

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

**REGULAR MEETING  
April 18, 2024**

**Open to the public  
9:00 AM Governmental Center – 2<sup>nd</sup> Floor Committee Room  
400 Boardman Ave, 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@gtpavilions.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.

A.	Review and File	<u>HANDOUT#</u>
(1)	Minutes of the 3/28/24 Board Meeting	1
(2)	March Resident Council Minutes	2

**7. ITEMS REMOVED FROM CONSENT CALENDAR**

**8. CHAIRMAN REPORT** Verbal

**9. SERVICE EXCELLANCE AWARDS** 3

**10. GRAND TRAVERSE MEDICAL CARE**

A.	General Information	
(1)	Foundation Board Update – Haider Kazim	Verbal
(2)	PACE North Board Update	Verbal
(3)	First Quarter Overtime Report	4

B. Chief Executive Officer Board Report – Gerard Bodalski 5

C.	Business	
(1)	Financials	6
(2)	ISNP Longevity Health Plan – Gerard Bodalski	7

D. General Discussion  
(1)

E. Medical Staff  
(1) Vincent Worthington, NP 8

**G.T.P. Announcements**

(1)	Next Board Meeting – May 30, 2024	
(2)	2024 Concert on the Lawn Series	9

**11. SECOND PUBLIC COMMENT**

Refer to Rules under First Public Comment above.

**12. ADJOURNMENT**

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

**MINUTES OF THE MARCH 28, 2024 MEETING**

**PRESENT:** Mary Marois, Haider Kazim Board  
Gerard Bodalski, Lindsey Dood, 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 9:00am by Board Chair Mary Marois at Garfield Township.

**First Public Comment** – None

**County Liaison Report** – Andrews shared discussions of the most recent County Board of Commissioner (BOC) meetings regarding the vacant DHHS Board seat and gave an update regarding a pending agreement between PACE North and Grand Traverse County. Kazim gave an update on where the Pavilions currently stand on the litigation.

**Approval of Agenda** – Chair Marois asked if there were additions, changes or corrections to the agenda. Motion was made by Kazim to approve the agenda as presented, seconded by Marois. Motion carried.

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) Minutes of the 3/1/24 Board Meeting
- (2) Closed Minutes of the 3/1/24 Board Meeting
- (3) February Resident Council Minutes
- (4) March Food Committee Minutes
- (5) McNally Resignation

Marois requested to pull (5) McNally Resignation. Motion was made by Kazim to approve the Consent Calendar with the removal of (5) McNally Resignation. Motion seconded by Marios. Motion carried.

**Items Removed From Consent Calendar** – Marois pulled (5) McNally Resignation to express her appreciation of former DHHS Board member Cecil McNally who recently resigned as a board member in early March. Marois requested to invite McNally to the April Meeting to officially recognize him for his years of service. Motion was made by Marois to accept (5) McNally Resignation as part of the Consent Calendar and seconded by Kazim. Motion carried.

**Chairman Report** – None

**Service Excellence Awards** – Marois reviewed February Service Excellence Awards.

**Foundation Board Update** – Kazim reported the next Foundation Board is scheduled on May 1, 2024.

**PACE North Board Update** – Marois gave an update on recent and upcoming PACE North (PN) Board meetings. Marois shared the need for the DHHS Board to appoint new board members to the PN Board and recommended Kazim to replace former DHHS Board member Cecil McNally's seat on the PN Board and to formally appoint Bodalski to replace the former Administrators seat on the board. Marois also shared the need to fill another vacancy seat due to Robert Barnes recently resigning from the PN Board. Motion made by Marois to add PACE North Board appointments to the agenda under business, seconded by Kazim. Motion carried. The Board discussed further reviewing the need for two DHHS Board members being appointed to the Board. Andrews suggested having a county commissioner fill one of the vacant seats given the county's interest in PACE North. Andrews offered to fill that seat on behalf of the DHHS Board as the county liaison or as a citizen to replace the vacant seat of Robert Barnes.

**Chief Executive Officer Report** – Bodalski reviewed the monthly report for February and highlighted on bed capacity, update on Aspen, and took a moment to celebrated staff. Bodalski stated growth comes with challenges and the number one challenge is expense control which speaks to the budget. Bodalski reviewed the marketing analysis since the board approved a twelve month agreement with UpNorth Live in December. Bodalski reported details on recruitment and retention with a focus on CNA's and onboarding costs and reviewed current hires and the future goals of direct care staff.

**Financial Report** – Bodalski presented the financial operations and social accountability reports for February 2024 and answered board member's questions. Bodalski provided a cottage update on repairs and it's current state. Motion made by Kazim to accept the financial operations report as presented. Motion seconded by Marois and carried unanimously.

Andrews out 11:30am

**Strategic Plan** – Bodalski continued to update the board on the cottages and highlighted on referrals, repairs and rooms being ready for occupancy. Bodalski noted there are rooms needing repair by outside contractors. Bodalski shared that he has reached out to Ray Minervini to discuss who we are and what the future could look like for the Cottages. Bodalski stated his short-term plan for the cottages is to immediately have rooms ready for rent and is working on long-term planning for growth. Bodalski also gave an update on the Medical Care Facility (MCF) with the bed capacity now at 182 as of February 14. Bodalski's short-term plan for the MCF is to prepare Aspen for occupancy should the Pavilions be able to increase bed capacity.

**Request to Purchase - Bladder Scanner** - Bodalski reviewed the need to purchase a bladder scanner. Three bids were received and the winning bid was awarded to McKesson based on lowest bid price. Motion was made by Kazim to approve the purchase of one (1) new bladder scanner as presented for \$6,448.50, seconded by Marois. Motion carried.

**PACE North Appointments** – Motion made by Marois to appoint Haider Kazim, TJ Andrews and Gerard Bodalski to the PACE North Board effective immediately with the term to end on December 31, 2024, seconded by Kazim. Motion carried.

**Change of Meeting Date** – The Board discussed moving the April 25<sup>th</sup> meeting to Thursday, April 18<sup>th</sup> at 9:00am due to scheduling conflicts recently proposed for April 29<sup>th</sup> and April 25<sup>th</sup>. Location to be determined. Motion made by Kazim to move the April meeting from April 25<sup>th</sup> to April 18<sup>th</sup>, seconded by Marois. Motion carried.

**Attending/Consulting Privileges** - The Board reviewed the requests to have consulting privileges for Mallorie McComb, NP and Laura Worthington, PA as recommended by Medical Director Dr. April Kurkowski, D.O. Motion was made by Kazim to approve consulting privileges for Mallorie McComb, NP and Laura Worthington, PA as presented, seconded by Marois. Motion carried.

**Grand Traverse Pavilions Announcements**

- (1) Next Board Meeting April 18, 2024
- (2) Golf Scramble Fore Seniors on May 17, 2024

**Second Public Comment**

Meeting adjourned at 11:48 am

Signatures:

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

Date: \_\_\_\_\_ Approved  
          \_\_\_\_\_ Corrected and Approved

**PAVILIONS RESIDENT COUNCIL MEETING**  
**March 21, 2024**

The March 2024 meeting of the Grand Traverse Pavilions Resident Council was called to order at 11:00am in the Multi-Purpose Room by Kari Belanger, CTRS.

All residents were welcomed.

The residents waived their right to a closed meeting.

The Lord's Prayer and the Pledge of Allegiance were recited.

**Members present were introduced:** Residents are marked "X" throughout the minutes.

**Birch Pavilion:** 5 Residents attended.

**Cherry Pavilion:** 8 Residents attended.

**Dogwood Pavilion:** 3 Residents attended.

**Staff members were introduced:**

Kari Belanger, CTRS, Life Enrichment

Linda Burton, CTRS, Life Enrichment

Hanna Wooters, CTRS, Life Enrichment

Naomi Rode, RN, ADON – Dogwood Pavilion

Cindi Pobuda, LBSW – Dogwood Pavilion Social Work

Christian Anderson, General Manager – Forefront Dining Services

Lisa Telling, Dietary Administrative Assistant – Forefront Dining Services

Tim Coggins, Environmental Services Director

Cati Kujawski, Environmental Services Manager

**Guest:**

Tom Hoxie, American Sign Language (ASL) interpreter

**Old Business:**

From February:

- Christian shared with everyone present that new menus will be coming out on April 1<sup>st</sup> and chili, goulash and a few other items that residents have suggested having will be included.
- Kari shared with everyone the following activity suggestions from the February meeting were planned and/or held in March and/or April.
  - o Color Easter eggs (planned for 03/28/2024)
  - o Have root beer floats (held 03/07/2024) and banana splits (planned for 03/28/2024)
  - o Wear green clothes for St. Patrick's Day (held 03/17/2024)

- Watch *The Wizard of Oz* (shown 03/15/2024), *Pretty Woman* (shown 03/08/2024) and *Laurel & Hardy* (shown 03/01/2024)
- Shopping at Walmart is planned for 04/04/2024; Hobby Lobby will be in May/June 2024.

### **New Business:**

Kari made the following announcements:

- Introduction of Hanna Wooters, Recreational Therapist who has joined the Life Enrichment Department with Linda, Kari, Susan and Guy.
- Linda is retiring on Friday April 12 after 34 years of working at the Pavilions.

### **Outings for April 2024:**

Thursday April 4 – Shopping at Walmart (*suggested by X*)

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

Thursday April 11 – Lunch at China Fair (*suggested by X*)

Board bus at 11:00am, return pick-up to come home at 1:30pm

Tuesday April 16 – Shopping at Dollar Tree (*suggested by X*)

Board bus at 2:00pm, return pick-up to come home at 3:30pm

*Residents present at the meeting signed up for the outing of their choosing as well as an alternate outing if they desired.*

April Special Events:

Friday April 5 – Catholic Mass with Father Joe – 11:00am – MPR

Friday April 5 – Detroit Tigers Home Opener on the Big Screen vs Oakland Athletics – 1:05pm – MPR

Friday April 12 – Congratulations Linda!! – 11:00am – MPR

Thursday April 18 – Pavilions Resident Council Meeting – 11:00am – MPR

Friday April 26 – Music/Sing-along with Tally & Bob Green – 10:30am – MPR

### **Resident Group Interview Questions:**

Kari discussed with the attending residents that there 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 Activities.

### **Activities:**

- Activity programs are supposed to meet your interests and needs. Do you feel the activities here do that?  
All residents present said yes.
- Do you participate in the activities here?  
All residents present said yes.
- Do you enjoy them?  
All residents present said yes.

- Are there enough helpers and supplies available so that everyone who wants to can participate?  
All residents present said yes.
- Do you as a group have input into the selection of the activities that are offered?  
All residents present said yes.
- Does the facility follow up on your suggestions?  
All residents present said yes.
- Do you have other feedback about the activities program here?  
All residents present said yes. One resident commented that she has enjoyed the bowling and painting activities.
- In addition to scheduled activities, are there opportunities for you to socialize with other residents?  
All residents present said yes.
- Are there places you can go when you want to be with other residents?  
All residents present said yes.

### **1. Discussion regarding food temperature and receiving HS snacks.**

Many residents attended the Let's Talk Food meeting that was held on March 12, 2024; the next meeting will be April 17<sup>th</sup> at 2:00pm.

Christian shared for Easter Sunday, the menu will be Baked Glazed Ham, Lemon Asparagus, Deviled Eggs, Dinner Roll, and Frosted White Cake. Residents told Christian that he better plan to have lots of deviled eggs available for everyone.

Residents present at the meeting provided the following suggestions and comments:

- The potato salad is good, but the potatoes could be cooked a little longer and add some mustard into the dressing, and then it would be perfect.
- Could we have chicken legs and chicken wings?
- The biscuits and gravy have improved greatly.
- The spareribs were delicious, they fell off the bone!
- I love having omelets at breakfast, they are wonderful!

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

All residents present at the meeting said everything is great with the cleanliness of the building and their laundry being cleaned and returned promptly.

### **3. Discussion regarding room temperature.**

One resident commented that they feel the temperature in the building varies throughout the day; one commented that she gets a little warm at night but is okay.



*Tim told everyone present that with the varying temperatures occurring outdoors, it can be difficult to maintain an exact consistent temperature throughout the building, and that the overall temperature is not to be lower than 71 degrees and no higher than 76 degrees. Tim did ask residents to have their nursing team call himself or the Environmental Services Department if they are experiencing large temperature swings or shifts, or any other special issues that need to be addressed.*

**4. Discussion regarding nursing care.**

All residents present at the meeting said “good.” One resident asked if education could be provided to staff on how to make a bed after it has been stripped and washed, as her bed is usually stripped and washed by 7:30am and sometimes it is not made back up until later in the afternoon.

**5. Discussion regarding call lights being answered in a timely manner.**

All residents present at the meeting said “alright.”

**6. Discussion regarding receiving showers as needed/as requested.**

All residents present at the meeting said, “Yes.”

**7. Discussion regarding the nighttime noise level on their home Pavilion.**

One resident commented that she hears the staff talking at night and their conversations are too loud at times.

**The floor was opened for additional comments:**

Residents gave the following suggestions for activities:

Outings: to the Northwestern Michigan Fair in August, go to a zoo or farm, see a movie at the local movie theater, go fishing this summer, and Wheels on Rails this summer.

The next Pavilions Resident Council meeting will be held on Thursday April 18, 2024, at 11:00am in the Multi-Purpose Room. Kari asked for a volunteer to read over and sign the March 2024 minutes, and X said that she would do this. The Pavilions Resident Council Meeting was adjourned at 11:50am by X, seconded by X.

Respectfully Submitted,

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Kari Belanger, CTRS  
Recreational Therapist

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X, Cherry Pavilion Resident

**Elm Resident Council Minutes**  
**Meeting Held- March 28<sup>th</sup> 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 introduced:** Residents are marked “X” throughout the minutes.  
12 Residents attended.

**Staff Present:**

Susan Eldred, Recreation Therapist  
Cindi Pobuda, Social Worker  
Naomi Rode, Assistant Director of Nursing

**Old Business:**

None

**New Business:**

Asked the residents if they need help do the staff help them.  
X and X answered “yes”

Asked the residents if they were being offered an evening snack.  
X stated that it happened sometimes. X stated that yes they were being offered.

Asked the residents if the staff were treating them with respect.  
X stated yes they were.

Asked the residents if the food was good.  
X stated that it is good. X and X stated yes the food was good.

Asked the residents if the rooms were getting cleaned.  
No concerns were noted.

Asked the residents if their clothes were getting cleaned.  
X, X and X stated that their clothes were being cleaned.

Asked the residents how the temperature in their rooms were.  
X stated that it was cool in her room at night.

Asked the residents if they have enough to do.  
X and X stated that they had enough to do.

**Questions, Suggestions, Concerns and Comments:**

The floor was open for questions, suggestions, concerns and comments.  
No questions or concerns were noted.

X suggested more walking.  
X suggested planting potato, onion and beet seedings in April.  
X suggested outside activities with kids.

Activity update by Susan Eldred: See Attached

Meeting was closed at 11:00am

Respectfully submitted,

Susan Eldred, CTRS

Cindi Pobuda LBSW

Naomi Rode, BSN, RN

**GRAND TRAVERSE PAVILIONS**  
**Service Excellence Award Program**  
**March 2024**

<b>Date:</b>	03/04/2024
<b>Employee:</b>	Erica Nesvig-Paddock
<b>Awarded for:</b>	Thank you for helping to cover the therapy department day to day schedule while I had to be gone! The assistance coordinating all the schedules and patients is greatly appreciated.
<b>Position:</b>	Physical Therapist
<b>Nominated by:</b>	Kristen Semeyn

<b>Date:</b>	03/04/2024
<b>Employee:</b>	Shelly Coddington
<b>Awarded for:</b>	Thank you for always helping me with quotes and other supply issues. You are always quick to respond and easy to communicate with. I appreciate you putting the residents first and helping me by giving me all the info on pricing, availability, and arrival times. Thank you for being you.
<b>Position:</b>	Environmental Services
<b>Nominated by:</b>	Kristen Packard

<b>Date:</b>	03/11/2024
<b>Employee:</b>	Sarah Backlund
<b>Awarded for:</b>	Thank you for a very special Valentine's Day treat to our residents. You invited many smiles and made their day!
<b>Position:</b>	Life Enrichment Coordinator
<b>Nominated by:</b>	Melissa Gomez

<b>Date:</b>	03/11/2024
<b>Employee:</b>	Natalia Johnson
<b>Awarded for:</b>	Thank you for your excellent care to our residents. You are a wealth of knowledge and when an admission came in that was not as expected, you handled the challenges with grace and confidence. I appreciate you!
<b>Position:</b>	Cottage RN
<b>Nominated by:</b>	Melissa Gomez

<b>Date:</b>	03/18/2024
<b>Employee:</b>	Alexys Corby
<b>Awarded for:</b>	Assisting with a difficult lab draw and transfer. Thank you for your help!
<b>Position:</b>	RN Case Manager
<b>Nominated by:</b>	Melanie Farmer ADON

<b>Date:</b> 03/18/2024
<b>Employee:</b> Brooke Araizaga
<b>Awarded for:</b> Thank you for coming back to work after working the AM shift. We appreciate your willingness to help when needed!
<b>Position:</b> CNA
<b>Nominated by:</b> Janet VanWingerden

<b>Date:</b> 3/25/2024
<b>Employee:</b> Ashley Joseph
<b>Awarded for:</b> Ashley took the time to fill out an entire week's worth of meal tickets with a resident today. Ashley goes above and beyond and makes sure this resident feels informed and involved with their meals! Ashley has a special bond with this resident.
<b>Position:</b> CNA
<b>Nominated by:</b> Sarah Pleva


<b>Date:</b> 3/25/2024
<b>Employee:</b> Todd Cooper
<b>Awarded for:</b> Quick response for cleaning up a resident's room.
<b>Position:</b> Custodian
<b>Nominated by:</b> Matt Kilander

Grand Traverse Pavilions  
 Quarterly Overtime Rolling Calendar Lookback

Department	Pay Dates In:		4th Qtr 2023		3rd Qtr 2023		2nd Qtr 2023	
	1st Qtr 2024							
Administration	\$ 25.63	0.001%	\$ 463.98	0.012%	\$ 126.77	0.003%	\$ 306.35	0.007%
Adult Day Services	\$ -	0.000%	\$ -	0.000%	\$ -	0.000%	\$ -	0.000%
Child Day Care	\$ 1,371.65	0.030%	\$ 538.04	0.014%	\$ 598.66	0.014%	\$ 886.06	0.020%
CNA	\$ 68,401.19	1.565%	\$ 52,222.11	1.394%	\$ 37,997.32	0.869%	\$ 25,398.55	0.577%
CNA Training	\$ -	0.000%	\$ -	0.000%	\$ -	0.000%	\$ -	0.000%
Marketing/Foundation	\$ -	0.000%	\$ -	0.000%	\$ -	0.000%	\$ -	0.000%
Cottages	\$ 22,113.20	0.479%	\$ 14,005.90	0.374%	\$ 11,916.94	0.273%	\$ 12,238.84	0.278%
Diversional Therapy	\$ 2,844.32	0.062%	\$ 2,048.81	0.055%	\$ 1,359.08	0.031%	\$ 817.12	0.019%
Financial Mgt.	\$ 483.14	0.010%	\$ 7,472.44	0.199%	\$ -	0.000%	\$ -	0.000%
Housekeeping	\$ 2,340.47	0.051%	\$ 3,143.61	0.084%	\$ 9,874.17	0.226%	\$ 7,873.76	0.179%
Human Resources	\$ 112.20	0.002%	\$ 61.20	0.002%	\$ 35.27	0.001%	\$ 44.08	0.001%
Human Services	\$ 21.18	0.000%	\$ 661.71	0.018%	\$ 547.41	0.013%	\$ 22.88	0.001%
Laundry	\$ 2,268.41	0.049%	\$ 1,652.34	0.044%	\$ 2,060.82	0.047%	\$ 2,164.39	0.049%
LPN	\$ 15,029.75	0.325%	\$ 16,691.57	0.445%	\$ 16,240.14	0.372%	\$ 7,077.04	0.161%
Maintenance	\$ 7,699.75	0.167%	\$ 4,141.46	0.111%	\$ 5,703.83	0.131%	\$ 6,187.72	0.140%
Nursing Administration	\$ 11,573.41	0.251%	\$ 7,237.00	0.193%	\$ 2,846.26	0.065%	\$ 3,596.28	0.082%
RN	\$ 25,022.29	0.542%	\$ 23,761.10	0.634%	\$ 26,888.34	0.615%	\$ 18,934.60	0.430%
Therapies - PT, OT	\$ 5,768.52	0.125%	\$ 3,408.40	0.091%	\$ 5,475.91	0.125%	\$ 746.26	0.017%
<b>Totals</b>	<b>\$165,075.11</b>		<b>\$137,509.67</b>		<b>\$121,670.92</b>		<b>\$ 86,293.93</b>	
<b>% of payroll</b>		<b>3.658%</b>		<b>3.670%</b>		<b>2.784%</b>		<b>1.959%</b>



**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:** March CEO/Administrator Report 

**Census** (Average Daily Census)

	April MTD	Mar-24	Feb-24	Jan-24	Dec-23	Nov-23	Oct-23
Medical Care Facility (MCF)	162	163	157	150	144	148	144
Cottages	54	54	52	54	52	51	57

<b>MCF</b>		Mar-24	Feb-24	Jan-24	Dec-23	Nov-23	Oct-23
Admissions		65	61	61	49	46	55
Discharges		65	52	51	53	44	48
MMC Referrals		180	204	220	186	150	173
MMC Denied		27	39	40	45	31	34
Transfers to LTC		3	1	7	4	4	1

<b>Cottages</b>		Mar-24	Feb-24	Jan-24	Dec-23	Nov-23	Oct-23
Admissions		3	1	3	2	2	1
Respite		7	3	3	2	2	1
Discharges		1	4	2	2	7	7
Transfers to LTC							

**Finance**

	Mar-24	Feb-24	Jan-24	Dec-23	Nov-23	Oct-23
Combined Net Income	\$9,663	\$(192,201)	\$(157,224)	\$(101,326)	\$(138,521)	\$(194,578)
MCF Net Income	\$51,320	\$(119,231)	\$(100,310)	\$(25,542)	\$(60,951)	\$(98,340)
Cottage Net Income	\$(41,657)	\$(72,970)	\$(56,914)	\$(75,784)	\$(77,570)	\$(96,238)

**Facility Reported Incidents**

	Mar-24	Feb-24	Jan-24	Dec-23	Nov-23	Oct-23
MCF	1	2	8	6	6	4

**Total # Employee**

Apr-24	Mar-24	Feb-24	Jan-24	Dec -23
325	322	316	303	292

**Staffing**

Recruitment is underway for the following open positions: CNAs; Universal Workers; Licensed Nurses; Accountant;

Seventeen employees were hired in March: 1 Child Care Assistant; 1 Recreational Therapist; 1

Custodian; 1 Licensed Nurse; 5 CNA; 4 Nurse Aide Students; 2 Universal Workers; 1 Occupational Therapist and 1 Physical Therapist Assistant. We received 54 applications in March.

In March there were 6 resignations and 2 terminations.

In March we received 4 employee referrals.

As of March 31, 2024, we had 322 employees.

### **Environmental Services**

On March 1, Tim Coggins, Environmental Services Director, and Cati Kujawski, Environmental Services Manager, met with Tyler of Trend Window and Design to quote new window blinds for Elm dining room. The current blinds are needing to be replaced.

On March 4, Elmers used their vacuum truck to clean out a number of drain basins at the facility that were clogged, and creating water backups.

On March 5, Coggins and Kujawski met with Gregg Bird, Grand Traverse County Emergency Management Coordinator, to discuss emergency preparedness at our facility. We will be making some changes to our codes called over the all-page system to better clarify the emergency, as well as holding some training.

On March 5, the new racks for the walk-in cooler were assembled and installed by the maintenance department. These racks have removable panels that can be run through the dish machine for cleaning, and are all composite material, so they will not rust.

On March 6, Bay Area Hoods cleaned the hoods in the main kitchen. This is done on a quarterly basis to eliminate fire hazards in the kitchen exhaust system.

On March 21, Windemuller Electric replaced the electrical transformer serving the main building. This took approximately 5 hours, during which time we were running on generator power. Since the fire suppression pump is not powered by the generator, we performed a constant fire watch throughout the building during the power outage. Once the power was restored, we ran the fire suppression pump to ensure everything worked as it should. The local fire department and state fire marshal were notified of this event prior to the start, and when power was restored.

During March, the maintenance techs cleaned and organized Aspen pavilion.

On March 29, Martell Electric repaired an electrical issue with the light posts in the grand lawn. There was a disconnected ground on an auxiliary circuit on one of the light poles, causing the light poles down stream of this pole to be energized. The ground was repaired.

### **Wellness Center**

The Wellness Center saw the following patients this month: Medicare A: 31; Medicare Advantage Skilled: 41; Medicare B: Outpatient: 14; Medicare B: Inpatient: 24; Medicare B Advantage: Outpatient 33; Inpatient 16; Private Insurance: Outpatient: 17; Private Insurance: Inpatient:5; Work compensation: Outpatient:; Private pay: Outpatient: 0; Private pay: Inpatient: 0. Auto: Outpatient: 2; Auto: Inpatient:1.



## **Activities**

Kari Belanger and Linda Burton, Recreational Therapists, completed a total of 54 video chats over FaceTime or Google Duo.

Activities, Special Events and Outings that occurred in March included small group activities such as Bird Care; Card Games & Table Games (group jigsaw puzzles, picture bingo, spelling bees, UNO, Shut the Box and cornhole games); and Cooking & Baking – make & enjoy No Bake Mint Oreo Meltaways, Shamrock Shakes, Make & Enjoy Grasshopper Pie, Green Smoothies, Make & Enjoy Egg Salad & Deviled Eggs, and Make/Take & Enjoy Rice Krispie Easter Eggs. Residents made flowers, colored/dyed hard boiled eggs for Easter, Easter sponge painting and other Easter crafts, along with helping fold the weekly Pavilions Post. Residents participated in morning stretch/exercise groups using balloon balls. Sing-alongs took place throughout the building in hallways along, and various trivia, word games and poetry groups. Large group activities that were held included: Drum Circles, Bingo, Bingo Store, Bowling, Let's Talk Food Meeting, Popcorn Fridays & Movies, Tuesday Mocktails, Banana Split Social, St. Patrick's Day Social, and a Spring Auction. Members of the Northern Lights Dance Company from Cadillac performed Irish step dancing for the residents & family members. 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, and Rosary & Holy Communion. Outings that residents signed up for were Lunch at La Senorita and Shopping at Meijer. Various socials & card games were held on the Rehab Pavilion each week, with snacks provided by Forefront Dining Services.

On March 19, Linda Burton, Recreational Therapist, attended the Senior Companion Advisory Council meeting.

On March 21, the Pavilions Resident Council meeting for residents on all pavilions to come together to meet instead of having a meeting on each individual pavilion was held.

## **Dietary**

- St. Patrick's Day the residents had a traditional corned beef meal for lunch.
- Resident feedback in the March "Let's Talk Food" meeting resulting in a resounding desire to see more reminiscent comfort food on the menu – goulash, spaghetti and meatballs and especially liver and onions.
- Forefront is releasing a new Spring and Summer four-week menu beginning April 1<sup>st</sup>. We have built resident requests into that menu.
- We have addressed resident feedback regarding our sliced turkey and Swiss cheese and switched to different specs.
- Social Hour on Rehab began on March 12<sup>th</sup> and is now offered every Tuesday and Thursday. Forefront is providing a rotating display of fruit, charcuterie, and crudité.
- An additional meal cart has been acquired to address the increased census on Maple Rehab.
- Meal delivery times have improved. A Tray Cart Delivery Quality Assurance tool is being used to monitor each meal period.

# GRAND TRAVERSE PAVILIONS MEMORANDUM

Financial Operations Report  
March 2024

## Grand Traverse Pavilions Combined

### REVENUE:

The overall revenue for the Pavilions in March was \$2,683,056 resulting in a favorable budget variance of \$253,739.

### EXPENSES:

The total overall operating expenses for the Pavilions in March were \$2,673,393 resulting in an unfavorable variance to budget of \$298,124.

### NET INCOME/LOSS:

There was net income of \$9,663 from the combined programs of the Pavilions in March resulting in an unfavorable budget variance of \$44,385.

### OPERATING CASH:

Total operating cash held by the County at month-end was \$2,719,941. There was a net decrease (less brought in than was spent) in overall cash of \$1,430,082 for the month.

The following items also negatively impacted our cash position (not expenses) in March:

Three pay days in March which negatively impacted cash by \$700,000  
Recently received older invoices of \$125,000 were paid during March.  
Repayment of previously adjusted QAS revenue of \$99,323  
Direct care worker wage reimbursement was credited in early April instead of late in March as is the typical pay schedule negatively impacting cash by \$68,306  
The increase in accounts receivable also negatively impacted cash by \$579,000

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

We are projecting no net change in cash for April, even with the bond payment due at the end of the month.

**VOUCHERS:**

Purchase orders, invoices, checks written, and supporting documentation reviewed for voucher numbers 5524-5534 for the month of March and were in order without exception.

**Grand Traverse Medical Care**

**REVENUE:**

The census for March averaged 163 residents which was eighteen above the budgeted census and six more than the prior month. Private pay census was one more than budget, Medicare was nine above, Medicaid was twelve above and Hospice was four below the budgeted census. Seven of the private pay residents are in the process of applying for Medicaid. The occupancy for March was 68% of licensed beds and 90% of available beds.

Our average rate per patient day (“PPD”) rate for resident revenue was \$3.65 over budget (favorable) which was driven by the higher Medicare census. 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 \$236,837 on a budget of \$140,200 for a favorable variance of \$96,637 for the month.

Total revenue was \$357,647 more than budgeted for the month.

We continue to explore offering an Institutional Special Needs Plan (as outlined in the strategic plan and the March edition of the MCMCFC “Compass”) to reduce hospitalizations and Emergency Room visitations for long term residents, improve resident care, provide flexibility for providing supplemental therapy, improve QM measures and add significant revenue to the organization.

**EXPENSES:**

Operating Expenses were \$10.19 more than budgeted for the month resulting in an unfavorable variance of \$304,248.

Cost control measures and initiatives remain an organizational focus.

**NET INCOME/LOSS:**

Grand Traverse Medical Care produced net income of \$51,320 for the month, which was \$53,400 better than budgeted.

RECEIVABLES:

Our Days Revenue Outstanding (“DRO”) (before allowances) is 57 days as of 3/31/2024. This is one day more than as of 2/29/24. Our goal for 2024 is reduce that number to 45 days. Some steps in that plan are set forth below:

Eight residents who are private pay are in the process of applying for Medicaid and one is in the process of retaining a conservator to liquidate real estate holdings to generate cash to pay the invoice. This is down one from February. No payment was received for them in March, which represents \$96,000 in revenue not being collected currently. We are in regular contact with the Medicaid case worker and resident attorney’s to monitor progress on the applications. We have never seen a Medicaid application denied when residents and/or families engage an attorney to complete the planning and application.

Priority Health has not been paying outpatient claims and we have been working for months with their provider liaison to resolve the technical issues they cite as being responsible for the non-payment. During the last two months Priority Health has not paid inpatient claims as they had been doing and we have again engaged their provider liaison to resolve the underlying issue. This totals approximately \$600,000 in receivables representing 7 days revenue outstanding. We have received notice that payments of \$214,335.57 have been approved and are expected in April. We are signing up for electronic payments and have put in a production ticket to expedite remaining payments.

Blue Cross Blue Shield owes the Pavilions \$600,000. All outstanding claims are being reviewed and reprocessed. We are in the process of arranging a meeting with our provider representative to address process concerns and will sign up for electronic payment.

Coinsurance claims amount to \$100,000. We are reviewing each and every claim and individually forwarding coinsurance claims to the proper payer when they have not automatically been forwarded by Medicare.

Our hospice payer issues were resolved during March.

**The Cottages**

REVENUE:

Total revenue of \$252,404 generated a \$82,508 unfavorable variance to the budget but was an improvement of \$16,892 from the prior month. The average census for the Cottages-Assisted Living was 52 apartments during the month (9 below budget), representing 67% occupancy. There were 96 days of overnight respite provided during the month (61 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 March (before depreciation) were \$270,739, which was above the budgeted amount by \$15,276 for an unfavorable variance. This was a significant decrease in expenses of \$14,421 from the prior month even with two extra days of costs.

**NET INCOME/LOSS:**

The program had a net loss for the month of \$41,657 resulting in an unfavorable variance of \$97,784.

**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*	\$2.7M
Current Fund Balance as a percentage of Operating Budget	9%
Amount Available Above/ (Below) Target	(\$3.0)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  
 3/1/2024 to 3/31/2024**

**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 \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$
Service Revenue	2,477,927	2,288,188	189,738	2,218,644	2,159,574	59,070	6,950,176	6,735,950	214,226
Other Revenue	205,130	141,129	64,001	180,928	134,314	46,613	563,399	416,572	146,827
<b>Total Revenue</b>	<b>2,683,056</b>	<b>2,429,317</b>	<b>253,739</b>	<b>2,399,572</b>	<b>2,293,888</b>	<b>105,684</b>	<b>7,513,575</b>	<b>7,152,522</b>	<b>361,052</b>
Salaries & Wages	1,559,349	1,258,825	(300,524)	1,442,563	1,177,610	(264,953)	4,406,540	3,695,259	(711,280)
Benefits	378,819	348,025	(30,794)	352,363	333,700	(18,663)	1,077,960	1,029,750	(48,209)
Other Operating Expenses	610,222	642,727	32,505	670,747	630,244	(40,503)	1,992,732	1,918,598	(74,134)
Interest Expense	29,062	29,752	(690)	30,159	27,833	2,327	88,284	87,337	947
Depreciation	95,941	95,941	0	95,941	95,941	0	287,822	287,822	0
<b>Total Operating Expenses</b>	<b>2,673,393</b>	<b>2,375,269</b>	<b>(298,124)</b>	<b>2,591,773</b>	<b>2,265,328</b>	<b>(326,446)</b>	<b>7,853,337</b>	<b>7,018,766</b>	<b>(834,571)</b>
<b>Net Operating Income</b>	<b>9,663</b>	<b>54,048</b>	<b>(44,385)</b>	<b>(192,201)</b>	<b>28,561</b>	<b>(220,762)</b>	<b>(339,762)</b>	<b>133,756</b>	<b>(473,518)</b>

Grand Traverse Pavilions  
 SNF Income Statement  
 3/1/2024 to 3/31/2024

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	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
<b>SNF Resident Revenue</b>																		
<b>Inpatient Revenue</b>																		
Medicare Part A	266,760	318,276	(51,516)	578.65	684.46	(105.81)	174,394	297,742	(123,348)	571.78	684.46	(112.68)	608,069	934,294	(326,225)	581.33	684.46	(103.14)
Medicare Advantage	306,280	126,753	179,528	572.49	408.88	163.61	279,535	118,575	160,960	579.95	408.88	171.07	848,447	372,081	476,366	574.05	408.88	165.17
Medicaid	1,169,182	1,039,414	129,769	374.38	376.74	(2.36)	1,139,139	972,355	166,785	374.47	376.74	(2.27)	3,416,099	3,051,182	364,917	374.37	376.74	(2.37)
Hospice	127,921	172,817	(44,896)	436.59	428.83	7.76	110,457	161,667	(51,210)	436.59	428.83	7.76	343,596	507,300	(163,704)	436.59	428.83	7.76
Private Pay	255,127	229,525	25,601	398.01	411.34	(13.32)	193,630	214,717	(21,087)	415.51	411.34	4.18	738,554	673,768	64,786	409.62	411.34	(1.71)
Medicare Part B	13,089	2,941	10,148	2.59	0.65	1.94	9,335	2,751	6,584	2.05	0.65	1.40	38,364	8,632	29,732	2.69	0.65	2.04
<b>TOTAL Inpatient Revenue</b>	<b>2,138,359</b>	<b>1,889,725</b>	<b>248,634</b>	<b>423.19</b>	<b>420.41</b>	<b>2.78</b>	<b>1,906,489</b>	<b>1,767,807</b>	<b>138,682</b>	<b>419.19</b>	<b>420.41</b>	<b>(1.21)</b>	<b>5,993,129</b>	<b>5,547,257</b>	<b>445,872</b>	<b>420.90</b>	<b>420.41</b>	<b>0.49</b>
<b>Outpatient</b>																		
Physical Therapy	46,338	60,760	(14,422)	9.17	13.52	(4.35)	42,521	57,637	(15,116)	9.35	13.71	(4.36)	127,816	179,157	(51,342)	8.98	13.58	(4.60)
Occupational Therapy	9,681	0	9,681	1.92	0.00	1.92	6,249	0	6,249	1.37	0.00	1.37	22,664	0	22,664	1.59	0.00	1.59
Speech Therapy	17,708	0	17,708	3.50	0.00	3.50	14,468	0	14,468	3.18	0.00	3.18	43,503	0	43,503	3.06	0.00	3.06
Wellness	3,130	3,720	(590)	0.62	0.83	(0.21)	3,782	3,720	62	0.83	0.88	(0.05)	10,252	11,160	(908)	0.72	0.85	(0.13)
<b>TOTAL Outpatient</b>	<b>76,857</b>	<b>64,480</b>	<b>12,377</b>	<b>15.21</b>	<b>14.34</b>	<b>0.87</b>	<b>67,020</b>	<b>61,357</b>	<b>5,663</b>	<b>14.74</b>	<b>14.59</b>	<b>0.14</b>	<b>204,235</b>	<b>190,317</b>	<b>13,917</b>	<b>14.34</b>	<b>14.42</b>	<b>(0.08)</b>
<b>TOTAL SNF Resident Revenue</b>	<b>2,215,216</b>	<b>1,954,205</b>	<b>261,011</b>	<b>438.40</b>	<b>434.75</b>	<b>3.65</b>	<b>1,973,509</b>	<b>1,829,164</b>	<b>144,345</b>	<b>433.93</b>	<b>435.00</b>	<b>(1.07)</b>	<b>6,197,364</b>	<b>5,737,574</b>	<b>459,790</b>	<b>435.24</b>	<b>434.83</b>	<b>0.41</b>
<b>SNF Other Revenue</b>																		
Revenue - Child Day Care	10,560	9,309	1,251	2.09	2.07	0.02	9,756	8,709	1,047	2.15	2.07	0.07	29,294	27,328	1,967	2.06	2.07	(0.01)
Childcare Lunches	378	334	44	0.07	0.07	0.00	372	312	60	0.08	0.07	0.01	1,084	980	104	0.08	0.07	0.00
Vending Machine Sales	232	269	(36)	0.05	0.06	(0.01)	371	269	103	0.08	0.06	0.02	1,057	806	251	0.07	0.06	0.01
Rental Income	168	206	(38)	0.03	0.05	(0.01)	0	206	(206)	0.00	0.05	(0.05)	485	618	(133)	0.03	0.05	(0.01)
Interest Income	0	1,000	(1,000)	0.00	0.22	(0.22)	0	1,000	(1,000)	0.00	0.24	(0.24)	0	3,000	(3,000)	0.00	0.23	(0.23)
DCW Wage Reimbursement	74,069	40,000	34,069	14.66	8.90	5.76	68,306	40,000	28,306	15.02	9.51	5.51	211,561	120,000	91,561	14.86	9.09	5.76
Copy Revenue	69	10	59	0.01	0.00	0.01	0	10	(10)	0.00	0.00	0.00	318	30	288	0.02	0.00	0.02
Garnishment Fees	0	30	(30)	0.00	0.01	(0.01)	0	30	(30)	0.00	0.01	(0.01)	0	90	(90)	0.00	0.01	(0.01)
Scrap Sales	0	30	(30)	0.00	0.01	(0.01)	0	30	(30)	0.00	0.01	(0.01)	0	90	(90)	0.00	0.01	(0.01)
Exp Reimbursements	0	0	0	0.00	0.00	0.00	101	0	101	0.02	0.00	0.02	101	0	101	0.01	0.00	0.01
Misc Income	(16)	682	(698)	0.00	0.15	(0.15)	1,010	682	328	0.22	0.16	0.06	1,337	2,046	(709)	0.09	0.16	(0.06)
Recruitment Grant Income	11,608	0	11,608	2.30	0.00	2.30	6,931	0	6,931	1.52	0.00	1.52	18,539	0	18,539	1.30	0.00	1.30
QAS Income	176,177	155,218	20,959	34.87	34.53	0.33	161,510	145,204	16,306	35.51	34.53	0.98	501,623	455,639	45,984	35.23	34.53	0.70
QMI Income	26,314	36,905	(10,590)	5.21	8.21	(3.00)	26,314	34,524	(8,209)	5.79	8.21	(2.42)	78,943	108,333	(29,390)	5.54	8.21	(2.67)
Inter-Company Charges	21,400	0	21,400	4.24	0.00	4.24	21,400	0	21,400	4.71	0.00	4.71	64,200	0	64,200	4.51	0.00	4.51
Bad Debt Expenses	(7,500)	(7,500)	0	(1.48)	(1.67)	0.18	(7,500)	(7,500)	0	(1.65)	(1.78)	0.13	(22,500)	(22,500)	0	(1.58)	(1.71)	0.13
Provider Tax Expenses-QAS	(67,941)	(86,128)	18,187	(13.45)	(19.16)	5.72	(67,941)	(80,571)	12,630	(14.94)	(19.16)	4.22	(203,823)	(252,827)	49,005	(14.31)	(19.16)	4.85
Provider Tax Expenses-QMI	(8,681)	(10,164)	1,483	(1.72)	(2.26)	0.54	(8,681)	(9,508)	827	(1.91)	(2.26)	0.35	(26,044)	(29,836)	3,792	(1.83)	(2.26)	0.43
<b>TOTAL SNF Other Revenue</b>	<b>236,837</b>	<b>140,200</b>	<b>96,637</b>	<b>46.87</b>	<b>31.19</b>	<b>15.68</b>	<b>211,951</b>	<b>133,395</b>	<b>78,556</b>	<b>46.60</b>	<b>31.72</b>	<b>14.88</b>	<b>656,176</b>	<b>413,795</b>	<b>242,381</b>	<b>46.08</b>	<b>31.36</b>	<b>14.72</b>
<b>Total Revenue</b>	<b>2,452,052</b>	<b>2,094,405</b>	<b>357,647</b>	<b>485.27</b>	<b>465.94</b>	<b>79.57</b>	<b>2,185,460</b>	<b>1,962,559</b>	<b>222,901</b>	<b>480.53</b>	<b>466.72</b>	<b>53.01</b>	<b>6,853,540</b>	<b>6,151,369</b>	<b>702,171</b>	<b>481.32</b>	<b>466.19</b>	<b>53.21</b>
<b>SNF Operating Expenses</b>																		
<b>Nursing</b>																		
Salary & Wages - RN	236,684	152,030	(84,654)	46.84	33.82	(13.02)	214,197	142,222	(71,975)	47.10	33.82	(13.27)	658,867	446,283	(212,585)	46.27	33.82	(12.45)
Salary & Wages - LPN	96,150	91,646	(4,505)	19.03	20.39	1.36	94,380	85,733	(8,647)	20.75	20.39	(0.36)	299,877	269,025	(30,852)	21.06	20.39	(0.67)
Salary & Wages - CNA	465,636	368,410	(97,225)	92.15	81.96	(10.19)	412,903	344,642	(68,262)	90.79	81.96	(8.83)	1,283,256	1,081,462	(201,794)	90.12	81.96	(8.16)

Grand Traverse Pavilions  
 SNF Income Statement  
 3/1/2024 to 3/31/2024

	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
<b>Nursing (con't)</b>																		
Salary & Wages - UW SNF	23,552	12,103	(11,449)	4.66	2.69	(1.97)	8,594	11,322	2,728	1.89	2.69	0.80	56,809	35,528	(21,281)	3.99	2.69	(1.30)
Longevity - RN	725	737	12	0.14	0.16	0.02	725	689	(36)	0.16	0.16	0.00	2,175	2,163	(12)	0.15	0.16	0.01
Longevity - LPN	450	457	7	0.09	0.10	0.01	450	428	(22)	0.10	0.10	0.00	1,350	1,343	(7)	0.09	0.10	0.01
Longevity - CNA	1,625	1,652	27	0.32	0.37	0.05	1,625	1,545	(80)	0.36	0.37	0.01	4,875	4,848	(27)	0.34	0.37	0.03
FICA - Nursing	60,791	49,101	(11,690)	12.03	10.92	(1.11)	48,400	45,933	(2,467)	10.64	10.92	0.28	162,705	144,135	(18,570)	11.43	10.92	(0.50)
Workers Comp - Nursing	6,978	7,108	129	1.38	1.58	0.20	8,426	6,649	(1,777)	1.85	1.58	(0.27)	16,241	20,864	4,623	1.14	1.58	0.44
Unemployment Expenses	0	8,447	8,447	0.00	1.88	1.88	0	8,447	8,447	0.00	2.01	2.01	0	25,340	25,340	0.00	1.92	1.92
MERS DB - Nursing	31,939	32,538	599	6.32	7.24	0.92	31,939	30,439	(1,500)	7.02	7.24	0.22	95,817	95,515	(302)	6.73	7.24	0.51
MERS DC:Nursing	19,564	11,827	(7,737)	3.87	2.63	(1.24)	11,602	11,064	(538)	2.55	2.63	0.08	43,146	34,719	(8,427)	3.03	2.63	(0.40)
Health Ins - Nursing	63,698	60,820	(2,879)	12.61	13.53	0.92	63,611	60,820	(2,791)	13.99	14.46	0.48	189,598	182,459	(7,139)	13.32	13.83	0.51
Health Ins - Retirees Nursing	5,517	5,846	329	1.09	1.30	0.21	5,517	5,846	329	1.21	1.39	0.18	16,551	17,538	987	1.16	1.33	0.17
Dental Ins - Nursing	4,820	4,292	(527)	0.95	0.95	0.00	4,330	4,292	(38)	0.95	1.02	0.07	13,306	12,877	(429)	0.93	0.98	0.04
Uniforms - Nursing	0	1,217	1,217	0.00	0.27	0.27	1,005	1,217	212	0.22	0.29	0.07	1,005	3,651	2,646	0.07	0.28	0.21
Small Equipment	4,852	5,407	555	0.96	1.20	0.24	5,276	5,058	(218)	1.16	1.20	0.04	12,891	15,872	2,981	0.91	1.20	0.30
Nursing Supplies	20,941	15,995	(4,946)	4.14	3.56	(0.59)	20,452	14,963	(5,489)	4.50	3.56	(0.94)	60,815	46,952	(13,863)	4.27	3.56	(0.71)
Briefs	3,888	5,087	1,198	0.77	1.13	0.36	5,244	4,758	(485)	1.15	1.13	(0.02)	16,641	14,932	(1,709)	1.17	1.13	(0.04)
Stock Meds	2,261	1,420	(841)	0.45	0.32	(0.13)	3,110	1,329	(1,781)	0.68	0.32	(0.37)	6,465	4,170	(2,296)	0.45	0.32	(0.14)
IV Supplies	1,827	2,323	496	0.36	0.52	0.16	9,452	2,173	(7,279)	2.08	0.52	(1.56)	11,280	6,819	(4,461)	0.79	0.52	(0.28)
Special Equipment Rental	0	144	144	0.00	0.03	0.03	0	134	134	0.00	0.03	0.03	0	422	422	0.00	0.03	0.03
Non-Legend Drugs	1,351	472	(879)	0.27	0.10	(0.16)	(3,820)	441	4,262	(0.84)	0.10	0.94	3,904	1,385	(2,519)	0.27	0.10	(0.17)
Professional Services - Medic	3,520	3,590	70	0.70	0.80	0.10	3,520	3,590	70	0.77	0.85	0.08	10,560	10,771	211	0.74	0.82	0.07
Agency Nurse Staffing	27,850	30,492	2,642	5.51	6.78	1.27	23,796	28,525	4,729	5.23	6.78	1.55	79,639	89,508	9,870	5.59	6.78	1.19
Building Repairs-Resident Roo	0	3,527	3,527	0.00	0.78	0.78	125	3,527	3,402	0.03	0.84	0.81	804	10,581	9,777	0.06	0.80	0.75
Equipment Repairs	486	1,449	963	0.10	0.32	0.23	8,525	1,449	(7,076)	1.87	0.34	(1.53)	10,578	4,348	(6,230)	0.74	0.33	(0.41)
Education & Training - Nursing	262	266	4	0.05	0.06	0.01	75	266	191	0.02	0.06	0.05	812	797	(15)	0.06	0.06	0.00
Med Waste:Nursing-Medical Care	1,858	1,584	(274)	0.37	0.35	(0.02)	1,962	1,584	(378)	0.43	0.38	(0.05)	5,683	4,752	(932)	0.40	0.36	(0.04)
Resident Loss Replacement	0	18	18	0.00	0.00	0.00	0	18	18	0.00	0.00	0.00	0	55	55	0.00	0.00	0.00
<b>TOTAL Nursing</b>	<b>1,087,225</b>	<b>880,004</b>	<b>(207,221)</b>	<b>215.16</b>	<b>195.77</b>	<b>(19.39)</b>	<b>985,422</b>	<b>829,104</b>	<b>(156,318)</b>	<b>216.67</b>	<b>197.17</b>	<b>(19.50)</b>	<b>3,065,650</b>	<b>2,589,113</b>	<b>(476,537)</b>	<b>215.30</b>	<b>196.22</b>	<b>(19.08)</b>
<b>Nurse Administration</b>																		
Salary & Wages - Nursing Admin	128,812	89,032	(39,780)	25.49	19.81	(5.69)	129,388	83,288	(46,100)	28.45	19.81	(8.64)	368,648	261,352	(107,296)	25.89	19.81	(6.08)
Longevity-Nursing Admin	1,115	1,133	18	0.22	0.25	0.03	1,115	1,060	(55)	0.25	0.25	0.01	3,345	3,327	(18)	0.23	0.25	0.02
FICA - Nursing Admin	9,854	6,677	(3,176)	1.95	1.49	(0.46)	13,757	6,247	(7,511)	3.02	1.49	(1.54)	32,551	19,601	(12,949)	2.29	1.49	(0.80)
Workers Comp - Nurse Admin	60	62	2	0.01	0.01	0.00	60	58	(2)	0.01	0.01	0.00	180	183	3	0.01	0.01	0.00
MERS DB - Nursing Admin	14,407	14,643	236	2.85	3.26	0.41	14,407	13,699	(709)	3.17	3.26	0.09	43,222	42,986	(236)	3.04	3.26	0.22
MERS DC: Nurse Administration	1,424	1,131	(293)	0.28	0.25	(0.03)	385	1,058	672	0.08	0.25	0.17	1,911	3,319	1,408	0.13	0.25	0.12
Nurse Admin Consulting	4,806	11,100	6,294	0.95	2.47	1.52	7,113	11,100	3,987	1.56	2.64	1.08	16,557	33,300	16,743	1.16	2.52	1.36
<b>TOTAL Nurse Administration</b>	<b>160,478</b>	<b>123,779</b>	<b>(36,699)</b>	<b>31.76</b>	<b>27.54</b>	<b>(4.22)</b>	<b>166,226</b>	<b>116,509</b>	<b>(49,716)</b>	<b>36.55</b>	<b>27.71</b>	<b>(8.84)</b>	<b>466,413</b>	<b>364,067</b>	<b>(102,346)</b>	<b>32.76</b>	<b>27.59</b>	<b>(5.16)</b>
<b>TOTAL Nursing</b>	<b>1,247,703</b>	<b>1,003,783</b>	<b>(243,920)</b>	<b>246.92</b>	<b>223.31</b>	<b>(23.61)</b>	<b>1,151,648</b>	<b>945,614</b>	<b>(206,034)</b>	<b>253.22</b>	<b>224.88</b>	<b>(28.34)</b>	<b>3,532,063</b>	<b>2,953,180</b>	<b>(578,883)</b>	<b>248.06</b>	<b>223.81</b>	<b>(24.24)</b>
<b>Administrative</b>																		
Salary & Wages - Admin	40,205	40,584	379	7.96	9.03	1.07	55,982	37,966	(18,017)	12.31	9.03	(3.28)	148,939	119,133	(29,806)	10.46	9.03	(1.43)
Longevity - Admin	390	396	6	0.08	0.09	0.01	390	371	(19)	0.09	0.09	0.00	1,170	1,164	(6)	0.08	0.09	0.01
FICA - Admin	3,989	3,037	(952)	0.79	0.68	(0.11)	3,654	2,841	(813)	0.80	0.68	(0.13)	11,822	8,915	(2,906)	0.83	0.68	(0.15)
Workers Comp - Admin	40	41	1	0.01	0.01	0.00	40	39	(1)	0.01	0.01	0.00	120	122	2	0.01	0.01	0.00
MERS - Administration	9,159	9,310	150	1.81	2.07	0.26	9,159	8,709	(450)	2.01	2.07	0.06	27,478	27,328	(150)	1.93	2.07	0.14
MERS DC:Administration	1,535	1,002	(533)	0.30	0.22	(0.08)	851	937	86	0.19	0.22	0.04	2,684	2,941	257	0.19	0.22	0.03
Health Ins - Administration	5,382	7,231	1,849	1.07	1.61	0.54	5,528	7,231	1,703	1.22	1.72	0.50	18,231	21,694	3,463	1.28	1.64	0.36
Dental Ins - Administration	137	312	175	0.03	0.07	0.04	273	312	39	0.06	0.07	0.01	765	936	171	0.05	0.07	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
<b>Administrative (con't)</b>																		
Contract Services	3,280	3,218	(61)	0.65	0.72	0.07	3,344	3,218	(126)	0.74	0.77	0.03	75,276	9,655	(65,621)	5.29	0.73	(4.55)
Contract Svcs-Security	0	74	74	0.00	0.02	0.02	223	74	(149)	0.05	0.02	(0.03)	223	221	(2)	0.02	0.02	0.00
Professional Services - Admin	0	3,400	3,400	0.00	0.76	0.76	0	3,400	3,400	0.00	0.81	0.81	0	10,200	10,200	0.00	0.77	0.77
Legal Consultants	0	12,500	12,500	0.00	2.78	2.78	2,533	12,500	9,968	0.56	2.97	2.42	17,470	37,500	20,030	1.23	2.84	1.62
Dues & Memberships	139	3,333	3,194	0.03	0.74	0.71	0	3,333	3,333	0.00	0.79	0.79	4,590	10,000	5,410	0.32	0.76	0.44
License & Fees	662	583	(79)	0.13	0.13	0.00	0	583	583	0.00	0.14	0.14	662	1,750	1,088	0.05	0.13	0.09
Subscriptions	0	6	6	0.00	0.00	0.00	0	6	6	0.00	0.00	0.00	0	18	18	0.00	0.00	0.00
Education & Training - Admin	495	100	(395)	0.10	0.02	(0.08)	0	100	100	0.00	0.02	0.02	495	301	(194)	0.03	0.02	(0.01)
Travel	0	26	26	0.00	0.01	0.01	0	26	26	0.00	0.01	0.01	0	79	79	0.00	0.01	0.01
Board Meeting Expenses	0	4	4	0.00	0.00	0.00	0	4	4	0.00	0.00	0.00	0	13	13	0.00	0.00	0.00
Miscellaneous Expenses	353	48	(305)	0.07	0.01	(0.06)	336	48	(288)	0.07	0.01	(0.06)	689	144	(545)	0.05	0.01	(0.04)
<b>TOTAL Administrative</b>	<b>65,767</b>	<b>85,207</b>	<b>19,441</b>	<b>13.02</b>	<b>18.96</b>	<b>5.94</b>	<b>82,313</b>	<b>81,699</b>	<b>(614)</b>	<b>18.10</b>	<b>19.43</b>	<b>1.33</b>	<b>310,615</b>	<b>252,113</b>	<b>(58,501)</b>	<b>21.81</b>	<b>19.11</b>	<b>(2.71)</b>
<b>Finance</b>																		
Salary & Wages - Financial Ma	24,408	22,511	(1,897)	4.83	5.01	0.18	23,198	21,058	(2,140)	5.10	5.01	(0.09)	69,254	66,080	(3,174)	4.86	5.01	0.14
Longevity - Financial Mgt	235	239	4	0.05	0.05	0.01	235	223	(12)	0.05	0.05	0.00	705	701	(4)	0.05	0.05	0.00
FICA - Fin Mgmt	1,797	1,688	(109)	0.36	0.38	0.02	1,773	1,579	(194)	0.39	0.38	(0.01)	5,090	4,956	(134)	0.36	0.38	0.02
Workers Comp - Fin Mgmt	15	16	1	0.00	0.00	0.00	15	15	0	0.00	0.00	0.00	45	46	1	0.00	0.00	0.00
MERS DB - Financial Management	2,511	2,552	41	0.50	0.57	0.07	2,511	2,388	(124)	0.55	0.57	0.02	7,534	7,492	(41)	0.53	0.57	0.04
MERS DC:Financial Management	576	471	(105)	0.11	0.10	(0.01)	231	441	210	0.05	0.10	0.05	1,111	1,383	272	0.08	0.10	0.03
Health Ins - Financial Mgmt	996	1,005	9	0.20	0.22	0.03	996	1,005	9	0.22	0.24	0.02	2,989	3,016	26	0.21	0.23	0.02
Dental Ins - Financial Mgmt	92	131	39	0.02	0.03	0.01	92	131	39	0.02	0.03	0.01	356	392	36	0.03	0.03	0.00
Office Supplies	880	1,421	541	0.17	0.32	0.14	2,324	1,329	(995)	0.51	0.32	(0.19)	5,657	4,171	(1,485)	0.40	0.32	(0.08)
Copy Supplies	1,708	655	(1,053)	0.34	0.15	(0.19)	772	613	(159)	0.17	0.15	(0.02)	6,600	1,922	(4,678)	0.46	0.15	(0.32)
Computer Supplies	1,801	3,575	1,774	0.36	0.80	0.44	2,508	3,575	1,067	0.55	0.85	0.30	5,051	10,724	5,673	0.35	0.81	0.46
Postage	825	901	76	0.16	0.20	0.04	944	843	(101)	0.21	0.20	(0.01)	2,036	2,645	609	0.14	0.20	0.06
Small Equipment - IT	820	1,558	738	0.16	0.35	0.18	8,650	1,458	(7,192)	1.90	0.35	(1.56)	13,878	4,574	(9,304)	0.97	0.35	(0.63)
Audit Expenses	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	0	2,900	2,900	0.00	0.22	0.22
IT Consultants	2,675	3,457	782	0.53	0.77	0.24	3,428	3,457	29	0.75	0.82	0.07	8,091	10,372	2,281	0.57	0.79	0.22
Printing & Binding	0	447	447	0.00	0.10	0.10	133	447	315	0.03	0.11	0.08	1,398	1,342	(56)	0.10	0.10	0.00
Data Processing	2,231	1,638	(592)	0.44	0.36	(0.08)	1,566	1,638	72	0.34	0.39	0.05	5,028	4,915	(113)	0.35	0.37	0.02
Maintenance Agreements Softwa	22,978	24,310	1,332	4.55	5.41	0.86	35,035	24,310	(10,725)	7.70	5.78	(1.92)	72,527	72,930	403	5.09	5.53	0.43
Equipment Repairs	249	0	(249)	0.05	0.00	(0.05)	0	0	0	0.00	0.00	0.00	249	0	(249)	0.02	0.00	(0.02)
Communication Equip Repairs	40	2,597	2,557	0.01	0.58	0.57	4,150	2,597	(1,553)	0.91	0.62	(0.30)	4,422	7,790	3,367	0.31	0.59	0.28
Education & Training - Fin Mgt	0	155	155	0.00	0.03	0.03	199	155	(44)	0.04	0.04	(0.01)	199	466	267	0.01	0.04	0.02
Other Insurance	25,374	25,000	(374)	5.02	5.56	0.54	25,374	25,000	(374)	5.58	5.95	0.37	76,123	75,000	(1,123)	5.35	5.68	0.34
Telephone-Snf	4,908	5,000	92	0.97	1.11	0.14	4,905	5,000	95	1.08	1.19	0.11	15,605	15,000	(605)	1.10	1.14	0.04
Internet	2,263	2,500	237	0.45	0.56	0.11	5,527	2,500	(3,027)	1.22	0.59	(0.62)	9,253	7,500	(1,753)	0.65	0.57	(0.08)
Cellular Phone	2,623	1,126	(1,497)	0.52	0.25	(0.27)	2,652	1,126	(1,526)	0.58	0.27	(0.32)	9,712	3,378	(6,335)	0.68	0.26	(0.43)
Television - SNF	2,652	2,387	(265)	0.52	0.53	0.01	2,104	2,387	283	0.46	0.57	0.10	6,765	7,160	395	0.48	0.54	0.07
Bond Interest Expense	24,728	25,432	704	4.89	5.66	0.76	25,416	23,792	(1,625)	5.59	5.66	0.07	74,872	74,657	(216)	5.26	5.66	0.40
Bank Charges	2,356	2,432	76	0.47	0.54	0.07	2,744	2,432	(313)	0.60	0.58	(0.03)	8,293	7,295	(998)	0.58	0.55	(0.03)
<b>TOTAL Finance</b>	<b>129,744</b>	<b>133,204</b>	<b>3,460</b>	<b>25.68</b>	<b>29.63</b>	<b>3.96</b>	<b>157,484</b>	<b>129,498</b>	<b>(27,986)</b>	<b>34.63</b>	<b>30.80</b>	<b>(3.83)</b>	<b>412,844</b>	<b>398,806</b>	<b>(14,038)</b>	<b>28.99</b>	<b>30.22</b>	<b>1.23</b>
<b>Human Resources</b>																		
Salary & Wages - Human Resour	16,538	16,177	(361)	3.27	3.60	0.33	17,649	15,133	(2,516)	3.88	3.60	(0.28)	52,379	47,488	(4,891)	3.68	3.60	(0.08)
Longevity - Human Resources	230	234	4	0.05	0.05	0.01	230	219	(11)	0.05	0.05	0.00	690	686	(4)	0.05	0.05	0.00
FICA - Human Res	1,274	1,213	(61)	0.25	0.27	0.02	1,356	1,135	(221)	0.30	0.27	(0.03)	3,977	3,562	(416)	0.28	0.27	(0.01)
Workers Comp - Human Res	10	10	0	0.00	0.00	0.00	10	10	0	0.00	0.00	0.00	30	30	0	0.00	0.00	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
<b>Human Resources (con't)</b>																		
MERS DB - Human Resources	2,822	2,868	46	0.56	0.64	0.08	2,822	2,683	(139)	0.62	0.64	0.02	8,465	8,419	(46)	0.59	0.64	0.05
Health Ins - Human Resources	655	864	209	0.13	0.19	0.06	505	864	359	0.11	0.21	0.09	2,319	2,591	272	0.16	0.20	0.04
Dental Ins - Human Resources	138	178	40	0.03	0.04	0.01	138	178	40	0.03	0.04	0.01	414	533	119	0.03	0.04	0.01
Life Insurance	156	127	(29)	0.03	0.03	0.00	145	127	(18)	0.03	0.03	0.00	445	382	(63)	0.03	0.03	0.00
Employee Recogn	287	1,667	1,379	0.06	0.37	0.31	736	1,667	930	0.16	0.40	0.23	2,111	5,000	2,889	0.15	0.38	0.23
Other Fringe Benefit - Cobra	1,002	156	(846)	0.20	0.03	(0.16)	0	156	156	0.00	0.04	0.04	1,002	468	(534)	0.07	0.04	(0.03)
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	2,425	2,575	150	0.48	0.57	0.09	6,420	2,575	(3,845)	1.41	0.61	(0.80)	13,865	7,724	(6,141)	0.97	0.59	(0.38)
Employee Advertising/Recruiti	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	340	0	(340)	0.02	0.00	(0.02)
CNA Registry Fee	40	62	22	0.01	0.01	0.01	100	62	(38)	0.02	0.01	(0.01)	280	186	(94)	0.02	0.01	(0.01)
Testing Fees	525	2,520	1,995	0.10	0.56	0.46	6,675	2,520	(4,155)	1.47	0.60	(0.87)	12,450	7,561	(4,889)	0.87	0.57	(0.30)
Education & Training - Hum Res	0	146	146	0.00	0.03	0.03	0	146	146	0.00	0.03	0.03	0	437	437	0.00	0.03	0.03
<b>TOTAL Human Resources</b>	<b>26,102</b>	<b>28,797</b>	<b>2,695</b>	<b>5.17</b>	<b>6.41</b>	<b>1.24</b>	<b>36,787</b>	<b>27,474</b>	<b>(9,313)</b>	<b>8.09</b>	<b>6.53</b>	<b>(1.55)</b>	<b>98,919</b>	<b>85,067</b>	<b>(13,851)</b>	<b>6.95</b>	<b>6.45</b>	<b>(0.50)</b>
<b>Community Relations and Volunteer Services</b>																		
Salary & Wages - Volunteer & FICA - Volunteer & Comm Rel	4,870	4,470	(400)	0.96	0.99	0.03	4,538	4,181	(357)	1.00	0.99	0.00	14,041	13,120	(921)	0.99	0.99	0.00
Workers Comp - Vol & Comm Rel	5	5	0	0.00	0.00	0.00	5	5	0	0.00	0.00	0.00	15	15	0	0.00	0.00	0.00
MERS DB - Volunteer & Comm Rel	974	990	16	0.19	0.22	0.03	974	926	(48)	0.21	0.22	0.01	2,921	2,905	(16)	0.21	0.22	(0.01)
MERS DC: Volunteer & Comm Rel	310	53	(257)	0.06	0.01	(0.05)	207	49	(158)	0.05	0.01	(0.03)	771	154	(617)	0.05	0.01	(0.04)
Marketing and Fund Raising	4,630	7,917	3,287	0.92	1.76	0.84	5,630	7,917	2,287	1.24	1.88	0.64	10,260	23,750	13,490	0.72	1.80	1.08
<b>TOTAL Community Relations and Volunteer Services</b>	<b>11,139</b>	<b>13,776</b>	<b>2,637</b>	<b>2.20</b>	<b>3.06</b>	<b>0.86</b>	<b>11,681</b>	<b>13,398</b>	<b>1,716</b>	<b>2.57</b>	<b>3.19</b>	<b>0.62</b>	<b>29,036</b>	<b>40,949</b>	<b>11,913</b>	<b>2.04</b>	<b>3.10</b>	<b>1.06</b>
<b>Maintenance</b>																		
Salary & Wages - ES	67,110	55,162	(11,948)	13.28	12.27	(1.01)	61,316	51,603	(9,713)	13.48	12.27	(1.21)	183,546	161,927	(21,619)	12.89	12.27	(0.62)
Longevity - Environmental Serv	330	335	5	0.07	0.07	0.01	330	314	(16)	0.07	0.07	0.00	990	985	(5)	0.07	0.07	0.00
FICA - Environ Serv	4,848	4,137	(711)	0.96	0.92	(0.04)	3,828	3,870	42	0.84	0.92	0.08	12,699	12,145	(554)	0.89	0.92	(0.03)
Workers Comp - Plant Ops	500	518	18	0.10	0.12	0.02	500	485	(15)	0.11	0.12	0.01	1,500	1,522	22	0.11	0.12	0.01
MERS DB - Env. Serv.	4,185	4,253	69	0.83	0.95	0.12	4,185	3,979	(206)	0.92	0.95	0.03	12,554	12,485	(69)	0.88	0.95	(0.03)
MERS DC: Environmental Services	1,064	282	(781)	0.21	0.06	(0.15)	594	264	(329)	0.13	0.06	(0.07)	2,324	829	(1,495)	0.16	0.06	(0.10)
Health Ins - Env Serv	5,752	5,897	145	1.14	1.31	0.17	5,602	5,897	295	1.23	1.40	0.17	17,556	17,692	136	1.23	1.34	0.11
Health Ins - Retirees - EVS	2,443	2,029	(414)	0.48	0.45	(0.03)	2,443	2,029	(414)	0.54	0.48	(0.05)	7,330	6,087	(1,243)	0.51	0.46	(0.05)
Dental Ins - Env Serv	334	335	1	0.07	0.07	0.01	334	335	1	0.07	0.08	0.01	1,148	1,004	(144)	0.08	0.08	0.00
Uniforms - Plant Ops	636	290	(346)	0.13	0.06	(0.06)	1,215	290	(925)	0.27	0.07	(0.20)	2,064	869	(1,194)	0.14	0.07	(0.07)
Supplies - Plant Ops	9,632	5,948	(3,684)	1.91	1.32	(0.58)	7,244	5,565	(1,679)	1.59	1.32	(0.27)	23,135	17,461	(5,673)	1.62	1.32	(0.30)
Small Equipment	8,123	4,616	(3,507)	1.61	1.03	(0.58)	6,402	4,319	(2,083)	1.41	1.03	(0.38)	18,695	13,551	(5,144)	1.31	1.03	(0.28)
Building Repairs	9,333	15,234	5,901	1.85	3.39	1.54	6,684	15,234	8,550	1.47	3.62	2.15	30,384	45,701	15,317	2.13	3.46	1.33
Equipment Repairs	4,851	4,616	(235)	0.96	1.03	0.07	2,422	4,616	2,194	0.53	1.10	0.57	20,572	13,848	(6,723)	1.44	1.05	(0.39)
Vehicle Repair	2,558	166	(2,392)	0.51	0.04	(0.47)	0	166	166	0.00	0.04	0.04	2,683	499	(2,184)	0.19	0.04	(0.15)
Elevator	1,005	95	(910)	0.20	0.02	(0.18)	0	95	95	0.00	0.02	0.02	1,005	286	(719)	0.07	0.02	(0.05)
Lawn, Tree and Brush Services	604	1,696	1,092	0.12	0.38	0.26	0	1,696	1,696	0.00	0.40	0.40	649	5,089	4,440	0.05	0.39	0.34
Snow Removal - Contract	2,872	1,516	(1,356)	0.57	0.34	(0.23)	423	1,516	1,092	0.09	0.36	0.27	5,593	4,547	(1,046)	0.39	0.34	(0.05)
Education & Training - ES	0	158	158	0.00	0.04	0.04	0	158	158	0.00	0.04	0.04	0	474	474	0.00	0.04	0.04
Vehicle Fuel	547	883	336	0.11	0.20	0.09	741	883	142	0.16	0.21	0.05	2,270	2,648	378	0.16	0.20	0.04
Parking Garage Expenses	1,848	1,717	(131)	0.37	0.38	0.02	1,500	1,717	217	0.33	0.41	0.08	4,445	5,152	707	0.31	0.39	0.08
Water	2,809	3,367	558	0.56	0.75	0.19	2,571	3,150	578	0.57	0.75	0.18	8,431	9,884	1,452	0.59	0.75	0.16
Sewer	7,200	6,005	(1,195)	1.42	1.34	(0.09)	7,028	5,617	(1,410)	1.55	1.34	(0.21)	22,118	17,627	(4,490)	1.55	1.34	(0.21)
Electric	18,723	23,415	4,692	3.71	5.21	1.50	18,469	21,905	3,436	4.06	5.21	1.15	55,725	68,735	13,010	3.91	5.21	1.30
Natural Gas	6,500	9,263	2,763	1.29	2.06	0.77	8,575	8,665	90	1.89	2.06	0.18	28,253	27,190	(1,062)	1.98	2.06	0.08

Grand Traverse Pavilions  
 SNF Income Statement  
 3/1/2024 to 3/31/2024

	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)																		
Refuse Disposal	2,523	3,116	593	0.50	0.69	0.19	3,103	3,116	13	0.68	0.74	0.06	8,084	9,348	1,264	0.57	0.71	0.14
<b>TOTAL Maintenance</b>	<b>166,331</b>	<b>155,051</b>	<b>(11,280)</b>	<b>32.92</b>	<b>34.49</b>	<b>1.58</b>	<b>145,510</b>	<b>147,483</b>	<b>1,974</b>	<b>31.99</b>	<b>35.07</b>	<b>3.08</b>	<b>473,752</b>	<b>457,586</b>	<b>(16,166)</b>	<b>33.27</b>	<b>34.68</b>	<b>1.41</b>
<b>Housekeeping</b>																		
Salary & Wages - Housekeeping	55,746	57,395	1,649	11.03	12.77	1.74	50,224	53,692	3,468	11.04	12.77	1.73	164,553	168,481	3,928	11.56	12.77	1.21
Longevity - Housekeeping	875	889	14	0.17	0.20	0.02	875	832	(43)	0.19	0.20	0.01	2,625	2,611	(14)	0.18	0.20	0.01
FICA - Housekeeping	4,157	4,305	148	0.82	0.96	0.13	3,962	4,027	65	0.87	0.96	0.09	12,376	12,636	260	0.87	0.96	0.09
Workers Comp - Housekeeping	650	674	24	0.13	0.15	0.02	949	630	(318)	0.21	0.15	(0.06)	2,249	1,978	(271)	0.16	0.15	(0.01)
MERS DB - Housekeeping	1,541	1,566	25	0.31	0.35	0.04	1,541	1,465	(76)	0.34	0.35	0.01	4,624	4,598	(25)	0.32	0.35	0.02
MERS DC:Housekeeping	2,800	2,352	(448)	0.55	0.52	(0.03)	2,009	2,200	191	0.44	0.52	0.08	7,082	6,904	(177)	0.50	0.52	0.03
Health Ins - Housekeeping	6,634	4,984	(1,650)	1.31	1.11	(0.20)	7,164	4,984	(2,179)	1.58	1.19	(0.39)	21,484	14,953	(6,531)	1.51	1.13	(0.38)
Dental Ins - Housekeeping	468	417	(52)	0.09	0.09	0.00	468	417	(52)	0.10	0.10	0.00	1,441	1,250	(192)	0.10	0.09	(0.01)
Uniforms - Housekeeping	284	147	(137)	0.06	0.03	(0.02)	0	147	147	0.00	0.04	0.04	284	442	158	0.02	0.03	0.01
Supplies - Housekeeping	7,795	6,676	(1,119)	1.54	1.49	(0.06)	8,877	6,246	(2,632)	1.95	1.49	(0.47)	26,387	19,598	(6,789)	1.85	1.49	(0.37)
Contract Services-Hskpg	224	2,043	1,819	0.04	0.45	0.41	974	1,911	937	0.21	0.45	0.24	1,198	5,997	4,800	0.08	0.45	0.37
<b>TOTAL Housekeeping</b>	<b>81,175</b>	<b>81,449</b>	<b>273</b>	<b>16.06</b>	<b>18.12</b>	<b>2.06</b>	<b>77,043</b>	<b>76,552</b>	<b>(491)</b>	<b>16.94</b>	<b>18.20</b>	<b>1.26</b>	<b>244,302</b>	<b>239,449</b>	<b>(4,853)</b>	<b>17.16</b>	<b>18.15</b>	<b>0.99</b>
<b>Laundry</b>																		
Salary & Wages - Laundry	32,798	25,499	(7,299)	6.49	5.67	(0.82)	25,822	23,854	(1,968)	5.68	5.67	0.00	86,573	74,853	(11,720)	6.08	5.67	(0.41)
Longevity - Laundry	200	203	3	0.04	0.05	0.01	200	190	(10)	0.04	0.05	0.00	600	597	(3)	0.04	0.05	0.00
FICA - Laundry	2,333	1,912	(421)	0.46	0.43	(0.04)	1,863	1,789	(74)	0.41	0.43	0.02	6,269	5,614	(655)	0.44	0.43	(0.01)
Workers Comp - Laundry	250	259	9	0.05	0.06	0.01	250	242	(8)	0.05	0.06	0.00	750	761	11	0.05	0.06	0.00
MERS DB - Laundry	1,621	1,648	27	0.32	0.37	0.05	1,621	1,541	(80)	0.36	0.37	0.01	4,864	4,837	(27)	0.34	0.37	0.03
MERS DC:Laundry	501	394	(107)	0.10	0.09	(0.01)	485	368	(117)	0.11	0.09	(0.02)	1,554	1,156	(398)	0.11	0.09	(0.02)
Health Ins - Laundry	2,989	2,500	(490)	0.59	0.56	(0.04)	2,989	2,500	(490)	0.66	0.59	(0.06)	8,968	7,499	(1,469)	0.63	0.57	(0.06)
Dental Ins - Laundry	216	196	(20)	0.04	0.04	0.00	216	196	(20)	0.05	0.05	0.00	559	588	29	0.04	0.04	0.01
Supplies - Laundry	5,151	4,095	(1,056)	1.02	0.91	(0.11)	3,970	3,831	(140)	0.87	0.91	0.04	14,265	12,021	(2,244)	1.00	0.91	(0.09)
Linen Replacements - Laundry	1,002	1,627	625	0.20	0.36	0.16	1,683	1,522	(161)	0.37	0.36	(0.01)	3,819	4,776	957	0.27	0.36	0.09
<b>TOTAL Laundry</b>	<b>47,061</b>	<b>38,333</b>	<b>(8,728)</b>	<b>9.31</b>	<b>8.53</b>	<b>(0.79)</b>	<b>39,100</b>	<b>36,034</b>	<b>(3,066)</b>	<b>8.60</b>	<b>8.57</b>	<b>(0.03)</b>	<b>128,220</b>	<b>112,701</b>	<b>(15,520)</b>	<b>9.00</b>	<b>8.54</b>	<b>(0.46)</b>
<b>Dietary</b>																		
Small Equipment - Dietary	0	0	0	0.00	0.00	0.00	3,041	0	(3,041)	0.67	0.00	(0.67)	3,041	0	(3,041)	0.21	0.00	(0.21)
Contract Svcs-Dining	219,905	216,446	(3,459)	43.52	48.15	4.63	228,472	216,446	(12,026)	50.24	51.47	1.24	669,215	649,338	(19,877)	47.00	49.21	2.21
<b>TOTAL Dietary</b>	<b>219,905</b>	<b>216,446</b>	<b>(3,459)</b>	<b>43.52</b>	<b>48.15</b>	<b>4.63</b>	<b>231,513</b>	<b>216,446</b>	<b>(15,067)</b>	<b>50.90</b>	<b>51.47</b>	<b>0.57</b>	<b>672,256</b>	<b>649,338</b>	<b>(22,918)</b>	<b>47.21</b>	<b>49.21</b>	<b>2.00</b>
<b>Therapy</b>																		
Salary & Wages - Therapy	159,138	112,897	(46,240)	31.49	25.12	(6.38)	127,140	105,614	(21,526)	27.96	25.12	(2.84)	401,085	331,409	(69,676)	28.17	25.12	(3.05)
Longevity-Therapy	400	407	7	0.08	0.09	0.01	400	380	(20)	0.09	0.09	0.00	1,200	1,193	(7)	0.08	0.09	0.01
FICA - Therapy	11,175	8,467	(2,707)	2.21	1.88	(0.33)	8,329	7,921	(408)	1.83	1.88	0.05	28,897	24,856	(4,041)	2.03	1.88	(0.15)
Workers Comp - Therapy	500	518	18	0.10	0.12	0.02	500	485	(15)	0.11	0.12	0.01	1,500	1,522	22	0.11	0.12	0.01
MERS DB - Therapy	8,474	8,613	139	1.68	1.92	0.24	8,474	8,057	(417)	1.86	1.92	0.05	25,423	25,284	(139)	1.79	1.92	0.13
MERS DC:Therapy	1,578	800	(777)	0.31	0.18	(0.13)	607	749	142	0.13	0.18	0.04	2,828	2,350	(478)	0.20	0.18	(0.02)
Health Ins - Therapy Services	8,410	4,055	(4,355)	1.66	0.90	(0.76)	7,011	3,793	(3,218)	1.54	0.90	(0.64)	22,284	11,902	(10,382)	1.56	0.90	(0.66)
Dental Ins - Therapy	426	342	(84)	0.08	0.08	(0.01)	271	342	71	0.06	0.08	0.02	1,189	1,026	(163)	0.08	0.08	(0.01)
Supplies - Therapy	433	420	(13)	0.09	0.09	0.01	579	393	(186)	0.13	0.09	(0.03)	1,405	1,233	(172)	0.10	0.09	(0.01)
Small Equipment - Therapy	325	37	(287)	0.06	0.01	(0.06)	148	35	(113)	0.03	0.01	(0.02)	882	110	(772)	0.06	0.01	(0.05)
Professional Service - Medica	1,200	433	(767)	0.24	0.10	(0.14)	2,342	405	(1,937)	0.51	0.10	(0.42)	3,542	1,272	(2,271)	0.25	0.10	(0.15)
Advertising-Wellness Center	577	0	(576)	0.11	0.00	(0.11)	0	0	0	0.00	0.00	0.00	577	0	(576)	0.04	0.00	(0.04)
Consultant - Therapy	5,056	4,414	(642)	1.00	0.98	(0.02)	4,957	4,130	(827)	1.09	0.98	(0.11)	14,901	12,958	(1,942)	1.05	0.98	(0.06)
Pool Maintenance	179	412	233	0.04	0.09	0.06	1,151	412	(739)	0.25	0.10	(0.16)	1,383	1,237	(146)	0.10	0.09	0.00
Dues & Memberships - Therapy	0	40	40	0.00	0.01	0.01	0	40	40	0.00	0.01	0.01	0	119	119	0.00	0.01	0.01

Grand Traverse Pavilions  
 SNF Income Statement  
 3/1/2024 to 3/31/2024

	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
<b>Therapy (con't)</b>																		
Education & Training - Therapy	57	0	(57)	0.01	0.00	(0.01)	0	0	0	0.00	0.00	0.00	57	0	(57)	0.00	0.00	0.00
<b>TOTAL Therapy</b>	<b>197,928</b>	<b>141,857</b>	<b>(56,071)</b>	<b>39.17</b>	<b>31.56</b>	<b>(7.61)</b>	<b>161,910</b>	<b>132,756</b>	<b>(29,154)</b>	<b>35.60</b>	<b>31.57</b>	<b>(4.03)</b>	<b>507,152</b>	<b>416,469</b>	<b>(90,683)</b>	<b>35.62</b>	<b>31.56</b>	<b>(4.05)</b>
<b>Ancillary</b>																		
Medical Supplies	3,604	2,444	(1,159)	0.71	0.54	(0.17)	5,680	2,286	(3,394)	1.25	0.54	(0.71)	13,143	7,175	(5,968)	0.92	0.54	(0.38)
Oxygen	2,918	3,101	184	0.58	0.69	0.11	2,933	2,901	(31)	0.64	0.69	0.05	8,575	9,104	529	0.60	0.69	0.09
Legend Drugs	39,527	34,727	(4,800)	7.82	7.73	(0.10)	42,718	32,486	(10,232)	9.39	7.73	(1.67)	123,363	101,940	(21,423)	8.66	7.73	(0.94)
Lab Services	977	1,216	240	0.19	0.27	0.08	602	1,138	536	0.13	0.27	0.14	3,194	3,571	376	0.22	0.27	0.05
Radiology Services	810	850	40	0.16	0.19	0.03	1,348	796	(552)	0.30	0.19	(0.11)	3,485	2,496	(989)	0.24	0.19	(0.06)
Misc Medical Services	0	231	231	0.00	0.05	0.05	102	216	114	0.02	0.05	0.03	102	678	576	0.01	0.05	0.04
<b>TOTAL Ancillary</b>	<b>47,835</b>	<b>42,570</b>	<b>(5,264)</b>	<b>9.47</b>	<b>9.47</b>	<b>0.00</b>	<b>53,383</b>	<b>39,824</b>	<b>(13,559)</b>	<b>11.74</b>	<b>9.47</b>	<b>(2.27)</b>	<b>151,863</b>	<b>124,964</b>	<b>(26,898)</b>	<b>10.67</b>	<b>9.47</b>	<b>(1.19)</b>
<b>Diversional Therapy</b>																		
Salary & Wages - Life Enrichm	28,914	31,104	2,191	5.72	6.92	1.20	27,720	29,098	1,378	6.10	6.92	0.82	76,160	91,306	15,147	5.35	6.92	1.57
Longevity - Life Enrichment	515	523	8	0.10	0.12	0.01	515	490	(25)	0.11	0.12	0.00	1,545	1,537	(8)	0.11	0.12	0.01
FICA - Life Enrichment	3,509	2,333	(1,176)	0.69	0.52	(0.18)	3,303	2,182	(1,121)	0.73	0.52	(0.21)	9,206	6,848	(2,358)	0.65	0.52	(0.13)
Workers Comp - Life Enrichme	100	104	4	0.02	0.02	0.00	100	97	(3)	0.02	0.02	0.00	300	304	4	0.02	0.02	0.00
MERS DB - Life Enrichment	634	644	10	0.13	0.14	0.02	634	603	(31)	0.14	0.14	0.00	1,901	1,891	(10)	0.13	0.14	0.01
MERS DC:Life Enrichment	1,420	0	(1,420)	0.28	0.00	(0.28)	316	0	(316)	0.07	0.00	(0.07)	2,049	0	(2,049)	0.14	0.00	(0.14)
Health Ins - Life Enrichment	2,491	3,016	525	0.49	0.67	0.18	2,473	3,016	543	0.54	0.72	0.17	7,954	9,047	1,094	0.56	0.69	0.13
Dental Ins - Life Enrichment	144	221	76	0.03	0.05	0.02	216	221	4	0.05	0.05	0.00	576	662	85	0.04	0.05	0.01
Supplies - Diversional Therapy	515	408	(107)	0.10	0.09	(0.01)	425	381	(43)	0.09	0.09	0.00	1,419	1,197	(222)	0.10	0.09	(0.01)
Activity Supplies - Eden	731	936	205	0.14	0.21	0.06	680	876	196	0.15	0.21	0.06	2,091	2,747	656	0.15	0.21	0.06
Educ. & Training- Activities	0	61	61	0.00	0.01	0.01	0	61	61	0.00	0.01	0.01	0	184	184	0.00	0.01	0.01
Special Functions	843	934	91	0.17	0.21	0.04	1,668	934	(734)	0.37	0.22	(0.14)	3,374	2,801	(572)	0.24	0.21	(0.02)
Activity Expenses	148	0	(148)	0.03	0.00	(0.03)	0	0	0	0.00	0.00	0.00	280	0	(280)	0.02	0.00	(0.02)
<b>TOTAL Diversional Therapy</b>	<b>39,963</b>	<b>40,284</b>	<b>321</b>	<b>7.91</b>	<b>8.96</b>	<b>1.05</b>	<b>38,050</b>	<b>37,958</b>	<b>(92)</b>	<b>8.37</b>	<b>9.03</b>	<b>0.66</b>	<b>106,855</b>	<b>118,525</b>	<b>11,670</b>	<b>7.50</b>	<b>8.98</b>	<b>1.48</b>
<b>Human Services</b>																		
Salary & Wages - Human Serv	16,235	15,275	(960)	3.21	3.40	0.19	15,027	14,290	(737)	3.30	3.40	0.09	45,998	44,840	(1,158)	3.23	3.40	0.17
Longevity - Human Services	115	117	2	0.02	0.03	0.00	115	109	(6)	0.03	0.03	0.00	345	343	(2)	0.02	0.03	0.00
FICA - Human Serv	1,088	1,146	57	0.22	0.25	0.04	927	1,072	145	0.20	0.25	0.05	2,994	3,363	369	0.21	0.25	0.04
Workers Comp - Human Serv	20	21	1	0.00	0.00	0.00	20	19	(1)	0.00	0.00	0.00	60	61	1	0.00	0.00	0.00
MERS DB - Human Services	1,125	1,144	18	0.22	0.25	0.03	1,125	1,070	(55)	0.25	0.25	0.01	3,376	3,357	(18)	0.24	0.25	0.02
MERS DC:Human Services	589	756	167	0.12	0.17	0.05	403	707	304	0.09	0.17	0.08	1,429	2,219	790	0.10	0.17	0.07
Health Ins - Human Services	2,060	1,760	(300)	0.41	0.39	(0.02)	4,063	1,760	(2,303)	0.89	0.42	(0.47)	7,756	5,280	(2,476)	0.54	0.40	(0.14)
Dental Ins - Human Services	128	120	(8)	0.03	0.03	0.00	347	120	(226)	0.08	0.03	(0.05)	557	361	(196)	0.04	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	0.36	0.36	0	4,590	4,590	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	275	275	0.00	0.02	0.02
<b>TOTAL Human Services</b>	<b>21,360</b>	<b>21,960</b>	<b>600</b>	<b>4.23</b>	<b>4.89</b>	<b>0.66</b>	<b>22,026</b>	<b>20,769</b>	<b>(1,256)</b>	<b>4.84</b>	<b>4.94</b>	<b>0.10</b>	<b>62,514</b>	<b>64,690</b>	<b>2,175</b>	<b>4.39</b>	<b>4.90</b>	<b>0.51</b>
<b>Child Care</b>																		
Salary & Wages - CC Asst. CDC	14,047	17,638	3,591	2.78	3.92	1.14	14,729	16,500	1,771	3.24	3.92	0.69	42,793	51,776	8,983	3.01	3.92	0.92
Salary & Wages - Facilitator	5,794	0	(5,794)	1.15	0.00	(1.15)	3,251	0	(3,251)	0.71	0.00	(0.71)	12,859	0	(12,859)	0.90	0.00	(0.90)
FICA - CDC	1,516	1,323	(193)	0.30	0.29	(0.01)	1,211	1,238	26	0.27	0.29	0.03	4,080	3,883	(197)	0.29	0.29	0.01
MERS DB - CDC	551	560	9	0.11	0.12	0.02	551	524	(27)	0.12	0.12	0.00	1,652	1,643	(9)	0.12	0.12	0.01
MERS DC-Child Care	557	365	(191)	0.11	0.08	(0.03)	417	342	(75)	0.09	0.08	(0.01)	1,410	1,072	(338)	0.10	0.08	(0.02)
Health Ins - CDC	1,495	1,327	(168)	0.30	0.30	0.00	1,495	1,327	(168)	0.33	0.32	(0.01)	4,484	3,980	(504)	0.31	0.30	(0.01)
Dental Ins - CDC	108	98	(10)	0.02	0.02	0.00	35	98	63	0.01	0.02	0.02	313	294	(19)	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	267	267	0.00	0.02	0.02
Teaching/Educational Supplies	0	13	13	0.00	0.00	0.00	0	12	12	0.00	0.00	0.00	0	38	38	0.00	0.00	0.00

Grand Traverse Pavilions  
 SNF Income Statement  
 3/1/2024 to 3/31/2024

	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
<b>Child Care (con't)</b>																		
Small Equipment - CDC	50	43	(7)	0.01	0.01	0.00	63	40	(23)	0.01	0.01	0.00	113	126	13	0.01	0.01	0.00
Meals - CDC	1,102	443	(659)	0.22	0.10	(0.12)	1,268	415	(853)	0.28	0.10	(0.18)	3,663	1,301	(2,362)	0.26	0.10	(0.16)
Dietary Snacks - CDC	244	146	(98)	0.05	0.03	(0.02)	113	136	23	0.02	0.03	0.01	533	428	(105)	0.04	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	20	20	0.00	0.00	0.00
Indirect Costs-Childcare	1,400	0	(1,400)	0.28	0.00	(0.28)	1,400	0	(1,400)	0.31	0.00	(0.31)	4,200	0	(4,200)	0.29	0.00	(0.29)
Miscellaneous Exp-Childcare	155	16	(139)	0.03	0.00	(0.03)	11	16	5	0.00	0.00	0.00	166	47	(118)	0.01	0.00	(0.01)
<b>TOTAL Child Care</b>	<b>27,018</b>	<b>22,067</b>	<b>(4,951)</b>	<b>5.35</b>	<b>4.91</b>	<b>(0.44)</b>	<b>24,544</b>	<b>20,742</b>	<b>(3,801)</b>	<b>5.40</b>	<b>4.93</b>	<b>(0.46)</b>	<b>76,267</b>	<b>64,876</b>	<b>(11,390)</b>	<b>5.36</b>	<b>4.92</b>	<b>(0.44)</b>
<b>Equipment Depreciation</b>																		
Depreciation - Office	2,304	2,304	0	0.46	0.51	0.06	2,304	2,304	0	0.51	0.55	0.04	6,911	6,911	0	0.49	0.52	0.04
Depreciation Exp - Nursing	4,138	4,138	0	0.82	0.92	0.10	4,138	4,138	0	0.91	0.98	0.07	12,413	12,413	0	0.87	0.94	0.07
Depreciation - Dietary	1,375	1,375	0	0.27	0.31	0.03	1,375	1,375	0	0.30	0.33	0.02	4,125	4,125	0	0.29	0.31	0.02
Depreciation - Furniture	662	662	0	0.13	0.15	0.02	662	662	0	0.15	0.16	0.01	1,986	1,986	0	0.14	0.15	0.01
Depreciation - Maintenance	1,634	1,634	0	0.32	0.36	0.04	1,634	1,634	0	0.36	0.39	0.03	4,903	4,903	0	0.34	0.37	0.03
Depreciation - Vehicle	877	877	0	0.17	0.20	0.02	877	877	0	0.19	0.21	0.02	2,631	2,631	0	0.18	0.20	0.01
Depreciation-Equip Well. Ctr	200	200	0	0.04	0.04	0.00	200	200	0	0.04	0.05	0.00	600	600	0	0.04	0.05	0.00
<b>TOTAL Equipment Depreciation</b>	<b>11,189</b>	<b>11,189</b>	<b>0</b>	<b>2.21</b>	<b>2.49</b>	<b>0.27</b>	<b>11,189</b>	<b>11,189</b>	<b>0</b>	<b>2.46</b>	<b>2.66</b>	<b>0.20</b>	<b>33,568</b>	<b>33,568</b>	<b>0</b>	<b>2.36</b>	<b>2.54</b>	<b>0.19</b>
<b>TOTAL SNF Operating Expenses</b>	<b>2,340,220</b>	<b>2,035,973</b>	<b>(304,248)</b>	<b>463.13</b>	<b>452.94</b>	<b>(10.19)</b>	<b>2,244,179</b>	<b>1,937,436</b>	<b>(306,743)</b>	<b>493.44</b>	<b>460.75</b>	<b>(32.70)</b>	<b>6,840,224</b>	<b>6,012,281</b>	<b>(827,943)</b>	<b>480.39</b>	<b>455.65</b>	<b>(24.74)</b>
Net Operating Income	111,832	58,432	53,400	22.13	13.00	11.88	(58,719)	25,123	(83,842)	(12.91)	5.97	(19.94)	13,315	139,087	(125,772)	0.94	10.54	(9.53)
<b>SNF Building Depreciation</b>																		
Depreciation - Land Improv	1,594	1,594	0	0.32	0.35	0.04	1,594	1,594	0	0.35	0.38	0.03	4,782	4,782	0	0.34	0.36	0.03
Depreciation - Building	38,499	38,499	0	7.62	8.56	0.95	38,499	38,499	0	8.47	9.16	0.69	115,498	115,498	0	8.11	8.75	0.64
Depreciation - Parking Structr	5,437	5,437	0	1.08	1.21	0.13	5,437	5,437	0	1.20	1.29	0.10	16,311	16,311	0	1.15	1.24	0.09
Depreciation - Bldg Improv	12,328	12,328	0	2.44	2.74	0.30	12,328	12,328	0	2.71	2.93	0.22	36,985	36,985	0	2.60	2.80	0.21
Depreciation-Bldg Imp WellCtr	2,654	2,654	0	0.53	0.59	0.07	2,654	2,654	0	0.58	0.63	0.05	7,961	7,961	0	0.56	0.60	0.04
<b>TOTAL SNF Building Depreciation</b>	<b>60,512</b>	<b>60,512</b>	<b>0</b>	<b>11.98</b>	<b>13.46</b>	<b>1.49</b>	<b>60,512</b>	<b>60,512</b>	<b>0</b>	<b>13.31</b>	<b>14.39</b>	<b>1.09</b>	<b>181,537</b>	<b>181,537</b>	<b>0</b>	<b>12.75</b>	<b>13.76</b>	<b>1.01</b>
<b>Net Income</b>	<b>51,320</b>	<b>(2,080)</b>	<b>53,400</b>	<b>10.16</b>	<b>(0.46)</b>	<b>11.88</b>	<b>(119,231)</b>	<b>(35,389)</b>	<b>(83,842)</b>	<b>(26.22)</b>	<b>(8.42)</b>	<b>(19.94)</b>	<b>(168,221)</b>	<b>(42,449)</b>	<b>(125,772)</b>	<b>(11.81)</b>	<b>(3.22)</b>	<b>(9.53)</b>

**Grand Traverse Pavilions  
 Cottage Income Statement  
 3/1/2024 to 3/31/2024**

**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 \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$
<b>Cottage Revenue</b>									
Room Rental-Cottage-Private	189,990	278,428	(88,439)	184,457	278,428	(93,972)	551,095	835,285	(284,190)
Room Rental-Cottage-MA Waiver	30,435	0	30,435	31,263	0	31,263	98,133	0	98,133
Room Rental-Cottage-Priv Insur	19,959	0	19,959	20,834	0	20,834	63,521	0	63,521
Respite-Cottages	16,785	1,930	14,855	5,600	1,806	3,794	29,425	5,666	23,759
Registration Fee - Cottages	0	167	(167)	500	167	333	500	500	0
Ancillary Rev - Cottages	808	813	(4)	640	760	(120)	1,989	2,385	(396)
Meal Plan	29,335	28,023	1,312	26,210	26,215	(5)	82,285	82,262	23
Personal Care Services- Privat	1,265	14,979	(13,714)	1,084	14,013	(12,929)	4,084	43,971	(39,887)
Contractual Discount-Private	(8,710)	0	(8,710)	(8,710)	0	(8,710)	(26,130)	0	(26,130)
Contractual Allow MA Waiver	(17,340)	0	(17,340)	(17,874)	0	(17,874)	(54,293)	0	(54,293)
Contractual Allowance PACE	(5,359)	0	(5,359)	(3,211)	0	(3,211)	(12,478)	0	(12,478)
Scholarships Private Pay	(5,394)	0	(5,394)	(5,785)	0	(5,785)	(15,697)	0	(15,697)
<b>TOTAL Cottage Revenue</b>	<b>251,773</b>	<b>324,340</b>	<b>(72,567)</b>	<b>235,007</b>	<b>321,389</b>	<b>(86,382)</b>	<b>722,434</b>	<b>970,069</b>	<b>(247,635)</b>
<b>Cottage Other Revenue</b>									
Beauty Shop Income	631	777	(146)	505	777	(272)	1,801	2,331	(530)
Donation Income - Cottages	0	9,795	(9,795)	0	9,163	(9,163)	0	28,754	(28,754)
<b>TOTAL Cottage Other Revenue</b>	<b>631</b>	<b>10,572</b>	<b>(9,941)</b>	<b>505</b>	<b>9,940</b>	<b>(9,435)</b>	<b>1,801</b>	<b>31,085</b>	<b>(29,284)</b>
<b>Total Income</b>	<b>252,404</b>	<b>334,912</b>	<b>(82,508)</b>	<b>235,512</b>	<b>331,329</b>	<b>(95,817)</b>	<b>724,235</b>	<b>1,001,153</b>	<b>(276,919)</b>
<b>Cottage Operating Expenses</b>									
Salary & Wages - Admin - Cott	8,776	9,376	600	18,476	8,771	(9,705)	37,419	27,523	(9,897)
Salary & Wages - ES Cottages	3,854	9,324	5,471	4,298	8,723	4,425	12,334	27,371	15,038
Salary & Wages - Hskpg Cottage	3,555	0	(3,555)	3,416	0	(3,416)	10,618	0	(10,618)
Salary & Wages - RN Cottages	7,130	0	(7,130)	6,670	0	(6,670)	20,930	0	(20,930)
Salary & Wages - LPN Cottages	1,690	9,644	7,955	2,465	9,022	6,557	5,556	28,311	22,755
Salary & Wages - CNA Cottages	50,237	45,855	(4,382)	60,208	42,897	(17,311)	167,814	134,608	(33,206)
Salary & Wages - UW Cottages	60,015	65,114	5,099	53,515	60,913	7,398	163,865	191,140	27,275
Longevity - Cottages Admin	250	254	4	250	238	(12)	750	746	(4)
FICA Admin Cottages	662	703	41	1,365	658	(707)	2,749	2,064	(685)
FICA - Env Serv Cottages	336	699	363	319	654	335	994	2,053	1,059
FICA - Cottage Housekeeping	271	0	(271)	257	0	(257)	802	0	(802)
FICA - RN LPN CNA and UW - Co	8,357	9,046	689	7,635	8,462	828	24,247	26,554	2,307
Workers Comp - Cottages	672	697	25	672	652	(20)	2,021	2,045	24
Workers Comp - Cottage Admin	6	6	0	6	6	0	18	18	0
MERS DB - Cottages	6,096	6,196	100	6,096	5,796	(300)	18,287	18,187	(100)
MERS DB - Cottages Admin	2,220	2,257	36	2,220	2,111	(109)	6,661	6,625	(36)
MERS DC-Cottage	2,985	1,914	(1,071)	1,465	1,790	326	6,178	5,617	(561)
MERS DC:Admin Cottages	0	689	689	0	645	645	0	2,023	2,023
Health Ins - Cottages	10,841	9,252	(1,589)	10,691	9,252	(1,439)	33,519	27,756	(5,763)
Dental Ins - Cottages	803	672	(131)	803	672	(131)	2,480	2,015	(465)
Supplies Laundry - Cottages	0	0	0	231	0	(231)	231	0	(231)
Activity Supplies - Cottages	550	374	(177)	552	349	(202)	1,421	1,097	(324)
Nursing Supplies - Cottages	0	394	394	1,039	368	(671)	1,039	1,155	116

Grand Traverse Pavilions  
 Cottage Income Statement  
 3/1/2024 to 3/31/2024

	CURRENT PERIOD			PRIOR PERIOD			YEAR TO DATE		
	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$
<b>Cottage Operating Expenses (con't)</b>									
Contract Services-Dining	60,083	60,083	0	62,056	60,083	(1,973)	183,485	180,249	(3,236)
Contract Svcs:Security-Cottag	0	219	219	663	219	(444)	663	656	(6)
Advertising - Cottages	145	3,350	3,206	145	3,350	3,206	434	10,051	9,618
Referral Fees	4,283	625	(3,658)	0	625	625	4,283	1,874	(2,409)
Printing & Binding - Comm Rel	0	111	111	0	111	111	0	332	332
Telephone - Cottages	300	272	(28)	320	272	(48)	620	816	196
Water - Cottages	710	703	(6)	691	658	(33)	2,103	2,064	(39)
Sewer - Cottages	1,320	1,312	(8)	1,268	1,228	(40)	3,890	3,852	(38)
Electric - Cottages	4,756	4,492	(264)	5,422	4,202	(1,220)	15,519	13,186	(2,333)
Natrual Gas - Cottages	2,500	3,410	910	3,430	3,190	(240)	10,478	10,009	(469)
Refuse Disposal - Cottages	599	559	(40)	599	559	(40)	2,145	1,676	(470)
Television - Cottages	952	1,710	758	1,506	1,710	204	3,896	5,131	1,236
Special Functions - Cottages	30	192	162	173	192	19	295	576	281
Beauty Shop Services	507	641	134	406	641	234	1,449	1,922	473
Indirect Costs-Cottages	20,000	0	(20,000)	20,000	0	(20,000)	60,000	0	(60,000)
Bond Interest Expense	4,334	4,320	(14)	4,743	4,041	(702)	13,411	12,680	(731)
Miscellaneous Exp - Cottages	0	83	83	174	83	(91)	453	249	(204)
Depreciation - Equip Cottages	917	917	0	917	917	0	2,751	2,751	0
<b>TOTAL Cottage Operating Expenses</b>	<b>270,739</b>	<b>255,462</b>	<b>(15,276)</b>	<b>285,160</b>	<b>244,057</b>	<b>(41,102)</b>	<b>825,810</b>	<b>754,982</b>	<b>(70,827)</b>
Net Operating Income	(18,335)	79,450	(97,784)	(49,648)	87,272	(136,920)	(101,575)	246,171	(347,746)
<b>Cottage Building Depreciation</b>									
Depreciation Bldg - Cottages	19,018	19,018	0	19,018	19,018	0	57,055	57,055	0
Depreciation-Cottage Bldg Impr	4,304	4,304	0	4,304	4,304	0	12,911	12,911	0
<b>TOTAL Cottage Building Depreciation</b>	<b>23,322</b>	<b>23,322</b>	<b>0</b>	<b>23,322</b>	<b>23,322</b>	<b>0</b>	<b>69,966</b>	<b>69,966</b>	<b>0</b>
Net Income	(41,657)	56,128	(97,784)	(72,970)	63,950	(136,920)	(171,540)	176,206	(347,746)

Date: Apr 12, 2024  
 Time: 13:19:52 EDT  
 User: Lindsey Dood

**Grand Traverse Pavilions  
 Balance Sheet  
 As Of 3/31/2024**

**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 \$
	0	0	0
<b>Assets</b>			
<b>Current Assets</b>			
<b>Cash</b>			
<b>County Held Cash</b>			
Cash - County	2,719,941	4,134,542	(5,605,998)
Cash - M.O.E.	3,314	3,314	3,312
<b>TOTAL County Held Cash</b>	<b>2,723,255</b>	<b>4,137,856</b>	<b>(5,602,686)</b>
<b>Other Cash</b>			
A/P Cash Clearing Account	24,955	6,068	7,568
Credit Card Bank	0	35,035	26,481
Cash - Resident Trust	27,608	27,533	27,014
Cash-Payroll	6,705	6,705	6,705
Cash - Advance Pay Funding Ac	31,349	30,757	31,090
<b>TOTAL Other Cash</b>	<b>90,617</b>	<b>106,098</b>	<b>98,858</b>
<b>TOTAL Cash</b>	<b>2,813,872</b>	<b>4,243,954</b>	<b>(5,503,827)</b>
<b>Accounts Receivable</b>	<b>4,331,826</b>	<b>3,753,117</b>	<b>3,482,991</b>
<b>Other Receivables</b>			
Medicaid QAS Settlement Rec	510,072	482,265	467,916
A/R QMI Assessment	0	0	78,943
Retention Credit Receivable	0	0	6,970,430
Grants Receivable	40,863	11,856	4,924
Due from Foundation	13,502	13,502	13,383
Medicaid Cost Settlement Rec.	2,957,863	2,957,863	6,721,521
MA Wage Pass Through Receiv	123,267	49,199	63,947
<b>TOTAL Other Receivables</b>	<b>3,645,568</b>	<b>3,514,684</b>	<b>14,321,065</b>
<b>Inventory</b>	<b>170,630</b>	<b>170,630</b>	<b>170,630</b>
<b>Prepaid Expenses</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Current Assets</b>			
Prepaid Expenses/Deposits	31,500	34,590	31,500
Prepaid Insurance - General	94,899	58,000	6,090
Prepaid Insurance - Work Comp.	11,142	10,605	0
<b>TOTAL Other Current Assets</b>	<b>137,541</b>	<b>103,195</b>	<b>37,590</b>
<b>TOTAL Current Assets</b>	<b>11,099,438</b>	<b>11,785,580</b>	<b>12,508,449</b>
<b>Non-Current Assets</b>			
<b>Property &amp; Equipment</b>	<b>15,680,519</b>	<b>15,642,480</b>	<b>15,834,361</b>
<b>Other Non Current Assets</b>			
Due from PACE North	1,275,082	1,284,721	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
<b>TOTAL Other Non Current Assets</b>	<b>3,877,296</b>	<b>3,886,935</b>	<b>3,887,265</b>
<b>TOTAL Non-Current Assets</b>	<b>19,557,815</b>	<b>19,529,415</b>	<b>19,721,626</b>
<b>TOTAL Assets</b>	<b>30,657,253</b>	<b>31,314,994</b>	<b>32,230,076</b>
<b>Liabilities &amp; Equity</b>			



Grand Traverse Pavilions  
 Balance Sheet  
 As Of 3/31/2024

	CURRENT PERIOD	PRIOR PERIOD	PREVIOUS YEAR
	Actual \$	Actual \$	Actual \$
<b>Liabilities &amp; Equity (con't)</b>			
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Accounts Payable	693,054	768,159	845,048
Accrued Expenses	1,160,703	1,710,143	1,643,391
<b>Other Current Liabilities</b>			
Current Portion of Bonds Paya	720,000	720,000	720,000
Interest Payable	120,355	91,835	185,444
Medicaid Cost Settle. Payable	900,249	890,249	870,249
QAS Settlement Payable	0	99,323	367,316
Deferred Revenue - SNF	17,400	0	0
<b>TOTAL Other Current Liabilities</b>	<b>1,758,004</b>	<b>1,801,407</b>	<b>2,143,010</b>
<b>TOTAL Current Liabilities</b>	<b>3,611,761</b>	<b>4,279,708</b>	<b>4,631,449</b>
<b>Non-Current Liabilities</b>			
<b>Long-Term Liabilities</b>			
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	1,610,000	1,610,000	1,610,000
Def Los on Adv Refund-'17	(43,924)	(44,466)	(45,551)
<b>TOTAL Long-Term Liabilities</b>	<b>15,807,409</b>	<b>15,806,867</b>	<b>16,020,782</b>
<b>Other Non-Current Liabilities</b>			
Deferred Inflow-OPEB	925,946	925,946	925,946
<b>TOTAL Other Non-Current Liabilities</b>	<b>925,946</b>	<b>925,946</b>	<b>925,946</b>
<b>TOTAL Non-Current Liabilities</b>	<b>16,733,355</b>	<b>16,732,813</b>	<b>16,946,728</b>
<b>TOTAL Liabilities</b>	<b>20,345,116</b>	<b>21,012,521</b>	<b>21,578,177</b>
<b>Equity</b>			
<b>Equity</b>			
RETAINED EARNINGS - PRIOR	10,525,359	10,525,359	12,901,984
Contributed Capital	126,540	126,540	126,540
<b>TOTAL Equity</b>	<b>10,651,899</b>	<b>10,651,899</b>	<b>13,028,524</b>
<b>Net Income (Loss)</b>	<b>(339,762)</b>	<b>(349,425)</b>	<b>(2,376,625)</b>
<b>TOTAL Equity</b>	<b>10,312,137</b>	<b>10,302,474</b>	<b>10,651,899</b>
<b>TOTAL Liabilities &amp; Equity</b>	<b>30,657,253</b>	<b>31,314,994</b>	<b>32,230,076</b>

Date: Apr 12, 2024  
 Time: 13:26:55 EDT  
 User: Lindsey Dood

**Grand Traverse Pavilions**  
**Cash Flow Statement**  
**3/1/2024 to 3/31/2024**

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	9,663	(192,201)	(339,762)
Net Cash provided by Operating Activities			
Depreciation and Amortization	96,483	96,483	289,449
Changes in Working Capital Items			
Accounts Receivable	(578,710)	(133,357)	(848,835)
Prepaid Expenses	(34,346)	21,747	(99,951)
Due to/from	0	0	0
Inventory	0	0	0
Accounts Payable	(75,105)	14,646	(152,474)
Other Assets			
Medicaid Settlement Receivable	0	0	3,763,658
Employee Retention Credit Receivable	0	0	6,970,430
Due From Foundation	0	0	(119)
Due From Grants			
Grants Receivable	(29,008)	(6,931)	(35,939)
TOTAL Due From Grants	(29,008)	(6,931)	(35,939)
Due From Pace North	9,639	8,898	9,969
Medicaid Wage Pass Through Rec	(74,069)	83,321	(59,320)
Medicare Settlements Receivable	0	0	0
QAS Receivable	(27,807)	1,217	(42,156)
QMI Receivable	0	0	78,943
TOTAL Other Assets	(121,245)	86,505	10,685,466
Accrued Payroll & Other Expenses	(503,520)	102,416	(529,897)
Other Liabilities			
TOTAL Other Liabilities	0	0	0
Other Accrued Liabilities			
Medicare Advanced Payment	0	0	0
Medicaid Audit Reserve	10,000	10,000	30,000
QAS Payable	(99,323)	(267,994)	(367,316)
Net Pension Liability	0	0	0
TOTAL Other Accrued Liabilities	(89,323)	(257,994)	(337,316)
TOTAL Changes in Working Capital Items	(1,402,248)	(166,038)	8,716,993
TOTAL Net Cash provided by Operating Activities	(1,305,765)	(69,555)	9,006,441
TOTAL Cash from Operating Activity	(1,296,102)	(261,756)	8,666,679
Cash from Investing Activity			
Fixed Asset Purchase	(133,980)	0	(133,980)
TOTAL Cash from Investing Activity	(133,980)	0	(133,980)
Cash from Financing Activities			
Long Term Debt	0	0	(215,000)
Short Term Debt/Notes Payable	0	0	0
TOTAL Cash from Financing Activities	0	0	(215,000)
Net Cash Activity	(1,430,082)	(261,756)	8,317,699
CASH BEG OF PERIOD	4,243,954	4,505,710	(5,503,827)
Cash Beginning Balances as of 2/29/2024	4,243,954	4,505,710	(5,503,827)
Net Cash Activity	(1,430,082)	(261,756)	8,317,699

Cash Ending Balance	2,813,872	4,243,954	2,813,872
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Longevity Health  
Exploratory Discussion: Institutional Special Need Plans (ISNP)  
March, 2024

# The ISNP Model of Care

## Creating Managed Care Partners vs Adversaries

**SNFs** benefit from a health plan that is focused *solely on nursing home residents* through onsite clinical support, improved case management, reduction in administrative burden, improved cash flow and the opportunity to earn more net revenue



The **Health Plan** benefits from partnering with SNFs that are committed to the triple aim –higher quality, cost effective care and a better resident enrollee experience as it will lead to growth and profitability

**Residents** benefit from choosing a health plan that is focused *solely on nursing home residents* through a higher touch model providing enhanced care coordination and supplemental benefits

## Characteristics of an ISNP (Institutional Special Needs Plan)

---

- Medicare Advantage (MA) Plan that can **only** enroll long-stay residents of nursing homes (>90 day stay)
- MA plan that provides all Medicare fee for service benefits PLUS supplemental benefits customized for nursing home life (transportation, music therapy, companion services, stipends for personal care purchases not covered by the nursing home)
- MA plan that has provided a model of care (MOC) to CMS that demonstrates how they will address the unique characteristics of nursing home residents
- MA plan that typically executes on the MOC with an onsite advanced practice provider that will have significant and consistent interaction with the resident, their family and your SNF care team

# Introduction to ISNP

## What it is

- Medicare Advantage Program that offers long term care residents enhanced benefits and nursing homes improved reimbursement**
- Clinical program** that embeds nurse practitioners in the facilities to work with SNF clinical staff to improve outcomes for Long Term Care residents of skilled nursing facilities
- Quality oriented – the only way we succeed is if we deliver better care
- Partnership that creates alignment – we were founded by nursing-home owners
- Transparent – we will share any / all information about your residents with you
- More attractive economically than traditional Medicare for SNFs that embrace the clinical model

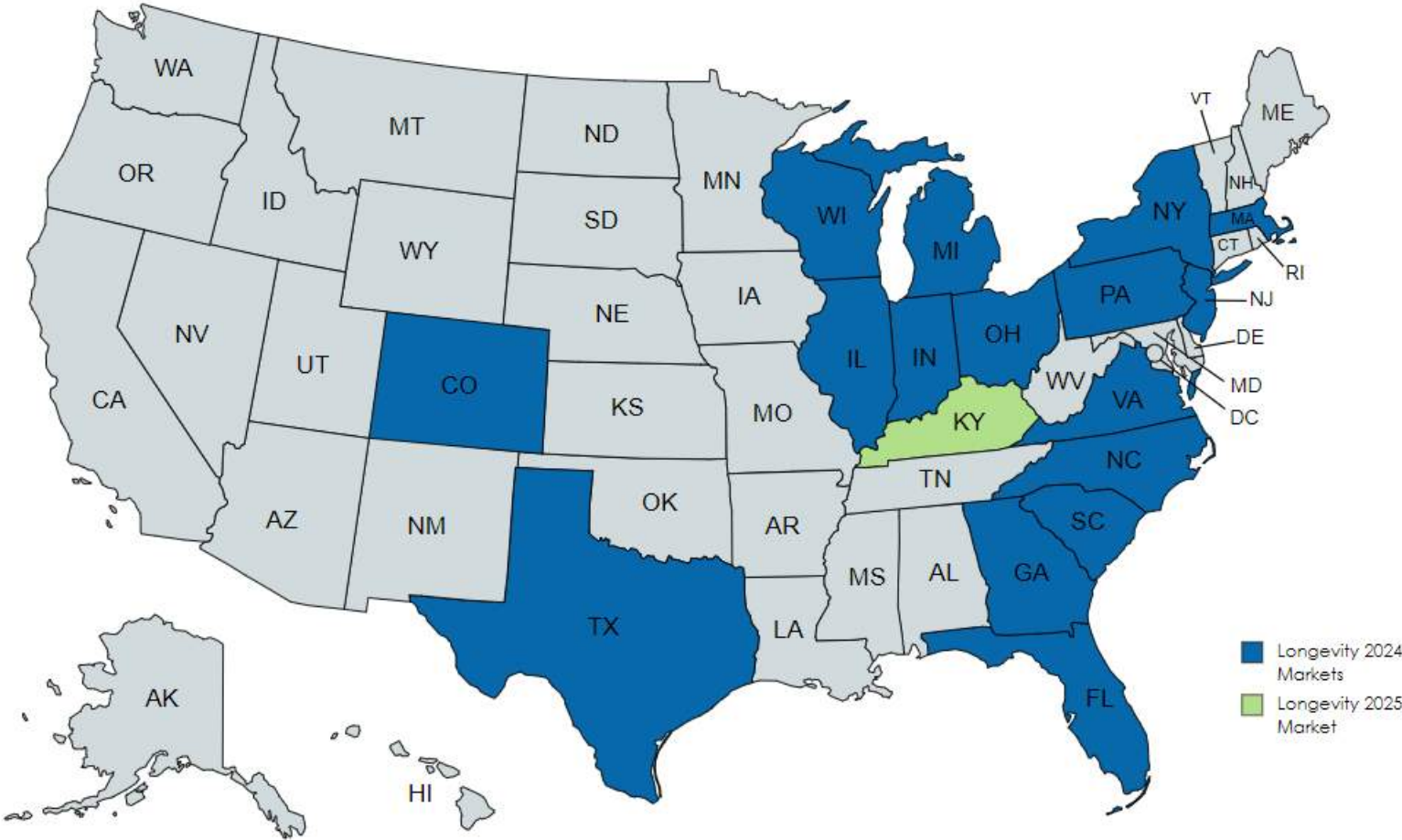
## What it isn't

- A way to prevent patients from getting quality care in the Nursing homes
- A way to unfairly reimburse nursing homes for providing services to LTC residents
- A program that impacts your post-acute business– only LT (90+ days) with Medicare Part A & B with no active d/c plan are eligible
- For everyone – not all patients are right clinically for ISNP
- A program that will work without YOUR support

# Introduction to Longevity

## Nationwide and Growing

- ❖ Longevity is the fastest growing ISNP plan and IPA Provider in the country, providing care to ~8,000 members at more than 300 skilled nursing facilities and senior living communities in 15+ distinct markets.
- ❖ Expanding to additional markets in 2024/2025
- ❖ AET / HUM relationship went live in 2023



**Longevity's Statement of Purpose:**  
*"To improve the health and quality of life of nursing home and senior living residents by caring for their unique medical, social and emotional needs."*





# Longevity Michigan Market

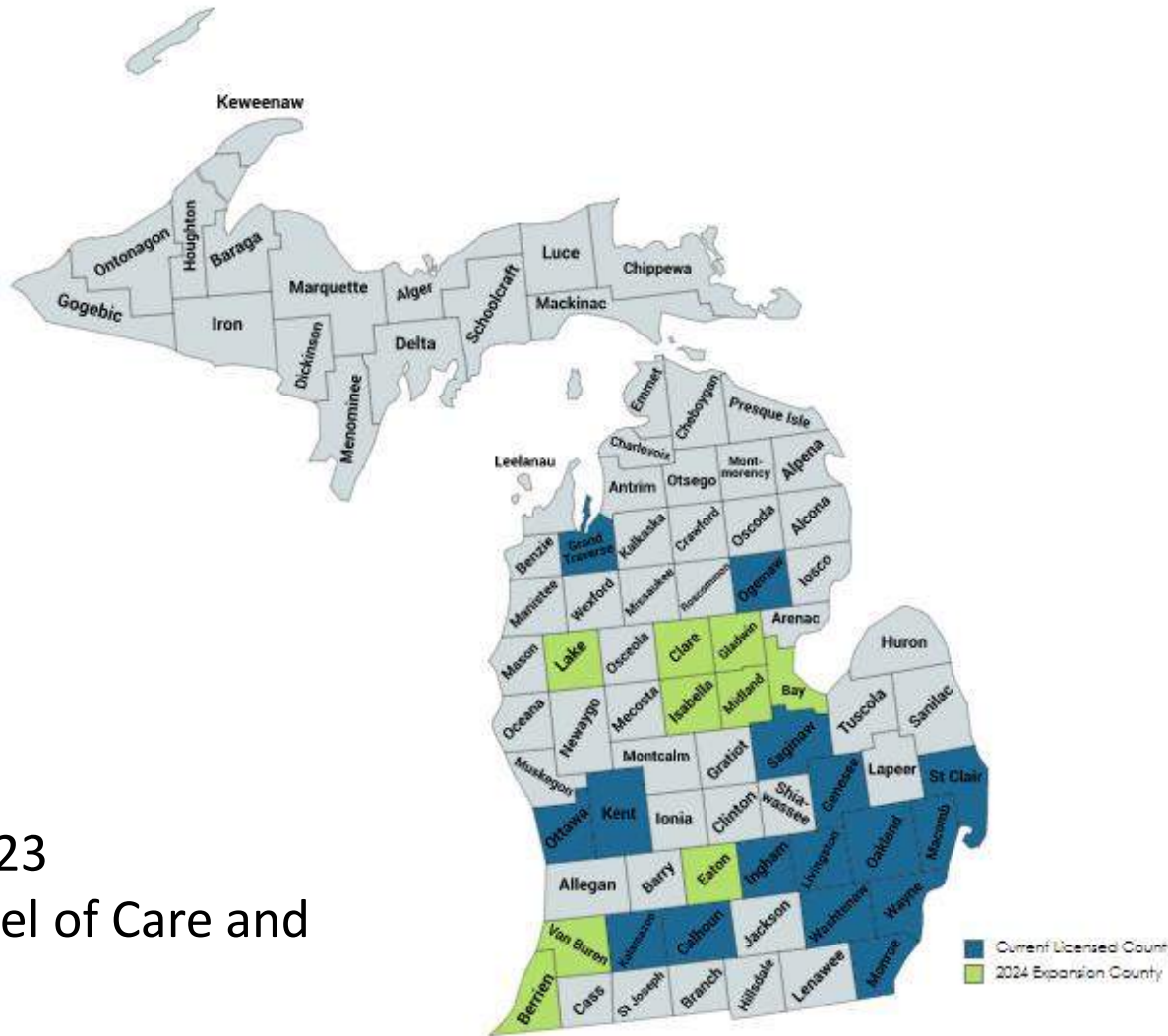
- **LHP of MI is currently serving 850+ members across 16 counties:**

Calhoun, Genesee, Grand Traverse, Ingham, Kalamazoo, Kent, Livingston, Macomb, Monroe, Oakland, Ogemaw, Ottawa, Saginaw, St. Clair, Washtenaw, Wayne

2024 planned expansion into Bay, Berrien, Clare, Eaton, Gladwin, Isabella, Lake, Midland, Van Buren

### *Process for Adding Counties*

CMS Initial Application in November, 2023  
Final Application in February, 2024 (Model of Care and Network Adequacy)  
GoLive on January 1, 2025



# Introduction to ISNP Economics – Follow the Flow of Funds



*CMS pays PREMIUM to Longevity per member per month based on risk adjustment “RAF”*



*Longevity pays MEDICAL EXPENSES to all healthcare providers rendering care covered by Part A and Part B*



*After All Medical Expenses Have Been Paid – Longevity Shares What’s Left with its Nursing Homes*



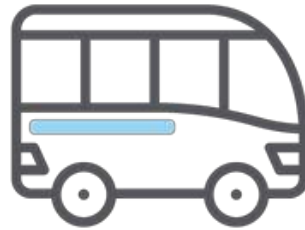
# Longevity Health Institutional Special Needs Plan (ISNP)

A plan built specifically with skilled nursing facility residents in mind.

**Social Needs  
Companion**



**Non-Emergency  
Transportation**



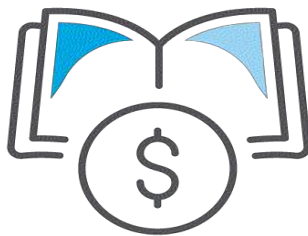
**Music  
Therapy**



**Podiatry**



**Health Product  
Benefit**



**Hearing**



**Vision**



\* ~98+% of our members are dually eligible and do not have any out-of-pocket expenses

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# LHP ISNP Model of Care

## Assess, Stratify, Intervene

- Comprehensive geriatrics exam, risk stratify and interdisciplinary plan of care for each member
- Plan of care incorporates members goals of care/ advanced directives and integrates with the SNF's plan of care
- Emphasis on reducing avoidable hospital admissions & re-admissions



## Communication

- Between PCP, hospitals, SNF staff, family / authorized representative, social worker, pharmacist, specialists
- NPs coordinate with SNF staff for optimal member management
- NP's frequently make rounds to identify early changes in condition
- Accurate documentation and ICD10 coding



## Care Coordination

- Facilitating/managing skilled events, prior auth process, access to network providers
- Coordination with specialists and care transitions
- Supplemental Benefits to increase wellness and engagement



## Innovation

- Telemedicine
- Dedicated psych program
- Aligned incentives with NHs, PCPs, NPs, and telemedicine partners to improve care and reduce unnecessary utilization
- Special supplemental programs for targeted sub-populations to support member needs



# Evaluating the Fee for Service vs LHP ISNP Financial Equation

*Buildings who work within the LHP ISNP construct will deliver better clinical quality AND earn significantly higher reimbursement*

## Traditional FFS Model

Part A FFS (NET)  
Part B FFS (NET)

## LHP Capitation Model

Part A Capitation  
Part B Capitation  
Part A and B Bill Aboves  
Quality Bonus  
Shared Savings  
Increased Medicaid Days

*SNF is paid for utilization  
The way to increase SNF payments is linked to the resident utilizing more Medicare covered services*

*SNF is paid for quality  
The way to increase SNF payments is linked to clinical quality and avoiding unnecessary covered services*



GRAND TRAVERSE PAVILIONS  
1000 Pavilions Circle  
Traverse City, MI 49684

APPLICATION FOR ATTENDING OR CONSULTING PRIVILEGES

Please Check One:

Medical Doctor  Doctor of Osteopathy  Physician Assistant  Certified Nurse Practitioner

ATTENDING  CONSULTING

NAME IN FULL Vincent Worthington DATE \_\_\_\_\_

RESIDENCE ADDRESS \_\_\_\_\_ TELEPHONE \_\_\_\_\_

OFFICE ADDRESS \_\_\_\_\_ TELEPHONE \_\_\_\_\_

Premedical Education: School \_\_\_\_\_ Date of Graduation \_\_\_\_\_

Grand Valley State University

Medical Education: School MSN Date of Graduation 05/1997

Internship: Hospital \_\_\_\_\_ Dates \_\_\_\_\_

Residency: Hospital \_\_\_\_\_ Dates \_\_\_\_\_

MICHIGAN LICENSE: Date \_\_\_\_\_ No. 4704175241 UPIN# \_\_\_\_\_

Hospital Staff Memberships:

Munson Medical Center

Medical Society Memberships:

Specialty: Family Medicine

Board Certified: Yes  No  Date \_\_\_\_\_

In making application, I agree to the rules and policies of the Grand Traverse Medical Care which I understand are available upon request. I also agree to verification of my credentials by the Administrator of Munson Medical Center or other hospital where I have been accepted on staff.

SIGNED: Vincent Worthington DATE: February 14, 2024

APPROVED: X  
DISAPPROVED: \_\_\_\_\_

SIGNED: [Signature]  
Medical Director, Grand Traverse Medical Care

DATE: 4/15/24

APPROVED: \_\_\_\_\_  
DISAPPROVED: \_\_\_\_\_

SIGNED: \_\_\_\_\_ DATE: \_\_\_\_\_  
Chairman, Grand Traverse County Department of Human Services Board

# Concerts on the Lawn 2024



## Grand Traverse Pavilions Thursdays @ 7:00pm

Enjoy a summer evening with great music, family and good friends. Note that parking is often limited, so feel free to catch a free ride complimentary of BATA's Bayline Bus.

- June 20th **All About Buffet - Doc Probes and the Rip Tides**
- June 27th **Elvis Tribute Artist - Jake Slater**
- July 11th **Miriam Pico and Friends**
- July 18th **Petoskey Steel Drum Band**
- July 25th **Backroom Gang**
- August 1st **The Gordon Lightfoot Tribute**
- August 8th **Some Like It Yacht**
- August 15th **K. Jones and The Benzie Playboys**

## Support the powerful work of the Foundation

Freewill donations at the concerts will go directly to supporting the Grand Traverse Pavilions Foundation's efforts to care for the elders in our community.

*\*Concerts are subject to change due to inclement weather.*

### Title Sponsor



### With Support From



### Headliner Sponsors

