GRETCHEN WHITMER
GOVERNOR

STATE OF MICHIGAN
DEPARTMENT OF LICENSING AND REGULATORY AFFAIRS
LANSING

MARLON I. BROWN, DPA
DIRECTOR

September 1, 2026

Laura Hatfield-Smith
REM Michigan LLC
Suite 1
6185 Tittabawassee
Saginaw, MI 48603

RE: License #: AS780419653
Investigation #: 2026A0466053
REM Michigan Raymond

Dear Ms. Hatfield-Smith:

Attached is the Special Investigation Report for the above referenced facility. Due to the violations identified in the report, a written corrective action plan is required. The corrective action plan is due 15 days from the date of this letter and must include the following:

- How compliance with each rule will be achieved.
- Who is directly responsible for implementing the corrective action for each violation.
- Specific time frames for each violation as to when the correction will be completed or implemented.
- How continuing compliance will be maintained once compliance is achieved.
- The signature of the responsible party and a date.

If you desire technical assistance in addressing these issues, please feel free to contact me. In any event, the corrective action plan is due within 15 days. Failure to submit an acceptable corrective action plan will result in disciplinary action.

Please review the enclosed documentation for accuracy and contact me with any questions. In the event that I am not available and you need to speak to someone immediately, please contact the local office at (517) 335-5985.

Sincerely,



Julie Elkins, Licensing Consultant
Bureau of Community and Health Systems
611 W. Ottawa Street
P.O. Box 30664
Lansing, MI 48909

enclosure

MICHIGAN DEPARTMENT OF LICENSING AND REGULATORY AFFAIRS
BUREAU OF COMMUNITY AND HEALTH SYSTEMS
SPECIAL INVESTIGATION REPORT
THIS REPORT CONTAINS QUOTED PROFANITY

I. IDENTIFYING INFORMATION

License #:	AS780419653
Investigation #:	2026A0466053
Complaint Receipt Date:	07/22/2026
Investigation Initiation Date:	07/22/2026
Report Due Date:	09/20/2026
Licensee Name:	REM Michigan LLC
Licensee Address:	South Suite 350 6600 France Ave Edina, MN 55435
Licensee Telephone #:	(989) 791-7174
Administrator:	Laura Hatfield-Smith
Licensee Designee:	Laura Hatfield-Smith
Name of Facility:	REM Michigan Raymond
Facility Address:	715 Raymond Road Owosso, MI 48867
Facility Telephone #:	(989) 472-3829
Original Issuance Date:	04/13/2026
License Status:	REGULAR
Effective Date:	04/13/2026
Expiration Date:	10/12/2026
Capacity:	6
Program Type:	DEVELOPMENTALLY DISABLED MENTALLY ILL

II. ALLEGATION:

	Violation Established?
DCW Krista Ostrander did not conduct herself in a professional manor while she was on duty and with residents in the community.	Yes

III. METHODOLOGY

07/22/2026	Special Investigation Intake 2026A0466053.
07/22/2026	Referral - Recipient Rights Ardis Bates assigned.
07/22/2026	Special Investigation Initiated – Letter to ORR Ardis Bates.
08/03/2026	Inspection Completed On-site.
08/03/2026	Contact - Telephone call made DCW Krista Ostrander interviewed.
08/03/2026	APS referral not required as no suspected abuse/neglect.
08/31/2026	Exit conference with licensee designee Laura Hatfield-Smith.

ALLEGATION: Direct care worker (DCW) Krista Ostrander did not conduct herself in a professional manor while she was on duty and with residents in the community.

INVESTIGATION:
Complainant reported that during a community event direct care worker (DCW) Krista Ostrander repeatedly yelled at an unknown woman (member of the community), "Take your baby home" multiple times; which started and escalated a verbal altercation (Police called and intervened). Complainant reported that during that verbal altercation DCW Ostrander called this woman, "Bitch" and yelled, "Fuck you" in the presence of Resident A, Resident B and Resident C. In addition, Complainant reported that when Resident A requested to leave (due to the yelling/verbal altercation) DCW Ostrander denied this request.

On 7/23/2026, Ardis Bates office of recipient rights (ORR) reported that she has enough evidence to substantiate the reported allegations as she has already completed interviews with those involved.

On 08/03/2026, I conducted an unannounced investigation and I interviewed house manager/DCW Linda Podolan who reported that on 7/17/2026, DCW Ostrander wanted to take the residents to a drag racing event however this occurred on one of

the days when the air quality was unsafe due to the Canadian wildfires. DCW Podolan reported that although she was not on duty at the time she knew that DCW Ostrander would be taking the residents to the event with the stipulation that the residents would stay in the van due to the poor air quality. DCW Podolan reported that around 9pm on 07/17/2026, she received a text message that stated that there was an argument involving DCW Ostrander and another community member and that the police were contacted. DCW Podolan reported that Resident A was upset about the situation and was uncomfortable with how DCW Ostrander acted. DCW Podolan reported that Resident A had asked to leave the event because she felt unsafe and DCW Ostrander told her "no." DCW Podolan reported that ORR Bates received several phone calls from the community before they reported this incident to her. DCW Podolan reported that DCW Ostrander admitted to saying some things that she should not have said to a community member, however DCW Ostrander believed that this situation was exaggerated.

DCW Podolan reported that DCW Ostrander sent her a text message on 7/17/2026 at 11:36 pm that stated,

> *"So I just had some crap happen. We were all having a great time. It's loud as hell down there people burning out everywhere, wheelies being done. There was this group of people like very young adults druggies by us. They had a 2 month old baby down there. I told them to take there [sic] baby home. They didn't like that they started harassing me and Resident B to the point where I felt unsafe so I called 911 for a police officer. Well the dude heard me on the phone with 911 and immediately took off. We ended up just leaving before we talked to any officer."*

DCW Podolan reported that on 7/18/2026 she talked with Resident A who stated that while at the community event there was a younger couple with a baby and that it was not OK for the baby to be there because of the smoke and noise. Resident A reported that the community member told DCW Ostrander that it was none of her business after DCW Ostrander told them to take the baby home. Resident A reported that DCW Ostrander and the community member had dialogue back and forth. Resident A reported that those around them were taping the interaction between the community member and DCW Ostrander and she "feared for her life." Resident A reported that the community members were calling the residents inappropriate names and police were contacted.

At the time of the unannounced investigation Resident C was the only resident home. Resident C reported that they were at a community event and DCW Ostrander told a lady who was holding a 3-month-old baby that they should not have the baby out there and to take the baby home. Resident C reported that DCW Ostrander told this community member to take the baby home several times. Resident C reported that Resident A was upset about this occurring as she recognized one of the community members as someone that goes to school with her. Resident C reported that Resident A was very upset by this and asked to leave

the event. Resident C reported that they did eventually leave but they did not leave the first time Resident A asked.

I interviewed DCW Christina Begg who reported that Resident A told her that DCW Ostrander initiated a fight with a community member about how she should not have her baby at this community event. Resident A reported that DCW Ostrander told this community member to leave with baby 2-3 times. Resident A reported that she asked to leave the event but DCW Ostrander told her no and kept arguing with the community member. Resident A reported that DCW Ostrander called the police and after doing that told Resident A that they could leave. Resident A stated that the community members said, “[Resident B] looks like he is on meth” and that there was a lot of swearing. Resident A reported that the situation made her upset and she wanted to leave. DCW Beggs reported that DCW Ostrander works second shift, so she does not have much interaction with her. DCW Beggs reported that until this incident no residents ever complained about DCW Ostrander to her.

During the on-site investigation, I interviewed DCW Krista Ostrander by phone, as she was on shift and attending community appointments with residents. Ms. Ostrander reported that it was her idea to take the residents to the ‘Cruise the Pits’ event in Owosso on July 17, 2026, believing it would be an enjoyable outing. She stated that residents were positioned in a location where they could watch the event from inside the vehicle. Ms. Ostrander acknowledged that she engaged in an interaction with community members that, in hindsight, she regretted. She stated that she suggested to an individual holding a baby that the baby should be taken home due to loud noise and poor air quality. According to Ms. Ostrander, the individual became upset, and a verbal exchange followed. She reported that she and the individual “bantered” back and forth and stated she may have used profane language, including the “f” word, but denied using the “b” word. Ms. Ostrander reported that the interaction upset Resident A, who asked to leave; however, she stated that this occurred while she was on the phone with police and she does not recall Resident A making additional requests to leave afterward. She stated that events escalated quickly, and she may not recall every detail. Ms. Ostrander reported that Resident A mentioned knowing one of the community members from school and described him as a troublemaker. Ms. Ostrander stated that upon reflection the next day, she recognized that she should not have intervened or made comments to other families. She reported that she apologized to the residents, acknowledged that she should have minded her own business, and assured them that such an incident would not occur again.

On 08/31/2026, I reviewed the Michigan Workforce Background Clearance and DCW Ostrander has been cleared and is eligible to work in an adult foster care facility.

APPLICABLE RULE	
R 400.681	**Resident rights; licensee responsibilities.**
	(1) A resident shall be treated with dignity and respect, free from exploitation, and protected and safe.
ANALYSIS:	Complainant, ORR Officer Ardis Bates, direct care staff and Residents A, B, and C all reported that DCW Ostrander initiated and engaged in a prolonged verbal altercation on 7/17/2026 with a community member that included repeated shouting and the use of profane language in the presence of Resident A, Resident B, and Resident C. Resident A reported feeling unsafe during the incident, and explicitly asked to leave due to fear and discomfort but this request was denied. DCW Ostrander did not honor Resident A's request to leave at the time it was made, which further contributed to Resident A's distress. Staff, residents, and ORR confirmed that this refusal occurred therefore DCW Ostrander failed to provide appropriate protection and supervision.
CONCLUSION:	**VIOLATION ESTABLISHED**

IV. RECOMMENDATION

Contingent upon receipt of an acceptable corrective action plan I recommend no change in license status.



8/31/2026

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Julie Elkins Date
Licensing Consultant

Approved By:



09/01/2026

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Dawn N. Timm Date
Area Manager