

**Artesia Christian Home, Inc.**  
**Board of Directors' Meeting – Agenda**  
**Tuesday, February 24th, 2026**  
**4:00 PM**

**In Person & Zoom**

**ZOOM ID CODE: 371-575-8625**

**PASSWORD-ACH**

- I. Opening Prayer & Devotions- Terry VanDyk
- II. Roll Call –Steve Ornee
- III. Minutes of January 27th, 2026
- IV. Committee Reports
  - A. Finance Report- Pat Henry
  - B. Promotions Report- Robin Brouwer
- V. Executive Director Report
- VI. Old Business
- VII. New Business
  - A. 2026 Goals & Initiatives for acceptance
  - B. Next MEETINGS
    - 1. March 11th, 2026; Promotions Committee-Noon**
    - 2. March 17<sup>th</sup>, 2026, Auxiliary Hostess Dinner- 5:30 pm**
    - 3. March 24th, 2026; 3 pm Finance & 4 pm Board**
- VIII. Closing Prayer – Terry VanDyk

**Artesia Christian Home, Inc.**  
**Minutes from the Board of Directors' Meeting**  
**4:00 PM, January 27<sup>th</sup>, 2026 - ACH Conference Room, Artesia, California**



**I. Call to Order** - by T. Van Dyk at 4:00 PM. T. Van Dyk opened with a devotion and prayer.

**II. Roll Call** - 12 Board Members: 11 present (7 needed for quorum)

✓ Robin Brouwer ('26)	✓ Steven Ornee ('27-2) - Sect.	✓ Terry Van Dyk ('28-2) - VP	✓ M. Robison
✓ T. Slegers ('27) - Treasurer	Ken Solomon ('27-2) - Pres.	✓ S. Van Lant ('27-2) - Vice All	✓ P. Henry
✓ Bob Hultgrien ('26)	✓ Sharon Stephens ('28)	✓ Rob Verhoeven ('26)	✓ C. Levi
✓ Rosie Verhoef ('26)	✓ Bob Struiksma ('27)	✓ Barbara Zondervan ('26)	✓ A. Walsh

Staff

① = Informed absence \* = Voting residential rep. *Non-Voting Res. Rep.*  
 ✓ = Present (##-2) = last year of term/2nd consecutive term Tom Tuning ('28)

**III. Minutes Approval** - Motion to approve the November 25, 2025 meeting minutes. **Motion Passed**

**IV. Committee Reports**

- A. Finance committee November 25, 2025 meeting minutes submitted.
- B. Promotion committee November 12, 2025 meeting minutes submitted.

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

- A. Financial Operations - P. Henry
- B. Executive Director/2026 Goals & Initiatives Summary - M. Robison
- C. Skilled Nursing - C. Levi
- D. Residential Services - A. Walsh
- E. Community Relations & Facilities - M. Robison

**VI. New Business**

A. Committees:

1. Finance: Tim Slegers - chair, Ken Solomon, Terry Van Dyk, Rob Verhoeven, Sandy Van Lant
2. Promotions: Robin Brouwer - chair, Rob Hultgrien, Bob Zondervan, Sharon Stehens
3. Building & Grounds: Steve Ornee - chair, Bob Struiksma, Tim Slegers
4. Audit: Rob Verhoeven - chair, Steve De Vries, Chris McGahey
5. Technology: Ken Solomon - chair, Scott Van Essen, Logan Cramer, Roger Sprik

B. Motion for the following Board Members: Ken Solomon - President, Terry Van Dyk - Vice President, Tim Slegers - Treasurer, Steve Ornee - Secretary, Sandy Van Lant - Vice All **Motion Passed**

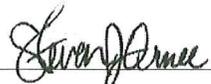
B. Conflict of Interest - none from new board members. Renewed K. Solomon, who is employed at Angeles Institute, will abstain from voting on issues involving them.

C. Compliance and Ethics & Code of Conduct - all board members to review these documents and submit certification signature pages.

**VII. Calendar**

Promotions	Wednesday, Feb. 11 <sup>th</sup>	Noon via Zoom
Churches Prayer Breakfast	Tuesday, Feb. 17 <sup>th</sup>	7 AM
Finance / Board	Tuesday, Feb. 24 <sup>th</sup>	3 PM / 4 PM

**VIII. A motion to adjourn passed and T. Van Dyk closed with prayer. **Motion Passed.****

  
 Steven Ornee, Secretary of the Board

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 Date of Approval

**Artesia Christian Home, Inc.**  
**Finance Committee Meeting Minutes**  
**Tuesday, January 27, 2026**

- I. Tim Slegers opened the meeting in prayer at 3:00PM.
- II. Board Members present: Tim Slegers, Sandy Van Lant, Rob Verhoeven, Terry Van Dyk  
Board Members absent with notification: Ken Solomon  
Staff present: Executive Director – Michelle Robison, Controller – Patricia Henry
- III. The Minutes of the meeting for November 25 were reviewed and approved.
- IV. New Business
  - A. The Financial Audit is in progress. Pat will set up an Audit Committee Meeting with Audit members Chris McGahey and Steve De Vries.
- V. MONTHLY REPORTS were distributed for review
  - A. **Payroll Review:** Payroll reports for 10/10/25 (5.58% OT), and 10/24/25 (7.80% OT) were discussed.
  - B. **Reviewed report on Extraordinary Expenses for October 2025**
    - a. It was noted that we experienced a lower volume vs budget due to being closed for a suspicious rash outbreak in SNF which significantly affected our revenue.
  - C. **Reviewed Census by Month through October 2025**
  - D. **Operations Reports for the month of October, 2025 were reviewed.**
    1. **Skilled Nursing** - loss: \$254,071
    2. **Assisted Living** - income: \$45,295
    3. **Independent Living** - income: \$23,487
    4. **Memory Care** - loss \$5,087
    5. **ACH Operations total** loss of \$145,671
    6. **ACH Non-operating Summary:** The total Facility Non-Operating income (including interest, dividend income, donations, grant income and depreciation) was a loss of \$6,770
    7. **ACH total:** October 2025 reported a loss of \$152,440
  - E. **Balance Sheet** for 10/31/25 total assets (and liabilities and equity) of \$16,956,809
  - F. **Accounts Receivable** – Balance due as of 10/31/25 is \$769,604
  - G. **Accounts Receivable Aging Report** reviewed accounts over 30 days past due for October 2025
  - H. **Summary of Cash & Investments** as of 10/31/25 was \$5,082,222.
  - I. **Investment Summary** showed an income of 24.65% for the last quarter reported as of 9/30/25

VI. Old Business

- A. The Class Action Lawsuit is fully funded and payments to employees began in December and will conclude in June.
- B. We received the final ERC (Employment Retention Program) payment of 1.1 million.

VII. Adjournment – The meeting was adjourned at 3:50PM

*Respectfully submitted, Terry Van Dyk*

Artesia Christian Home, Inc.  
Audit Committee Meeting Minutes  
February 10, 2026  
Zoom & In Person

- I. Rob Verhoeven opened the meeting in prayer at 3:00PM.
- II. Members present: Rob Verhoeven, Steve DeVries, Chris McGahey  
Staff present: Executive Director – Michelle Robison, Director of Finance – Pat Henry  
Auditors: Carly Ooms and Samantha DeRuyter
- III. The Minutes of the meeting for February 26, 2025 were reviewed and approved.  
Engagement Letter dated February 28, 2025 was reviewed to confirm Genske, Mulder & Co is to conduct audit for the three years 2025,2026 & 2027.
- IV. Audit Remarks with Genske, Mulder & Company took place with remarks from Auditor thanking the staff and ACH. Auditor explained the Audit process and reviewed the Financial statements and letter to the Audit Committee with recommendations. Policies and processes were provided based on the Auditors recommendations. Auditor explained that there were no significant problems and that the audit went very well with an unmodified and clean opinion.
- V. Committee had the opportunity to ask questions, discuss and receive feedback from the auditors and ACH staff. Committee was satisfied with the comments and responses.
- VI. A motion was made to accept the draft audit as satisfactory and recommend it be presented to the board for acceptance.
- VII. Rob Verhoeven closed the meeting in prayer. The meeting was adjourned at 3:30 PM

Respectfully submitted,  
Rob Verhoeven

## ACH Promotions Committee Meeting, February 11, 2026

In attendance: Kristin Cramer, Eden Escobedo, Sharon Stephens, Robin Brouwer, Bob Hultgrien, Sandy Van Lant, Michelle Robison, and Barb Zondervan.

### Opening Prayer: Robin Brouwer

### Approval of Minutes from January 14, 2025 – approved

### Google/Online Ads:

Google searches: 2,813 views, 275 clicks (click-through rate of 9.78%), 19 conversion, 56 calls.

Side ads: 132,449 views, 98 clicks (click-through rate of .07%)

Website hosting has been moved to IdeaZone marketing

**Census:** **Memory care - 22** (1 shared room - both beds open; 1 female shared (spoken for); 1 male shared; 2 private available); **Skilled Nursing – 49; Independent Living – Full; Asst. Living – 58** (4 North studios w/ 2 spoken for; 3 South 1-bedrooms w/ 1 spoken for).

### NEW BUSINESS:

- Prayer Breakfast Update: Discussed handout that will be available at the breakfast as well as expected attendance and prayer assignments
- Family Market : **New date** - May 9 Looking for new sponsors as LB Port has discontinued event sponsorships. Consider asking local individuals/businesses, stressing great advertising exposure
- Messenger has gone out
- Long-term project (Kristin and Eden): Working on creating another commercial focusing on Memory Care.

### Calendar:

- **Prayer Breakfast:** February 17 at 7 a.m.
- **Family Market:** May 9
- **75<sup>th</sup> Anniversary Celebration:** May 2027

### Closing Prayer: Robin Brouwer

**Meeting Adjourned**

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

	Current Actual	Current Budget	Variance	YTD Actual	YTD Budget	Variance
<b>Operating Revenue</b>						
Medicare A	44,387.23	126,905.08	(82,517.85)	97,129.36	253,810.16	(156,680.80)
Medicare B	5,450.10	0.00	5,450.10	10,117.48	0.00	10,117.48
MediCal	323,979.66	364,021.50	(40,041.84)	649,288.33	728,043.00	(78,754.67)
Commercial Insurance	37,989.14	83,845.33	(45,856.19)	103,244.07	167,690.66	(64,446.59)
Private	785,014.50	830,120.83	(45,106.33)	1,581,142.47	1,660,241.66	(79,099.19)
Other Ancillary Revenue	5,815.57	2,103.67	3,711.90	14,434.53	4,207.34	10,227.19
<b>Total Operating Revenue</b>	\$ 1,202,636.20	\$ 1,406,996.41	\$ (204,360.21)	\$ 2,455,356.24	\$ 2,813,992.82	\$ (358,636.58)
<b>Operating Expense</b>						
Nursing & Residential Services	569,538.33	647,963.63	78,425.30	1,200,025.34	1,295,927.26	95,901.92
Facilities	103,940.71	100,967.68	(2,973.03)	218,396.65	201,935.36	(16,461.29)
Housekeeping Services	41,351.91	44,913.09	3,561.18	92,490.77	89,826.18	(2,664.59)
Laundry Services	18,752.75	22,010.49	3,257.74	45,776.11	44,020.98	(1,755.13)
Dining Services	189,878.63	198,558.39	8,679.76	394,055.73	397,116.78	3,061.05
Social Services & Life Enrichment	79,011.91	81,664.08	2,652.17	158,285.61	163,328.16	5,042.55
Staff Development	11,002.92	11,921.11	918.19	21,278.40	23,842.22	2,563.82
General & Administrative	220,123.68	234,730.87	14,607.19	445,156.62	469,461.74	24,305.12
Property Expenses	8,940.65	9,608.94	668.29	17,881.30	19,217.88	1,336.58
Other Expenses	0.00	155.96	155.96	0.00	311.92	311.92
Ancillary Expenses	39,446.67	54,439.46	14,992.79	87,032.29	108,878.92	21,846.63
<b>Total Operating Expense</b>	\$ 1,281,988.16	\$ 1,406,933.70	\$ 124,945.54	\$ 2,680,378.82	\$ 2,813,867.40	\$ 133,488.58
<b>Net Operating</b>	\$ (79,351.96)	\$ 62.71	\$ (79,414.67)	\$ (225,022.58)	\$ 125.42	\$ (225,148.00)
<b>Non-Operating</b>						
Extraordinary Items	1,247.50	0.00	1,247.50	3,219.65	0.00	3,219.65
Interest & Dividends	2,472.69	0.00	2,472.69	6,002.33	0.00	6,002.33
Donations	105,913.82	0.00	105,913.82	138,348.32	0.00	138,348.32
Depreciation Expense	(44,706.00)	0.00	(44,706.00)	(89,412.00)	0.00	(89,412.00)
<b>Total Non-Operating</b>	\$ 64,928.01	\$ 0.00	\$ 64,928.01	\$ 58,158.30	\$ 0.00	\$ 58,158.30
<b>Net Income (Loss)</b>	\$ (14,423.95)	\$ 62.71	\$ (14,486.66)	\$ (166,864.28)	\$ 125.42	\$ (166,989.70)

**Artesia Christian Home, Inc.**  
**Balance Sheet**  
**November 30, 2025**

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**Assets**

**Current Assets**

Cash	2,095,527.21
Accounts Receivable	485,493.17
Other Accounts Receivable	1,120,065.77
Prepaid Expenses	217,241.83
	<hr/>
Total Current Assets	\$ 3,918,327.98

**Fixed Assets**

Land	1,216,888.94
Building & Improvements	14,799,051.14
Furniture Fixtures & Equipment	2,935,211.69
Accumulated Depreciation	(9,224,650.00)
	<hr/>
Total Fixed Assets	\$ 9,726,501.77

**Other Assets**

Investments	2,835,141.18
	<hr/>
Total Other Assets	\$ 2,835,141.18
	<hr/>
Total Assets	\$ 16,479,970.93
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**Liabilities and Equity**

**Current Liabilities**

Accounts Payable	328,262.53
Accrued Salaries & Benefits	644,848.93
Other Liabilities	1,748.05
	<hr/>
Total Current Liabilities	\$ 974,859.51
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Total Liabilities	\$ 974,859.51
	<hr/>

**Equity**

Equity	15,671,975.70
Net Income (Loss)	\$ (166,864.28)
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Total Equity	\$ 15,505,111.42
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Total Liabilities and Equity	\$ 16,479,970.93
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**Artesia Christian Home, Inc.  
Investment Account Balance**

<u>Date</u>	<u>Market Value</u>	<u>Month to Month Change</u>	<u>Cumulative Change from 1/1</u>	<u>Cummulative Return*</u>
1/31/2025	2,274,543			
3/31/2025	1,856,842	(417,701)	(417,701)	-0.78%
6/30/2025	3,484,838	1,627,996	1,210,295	-12.74%
9/30/2025	2,835,141	(649,696)	560,598	24.65%

\*Data from Schwab/RAI Quarterly Statements

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

\* 06 25/2025 Transferred \$1,500,000 from General Acct related to ERC Refund

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

<b>Financial Institution</b>	<b>Account</b>	<b>As of</b>	
		<b>10/31/2025</b>	<b>11/30/2025</b>
Schwab	CCRC Liquid Reserve Requirement by Dept of Social Services as of 1/30/2025	\$ 348,600	\$ 348,600
Schwab	Unemployment Fund Reserve	150,000	150,000
Schwab	Operating / Building Repairs / Emergencies Funds	2,336,541	2,336,541
	<b>Investments Total</b>	<b>2,835,141</b>	<b>2,835,141</b>
		<b>As of</b>	<b>As of</b>
		<b>10/31/2025</b>	<b>11/30/2025</b>
Citizens Business Bank	General Account	357,686	546,984
Citizens Business Bank	Money Market Account- Reserves for Payroll & Operations	1,761,587	1,414,059
Citizens Business Bank	Business Savings - Reserve Required for Line of Credit	111,034	111,034
Bank of America	Pegboard Account	16,774	16,774
	<b>Cash Total</b>	<b>2,247,081</b>	<b>2,088,852</b>
<b>Total</b>		<b>\$ 5,082,222</b>	<b>\$ 4,923,993</b>

<b>Donation Information</b>		<b>YTD FYE 2026</b>	
		<b>@ 10/31/2026</b>	<b>11/30/2026</b>
	C.A.R.E. Fund	\$ 28,913	\$ 127,414
	General Fund	3,372	5,197
	Special Fund	150	5,738
	<b>Total Donations</b>	<b>\$ 32,435</b>	<b>\$ 138,348</b>

## Executive Director Report

February 24th, 2026

3:00 pm

Board Room/Zoom

### Upcoming Events

- March 11th, 2026, Promotions Committee- Noon via Zoom
- March 17<sup>th</sup>, 2026, Annual Auxiliary Hostess Dinner- 5:30pm
- March 24th, 2026, Finance-3pm & Board-4 pm

### Executive Director

- Preparation of 2026 Goals
- Year End Meeting with Paycom
- Audit Committee- No significant findings. February 10<sup>th</sup>, 2026
- Completed Life Safety Plan of Correction 2-16-26
- Submission of Plan of Correction for SNF & Life Safety Survey 2-16-26
- Prayer Breakfast 2-17-26

### HR, COMPLIANCE & TECHNOLOGY OPERATIONS

- Initiated an enhanced cybersecurity and IT compliance programs with QLAN. Working to set up the system.
- HR is contacting new immigration compliance firms to request service quotes due to delay with original firm.

#### Compliance & Ethics Highlights:

- Annual Review of Reported Compliance Concerns
  - 5 Total concerns reported across the organization. 1- Business Office, 2 -Assisted Living, 1- SNF, 1- Memory Care.
  - All reports were investigated, resolved , reported appropriately and closed. All reports and outcomes were reported to the compliance committee and Board of Directors
- Committee is shifting to quarterly meetings moving forward.

### FINANCIAL OPERATIONS

- FYE 2025 Financial Audit - Completed on 1/15/2026 and results were reported as unmodified.
- Audit Committee met on 2/10/2026.
- CCRC Report was completed and submitted on 1/30/2026
- FYE 2025 1099s completed and sent out
- FYE 2025 Cost Report providing documentation still in process
- FYE 2025 Workers Comp Audit providing documentation still in process
- FYE 2025 Tax Return Prep providing documentation still in process

<b>2026 October '25- November'25 YTD Occupancy</b>
<b>Occupancy Goal/October '25- November '25 YTD- 89%/85.14%</b>
SNF: 92%/76.68%
ALF: 83%/87.90 %
MCC: 93%/87.12 %
Cottages: 95%/100.86 %

<b>2026 October'25-YTD Overtime/DT: 5.49% (Holiday OT 6.61%)</b>
November Payroll:6.23%, 3.95%, 3.88% (9.49%)
October Payroll: 5.58%, 7.80% & 6.23%

<b>2026 Charity Care YTD October '25-November '25</b>
\$366,728

<b>2026 C.A.R.E. Fund YTD Total October '25- November '25</b>
\$127,413.65

<b>2026 YTD Donations (including CARE FUND) October '25- November '25</b>
\$138,348.32

<b>SNF:</b>
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- Business Office Received the 2567 for the SNF Staffing Audit: Audit days selected from 12/31/23-3/31/24. No Deficiencies. Meeting standards for 3.5 Direct care Service hours and 2.4 CNA direct care services hours per patient day.
- Business Office Received Notice from CMS PBJ Final Result Letter indicating that due to a significant difference between the submitted Hours Per Resident Day and the verified Hours per Resident Day we will receive a penalty for this error. After much review, study and discussion with the auditor, it has been determined that these findings cannot be changed. These errors are due to an error with how Paycom bundles the hours as well as our internal process. These issues are in process of being addressed through Paycom's system as well as via our processes. Unfortunately, we will be penalized with a 1-star staffing rating in the 5 star system, which will likely reduce our overall rating by 1 star for 3 months. QAPI Committee notified and a Performance Improvement Plan is in development to ensure improvement.
- SNF Received the 2567 for our Federal Recertification. Resulted in 13 nursing deficiencies, 1 dining services, 6 life safety and 0 emergency operations. Plan of Corrections were

completed by DON and Administrator with support from various other individuals. 2567  
Submitted on 2-16-26.

- Staffing Efforts:
  - Census at 46: staffing is adjusted for this.
    - Need CNA on 11-7 shift & 3 LVN

**Covid Updates:** No current cases.

**Quality Assurance Performance Improvement/ (QAPI) Activity:**

- Monthly QAPI Meetings Held on 2-18-26 – See Above.

**RESIDENTIAL:**

- Reinstated Resident Aid on all evening shifts in Assisted Living, now that census is up.
- New Care Partner V position: Employees got their food handlers cards; I did follow shifts to see how our plan on paper is working and adjusted job duties accordingly. Conducted follow ups with CPV's to ensure changes made are effective and measured how overtime in this position is reducing with these changes in place.
- Submitted Exception Request to Dept. of Social Services to get a new admission with a prohibitive health condition – waiting on DSS response.
- Worked with business office and SNF Social Services to come up with a universal lost and found procedure.
- Completed all CEUs and renewed RCFE license
- **Covid Updates:** No current cases.

**COMMUNITY RELATIONS:**

- IdeaZone has transitioned to our web site hosting.
- BoD website portal is available – password Ach@183 | please email [info@achome.org](mailto:info@achome.org) for any corrections
- Spring Family Market date moved to 5/9/26
- Messenger went out 2<sup>nd</sup> week of Feb.
- Prayer Breakfast – feedback?
- Secured Artesia Community Grant - \$27,000 for the C.A.R.E. Fund – waiting for insurance compliance
- Continuing working on plans for 75<sup>th</sup> Anniversary party/open house (tentative 11/5)
- Annual Board Meeting & Dinner 11/5/26 – 75<sup>th</sup> Celebration

<b>Rented or Occupied Rooms:</b> As of 2/10/26
SNF: 47 beds / 66 beds; Budgeted: 61
ALF: 58 rooms / 62 rooms; Budgeted: 52
MCC: 22 beds / 28 beds; Budgeted: 26
Cottages: 21 cottages / 21 cottages; Budgeted: 20

**Admissions/Discharges: January 2026**

SNF: 7 Admissions, 8 Discharges, 0 Passed

ALF: 2 Admissions, 0 Discharges, 0 Passed,

MCC: 0 Admissions, 0 Discharges, 0 Passed

Cottages: 0 Admissions, 0 Discharge, 0 Passed;

**Total: 9 Admissions, 8 Discharges, 0 Passed**

**FACILITIES:**

- Life Safety 2567 received on 2-6-26, identifying 6 deficiencies. There were no deficiencies for our Emergency Operations Program.
- Addressed deficient practices and supported Administrator in completing the Plan of Correction.
- Working on gathering recommendations and quotes for Covenant Center plumbing drain line repair
- Gathered quote to replace the front gate. Approximately \$8000.00

**Satisfaction Surveys**

0 received.

Comments:

**Prayer requests**

- Prayers for prospective residents as they consider ACH as a new home
- Ongoing health of our residents, employees and families

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

## **Artesia Christian Home**

### **2026 Goals and Initiatives Strategy**

While 2025 was a challenging year for ACH, it stretched us and pushed us to grow. In many ways, it strengthened us as an organization. We have worked hard to be creative and innovative, making meaningful improvements to our systems, policies, and procedures. We anticipate continued regulatory oversight and ongoing workforce challenges. We are not ignoring those realities. Instead, we remain committed to responding proactively and strategically, with thoughtful planning and steady leadership.

As we enter our 75th year, we will continue improving our systems with a focus on greater efficiency, clearer processes, and stronger accountability. Our priorities remain centered on staffing stability, compliance sustainability, and leadership development. While challenges remain, we are committed to making steady progress in compliance, staffing, financial performance, and community engagement. These efforts reflect our continued dedication to ACH's mission of Christ-centered, compassionate care and responsible governance.

### **Mission & Values**

ACH remains grounded in its mission to provide a continuum of high-quality services to members of our supporting churches and the broader community. Guided by a Reformed Biblical perspective, ACH seeks to meet the physical, emotional, and spiritual needs of those we serve through Christ-like care, rooted in respect, kindness, trustworthiness, perseverance, and collaboration.

### **Strategic Goals & Initiatives for 2026**

#### **Sustainable Operations**

- Complete all remaining steps to close out the class action lawsuit.
- Maintain compliant payroll, timekeeping and attendance systems aligned with California and Federal labor laws
- Remain focused on maintaining or growing census across all programs.
- Remain prudent and disciplined in capital expenses
- Apply for Assisted Living Waiver (ALW) Program
- Seek opportunities to expand insurance contracts for the SNF,
- Strengthen cybersecurity and IT compliance initiatives in partnership with QLAN
- Evaluate utilization of Paycom for our 403 (b) processing
- Explore potential transition of 403b banking vendor for FY 2027 or 2028

### **Strong People and Culture**

- Provide leadership & or training opportunities for program leaders, associate directors or emerging leaders
- Launch the Administrator in Training program with AD of Social Services with preceptorship from Administrator/Executive Director
- Develop a long-term Executive Director sustainability plan.
- Restructure and support hiring processes in SNF to support a sustainable system
- Develop a succession plan for the January '28 retirement of the Facilities Director
- Implement scheduling software in SNF to support efficiency and communication
- Evaluate "Best Workplace" distinction and consider if it makes sense to apply

### **Pride in Place**

- Maintain strong focus on general upkeep & preventative maintenance
- Complete Assisted Living North and Business Office Lobby improvements in preparation for 75<sup>th</sup> Anniversary (including furniture, décor, valences and artwork)
- Install cabinetry in the Assisted Living Lounge to enhance the resident environment and storage
- Complete auxiliary- supported projects
- Prioritize maintenance projects and facility upgrades that directly support safety, compliance, and resident experience

### **Mission in Action- Community Engagement & Mission Advancement**

- Grow occupancy across ACH programs
- Sustain CARE FUND fundraising efforts
- Deepen engagement with our supporting churches
- Expand community outreach through events, partnerships, and volunteer engagement
- Plan and Celebrate ACH's 75<sup>th</sup> Anniversary in a way that honors our legacy and advances our mission

### **Exceptional & Safe Care**

- Continued focus on improving outcomes for our Annual Surveys
- Address survey deficiencies identified and implement proactive strategies such as mock surveys
- Maintain effective management of COVID and other infectious disease outbreaks
- Sustain strong infection prevention and safety practices