

**CLATSOP CARE HEALTH DISTRICT
BOARD OF DIRECTOR'S MEETING
July 10th, 2025
Regular Meeting Minutes**

I. CALL TO ORDER

Linda Crandell called the meeting to order at 12:00 PM at Clatsop Care Health and Rehabilitation in Astoria, OR.

A. Roll Call: Present = P Excused = E Absent = A

Board Members		Management & Staff	
Linda Crandell	P	Mark Remley Aidan Health Services	P
Chuck Meyer	E	Nicole Easley, Aidan Health Services	P
Viginia Hall	P	Jennifer Woolley, Aidan Health Services	P
Mike Aho	P	Kendra Webb, Administrator CCHR	E
Paul Radu	E	Ann Rubino, Administrator CRV	P
Mary Nauha	P	Hannah Ross, Administrator CCMC	P
Christian Honl	P	Debi Martin, Director IHC	P
Members of the public		Human Resources	A
		Michael Martin, District Marketing & Comms	P
		Melissa Schacher, District Billing Specialist	P
		Mike Kerwin, District CTO	P

II. CONSENT AGENDA

- A. Linda Crandell requested that the agenda be modified with the addition of action item 2026-2 to modify the financial agreement between Aidan Health Services and Clatsop Care Health District.

Mike Aho, motion to approve agenda. Christian Honl seconded. All said aye to approve the agenda.

- B. Approval of June 5th, 2025, meeting minutes.

Mike Aho, motion to approve the June 5th, 2025, meeting minutes. Christian Honl seconded. All said aye to approve of the June meeting minutes.

III. ELECTION OF OFFICERS

CLATSOP CARE HEALTH DISTRICT
BOARD OF DIRECTORS MEETING
July 10th, 2025

- A. Christian Honl made a motion to re-elect Linda Crandell as chairperson and Mike Aho as vice chairperson. The board approved the re-election of chair and vice chairpersons.

IV. PUBLIC COMMENT This is an opportunity for anyone to give a 3-minute presentation about any item on the agenda or any topic of concern that is not on the agenda.

There were no public comments.

V. ADMINISTRATOR REPORTS

- A. Nicole Easley provided an update for Kendra Webb on Clatsop Care Health and Rehabilitation. Please see her report for details.

Nicole Easley reported that revenue was very good due to an increase in census. Even though agency staff were utilized in May, May was a good month overall. Currently nurse positions are fully staffed plus one additional position. Nicole Easley noted an increase in partnership opportunities with local organizations such as Columbia Memorial Hospital.

Regarding the financials and agency, Mike Aho asked. Do we need to do a supplemental budget? Mark Remley replied that no we do not need to create a supplemental budget.

Nicole Easley commented. Two CNA classes are being conducted with a local instructor, having the goal of reducing or eliminating agency staff use. The current CNA class has 6 students enrolled.

Regarding the elevator upgrade. Elevator number two passenger elevator has been upgraded to modern standards.

- B. Ann Rubino provided an update on Clatsop Retirement Village. Please see her report for details.

Ann Rubino commented. The respite care program is going well. One client who came for respite care has since moved in as a resident. Another client utilizing respite care commented on the pleasant atmosphere of the facility and will be using respite care in the future. The current census is now 60.

- C. Hannah Ross provided an update on Clatsop Care Memory Community. Please see her report for details.

- D. Debi Martin provided an update on In-Home Care. Please see Debi's report for details.

Debi Martin commented. The Geo Target marketing has been quite effective for acquiring new clients as well as collaboration with Elder Place.

- E. Mark Remley provided a CEO update on Clatsop Care Center Health District. Please see his report for details.
- F. Mark Remley provided the financial report. Please see the report for details.

Board members and Mark Remley explained to the new board member Virginia Hall what the tax levy is and how it is utilized. Board members who currently participate on the tax levy committee are Christian Honl and Linda Crandell. Virginia Hall expressed interest regarding being a part of this committee.

Christian Honl asked. Did the roof project at CRV come in on budget? Mark Remley commented that there was a change order for the lower-level roofing to be repaired due to dry rot. This will be an additional expense to the overall project.

Mark Remley commented. More ERTC money is being distributed to organizations. One payment has been received by the district with two more payments expected. The Employee Retention Credit (ERC) – sometimes called the Employee Retention Tax Credit or ERTC – is a refundable tax credit for certain eligible businesses and tax-exempt organizations that had employees and were affected during the COVID-19 pandemic.

VI. ACTION ITEMS

- A. Resolution 2026-1 Purchase Mitigation Credits for new Care Center.

Christian Honl made a motion to amend the resolution to use levy funds for this expense. Mike Aho seconded the motion to amend. All said aye to amend.

Mary Nauha made a motion to approve amended 226-1. Virginia Hall seconded. All said aye to approve the resolution.

The board approved resolution 226-1 to purchase wetland mitigation credits for a new care center project, with Don Harris's firm handling the development and Lenity Architecture engaged. The board approves paying 10% or \$7,656.00 for the credits, this expense is expected to be refundable.

- B. Resolution 2026-2 Revision of Aidan Health Service accounting contract.

Currently the accounting contract with Aidan Health Services is a temporary one for 90 days. The resolution would address this by changing it to a month-to-month arrangement with a 90-day notice period if the board decides to hire an in-house or a different contractor. Mark Remley reported this was approved by the attorney. Mike Aho asked Mark Remley to send out an email from the attorney showing that this contract is legal and binding for both parties.

The board discussed Resolution 2026-2, which involves a 90-day transition period for third-party services and includes a \$3,500 monthly fee for the next year. Mark Remley will send out an email to board members describing and reviewing this information in detail.

Christian Honl made a motion to approve, Mary Nauha seconded. All said aye to approve.

VII. GENERAL DISCUSSION

A. Building update

Mark Remley commented. Don Harris sent out an email to update board members on property development. Below is a summary of that email.

The **Oregon Department of State Lands (DSL)** declared the application complete on June 20, 2025, and opened a 30-day public comment period ending July 19. If no significant issues arise, approval is expected, followed by permit issuance within 60 days.

The **Army Corps of Engineers** has been highly responsive, posting their 30-day public comment notice (ending July 11) without any initial "fatal flaws" identified by the wetlands consultant, Pacific Habitat Services (PHS). While their typical review is six months, the district is optimistic for a shorter timeframe given the prompt review so far.

The **Department of Environmental Quality (DEQ)** is working with the Army Corps. Their public notice is combined with the Corps' and also ends on July 11. DEQ will issue a Water Quality Certification and expects to complete their process within approximately two months.

The **National Marine Fisheries Service (NMFS)** is reviewing the application for endangered species impacts. PHS anticipates prompt approval via the expedited SLOPES process, with an email from NMFS to the Corps expected soon.

For **Mitigation Credits**, the project will impact 0.91 acres of wetlands, significantly less than the initially projected 3 acres. Credits will be purchased from Claremont Bank (0.44 acres) and DSL's Clear Lake ILF Bank (0.47 acres). Claremont Bank has confirmed availability and requires a 10% reservation fee of \$7,656.

Looking ahead, the goal is to have permits in hand by late August or mid-September 2025. This will allow us to apply for a grading permit with the City of Astoria to lock in current FEMA flood plain maps. Architectural drawings are targeted for completion by end of November 2025, with formal bids from contractors due January 31, 2026. Concurrently, the ballot language for the **May 2026 election** will be drafted, with a submission deadline of February 15, 2026. The project budget, including construction costs, will be finalized by the end of January 2026 after bids are received.

Mark Remley stated that as this project moves along the district will identify what can be done on a grass roots effort to promote this project in the community.

Christan Honl commented about whether this project qualifies for the expedited permit process.

The expedited process generally applies to activities that are simple, have minimal impact, and involve little to no uncertainty regarding marine mammal interactions.

B. Strategic plan update

Nicole Easley shared the strategic plan update. Items highlighted in Yellow are ongoing. Items in green are complete.

The district still has some work to do to meet its budgeted targets, but efforts are ongoing to achieve this goal. Another key discussion centered on the importance of properly assessing reimbursement for Medicaid care levels. There's a clear need for continuous systems that guarantee accurate evaluations, and administrators will be dedicating more attention to this crucial area.

Mary Nauha asked. Is this assessment process being assigned to a specific staff member or is this workload being added to the administrators, and should this added responsibility be part of to the job descriptions?

Nicole Easley stated. This is part of the existing job for the administrators, it is a part of the assessment admission process.

Debi Martin made mention of <https://oregoncarepartners.com/> a good website with a wealth of information for family members and anyone who works in the industry.

There was discussion about several key initiatives which include staff onboarding improvements, with a new monthly district-wide general new hire orientation showing positive results in reducing turnover by 5%.

Progress has been made on various partnership opportunities, including a nearly finalized deal for silver screen matinees at the Liberty Theater starting in August, with plans to offer free tickets to facility associates and \$5 tickets for the public.

CRM systems are being utilized for better tracking of outreach programs and client management, while establishing new educational programs and community partnerships with organizations like Encore at the community college and Northwest Senior & Disability Services for senior-based education initiatives.

Open enrollment is improving, it being the highest ever with positive employee feedback.

C. Foundation update

Mary Nauha commented. Some committees have been formed to streamline the foundations effectiveness. Grants committee, media, events and outreach. They will be seeking grants from OSE and OCF for various services including. Warrenton High School art students creating wall murals, photos (approx. \$2,500). And the purchase of an Obie digital projection game and interactive system (\$2,900 to \$5,700 with games). The group also explored ideas for improving the memory care center courtyard, including adding trees, a fountain, and other soothing elements.

Something that needs to be clarified are issues with the foundation applications being rejected due to inactive tax numbers. Mary Nauha asked that this issue be followed up on and resolved. Mark Remley will follow up and report.

VIII. BOARD MEMBER MATTERS/COMMENTS

Mike Aho and Christian Honl agreed to participate in the employee retention committee.

Mike Aho requested that a mobile detail company come over to clean / wax the bus.

Mary Nauha asked for clarification about the Retirement Village staff turnover rate being 121%.

Ann Rubino commented. Efforts are being made to reduce the turnover rate with more staff training, inviting outside therapists to come and do training. There are no agency employees being utilized at this time. The trend is improving regarding retention of staff.

Christian Honl commented. House bill 3838 was defeated.

Note: The bill could have significantly increased operational costs for home care providers, impose administrative burdens, and limit their flexibility in managing their operations and workforce. Christian also commented that the Oregon Health Care Association is having its annual conference on caregiving.

Mark Remley told board members that if any of them want to go to this training the health district would cover the cost.

Mike Aho commented. The email newsletter from OHCA is valuable and worth signing up for. Mike also asked Mark Remley to send out the list of the current board members with updated contact information.

Virginia Hall commented. She finds this information very interesting and appreciates being a board member.

Linda Crandell commented. The Special Districts Association of Oregon <https://www.sdao.com/> has some great board member training opportunities and is worth looking into.

Mary Nauha asked if their board members would have any training opportunities at SDAO.

Mike Martin noted that there is a lot of documentation available about what it is to be a board member or white paper on the SDAO website.

Linda Crandell drew attention to the next board meeting dates listed in section IX.

Jennifer Woolley mentioned some staff anniversaries, including Melissa Schacher, 13 years with the health district and Hannah Ross, 4 years as the administrator at the memory care. Ann Rubino, 1 year as the administrator at the retirement village and Mike Martin, 4 years as the marketing director for the district.

IX. FUTURE MEETING DATES

- A. August 7, 2025. Board meeting – Clatsop Care Center.
- B. September 4, 2025. Board meeting – Clatsop Care Center.

X. ADJOURNMENT

Linda Crandell asked for a motion to adjourn. Mary Nauha made the motion, Christian Honl seconded.

The meeting adjourned at 01:28 PM.

Signature

Date

Minutes recorded by Michael Kerwin CTO

Clatsop Care Center
Board Report
August, 2025

Mission: *Our mission is to provide a continuum of highest quality service and care to meet the physical, social and emotional needs of our community.*

Community

“In all that we do, whether among staff, with our clients and their loved ones, or with other organizations in the community, we foster a spirit of collaboration as we work together to achieve common goals.”

- Financial: Net margin. Amount over/under budget, any leading comments on why.
 - Include bullets here on any significant variances
- Average daily census/hours last month: 30
- Current census/hours: 32
- Building: Concrete testing – hoping for proposals early August. Meeting with the concrete contractor for retaining wall next week.
- Marketing: Mike has been working on several new campaign projects including his digital marketing, newspaper ads, radio and Astoria cinemas projects. Mike continues to work with our DNS for community outreach including speaking with hospitals and discharge planners local as well as regional to help grow census.

Dedication

“Our staff and leadership teams are talented, experienced professionals who are fully invested in delivering the best possible care experience for our clients and their loved ones.”

- Retention: 59% - down slightly from prior month due to increase in employees
- Turnover: 74% - continuing downward trend
- Key open positions: Resident Care Manager
- Agency use: \$63,580 in June and expected to continue downward

Compassion

“We treat our clients, their loved ones and our peers with respect and kindness. Our priority at all times is to facilitate the highest quality of life possible for those who are in our care.”

Clatsop Care Retirement Village
Board Report
August 2025

Mission: *Our mission is to provide a continuum of highest quality service and care to meet the physical, social and emotional needs of our community.*

Community

"In all that we do, whether among staff, with our clients and their loved ones, or with other organizations in the community, we foster a spirit of collaboration as we work together to achieve common goals."

- Financial: June net margin not yet available
- July Average daily census: 61.9 on a budget of 61.
- Current census: 61. 30 PP and 31 MCD on a budget of 31 PP and 29 MCD.
- Building: Replace a part of our Nurse Call System, \$2178.00. Need to review/discuss bids for timing of nurse call system per cap ex budget.
- Marketing:
The residents are excited about the Silver Screen Matinee. Preparing for the parade. New activity director and Administrator are having lunch with Dean at the Senior Center on August 4th. We are working together as a group planning and implementing some partnerships as a district. We are planning an employee party for August. Dementia forum will be August 22nd which will be a speaking engagement by Kendra Webb. We will serve refreshments and have Q & A and do some fun exercises. We will be inviting the public to this event. 2nd Annual School Supply Drive to start in August. Goal is to have some newspaper coverage on some of these happenings.

Dedication

"Our staff and leadership teams are talented, experienced professionals who are fully invested in delivering the best possible care experience for our clients and their loved ones."

- Retention: 51%, up 2% from last month.
- Turnover: Turnover rate is 119% down from 121% from prior month .
- Key open positions: All key positions have been filled.
- Agency use: No agency used.

Compassion

"We treat our clients, their loved ones and our peers with respect and kindness. Our priority at all times is to facilitate the highest quality of life possible for those who are in our care."

- Satisfaction Surveys: 93%. Doing customer satisfaction training with staff.
- Regulatory: Annual Fire Marshall inspection. 100%! Kudos to Maintenance Director!
- Outbreak status: No outbreaks.

- Resident engagement: New activity director started. Implemented a new calendar program. Highlighting a new resident each week on Facebook and will be a video promotion that ask them clever questions of advice. Also working on showcasing the food daily on our page by way of photos and having the residents share their favorite food choices.

7/30/25

Clatsop Care Memory Community
Board Report
August 2025

Mission: *Our mission is to provide a continuum of highest quality service and care to meet the physical, social and emotional needs of our community.*

Community

"In all that we do, whether among staff, with our clients and their loved ones, or with other organizations in the community, we foster a spirit of collaboration as we work together to achieve common goals."

- Financial: June net margin not available yet.
- July average daily census: 31.29 on a budget of 30.5
- Current census: 31 18 PP and 13 Medicaid on a budget of 19 PP and 11 Medicaid.
- Building: None currently.
- Marketing: Silver Screen at the Liberty Theater.

Dedication

"Our staff and leadership teams are talented, experienced professionals who are fully invested in delivering the best possible care experience for our clients and their loved ones."

- Retention: 50%
- Turnover: 85%
- Key open positions: None
- Agency use: None

Compassion

"We treat our clients, their loved ones and our peers with respect and kindness. Our priority at all times is to facilitate the highest quality of life possible for those who are in our care."

- Satisfaction Surveys: 89% satisfaction on July Pinnacle Survey.
- Regulatory: Survey due April 2026
- Outbreak status: None
- Resident engagement: Cabaret visited, and Residents loved it last month. Also did a lunch outing at Uptown. Sip and Paint has also been going well with more residents joining each time. Activities are working on a display for their art in the Activities room. Bus rides are still a favorite and are happening three to four times a week. Continued work on dementia programming with 4th quarter strategic plan.

- Satisfaction Surveys: Satisfaction is at 4.4/5. No new trends. 86% favorability and would recommend to others.
- Regulatory: Nothing to report at this time.
- Outbreak status: No Covid cases at this time or updates.
- Resident Engagement: This month is set to be very busy. We have onboarded a new Activities Assistant and she has been helping plan outings. Upcoming trips planned for the Fair and the Regatta. Residents are excited for the Silver Screen project as well which includes taking residents from all buildings to the theatre monthly.

Respectfully,
Kendra Webb

Completed July 29, 2025.

Clatsop Care In Home Care
Board Report
August 2025

Mission: *Our mission is to provide a continuum of highest quality service and care to meet the physical, social and emotional needs of our community.*

Community

"In all that we do, whether among staff, with our clients and their loved ones, or with other organizations in the community, we foster a spirit of collaboration as we work together to achieve common goals."

- **Financial:** unavailable
- **Average daily census/hours last month:** 1,764 hours
- **Current census/hours:** Projected to be 2,070.25 hours
- **Building:** NA
- **Marketing:** I continue to get referrals through Geotargets. For August we going to continue using radio, as well as newspaper and weekly local periodicals. Most of my marketing this month was recruiting as I have a small waiting list. I hired 4 new caregivers, and they are currently going through orientation and training.

Dedication

"Our staff and leadership teams are talented, experienced professionals who are fully invested in delivering the best possible care experience for our clients and their loved ones."

- **Retention:** 62%
- **Turnover:** 73%
- **Key open positions:** Caregivers. Both full time and part time. This will be ongoing as we are continuing to grow.
- **Agency use:** NA

Compassion

"We treat our clients, their loved ones and our peers with respect and kindness. Our priority at all times is to facilitate the highest quality of life possible for those who are in our care."

- **Satisfaction Surveys:** Client/Family surveys are ready and will be going out in August
- **Regulatory:** Our survey was good. Plan of correction was submitted and accepted.
- **Outbreak status:** Two caregivers had COVID this month.
- **Resident engagement:** We continue encouraging our clients to remain involved in their community. Several are excited to attend the SilverScreen movie at the Liberty. Caregivers schedules will be matched for some so they can accompany our clients. They continue volunteering, meeting up with friends, engagement with clubs (ELKS, American Legion, Senior Center) and church functions.

Prepared 7/30/2025

CLATSOP IN-HOME CARE HOURS

[illegible]

CLATSOP CARE CENTER HEALTH DISTRICT

CEO BOARD REPORT 8/7/2025

With the legislative session now complete, we wait for the clarity of how everything will affect our different communities. What I have recently seen is a shakeup of the leadership at DHS with the Director Fariborz Pakeresht retiring October 1, 2025. We are also seeing our long term policy analyst retiring, and that is on top of vacate positions that have gone unfilled for a long period of time. In meeting with the current leadership at DHS, what is currently lacking is strength in decision making. This is my opinion of course, however, we continue to hear the fallout from the Community Based Care regulators in response to the December 2023 death in a memory care community in Sandy, Oregon. This has triggered lawsuits all through DHS for their role in the oversight and subsequential closure, and put fear in the leadership if they don't act swiftly to the rules. I believe there has been an overcorrection regarding this and communities are getting hammered on their surveys. We are focused in the areas we are hearing have become issues, but what we're trying to do is stay ahead of this.

We have had turnover in the Human Resources position for the District. While we identify a replacement, we have had Ashley from CCMC assisting, and Nicole assisting in this as well. Once a permanent replacement is found, we will get back to the Employee Benefits Committee with Mike Aho and Christian Honl as the board members helping with this.

I've sent out an email if anyone would like to participate in the next SDAO Board Training on 9/23 at the Holiday Inn. At this time I have two board members interested, and if anyone else would like to participate please let me know.

Our HUD Audit will begin on August 1 for Clatsop Retirement Village, which seems a little soon after the end of the fiscal year, but will be working with Moss Adams/Baker Tilly to get them everything they need. For everyone's information, Baker Tilly merged with Moss Adams and the two entities will eventually go by Baker Tilly. We will then get into the whole district audit on 8/25.

Some good news for everyone, we have received the dollars from the Employee Retention Tax Credit! This has been a very long time in the making, and appreciate Nicole pushing this through the finish line. The total dollar amount received is \$1,898,668.53

Respectfully,

Mark Remley

Aidan Health Services, Inc.

CASH SNAPSHOT											
7/28/25											
CRV GENERAL						249,270					
CCC GENERAL						341,096					
PAYROLL MANUAL CHECKS						20,065					
RETIREMENT VILLAGE PROPERTY LLC						275,568					
MEMORY CARE COMMUNITY						180,102					
DISTRICT ADMINISTRATION						103,870					
IN HOME CARE SERVICES						55,811					
LGIP						5,970,845					
TOTAL						7,196,627					

AccountNam	Investment`	TradeDate	SettlementD	TransDesc	TransactionsSource	TotalAmount
CLATSOP CAI Oregon LGII	07/03/2025	07/03/2025	Redemption - ACH Redemption	ACH Redemption		-93720
CLATSOP CAI Oregon LGII	07/02/2025	07/02/2025	Transfer from Clatsop County - Participant Transfer	Participant Transfer		13360.33
CLATSOP CAI Oregon LGII	06/30/2025	07/01/2025	Accrual Income Div Reinvestme Distributions	Distributions		22777.12