

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

**In Person & Zoom**

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

**PASSWORD-ACH**

- I. Opening Prayer & Devotions- Steve Ornee
- II. Roll Call –Steve Ornee
- III. Minutes of February 24th, 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. April 8th, 2026; Promotions Committee-Noon**
    - 2. April 28th, 2026; 3 pm Finance & 4 pm Board**
    - 3. May 9th, 2026; ACH Annual Family Market, 10am-2pm**
- VIII. Closing Prayer – Steve Ornee

**Artesia Christian Home, Inc.**  
**Minutes from the Board of Directors' Meeting**  
**4:00 PM, February 24<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)

Staff

✓ 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

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 January 27, 2026 meeting minutes.

**Motion Passed**

**IV. Committee Reports**

- A. Finance committee January 27, 2026 meeting minutes submitted.
- B. Promotion committee February 11, 2026 meeting minutes submitted.
- C. Audit committee report dated February 10, 2026 was 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 -
- D. Residential Services - A. Walsh
- E. Community Relations & Facilities - M. Robison

**VI. New Business**


2026 Executive Director Goals & Initiatives - prelim discussion. Item will be brought back at next meeting for further review and approval.

**VII. Calendar**

Promotions	Wednesday, Mar. 11 <sup>th</sup>	Noon via Zoom
Hostess Dinner	Tuesday, Mar. 17 <sup>th</sup>	5:30 PM
Finance / Board	Tuesday, Mar. 24 <sup>th</sup>	3 PM / 4 PM

**VIII.** At 4:52 PM motion to adjourn passed and T. Van Dyk closed with prayer.

**Motion Passed.**

  
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 Steven Ornee, Secretary of the Board

\_\_\_\_\_  
 Date of Approval

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

- I. Tim Slegers opened the meeting in prayer at 3:00 PM
- II. **Board Members present:** Tim Slegers, Ken Solomon, Terry Van Dyk  
**Staff present:** Executive Director – Michelle Robison, Controller – Patricia Henry  
**Absent:** Rob Verhoeven with notice.
- III. The Minutes of January 27, 2026, Finance Committee meeting, were reviewed and approved.
- IV. NEW BUSINESS
  - A. Audit Committee letter of February 10, 2026, was received and policy recommendations were reviewed. No significant findings were noted.
- V. MONTHLY REPORTS for **November 2025** were distributed for review:
  - A. **Payroll Review:** Payroll reports for 11/21/2025 (3.95% OT & 3.95% and for 12/5/2025 (3.88% OT & 9.49% Holiday OT).
  - B. **Reviewed report on Extraordinary Expenses for the months of November 2025.**
  - C. **Reviewed Census Days report for November 2025.**
  - D. **Operations Reports for November 2025 month-end were reviewed. Year to date totals are:**
    1. **Skilled Nursing November 2025 loss:** \$193,484; **FY 2026 loss:** \$447,555.
    2. **Assisted Living November 2025 income:** \$58,794; **FY 2026 gain:** \$104,088.
    3. **Independent Living November 2025 income:** \$26,161; **FY 2026 income:** \$49,647.
    4. **Memory Care November 2025 loss:** \$15,528; **FY 2026 loss:** \$20,615.
    5. **ACH Operations total: November 2025 loss:** \$79,352; **FY 2026 loss of:** \$225,023.
    6. **ACH Non-operating Summary:** For **November 2025** the total **Facility Non-Operating Income** (including interest, dividend income, donations, grant income and depreciation) was \$64,928 **FY 2026 Non-Operating Gain** of \$58,158.
    7. **ACH total: November 2025 reported loss** of \$14,424; **FY 2026 loss of:** \$166,864.
  - E. **Balance Sheet for 11-30-2025** total assets (and liabilities and equity) of \$16,479,971.
  - F. **Accounts Receivable** – Balance due as of **11-30-2025** was \$485,493
  - G. **Accounts Receivable Aging Report** reviewed accounts over 30 days past due for November 2025.

**H. Summary of Cash & Investments** as of 11-30-2025 was \$4,923,993.

**I. Investment Summary** showed a return -24.65% through the third quarter of 2025.

**VI. Adjournment** – The meeting was adjourned at 3:46 PM. Next Meeting March 24, 2027 @3:00 PM.

*Respectfully submitted by Ken Solomon*

## **ACH Promotions Committee Meeting**

March 11, 2026

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

Opening Prayer: Sandy VanLant

Approval of Minutes from February 11, 2026 - approved

Google/Online Ads:

Google searches: 3516 views, 255 clicks, 15 people fill out form, 55 calls generated.

Census:

- Memory Care 23 of 28, one shared room open and two beds open.
- Skilled Nursing: 47
- Ind. Living: Full
- Asst Living: 60/62 - insanely good. 65 people total
- Two rooms spoken for; conversion room made from 2 small rooms.

New Business:

- Prayer Breakfast - Great reports, good contacts with sponsoring churches. Great work, Kristin and Eden!!
- Family Market: May 9: Sponsors and vendors needed to fill it up!
- Cerritos Chamber: Kristin and Eden went
- Bellflower Chamber: Going strong
- Chamber meeting at ACH: April 24, 8-9 am - board welcome to attend. Coffee, pastries, prizes!
- Anniversary Dinner Planning: at Annual Meeting, 75th Diamond Jubilee - Time to Shine and Sparkle. Diamonds and navy blue!! Ideas welcomed to make it a Shiny Event!!!

Closing Prayer: Sandy Van Lant

Meeting Adjourned

**Artesia Christian Home, Inc.**  
**Actual vs Budget Statement of Operations - Summary**  
**January 31, 2026**

	Current Actual	Current Budget	Variance	YTD Actual	YTD Budget	Variance
<b>Operating Revenue</b>						
Medicare A	116,836.80	126,905.08	(10,068.28)	292,549.62	507,620.32	(215,070.70)
Medicare B	252.45	0.00	252.45	12,362.45	0.00	12,362.45
MediCal	338,225.40	364,021.50	(25,796.10)	1,368,367.77	1,456,086.00	(87,718.23)
Commercial Insurance	51,745.14	83,845.33	(32,100.19)	212,503.37	335,381.32	(122,877.95)
Private	767,030.75	830,120.83	(63,090.08)	3,134,358.99	3,320,483.32	(186,124.33)
Other Ancillary Revenue	12,595.68	2,103.67	10,492.01	34,576.46	8,414.68	26,161.78
<b>Total Operating Revenue</b>	<b>\$ 1,286,686.22</b>	<b>\$ 1,406,996.41</b>	<b>\$ (120,310.19)</b>	<b>\$ 5,054,718.66</b>	<b>\$ 5,627,985.64</b>	<b>\$ (573,266.98)</b>
<b>Operating Expense</b>						
Nursing & Residential Services	606,830.58	647,963.63	41,133.05	2,412,812.92	2,591,854.52	179,041.60
Facilities	80,899.77	100,967.68	20,067.91	406,977.36	403,870.72	(3,106.64)
Housekeeping Services	43,480.65	44,913.09	1,432.44	181,176.65	179,652.36	(1,524.29)
Laundry Services	24,828.26	22,010.49	(2,817.77)	91,340.39	88,041.96	(3,298.43)
Dining Services	193,520.13	198,558.39	5,038.26	783,613.82	794,233.56	10,619.74
Social Services & Life Enrichment	81,151.37	81,664.08	512.71	326,972.85	326,656.32	(316.53)
Staff Development	11,917.77	11,921.11	3.34	44,317.58	47,684.44	3,366.86
General & Administrative	218,442.02	234,730.87	16,288.85	865,643.15	938,923.48	73,280.33
Property Expenses	10,237.75	9,608.94	(628.81)	38,352.92	38,435.76	82.84
Other Expenses	0.00	155.96	155.96	0.00	623.84	623.84
Ancillary Expenses	50,383.25	54,439.46	4,056.21	184,334.65	217,757.84	33,423.19
<b>Total Operating Expense</b>	<b>\$ 1,321,691.55</b>	<b>\$ 1,406,933.70</b>	<b>\$ 85,242.15</b>	<b>\$ 5,335,542.29</b>	<b>\$ 5,627,734.80</b>	<b>\$ 292,192.51</b>
<b>Net Operating</b>	<b>\$ (35,005.33)</b>	<b>\$ 62.71</b>	<b>\$ (35,068.04)</b>	<b>\$ (280,823.63)</b>	<b>\$ 250.84</b>	<b>\$ (281,074.47)</b>
<b>Non-Operating</b>						
Extraordinary Items	476.34	0.00	476.34	(62,018.64)	0.00	(62,018.64)
Interest & Dividends	3,563.03	0.00	3,563.03	114,047.15	0.00	114,047.15
Donations	65,012.41	0.00	65,012.41	348,451.80	0.00	348,451.80
Depreciation Expense	(44,706.00)	0.00	(44,706.00)	(178,824.00)	0.00	(178,824.00)
<b>Total Non-Operating</b>	<b>\$ 24,345.78</b>	<b>\$ 0.00</b>	<b>\$ 24,345.78</b>	<b>\$ 221,656.31</b>	<b>\$ 0.00</b>	<b>\$ 221,656.31</b>
<b>Net Income (Loss)</b>	<b>\$ (10,659.55)</b>	<b>\$ 62.71</b>	<b>\$ (10,722.26)</b>	<b>\$ (59,167.32)</b>	<b>\$ 250.84</b>	<b>\$ (59,418.16)</b>

**Artesia Christian Home, Inc.  
Actual vs Budget Statement of Operations - Summary  
December 31, 2025**

	Current Actual	Current Budget	Variance	YTD Actual	YTD Budget	Variance
<b>Operating Revenue</b>						
Medicare A	78,583.46	126,905.08	(48,321.62)	175,712.82	380,715.24	(205,002.42)
Medicare B	1,992.52	0.00	1,992.52	12,110.00	0.00	12,110.00
MediCal	380,854.04	364,021.50	16,832.54	1,030,142.37	1,092,064.50	(61,922.13)
Commercial Insurance	57,514.16	83,845.33	(26,331.17)	160,758.23	251,535.99	(90,777.76)
Private	786,185.77	830,120.83	(43,935.06)	2,367,328.24	2,490,362.49	(123,034.25)
Other Ancillary Revenue	7,546.25	2,103.67	5,442.58	21,980.78	6,311.01	15,669.77
<b>Total Operating Revenue</b>	<b>\$ 1,312,676.20</b>	<b>\$ 1,406,996.41</b>	<b>\$ (94,320.21)</b>	<b>\$ 3,768,032.44</b>	<b>\$ 4,220,989.23</b>	<b>\$ (452,956.79)</b>
<b>Operating Expense</b>						
Nursing & Residential Services	605,957.00	647,963.63	42,006.63	1,805,982.34	1,943,890.89	137,908.55
Facilities	107,680.94	100,967.68	(6,713.26)	326,077.59	302,903.04	(23,174.55)
Housekeeping Services	45,205.23	44,913.09	(292.14)	137,696.00	134,739.27	(2,956.73)
Laundry Services	20,736.02	22,010.49	1,274.47	66,512.13	66,031.47	(480.66)
Dining Services	196,037.96	198,558.39	2,520.43	590,093.69	595,675.17	5,581.48
Social Services & Life Enrichment	87,535.87	81,664.08	(5,871.79)	245,821.48	244,992.24	(829.24)
Staff Development	11,121.41	11,921.11	799.70	32,399.81	35,763.33	3,363.52
General & Administrative	202,044.51	234,730.87	32,686.36	647,201.13	704,192.61	56,991.48
Property Expenses	10,233.87	9,608.94	(624.93)	28,115.17	28,826.82	711.65
Other Expenses	0.00	155.96	155.96	0.00	467.88	467.88
Ancillary Expenses	46,919.11	54,439.46	7,520.35	133,951.40	163,318.38	29,366.98
<b>Total Operating Expense</b>	<b>\$ 1,333,471.92</b>	<b>\$ 1,406,933.70</b>	<b>\$ 73,461.78</b>	<b>\$ 4,013,850.74</b>	<b>\$ 4,220,801.10</b>	<b>\$ 206,950.36</b>
<b>Net Operating</b>	<b>\$ (20,795.72)</b>	<b>\$ 62.71</b>	<b>\$ (20,858.43)</b>	<b>\$ (245,818.30)</b>	<b>\$ 188.13</b>	<b>\$ (246,006.43)</b>
<b>Non-Operating</b>						
Extraordinary Items	(65,714.63)	0.00	(65,714.63)	(62,494.98)	0.00	(62,494.98)
Interest & Dividends	104,481.79	0.00	104,481.79	110,484.12	0.00	110,484.12
Donations	145,091.07	0.00	145,091.07	283,439.39	0.00	283,439.39
Depreciation Expense	(44,706.00)	0.00	(44,706.00)	(134,118.00)	0.00	(134,118.00)
<b>Total Non-Operating</b>	<b>\$ 139,152.23</b>	<b>\$ 0.00</b>	<b>\$ 139,152.23</b>	<b>\$ 197,310.53</b>	<b>\$ 0.00</b>	<b>\$ 197,310.53</b>
<b>Net Income (Loss)</b>	<b>\$ 118,356.51</b>	<b>\$ 62.71</b>	<b>\$ 118,293.80</b>	<b>\$ (48,507.77)</b>	<b>\$ 188.13</b>	<b>\$ (48,695.90)</b>

**Artesia Christian Home, Inc.**  
**Balance Sheet**  
**January 31, 2026**

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**Assets**

**Current Assets**

Cash	2,648,539.70
Accounts Receivable	564,222.01
Prepaid Expenses	273,763.67
	<hr/>
Total Current Assets	\$ 3,486,525.38

**Fixed Assets**

Land	1,216,888.94
Building & Improvements	14,835,311.14
Furniture Fixtures & Equipment	2,949,308.41
Accumulated Depreciation	(9,314,062.00)
	<hr/>
Total Fixed Assets	\$ 9,687,446.49

**Other Assets**

Investments	2,867,923.37
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Total Other Assets	\$ 2,867,923.37

Total Assets	<hr/> <hr/> \$ 16,041,895.24
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**Liabilities and Equity**

**Current Liabilities**

Accounts Payable	41,250.10
Accrued Salaries & Benefits	387,836.76
	<hr/>
Total Current Liabilities	\$ 429,086.86

Total Liabilities	<hr/> \$ 429,086.86
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**Equity**

Equity	15,671,975.70
Net Income (Loss)	\$ (59,167.32)
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Total Equity	\$ 15,612,808.38
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Total Liabilities and Equity	<hr/> <hr/> \$ 16,041,895.24
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**Artesia Christian Home, Inc.  
Investment Account Balance**

<u>Date</u>	<u>Market Value</u>	<u>Quarter to Quarter Change</u>	<u>Cumulative Change from 1/1</u>	<u>Cummulative Return*</u>
1/31/2025	2,274,507			
3/31/2025	1,856,842	(417,665)	(417,665)	-0.78%
6/30/2025	3,484,838	1,627,996	1,210,331	-12.74%
9/30/2025	2,835,141	(649,696)	560,634	24.65%
12/31/2025	2,867,923	32,782	593,416	10.70%

\*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**

Financial Institution	Account	As of	As of	As of
		11/30/2025	12/31/2025	01/31/2026
Schwab	CCRC Liquid Reserve Requirement by Dept of Social Services as of 1/30/2025	\$ 348,600	\$ 348,600	\$ 348,600
Schwab	Unemployment Fund Reserve	150,000	150,000	150,000
Schwab	Operating / Building Repairs / Emergencies Funds	2,336,541	2,867,923	2,867,923
	<b>Investments Total</b>	<b>2,835,141</b>	<b>3,366,523</b>	<b>3,366,523</b>
		<b>As of</b>	<b>As of</b>	<b>As of</b>
		<b>11/30/2025</b>	<b>12/31/2025</b>	<b>01/31/2026</b>
Citizens Business Bank	General Account	546,984	143,345	75,975
Citizens Business Bank	Money Market Account- Reserves for Payroll & Operations	1,414,059	2,537,153	2,440,716
Citizens Business Bank	Business Savings - Reserve Required for Line of Credit	111,034	111,048	111,048
Bank of America	Pegboard Account	16,774	16,774	16,774
	<b>Cash Total</b>	<b>2,088,852</b>	<b>2,808,320</b>	<b>2,644,513</b>
<b>Total</b>		<b>\$ 4,923,993</b>	<b>\$ 6,174,843</b>	<b>\$ 6,011,036</b>

Donation Information		YTD FYE 2026	YTD FYE 2026	YTD FYE 2026 @
		@ 11/30/2025	@ 12/30/2025	01/31/2026
	C.A.R.E. Fund	\$ 127,414	\$ 235,763	\$ 260,090
	General Fund	5,197	34,767	35,017
	Special Fund	5,738	12,909	53,345
	<b>Total Donations</b>	<b>\$ 138,348</b>	<b>\$ 283,439</b>	<b>\$ 348,452</b>

## **Executive Director Report**

March 24th, 2026

3:00 pm

Board Room/Zoom

### **Upcoming Events**

- April 8th, 2026, Promotions Committee- Noon via Zoom
- April 28th, 2026, Finance-3pm & Board-4 pm
- May 9<sup>th</sup>, 2026, Artesia Christian Home Annual Family Market- 10am-2pm

### **Executive Director**

- 3-11-26 Triennial Visit with Department of Social Services- CCRC Division
- Conversations with Empower Me Wellness Regional Director to inquire about hiring a speech therapist and Director of Rehab. Director has been hired and will start on March 31, 2026. Empower Me Wellness has approved hiring a 1099 employee to making finding a speech therapist more likely. Not having a dedicated speech therapist has impacted our ability to take referrals.
- Met with Board President to discuss 2026 Goals
- Consultation with WIPFLI along with Payroll Coordinator and Director of Finance to gather information and recommendations on improving and maintaining our PBJ processes as part of our Performance Improvement Project
- Dining Services Meeting with Morrison Leadership. Addressed positives and concerns with plans to address and move forward.
- Working with Dining Services and Assisted Living to address complaints and concerns reported by residents and families. A restaurant style service system is being piloted based on resident feedback where in residents get served in the order they order versus waiting table by table. Servers are learning the new system which will take some time.
- Retirement Party to be held for CNA Sue with 24 years of service on March 31, 2026.

### **HR, COMPLIANCE, RISK & TECHNOLOGY OPERATIONS**

- Initiated an enhanced cybersecurity and IT compliance program with QLAN. Working to set up the system.
- Replacing laptops on SNF Med/Treatment Cart.
- Finalizing service agreement with Foster Global for external I-9 audit. Audit anticipated to commence in April 2026.
- A legal summons has been received related to a civil lawsuit alleging civil rights violations by an individual. Our organization has been named as one of several entities in the complaint, likely in connection with referrals that may have been received for this individual. The matter has been promptly submitted to our insurance carrier, and their legal counsel is managing the response on our behalf.
- Addressed 1- Type 1 Workplace Violence issue with an individual loitering outside of Assisted Living on Roseton entrance.

**Compliance & Ethics Highlights:**

- Restrictive access signs have been installed throughout the main campus and Memory care. Project completed 02/19/2026.
- Next Quarterly meeting April 22<sup>nd</sup>.

**FINANCIAL OPERATIONS**

- FYE 2025 Cost Report completed in conjunction with WIPFLI and submitted
- FYE 2025 Workers Comp Audit completed with no issues
- FYE 2024 Federal Return of Organization Exempt of Income Tax electronically filed in conjunction with Genske, Mulder
- Annual Registration Renewal Fee Report to Attorney General of California submitted
- Documents submitted and Preparations made to accommodate Triennial visit from Department of Social Services 3/11/2026
- Submitted Environmental Fee Return based on number of employees
- Annual HCAI Report preparation in progress in conjunction with WIPFLI due by 4/1/2026
- Exploring options in Paycom to verify accuracy of PBJ and total productive vs non-productive hours

<b>2026 October '25- January '26 YTD Occupancy</b>
<b>Occupancy Goal/October '25-January '26 YTD- 89%/84.26%</b>
SNF: 92%/76.29%
ALF: 83%/87.5 %
MCC: 93%/83.65 %
Cottages: 95%/100.43 %

<b>2026 October '25-YTD Overtime/DT: 5.60% (Holiday OT 7.41%)</b>
January Payroll: 5.46% (10.97%), 6.08% (11.25%), 4.16%
December Payroll: 4.58%, (10.19%) & 5.29%
November Payroll: 6.23%, revised guy' - 5.20%
October Payroll: 5.58%, 7.80%

<b>2026 Charity Care YTD October '25-January '26</b>
\$463,511

<b>2026 C.A.R.E. Fund YTD Total October '25- January '26</b>
\$260,089.96

<b>2026 YTD Donations (including CARE FUND) October '25-January '26</b>
\$348,451.80

**SNF:**

- Team is working heavily on referrals and new admissions.
- Received notice that Plans of Corrections were accepted for our SNF Federal Recertification on 2-27-26
- Staffing Efforts:
  - Census at 48: staffing is adjusted for this.
    - Need CNA on 11-7 shift & 2 LVN

**Covid Updates:** No current cases.

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

- QAPI Plan has been revised to reflect additional Performance Improvement Projects implemented for Business Office, Dining Services, SNF & Facilities.
- QAPI plan was reviewed during the monthly QAPI Meeting held on 3-18-26

**RESIDENTIAL:**

- DSS Triennial CCRC Visit to review statues & standards. 3 LPA’s present. Awaiting results.
- Biennial surveys for IL, AL, and MCC are in process.
- Level of Care updates for all 3 programs are completed and contract addendums sent out for signatures.
- Exception granted from DSS for incoming resident with nephrostomy, and resident was then able to move in that week.
- **Covid Updates:** No current cases.

**COMMUNITY RELATIONS:**

- Attended Ladies Auxiliary Dinner to support fundraising efforts.
- Attended Cerritos Jeans & Java – had great success in getting several signups for the ACH Family Market
- Cerritos Chamber Jeans and Java – ACH to host on April 24<sup>th</sup>. 8:00 – 9:00 a.m. Please join us and mingle with Cerritos business owners.
- Bethany Lutheran Rooted - Volunteer day 3/14
- BoD website portal is available – password Ach@183 | please email [info@achome.org](mailto:info@achome.org) for any corrections
- Spring Family Market 5/9/26 Start time 10am-2pm.
- Annual Board Meeting & Dinner planned 11/5/26 – 75<sup>th</sup> Celebration
- BOD Christmas Dinner date planned. 12/8/26

<b>Rented or Occupied Rooms:</b> As of 3/19/26
SNF: 50 beds / 66 beds; Budgeted: 61
ALF: 59 rooms / 62 rooms; Budgeted: 52 (64 residents)
MCC: 23 beds / 28 beds; Budgeted: 26
Cottages: 21 cottages / 21 cottages; Budgeted: 20 (28 residents)

<b>Admissions/Discharges: February 2026</b>
SNF: 4 Admissions, 5 Discharges, 0 Passed
ALF: 2 Admissions, 1 Discharges, 0 Passed,
MCC: 0 Admissions, 0 Discharges, 0 Passed
Cottages: 0 Admissions, 0 Discharge, 0 Passed;
<b>Total: 6 Admissions, 6 Discharges, 0 Passed</b>

**FACILITIES:**

- Currently Pete is still working to determine long term plan with plumbing concerns in Covenant Center. Plumbing is currently working.
- Addressed Memory Care Automatic Door issue- replace key switch
- Installation completed on front gate replacement parts
- Lounge cabinets installed & painted in Assisted Living Lounge.
- Davenport Construction to provide quote to initiate work on the second Assisted Living North apartment conversion project. Rooms #109 & #110
- Final planning for Kitchen stainless installation in process with Morrison Living.
- Adding air conditioning unit in Laundry following the Life Safety deficiency requiring doors remain closed at all times.

**Satisfaction Surveys**

- 2 SNF received. Followed up with family members on each of them to clarify a few responses that were left blank and to inquire about a no response. Despite no response on 1 question, when clarified family was 100% satisfied. On the second survey, the question left blank, was N/A, therefore family was 100% satisfied. It was suggested we add a N/A box.
- Comments: “The nurses were very caring. Staff and nurses had good communication with us.”  
“The level of care felt personal.”
- Areas to improve: “to be able to no longer rely on registry staffing or find a registry staffing agency that was faith based.”  
“My family are deeply grateful for the way my father was cared for at ACH. It brought a lot of peace and comfort to us. The staff and leadership are amazing. Thank You. We praise God for ACH.”

**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**

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 & Measurable Goals & Initiatives for 2026**

### **Financial Sustainability & Operational Excellence**

**Strategic Intent: Ensure long term fiscal health and regulatory stability**

#### **Measurable Goals:**

- Complete all remaining steps to close out the class action lawsuit with no new related compliance issues by Q3 2026.
- Initiate a third-party payroll audit achieving 100% compliance with CA and federal labor regulations by Q1 2027.
- Maintain California Lunch premiums occurrences at an average of  $\leq 15$  approved incidents per pay period with ongoing monitoring and reporting.
- Expand outreach efforts to secure a minimum of three (3) new partner provider opportunities, payor contracts, referral sources or additional funding options to support census growth by Q1 2027.
- Maintain discipline in capital expense spending practices, continuing to seek charitable/investment resources to offset these expenditures throughout 2026.
- Present a 403 (b) banking vendor transition recommendation to Finance Committee by Q1 2027.

### **Workforce Leadership & Organizational Culture**

**Strategic Intent: Build leadership capacity and improve retention & engagement**

#### **Measurable Goals:**

- Reduce annual staff turnover rate by 5% or more across all departments by end Q1 2027 compared to 2025 baseline.
- Implement at least 1 leadership training course/module with 100% completion by program leaders, associate directors and directors by the end of Q3 2026.
- Develop and obtain Executive Committee approval of a transition framework outlining the delegation of SNF administration/operational responsibilities by Q1 2027.
- Develop a succession plan for the Facilities Director in preparation for January '28 retirement with implementation beginning in Q2 2027.
- Implement scheduling software in SNF for CNA's and nursing staff to support improved scheduling efficiency and communication by Q3 2026.

## 2026 Goals

### **Resident Experience & Facilities Stewardship (Pride in Place)**

**Strategic Intent: Enhance resident satisfaction, safety and physical environment**

#### **Measurable Goals:**

- Prioritize general maintenance and facility upgrades that directly support safety, compliance and resident experience including:
  - Complete Assisted Living North and Business Office Lobby improvements before the 75<sup>th</sup> Anniversary celebration in November 2026.
  - Install cabinetry in the Assisted Living Lounge to enhance the resident environment and storage by end of Q3 2026.
  - Replace thinning stainless steel in Main Kitchen by the end of Q4 2026.
  - Continue strategic facility upgrades as vacancies come available throughout the year.
- Complete auxiliary-supported projects throughout the year.
- Maintain strong focus on general upkeep & preventative maintenance throughout the year to sustain functioning of our older buildings.

### **Mission Advancement & Community Engagement**

**Strategic Intent: Strengthen donor relations, church partnerships and community visibility**

#### **Measurable Goals:**

- Sustain CARE FUND fundraising efforts by maintaining or increasing annual giving compared to 2025 baseline levels throughout the 2026 fiscal year.
- Deepen engagement with our supporting churches by conducting at least two (2) intentional gatherings or engagement opportunities throughout the year.
- Expand community outreach through events, partnerships, and volunteer engagement hosting at least three (3) community events throughout the year.
- Successfully plan and execute ACH's 75<sup>th</sup> Anniversary with an event for our residents and an event for our supporting community during the month of November 2026.

### **Quality, Compliance & Clinical Excellence**

**Strategic Intent: Maintain high quality care outcomes and regulatory readiness**

#### **Measurable Goal**

- Continue focused efforts to rebuild our Health Inspection Star Rating by reducing 2026 survey cycle's total deficiencies compared to the most recent 2025 survey cycle.