

**GRAND TRAVERSE COUNTY
DEPARTMENT OF HEALTH AND HUMAN SERVICES BOARD**

**REGULAR MEETING
June 27, 2024**

**Open to the public
9:00 AM Garfield Township Hall – Upstairs Main Hall
3848 Veterans Dr, Traverse City, MI 49684**

Persons with disabilities which the foregoing opportunities for participation will not address should contact Darcey Gratton at (231) 932-3010 or dgratton@gt pavilions.org with questions or concerns.

AGENDA

1. CALL TO ORDER

2. ROLL CALL

3. FIRST PUBLIC COMMENT

Any person shall be permitted to address a meeting of the Grand Traverse County Department of Health and Human Services Board which is required to be open to the public under the provisions of the Michigan Open Meetings Act, as amended. (MCLA 15.261, et seq.) Public comment shall be carried out in accordance with the following Board Rules and Procedures:

1. Any person wishing to address the Board shall state his or her name and address.
2. Persons may address the Board on matters which are relevant to Grand Traverse Pavilions issues.
3. No person shall be allowed to speak more than once on the same matter, excluding time needed to answer Board Members questions. The Chairperson shall control the amount of time each person shall be allowed to speak, which shall not exceed three (3) minutes.
 - a) Chairperson may, at his or her discretion, extend the amount of time any person is allowed to speak.
 - b) Whenever a group wishes to address the Board, the Chairperson may require that the group designate a spokesperson; the Chairperson shall control the amount of time the spokesperson shall be allowed to speak, which shall not exceed fifteen (15) minutes.

The Board shall not comment or respond to a person who is addressing the Board. Silence or non-response from the Board should not be interpreted as disinterest or disagreement by the Board.

Please be respectful and refrain from personal or political attacks.

4. COUNTY LIAISON REPORT

5. APPROVAL OF AGENDA

6. CONSENT CALENDAR

The purpose of the consent calendar is to expedite business by grouping items to be dealt with by one Board motion without discussion. Any member of the Board, or staff may ask that any item on the consent calendar be removed and placed elsewhere on the agenda for discussion. Such requests will be automatically respected.

If any item is not removed from the consent calendar, the item on the agenda is approved by a single Board action adopting the consent calendar.

	<u>HANDOUT#</u>
A. Review and File	
(1) Draft Minutes of the 5/30/24 Board Meeting	1
(2) Draft Closed Minutes of the 5/30/24 Board Meeting	Handout
(3) May Resident Council Minutes	2

7. ITEMS REMOVED FROM CONSENT CALENDAR

8. CHAIRMAN REPORT 3

9. SERVICE EXCELLANCE AWARDS 4

10. GRAND TRAVERSE MEDICAL CARE

A. General Information	
(1) Foundation Board Update – Haider Kazim	Verbal
(2) Outpatient Testimonial	5
B. Chief Executive Officer Board Report – Gerard Bodalski	6
C. Business	
(1) Financials	7
(2) Resident Care Policies and Facility Assessment	8
D. General Discussion	
(1)	

G.T.P. Announcements

- (1) Next Board Meeting – July 25, 2024

11. SECOND PUBLIC COMMENT

Refer to Rules under First Public Comment above.

12. CLOSED SESSION

Closed session pursuant to section 8(e) of the Open Meetings Act, to consult with our attorney regarding trial or settlement strategy in connection with pending litigation, DHHS and the Grand Traverse Pavilions Foundation Board v PACE North.

13. ADJOURNMENT

**GRAND TRAVERSE COUNTY
DEPARTMENT OF HEALTH AND HUMAN SERVICES BOARD**
1000 Pavilions Circle, Traverse City, MI 49684

MINUTES OF THE MAY 30, 2024 MEETING

PRESENT: Mary Marois, Haider Kazim, Carol Crawford Board
Gerard Bodalski, Darcey Gratton Staff
TJ Andrews Commission

ABESENT:

GUESTS:

The regular meeting of the Grand Traverse County Department of Health and Human Services Board was called to order at 9:02am by Board Chair Mary Marois at the Governmental Center.

First Public Comment

Kimberly Eggly
McKenzie Beeman

County Liaison Report – Andrews shared that after multiple interviews to appoint a new DHHS Board member, the County Board of Commissioners (BOC) voted to appoint Carol Crawford. Regarding the agreement with PACE North and Grand Traverse County, Andrews shared that the BOC rejected the contingency for the county to transfer the building to PACE North and to allow the separation between PACE North and the Pavilions. Andrews spoke of the need for housing for homelessness and suggested for the Pavilions to have community discussions to provide housing at the Cottages due to the acute need in the area.

Approval of Agenda – Chair Marois requested to add Election of Officers before the approval of the Consent Calendar as #6. Motion was made by Kazim to approve the Agenda with additions as presented, seconded by Crawford and carried unanimously.

Election of Officers (added) – Kazim made a motion to nominate Marois as Chair, seconded by Crawford and carried unanimously. Crawford made a motion to nominate Kazim as Vice-Chair, seconded by Marois and carried unanimously.

The purpose of the Consent Calendar is to expedite business by grouping items to be dealt with by one Board motion without discussion. Any member of the Board or staff may ask that any item on the Consent Calendar be removed and placed elsewhere on the agenda for discussion. Such requests will be automatically respected.

REVIEW AND FILE

- (1) Draft Minutes of the 4/18/24 Board Meeting
- (2) April Resident Council Minutes
- (3) April Let's talk Food Minutes

Crawford requested to pull (1). Motion was made by Kazim to approve the Consent Calendar with the removal of (1). Motion seconded by Crawford and carried unanimously. Kazim commented on the April Resident Council Minutes regarding statements from a resident sharing

staffing concerns. Kazim stated that even though he recognizes the staffing concerns that have been brought to the board by staff and that the board continues to make efforts to increase staffing, he felt it was extremely inappropriate for staff to be making comments on staffing concerns to the residents. Kazim further stated the Pavilions job is to take care of the residents and not to discuss their staffing issues to them. Crawford stated that it is also unacceptable behavior for a staff member to be rude and dismissive towards a resident which was noted by a resident in the April Resident Council Minutes.

Items Removed From Consent Calendar – Crawford requested to remove (1) Draft Minutes of the 4/18/24 Board Meeting due to Crawford not being in attendance in that meeting and needing a separate approval. Motion was made by Marois to approve the Minutes of the 4/18/24 Board Meeting. Motion seconded by Kazim. Crawford abstained. Motion carried.

Chairman Report – Marois shared information on House Bill 5725 that if approved, it would amend the Open Meetings Act to allow remote attendance during board meetings and would allow participation for a board member to vote remotely if there is a quorum of the board on site.

Service Excellence Awards – Marois reviewed April Service Excellence Awards.

Foundation Board Update – Marois shared she attended the Foundation's May 1st Board meeting and gave an overview of the Foundation.

Golf Outing Update – Bodalski reviewed the results of the 1st annual Golf outing and shared were able to surpass the goal of \$8,000 to \$10,000 with a profit of \$10,666.52

Chief Executive Officer Report – Bodalski reviewed the monthly report for April and highlighted on census, financial trends, quality measures, staffing, monthly Quality Assurance/Performance Improvement (QAPI) meetings and irregular payments.

Financial Report – Bodalski presented the financial operations and social accountability reports for April 2024 and answered board member's questions. Kazim requested to add six month trends for Patient Per Day (PPD) to Bodalski's dashboard. Discussed. Kazim shared he was unaware of a bond payment for Hawthorn and would like to revisit the discussion and plan on what will be spent on the Cottages all while paying for a bond payment. Bodalski shared the need for a Request for Proposal (RFP) to develop a scope of work for the Cottages and plans to request the Foundation to eventually fund the study. Motion made by Crawford to accept the financial operations report as presented, seconded by Kazim and carried unanimously.

Budget Amendment – Bodalski shared the budget amendment for informational purposes and will bring back a final amendment for approval in June or July. No motion needed.

Grand Traverse Pavilions Announcements

- (1) Next Board Meeting June 27, 2024

Break 10:39-10:41

Second Public Comment – none

Segal in 10:41

Andrews out 10:44

Motion was made by Kazim seconded by Marois to go into Closed Session at 10:44 am for the purpose of Closed session pursuant to section 8(e) of the Open Meetings Act, to consult with our attorney regarding trial or settlement strategy in connection with pending litigation, DHHS and the Grand Traverse Pavilions Foundation Board v PACE North.

Roll Call - Marois – yes, Kazim – yes, Crawford – yes

Motion was made by Kazim to come out of Closed Session at 11:41 am, seconded by Crawford. Motion carried.

Roll Call - Marois – yes, Kazim – yes, Crawford – yes

Meeting adjourned at 11:41 am

Signatures:

Mary Marois – Chair
Grand Traverse County Department of Health and Human Services Board

Date: _____ Approved
 _____ Corrected and Approved

PAVILIONS RESIDENT COUNCIL MEETING
May 16, 2024

The May 2024 meeting of the Grand Traverse Pavilions Resident Council was called to order at 11:00 am in the Multi-Purpose Room by Hanna Wooters

All residents were welcomed.
 The residents waived their right to a closed meeting.

Members Present: Residents are marked “X” throughout the minutes.

Birch Pavilion: 6 residents attended.

Cherry Pavilion: 3 residents attended.

Dogwood Pavilion: 8 residents attended.

Staff members were introduced:

Hanna Wooters, CTRS, Life Enrichment
 Samantha Mahon, CTRS, Life Enrichment
 Emily Tyrell LLBSW, Cherry Pavilion Social Work
 Emily Cotterman, Dogwood Pavilion Social Work
 Darrin Eggleston - Forefront Dining Services
 Lisa Telling, Dietary Administrative Assistant – Forefront Dining Services
 Tim Coggins, Environmental Services Director
 Cati Kujawaski, Environmental Services Manager

Old Business:

There was not any old business from the previous meeting that needed to be brought up for discussion or to follow up on.

New Business:

Hanna made the following announcements:
 -Residents were reminded of changes of life enrichment department with Kari Belanger and Linda Burton retiring.

Outings for June 2024:

Tuesday, June 4th – Butterfly House

Board bus at 10:00am, return pick up to come home at 12:30pm

Thursday, June 14th – Moomer’s Icecream

Board bus at 2:30 pm, return pick up to come home at 4:00 pm

Tuesday, June 18th – Walmart Shopping

Board bus at 10:00 am, return pick up to come home at 11:30 am

Special Events for June 2024:

Monthly Book Mobile- Beginning Thursday, May 23rd continuing every 3rd Thursday of the month.

Concerts on the Lawn begin Thursday June 20th at 7:00 pm.

Additional music:

June 3rd- Billy McAllister Music

June 12th- Chromatics Band

June 21st- Tally and Bob Music

Thursday June 20th – Resident Council Meeting at 11:00 am

Resident Group Interview Questions:

Samantha and Hanna discussed with the attending residents that are 12 resident rights that are reviewed during the group interview with the State Surveyors during our annual survey, and today we will be reviewing Rights.

Rights:

- How do you, or your representative, find out about your rights – such as voting, making an advance directive, getting what you need?
 - Residents responded by asking a social worker or checking community boards in each pavilion hall.

- Are you, or your representative, invited to care conference meetings?
 - All residents present said yes.

- Do you know that you can see a copy of the facility's latest survey inspection results? Where is that report kept here?
 - All residents present said yes. Copies are located by the elevator and front desk.

- Do you know how to contact the Ombudsman?
 - All residents present said yes, located on the community board.

- Do you know you, or your representative, can look at your medical record?
 - All residents present said yes.

- Have any of you asked to see your record? What was the facility's response? Did they talk to you about it?
 - All residents present reported never asking for a record in the past but are aware it's available.

- Tell me about the mail delivery here. Is mail delivery prompt and does it arrive unopened?
 - All residents present said yes.

1. Discussion regarding food temperature and receiving HS snacks.

One resident suggested having fruit with Jello as an additional dessert option. Another resident reported they would enjoy ribs with more meat. Darren responded that he would report feedback to GM.

One resident reported that they enjoy the spaghetti but would prefer less turkey.

No concerns noted.

Next food talk meeting scheduled for June 19th at 2:00pm.

2. Discussion regarding the cleanliness of the facility and laundry being returned promptly.

A few different residents had comments on this topic. Residents reported that maintenance has been responding to concerns in a timely manner. Two residents reported issues with bedroom window shades. One resident reported difficulty with light cord and another discussed the water temperature in sink. One resident reported missing a blanket. Tim is following up on these concerns.

3. Discussion regarding room temperature.

The floor was opened for residents to make comments, suggestions, concerns, and or ask questions:

- All residents present have no concerns at this time.

4. Discussion regarding call lights being answered in a timely manner.

All residents reported satisfaction with the promptness of answering call lights.

5. Discussion regarding receiving showers as needed/as requested.

No concerns or comments noted.

6. Discussion regarding the nighttime noise level on your Pavilion.

All residents reported the nighttime noise level being good.

The floor was opened for additional comments:

One resident requested maintenance to check the uneven sidewalks outside Birch and Aspen pavilion.

The next Pavilions Resident Council meeting will be held on Thursday June 20th at 11:00am in the Multi-Purpose Room. Hanna asked for a volunteer to read over and sign the May 2024 minutes, and X said that she would do this. The Pavilions Resident Council Meeting was adjourned at 12:00pm.

Respectfully Submitted,

Hanna Wooters, CTRS
Recreational Therapist

Cherry, Resident

Elm Resident Council Minutes
Meeting Held- May 23rd 2023

The March meeting of the Grand Traverse Pavilions Elm Resident Council was called to order at 10:30am in the Elm Common Area.

Members Present were: Residents are marked “X” throughout the minutes.
10 Residents attended.

Staff Present:

Susan Eldred, Recreation Therapist
Emily Tyrrell, Social Worker
Naomi Rode, Assistant Director of Nursing

Old Business:

None

New Business:

Asked the residents if they were being offered a snack before bed.
X stated yes, she was offered snacks. X stated, “once in awhile.” X said yes, she was being offered snacks. X stated no she was not offered snacks. A reminder was given to staff to offer snacks.

Asked the residents if they were getting help with showers.
X stated, “once in awhile.” X stated, “Mines in the morning.” X stated, “yes put it on and take a shower.”

Asked the residents if they need help do the staff help them.
X stated, “when I need one, they are right there.” X stated that she “gets help when need it.”

Asked the residents if the rooms were getting cleaned.
X, X and X all stated “yeah.”

Asked the residents how the food tastes.
X and X stated that the food is “pretty good.” X stated that “today the breakfast was wonderful.”

Asked the residents if they have enough to do.
X stated, “I do.” X stated, “yes I think so.” X stated, “quite a few things to do.” X stated, “oh yeah if they take advantage of.”

Questions, Suggestions, Concerns and Comments:

The floor was open for questions, suggestions, concerns and comments.
X stated, “if breakfast is supposed to be at a certain time than it should be there at that time.” Dining services were contacted about the issue. X also stated that “clean floors after last meals, shouldn’t be walking on wet floors.” Environmental Services was contacted about the issue.

Suggestions for upcoming activities:

X suggested making Chili.

X suggested to have lunch outside

Outings

Butterly House June 4th

Walmart June 18th

Elm Ice cream outing June 25th

Meeting was closed at 10:51am

Respectfully submitted,

Susan Eldred, CTRS

Emily Tyrrell, LBSW

Naomi Rode, BSN, RN

CHAIRMAN'S REPORT

Many changes have taken place at the Grand Traverse Pavilions this past year. The addition of Haider Kazim and Carol Crawford to the board offers renewed stability and opportunities for the Pavilions to have skilled decision makers as we progress forward.

This combined with the addition of Gerard Bodalski as our Administrator/CEO sets us on a trajectory for success. Along with Mr. Bodalski's arrival, there have been significant changes in top level leadership positions within the organization. In many ways, you might say that we are going through a cultural revolution. Changes are occurring very quickly as we seek to maintain our long standing reputation as a quality skilled Medical Care Facility, serving both long and short term residents.

We cannot underestimate the value of staff as we go through a series of transitions. Staff are our greatest asset, without them, we would not exist as a MCF. We know that it has been stressful to see change happen so quickly and expectations increasing as we grow our census. We appreciate the sacrifices that all staff are making. No one appreciates your hard work more than the residents and the families who entrust their loved ones to you. I have heard countless stories from friends and people in the community about the superior care they received while at the Pavilions. And I see your smiles and hear your loving words when I see you interacting with residents and it warms my heart.

We will grow our census, we will be hiring more staff, we will meet the need of the residents of this community for long and short term skilled nursing care. Board, staff, community....we will walk together on this journey to provide quality services. I want to thank staff for all you do everyday to make life better for others. People ask me, what do people who work at the Pavilions do? My answer to them is: THEY ENHANCE LIVES.

Mary Marois

GRAND TRAVERSE PAVILIONS
Service Excellence Award Program
May 2024

Date:	05/6/2024
Employee:	Katy Leach
Awarded for:	Just wanted to say thank you for repotting all our lovely plants. They love you for that and so do I.
Position:	Environmental Services Administrative Assistant
Nominated by:	Jeanie Hickman

Date:	05/06/2024
Employee:	Buckley Johnson
Awarded for:	A Cherry resident wanted to recognize Buckley for fixing her TV. The resident stated that Buckley was very kind, professional and deserves an award.
Position:	Maintenance Technician
Nominated by:	Chrissy Wagatha

Date:	05/13/2024
Employee:	Gretchen Limbocker
Awarded for:	Thank you, Gretchen, for helping clean up this morning after we made our yogurt parfaits. You were so accommodating and helpful. We appreciate you.
Position:	Housekeeper
Nominated by:	HR Team

Date:	05/13/2024
Employee:	Emily Tyrell
Awarded for:	Thank you for always being there to help me out when I am in a pinch! I don't know what I would do without you :)
Position:	Social Worker
Nominated by:	Sarah Pleva

Date:	05/20/2024
Employee:	Matthew Arnold
Awarded for:	Matthew handled a challenging schedule situation this week with flexibility and professionalism. Thank you, Matthew.
Position:	Physical Therapy Assistant
Nominated by:	Chris Hinze

Date: 05/20/2024
Employee: Craig Shantz
Awarded for: Thank You for your help when I was behind and for everything you do for these residents. You always make sure things are under control, everything and everyone is taken care of. THANK YOU.
Position: CNA
Nominated by: Marina Vorobyov

Date: 05/28/2024
Employee: Valerie Marinello
Awarded for: Thank you for assisting a resident up from bed that was not on your assignment and supporting a new CNA and setting a good example. thanks for working so hard.
Position: CNA
Nominated by: Julie Alber



The Wellness Center

GRAND TRAVERSE PAVILIONS



“I chose the Wellness Center upon recommendation from my personal physician. I’ve had PT in the past but I didn’t realize what a difference aqua therapy would make. My therapist, Matthew, understands my needs and capabilities. We have progressed to the point where the pain has decreased and my mobility has increased. The entire staff has been supportive. I am very pleased with my progress and I will continue to use the tools and knowledge I’ve learned to continue my rehabilitation.”

Charles L.
Traverse City, MI

The Grand Traverse Pavilions Wellness Center
Outpatient Therapy - (231) 932-3172



Grand Traverse Pavilions
A COMMUNITY CARING FOR GENERATIONS

TO: Grand Traverse County Department of Health and Human Services Board
FROM: Gerard Bodalski, CEO/Administrator
RE: May CEO/Administrator Report

Census (Average Daily Census)

	June MTD	May-24	Apr-24	Mar-24	Feb-24	Jan-24	Dec-23
Medical Care Facility (MCF)	167	168	162	163	157	150	144
Cottages	56	54	54	54	52	54	52

MCF	May-24	Apr-24	Mar-24	Feb-24	Jan-24	Dec-23
Admissions	68	68	65	61	61	49
Discharges	61	66	65	52	51	53
MMC Referrals	166	183	180	204	220	186
MMC Denied	37	35	27	39	40	45
Transfers to LTC	2	3	3	1	7	4

Cottages	May-24	Apr-24	Mar-24	Feb-24	Jan-24	Dec-23
Admissions	2	3	3	1	3	2
Respite	6	3	7	3	3	2
Discharges	2	2	1	4	2	2

Finance

	May-24	Apr-24	Mar-24	Feb-24	Jan-24	Dec-23
Combined Net Income	\$178,240	\$66,406	\$9,663	\$(192,201)	\$(157,224)	\$(101,326)
MCF Net Income	\$140,058	\$102,075	\$51,320	\$(119,231)	\$(100,310)	\$(25,542)
Cottage Net Income	\$38,182	\$(35,669)	\$(41,657)	\$(72,970)	\$(56,914)	\$(75,784)
Cash Balance	\$2,971,674	\$2,970,769	**\$2,737,615	\$4,167,696	*\$4,429,453	\$(5,580,084)
A/R Days Sales Outstanding	55	48	57	56	56	54

* Received IRS COVID Relief payment of \$6,970,430 and MDHHS Medicaid Cost Settlement for year 2021-2022 of \$3,763,658.

** Third payroll of \$700,000 and AR increase of \$579,000.

MCF Operating Expenses PPD History

	May-24	Apr-24	Mar-24	Feb-24	Jan-24	Dec-23
MCF Operating Expenses Actual PPD	\$463.24	\$458.21	\$463.13	\$493.44	\$486.38	\$503.26
MCF Operating Expenses Budgeted PPD	\$452.94	\$456.71	\$452.94	\$460.75	\$453.59	\$477.21
Variance (unfavorable)/favorable	\$(10.29)	\$(1.50)	\$(10.19)	\$(32.69)	\$(32.79)	\$(26.05)

Facility Reported Incidents

	May-24	Apr-24	Mar-24	Feb-24	Jan-24	Dec-23
Medical Care Facility	2	1	1	2	8	6

Wellness Center

Numbers of Patients seen:	May-24	Apr-24	Mar-24	Feb-24	Jan-24	Dec-23
Medicare A	38	34	31	24	28	22
Medicare Advantage Skilled	43	40	41	42	35	39
Private Insurance: Inpatient	3	5	5	4	5	2
Private Pay: Inpatient	0	1	0	0	1	1
Auto: Inpatient	1	1	1	1	1	1
Med A/Rehab Inpatient Totals	85	81	78	71	70	65
Medicaid	1	0	0	0	0	0
Medicare B: Inpatient	38	38	24	17	31	37
Medicare B Advantage: Inpatient	13	14	16	9	12	9
Med B Inpatient Totals	52	52	40	31	43	46
Medicare B: Outpatient	22	23	14	14	19	26
Medicare B Advantage: Outpatient	46	47	33	36	36	33
Private Insurance: Outpatient	21	20	17	16	13	15
Work Compensation: Outpatient	1	1	1	1	0	0
Private Pay: Outpatient	0	0	0	0	0	0
Auto: Outpatient	0	0	2	2	2	2
Outpatient Totals	90	91	69	69	70	76
Numbers of Wellness Center Visits:						
Aquatic inpatients therapy visits	35	17	27	13	14	8
Aquatic aftercare visits per month	344	303	289	310	343	324
Aquatic outpatient PT visits	170	195	117	139	144	100
Aquatic group class participants	74	66	69	78	80	324
Land therapy visits (PT, OT, SLP)	262	179	169	183	198	213
Total Outpatient therapy visit	432	395	302	359	368	313
Outpatient aquatic therapy revenue	49,719.42	51,850.07	39,056.20	45,407.73	38,632.28	19,681.08
Aftercare monthly revenue	3,400	3,030	2,890	3,100	3,430	3,240
Aquatic group class revenue	1,480	1,320	1,380	1,560	1,600	1,560
Total Wellness center revenue	54,639.42	56,820.07	43,326.20	50,067.73	43,662.28	24,481.08

Staffing

	May-24	Apr-24	Mar-24	Feb-24	Jan-24	Dec-23
Hires	2	8	17	15	10	9
Resignations	6	3	6	4	2	2
Referrals	8	3	4	9	11	2
Total # Employees	303	324	322	316	303	292

June MDT # employees 315

Talent Sourcing and Recruiting is underway for the following open positions: 4 Afternoon CNAs, 2 UWs, 2 MN Rehab RN/LPNs, 1 LMSW, 1 LLBSW, 1 PRN Admin Asst, 2 Custodians, 1 Environmental Services Director,

CEO/Administrator's Verbal Updates

- Request for Proposal (RFP)
- Concerts on the Lawn Update
- CNA Celebration
- Clinical Initiatives

Environmental Services

On May 1, Katy Leach, Environmental Services Administrative Assistant, calculated the maintenance hours that were being spent on bus runs to supplement our regular transport drivers. The total hours between January 1 and April 30 were 122 hours. This averages 6.4 hours per week that maintenance spends transporting residents.

On May 10, Coggins communicated with Elizabeth Payne, Director of Nursing, regarding the resident scales, as it was reported that there were some inconsistent weights across all units. Currently the scales are calibrated monthly. Coggins and Payne discussed calibrating the scales more often. Payne will follow up.

On May 12, Munson Medical Center completed the cleaning of the parking structure, and our maintenance team repainted the stripes in our parking area.

On May 14, Coggins received a new pump for the fountain in the front circle. The maintenance team wired and plumbed the pump, and Coggins and Cati Jasso, Environmental Services Manager, programmed the pump. The fountain is now functional for residents and family members to enjoy.

On May 19, Destiny Gothard, Maintenance Tech, repainted the crosswalk from the parking structure to the receiving lot. While this is a crosswalk, and cars are required to stop for pedestrians, there had been some close calls with cars nearly hitting pedestrians. The newly painted crosswalk has eliminated this issue.

On May 20, Coggins discovered that the outdoor walk-in freezer was not holding temperature. The condenser coils were cleaned, and the freezer started to cool down. We created a new work order that will generate monthly to clean the condenser coils to prevent this issue in the future.

On May 23, our maintenance team started the repair of the circle drive exit and a couple of sections of sidewalk that were in rough shape. The areas were barricaded off for ten days to allow the concrete to cure properly before driving on it.

On May 31, Coggins and Jasso met with a representative of Northern Lightning Wash, a local company that washes vehicles on site. They gave a demo on our small bus and quoted a bi-weekly quote to wash our company vehicles for \$150. This includes the two buses, Promaster van, Chevy Impala, and Ford F-250 plow truck. This will prolong the life of the vehicles and improve our image in the community.

Activities

Recreational Therapists in the life enrichment department completed video chats throughout the month for 7 residents over FaceTime or Google Duo.

Activities, Special Events and Outings that occurred in May included small group activities such as Bird Care; Card Games & Word Games (Roll a Topic, Categories, Jeopardy, Card group and trivia); and Creative Kitchen group baking items for mocktail hour such as cheese cake, cookies and protein balls. Residents engage in arts and crafts making Kentucky Derby Hats and adult mandala coloring. In addition to helping fold the weekly Pavilions Post, residents assisted with garden care, planting flowers and vegetables in the courtyard raised beds. Residents participated in morning stretch/exercise groups using balloon balls and seated exercises. Sing-alongs took place throughout the building for morning and afternoon activity in hallways and common areas. Large group activities that were held included: Drum Circles, Bingo, Bingo Store, Bowling, Let's Talk Food Meeting, Popcorn Fridays & Movies and Tuesday Mocktails. Large events that took place during May included a Mother's Day social including families, a professional photographer, snacks and Mother's Day gifts. A Memorial Day game and social event was held as well as Skilled Nursing Care Week involving residents in the theme "Radiant Memories" including 70's Karaoke, Sock Hops and Milkshakes, DIY 1920's headpieces and a disco party exercise. The music group Kalamazoo College Singers performed for residents as well. Livestreaming of church services from Central United Methodist Church, Gaither's Gospel and St. Francis of Assisi were showing in the Multi-Purpose Room, along with Catholic Mass with Father Joe once this month, and Rosary & Holy Communion weekly. Outings that residents signed up for were lunch at Cracker Barrel and fishing at the Discovery Pier. Two socials are held at the Rehab Pavilion each week, with snacks provided by Forefront Dining Services. Elm residents have participated in various sensory group activities including sensory cart, painting, crafts, hand lotion massages and aroma bracelet making. They participate in small group morning exercise including afternoon strolls. Cognitive groups include trivia, categories, book club, National Geographic Exploration and game group. Residents participated in socials and creative kitchen. Residents engage in weekly intergenerational visits from the children of the Pavilions day care center and various sing a long activities as well as weekly movie and popcorn activity.

On May 16th the Pavilions Resident Council meeting for residents was held for all pavilions to come together to meet. Elm Resident Council was held separately on May 23rd.

Grand Traverse Five Star Quality Measures Update

CMS ID	Measure, Program, and Data Source:	Currently Publicly Reported Released: <i>April 2024</i>	Next Projected Public Report: <i>July 2024</i>	Last 60-day Update <i>April 2024</i>	Last 30-day Update <i>May 2024</i>	Action Plan
Short-Stay (Five Star) Quality Measures						
S038.02 Short-Stay 	Changes in Skin Integrity Post-Acute Care: Pressure Ulcers/Injury (QRP) Five Star Collection period: 12 Months	2-Star Percentage: 6% 40/100 Points Next Cut Point: 4% 60/100 Points Review Period: 7/22 to 6/23	 3-Star Percentage: 3.8% 60/100 Points Next Cut Point: 2.2% 80/100 Points Review Period: 10/22 to 9/23	3-Star 1/9 Triggered Percentage: 11% Running 12-Month percentage: 3.4% 60/100 Points	3-Star 0/11 Triggered Percentage: 0% Running 12-Month percentage: 3.1% Currently trending: 3-Star 60/100 Points	Nursing staff reviewing and reassessing every pressure area. MDS to ensure all exclusions are begin captured. Nursing to follow-up with any upstaged pressure areas since this will trigger. Looks good, no additional triggers.
N011.03 Short-Stay 	Percent of Residents Who Newly Received an Antipsychotic Medication Five-Star Collection period: 12-months Averaged Quarterly	2-Star Percentage: 1.97% 40/100 Points Next Cut Point: 1.68% 40/100 Points Review Period: 1/23 to 12/23	 3-Star Percentage: 1.39% 60/100 Points Next Cut Point: .96% 80/100 Points Review Period: 4/23 to 3/31	3-Star 0/30 Triggered Percentage: 0% Running: 4 quarters percentage: .88% 80/100 Points	3-Star 0/32 Triggered Percentage: 0% Running: 4 quarters percentage: .88% Currently trending: 4-Star 80/100 Points	Working with MD on appropriate follow-up with Gradual Drug Reduction protocol. Exploring other pharmaceutical and non-pharmaceutical alternatives. Looks good, no additional triggers.
Note: This measure Will be replaced with the SNF QRP Discharge Function Score measure in Five-Star with the October 2024 refresh						
N/A RETIRED	Percent of Residents Who Made Improvements in Function (retired 10/01/23) ***HIGHER SCORES ARE BETTER*** Five-Star (<i>frozen April 2024</i>) Collection period: 12-months Averaged Quarterly	4-Star Percentage: 75.97% 120/150 Points Next Cut Point: 83% 150/150 Points Review Period: 10/22 to 9/23	4-Star Percentage: 75.97% 120/150 Points Next Cut Point: 83% 150/150 Points Review Period: 10/22 to 9/23	N/A Moving to new measure: Discharge Function Score	N/A Moving to new measure: Discharge Function Score	N/A
S042.01 Short-Stay	Discharge Function Score QRP QM ***HIGHER SCORES ARE BETTER*** Five-Star (<i>beginning October 2024</i>) Collection period: 12 months Medicare A Patients only.	N/A Public reporting to start: October 2024	N/A Public reporting to start: October 2024	(Star rating cut point not yet released by CMS) 0/9 Triggered Percentage: 0% Running 12-Month percentage: 63.21% National Avg: 50.73%	(Star rating cut point not yet released by CMS) 7/11 Triggered Percentage: 64% Running 12-Month percentage: 67.7% National Avg: 55.23%	Reviewing all planned D/C's prior to D/C section GG coding. Auditing all non-triggering Type 1 PPS stay D/C for accuracy. JMD had call with MDS and nursing staff reviewing this measures. Did see good improvement. Captured 7/11 at 64%. Average up to 67.7%, 12% above the national average.
Short-Stay	Percent of Short-Stay Residents Who Were Re-Hospitalized after a Nursing Home Admission Five-Star Inpatient Medicare Claims MDS	2-Star Percentage: 22.22% 90/150 Points Next Cut Point: 21.15% 105/150 Points Review Period: 10/22 to 9/23	N/A This measures is claims based and data is not available via the iQIES system.	N/A This measures is claims based and data is not available via the iQIES system.	N/A This measures is claims based and data is not available via the iQIES system.	Working with MD's to try and prevent new re-admissions to the hospital. Also ideas from new DON on how to handle / treat situation in the SNF to prevent hospital readmissions.

Grand Traverse Five Star Quality Measures Update

CMS ID	Measure, Program, and Data Source:	Currently Publicly Reported Released: April 2024	Next Projected Public Report: July 2024	Last 60-day Update April 2024	Last 30-day Update May 2024	Action Plan
Short-Stay (Five Star) Quality Measures						
Short-Stay	Discharge to Community— PAC SNF QRP Measure SNF QRP Inpatient Medicare Claims MDS ***HIGHER SCORES ARE BETTER*** Five-Star	3-Star Percentage: 52.82% 90/150 Points Next Cut Point: 57% 105/150 Points Review Period: 10/22 to 9/23	N/A This measure is claims based and data is not available via the iQIES system.	N/A This measure is claims based and data is not available via the iQIES system.	N/A This measure is claims based and data is not available via the iQIES system.	Being sure rehab to very clear on the skilled needed for patients to return home or other community living. Patient must living in the community after D/C without an unplanned readmission to the hospital or nursing home.
Short-Stay	Percent of Short-Stay Residents Who Have Had an Outpatient Emergency Department Visit Five-Star Inpatient Medicare Claims	1-Star Percentage: 17.58% 30/150 Points Next Cut Point: 14.65% 45/150 Points Review Period: 10/22 to 9/23	N/A This measure is claims based and data is not available via the iQIES system.	N/A This measure is claims based and data is not available via the iQIES system.	N/A This measure is claims based and data is not available via the iQIES system.	Working with MD's to try and prevent new re-admissions to the hospital. Also ideas from new DON on how to handle / treat situation in the SNF to prevent hospital readmissions.
Long-Stay (Five Star) Quality Measures						
N013.02 Long-Stay	Percent of Residents Experiencing One or More Falls With Major Injury MDS 3.0 QM ✘ Five-Star Reported in iQEIS	2-Star Percentage: 4.23% 40/100 Points Next Cut Point: 3.56% 60/100 Points Review Period: 1/23 to 12/23	2-Star Percentage: 4.25% 40/100 Points Next Cut Point: 3.56% 60/100 Points Review Period: 4/23 to 3/24	2-Star 5/120 Triggered Percentage: 4.2% Running: 4 quarters percentage: 4.48% Currently trending: 2-Star 40/100 Points	2-Star 7/123 Triggered Percentage: 5.7% Running: 4 quarters percentage: 4.58% Currently trending: 2-Star 40/100 Points	Nursing This measure is a serious concern and does not seem to be moving in the right direction. Suggest fall prevention training and Rehab to be more involved in screening follow-up on all falls.
N024.02 Long-Stay	Percent of Residents with a Urinary Tract Infection MDS 3.0 QM Five-Star Reported in iQEIS	4-Star Percentage: 1.26% 80/100 Points Next Cut Point: 0.7% 100/100 Points Review Period: 1/23 to 12/23	4-Star Percentage: 1.05% 80/100 Points Next Cut Point: 0.7% 100/100 Points Review Period: 4/23 to 3/24	4-Star 1/119 Triggered Percentage: 0.8% Running: 4 quarters percentage: 1.04% Currently trending: 4-Star 80/100 Points	4-Star 1/122 Triggered Percentage: 0.8% Running: 4 quarters percentage: 1.02% Currently trending: 4-Star 80/100 Points	Nursing Look good. Not seeing any additional trigger. Only 1/122 last month.
N026.03 Long-Stay	Percent of Residents Who Have or Had a Catheter Inserted and Left in Their Bladder MDS 3.0 QM Five-Star Publicly Reported in iQIES Data Source: MDS ↑	3-Star Percentage: 1.39% 60/100 Points Next Cut Point: 1.26% 80/100 Points Review Period: 1/23 to 12/23	↑ 5-Star Percentage: 0.31% 100/100 Points Next Cut Point: - 0.5% 100/100 Points Review Period: 4/23 to 3/24	4-Star 1/112 Triggered Percentage: 0.9% Running: 4 quarters percentage: 0.4% Currently trending: 5-Star 100/100 Points	5-Star 0/112 Triggered Percentage: 0% Running: 4 quarters percentage: 0.3% Currently trending: 5-Star 100/100 Points	Nursing to monitor and continue to follow any residents with a catheter and determine necessity. Look good. Not seeing any additional triggers.

Grand Traverse Five Star Quality Measures Update

CMS ID	Measure, Program, and Data Source:	Currently Publicly Reported Released: April 2024	Next Projected Public Report: July 2024	Last 60-day Update April 2024	Last 30-day Update May 2024	Action Plan
Short-Stay (Five Star) Quality Measures						
<i>Note: This measure Will be replaced with the SNF QRP Discharge Function Score measure in Five-Star with the October 2024 refresh</i>						
RETIRED Long-Stay	Percent of Residents Whose Need for Help with Activities of Daily Living Has Increased Five-Star (Frozen April 2024) <i>Note: This measure uses section G data prior to 10/01/23.</i>	2-Star Percentage: 18% 45/150 Points Next Cut Point: 17.6% 60/100 Points Review Period: 10/22 to 9/23	2-Star Percentage: 18% 45/150 Points Next Cut Point: 17.6% 60/100 Points Review Period: 10/22 to 9/23	N/A Moving to new measure: Percent of Residents Whose Need for Help with Activities of Daily Living Has Increased.	N/A Moving to new measure: Percent of Residents Whose Need for Help with Activities of Daily Living Has Increased.	N/A
N028.03 Long-Stay	Percent of Residents Whose Need for Help with Activities of Daily Living Has Increased Five-Star (Unfrozen January 2025) <i>Note: This measure uses Section GG data after 10/01/23.</i>	N/A Public reporting to start: January 2025	N/A Public reporting to start: January 2025	(Star rating cut point not yet released by CMS) 15/93 Triggered Percentage: 16.1% Running 12-Month Percentage: 16.1% National Avg: 17.5%	(Star rating cut point not yet released by CMS) 12/92 Triggered Percentage: 13% Running 12-Month Percentage: 14.55% National Avg: 19.3%	JMD Healthcare and therapy department to screen patients coming up for quarterly and annual assessments. Seeing some improvement and now 5% lower than national average. Still waiting for CMS to release cut-points. Predict current percentage at a 3-Star for this measure.
N031.04 Long-Stay 	Percent of Residents Who Received an Antipsychotic Medication MDS 3.0 QM Five-Star Publicly Reported in iQIES Data-Source: MDS	1-Star Percentage: 24.84% 30/150 Points Next Cut Point: 20.39% 45/100 Points Review Period: 1/23 to 12/23	1-Star Percentage: 23.52% 30/150 Points Next Cut Point: 20.39% 45/150 Points Review Period: 4/23 to 3/24	2-Star 22/115 Triggered Percentage: 19.1% Running: 4 quarters percentage: 21.8% Currently trending: 1-Star 30/150 Points	2-Star 24/118 Triggered Percentage: 20.3% Running: 4 quarters percentage: 22.5% Currently trending: 1-Star 30/150 Points	Working with MD's on appropriate follow-up with Gradual Drug Reduction protocol. Exploring Other pharmaceutical and non-pharmaceutical alternatives. Still not seeing improvements here. Need to re-address with MD's and look for more alternatives. This measure will prevent overall long-stay measures going over a 4-Star.
<i>Note: This measure Will be replaced with the SNF QRP Discharge Function Score measure in Five-Star with the October 2024 refresh</i>						
N/A RETIRED	Percent of Residents Whose Ability to Move Independently Worsened (retired 10/01/23) Five-Star (Frozen April 2024) Collection period: 12-months Averaged Quarterly	1-Star Percentage: 29.14% 15/150 Points Next Cut Point: 27.47% 30/150 Points Review Period: 10/22 to 9/23	1-Star Percentage: 29.14% 15/150 Points Next Cut Point: 27.47% 30/150 Points Review Period: 10/22 to 9/23	N/A Moving to new measure: Percent of Residents Whose Ability to Walk Independently Worsened	N/A Moving to new measure: Percent of Residents Whose Ability to Walk Independently Worsened	N/A
N035.04 Long-Stay	Percent of Residents Whose Ability to Walk Independently Worsened (new 10/01/23) Five-Star (starting January 2025) Data Source: MDS iQIES reporting expected July 2024	N/A Public reporting to start: January 2025	N/A Public reporting to start: January 2025	(Star rating cut point not yet released by CMS) 13/51 Triggered Percentage: 25.5% Running 12-Month Percentage: 25.5% National Avg: 30.4%	(Star rating cut point not yet released by CMS) 9/51 Triggered Percentage: 17.60% Running 12-Month Percentage: 20.5% National Avg: 30.4%	All walking patients are being reviewed by DONs and screened by therapy when appropriate. JMD healthcare to continue to tack these patients. Seeing good improvement here. Now 10% under the national average. Predict being around a 4-Star if the national average does not change.

Grand Traverse Five Star Quality Measures Update

CMS ID	Measure, Program, and Data Source:	Currently Publicly Reported Released: April 2024	Next Projected Public Report: July 2024	Last 60-day Update April 2024	Last 30-day Update May 2024	Action Plan
Short-Stay (Five Star) Quality Measures						
<i>Note: This measure Will be replaced with the Percent of Residents with Pressure Ulcers measure in Five-Star with the January 2025 refresh.</i>						
N/A RETIRED	Percent of High-Risk Residents with Pressure Ulcers (retired 10/01/23) Five-Star (frozen April 2024)	5-Star Percentage: 10.85% 20/100 Points Next Cut Point: 10.57% 20/100 Points Review Period: 10/22 to 9/23	5-Star Percentage: 10.85% 20/100 Points Next Cut Point: 10.57% 20/100 Points Review Period: 10/22 to 9/23	N/A Moving to new measure: Percent of Residents with Pressure Ulcers	N/A Moving to new measure: Percent of Residents with Pressure Ulcers	Nursing staff reviewing and reassessing every pressure area. MDS to ensure all exclusions are begin captured. Nursing to follow-up with any upstaged pressure areas since this will trigger.
N045.01 Long-Stay	Percent of Residents with Pressure Ulcers (new 10/01/23) Five-Star Publicly Reported (starting January 2025)	N/A Public reporting to start: January 2025	N/A Public reporting to start: January 2025	(Star rating cut point not yet released by CMS) 8/119 Triggered Percentage: 6.7% Running 12-Month Percentage: 6.7% National Avg: --	(Star rating cut point not yet released by CMS) 8/119 Triggered Percentage: 6.7% Adjusted %: 0.5% Running 12-Month Percentage: 3.7% National Avg: --	This measure look good. Although was at 6.7% off triggers, the adjusted rate dropped to 0.5% since we did find Med Dx that "risk adjusted" the final score. This is very positive but at 3.7% will likely still be a only a 2-3 Star. Threshold for ulcers are very low in SNF's. I would expect you will need to be under 1% to hit the 5-Star.
551 Long-Stay	Number of Hospitalizations per 1,000 Long-Stay Resident Days Five-Star Inpatient Medicare Claims MDS	3-Star Percentage: 1.53% 90/150 Points Next Cut Point: 1.49% 105/150 Points Review Period: 10/22 to 9/23	N/A This measures is claims based and data is not available via the iQIES system.	N/A This measures is claims based and data is not available via the iQIES system.	Moving to new measure:	Working with MD's to try and prevent new re-admissions to the hospital. Also ideas from new DON on how to handle / treat situation in the SNF to prevent hospital readmissions. JMD to implement INTERACT Program in approximately 30 days to assist in decreasing both ER visits and re-admissions.
552 Long-Stay	Number of Outpatient Emergency Department Visits per 1,000 Long- Stay Resident Days Five-Star Inpatient Medicare Claims MDS	4-Star Percentage: 0.59% 90/150 Points Next Cut Point: 0.49% 105/150 Points Review Period: 10/22 to 9/23	N/A This measures is claims based and data is not available via the iQIES system.	N/A This measures is claims based and data is not available via the iQIES system.	N/A This measures is claims based and data is not available via the iQIES system.	Working with MD's to try and prevent new re-admissions to the hospital. Also ideas from new DON on how to handle / treat situation in the SNF to prevent hospital readmissions.

CONGRATULATIONS



2024 CNA AWARDS

Best Team Player

Levi Harner- Dogwood

Best Problem Solver

Beth Riffle- Cherry

Most Positive Attitude

Deb Paulus- Birch

With so many nominations, it's clear we have a spectacular team at GT Pavilions!

To all the CNAs- Thank you for all you do!

Happy CNA Week

GRAND TRAVERSE PAVILIONS MEMORANDUM

Financial Operations Report
May 2024

Grand Traverse Pavilions Combined

REVENUE:

The overall revenue for the Pavilions in May was \$2,926,811 resulting in a favorable budget variance of \$497,494.

EXPENSES:

The total overall operating expenses for the Pavilions in May were \$2,748,572 resulting in an unfavorable variance to budget of \$373,302.

NET INCOME/LOSS:

There was net income of \$178,240 from the combined programs of the Pavilions in May resulting in a favorable budget variance of \$124,192.

OPERATING CASH:

Total cash at month-end was \$2,971,674. There was a net increase (more brought in than was spent) in overall cash of \$904 for the month.

The only unusual cash item was the receipt of \$110,863 from the MCMCFC for the Recruitment and Retention Grant billings through March 31, 2024.

Other cash inflows and outlays were typical and can be seen in the Cash Flow Statement.

VOUCHERS:

Purchase orders, invoices, checks written, and supporting documentation reviewed for voucher numbers 5543-5551 for the month of May and were in order without exception.

2024 Irregular Cash Items

You will find enclosed an update to the report presented last month. There are no additional items, just minor adjustments to the expected timing.

Updated 2024 Income Statement and Cash Flow Projection

You will find enclosed an update to the report presented in the February and April reports showing the projected year-end cash balance compared to the budgeted year-end cash balance.

This is based on actual results through May with April (more conservative) results continuing through the rest of the year. In addition, known expenses and irregular cash flow items (both inflows and outflows) are also incorporated.

Several items have been calculated by Plante Moran as part of their preparation of the 2023 Medicaid Cost Report including estimated Certified Public Expenditures, estimated Medicaid settlements for 10/1/22 to 9/30/2023 and estimated repayment of CPE after the Medicaid settlements are issued in November.

Plante Moran has also calculated an increase of \$32.45 per day from Medicaid for the period beginning 10/1/2024 through 9/30/2025. Our hospice contracts mirror the Medicaid payment amount, and we will need to increase our private pay rates effective October 1, 2024 to avoid limiting our Medicaid reimbursement. The October 1 rate increases have not yet been included but will have a positive bottom-line impact of approximately \$125,000 per month.

The Certified Public Expenditure (CPE) Program is an intra governmental transfer program available only to eligible County Medical Care Facilities. Participation in the CPE Program by the County Medical Care Facility is voluntary, optional. The Pavilions participates in the program by paying a monthly payment of \$2.60 per Medicaid census day to the County who remits the payment to the State of Michigan and by filing an "Attestation of Participation Statement" each year. The program compares Medicaid Costs and Reimbursements and provides for a supplemental payment to the facility to the extent costs exceed revenue for a year.

The Pavilions has not received a CPE payment in the past but is eligible for 2023 as calculated by Plante Moran. The program will function like an interest free loan. In other words, most of the amounts advanced will have to be repaid when Medicaid pays the amounts due under their cost settlement procedures in the fall.

Grand Traverse Medical Care

REVENUE:

The census for May averaged 168 residents which was twenty-three above the budgeted census and six more than the prior month. Private pay census was five more than budget, Medicare was eight above, Medicaid was thirteen above and Hospice was three below the budgeted census. The occupancy for May was 70% of licensed beds and 92% of available beds.

Our average rate per patient day ("PPD") rate for resident revenue was \$11.59 over budget (favorable) which was driven by the higher Medicare and Private

insurance rates including large pharmacy billings that were offset by large pharmacy costs. Medicare rates remain under state and national averages and continue to remain an area of focus for the clinical team that perform the assessments that determine the rates.

Other revenue was \$288,338 on a budget of \$140,200 for a favorable variance of \$148,138 for the month. This compares to the \$98,279 favorable variance in April due to the same factors. May included \$38,878 more Recruitment and Retention Grant Income than April accounting for the increase.

Total revenue was \$513,136 more than budgeted for the month.

The Institutional Special Needs Plan sponsored by Longevity Health will go live on September 1, 2024. As a reminder, for those long term residents will chose the plan will benefit from systems designed to reduce hospitalizations and Emergency Room visitations, improve resident care, provide flexibility for providing supplemental therapy, improve QM measures and add significant revenue to the organization.

EXPENSES:

Operating Expenses were \$10.29 per patient day more than budgeted for the month resulting in a flexed unfavorable variance of \$53,467.

While this is higher than the prior month, many of these expenses were offset by the Recruitment and Retention Grant, the Direct Care Worker Wage Reimbursement payments and our Medicare billings. We continue to demonstrate significant progress in expense control during the month of May. Cost control measures and initiatives remain an organizational focus.

NET INCOME/LOSS:

Grand Traverse Medical Care produced net income of \$140,058 for the month, which was \$142,138 better than budgeted.

RECEIVABLES:

Our Days Revenue Outstanding ("DRO") is 55 days as of 5/31/2024. This is seven more days than as of 4/30/2024. Our goal for 2024 is to reduce that number to 45 days.

The total receivables were up \$503,181 during May over April.

Most of this amount relates to our billings to National Government Services ("NGS") and Wisconsin Physician Services ("WPS") that serve as our two Medicare intermediaries. Technical issues arose during billing the April claims. The NGS issues have all been corrected and the April claims paid in early June. The WPS issues have been corrected on our end, but we are waiting for WPS to

make some updates. We anticipate that being resolved and cash flow back to normal by the end of July.

There is still an ongoing issue with paying our Priority Health Commercial Insurance claims and we are again engaged their provider liaison to resolve the underlying issue.

The Cottages

REVENUE:

Total revenue of \$340,670 generated a \$5,758 favorable variance to the budget. This was driven by a grant from The Grand Traverse Pavilions Foundation of \$70,939.

The average census for the Cottages-Assisted Living was 49 apartments during the month (12 below budget), representing 64% occupancy. In addition, there were 91 days of overnight respite provided during the month (20 more than the prior month). Hawthorn Lofts-Independent Living average census was 1 resident per day for 33% occupancy.

We continue to care for ten residents who are either PACE North or Medicaid Waiver participants who pay less than our budgeted rates.

EXPENSES:

Expenses for May (before depreciation) were \$279,167, which was above the budgeted amount by \$23,704 for an unfavorable variance.

NET INCOME/LOSS:

The program had a net income for the month of \$38,182 resulting in an unfavorable variance of \$17,946. Without the Foundation grant there would have been a loss of \$32,757 which is less than the April loss by \$2,912.

We continue to be encouraged by the June leasing activity and the enthusiastic response to the RFP issued by the Foundation to assess and make recommendations on the Cottages physical plant.

Unassigned Fund Balance

Approved 2024 Operating Budget	\$ 28.7M
Unassigned Fund Balance Target Percentage	20%
Unassigned Fund Balance Target Amount	\$5.7M
Current Unassigned Fund Balance*	\$2.9M
Current Fund Balance as a percentage of Operating Budget	10%
Amount Available Above/ (Below) Target	(\$2.8)M

*Fund balance is different from a cash balance as it includes other assets and is net of current liabilities. Those items do not generally change significantly so we are reporting here on the cash balance amount. The policy requires a review of the actual fund balance annually.

Grand Traverse Pavilions Combined Income Statement
 Projected to year end with cash flow estimate

	Initial Budget 2024	YTD Actual to 31-May-24	Expected Total for 2024 Actual May 2024 YTD Plus April *7	Difference From Budget
Service Revenue***	27,072,414	11,964,859	29,208,052	2,135,638
Other Revenue	1,673,103	1,096,393	2,548,711	875,608
Total Revenue	28,745,517	13,061,252	31,756,763	3,011,246
Salaries & Wages	15,222,252	7,369,013	17,512,720	(2,290,468)
Benefits	4,133,327	1,823,586	4,459,203	(325,876)
Other Operating Expenses****	7,318,174	3,337,658	8,063,094	(744,920)
Interest Expense	351,267	146,408	351,267	-
Depreciation	1,151,287	479,703	1,151,287	-
Total Operating Expenses	28,176,306	13,156,368	31,537,571	(3,361,265)
Net Operating Income	569,211	(95,116)	219,192	(350,019)
Plus Depreciation and amortization	1,151,287	482,414	1,151,287	-
Accounts Receivable-Larger due to more revenue, timing		(1,088,502)	(1,000,000)	(1,000,000)
Prepaid Expenses--mid year timing item		(48,778)	-	-
Accounts Payable-timing--year end bills will be paid 1/2/25		(215,584)	-	-
Accrued payroll and other liabilities--varies month to month		5,801	-	-
Provider Taxes Payable-- reverses in the 4th quarter		(229,867)	-	-
Medicaid audit reserve--monthly expense not paid		56,260	231,260	231,260
Payment of Medicaid Settlements--from MA audit reserve		-	(334,732)	(334,732)
QAS Payable--repayment of overpayments		(367,316)	(367,316)	(367,316)
QAS Receivable--GTP being underpaid due to higher census		(102,171)	(342,171)	(342,171)
QMI Receivable--reverses in Q4 2024		78,943	-	-
Grants Receivable--will all be paid by 12/31/2024		4,924	-	-
Due from Pace North--2024 repayments		10,394	10,394	10,394
Due from Foundation--2024 repayments offset by grant not paid		(67,498)	3,441	3,441
Medicaid pass through wages-decease in amount owed to GTP		12,680	12,680	12,680
Capital Purchases paid for in 2024	(405,000)	(160,671)	(207,267)	197,733
Scheduled Debt Principal Payments in 2024	(700,000)	(445,000)	(720,000)	(20,000)
Employee retention credit received from the IRS	7,000,000	6,970,430	6,970,430	(29,570)
Medicaid cost settlement 10/1/21 to 9/30/22 received Jan 2024	4,000,000	3,763,658	3,763,658	(236,342)
Payment of Certified Public Expenditures*--June 2024	-	-	2,302,228	2,302,228
Medicaid cost settlement 10/1/22 to 9/30/23**	3,000,000	-	2,945,893	(54,107)
Return of Unearned Certified Public Expenditures*	-	-	(2,040,322)	(2,040,322)
Cash flow 1/1/2024 to 12/31/2024	14,615,498	8,565,001	12,598,655	(2,016,843)
Less Deficit to County	(6,400,000)	(5,593,327)	(5,682,255)	717,745
Ending Cash Position	8,215,498	2,971,674	6,916,400	(1,299,098)
Medicaid QAS settlement to be paid in 2025, after audit			779,741	

*Calculated by Plante Moran as part of our Medicaid Cost Report preparation. Functions mostly as a loan as Medicaid reimbursements catch up with costs

**Calculated by Plante Moran as part of our Medicaid Cost Report preparation, paid in Nov 24, must rebill all Medicaid claims

***Service revenue varies based on census and rates. Medicaid, Medicare, Hospice and Private Pay rates all will change 10/1/24.

The amount of those increases is not precisely known nor estimated in these amounts. Census was 162 for SNF and 51.4 for the Cottages in April 24 with no changes incorporated into the amounts

****In addition to annualizing April the following expenses are included for June through December:

Moving reimbursement	8,000
MERS supplemental payment	30,707
Retention for malpractice lawsuit	25,000
Legal fees for Union contract	20,000
Relias Learning renewal	38,146
myUnity annual payment for old data access	24,000
Leading Age dues	28,780
	<u>174,633</u>

Grand Traverse Pavilions					
Irregular payments					
2024					
Vendor	Description	Month	Amount	Notes	Other
Grand Traverse County	union pension bond principal	January	215,000.00	Amortization changes each year	Pmts done in 2039, prin. Gradually inc.
Grand Traverse County	union pension bond interest	January	96,806.25	Amortization changes each year	Expensed monthly
Payroll	Retention pay	January	214,192.15	Non-recurring payment	Expensed in 2023; Paid in 2024
State of Michigan	Provider Taxes	January	229,867.05	Deferred billing of 4th Qtr 2023 provider taxes	Amount varies annually; offset by the deferral of the 4th quarter of 2024 provider taxes until January 2025
Forefront	Every 4 years, leap year payment	February	14,000.00	Extra cost for extra day of service	Required under the contract
Grand Traverse County	non-union pension bond interest payment	February	54,940.00	Amortization changes each year	Expensed monthly, Paid twice each year
Nationwide Insurance	Liability and property insurance	February	67,277.75	Installment payment	Calendar year policy
Payroll	Perfect Attendance	February	3,740.18	Quarterly with an annual bonus	for those with perfect attendance
State of Michigan	Quality Assurance Supplement Reconciliation	February	253,637.05	Annual reconciliation-pmt 1 of 2	Next year proj at \$510,000 refund
Nationwide Insurance	Liability and property insurance	March	62,272.41	Installment payment	Calendar year policy
Payroll	3 payrolls in the month (26 per year)	March	700,000.00		
State of Michigan	Outstation worker payments per contract	March	18,537.00	1/2 Paid back to GTP by Pace	Contract renews 10/1--want decision by 6/2
State of Michigan	Quality Assurance Supplement Reconciliation	March	99,322.65	Annual reconciliation-pmt 2 of 2	Next year proj at \$510,000 refund
Alliance for Senior Housing	Rental Commissions	April	4,283.00	Cottage lease commission	
Grand Traverse County	Hawthorn cottage bond principal payment	April	230,000.00	Level principle payments	Pmts done in 2031-level principle pmts
Grand Traverse County	Hawthorn cottage bond interest payment	April	24,437.50	Amortization changes each year	Expensed monthly
Grand Traverse County	Rent--Pace Bond interest	April	43,496.25	Interest decreases each year	Paid by Pace to GTP
Payroll	Perfect Attendance	April	5,051.25	Quarterly payment-\$100 grossed up for FICA	for those with perfect attendance
Windemuller Electric	Transformer replacement	April	133,980.00	One time capital expenditure	
Backflow Man	Backflow valve testing/repairs	May	1,650.00	Required annual testing	
Floor Covering Brokers	Kitchen tile regout	May	14,973.36	One time capital expenditure	
MCMCFC	Annual Dues	May	12,100.00	This is the 2024-25 amount	
Plante Moran	Cost Report Preparation	June	11,000.00	Medicare & Medicaid Cost Reports-annual	Benchmarking survey and MA rate projec.
Nationwide Insurance	Liability and property insurance	June	62,272.41	Installment payment	Calendar year policy
State of Michigan	Outstation worker payments per contract	June	37,076.00	1/2 due to be paid back to GTP from Pace	Contract renews 10/1--want decision by 6/3
Nationwide Insurance	lawsuit retention (deductible)	July	25,000.00	Notice of intent to sue rec 4/26/24	
State of Michigan	2019 Audit payment--after Circuit Court decision	July	334,731.63	Dif between audited cost and allowed costs	for claims between 10/1/20 and 9/30/21
Total Fire Protection	Fire Sprinkler Head Replacements	July	31,622.74	One time capital expenditure	
Grand Traverse County	union pension bond interest payment	July	93,581.25	Amortization changes each year	Expensed monthly
Leading Age	Annual Dues	July	28,780.14	This is the 2023-24 amount	
MERS	Supplemental Pension Payment	July	30,707.08	Amount varies annually	
Payroll	Perfect Attendance	July	5,000.00	Quarterly payment-\$100 grossed up for FICA	for those with perfect attendance
Gerard Bodalski	Moving Expense Reimbursement	August	8,000.00	Per employment agreement	
Grand Traverse County	non-union pension bond principal	August	275,000.00	Amortization changes each year	Pmts done in 2039, prin. Gradually inc.
Grand Traverse County	non-union pension bond interest	August	54,940.00	Amortization changes each year	Expensed monthly
Otis Elevator	Elevator contracts	August	20,000.00	Annual expense for elevator maintenance	
Payroll	3 payrolls in the month (26 per year)	August	700,000.00		
Nationwide Insurance	Liability and property insurance	September	62,272.41	Installment payment	Calendar year policy
Grand Traverse County	Hawthorn cottage bond interest payment	October	21,907.50	Amortization changes each year	Expensed monthly
Grand Traverse County	Rent--Pace Bond principal paid to County	October	155,000.00	Pmts done in 2037, prin inc by \$5k most years	To be paid by Pace to GTP
Grand Traverse County	Rent-- Pace Bond interest paid to County	October	43,496.25	Interest decreases each year	To be paid by Pace to GTP
Payroll	Perfect Attendance	October	5,000.00	Quarterly payment-\$100 grossed up for FICA	for those with perfect attendance
Relias	elearning program	October	38,146.09	Annual expense	
Grand Traverse County	Rent--Pace Facility	November	31,250.00	Level lease payment	To be paid by Pace to GTP
Longevity Pay	Annual pay based on seniority and hours	November	82,000.00	Annual payment; expensed monthly	Per union agreement and handbook
Netsmart Technologies	Annual pmt for legacy healthcare record access	November	24,000.00	Annual payment	um5 hmsn with annual pmt for legacy healthcare record access
State of Michigan	Outstation worker payments per contract	December	18,537.00	1/2 due to be paid back to GTP from Pace	Contract renews 10/1--want decision by 6/1
Law Firm	Union Contracts	December	20,000.00	3 year contract expires 12/31/2024	
Forefront	Child care, vending and allowance overages	Every	5,000.00	Varies based on usage	
			4,723,884.35		

Grand Traverse Pavilions - SNF
 Combined Income Statement
 5/1/2024 to 5/31/2024

Include Adjustment Periods: NO Include Closing Periods: NO

	CURRENT PERIOD			PRIOR PERIOD			YEAR TO DATE		
	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$
Service Revenue	2,597,413	2,288,188	309,225	2,417,270	2,223,881	193,389	11,964,859	11,248,019	716,840
Other Revenue	329,398	141,129	188,269	203,596	137,722	65,874	1,096,393	695,423	400,970
Total Revenue	2,926,811	2,429,317	497,494	2,620,866	2,361,603	259,263	13,061,252	11,943,442	1,117,810
Salaries & Wages	1,540,458	1,258,825	(281,633)	1,422,015	1,218,217	(203,798)	7,369,013	6,172,301	(1,196,712)
Benefits	376,148	348,025	(28,123)	369,479	340,863	(28,616)	1,823,586	1,718,638	(104,948)
Other Operating Expenses	706,963	642,727	(64,237)	637,963	636,486	(1,477)	3,337,658	3,197,810	(139,848)
Interest Expense	29,062	29,752	(690)	29,062	28,792	270	146,408	145,881	526
Depreciation	95,941	95,941	0	95,941	95,941	0	479,703	479,703	0
Total Operating Expenses	2,748,572	2,375,269	(373,302)	2,554,459	2,320,298	(234,161)	13,156,368	11,714,334	(1,442,034)
Net Operating Income	178,240	54,048	124,192	66,406	41,304	25,102	(95,116)	229,108	(324,224)

Grand Traverse Pavilions - SNF
 SNF Income Statement
 5/1/2024 to 5/31/2024

Facility #

Page # 1

Include Adjustment Periods: NO Include Closing Periods: NO

	CURRENT PERIOD						PRIOR PERIOD						YEAR TO DATE					
	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day
SNF Resident Revenue																		
Inpatient Revenue																		
Medicare Part A	333,334	318,276	15,058	625.39	684.46	(59.07)	237,689	308,009	(70,320)	581.15	684.46	(103.32)	1,179,092	1,560,579	(381,487)	593.10	684.46	(91.36)
Medicare Advantage	331,651	126,753	204,898	665.96	408.88	257.09	267,985	122,664	145,321	571.40	408.88	162.52	1,448,082	621,497	826,584	592.26	408.88	183.38
Medicaid	1,154,229	1,039,414	114,816	363.31	376.74	(13.43)	1,159,410	1,005,884	153,526	374.73	376.74	(2.01)	5,729,738	5,096,479	633,259	372.16	376.74	(4.58)
Hospice	141,297	172,817	(31,519)	438.81	428.83	9.99	174,636	167,242	7,394	436.59	428.83	7.76	659,529	847,358	(187,829)	437.06	428.83	8.24
Private Pay	293,067	229,525	63,542	440.04	411.34	28.71	209,511	222,121	(12,610)	432.87	411.34	21.54	1,241,132	1,125,415	115,717	420.30	411.34	8.96
Medicare Part B	7,998	2,941	5,057	1.54	0.65	0.89	21,386	2,846	18,540	4.40	0.65	3.75	67,748	14,418	53,330	2.79	0.65	2.13
TOTAL Inpatient Revenue	2,261,576	1,889,725	371,851	435.25	420.41	14.85	2,070,616	1,828,766	241,851	426.40	420.41	6.00	10,325,321	9,265,747	1,059,574	425.07	420.41	4.66
Outpatient																		
Physical Therapy	71,467	60,760	10,707	13.75	13.52	0.24	82,125	59,199	22,927	16.91	13.61	3.30	281,408	299,116	(17,708)	11.58	13.57	(1.99)
Occupational Therapy	6,868	0	6,868	1.32	0.00	1.32	11,085	0	11,085	2.28	0.00	2.28	40,617	0	40,617	1.67	0.00	1.67
Speech Therapy	15,075	0	15,075	2.90	0.00	2.90	20,990	0	20,990	4.32	0.00	4.32	79,568	0	79,568	3.28	0.00	3.28
Wellness	6,550	3,720	2,830	1.26	0.83	0.43	3,120	3,720	(600)	0.64	0.86	(0.21)	19,922	18,600	1,322	0.82	0.84	(0.02)
Cont Allow Outpatient	(42,333)	0	(42,333)	(8.15)	0.00	(8.15)	(35,336)	0	(35,336)	(7.28)	0.00	(7.28)	(77,669)	0	(77,669)	(3.20)	0.00	(3.20)
TOTAL Outpatient	57,627	64,480	(6,853)	11.09	14.34	(3.25)	81,984	62,919	19,066	16.88	14.46	2.42	343,846	317,716	26,130	14.16	14.42	(0.26)
TOTAL SNF Resident Revenue	2,319,203	1,954,205	364,998	446.34	434.75	11.59	2,152,601	1,891,684	260,916	443.29	434.87	8.42	10,669,167	9,583,463	1,085,704	439.22	434.82	4.40
SNF Other Revenue																		
Revenue - Child Day Care	10,459	9,309	1,150	2.01	2.07	(0.06)	10,109	9,009	1,100	2.08	2.07	0.01	49,862	45,646	4,216	2.05	2.07	(0.02)
Childcare Lunches	396	334	62	0.08	0.07	0.00	368	323	45	0.08	0.07	0.00	1,848	1,636	212	0.08	0.07	0.00
Vending Machine Sales	364	269	95	0.07	0.06	0.01	66	269	(202)	0.01	0.06	(0.05)	1,487	1,343	144	0.06	0.06	0.00
Rental Income	384	206	178	0.07	0.05	0.03	258	206	52	0.05	0.05	0.01	1,127	1,030	97	0.05	0.05	0.00
Interest Income	26	1,000	(974)	0.01	0.22	(0.22)	65	1,000	(935)	0.01	0.23	(0.22)	92	5,000	(4,908)	0.00	0.23	(0.22)
DCW Wage Reimbursement	71,563	40,000	31,563	13.77	8.90	4.87	65,975	40,000	25,975	13.59	9.20	4.39	349,099	200,000	149,099	14.37	9.07	5.30
Copy Revenue	0	10	(10)	0.00	0.00	0.00	51	10	41	0.01	0.00	0.01	369	50	319	0.02	0.00	0.01
Garnishment Fees	70	30	40	0.01	0.01	0.01	0	30	(30)	0.00	0.01	(0.01)	70	150	(80)	0.00	0.01	0.00
Scrap Sales	0	30	(30)	0.00	0.01	(0.01)	0	30	(30)	0.00	0.01	(0.01)	0	150	(150)	0.00	0.01	(0.01)
Insurance Proceeds and Refunds	7,631	0	7,631	1.47	0.00	1.47	22	0	22	0.00	0.00	0.00	7,653	0	7,653	0.32	0.00	0.32
Exp Reimbursements	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	101	0	101	0.00	0.00	0.00
Misc Income	0	682	(682)	0.00	0.15	(0.15)	272	682	(410)	0.06	0.16	(0.10)	1,609	3,410	(1,801)	0.07	0.15	(0.09)
Recruitment Grant Income	55,439	0	55,439	10.67	0.00	10.67	16,561	0	16,561	3.41	0.00	3.41	90,539	0	90,539	3.73	0.00	3.73
QAS Income	178,716	155,218	23,498	34.39	34.53	(0.14)	178,039	150,211	27,828	36.66	34.53	2.13	858,377	761,067	97,310	35.34	34.53	0.81
QMI Income	26,014	36,905	(10,891)	5.01	8.21	(3.20)	26,014	35,714	(9,701)	5.36	8.21	(2.85)	130,970	180,951	(49,981)	5.39	8.21	(2.82)
Inter-Company Charges	21,400	0	21,400	4.12	0.00	4.12	21,400	0	21,400	4.41	0.00	4.41	107,000	0	107,000	4.40	0.00	4.40
Bad Debt Expenses	(7,500)	(7,500)	0	(1.44)	(1.67)	0.23	(7,500)	(7,500)	0	(1.54)	(1.72)	0.18	(37,500)	(37,500)	0	(1.54)	(1.70)	0.16
Provider Tax Expenses-QAS	(67,941)	(86,128)	18,187	(13.08)	(19.16)	6.09	(67,941)	(83,350)	15,409	(13.99)	(19.16)	5.17	(339,705)	(422,305)	82,600	(13.98)	(19.16)	5.18
Provider Tax Expenses-QMI	(8,681)	(10,164)	1,483	(1.67)	(2.26)	0.59	(8,681)	(9,836)	1,155	(1.79)	(2.26)	0.47	(43,407)	(49,836)	6,429	(1.79)	(2.26)	0.47
TOTAL SNF Other Revenue	288,338	140,200	148,138	55.49	31.19	24.30	235,077	136,798	98,279	48.41	31.45	16.96	1,179,591	690,792	488,799	48.56	31.34	17.22
Total Revenue	2,607,541	2,094,405	513,136	501.84	465.94	114.16	2,387,678	2,028,482	359,196	491.70	466.32	82.57	11,848,759	10,274,256	1,574,503	487.78	466.16	71.44
SNF Operating Expenses																		
Nursing																		
Nursing																		
Salary & Wages - RN	230,611	152,030	78,581	44.38	33.82	(10.56)	215,879	147,126	68,753	44.46	33.82	(10.63)	1,105,358	745,439	359,918	45.50	33.82	(11.68)
Salary & Wages - LPN	91,453	91,646	193	17.60	20.39	2.79	81,607	88,690	7,083	16.81	20.39	3.58	472,937	449,360	23,577	19.47	20.39	0.92
Salary & Wages - CNA	438,340	368,410	69,930	84.36	81.96	(2.40)	404,415	356,526	47,889	83.28	81.96	(1.32)	2,126,010	1,806,398	319,612	87.52	81.96	(5.56)

Grand Traverse Pavilions - SNF
 SNF Income Statement
 5/1/2024 to 5/31/2024

Facility #

Page # 2

	CURRENT PERIOD						PRIOR PERIOD						YEAR TO DATE					
	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day
Nursing (con't)																		
Salary & Wages - UW SNF	6,001	12,103	6,102	1.16	2.69	1.54	1,448	11,713	10,264	0.30	2.69	2.39	64,259	59,344	(4,915)	2.65	2.69	0.05
Longevity - RN	725	737	12	0.14	0.16	0.02	725	713	(12)	0.15	0.16	0.01	3,625	3,613	(12)	0.15	0.16	0.01
Longevity - LPN	450	457	7	0.09	0.10	0.02	450	443	(7)	0.09	0.10	0.01	2,250	2,243	(7)	0.09	0.10	0.01
Longevity - CNA	1,625	1,652	27	0.31	0.37	0.05	1,625	1,598	(27)	0.33	0.37	0.03	8,125	8,098	(27)	0.33	0.37	0.03
FICA - Nursing	57,422	49,101	(8,321)	11.05	10.92	(0.13)	57,272	47,517	(9,755)	11.79	10.92	(0.87)	277,399	240,754	(36,646)	11.42	10.92	(0.50)
Workers Comp - Nursing	9,782	7,108	(2,674)	1.88	1.58	(0.30)	6,284	6,878	595	1.29	1.58	0.29	32,307	34,850	2,544	1.33	1.58	0.25
Unemployment Expenses	0	8,447	8,447	0.00	1.88	1.88	0	8,447	8,447	0.00	1.94	1.94	0	42,233	42,233	0.00	1.92	1.92
MERS DB - Nursing	31,939	32,538	599	6.15	7.24	1.09	31,939	31,489	(451)	6.58	7.24	0.66	159,696	159,542	(153)	6.57	7.24	0.66
MERS DC:Nursing	13,831	11,827	(2,004)	2.66	2.63	(0.03)	14,415	11,446	(2,969)	2.97	2.63	(0.34)	71,392	57,992	(13,400)	2.94	2.63	(0.31)
Health Ins - Nursing	62,077	60,820	(1,257)	11.95	13.53	1.58	73,577	60,820	(12,757)	15.15	13.98	(1.17)	325,252	304,098	(21,154)	13.39	13.80	0.41
Health Ins - Retirees Nursing	6,388	5,846	(542)	1.23	1.30	0.07	6,063	5,846	(217)	1.25	1.34	0.10	29,001	29,230	229	1.19	1.33	0.13
Dental Ins - Nursing	4,204	4,292	88	0.81	0.95	0.15	4,808	4,292	(516)	0.99	0.99	0.00	22,318	21,461	(857)	0.92	0.97	0.05
Uniforms - Nursing	0	1,217	1,217	0.00	0.27	0.27	1,124	1,217	93	0.23	0.28	0.05	2,129	6,085	3,956	0.09	0.28	0.19
Small Equipment	8,059	5,407	(2,652)	1.55	1.20	(0.35)	6,095	5,233	(863)	1.26	1.20	(0.05)	27,045	26,511	(534)	1.11	1.20	0.09
Nursing Supplies	14,647	15,995	1,347	2.82	3.56	0.74	22,900	15,479	(7,422)	4.72	3.56	(1.16)	98,362	78,425	(19,937)	4.05	3.56	(0.49)
Briefs	6,290	5,087	(1,203)	1.21	1.13	(0.08)	5,076	4,923	(154)	1.05	1.13	0.09	28,008	24,941	(3,067)	1.15	1.13	(0.02)
Stock Meds	2,667	1,420	(1,246)	0.51	0.32	(0.20)	386	1,375	988	0.08	0.32	0.24	9,518	6,965	(2,553)	0.39	0.32	(0.08)
Flu Vaccine	21,553	0	(21,553)	4.15	0.00	(4.15)	0	0	0	0.00	0.00	0.00	21,553	0	(21,553)	0.89	0.00	(0.89)
IV Supplies	100	2,323	2,223	0.02	0.52	0.50	(1,461)	2,248	3,709	(0.30)	0.52	0.82	9,919	11,390	1,472	0.41	0.52	0.11
Special Equipment Rental	0	144	144	0.00	0.03	0.03	0	139	139	0.00	0.03	0.03	0	705	705	0.00	0.03	0.03
Non-Legend Drugs	4,958	472	(4,486)	0.95	0.10	(0.85)	8,244	457	(7,787)	1.70	0.10	(1.59)	17,106	2,314	(14,792)	0.70	0.10	(0.60)
Professional Services - Medic	3,520	3,590	70	0.68	0.80	0.12	3,520	3,590	70	0.72	0.83	0.10	17,600	17,952	352	0.72	0.81	0.09
Agency Nurse Staffing	27,522	30,492	2,970	5.30	6.78	1.49	25,268	29,508	4,241	5.20	6.78	1.58	132,428	149,508	17,080	5.45	6.78	1.33
Building Repairs-Resident Roo	4,023	3,527	(496)	0.77	0.78	0.01	3,991	3,527	(464)	0.82	0.81	(0.01)	8,818	17,634	8,817	0.36	0.80	0.44
Equipment Repairs	2,126	1,449	(676)	0.41	0.32	(0.09)	2,586	1,449	(1,137)	0.53	0.33	(0.20)	15,289	7,247	(8,043)	0.63	0.33	(0.30)
Education & Training - Nursing	375	266	(109)	0.07	0.06	(0.01)	250	266	16	0.05	0.06	0.01	1,437	1,328	(109)	0.06	0.06	0.00
Vehicle Travel	3	0	(3)	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	3	0	(3)	0.00	0.00	0.00
Med Waste:Nursing-Medical Care	1,957	1,584	(373)	0.38	0.35	(0.02)	3,913	1,584	(2,329)	0.81	0.36	(0.44)	11,553	7,919	(3,634)	0.48	0.36	(0.12)
Resident Loss Replacement	0	18	18	0.00	0.00	0.00	40	18	(21)	0.01	0.00	0.00	40	92	52	0.00	0.00	0.00
TOTAL Nursing	1,052,647	880,004	(172,643)	202.59	195.77	(6.81)	982,440	854,554	(127,885)	202.31	196.45	(5.87)	5,100,737	4,323,672	(777,065)	209.98	196.17	(13.81)
Nurse Administration																		
Salary & Wages - Nursing Admin	133,893	89,032	(44,861)	25.77	19.81	(5.96)	116,223	86,160	(30,063)	23.93	19.81	(4.13)	618,764	436,543	(182,221)	25.47	19.81	(5.67)
Longevity-Nursing Admin	1,115	1,133	18	0.21	0.25	0.04	1,115	1,097	(18)	0.23	0.25	0.02	5,575	5,557	(18)	0.23	0.25	0.02
FICA - Nursing Admin	9,311	6,677	(2,633)	1.79	1.49	(0.31)	4,316	6,462	2,146	0.89	1.49	0.60	46,177	32,741	(13,437)	1.90	1.49	(0.42)
Workers Comp - Nurse Admin	60	62	2	0.01	0.01	0.00	60	60	0	0.01	0.01	0.00	300	305	5	0.01	0.01	0.00
MERS DB - Nursing Admin	14,407	14,643	236	2.77	3.26	0.48	14,407	14,171	(236)	2.97	3.26	0.29	72,036	71,800	(236)	2.97	3.26	0.29
MERS DC: Nurse Administration	1,217	1,131	(86)	0.23	0.25	0.02	898	1,094	197	0.18	0.25	0.07	4,025	5,544	1,519	0.17	0.25	0.09
Nurse Admin Consulting	5,650	11,100	5,450	1.09	2.47	1.38	6,556	11,100	4,544	1.35	2.55	1.20	28,762	55,500	26,738	1.18	2.52	1.33
TOTAL Nurse Administration	165,652	123,779	(41,873)	31.88	27.54	(4.34)	143,575	120,144	(23,430)	29.57	27.62	(1.95)	775,640	607,990	(167,650)	31.93	27.59	(4.35)
TOTAL Nursing Administrative	1,218,299	1,003,783	(214,516)	234.47	223.31	(11.16)	1,126,014	974,699	(151,316)	231.88	224.07	(7.81)	5,876,377	4,931,662	(944,714)	241.92	223.76	(18.16)
Salary & Wages - Admin	54,963	40,584	(14,379)	10.58	9.03	(1.55)	57,013	39,275	(17,738)	11.74	9.03	(2.71)	260,915	198,992	(61,923)	10.74	9.03	(1.71)
Longevity - Admin	390	396	6	0.08	0.09	0.01	390	384	(6)	0.08	0.09	0.01	1,950	1,944	(6)	0.08	0.09	0.01
FICA - Admin	4,933	3,037	(1,896)	0.95	0.68	(0.27)	4,048	2,939	(1,109)	0.83	0.68	(0.16)	20,803	14,892	(5,911)	0.86	0.68	(0.18)
Workers Comp - Admin	40	41	1	0.01	0.01	0.00	40	40	0	0.01	0.01	0.00	200	203	3	0.01	0.01	0.00
MERS - Administration	9,159	9,310	150	1.76	2.07	0.31	9,159	9,009	(150)	1.89	2.07	0.18	45,797	45,647	(150)	1.89	2.07	0.19
MERS DC:Administration	1,142	1,002	(140)	0.22	0.22	0.00	1,143	970	(173)	0.24	0.22	(0.01)	4,969	4,913	(56)	0.20	0.22	0.02

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	CURRENT PERIOD						PRIOR PERIOD						YEAR TO DATE					
	Actual	Budget	Var	Actual / Day	Budget / Day	Var / Day	Actual	Budget	Var	Actual / Day	Budget / Day	Var / Day	Actual	Budget	Var	Actual / Day	Budget / Day	Var / Day
Administrative (con't)																		
Health Ins - Administration	5,900	7,231	1,331	1.14	1.61	0.47	6,453	7,231	778	1.33	1.66	0.33	30,584	36,156	5,572	1.26	1.64	0.38
Dental Ins - Administration	246	312	66	0.05	0.07	0.02	246	312	66	0.05	0.07	0.02	1,257	1,560	303	0.05	0.07	0.02
Contract Services	910	3,218	2,308	0.18	0.72	0.54	110	3,218	3,108	0.02	0.74	0.72	76,296	16,092	(60,205)	3.14	0.73	(2.41)
Contract Svcs-Security	0	74	74	0.00	0.02	0.02	0	74	74	0.00	0.02	0.02	223	368	145	0.01	0.02	0.01
Professional Services - Admin	11,000	3,400	(7,600)	2.12	0.76	(1.36)	0	3,400	3,400	0.00	0.78	0.78	11,000	17,000	6,000	0.45	0.77	0.32
Legal Consultants	9,244	12,500	3,257	1.78	2.78	1.00	10,163	12,500	2,338	2.09	2.87	0.78	36,876	62,500	25,624	1.52	2.84	1.32
Dues & Memberships	3,500	3,333	(167)	0.67	0.74	0.07	12,100	3,333	(8,767)	2.49	0.77	(1.73)	20,190	16,667	(3,523)	0.83	0.76	(0.07)
License & Fees	0	583	583	0.00	0.13	0.13	100	583	483	0.02	0.13	0.11	762	2,917	2,154	0.03	0.13	0.10
Subscriptions	0	6	6	0.00	0.00	0.00	0	6	6	0.00	0.00	0.00	0	30	30	0.00	0.00	0.00
Education & Training - Admin	2,639	100	(2,538)	0.51	0.02	(0.49)	0	100	100	0.00	0.02	0.02	3,134	502	(2,632)	0.13	0.02	(0.11)
Travel	2	26	24	0.00	0.01	0.01	0	26	26	0.00	0.01	0.01	2	132	130	0.00	0.01	0.01
Board Meeting Expenses	152	4	(148)	0.03	0.00	(0.03)	0	4	4	0.00	0.00	0.00	152	21	(131)	0.01	0.00	(0.01)
Miscellaneous Expenses	70	48	(22)	0.01	0.01	0.00	0	48	48	0.00	0.01	0.01	759	240	(519)	0.03	0.01	(0.02)
TOTAL Administrative	104,290	85,207	(19,083)	20.07	18.96	(1.12)	100,965	83,453	(17,512)	20.79	19.18	(1.61)	515,870	420,774	(95,096)	21.24	19.09	(2.15)
Finance																		
Salary & Wages - Financial Ma	36,985	22,511	(14,474)	7.12	5.01	(2.11)	29,822	21,785	(8,038)	6.14	5.01	(1.13)	136,061	110,375	(25,686)	5.60	5.01	(0.59)
Longevity - Financial Mgt	235	239	4	0.05	0.05	0.01	235	231	(4)	0.05	0.05	0.00	1,175	1,171	(4)	0.05	0.05	0.00
FICA - Fin Mgmt	2,577	1,688	(889)	0.50	0.38	(0.12)	3,427	1,634	(1,794)	0.71	0.38	(0.33)	11,095	8,278	(2,817)	0.46	0.38	(0.08)
Workers Comp - Fin Mgmt	15	16	1	0.00	0.00	0.00	15	15	0	0.00	0.00	0.00	75	76	1	0.00	0.00	0.00
MERS DB - Financial Management	2,511	2,552	41	0.48	0.57	0.08	2,511	2,470	(41)	0.52	0.57	0.05	12,556	12,515	(41)	0.52	0.57	0.05
MERS DC:Financial Management	825	471	(354)	0.16	0.10	(0.05)	254	456	202	0.05	0.10	0.05	2,190	2,310	120	0.09	0.10	0.01
Health Ins - Financial Mgmt	726	1,005	279	0.14	0.22	0.08	996	1,005	9	0.21	0.23	0.03	4,712	5,026	314	0.19	0.23	0.03
Dental Ins - Financial Mgmt	92	131	39	0.02	0.03	0.01	92	131	39	0.02	0.03	0.01	540	653	113	0.02	0.03	0.01
Office Supplies	858	1,421	563	0.17	0.32	0.15	749	1,375	626	0.15	0.32	0.16	7,264	6,968	(297)	0.30	0.32	0.02
Copy Supplies	594	655	61	0.11	0.15	0.03	2,843	634	(2,209)	0.59	0.15	(0.44)	10,037	3,211	(6,826)	0.41	0.15	(0.27)
Computer Supplies	3,463	3,575	111	0.67	0.80	0.13	1,514	3,575	2,060	0.31	0.82	0.51	10,029	17,873	7,844	0.41	0.81	0.40
Postage	1,425	901	(524)	0.27	0.20	(0.07)	420	872	452	0.09	0.20	0.11	3,880	4,418	537	0.16	0.20	0.04
Small Equipment - IT	3,023	1,558	(1,465)	0.58	0.35	(0.24)	1,091	1,508	417	0.22	0.35	0.12	17,992	7,640	(10,352)	0.74	0.35	(0.39)
Audit Expenses	0	0	0	0.00	0.00	0.00	1,900	0	(1,900)	0.39	0.00	(0.39)	1,900	2,900	1,000	0.08	0.13	0.05
IT Consultants	0	3,457	3,457	0.00	0.77	0.77	1,280	3,457	2,177	0.26	0.79	0.53	9,371	17,286	7,915	0.39	0.78	0.40
Printing & Binding	736	447	(288)	0.14	0.10	(0.04)	779	447	(332)	0.16	0.10	(0.06)	2,913	2,237	(676)	0.12	0.10	(0.02)
Data Processing	4,746	1,638	(3,107)	0.91	0.36	(0.55)	4,257	1,638	(2,619)	0.88	0.38	(0.50)	14,032	8,192	(5,840)	0.58	0.37	(0.21)
Maintenance Agreements Softwa	24,070	24,310	240	4.63	5.41	0.78	26,606	24,310	(2,296)	5.48	5.59	0.11	123,203	121,550	(1,653)	5.07	5.51	0.44
Equipment Repairs	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	249	0	(249)	0.01	0.00	(0.01)
Communication Equip Repairs	1,949	2,597	647	0.38	0.58	0.20	1,331	2,597	1,266	0.27	0.60	0.32	7,702	12,983	5,280	0.32	0.59	0.27
Education & Training - Fin Mgt	266	155	(111)	0.05	0.03	(0.02)	0	155	155	0.00	0.04	0.04	465	777	311	0.02	0.04	0.02
Other Insurance	25,374	25,000	(374)	4.88	5.56	0.68	25,374	25,000	(374)	5.23	5.75	0.52	126,872	125,000	(1,872)	5.22	5.67	0.45
Telephone-Snf	5,972	5,000	(972)	1.15	1.11	(0.04)	5,334	5,000	(334)	1.10	1.15	0.05	26,911	25,000	(1,911)	1.11	1.13	0.03
Internet	1,863	2,500	637	0.36	0.56	0.20	2,505	2,500	(5)	0.52	0.57	0.06	13,621	12,500	(1,121)	0.56	0.57	0.01
Cellular Phone	2,692	1,126	(1,567)	0.52	0.25	(0.27)	2,726	1,126	(1,600)	0.56	0.26	(0.30)	15,131	5,630	(9,501)	0.62	0.26	(0.37)
Television - SNF	4,196	2,387	(1,809)	0.81	0.53	(0.28)	1,550	2,387	837	0.32	0.55	0.23	12,511	11,934	(577)	0.52	0.54	0.03
Bond Interest Expense	24,728	25,432	704	4.76	5.66	0.90	24,728	24,612	(116)	5.09	5.66	0.57	124,328	124,701	373	5.12	5.66	0.54
Bank Charges	2,832	2,432	(400)	0.55	0.54	0.00	608	2,432	1,824	0.13	0.56	0.43	11,733	12,159	426	0.48	0.55	0.07
TOTAL Finance	152,755	133,204	(19,551)	29.40	29.63	0.24	142,949	131,351	(11,598)	29.44	30.20	0.76	708,549	663,361	(45,187)	29.17	30.10	0.93
Human Resources																		
Salary & Wages - Human Resour	26,653	16,177	(10,476)	5.13	3.60	(1.53)	25,995	15,655	(10,340)	5.35	3.60	(1.75)	105,027	79,320	(25,707)	4.32	3.60	(0.72)
Longevity - Human Resources	230	234	4	0.04	0.05	0.01	230	226	(4)	0.05	0.05	0.00	1,150	1,146	(4)	0.05	0.05	0.00

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	CURRENT PERIOD						PRIOR PERIOD						YEAR TO DATE					
	Actual	Budget	Var	Actual / Day	Budget / Day	Var / Day	Actual	Budget	Var	Actual / Day	Budget / Day	Var / Day	Actual	Budget	Var	Actual / Day	Budget / Day	Var / Day
Human Resources (con't)																		
FICA - Human Res	2,123	1,213	(910)	0.41	0.27	(0.14)	2,937	1,174	(1,763)	0.60	0.27	(0.33)	9,037	5,949	(3,088)	0.37	0.27	(0.10)
Workers Comp - Human Res	10	10	0	0.00	0.00	0.00	10	10	0	0.00	0.00	0.00	50	51	1	0.00	0.00	0.00
MERS DB - Human Resources	2,822	2,868	46	0.54	0.64	0.09	2,822	2,775	(46)	0.58	0.64	0.06	14,108	14,062	(46)	0.58	0.64	0.06
MERS DC:Human Resources	317	0	(317)	0.06	0.00	(0.06)	71	0	(71)	0.01	0.00	(0.01)	388	0	(388)	0.02	0.00	(0.02)
Health Ins - Human Resources	655	864	209	0.13	0.19	0.07	655	864	209	0.13	0.20	0.06	3,628	4,319	690	0.15	0.20	0.05
Dental Ins - Human Resources	138	178	40	0.03	0.04	0.01	138	178	40	0.03	0.04	0.01	690	888	198	0.03	0.04	0.01
Life Insurance	165	127	(38)	0.03	0.03	0.00	156	127	(28)	0.03	0.03	0.00	766	637	(129)	0.03	0.03	0.00
Employee Recogn	6,283	1,667	(4,616)	1.21	0.37	(0.84)	833	1,667	834	0.17	0.38	0.21	9,227	8,333	(894)	0.38	0.38	0.00
Other Fringe Benefit - Cobra	0	156	156	0.00	0.03	0.03	0	156	156	0.00	0.04	0.04	1,002	781	(222)	0.04	0.04	(0.01)
HSA Funding	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	150	0	(150)	0.01	0.00	(0.01)
Contract Services - HR	1,610	2,575	965	0.31	0.57	0.26	2,078	2,575	497	0.43	0.59	0.16	17,553	12,874	(4,679)	0.72	0.58	(0.14)
Employee Advertising/Recruitl	2,313	0	(2,313)	0.45	0.00	(0.45)	0	0	0	0.00	0.00	0.00	2,653	0	(2,653)	0.11	0.00	(0.11)
CNA Registry Fee	240	62	(178)	0.05	0.01	(0.03)	280	62	(218)	0.06	0.01	(0.04)	800	310	(490)	0.03	0.01	(0.02)
Testing Fees	0	2,520	2,520	0.00	0.56	0.56	4,675	2,520	(2,155)	0.96	0.58	(0.38)	17,125	12,601	(4,524)	0.70	0.57	(0.13)
Education & Training - Hum Res	539	146	(393)	0.10	0.03	(0.07)	0	146	146	0.00	0.03	0.03	539	728	189	0.02	0.03	0.01
TOTAL Human Resources	44,099	28,797	(15,302)	8.49	6.41	(2.08)	40,878	28,135	(12,743)	8.42	6.47	(1.95)	183,895	142,000	(41,896)	7.57	6.44	(1.13)
Community Relations and Volunteer Services																		
Salary & Wages - Volunteer &	4,923	4,470	(453)	0.95	0.99	0.05	4,439	4,325	(114)	0.91	0.99	0.08	23,403	21,915	(1,487)	0.96	0.99	0.03
FICA - Volunteer & Comm Rel	357	342	(15)	0.07	0.08	0.01	339	331	(8)	0.07	0.08	0.01	1,724	1,677	(47)	0.07	0.08	0.01
Workers Comp - Vol & Comm Rel	5	5	0	0.00	0.00	0.00	5	5	0	0.00	0.00	0.00	25	25	0	0.00	0.00	0.00
MERS DB - Volunteer & Comm Rel	974	990	16	0.19	0.22	0.03	974	958	(16)	0.20	0.22	0.02	4,869	4,853	(16)	0.20	0.22	0.02
MERS DC: Volunteer & Comm Rel	211	53	(159)	0.04	0.01	(0.03)	207	51	(156)	0.04	0.01	(0.03)	1,189	257	(932)	0.05	0.01	(0.04)
Marketing and Fund Raising	8,187	7,917	(270)	1.58	1.76	0.19	246	7,917	7,671	0.05	1.82	1.77	18,692	39,583	20,891	0.77	1.80	1.03
TOTAL Community Relations and Volunteer Services	14,657	13,776	(882)	2.82	3.06	0.24	6,209	13,587	7,378	1.28	3.12	1.84	49,902	68,311	18,409	2.05	3.10	1.05
Maintenance																		
Salary & Wages - ES	71,289	55,162	(16,127)	13.72	12.27	(1.45)	63,449	53,383	(10,067)	13.07	12.27	(0.79)	318,284	270,472	(47,812)	13.10	12.27	(0.83)
Longevity - Environmental Serv	330	335	5	0.06	0.07	0.01	330	325	(5)	0.07	0.07	0.01	1,650	1,645	(5)	0.07	0.07	0.01
FICA - Environ Serv	4,274	4,137	(136)	0.82	0.92	0.10	4,286	4,004	(282)	0.88	0.92	0.04	21,258	20,285	(972)	0.88	0.92	0.05
Workers Comp - Plant Ops	500	518	18	0.10	0.12	0.02	850	502	(348)	0.18	0.12	(0.06)	2,850	2,542	(308)	0.12	0.12	0.00
MERS DB - Env. Serv.	4,185	4,253	69	0.81	0.95	0.14	4,185	4,116	(69)	0.86	0.95	0.08	20,923	20,854	(68)	0.86	0.95	0.08
MERS DC:Environmental Services	731	282	(448)	0.14	0.06	(0.08)	710	273	(437)	0.15	0.06	(0.08)	3,765	1,385	(2,380)	0.15	0.06	(0.09)
Health Ins - Env Serv	6,250	5,897	(353)	1.20	1.31	0.11	6,804	5,897	(906)	1.40	1.36	(0.05)	30,609	29,486	(1,124)	1.26	1.34	0.08
Health Ins - Retirees - EVS	2,390	2,029	(361)	0.46	0.45	(0.01)	2,390	2,029	(361)	0.49	0.47	(0.03)	12,110	10,145	(1,965)	0.50	0.46	(0.04)
Dental Ins - Env Serv	370	335	(35)	0.07	0.07	0.00	406	335	(71)	0.08	0.08	(0.01)	1,925	1,674	(251)	0.08	0.08	0.00
Uniforms - Plant Ops	242	290	48	0.05	0.06	0.02	444	290	(154)	0.09	0.07	(0.02)	2,750	1,449	(1,301)	0.11	0.07	(0.05)
Supplies - Plant Ops	7,285	5,948	(1,337)	1.40	1.32	(0.08)	10,800	5,757	(5,043)	2.22	1.32	(0.90)	41,220	29,166	(12,054)	1.70	1.32	(0.37)
Small Equipment	3,572	4,616	1,044	0.69	1.03	0.34	4,741	4,467	(274)	0.98	1.03	0.05	27,009	22,635	(4,373)	1.11	1.03	(0.08)
Building Repairs	1,280	15,234	13,954	0.25	3.39	3.14	14,585	15,234	649	3.00	3.50	0.50	46,249	76,169	29,920	1.90	3.46	1.55
Equipment Repairs	4,967	4,616	(351)	0.96	1.03	0.07	2,103	4,616	2,513	0.43	1.06	0.63	27,642	23,081	(4,561)	1.14	1.05	(0.09)
Vehicle Repair	553	166	(386)	0.11	0.04	(0.07)	1,733	166	(1,567)	0.36	0.04	(0.32)	4,969	831	(4,137)	0.20	0.04	(0.17)
Elevator	0	95	95	0.00	0.02	0.02	955	95	(860)	0.20	0.02	(0.17)	1,960	476	(1,484)	0.08	0.02	(0.06)
Lawn, Tree and Brush Services	908	1,696	789	0.17	0.38	0.20	950	1,696	747	0.20	0.39	0.19	2,506	8,482	5,976	0.10	0.38	0.28
Snow Removal - Contract	0	1,516	1,516	0.00	0.34	0.34	0	1,516	1,516	0.00	0.35	0.35	5,593	7,578	1,985	0.23	0.34	0.11
Education & Training - ES	0	158	158	0.00	0.04	0.04	0	158	158	0.00	0.04	0.04	0	789	789	0.00	0.04	0.04
Vehicle Fuel	1,585	883	(702)	0.31	0.20	(0.11)	610	883	273	0.13	0.20	0.08	4,466	4,414	(52)	0.18	0.20	0.02
Parking Garage Expenses	3,000	1,717	(1,283)	0.58	0.38	(0.20)	1,726	1,717	(9)	0.36	0.39	0.04	9,171	8,586	(585)	0.38	0.39	0.01
Water	2,665	3,367	702	0.51	0.75	0.24	3,142	3,258	116	0.65	0.75	0.10	14,238	16,509	2,271	0.59	0.75	0.16

Grand Traverse Pavilions - SNF
 SNF Income Statement
 5/1/2024 to 5/31/2024

	CURRENT PERIOD						PRIOR PERIOD						YEAR TO DATE					
	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day
Maintenance (con't)																		
Sewer	6,338	6,005	(333)	1.22	1.34	0.12	7,258	5,811	(1,446)	1.49	1.34	(0.16)	35,713	29,443	(6,269)	1.47	1.34	(0.13)
Electric	22,027	23,415	1,388	4.24	5.21	0.97	19,910	22,660	2,750	4.10	5.21	1.11	97,662	114,810	17,148	4.02	5.21	1.19
Natural Gas	6,323	9,263	2,940	1.22	2.06	0.84	9,693	8,964	(729)	2.00	2.06	0.06	44,269	45,417	1,148	1.82	2.06	0.24
Refuse Disposal	2,523	3,116	593	0.49	0.69	0.21	3,075	3,116	41	0.63	0.72	0.08	13,682	15,580	1,898	0.56	0.71	0.14
TOTAL Maintenance	153,585	155,051	1,466	29.56	34.49	4.94	165,134	151,267	(13,866)	34.01	34.77	0.77	792,471	763,905	(28,566)	32.62	34.66	2.04
Housekeeping																		
Salary & Wages - Housekeeping	54,704	57,395	2,690	10.53	12.77	2.24	56,823	55,543	(1,280)	11.70	12.77	1.07	276,080	281,419	5,339	11.37	12.77	1.40
Longevity - Housekeeping	875	889	14	0.17	0.20	0.03	875	861	(14)	0.18	0.20	0.02	4,375	4,361	(14)	0.18	0.20	0.02
FICA - Housekeeping	4,028	4,305	277	0.78	0.96	0.18	4,226	4,166	(61)	0.87	0.96	0.09	20,631	21,106	476	0.85	0.96	0.11
Workers Comp - Houskeeping	650	674	24	0.13	0.15	0.02	661	652	(8)	0.14	0.15	0.01	3,559	3,304	(255)	0.15	0.15	0.00
MERS DB - Housekeeping	1,541	1,566	25	0.30	0.35	0.05	1,541	1,516	(25)	0.32	0.35	0.03	7,706	7,681	(25)	0.32	0.35	0.03
MERS DC:Housekeeping	2,015	2,352	337	0.39	0.52	0.14	2,115	2,276	162	0.44	0.52	0.09	11,212	11,533	321	0.46	0.52	0.06
Health Ins - Housekeeping	7,445	4,984	(2,461)	1.43	1.11	(0.32)	6,773	4,984	(1,789)	1.39	1.15	(0.25)	35,702	24,922	(10,780)	1.47	1.13	(0.34)
Dental Ins - Housekeeping	467	417	(51)	0.09	0.09	0.00	468	417	(52)	0.10	0.10	0.00	2,377	2,083	(294)	0.10	0.09	0.00
Uniforms - Housekeeping	0	147	147	0.00	0.03	0.03	0	147	147	0.00	0.03	0.03	284	737	453	0.01	0.03	0.02
Supplies - Housekeeping	8,881	6,676	(2,205)	1.71	1.49	(0.22)	9,827	6,461	(3,366)	2.02	1.49	(0.54)	45,095	32,735	(12,360)	1.86	1.49	(0.37)
Contract Services-Hskpg	880	2,043	1,163	0.17	0.45	0.29	0	1,977	1,977	0.00	0.45	0.45	2,077	10,017	7,940	0.09	0.45	0.37
TOTAL Housekeeping	81,487	81,449	(38)	15.68	18.12	2.44	83,309	79,000	(4,309)	17.16	18.16	1.01	409,098	399,898	(9,200)	16.84	18.14	1.30
Laundry																		
Salary & Wages - Laundry	30,408	25,499	(4,908)	5.85	5.67	(0.18)	27,568	24,677	(2,891)	5.68	5.67	0.00	144,548	125,029	(19,520)	5.95	5.67	(0.28)
Longevity - Laundry	200	203	3	0.04	0.05	0.01	200	197	(3)	0.04	0.05	0.00	1,000	997	(3)	0.04	0.05	0.00
FICA - Laundry	2,093	1,912	(181)	0.40	0.43	0.02	1,987	1,851	(137)	0.41	0.43	0.02	10,350	9,377	(973)	0.43	0.43	0.00
Workers Comp - Laundry	250	259	9	0.05	0.06	0.01	250	251	1	0.05	0.06	0.01	1,250	1,271	21	0.05	0.06	0.01
MERS DB - Laundry	1,621	1,648	27	0.31	0.37	0.05	1,621	1,595	(27)	0.33	0.37	0.03	8,106	8,079	(27)	0.33	0.37	0.03
MERS DC:Laundry	292	394	102	0.06	0.09	0.03	306	381	75	0.06	0.09	0.02	2,152	1,931	(220)	0.09	0.09	0.00
Health Ins - Laundry	2,491	2,500	8	0.48	0.56	0.08	1,861	2,500	638	0.38	0.57	0.19	13,320	12,498	(822)	0.55	0.57	0.02
Dental Ins - Laundry	180	196	16	0.03	0.04	0.01	133	196	63	0.03	0.05	0.02	872	980	108	0.04	0.04	0.01
Supplies - Laundry	4,862	4,095	(767)	0.94	0.91	(0.02)	4,513	3,963	(550)	0.93	0.91	(0.02)	23,640	20,078	(3,561)	0.97	0.91	(0.06)
Linen Replacements - Laundry	1,301	1,627	326	0.25	0.36	0.11	2,511	1,574	(937)	0.52	0.36	(0.16)	7,631	7,977	346	0.31	0.36	0.05
TOTAL Laundry	43,698	38,333	(5,365)	8.41	8.53	0.12	40,951	37,184	(3,768)	8.43	8.55	0.11	212,869	188,217	(24,652)	8.76	8.54	(0.22)
Dietary																		
Small Equipment - Dietary	2,340	0	(2,340)	0.45	0.00	(0.45)	0	0	0	0.00	0.00	0.00	5,381	0	(5,381)	0.22	0.00	(0.22)
Contract Svcs-Dining	225,721	216,446	(9,275)	43.44	48.15	4.71	219,946	216,446	(3,500)	45.29	49.76	4.46	1,114,881	1,082,230	(32,652)	45.90	49.10	3.21
TOTAL Dietary	228,061	216,446	(11,615)	43.89	48.15	4.26	219,946	216,446	(3,500)	45.29	49.76	4.46	1,120,263	1,082,230	(38,033)	46.12	49.10	2.98
Therapy																		
Salary & Wages - Therapy	150,076	112,897	(37,178)	28.88	25.12	(3.77)	126,463	109,256	(17,207)	26.04	25.12	(0.93)	677,624	553,562	(124,062)	27.90	25.12	(2.78)
Longevity-Therapy	400	407	7	0.08	0.09	0.01	400	393	(7)	0.08	0.09	0.01	2,000	1,993	(7)	0.08	0.09	0.01
FICA - Therapy	10,106	8,467	(1,639)	1.94	1.88	(0.06)	8,994	8,194	(800)	1.85	1.88	0.03	47,997	41,517	(6,480)	1.98	1.88	(0.09)
Workers Comp - Therapy	500	518	18	0.10	0.12	0.02	500	502	2	0.10	0.12	0.01	2,500	2,542	42	0.10	0.12	0.01
MERS DB - Therapy	8,474	8,613	139	1.63	1.92	0.29	8,474	8,335	(139)	1.75	1.92	0.17	42,371	42,232	(139)	1.74	1.92	0.17
MERS DC:Therapy	1,745	800	(945)	0.34	0.18	(0.16)	1,619	775	(844)	0.33	0.18	(0.16)	6,192	3,925	(2,267)	0.25	0.18	(0.08)
Health Ins - Therapy Services	10,456	4,055	(6,401)	2.01	0.90	(1.11)	7,156	3,924	(3,232)	1.47	0.90	(0.57)	39,895	19,880	(20,015)	1.64	0.90	(0.74)
Dental Ins - Therapy	628	342	(286)	0.12	0.08	(0.04)	354	342	(12)	0.07	0.08	0.01	2,171	1,710	(462)	0.09	0.08	(0.01)
Supplies - Therapy	560	420	(140)	0.11	0.09	(0.01)	1,085	406	(679)	0.22	0.09	(0.13)	3,050	2,059	(991)	0.13	0.09	(0.03)
Small Equipment - Therapy	0	37	37	0.00	0.01	0.01	269	36	(233)	0.06	0.01	(0.05)	1,152	184	(968)	0.05	0.01	(0.04)
Professional Service - Medica	600	433	(167)	0.12	0.10	(0.02)	1,200	419	(781)	0.25	0.10	(0.15)	5,342	2,124	(3,218)	0.22	0.10	(0.12)
Advertising-Wellness Center	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	577	0	(576)	0.02	0.00	(0.02)

Grand Traverse Pavilions - SNF
 SNF Income Statement
 5/1/2024 to 5/31/2024

	CURRENT PERIOD						PRIOR PERIOD						YEAR TO DATE					
	Actual	Budget	\$	Var	Actual / Day	Budget / Day	Actual	Budget	\$	Var	Actual / Day	Budget / Day	Actual	Budget	\$	Var	Actual / Day	Budget / Day
Therapy (con't)																		
Consultant - Therapy	4,920	4,414	(505)	0.95	0.98	0.04	3,388	4,272	884	0.70	0.98	0.28	23,208	21,645	(1,563)	0.96	0.98	0.03
Pool Maintenance	3,156	412	(2,744)	0.61	0.09	(0.52)	322	412	90	0.07	0.09	0.03	4,861	2,061	(2,800)	0.20	0.09	(0.11)
Dues & Memberships - Therapy	0	40	40	0.00	0.01	0.01	0	40	40	0.00	0.01	0.01	0	198	198	0.00	0.01	0.01
Education & Training - Therapy	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	57	0	(57)	0.00	0.00	0.00
TOTAL Therapy	191,620	141,857	(49,764)	36.88	31.56	(5.32)	160,224	137,306	(22,918)	32.99	31.56	(1.43)	858,996	695,631	(163,365)	35.36	31.56	(3.80)
Ancillary																		
Medical Supplies	3,131	2,444	(687)	0.60	0.54	(0.06)	2,353	2,365	13	0.48	0.54	0.06	18,626	11,984	(6,642)	0.77	0.54	(0.22)
Oxygen	3,945	3,101	(843)	0.76	0.69	(0.07)	3,448	3,001	(447)	0.71	0.69	(0.02)	15,968	15,207	(761)	0.66	0.69	0.03
Legend Drugs	65,449	34,727	(30,722)	12.60	7.73	(4.87)	25,541	33,607	8,066	5.26	7.73	2.47	214,352	170,273	(44,079)	8.82	7.73	(1.10)
Lab Services	1,500	1,216	(284)	0.29	0.27	(0.02)	3,167	1,177	(1,990)	0.65	0.27	(0.38)	7,861	5,964	(1,897)	0.32	0.27	(0.05)
Radiology Services	1,432	850	(582)	0.28	0.19	(0.09)	1,531	823	(708)	0.32	0.19	(0.13)	6,448	4,170	(2,279)	0.27	0.19	(0.08)
Misc Medical Services	1,500	231	(1,269)	0.29	0.05	(0.24)	119	224	105	0.02	0.05	0.03	1,721	1,133	(588)	0.07	0.05	(0.02)
TOTAL Ancillary	76,956	42,570	(34,386)	14.81	9.47	(5.34)	36,159	41,197	5,038	7.45	9.47	2.02	264,978	208,732	(56,246)	10.91	9.47	(1.44)
Diversional Therapy																		
Salary & Wages - Life Enrichm	27,333	31,104	3,772	5.26	6.92	1.66	31,557	30,101	(1,456)	6.50	6.92	0.42	135,049	152,512	17,463	5.56	6.92	1.36
Longevity - Life Enrichment	515	523	8	0.10	0.12	0.02	515	507	(8)	0.11	0.12	0.01	2,575	2,567	(8)	0.11	0.12	0.01
FICA - Life Enrichment	2,626	2,333	(294)	0.51	0.52	0.01	3,824	2,258	(1,566)	0.79	0.52	(0.27)	15,656	11,438	(4,218)	0.64	0.52	(0.13)
Workers Comp - Life Enrichme	100	104	4	0.02	0.02	0.00	100	100	0	0.02	0.02	0.00	500	508	8	0.02	0.02	0.00
MERS DB - Life Enrichment	634	644	10	0.12	0.14	0.02	634	623	(10)	0.13	0.14	0.01	3,169	3,159	(10)	0.13	0.14	0.01
MERS DC:Life Enrichment	868	0	(868)	0.17	0.00	(0.17)	1,487	0	(1,487)	0.31	0.00	(0.31)	4,404	0	(4,404)	0.18	0.00	(0.18)
Health Ins - Life Enrichment	3,553	3,016	(537)	0.68	0.67	(0.01)	1,523	3,016	1,493	0.31	0.69	0.38	13,029	15,079	2,050	0.54	0.68	0.15
Dental Ins - Life Enrichment	205	221	15	0.04	0.05	0.01	227	221	(7)	0.05	0.05	0.00	1,009	1,103	94	0.04	0.05	0.01
Supplies - Diversional Therapy	945	408	(538)	0.18	0.09	(0.09)	1,200	395	(805)	0.25	0.09	(0.16)	3,565	1,999	(1,565)	0.15	0.09	(0.06)
Activity Supplies - Eden	130	936	806	0.03	0.21	0.18	680	906	226	0.14	0.21	0.07	2,901	4,589	1,688	0.12	0.21	0.09
Educ. & Training- Activities	0	61	61	0.00	0.01	0.01	131	61	(70)	0.03	0.01	(0.01)	131	307	176	0.01	0.01	0.01
Special Functions	1,171	934	(237)	0.23	0.21	(0.02)	530	934	404	0.11	0.21	0.11	5,074	4,669	(405)	0.21	0.21	0.00
Activity Expenses	0	0	0	0.00	0.00	0.00	127	0	(127)	0.03	0.00	(0.03)	407	0	(407)	0.02	0.00	(0.02)
TOTAL Diversional Therapy	38,080	40,284	2,204	7.33	8.96	1.63	42,534	39,121	(3,414)	8.76	8.99	0.23	187,469	197,929	10,460	7.72	8.98	1.26
Human Services																		
Salary & Wages - Human Serv	14,162	15,275	1,113	2.73	3.40	0.67	15,510	14,783	(728)	3.19	3.40	0.20	75,671	74,898	(772)	3.12	3.40	0.28
Longevity - Human Services	115	117	2	0.02	0.03	0.00	115	113	(2)	0.02	0.03	0.00	575	573	(2)	0.02	0.03	0.00
FICA - Human Serv	898	1,146	248	0.17	0.25	0.08	1,438	1,109	(330)	0.30	0.25	(0.04)	5,330	5,617	287	0.22	0.25	0.04
Workers Comp - Human Serv	20	21	1	0.00	0.00	0.00	20	20	0	0.00	0.00	0.00	100	102	2	0.00	0.00	0.00
MERS DB - Human Services	1,125	1,144	18	0.22	0.25	0.04	1,125	1,107	(18)	0.23	0.25	0.02	5,626	5,607	(19)	0.23	0.25	0.02
MERS DC:Human Services	547	756	209	0.11	0.17	0.06	441	731	290	0.09	0.17	0.08	2,417	3,706	1,289	0.10	0.17	0.07
Health Ins - Human Services	1,541	1,760	219	0.30	0.39	0.09	1,949	1,760	(189)	0.40	0.40	0.00	11,246	8,799	(2,446)	0.46	0.40	(0.06)
Dental Ins - Human Services	128	120	(8)	0.02	0.03	0.00	128	120	(8)	0.03	0.03	0.00	813	602	(211)	0.03	0.03	(0.01)
Consultant Services-Psych.	0	1,530	1,530	0.00	0.34	0.34	0	1,530	1,530	0.00	0.35	0.35	0	7,650	7,650	0.00	0.35	0.35
Education & Training - Hum Ser	0	92	92	0.00	0.02	0.02	0	92	92	0.00	0.02	0.02	0	459	459	0.00	0.02	0.02
TOTAL Human Services	18,536	21,960	3,424	3.57	4.89	1.32	20,727	21,365	638	4.27	4.91	0.64	101,777	108,014	6,237	4.19	4.90	0.71
Child Care																		
Salary & Wages - CC Asst. CDC	11,653	17,638	5,985	2.24	3.92	1.68	10,971	17,069	6,098	2.26	3.92	1.66	65,418	86,483	21,065	2.69	3.92	1.23
Salary & Wages - Facilitator	8,853	0	(8,853)	1.70	0.00	(1.70)	9,825	0	(9,825)	2.02	0.00	(2.02)	31,538	0	(31,538)	1.30	0.00	(1.30)
FICA - CDC	1,479	1,323	(156)	0.28	0.29	0.01	1,494	1,280	(214)	0.31	0.29	(0.01)	7,054	6,486	(568)	0.29	0.29	0.00
MERS DB - CDC	551	560	9	0.11	0.12	0.02	551	542	(9)	0.11	0.12	0.01	2,753	2,744	(9)	0.11	0.12	0.01
MERS DC-Child Care	502	365	(137)	0.10	0.08	(0.02)	549	354	(195)	0.11	0.08	(0.03)	2,461	1,791	(670)	0.10	0.08	(0.02)
Health Ins - CDC	2,028	1,327	(701)	0.39	0.30	(0.10)	1,495	1,327	(168)	0.31	0.31	0.00	8,007	6,634	(1,373)	0.33	0.30	(0.03)

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Child Care (con't)																		
Dental Ins - CDC	155	98	(57)	0.03	0.02	(0.01)	108	98	(10)	0.02	0.02	0.00	576	490	(86)	0.02	0.02	0.00
Uniforms - CDC	0	89	89	0.00	0.02	0.02	0	89	89	0.00	0.02	0.02	0	445	445	0.00	0.02	0.02
Teaching/Educational Supplies	33	13	(20)	0.01	0.00	0.00	36	13	(23)	0.01	0.00	0.00	69	64	(5)	0.00	0.00	0.00
Small Equipment - CDC	0	43	43	0.00	0.01	0.01	0	42	42	0.00	0.01	0.01	113	210	97	0.00	0.01	0.00
Meals - CDC	2,950	443	(2,506)	0.57	0.10	(0.47)	1,100	429	(671)	0.23	0.10	(0.13)	7,712	2,173	(5,539)	0.32	0.10	(0.22)
Dietary Snacks - CDC	54	146	92	0.01	0.03	0.02	250	141	(109)	0.05	0.03	(0.02)	837	715	(122)	0.03	0.03	0.00
Special Functions - CDC	0	7	7	0.00	0.00	0.00	0	7	7	0.00	0.00	0.00	0	33	33	0.00	0.00	0.00
Indirect Costs-Childcare	1,400	0	(1,400)	0.27	0.00	(0.27)	1,400	0	(1,400)	0.29	0.00	(0.29)	7,000	0	(7,000)	0.29	0.00	(0.29)
Miscellaneous Exp-Childcare	0	16	16	0.00	0.00	0.00	122	16	(106)	0.03	0.00	(0.02)	288	79	(209)	0.01	0.00	(0.01)
TOTAL Child Care	29,658	22,067	(7,591)	5.71	4.91	(0.80)	27,901	21,405	(6,497)	5.75	4.92	(0.83)	133,826	108,348	(25,478)	5.51	4.92	(0.59)
Equipment Depreciation																		
Depreciation - Office	2,304	2,304	0	0.44	0.51	0.07	2,304	2,304	0	0.47	0.53	0.06	11,518	11,518	0	0.47	0.52	0.05
Depreciation Exp - Nursing	4,138	4,138	0	0.80	0.92	0.12	4,138	4,138	0	0.85	0.95	0.10	20,688	20,688	0	0.85	0.94	0.09
Depreciation - Dietary	1,375	1,375	0	0.26	0.31	0.04	1,375	1,375	0	0.28	0.32	0.03	6,874	6,874	0	0.28	0.31	0.03
Depreciation - Furniture	662	662	0	0.13	0.15	0.02	662	662	0	0.14	0.15	0.02	3,310	3,310	0	0.14	0.15	0.01
Depreciation - Maintenance	1,634	1,634	0	0.31	0.36	0.05	1,634	1,634	0	0.34	0.38	0.04	8,171	8,171	0	0.34	0.37	0.03
Depreciation - Vehicle	877	877	0	0.17	0.20	0.03	877	877	0	0.18	0.20	0.02	4,385	4,385	0	0.18	0.20	0.02
Depreciation-Equip Well. Ctr	200	200	0	0.04	0.04	0.01	200	200	0	0.04	0.05	0.00	1,000	1,000	0	0.04	0.05	0.00
TOTAL Equipment Depreciation	11,189	11,189	0	2.15	2.49	0.34	11,189	11,189	0	2.30	2.57	0.27	55,946	55,946	0	2.30	2.54	0.24
TOTAL SNF Operating Expenses	2,406,971	2,035,973	(370,998)	463.24	452.94	(10.29)	2,225,090	1,986,704	(238,386)	458.21	456.71	(1.50)	11,472,286	10,034,958	(1,437,327)	472.29	455.31	(16.98)
Net Operating Income	200,570	58,432	142,138	38.60	13.00	31.62	162,587	41,778	120,810	33.48	9.60	27.77	376,473	239,297	137,176	15.50	10.86	6.22
SNF Building Depreciation																		
Depreciation - Land Improv	1,594	1,594	0	0.31	0.35	0.05	1,594	1,594	0	0.33	0.37	0.04	7,970	7,970	0	0.33	0.36	0.03
Depreciation - Building	38,499	38,499	0	7.41	8.56	1.16	38,499	38,499	0	7.93	8.85	0.92	192,496	192,496	0	7.92	8.73	0.81
Depreciation - Parking Structr	5,437	5,437	0	1.05	1.21	0.16	5,437	5,437	0	1.12	1.25	0.13	27,185	27,185	0	1.12	1.23	0.11
Depreciation - Bldg Improv	12,328	12,328	0	2.37	2.74	0.37	12,328	12,328	0	2.54	2.83	0.30	61,642	61,642	0	2.54	2.80	0.26
Depreciation-Bldg Imp WellCtr	2,654	2,654	0	0.51	0.59	0.08	2,654	2,654	0	0.55	0.61	0.06	13,268	13,268	0	0.55	0.60	0.06
TOTAL SNF Building Depreciation	60,512	60,512	0	11.65	13.46	1.82	60,512	60,512	0	12.46	13.91	1.45	302,562	302,562	0	12.46	13.73	1.27
Net Income	140,058	(2,080)	142,138	26.95	(0.46)	31.62	102,075	(18,735)	120,810	21.02	(4.31)	27.77	73,911	(63,264)	137,176	3.04	(2.87)	6.22

Grand Traverse Pavilions - SNF
 Cottage Income Statement
 5/1/2024 to 5/31/2024

Include Adjustment Periods: NO Include Closing Periods: NO

	CURRENT PERIOD			PRIOR PERIOD			YEAR TO DATE		
	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$
Cottage Revenue									
Room Rental-Cottage-Private	190,071	278,428	(88,358)	189,737	278,428	(88,691)	930,903	1,392,141	(461,238)
Room Rental-Cottage-MA Waiver	26,371	0	26,371	30,435	0	30,435	154,938	0	154,938
Room Rental-Cottage-Priv Insur	22,119	0	22,119	22,521	0	22,521	108,161	0	108,161
Respite-Cottages	17,710	1,930	15,780	15,260	1,868	13,392	62,395	9,465	52,930
Registration Fee - Cottages	250	167	83	500	167	333	1,250	833	417
Ancillary Rev - Cottages	760	813	(53)	522	786	(264)	3,271	3,984	(713)
Meal Plan	29,128	28,023	1,104	27,035	27,119	(84)	138,448	137,404	1,043
Personal Care Services- Privat	1,961	14,979	(13,018)	366	14,496	(14,130)	6,411	73,446	(67,035)
Contractual Discount-Private	(3,629)	0	(3,629)	(3,629)	0	(3,629)	(33,388)	0	(33,388)
Contractual Allow MA Waiver	(13,776)	0	(13,776)	(18,027)	0	(18,027)	(86,096)	0	(86,096)
Contractual Allowance PACE	1,152	0	1,152	(5,236)	0	(5,236)	(16,563)	0	(16,563)
Scholarships Private Pay	(4,759)	0	(4,759)	(5,292)	0	(5,292)	(25,748)	0	(25,748)
TOTAL Cottage Revenue	267,356	324,340	(56,984)	254,192	322,864	(68,673)	1,243,982	1,617,273	(373,292)
Cottage Other Revenue									
Beauty Shop Income	575	777	(202)	396	777	(381)	2,772	3,885	(1,113)
Misc Income-Cottage DCW Wage R	1,800	0	1,800	0	0	0	1,800	0	1,800
Donation Income - Cottages	70,939	9,795	61,144	0	9,479	(9,479)	70,939	48,028	22,912
TOTAL Cottage Other Revenue	73,314	10,572	62,742	396	10,256	(9,860)	75,511	51,913	23,599
Total Income	340,670	334,912	5,758	254,588	333,121	(78,533)	1,319,493	1,669,186	(349,693)
Cottage Operating Expenses									
Salary & Wages - Admin - Cott	10,401	9,376	(1,025)	10,828	9,073	(1,755)	58,648	45,972	(12,676)
Salary & Wages - ES Cottages	3,911	9,324	5,413	4,408	9,024	4,615	20,653	45,719	25,066
Salary & Wages - Hskpg Cottage	3,549	0	(3,549)	3,634	0	(3,634)	17,802	0	(17,802)
Salary & Wages - RN Cottages	7,130	0	(7,130)	6,900	0	(6,900)	34,960	0	(34,960)
Salary & Wages - LPN Cottages	248	9,644	9,397	1,403	9,333	7,931	7,206	47,288	40,082
Salary & Wages - CNA Cottages	54,285	45,855	(8,429)	60,014	44,376	(15,638)	282,113	224,840	(57,273)
Salary & Wages - UW Cottages	61,180	65,114	3,933	48,365	63,013	14,649	273,410	319,267	45,857
Longevity - Cottages Admin	250	254	4	250	246	(4)	1,250	1,246	(4)
FICA Admin Cottages	734	703	(31)	764	681	(83)	4,247	3,448	(799)
FICA - Env Serv Cottages	402	699	297	331	677	346	1,727	3,429	1,702
FICA - Cottage Housekeeping	280	0	(280)	270	0	(270)	1,352	0	(1,352)
FICA - RN LPN CNA and UW - Co	7,682	9,046	1,364	7,125	8,754	1,629	39,055	44,355	5,300
Workers Comp - Cottages	672	697	25	2,672	674	(1,998)	5,365	3,416	(1,949)
Workers Comp - Cottage Admin	6	6	0	6	6	0	30	31	1
MERS DB - Cottages	6,096	6,196	100	6,096	5,996	(100)	30,478	30,378	(100)
MERS DB - Cottages Admin	2,220	2,257	36	2,220	2,184	(36)	11,102	11,065	(36)
MERS DC-Cottage	2,133	1,914	(220)	2,007	1,852	(156)	10,319	9,382	(936)
MERS DC:Admin Cottages	0	689	689	0	667	667	0	3,379	3,379
Health Ins - Cottages	11,310	9,252	(2,058)	8,451	9,252	801	53,280	46,260	(7,021)
Dental Ins - Cottages	860	672	(189)	637	672	35	3,977	3,359	(619)
Supplies Plant Ops - Cottages	0	0	0	320	0	(320)	320	0	(320)
Supplies Laundry - Cottages	0	0	0	0	0	0	231	0	(231)
Activity Supplies - Cottages	1,381	374	(1,008)	377	362	(16)	3,180	1,832	(1,348)
Nursing Supplies - Cottages	767	394	(374)	0	381	381	1,806	1,930	123

Grand Traverse Pavilions - SNF
 Cottage Income Statement
 5/1/2024 to 5/31/2024

	CURRENT PERIOD			PRIOR PERIOD			YEAR TO DATE		
	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$
Cottage Operating Expenses (con't)									
Contract Services-Dining	64,556	60,083	(4,473)	60,083	60,083	0	308,124	300,415	(7,709)
Contract Svcs:Security-Cottag	0	219	219	0	219	219	663	1,094	431
Advertising - Cottages	145	3,350	3,206	1,375	3,350	1,976	1,953	16,752	14,800
Referral Fees	0	625	625	0	625	625	4,283	3,124	(1,159)
Printing & Binding - Comm Rel	0	111	111	450	111	(339)	450	553	103
Building Repairs - Cottages	290	0	(290)	0	0	0	290	0	(290)
Elevator-Cottages	9	0	(9)	0	0	0	9	0	(9)
Telephone - Cottages	320	272	(48)	20	272	252	960	1,360	400
Water - Cottages	776	703	(72)	686	681	(6)	3,565	3,448	(117)
Sewer - Cottages	1,320	1,312	(8)	1,257	1,270	13	6,467	6,434	(32)
Electric - Cottages	5,079	4,492	(588)	4,908	4,347	(561)	25,506	22,024	(3,482)
Natrual Gas - Cottages	1,665	3,410	1,744	2,817	3,300	482	14,961	16,718	1,757
Refuse Disposal - Cottages	599	559	(40)	599	559	(40)	3,343	2,793	(551)
Television - Cottages	3,013	1,710	(1,302)	2,079	1,710	(369)	8,988	8,552	(435)
Special Functions - Cottages	183	192	8	12	192	180	491	960	469
Beauty Shop Services	462	641	179	319	641	322	2,230	3,204	973
Indirect Costs-Cottages	20,000	0	(20,000)	20,000	0	(20,000)	100,000	0	(100,000)
Bond Interest Expense	4,334	4,320	(14)	4,334	4,180	(154)	22,079	21,180	(899)
Miscellaneous Exp - Cottages	0	83	83	0	83	83	453	414	(39)
Depreciation - Equip Cottages	917	917	0	917	917	0	4,585	4,585	0
TOTAL Cottage Operating Expenses	279,167	255,462	(23,704)	266,935	249,760	(17,175)	1,371,911	1,260,204	(111,707)
Net Operating Income	61,504	79,450	(17,946)	(12,347)	83,361	(95,708)	(52,418)	408,982	(461,400)
Cottage Building Depreciation									
Depreciation Bldg - Cottages	19,018	19,018	0	19,018	19,018	0	95,092	95,092	0
Depreciation-Cottage Bldg Impr	4,304	4,304	0	4,304	4,304	0	21,518	21,518	0
TOTAL Cottage Building Depreciation	23,322	23,322	0	23,322	23,322	0	116,609	116,609	0
Net Income	38,182	56,128	(17,946)	(35,669)	60,039	(95,708)	(169,027)	292,372	(461,400)

Date: Jun 19, 2024
 Time: 16:45:22 EDT
 User: Lindsey Dood

Grand Traverse Pavilions
Cash Flow Statement
5/1/2024 to 5/31/2024

Include Adjustment Periods: NO Include Closing Periods: NO
 Included: Grand Traverse Pavilions - AL, Grand Traverse Pavilions - Outpatient, Grand Traverse Pavilions - SNF

	CURRENT PERIOD	PRIOR PERIOD	YEAR TO DATE
	Actual \$	Actual \$	Actual \$
	0	0	0
Cash from Operating Activity			
Net Income	178,240	66,406	(95,116)
Net Cash provided by Operating Activities			
Depreciation and Amortization	96,483	96,483	482,414
Changes in Working Capital Items			
Accounts Receivable	(503,181)	250,271	(1,101,745)
Prepaid Expenses	14,237	36,937	(48,778)
Due to/from	0	0	0
Inventory	0	0	0
Accounts Payable	(12,147)	(50,963)	(215,584)
Other Assets			
Medicaid Settlement Receivable	0	0	3,763,658
Employee Retention Credit Receivable	0	0	6,970,430
Due From Foundation	(70,939)	3,560	(67,498)
Due From Grants			
Grants Receivable	57,424	(16,561)	4,924
TOTAL Due From Grants	57,424	(16,561)	4,924
Deferred Outflows			
TOTAL Deferred Outflows	0	0	0
Due From Pace North	224	200	10,394
Medicare Settlements Receivable	0	0	0
Medicaid Wage Pass Through Rec	(5,587)	77,588	12,680
QAS Receivable	(30,346)	(29,669)	(102,171)
QMI Receivable	26,014	(26,013)	78,943
TOTAL Other Assets	(23,210)	9,105	10,671,361
Accrued Payroll & Other Expenses	234,223	71,608	(224,067)
Other Liabilities			
TOTAL Other Liabilities	0	0	0
Other Accrued Liabilities			
Medicare Advanced Payment	0	0	0
Deferred Inflows			
TOTAL Deferred Inflows	0	0	0
Medicaid Audit Reserve	16,260	10,000	56,260
QAS Payable	0	0	(367,316)
Net Pension Liability	0	0	0
TOTAL Other Accrued Liabilities	16,260	10,000	(311,056)
TOTAL Changes in Working Capital Items	(273,818)	326,957	8,770,131
TOTAL Net Cash provided by Operating Activities	(177,335)	423,440	9,252,546
TOTAL Cash from Operating Activity	904	489,846	9,157,430
Cash from Investing Activity			
Fixed Asset Purchase	0	(26,691)	(160,671)
TOTAL Cash from Investing Activity	0	(26,691)	(160,671)
Cash from Financing Activities			
Long Term Debt	0	(230,000)	(445,000)
Short Term Debt/Notes Payable	0	0	0
TOTAL Cash from Financing Activities	0	(230,000)	(445,000)
Net Cash Available	904	233,154	8,551,758

CASH BEG OF PERIOD	2,970,769	2,737,615	(5,580,084)
Cash Beginning Balances as of 4/30/2024	2,970,769	2,737,615	(5,580,084)
Net Cash Activity	904	233,154	8,551,758
Cash Ending Balance	2,971,674	2,970,769	2,971,674

Date: Jun 19, 2024
 Time: 16:46:10 EDT
 User: Lindsey Dood

Grand Traverse Pavilions
 Balance Sheet
 As Of 5/31/2024

Include Adjustment Periods: NO Include Closing Periods: NO
 Included: Grand Traverse Pavilions - AL, Grand Traverse Pavilions - Outpatient, Grand Traverse Pavilions - SNF

	CURRENT PERIOD	PRIOR PERIOD	PREVIOUS YEAR
	Actual \$	Actual \$	Actual \$
Assets	0	0	0
Current Assets			
Cash			
County Held Cash			
Cash - County	2,893,680	2,892,995	(5,682,255)
Cash - M.O.E.	3,316	3,314	3,312
TOTAL County Held Cash	2,896,996	2,896,310	(5,678,943)
Other Cash			
A/P Cash Clearing Account	8,928	8,728	7,568
Credit Card Bank	0	0	26,481
Cash - Resident Trust	27,654	27,608	27,014
Cash-Payroll	6,705	6,705	6,705
Cash - Advance Pay Funding Ac	31,391	31,419	31,090
TOTAL Other Cash	74,678	74,459	98,858
TOTAL Cash	2,971,674	2,970,769	(5,580,084)
Accounts Receivable	4,310,447	3,807,267	3,208,703
Other Receivables			
Medicaid QAS Settlement Rec	570,087	539,741	467,916
A/R QMI Assessment	0	26,014	78,943
Retention Credit Receivable	0	0	6,970,430
Grants Receivable	0	57,424	4,924
Due from Foundation	8,942	9,942	13,383
Due from Foundation - Cottages	71,939	0	0
Medicaid Cost Settlement Rec.	2,957,863	2,957,863	6,721,521
MA Wage Pass Through Receiv	51,267	45,679	63,947
TOTAL Other Receivables	3,660,098	3,636,663	14,321,065
Inventory	170,630	170,630	170,630
Prepaid Expenses	0	0	0
Other Current Assets			
Prepaid Expenses/Deposits	30,000	19,400	31,500
Prepaid Insurance - General	44,150	69,524	6,090
Prepaid Insurance - Work Comp.	12,218	11,680	0
TOTAL Other Current Assets	86,368	100,604	37,590
TOTAL Current Assets	11,199,217	10,685,934	12,157,904
Non-Current Assets			
Property & Equipment	15,779,786	15,875,727	16,098,817
Other Non Current Assets			
Due from PACE North	1,274,657	1,274,881	1,285,051
Deferred Outflows-Pension Plan	2,444,143	2,444,143	2,444,143
Deferred Outflows-OPEB	158,071	158,071	158,071
TOTAL Other Non Current Assets	3,876,871	3,877,095	3,887,265
TOTAL Non-Current Assets	19,656,657	19,752,822	19,986,083
TOTAL Assets	30,855,874	30,438,756	32,143,986

Grand Traverse Pavilions
 Balance Sheet
 As Of 5/31/2024

	CURRENT PERIOD	PRIOR PERIOD	PREVIOUS YEAR
	Actual \$	Actual \$	Actual \$
Liabilities & Equity			
Liabilities			
Current Liabilities			
Accounts Payable	629,761	642,091	845,048
Accrued Expenses	1,436,115	1,228,229	1,643,391
Other Current Liabilities			
Current Portion of Bonds Paya	720,000	720,000	720,000
Interest Payable	92,957	64,437	125,444
Medicaid Cost Settle. Payable	926,509	910,249	870,249
QAS Settlement Payable	0	0	367,316
Deferred Revenue - SNF	15,400	17,400	0
TOTAL Other Current Liabilities	1,754,866	1,712,086	2,083,010
TOTAL Current Liabilities	3,820,742	3,582,406	4,571,449
Non-Current Liabilities			
Long-Term Liabilities			
Net Pension Liabilities	5,351,333	5,351,333	5,351,333
Pension Bonds (Non-Union) Iss	4,695,000	4,695,000	4,695,000
Pension Bonds (Union) Issued	4,195,000	4,195,000	4,410,000
Bonds Payable-Series 2017 Haw	1,380,000	1,380,000	1,610,000
Def Los on Adv Refund-'17	(42,840)	(43,382)	(45,551)
TOTAL Long-Term Liabilities	15,578,493	15,577,951	16,020,782
Other Non-Current Liabilities			
Deferred Inflow-OPEB	925,946	925,946	925,946
TOTAL Other Non-Current Liabilities	925,946	925,946	925,946
TOTAL Non-Current Liabilities	16,504,439	16,503,897	16,946,728
TOTAL Liabilities	20,325,181	20,086,303	21,518,177
Equity			
Equity			
RETAINED EARNINGS - PRIOR	10,499,269	10,499,269	12,901,984
Contributed Capital	126,540	126,540	126,540
TOTAL Equity	10,625,809	10,625,809	13,028,524
Net Income (Loss)	(95,116)	(273,356)	(2,402,715)
TOTAL Equity	10,530,693	10,352,454	10,625,809
TOTAL Liabilities & Equity	30,855,874	30,438,756	32,143,986

Grand Traverse Pavilions Resident Care Policies and Facility Assessment

Resident Care Policies

Grand Traverse Pavilions have standard Resident Care Policies that cover topics ranging from the admission criteria, Resident Rights, discharge planning to quality of life. These policies are in addition to the interdisciplinary core department policies within Grand Traverse Pavilions. These Resident Care Policies were fully reviewed by the governing board on March 31, 2023. There have been no changes to date. These policies are available upon request.

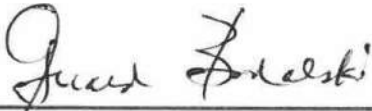
Facility Assessment

The facility assessment required by CMS to determine what resources are necessary to care for the residents. This involves a review of the services and care that are offered by the facility, staffing needs and the resources required for daily care. This assessment is updated yearly to reflect our population and their needs. This assessment is reviewed yearly during our annual survey, with other accreditation bodies periodically and was endorsed by the governing board in 2023. The facility assessment was reviewed by Mary Marois, Board Chair on Tuesday, June 18, 2024. Annual updates from 2023 to 2024 were addressed. This assessment is available to the governing board as requested.

Resident Care Policies

Policy and Procedure Manual


Approved By:



Administrator Date 6/19/2024



Medical Director Date 6/19/24

 RN DON

Director of Nursing Date 6/19/24

DHHS Grand Traverse Pavilions Board Date

Facility Assessment Tool:

Grand Traverse Pavilions

1000 Pavilions Circle

Traverse City, MI 49684

Administrator: Gerard Bodalski

Director of Nursing: Elizabeth Payne, RN

Medical Director: April Kurkowski, DO

Team Members: Gerard Bodalski, Holly Edmondson, Jamie Wilson, Elizabeth Payne, Tim Coggins, Christian Andersen

Date of assessment update: 2024

Reviewed and approved by:



