

**CLATSOP CARE HEALTH DISTRICT
BOARD OF DIRECTOR'S MEETING
June 6th, 2024
Regular Meeting Minutes**

I. CALL TO ORDER

Linda Crandell called the meeting to order at 12:00pm at Clatsop Memory Care in Warrenton Oregon.

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

Board Members		Management & Staff	
Linda Crandell	P	Mark Remley Aidan Health Services (via zoom)	P
Chuck Meyer	P	Nicole Easley, Aidan Health Services	P
Megan Lampson	P	Jennifer Woolley, Aidan Health Services	E
Mike Aho	P	Kendra Webb, Administrator CCHR	P
Paul Radu	P	Ann Rubino, Administrator CRV	P
Mary Nauha	P	Hannah Ross, Administrator CCMC	P
Christian Honl	P	Debi Martin, Director IHC	P
		Mike Kerwin, IT	P
		Michael Martin, Marketing	P
		Melissa Schacher, Billing Specialist	P
		Stacey Dempsey, HR	P
Members of the Public via Zoom		Members of the Public	
Mike Zane	P	Tanya Tatzer, Ombudsman Supervisor	P
Jacob Anderson (Architect)	P	Ann Nielsen, Ombudsman	P
John van Staveren, Pacific Habitat	P	Michelyn Hahn, Ombudsman	P
		Don Harris	P

II. CONSENT AGENDA

A. Agenda approval.

Linda Crandell added the Aidan Contract to the discussion portion of the agenda. Chuck Meyer made a motion to approve the agenda. Christian Honl seconded. Motion carries.

B. Approval of the May 9th, 2024, regular meeting minutes, May 29th, 2024, work session minutes, and May 31st, 2024, special board meeting minutes. Mike Aho requested an amendment to the work session minutes changing the statement in the minutes on the budget review for In-Home Cares portion from “I” to “Mark.” Linda Crandell said that we will now vote on the minutes as one motion. Mike Aho made a motion to approve the full set of minutes with the amendment. Megan Lampson seconded the motion. Motion carried.

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

There were no public comments.

IV. CLATSOP CARE CENTER BUILDING UPDATE – DON HARRIS

Don Harris introduced John van Staveren, Pacific Habitat to talk about the wetlands mitigation.

John van Staveren stated that the wetlands delineation has been completed. (He shared an image on the computer screen showing the site and describing the outline of the proposed development site) The identified wetland designation is just over an acre. Permits from the OR Div. of State Lands and the Federal Corps of Engineers will have to be obtained. Both agencies will scrutinize our application. They will ask things like, “Why can’t you avoid this wetlands location,” “Why is this your only viable development site,” “What is your erosion control plan,” and we will need to submit our information on other potential building sites that were considered. Mitigation – there is a land bank in our area. We have just over an acre to mitigate. Our cost would be \$207,000.00. This mitigation is a very difficult process. A 401 Water Quality Certificate is required from the Dept of Environmental Quality (DEQ).

There are two 30-day reviews that must happen during this process. Takes nine months after our application is submitted. There must be a Functional Assessment of our wetland needs. Our wetlands must align with the mitigation bank. If we are unable to use the mitigation bank, then we will need to create wetlands in another location to fulfill this mitigation requirement.

Don Harris asked John van Staveren about the application approval timeline. Don had been under the belief that it was 4–6-month process vs. 9 months. John replied that he is referencing the longer length of time that he has seen for processing vs. giving a shorter timeline that is unrealistic. The Dept. of State Lands is a four-month process, then two 30-day notification periods for the public, and then sixty days for approval period. The Corp of Engineers can be as short as four-six months or up to nine months.

A pre-application meeting with the agencies that we will be working with (for approval of the permits) can be arranged and facilitated by John van Staveren. The agencies (DEQ, COE, EPA, etc) meet monthly. He can present our development plan. It is a good first step. Don Harris asked how much feedback we can expect to receive from this meeting. John said that the expectation is that we could walk away from the meeting with a good indication of what we are facing with the mitigation and application processes. Chuck Meyer asked where the meeting would be located. John said that it will be on-line.

Don Harris asked John van Staveren about our risk factor in not being able to obtain land credits. Will the credits be available when we need them? Is there a way to lessen our risk? John replied that there is currently no other agency vying for the credit. A down payment (normally 10%) on land credits is an option and we would need to find out if that down payment is refundable. There are not any new credits expected in the land bank.

John van Staveren confirmed with Don Harris that the Tractor Supply site did not include wetlands. Don said that this site has been filled. John asked if we knew when the fill permit was issued. Don said he did not have a firm date but maybe six years ago? Mary Nauha commented that the entire site was filled for commercial development.

Linda Crandell asked each board member individually if they approved moving forward with John van Staveren arranging to present our proposal at the monthly meeting of the regulating agencies and for Don Harris to check in with Corps of Engineers on proceeding with wetlands mitigation. Each board member approved.

Jacob Anderson presented a revised floor plan for the building at the CRV site.

Linda Crandell stated it was time for a break. 1:16pm

V. ADMINISTRATION REPORTS

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

Kendra Webb commented that the census is 33 today. Christian Honl asked what is the capacity at CCC? Kendra replied it is 40-ish depending on resident needs and safety. Mike Aho asked how much agency is in the building. Kendra shared that there are five CNA's and three nurses. Linda Crandell shared that at CCC we can still make a profit when agency staff is in the building, at CRV we cannot.

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

Ann Rubino commented that at CRV they are working on processes and getting enough staff hired. Census is 52 of 69 and there are two potential admissions for July. (One PVT pay couple and one Medicaid) PNL did finish the HVAC repair. Linda Crandell asked if the price increase notifications went out. Ann said that they did.

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

Hannah Ross commented the census is 31 of 32 with a few leads, no other changes to report. Christian Honl asked it is determined who will get awarded the room. Hannah said it is based on safety needs and where the admission is coming from (hospital or another of our facilities). Chuck Meyer asked what the average stay is at CCMC. Hannah replied that it is just over two years.

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

Debi Martin commented that there were no changes to her report. May hours were 1,698 and June is starting out on track. Mike Aho asked what the average hours per client is. Nicole Easley said that she would add that statistic to the monthly report.

- E. Michael Martin provided an update for marketing. Please see his report for details.

Michael Martin commented that there are no updates from the report. Christian Honl asked which ads we have out there. Mike replied that we have ads on Facebook, Google, via events, sponsorships and press releases, digital OTP, newspaper, and radio.

- F. Mark Remley provided an update on Clatsop Care Health District. Please see his report for details.

Mark Remley commented that he had a meeting with Don Bohn at the county regarding highway parking at the potential new building site by CRV. I will put this on hold until we know our next steps.

- G. Mark Remley Financial report. Please see his report for details.

Mark Remley commented that for In Home Care there was a PTO adjustment that pushed them into the negative. CCC had \$15,000 in repairs. CRV has an increase in assessments for the new program. There is a lift to be purchased with levy funds for CCC. There is an upcoming walkthrough of the roof at CRV to determine the scope of the bids received for the new roof.

Mike Aho asked Paul Radu if it is standard for the roof top units to be removed and replaced after the new roof is put down. Paul replied that it is because it is better to tuck the roofing under the unit.

Mike Aho inquired about the anticipated benefits of Concur. Mark replied that there would not be any cost savings and Melissa Schacher could speak on the benefits. Melissa replied that it is currently a work in progress. Nicole Easley shared that it also meant to be for ease of use for viewing previous invoices, tracking expenses, and eliminating erroneous charges.

Mike Aho asked Ann Rubino about the 13–14-year-old bus at CRV. Any problems? Ann replied that it needs to be polished up a bit. Christian Honl commented that it would be a good idea to replace it before it starts breaking down.

VI. BOARD OF DIRECTORS - ACTION ITEMS

A. Resolution #2024-19: Lift Capital Purchase

Christian Honl asked for an amendment to the resolution so that it states that the lift will be purchased with levy funds. Megan Lampson made a motion to approve the amendment. Mary Nauha seconded. Motion carried. Next a motion was made to approve the resolution as presented by Mike Aho. Seconded by Chuck Meyer. All say aye via roll call voting. Motion carried.

B. Resolution #2024-20: Budget Resolutions

The motion was made to approve the resolution as presented by Chuck Meyer. Seconded by Megan Lampson. All say aye via roll call voting. Motion carried.

C. Resolution #2024-21: Categorizing the Tax

The motion was made to approve the resolution as presented by Mike Aho. Seconded by Christian Honl. All say aye via roll call voting. Motion carried.

D. Resolution #2024-22: Imposing the Tax

The motion was made to approve the resolution as presented by Christian Honl. Seconded by Mary Nauha. All say aye via roll call voting. Motion carried.

E. Resolution #2024-23: Annual Board Calendar

The motion was made to approve the resolution as presented by Chuck Meyer. Seconded by Mike Aho. All say aye via roll call voting. Motion carried.

VII. GENERAL DISCUSSION

A. Foundation

Mike Martin shared that the next meeting is June 20th. There is a need for multiple board members.

B. Aidan Contract

Linda Crandell would like to put together a committee to review the contract. The contract is due at the end of June 2025. Committee members are Christian Honl, Mike Aho, Megan Lampson, and Linda Crandell. The current contract will be sent to all board members.

VIII. BOARD NOTATIONS CLOSING COMMENTS

Megan Lampson commented Ann Rubino is a positive addition to the Health District.

Mary Nauha commented that Jacob Anderson did a good job with the building plan. Hopefully, our application gets approved. She asked if there are minutes from the building plan phone calls. Linda replied no and that she can send the zoom invite information to Mary for future Wednesday calls.

Mike Aho commented that this year's budget is the cleanest the board has seen. Happy that it is getting better.

Paul Radu – No comments.

Chuck Meyer – No comments.

Christian Honl – No comments.

Linda Crandell agreed with Mike Aho about the budget. Linda thanked Hannah Ross for the tour of CRV.

IX. ADJOURNMENT

Linda Crandell asked for a motion to adjourn the meeting. Christian Honl made the motion. Mary Nauha seconded. Motion carried. The meeting adjourned at 2:14PM.

Signature

Date

Minutes recorded by Stacey Dempsey

Clatsop Care Center July 2024

Census: At the time of this writing our census is currently 33/41.

Medicare: 6 Medicaid: 20 Private Pay: 7

Average Daily Census for June was increased to 32.5 on a budget of 31. Working to build census continues and is monitored daily. We have gotten some good admits from our Sister buildings.

Staffing: Our current needs are 3 day nurses, 1 NOC nurse, 6 FT CNA's and PT CNA or PRN CNA. We are expecting a \$20k agency increase cost due to increased use with turnover and open positions. It is projected to go back down with our classes and new hires. We have recently promoted one of our Day Nurses to our RCM (Resident Care Manager) position and are expecting continued success and improvements with processes as we grow the team. Summer CNA class is active as of July 1st, with 6 students at this time. The College will be holding their Clinical rotation for CNAs starting July 9th with 10 students.

Building Updates:

Maintenance working with our Elevator vendor to repair out of service elevator. Vendor arrival to arrive to replace old relays TBD as they are waiting on the correct parts. We are hopeful this will fix the issues.

Community Life: We had a great Staff party and enjoyed the weather. Everyone wore their Clatsop shirts and we are updating some pictures. Activities continues to thrive and we are excited to welcome our new activity assistant. Activities took a trip with residents out to the beach. More residents continue to attend activities. Outdoor activities with bus rides and gardening remain popular but Bingo continues to be the favored activity. Savannah is bringing back Bingo Bucks and the Resident Store.

Rates: We had a welcomed increase as of July 1, 2024 on our new Medicaid rates as they were higher than anticipated. The old rate was \$478.15; we budgeted for the next fiscal year at \$502; and the final number came in at \$518.22.

Respectfully,
Kendra Webb

Clatsop Retirement Village July 11, 2024, Board Report

Current Census: 56 residents on a budget of 61.33.

Average daily census: 56 for June, 25.6 MCD/Elderplance and 30.40 Private

Admissions/Discharges: No move ins during the month of June. We had a resident that passed and we had a resident move to a higher level of care. I have had 4 tours and am waiting to hear back for dates and times of move. Two prospects are waiting for home sales and the other two are waiting for family decisions to be made. We are hoping that the move ins will occur in July. We currently have 6 residents on Hospice.

Operations/Staffing: CRV hired a total of 6 caregivers and 2 team leads. We have had 3 agency helpers during the month of June. No agency going into July. We will continue to hire and train to ensure that we are meeting the staffing needs set by the state acuity report. We are currently hiring a PT housekeeper and 1 PT dietary aid.

Healthcare: We are caught up on evals and assessments and will be staying current going forward. We are implementing new processes for our med room and for caregiver training. Our RCC that was promoted from within has decided to step down due to family obligations, so we will look to replace. New point system for billing implemented for July 1st.

Maintenance: We have bids for projects that need addressed. Our fire panel needs to be replaced and we are also needing to replace our evaporator and condenser in our walk-in cooler. The equipment is old and parts are hard to find, so they need replaced. Bids are enclosed.

Ann Rubino, Administrator

Clatsop Care Memory Community
Board Report
July 2024

Census 31

- 22 private pay and 9 Medicaid on a budget of 19 PP and 12 Medicaid.
- ADC in June 30.5 on a budget of 31.
- One on Hospice.
- New move-in from CRV scheduled first week of July.

Staffing and Training

- Thirty-five total staff.
- Staffing needs are one FT and one PT caregiver.
- QAPI happening on the 16th this month.
- All Staff meeting on the 18th will go over Relias training from last month (assisting with ADLs and Resident Rights) and staff disaster training (explosions).

State Survey

- Compliance date of June 3rd. Now waiting for Survey to return.

Operations/Life Enrichment Programming

- The car show in Warrenton was on a rainy-day last month. Residents still had fun looking.
- 4th of July residents will be doing a wheelchair parade before dinner and possibly some small fire works with the help of our local fire department.
- Bowling and bubbles was a big hit in the center court yard.
- Fire Life Safety annual training for residents happened last month. A few residents were able to participate. Tag C422
- More volunteers have been coming in and playing music. Residents gather in the front lobby and really enjoy it. They were dancing, clapping and singing along.
- Bus rides are still happening five days a week and remain a favorite activity.

Covid-19 Update

- Monthly reporting of vaccination status starting on the second Monday of the month is required.
- CMH vaccines expired May. Still waiting for Covid Clinic for staff and residents.
- Two staff tested positive for Covid in June.

Special Projects

- Bus wrap finished.
- Laundry rooms clean and dirty sides complete. Dryer hook ups are ready for when needed.
- Bathtub room remodel for new bathtub with 90 second fill and safety belt feature. Will get bids and present at the next board meeting.

Respectfully,

Hannah Ross

Board Report

Clatsop Care in Home Services

Report for May/June 2024

Clients: At the time of this report, we have a census of 56 clients. We had 2 clients admitted to CCMC. We had one client that needed more hours daily but with the rate increase, decided to hire private caregivers.

This census reflects active clients. We have 3 clients that are on an *as needed* basis. We are not providing medication services to any clients currently.

Payors: Twelve of these clients are VA contract. We have five clients through the Providence Elderplace program, nineteen of our clients are Medicaid, and the remaining twenty clients are private pay. We had one client on OPI, but she qualified for more hours and was transferred to Medicaid. We have no clients on Long Term insurance currently.

Location: of our current active clients 25 are in Astoria, sixteen are in Seaside/Gearhart area, 12 are in Warrenton/Hammond area. We have one client in Knappa/Svenson area. We have two clients in Cannon Beach. Currently we have no clients in Westport.

Employees: We currently have 21 employees, including myself. Eleven of these caregivers are full-time. The rest are, by choice, part time with up to 20-25 hours per week. I have one full time caregiver on maternity leave and I have one part time caregiver off due to knee surgery. I have one caregiver off due to a non work related injury.

Accidents/Incidents: We have had no injuries or accidents.

General: Service hours provided for May totaled 1698.05.

Service hours for June totaled 1618.32

We have continued to use Concur with no issues and we have been having no issues with Smart Care.

We all agree summer traffic and the continued road work is a challenge but we are managing it. The two full time caregivers are expected to both return before the end of summer.

Respectfully,

Debi Martin

Clatsop Care Health District Board Report

Marketing and Communications Update

Mike Martin

June 24, 2024 (for July 2024 board meeting)

Department of Forestry Habitat Conservation (HCP) Timber Tax Update

No new updates.

Foundation

We have reviewed two new candidates for the board: Kristina Kansteiner and Chinery Lutkin. We are now ready to present to the District Board these candidates. Also, we Jasmine Sleutel, Clatsop Care Memory Community's Resident Care Coordinator has expressed interest to be the employee representative for the Foundation Board. We have a new candidate, Isabel Dunn, Community Builder with Astoria-Warrenton Chamber of Commerce.

Auxiliary

Auxiliary had their Rummage Sale and Basket raffle in June. The two events raised over \$1,000 and we also received a \$500 donation from a family member of a resident at Clatsop Care Health & Rehabilitation. Our next event will be the Car Wash, Saturday, August 17th from 10am – 4pm at Clatsop Care Health & Rehabilitation. The Astoria Fire Department has volunteered to help with the car wash.

Recruitment

May/June CNA class is finishing up. We will have five (5) signed up for the July/August class. Clatsop Community College will have also have a Summer session (32 applications) and clinicals will be held at CCC.

Career Site	Title	Open Date	Close Date	Archived	Started	Completed	Met BQ	Interviewed	Hired
Clatsop Care Health & Rehabilitation	Certified Nursing Assistant (CNA)	10-May-24	9-Jun-24	Archived	9	9	9	1	1
Clatsop Care Health & Rehabilitation	Registered Nurse (RN or LPN) Skilled Nursing Facility	10-May-24	6-Jun-24	Archived	1	1	1	0	0
Clatsop Care Health & Rehabilitation	Receptionist & Staffing Coordinator	14-May-24	5-Jun-24	Archived	54	54	54	0	0
Clatsop Care Health & Rehabilitation	Activities Aide/Life Enrichment Assistant - Skilled Nursing Facility	22-May-24	18-Jun-24	Archived	13	13	13	2	0
Clatsop Care Health & Rehabilitation	Become a Certified Nursing Assistant (CNA) training program	29-May-24	28-Jun-24	Active	35	32	32	2	0
Clatsop Care Health & Rehabilitation	Licensed Practical Nurse (LPN)	7-Jun-24	7-Jul-24	Active	0	0	0	0	0
Clatsop Care Health & Rehabilitation	Registered Nurse (RN) Skilled Nursing Facility	7-Jun-24	7-Jul-24	Active	0	0	0	0	0
Clatsop Care Health & Rehabilitation	Certified Nursing Assistant (CNA)	10-Jun-24	10-Jul-24	Active	5	4	4	0	0
Clatsop Care Health & Rehabilitation	Registered Nurse - Resident Care Manager	19-Jun-24	19-Jul-24	Active	1	1	0	0	0
Clatsop Care Health District	Clatsop Cares Foundation Board Member	7-Jun-24	31-Jul-24	Active	1	1	1	0	0
Clatsop Care In Home Services	Caregivers (In-Home Care)	10-May-24	9-Jun-24	Archived	24	24	24	5	0
Clatsop Care In Home Services	Caregivers (In-Home Care)	10-Jun-24	10-Jul-24	Active	21	20	20	0	0
Clatsop Care Memory Community	Caregivers (part & full time)	10-May-24	5-Jun-24	Archived	20	19	18	3	2
Clatsop Care Memory Community	Dietary Aide - part time	12-Jun-24	31-Jul-24	Active	18	17	17	0	0
Clatsop Care Retirement Village	Caregivers - Assisted Living FT PT Multiple	10-May-24	9-Jun-24	Archived	9	9	9	1	2
Clatsop Care Retirement Village	Medication Tech (non-certified) Assisted Living	3-Jun-24	3-Jul-24	Active	19	19	19	0	0
Clatsop Care Retirement Village	Caregivers - Assisted Living FT PT Multiple	10-Jun-24	10-Jul-24	Active	7	7	7	1	0
					237	230	228	15	5

Other Advertising/Events

Have established contact with referral development contacts for Discharge Managers and Directors of health care facilities, clinics, hospitals and agencies within 60 miles and Portland. Focus on in-home care services to drive billable hours.

Since we have had an increase in billable hours and we are getting more Caregiver candidates, we will be continuing our In-Home focus campaign of radio, newspaper, KMUN, digital display geo-targeting ads. Working on customer survey to go out in July bill cycle. New IHS brochure is being printed.

Red Dwarf on CMC sign design almost finalized. We have moved the bus wrap project to Oregon Design Group in Portland and their quote is coming in at \$2,500. We ended up getting three additional bids. We are still working with Warrenton High School's Art Department for the wall decorations and images at Clatsop Care Memory Community interior walls.

Regularly attended Astoria/Warrenton Chamber Board and member meetings and events. Also attended Government Affairs, Financial sub-committees, and Leadership Circle board.

Have worked on multiple updates to website copy, news feeds, biographies/personnel changes, pictures, visitation policies and more.

Marketing Meeting

Stacey Dempsey is now doing Board meeting minutes. I continue to Work on visiting facilities and getting various managers and directors trained on Applicant Pro, Indeed and Canva.

Events

Attended the Clatsop Community College Health Summit. The event was attended by many health organizations. The purpose is to update the Nursing, CNA and Medical Assistant program directors on community needs and share ideas on how to work together better.

IHS Marketing Campaign

On-line campaign has served 60,022 video impressions of which 38,612 have been played to an audience of 6,701. They are playing on Facebook, Facebook Marketplace and YouTube video feeds, Instagram as well as news sites like Fox, CNN, MSNBC, gaming sites, puzzle sites and more.

CLATSOP CARE
IN-HOME SERVICES

IN-HOME SERVICES

- COMPANION CARE
- CAREGIVER SERVICES
- NURSING SERVICES
- MEDICATION SERVICES

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On-line Display

next chapter, whatever that is.” as well as people from the community.

Thank you

to Lower Columbia Hospice and Clatsop In Home Care. You have all been so awesome caring for our parents, Martin and Frances Hartman. In memory of our loving parents, donations may be made to Lower Columbia Hospice and Clatsop In Home Care.

- Marj, Lynette & Carol

Astorian thank you

CLATSOP CARE
IN-HOME SERVICES

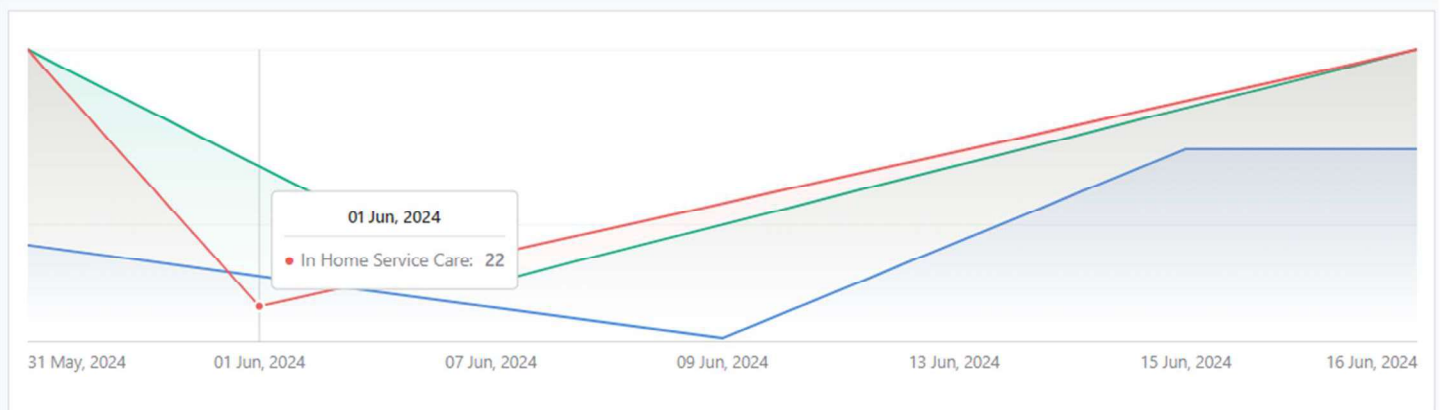
In-Home Care Services
Now Accepting New Clients

- Licensed by State of Oregon.
- All Caregivers professionally trained & background checked.
- Licensed, bonded & insured
- Levels of care: *meal prep, housekeeping, personal care & hygiene, & medication services*
- Care provided 7 days a week, 24 hours a day
- Most long-term care insurance, VA & Medicaid accepted

Mention this ad:
No initial screening assessment fee

646 16th St., Astoria 503-325-0313
Serving Westport to Cannon Beach

Astorian print ad



Search traffic and keyword rankings last 30 days.

CMC Marketing

Bus wrap design is ready to go and can be done in 2-3 weeks and over a 2-3 day period. Cost is \$2,500. Sign design is almost complete and city paperwork has been done and filed. Interior wall design in conjunction with Warrenton High Art Students is almost done and ready for install after summer break.



CLATSOP CARE CENTER HEALTH DISTRICT

CEO REPORT JULY 11, 2024

With the budget season behind us, we are now looking at the year ahead as a blank slate. So much we're wanting to see happen, it will be fun to see how everything comes together. I will be meeting with our therapy company soon to work through a program of there's that tracks hospital activity. What I'm hoping to find is where are all the patients in the local hospitals going, so we can narrow in on how we can continue to increase occupancy. I will share my findings once that is done.

I have also worked with the two groups on the roof over at CRV. The main difference is do we want the roofing membrane up to the HVAC units or do we want them pulled and the membrane running under them. Considering we are on the Oregon coast, I've spoken with the company that wants it under the units and one of the main drivers is location. I do believe their thought overall is to always do it this way just being in the Pacific Northwest, but it does bring the cost significantly higher. I will speak to this with the two bids at the meeting. I reached out to another company and have yet to hear back on a scheduled date to come and take a look.

At the care center we will need to update the Facility Assessment to align with the new rules, which will be done soon. We are also looking at the plan design of the building should it be located next to CRV. We will be scheduling a meeting with Lenity once we compile a document of questions so everyone is heard and we don't miss anything. This is an exciting process and we're all anxious to see this going!

Overall, we are continuing to see progress on the financial status within the District. Our focus will be on the CRV census, and the assessment changes should help considerably as we move forward and get them on the right track.

Respectfully,

Mark Remley

Aidan Health Services