has been created to help support the HR and Operations Department. A current ACH employee has been appointed to the position. Training commenced mid-July 2025.

Compliance & Ethics Snapshot of Action:

- Executive Director receiving weekly Settlement Reports from attorneys. The response deadline was revised to August 15, 2025. We are on track.
- Business Office: Payroll Audit was set to begin on July 10, 2025 but had to be rescheduled to July 17th, 2025. Pat Henry in the lead.

FINANCIAL OPERATIONS

- Auxiliary 2nd Qtr. Sales & Use Tax Filing
- Reconciled legal costs vs insurance deductible \$50K
- Submitted Aetna Wellness Allowance
- Mailed out rate letters for residents on June 26th, 2025
- SNF Billing Meeting

2025 YTD Total Occupancy: 87. %

Goal/April YTD

SNF: 91%/89%

ALF: 95%/83.0%

MCC: 93%/93.0%

Cottages: 95%/90.6 %

2025 YTD Overtime: 9.3%

April Payroll: 7.8% and 7.6 %

March Payroll: 6.6% & 7.2%

February Payroll: 9.75 & 6.3%

January Payroll: 13.4% (with Holiday), 14.4% (with Holiday), 10.8%

December Payroll: 14.6% (with Holiday) 10.3%,

November Payroll: 10.7%, 12.3%

October Payroll: 9.8% 12.1 %

2025 Charity Care Total October- April TOTAL

\$409,164.00

2025 C.A.R.E. Fund October-April TOTAL

\$297,546.48

2025 Total Donations (including CARE FUND) October-April TOTAL

\$382,416.48

SNF:

- SNF Survey Prep:
 - DON has reviewed Revised LTC Surveyor Guidance: Significant revisions to enhance quality and oversight of the LTC survey process.

- DON Working on updating Policy and Procedures if needed to reflect the changes
- The administrator also in the process of reviewing information
- DON has completed a 40-hour overview of Surveyor Training through CMS. This is specifically what Surveyors do to prepare for a survey. FYI- surveyors get an additional 6 months of training to do surveys
- Paperwork Preparations for SNF Survey Window, which begins in September
- Social Services developing policy and procedures for the Data sharing framework implementation needs systems and processes.
- Social Services team received feedback from our attorneys regarding the Admission Contract, in process of revising.
- 6-29-25 SNF reported a resident with a fracture of unknown injury to DPH. They came out and are finalizing their investigation.
- Staffing:
 - Still in need of:
 - 2 CNAs on evening shift
 - 3 CNAs on night shift
 - 1 LVN on mod duty
 - 2 CNA on medical leave
 - 1 CNA out for expired license.
 - Still using registry on all shifts.

Covid Updates:

Covid Clinic was provided for residents who wished to get vaccines.

Quality Assurance Performance Improvement (QAPI) Snapshot of Action:

- Nurse- Infection Prevention applications are open.

RESIDENTIAL:

- Exception request to DSS to retain resident with prohibited condition was approved.
- Training new Administrative Assistant for Assisted Living
- Hire 2 Med Techs, 2 caregivers and 1 Life Enrichment Partner. Promoted 2 part time employees to full time positions. Still need to hire one more care giver and one more medication technician. Had 3 full time employees resign (1 for school, 2 moving out of state), plus other gaps to fill.
- In survey window for AL and MCC

Covid Updates:

None

COMMUNITY RELATIONS:

- Hosted - From Confusion to Clarity: Estate Planning 101 seminar 6/24/25 – 21 people in attendance. Very well received by the community.
- SERVE Volunteers – 6/27 was huge success with about 14 students coming to volunteer with thanks to Anaheim CRC

- Onboarding with Welcome Home - CRM (customer relationship manager) to help unify sales, marketing, and customer support efforts by consolidating all customer information and interactions in one place. 7/18
- 2025 Fall Messenger to go out about 8/1
- Kristin finishing Master Certificate in Hospitality Management with Cornell University 8/12
- Promotion efforts for Christmas Market on 12/6/25 is coming along.
- 1st Artesia CRC Church Outing 7/15/25
- Upcoming events
 - Working on Financial seminar for August with Mark Tigchelaar
 - Trinity CRC Church Outing 9/16/25
 - Volunteer Appreciation Afternoon Tea 9/11/25 @ 1:30 pm
 - Annual Board Meeting & Dinner 11/6/25
 - Christmas Market 12/6/25

Rented or Occupied Rooms: As of 7/14/25
SNF: 63 beds /66 beds; Budgeted: 60
ALF: 54 rooms; 2 committed / 63 rooms; Budgeted: 60
MCC: 26 beds; 1 committed /28 beds; Budgeted: 26
Cottages: 21 cottages /21-cottages; Budgeted: 20

Admissions/Discharges: June 2025
SNF: 6 Admissions, 5 Discharges, 0 Passed
ALF: 1 Admissions, 1 Discharges, 0 Passed,
MCC: 3 Admissions, 1 Discharges, 1 Passed
Cottages: 2 Admissions, 0 Discharge, 0 Passed;
Total: 12 Admissions, 7 Discharges, 1 Passed

FACILITIES:

- Cottage #13 completed.
- Cottage Door Project: All front doors have been installed and painted. Screen doors installation started 7-17-25.
- Working with Morrison to address issues in kitchen with garbage disposal and sink. Awaiting bids.
- ASL 2nd Floor screens have all be installed
- Fire sprinkler inspection for 7-24- & 7-25-25.

Satisfaction Surveys

- None received.

Prayer requests

- Praise for census growth for our Assisted Living
- Tenacity for Leadership

Respectfully Submitted,
Michelle Robison, MSW, LCSW, RCFE, LNHA Executive Director