

Ourdes Senior Community Boards

Tuesday, August 26, 2025, 1:30 p.m., LRHC Chapel

Note: Includes Board of Directors for Ourdes, Inc., Fox Manor, Clausen Manor (Ourdes Alzheimer's Special Care Center), Joseph T. Mendelson Assisted Living Home (Ourdes Assisted Living), Dominican Health Care and Ourdes Campus Fund

BOARD MEMBERS PRESENT

Richard Acho, President and CEO
Sister Janice Bachman, OP
Dr. James Boal
Linda Gifford
Peggy Holden, Secretary/Treasurer
Joseph Manuszak
Sister Peggy Martin, OP
John Noone, Chair
Barbara Mendelson, Vice President, via Zoom
Paul Propson
Sr. Barbara Rund, OP

BOARD MEMBERS EXCUSED

Msgr. Michael LeFevre

STAFF PRESENT

David Krolikowski, Director, Finance
Rebecca Latta, Director, Human Resources
Robin McClintock, CTRS, CASP, Director, Fox Manor and
Mendelson Home
Jason Mize, Director, Plant Operations
Cori Sharrard, Director, Clausen Manor

STAFF EXCUSED

Maureen McGee, Administrator, Ourdes Rehabilitation and
Healthcare Center

WELCOME

Mr. John Noone called the meeting to order at 1:30 p.m. A full quorum was present.

OPENING PRAYER

The Leadership Team read the prayer.

DEPARTMENT SPOTLIGHT - MDS

The MDS team was unable to attend the meeting due to the State survey that was taking place. The spotlight will be added to November's Board meeting agenda.

RETREAT FOLLOW-UP

During the retreat, Sr. Janice Bachman, OP, and Sr. Peggy Martin, OP, presented the history of Ourdes through a video titled "The Living Legacy of St. Dominic at Ourdes." Highlights from the video included the values of the Dominican Sisters of Peace, which are Be Peace, Build Peace, and Preach Peace. This is carried on through the Ourdes' mission statement. The values reflected in Ourdes' mission statement are compassion, love, respect, and dignity. Discussions looked at ways that the mission of Ourdes could be integrated into the community. These included using the video as an orientation tool for new staff, Board members, residents, families, and volunteers. Evaluation of how well the mission is being followed could be through a survey or interviews. The Board members divided into four small groups to discuss further the integration of the mission and whether the mission and value statements still reflect the current environment. The members were also asked to evaluate the strategic initiatives for relevance.

The small groups broke off to discuss their findings and then regrouped. The Board members agreed that the mission statement still aligns with Ourdes today and is effective in communicating what Ourdes is about. The word respect is part of the mission statement but not the vision statement. The vision statement states that Ourdes strives to be the most trusted senior living community in Michigan. Some felt that the claim is hard to measure, but the intended meaning was understood and not worth changing. Both the mission statement and vision statement stand the test of time. The values align with Ourdes' mission and vision.

There are no changes needed to the strategic initiatives currently in place. The partnership with Angela Hospice is proving beneficial to both parties.

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Follow-up to the senior trends presented by Ziegler at the Board retreat were reviewed. The Villas are being built to meet the increasing demand for senior housing, with the independent living apartment project scheduled for the near future. Ourdes' strategic initiatives are closely aligned with the current and projected senior trends.

The Board members agreed that small group breakouts help prompt discussions and share opinions. Small group discussions will be integrated into future meetings, where applicable, more frequently.

INDEPENDENT LIVING EXPANSION

The walls are standing for villa numbers three and four, and partially standing for five and six. Electrical lines that run under the area where Villas one and two will be built were not captured during the civil engineering study. The lines needed to be relocated, causing a delay in the pouring of the foundation for this duplex and an added \$65K expense, which will be covered under the \$150K budget contingency. The foundation for Villas seven and eight was delayed due to the excess rain this summer. Water has been pumped out of that area, and the land has been prepped for the foundation to be poured. The contractor doesn't believe either issue will cause a delay in the project. Completion is still projected to be in March 2026. One Villa is spoken for, and two are reserved for the Sisters. We have an email list of interested folks whom we send updates to every few weeks. People want to see a completed Villa before committing.

The apartment building project has not yet been approved by the township. A meeting before the Planning Commission was held in July. Seven residents of Fox Manor attended the meeting in support of the project, and the Scott Lake homeowners' association had members in attendance. At the end of the meeting, with five of the seven Planning Commission members present, we were told they did not have a full quorum to approve a vote. The requirement for a quorum is four yes votes. During the meeting, the Planning Commission requested that a traffic study be completed on Watkins Lake Road prior to the next vote. In addition, they would like a sidewalk built along Watkins Lake Road, where there currently is not one. Trees will need to be removed, which Ourdes is not in favor of doing. Instead, an easement for a bike/walking lane will be added to the Ourdes' driveway, through the property, and back out to the existing sidewalk along Watkins Lake Road. The homeowners would like an agreement that we will not be allowing our residents to put boats into Scott Lake. It has been agreed that Ourdes will add only one additional boat and dock for the apartment residents' use. The size of the apartment building is being reduced by approximately 2,000 square feet to avoid asking the township for a variance to the 35-foot setback. The project will be taken back before the Planning Commission on September 23rd, with the hopes of an approval vote.

Should this proposed 60-unit, elder care building not receive township approval, Ourdes has the legal right to build a 34-unit, multi-family apartment building with no township approval needed.

PROPERTY TAX UPDATE

Ourdes' property tax appeal is at the Tax Tribunal level. The summary disposition was denied. Property taxes continue to be paid by Ourdes on Mendelson, Clausen, and the maintenance building. The next step is a mediation asking for a fee payment schedule, which would go toward township emergency services, and no property tax would be assessed on those three property sections. If the township does not accept the fee payment schedule, Ourdes will continue this appeal to the Supreme Court. Currently, there is an Discovery for requests the township can make of Ourdes for additional documentation on information which is open until late October, 2025. To date, there haven't been any requests made to our attorneys. A status conference will be held on November 10th with the Tax Tribunal.

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MANAGEMENT REPORTS

- A. **Ourdes Rehabilitation and Healthcare Center – Maureen McGee:** Report stands as written. Ms. McGee was unable to attend the meeting due to the State survey that was taking place.
- B. **Finance and IT – David Korlikowski:** As of June, YTD operating income, net of expenses for LSC, is \$670K. LRHC is exceeding budget at \$311K, partially due to higher managed care residents. Mendelson is exceeding the budget by \$61K. Clausen Manor is \$14K above budget. Fox Manor is running at budget. The current operating cash of \$2.8 million will show the spend down for the Villa project. The CMS proposed minimum staffing requirement has been removed. The Medicaid program that provides funding to Ourdes based on quality measures is being frozen at the beginning of 2027.
- C. **Clausen Manor – Cori Sharrard:** The report stands as written. One resident passed away, bringing the census down to 19 from 20. A new resident will be moving into Clausen from a facility in Chicago.
- D. **Fox Manor – Robin McClintock:** Report stands as written. Fox Manor has three vacancies, with a new resident moving in at the beginning of September. An outside medical team is being explored to be on-site for limited resident care.
- E. **Mendelson Home – Robin McClintock:** Report stands as written. Mendelson Home has one vacancy. A resident transitioned to Angela Hospice's inpatient unit. A new resident is being assessed. Agency staff have helped to fill in staffing gaps during hiring.
- F. **Plant Operations – Jason Mize:** TVs and wall mounts are being provided to Fox and Mendelson residents upon move-in, to eliminate the damage to walls caused by residents installing and removing their own mounts. At Fox Manor, 45 of the 55 rooms have been remodeled. At Mendelson Home, 40 of the 60 rooms have been remodeled. At Clausen Manor, 18 of the 20 rooms have been remodeled.
- G. **Human Resources – Rebecca Latta:** Open enrollment for medical benefits is coming up. Provider plans are being explored. Clausen Manor has had a substantial drop in turnover from 2024 to 2025, from 100% turnover to 24%.

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EXECUTIVE SESSION

DOMINICAN SISTERS OF PEACE

The Dominican Sisters of Peace have had five or more new members make their final profession. Recently, two members have made their first profession. Within the Dominican organization, there is a movement called the Alliance to bring together younger members for the future of the organization.

REPORT OF THE CHAIR

The Governance and Nominating Committee has recommended the extension of the term for Linda Gifford. The corporate members have approved this extension. Mrs. Gifford will serve for an additional three years. She will continue to chair the Quality Resident Care Committee.

Ourdes has hosted two very successful events this year. We believe the Legacy Event had record attendance, along with being very enjoyable. The golf outing was a success as well. Both events combined brought in approximately \$80K.

REPORT OF THE PRESIDENT AND CEO

The Catholic Funeral and Cemetery Services continues to host end-of-life seminars in conjunction with local parishes. This is helping to get Ourdes' name out into the communities.

Medicaid has developed its own managed care programs. The plans are similar to an Advantage plan and Medicaid in one. The two options are the Dual Eligible Special Needs Plan, or DSNP, and the Institutionalized Special Needs Plan, or ISNP. Dually eligible Medicare and Medicaid individuals are being encouraged to sign up for one of these plans, rather than having straight Medicare and Medicaid. Medicaid then does not have to manage people. It is expected that by 2028, all Medicaid enrollees must be part of one of these plans. Ourdes is partnering with the ISNP Ally Align Coruna Health. Some retirees from the automotive industry and other large organizations have lifetime coverage paid for as part of their benefits. Time will tell how this progresses. Ourdes receives a \$50 incentive each month for each ISNP enrollee, along with another \$50 each month if the resident is not hospitalized. A visiting nurse practitioner is included in the plan.

COMMITTEE REPORTS

- A. **Finance, Audit, and Compliance Committee – John Noone:** The balance sheet information was included in the Finance management report, with investments at \$33.7 million. Operating cash is strong. Azimuth is open to reviewing the socially responsible investment process they use to screen the stocks in which they are investing for Ourdes. The Investment Policy is included in the packet.
- B. **HR Committee – Joe Manuszak:** Succession planning was reviewed by the Committee on April 30th. Training for managers is being explored. Employee retention continues to be at the forefront with plans for an employee mentoring program. A new, facility-specific employee handbook is being developed. At the next meeting, the Committee will discuss performance reviews and merit-based wage increases.
- C. **Philanthropy Committee – Paul Propson:** The proposal to add an endowment fund through the Catholic Foundation of Michigan. Exposure for Ourdes would be available on the CFofM website. The fundraising strategy update was presented to the Committee members and has been extremely effective for 2023 – 2025. Additional staff for the development department is yet to be determined.

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- D. Governance and Nominating Committee – John Noone:** The Committee is recommending four individuals as new Board members. Each already serves on a Ourdes committee. Recommendations are for Joseph DeLave, an attorney and currently part of the Independent Living Expansion Committee, Drew Carnwath, an attorney and partner with the firm LoPrete, Lyneis, and Carnwath, and member of the Continuing Care Fund Committee, Thomas Bowen, an attorney and member of the HR Committee, and Frank Poma who manages a cardiology group and is a member of the HR Committee.

MOTION: DR. JAMES BOAL MADE A MOTION TO RECOMMEND JOSEPH DELAVE, DREW CARNWATH, THOMAS BOWEN, AND FRANK POMA TO THE CORPORATE MEMBERS FOR APPROVAL AS NEW BOARD MEMBERS EFFECTIVE NOVEMBER 1, 2025. SR. PEGGY MARTIN, OP, SECONDED. ALL IN FAVOR. MOTION CARRIED.

- E. Quality Resident Care Committee – Linda Gifford:** Quality issues at each facility were discussed. Residents coming to Ourdes on psychotropic medications are reviewed per State requirements. Policy changes will be brought to the Board.
- F. Continuing Support Fund Committee – Rich Acho:** The Committee will meet again in December. One resident is currently on the fund. One new resident will be applying later this year from Clausen Manor.

CONSENT AGENDA

- Meeting minutes of February 11, 2025
- Meeting minutes of April 29, 2025
- 2026 Board meeting dates
- Educational Article

MOTION: SR. JANICE BACHMAN, OP, MADE A MOTION TO APPROVE THE CONSENT AGENDA AS PRESENTED. JOSEPH MANUSZAK SECONDED. ALL IN FAVOR. MOTION CARRIED.

ADJOURNMENT

The meeting adjourned at 4:35 p.m.

John Noone, Board Chair

Debi Batchelder, Recorder