

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

**REGULAR MEETING
April 23, 2026**

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

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

AGENDA

1. CALL TO ORDER

2. ROLL CALL

3. FIRST PUBLIC COMMENT

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

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

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

Please be respectful and refrain from personal or political attacks.

4. COUNTY LIAISON REPORT

5. APPROVAL OF AGENDA

6. CONSENT CALENDAR

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

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

A.	Review and File	<u>HANDOUT#</u>
(1)	Draft Minutes of the 3/26/26 Board Meeting	1
(2)	Draft Minutes of the 03/31/26 Special Board Meeting	2
(3)	Closed Session Minutes of the 03/31/26 Special Board Meeting	Handout
(4)	March Resident Council Minutes	3

7. ITEMS REMOVED FROM CONSENT CALENDAR

8. CHAIRMAN REPORT – C. Crawford, Chair Verbal

9. FOUNDATION BOARD REPORT – None

10. PACE North BOARD REPORT – C. Crawford, Chair 4

11. SERVICE EXCELLENCE AWARDS – C. Crawford, Chair 5

12. GRAND TRAVERSE MEDICAL CARE

A.	General Information	
(1)	Director Presentation – Cottages – Ann McMann, Residential Services Director	6
(2)	Organization Scorecard – D. Lavender, CEO	7
(3)	Media Coverage - D. Lavender, CEO	8
B.	Chief Executive Officer Board Report – D. Lavender, CEO	9
C.	Business	
(1)	March Financials – K. Hansen, CFO	10
(2)	Board Representative for Administrator Search – C. Crawford, Chair	Verbal
D.	Medical Staff	
(1)	Naseer Abbas, MD – Sound Physicians – D. Hautamaki, Administrator	11
(2)	Susanna Rudy, NP – Sound Physicians – D. Hautamaki, Administrator	12

G.T.P. Announcements

- (1) April 27, 2026 @ 2:00pm – Study Session @ Grand Traverse Pavilions
Re: Cottages – Resident Strategic Discounts & Scholarship Policy
- (2) May 28, 2026 @ 9:00am – Regular Board Meeting @ Garfield Township

13. SECOND PUBLIC COMMENT

Refer to Rules under First Public Comment above.

14. CLOSED SESSION – None

15. ADJOURNMENT

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

MINUTES OF THE MARCH 26, 2026 MEETING

PRESENT: Carol Crawford, Karen Griggs, Mary Marois Board
Darrell Lavender, Dave Hautamaki, Kory Hansen, Darcey Gratton Staff
TJ Andrews Commission

ABESENT:

GUESTS: Ryan Hutchins, Environmental Services Director

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 Carol Crawford at Garfield Township Hall.

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

First Public Comment – None.

County Liaison Report – County Liaison Andrews provided an update on recent discussions from the County Board of Commissioners (BOC) meetings.

Approval of Agenda – Chair Crawford asked if there were additions, changes or corrections to the agenda. Griggs pointed out that a correction was needed in the Announcement section, noting that the next meeting is scheduled for April 23, 2026.

Motion was made by Marois to approve the agenda with presented changes. Seconded by Griggs and carried anonymously.

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

REVIEW AND FILE

- (1) Draft Minutes of the 02/26/26 Board Meeting
- (2) Closed Session Minutes of the 02/26/26 Board Meeting
- (3) Draft Minutes of the 03/19/26 Special Board Meeting
- (4) Closed Session Minutes of the 03/19/26 Special Board Meeting
- (5) February Resident Council Minutes

Motion was made by Crawford to approve the Consent Calendar as presented. Seconded by Griggs. Marois abstained due to her absence during the 2/26/26 Board meeting. Motion carried.

Items Removed From Consent Calendar – None.

Chairman Report – Crawford expressed her gratitude for the diligent work and clear communication surrounding the pavilions' cash position. Meanwhile, Marois took a moment to acknowledge and thank the staff for their commitment, particularly for showing up during the challenging blizzard in March.

Foundation Board Report – None

PACE North Board Report – Crawford reported that she had no new updates regarding PACE North at this time. In response, Marois raised a question about comments Crawford made during the February Board meeting regarding a potential new organizational structure and its implications for expanding services into other areas. Crawford clarified that the services in Grand Traverse County will remain unchanged. She also noted that she is unable to publicly share specific information about PACE North due to its status as a non-public entity. Crawford acknowledged the importance of transparency and assured the board that she would share PACE North's scorecard with them at the April meeting.

Service Excellence Awards – Crawford reviewed February's Service Excellence Awards. Marcos Andrews, CNA, won the Employee of the Month for February.

Director Presentation – Environmental Services – Ryan Hutchins – Hutchins provided an overview of the Environmental Services department, which includes Maintenance, Custodial, Housekeeping, Transportation, and Laundry. He highlighted key areas of focus from the department's scorecard, with particular emphasis on aging infrastructure and the ongoing effort to maintain the building. Hutchins discussed the department's proactive approach to preventive maintenance, stressing the importance of addressing issues before they become reactive. Following the presentation, Hutchins addressed questions from board members. The board engaged in a discussion regarding arboretum rules, particularly related to the removal of older trees. Marois inquired about the joint responsibility between the organization and the County regarding the expense of tree removal. Andrews responded, noting that she is aware of the City having a specific tree fund and provided suggestions on who to contact for further information.

Organization Scorecard – Lavender reviewed the Organizational Scorecard, noting that out of the 17 organizational priorities, 14 are currently underway, with 4 already meeting their targets. Key highlights include team retention at 97%, Skilled Nursing Facility (SNF) occupancy at 190 residents, meeting budgeted levels, Cottages occupancy exceeding budget at 61 residents, and year-to-date expenses being approximately \$219,000 favorable. While these results show a strong start, Lavender emphasized that significant work remains across these priorities and noted maintaining this momentum will be critical to achieving the organization's overall goals.

Chief Executive Officer Report – Lavender began the CEO report by introducing Jaime Griffis as the new Executive Director of Development & Community Engagement. Jaime brings 20 years of communications experience from public higher education, specializing in brand strategy, digital engagement, donor relations, annual giving, and fundraising. The GTP Administrator position has also been posted, and applications are currently under review, with a panel scheduled for interviews.

Financially, the company's cash flow continues to improve. February saw a \$1 million increase in cash over January, bringing the total cash balance to \$3.4 million. Accounts receivable improved by \$1 million as well, reducing the days in AR to 69. Citrin Cooperman took over primary billing responsibilities on March 1, and as of March 18, back-billing collections have reached \$1.24 million. The 13-week cash forecast remains positive, with a few weeks projected to fall just below the \$2.5 million threshold.

Key operational metrics show that the SNF average census is on budget at 190, while the Cottages census exceeds budget expectations by 60. On the finance side, Darrell reported that

the combined net income remains positive after depreciation. February net income for the Cottages was -\$7,947 after depreciation, but operating income remains positive for the month at \$15,000, and \$22,000 year-to-date.

Wellness metrics indicate that Med A inpatient rehab has decreased to 68, reflecting fewer rehab admissions, while Med B inpatient remains stable at 48, with room for growth. Outpatient therapy visits totaled 418 in February, which is strong for the winter months, and Cottages resident visits remained steady at 78. Staffing levels for the entire organization increased in February with nine new hires, bringing the total workforce to 353 employees.

Looking ahead, Lavender shared that on March 31, The Pavilions will host a Quality & Safety Integration Collaborative in partnership with Munson Healthcare and other local long-term care providers. This event aims to strengthen partnerships and will include discussions on information continuity, emergency department utilization, hospitalizations, readmissions, and lab resulting.

Hautamaki provided a summary on resident activities and addressed a recent complaint survey, which resulted in four citations, one of which is being challenged. Mock survey activities continue, with a focus on follow-up training and addressing identified areas for improvement. The next mock survey is scheduled for late May.

Business

- (1) **February Financial Report** – Hansen presented the financial operations report for February 2026, and addressed questions from board members regarding the financial details.

Motion made by Griggs to accept the financial operations report for February as presented. Seconded by Marois and carried unanimously.
Roll Call - Crawford – yes, Marois – yes, Griggs – yes

- (2) **Purchase Request – Boilers** – Lavender reviewed the request to replace two of the four domestic hot water boilers installed in 1998, all of which have significantly exceeded their expected service life. Three bids were received and the recommended bid was for Moore Mechanical based on it being the lowest bid.

Motion made by Marois to approve the bid from Moore Mechanical for \$58,440 to replace two domestic hot water boilers as presented. Seconded by Griggs and carried unanimously. Roll Call - Crawford – yes, Marois – yes, Griggs – yes

- (3) **Purchase Request – HVAC Controls** – Lavender reviewed the need to upgrade the electronic control system for the boilers and chillers. The only bid received for this project was from Smart Building Solutions, as they are the current vendor working on the system. Hutchins added that changing vendors at this point would require a new system assessment.

Motion made by Marois to approve the bid from Smart Building Solutions for \$6,540 to upgrade boilers and chillers electronic control system as presented. Motion was seconded by Griggs and carried unanimously. Roll Call - Crawford – yes, Marois – yes, Griggs – yes

Andrews out 10:20 a.m.

- (4) **Resolution 2025 – 2 – Foundation Trustee Appointment - Mabey** – Marois reviewed the proposed Foundation Board of Trustee Joelle Mabey.

Motion was made by Marois to accept the Grand Traverse Pavilions Foundation Board of Trustee candidate Joelle Mabey as presented. Motion was seconded by Griggs and carried unanimously.

- (5) **Resident Strategic Discounts Scholarships** – Lavender revisited the discussion on Resident Strategic Discounts for the Cottages, a topic originally addressed last fall. Included in the packet were the *Resident Strategic Discounts & Scholarships Policy for Residential Services* and the accompanying resolution, which were developed in response to the Board's motion from October 2025. The purpose of the policy is to align with the organization's mission, expand access to assisted living services, and maintain the financial sustainability of the County asset. The policy establishes clear parameters, timelines, and limitations for offering discounts. Lavender noted, to date, no units have been discounted, but with Board approval, strategic and promotional discounts will be implemented in a structured and intentional manner, as outlined in the policy.

Board member Marois suggested that the discussion be tabled for a future study session to allow for further discussion on the Cottages. The session will include the Foundation Board President, the Residential Services Director, and the new Director of Development and Community Relations. Additionally, the Board discussed extending the CEO's ability to review case-by-case incentives until May 30, 2026.

Motion was made by Marois to table discussion on Resident Strategic Discount Scholarships for a Study Session. Motion was seconded by Crawford and carried unanimously.

Motion made by Marois to authorize the CEO to negotiate with potential new cottage residents through May 30, 2026 with concession available and not exceeding \$5000 per family. Seconded by Crawford and carried unanimously.

Medical Staff

- (1) **Kayla Yancho, NP – Longevity** - Hautamaki reviewed the request for Kayla Yancho, NP from Longevity, to have attending privileges as recommended by Medical Director Dr. April Kurkowski, DO.

Motion was made by Griggs to approve attending privileges for Kaya Yancho, NP as presented to the board. Seconded by Crawford and carried unanimously.

- (2) **Catherine Chapin, NP – Longevity** - Hautamaki reviewed the request for Catherine Chapin, NP from Longevity, to have consulting privileges as recommended by Medical Director Dr. April Kurkowski, DO.

Motion was made by Marois to approve consulting privileges for Catherine Chapin, NP as presented to the board. Seconded by Griggs and carried unanimously.

**GRAND TRAVERSE COUNTY
DEPARTMENT OF HEALTH AND HUMAN SERVICES BOARD
MINUTES OF THE MARCH 31, 2026
SPECIAL BOARD MEETING**

PRESENT: Carol Crawford, Mary Marois, Karen Griggs Board Staff
Darrell Lavender
ABSENT: TJ Andrews Commission
GUESTS: Thomas Werner of Maddin Hauser (virtual)

The special board meeting of the Grand Traverse County Department of Health and Human Services Board was called to order at 8:30 a.m. by Board Chair Carol Crawford in the Board room at Grand Traverse Pavilions.

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

Public Comment - none

CLOSED SESSION

Motion was made by Crawford seconded by Griggs to go into Closed session at 9:30a.m. pursuant to section 8(e) of the Open Meetings Act, to consult with legal counsel regarding trial or settlement strategy in connection with pending litigation, Naomi Rode v. Grand Traverse Pavilions Case No. 25-37722-CD

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

Motion was made by Marois to come out of Closed Session at 9:09 a.m. Seconded by Crawford and carried unanimously.

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

Motion was made by Crawford to accept the recommendations as presented by legal counsel, regarding trial or settlement strategy in connection with pending litigation, Naomi Rode v. Grand Traverse Pavilions Case No. 25-37722-CD. Seconded by Griggs. Motion carried.

Roll Call - Crawford – yes, Marois – no, Griggs – yes

Meeting adjourned at 09:09 p.m.

Signatures:

Carol Crawford – Chair
Grand Traverse County Department of Health and Human Services Board

Date: April 23, 2026 Approved

Corrected and Approved

PAVILIONS RESIDENT COUNCIL MEETING
March 19, 2026

The March 2026 meeting of the Grand Traverse Pavilions Resident Council was called to order at 11:00 am in the Multi-Purpose Room by Hanna Wooters.

All residents were welcomed.

The residents waived their right to a closed meeting.

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

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

Birch Pavilion: 3 Resident attended.

Cherry Pavilion: 5 Residents attended.

Dogwood Pavilion: 5 Residents attended.

Staff members were introduced:

Hanna Wooters, CTRS, Life Enrichment

Emily Tyrell, LLMSW Elm Pavilion Social Work

Rebecca Corby, RN, ADON – Aspen Pavilion

Christian Anderson, Director Culinary Services- Forefront Dining Services

Lisa Telling, Administrative Assistant- Forefront Dining Services

Ryan Hutchins, Environmental Services Director

Cati Jasso, Environmental Services Assistant Director

Peg- ASL Interpreter

Old Business:

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

New Business:

Hanna made the following announcements:

Two new activities UW positions have been filled starting in the next couple weeks. These positions will assist with weekend and evening activities as well as weekday programs.

Outings for April 2026:

Walmart Shopping- Date/Time: TBD

Culvers Lunch- Date/Time: TBD

Special Events for April 2026:

4/3- Easter Celebration

4/5- Easter Sunday

4/8- Smoothie Social with Longevity 2:00pm

4/10- Bob and Tally Music 10:30am

4/12- Salvation Army Music 2:00pm

4/14- Music with Rebekah 2:00pm

4/15- Let's Talk Food Meeting 2:00pm

4/16- Resident Council 11:00am

4/19- Nondenominational Church Service 2:00pm

4/23- Book Mobile 2:00pm

4/25- Kalamazoo College Singers 11:00am

Resident Group Interview Questions:

Hanna 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?

Multiple residents reported yes. One resident requested more lunch outings.

- Do you participate in the activities here?

One resident stated “some”, multiple residents stated “yes”. No concerns were noted.

- Do you enjoy them?

Residents stated “yes”, one resident stated, “it gets me out of my room.”

- Are there enough helpers and supplies available so that everyone who wants to can participate?

One resident stated, “I think so.” No other concerns were raised.

- Do you as a group have input into the selection of the activities that are offered?

Multiple residents stated “yes”.

- Does the facility follow up on your suggestions?

One resident stated, “often times”, with another stating “sometimes.”

- Do you have other feedback about the activities program here?

One resident stated, “significantly better than the last facility I was at.” Another resident stated, “the activities involve everyone, however, that limits the selection”.

- In addition to scheduled activities, are there opportunities for you to socialize with other residents?

Residents reported “somewhat” and “during mealtimes”.

- Are there places you can go when you want to be with other residents?

One resident stated “definitely”, while multiple other residents stated “yes.”

1. Discussion regarding food temperature and receiving HS snacks.

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

- One resident stated he is limited on late night snacks due to diet restrictions
- Another resident stated, “move to another facility if you have complaints about the food, it’s much better here.”
- Resident reported they would like larger portions. The same resident reported frustration with the short time frame between breakfast and lunch.

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

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

- One resident asked housekeeping if they check the pockets of pants before they go through the laundry. Cati responded, stating they do their best to search through all pockets.
- Another resident voiced frustration with response time to a plugged toilet. Ryan stated he will follow up with the situation.

3. Discussion regarding room temperature.

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

- One resident reported their room is typically warm.
- No other concerns were noted.

4. Discussion regarding nursing care.

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

- No concerns or problems noted by residents.

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

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

- One resident stated, “depends on the time of day.”
- No other issues or concerns noted.

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

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

- No concerns were raised.

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

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

- No concerns or problems were noted on this date.

The floor was opened for additional comments:

- One resident reported she is no longer allowed to have a humidifier in her room. Requested alternative options. A complaint form has been submitted.
- Another resident requested an update on courtyard swings being installed. Ryan reported they are waiting for funding approval during the spring.

The next Pavilions Resident Council meeting will be held on April 16th at 11:00am in the Multi-Purpose Room. Hanna asked for a volunteer to read over and sign the March 2026 minutes, and X said that she would do this. The Pavilions Resident Council Meeting was adjourned at 11:45 am by Hanna, seconded by X.

Respectfully Submitted,

Hanna Wooters, CTRS
Recreational Therapist

_____X_____, Cherry Resident

Elm Resident Council Minutes
Meeting Held- March 20th, 2026

The March meeting of the Grand Traverse Pavilions Elm Resident Council was called to order at 10:20am in the Elm Common Area.

Members Present were: Residents are marked "X" throughout the minutes.
14 Residents attended.

Staff Present:

Susan Eldred, Recreation Therapist
Emily Tyrrell, Social Worker

Old Business:

None

New Business:

Asked the residents if they need help do the staff help them.
X, X, X, X, X and X stated, "yeah."

Asked the residents if they were being offered a snack before bed.
X, X, X and X stated, "yeah." X stated, "sometimes."

Asked the residents if the staff were respectful to the residents.
X, X, X, X and X stated, "yeah."

Asked the residents if the food is good here.
X, X, X and X stated, "good." X stated, "delicious."

Asked the residents if the rooms were getting cleaned.
X and X stated, "yeah." X stated, "yes, it is ready."

Asked the residents if their clothes are getting cleaned.
X, X, X and X stated, "yes."

Asked the residents if the Temperature in the rooms is good.
X stated, "pretty good" and X stated, "good." X stated, "yes" and X stated, "oh yeah." X stated, "sometimes."

Asked the residents if they have enough to do.
X and X stated, "yes." X stated, "sure" and X stated, "oh yeah." X stated, "enough."

Questions, Suggestions, Concerns and Comments:

The floor was open for questions, suggestions, concerns and comments.

Suggestions for upcoming activities:

- Chocolate Chip Cookies
- Dirt Pudding
- Easter Egg Hunt with the kids

Meeting was closed at 10:40am

Respectfully submitted,

Susan Eldred, CTRS

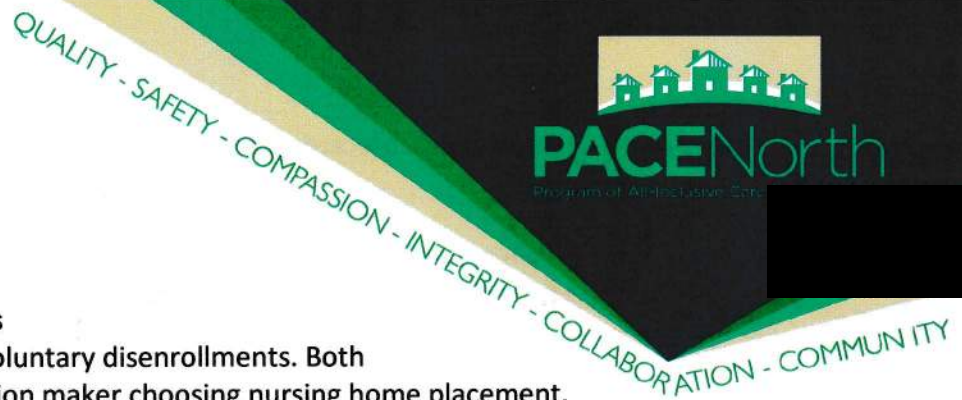
Emily Tyrrell, LLBSW

PACE North 2026
Score Card

4

Goal	Baseline 2025	Target	January	February
Growth				
New Participants Enrollment	253 (net 2.3)	(net 4 monthly) - 300	-1	1
Quality				
Monitor QAPI to ensure quality metrics are being achieved	90%	80%	92%	93%
Engaged Team				
Create an environment that fosters engaged team members	3.87 (Pulse survey avg score)	3.8	*quarterly survey	*quarterly survey
Turnover Rate	54.2%	50%	22% (annualized)	16.2% (annualized)
Operational Improvement				
Optimize hospitalizations, OBS & I/P	5.9%	5% or <	3.6%	3.9%
Optimize Emergency Visits	7.3%	6% or <	6.3%	6.3%
Decrease falls	24.7 fall per 100 mm	17 falls per 100 mm	29	21.7
Maintain Low Voluntary Disenrollment	4.98%	5% or < (state target)	2.18%	2.14%
Provide Optimal Care	\$3,872	\$3700 /budget @ \$3,760	\$4,257	\$4,242
Operating Margin	5.73%	7.3%	0.94%	1.88%

Executive Director Report, April 2026



Census

Budgeted Enrollment: 273

New Enrollments: **10 enrollments**

Disenrollments: 4 deaths and 2 voluntary disenrollments. Both disenrollments are due to a decision maker choosing nursing home placement.

Net Change: **+4**

Current Census: **259**

Financial Performance

- Net Income from Operations (February)
 - Actual: \$40,584
 - Budgeted: \$196,195
 - Variance: \$(155,611)
 - Operating margin of 1.88%
- Year-to-Date (YTD) Net Income from Operations
 - Actual: \$52,598
 - Budgeted: \$364,735
 - Variance: \$(312,137)
 - Operating margin of 1.22%

Action Plan:

The board packet contains the financial corrective action plan which will be presented at the board meeting. Primary efforts are focused on keeping our promise to our enrollees and increasing provision of care in the community versus congregate care placement.

Team Member Engagement

Staff census at end of March is projected to be 111, which is a 97% fill rate, above the 2026 goal of 90%. There are 4 open seats including 2 Home Care CNAs, 1 Day Center CNA and 1 OT or COTA.

Our Turnover for 2026 is as follows:

- March: 1.8% versus goal of 4.17
- Annualized: 19% versus goal of 50%

Utilization Metrics

- Per Member Per Month (PMPM) for February:
 - \$4241 PMPM. Scorecard stretch goal is \$3700, budget set at \$3760.
- Hospitalizations for February:
 - 3.9%, with a scorecard goal of ≤5%,
- Emergency Room (ER) Visits for December:
 - 6.3%, with a scorecard goal of ≤6%

OUR VISION

To be the recognized leader for innovative, community-based long-term care and support services.

OUR MISSION

Through our holistic and coordinated healthcare services, provided with dignity and compassion, we enhance the quality of life and independence of aging adults.

- **Fall Rates:**
21.7 falls per 100MM, with a scorecard goal of 17 falls per 100MM. Down from January which was 29.

Action Plan:

Falls continue to be workshopped through the Lean process. The board meeting on 4/6 will include a detailed report on fall data and corrective action. Material is included in the board packet.

Audit

Annual financial audit underway. No issues at this time.

Expansion

John Tucker with Palmetto PACE Advisory Group completed the feasibility study of the Petoskey center. This was due to the State Administering Agency by March 10th and was submitted. The state is awaiting our audited financials. The study is included in the board meeting packet for your review.

Operations

- PACE North separated employment with David Baldwin, Center Manager on 3/31. There is an interim coverage plan in place. An interim offer has been made to an internal team member, regardless of whether it is accepted, the current coverage plan is adequate.
- One of the AHUs (air handler units) has been installed, waiting on final installation of the second AHU.
- In-House Psychologist, Dr. White, from Brain and Behavioral Health created a dementia training program for our team members and training has begun with the CNA group. The memory care room remains open and hosts approximately 10 participants daily.

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GRAND TRAVERSE PAVILIONS
Service Excellence Award Program
March 2026

5

First Name*	Last Name*	Title of Nominated Employee*	Nominated For*	Nominated By*
Elizabeth	Riffel	CNA	Beth learned that one of her residents was going out with family and everyone was wearing purple. She and the resident looked through her clothes and did not find anything purple. Beth sought out the resources to get a purple shirt and going the extra mile for residents.	Chrissy Wagatha & Holly Edmondson
Carrie	Aprill	CNA	Carrie stayed over her scheduled shift to accompany a resident to a last minute, urgent appointment. Her willingness to stay and ensure the resident was accompanied to her appointment exemplifies service excellence. Thank you Carrie for your dedication to supporting our residents!	Chrissy Wagatha
Amy	Coneset	Physical Therapist	Amy put in a lot of effort to drive to work on Monday in the blizzard to help provide therapy care to our patients. She rearranged her schedule to see as many patients as possible. Amy's dedication to patient care is top notch!	Kristen Semeyn
Mary Jane	Changolan	RN	Jane is always so caring and thorough when it comes to our residents and their needs. Our Aspen residents are always telling me how she takes such great care of them and how much they appreciate her! Jane is always so positive and an amazing nurse!	Kaitlin Turman
Shawna	Barnes	ADON	I would like to recognize my ADON for consistently going above and beyond to support the team. During times of short staffing, she steps in without hesitation to help nurses and staff, ensuring patient care continues smoothly. Her dedication, leadership, and willingness to help wherever needed truly make a difference. We appreciate her hard work, support, and commitment to the entire team.	Jay Glence Monte de ramos RN
Shawna	Barnes	ADON	Shawna was an amazing team player on 3/9/26, Staff was short and Shawna was out on the floor helping with trays, helping nursing staff with all their duties as well as CNAs. The day would not have gone as good as it did without Shawna and her stepping up to help staff and patients without thinking twice. I'm so grateful to have Shawna as my ADON. Thank you!	Kayla Tillman RN

GRAND TRAVERSE PAVILIONS
Service Excellence Award Program
March 2026

Cherry	CNAs	Mackenzi Harrison	Mackenzi is always willing to help us cnas out whether it be jumping in to pass trays, getting weights or vitals or even giving someone a shower he is the only nurse that will always help us out when he can see we are struggling we are very happy to have him on our team.	Cherry cnas
Kathryn	Holibaugh	Business Office Manager	Kathryn has spent countless hours assisting me with bill reconciliation. She always has a positive attitude and patient aura about her. She works hard day in and day out for the Pavilions and she deserves some recognition. Thank you for all of your help and for never once making me feel less than. You are such a wealth of knowledge and a joy to be around! Kathryn really can do it all!	Elissa Riffle



Through March 2026

A GRAND MISSION

24 | 7 | 365

updated 4/20/26

Residential Services Scorecard FY2026						
Strategy	Measure Name	Metric	+/-	Target	FYTD	NOTES:
Residents First	Update Cottage Resident Contracts	Implement	<input checked="" type="checkbox"/>	Completed	In progress	Shared with Hansen; due Q2. Completed on my end- needs reviewed
	Care Plan PCC Process	% of Residents with a Care Plan		100%	In progress	Shared with Butler. Actively doing training. goal is April
	Launch Cottages Resident Satisfaction Survey	Overall Satisfaction Score	<input checked="" type="checkbox"/>	Obtain Baseline	In progress	Admin led; Compare, >85% are very satisfied benchmark. Average benchmark in 2024 75-85%
Team	Part-time Nurse Manager	Implement	<input checked="" type="checkbox"/>	Trained	In progress	No movement
	Launch Great Place to Work Survey	Index Engagement Score	<input checked="" type="checkbox"/>	Obtain Baseline	In progress	Compare, >85% benchmark; Admin led
	Fully Staffed Days	% of Fully Staffed Hours		>95%	93%	
	Daily Departmental Huddles & Scorecards	Implement	<input checked="" type="checkbox"/>	Yes	Yes	
Quality Safe Care	Conduct a Safety Culture Survey	% Positive Responses	<input checked="" type="checkbox"/>	Obtain Baseline	In progress	Compare, >90% favorable benchmark; Admin led
	Policies Procedures Emergency Preparedness	Implement	<input checked="" type="checkbox"/>	Completed	In progress	Purchased Emergency Preparedness template
	Pharmacy-Initiated PCC Process	Implement	<input checked="" type="checkbox"/>	Completed	In progress	Target June 2026
Operational Performance	Labor Efficiency	# Direct Care Hours / # Resident Days		<3	2.3	# of care hours need 4,464 for direct care staff. Willow PPD 3.8 above average. 1.8 the other to, below average
	Increase Cottages Occupancy	Avg. Total # Residents		>59	63	gradual increase from 58 in January to 67 in Sep 2026
	Manage Department Expenses	Total \$ Expenses		\$ 978,895	\$ 917,316	postive var to budget for January by \$61,579
	Address the Value of Food & Cost Per Resident Per Day	Achieve	<input checked="" type="checkbox"/>	Completed	no activity	Share with Chef

At or better than target

Worse than target

Benchmarks reflect NRC Health, Press Ganey, Pinnacle, averages and quartiles

BOLD TEXT indicates GTP level priorities



Through March 2026

A GRAND MISSION

24 | 7 | 365

GTP Organizational Scorecard FY2026						
Strategy	Measure Name	Metric	+/-	Target	FYTD	NOTES:
Residents First	Evaluate Eden Certification	Achieve	✓	Completed	no activity	by Q3
	SNF Survey- Residents and families kept informed of care	% Positive Responses	↑	>55%	no activity	Baseline is 46.36% , the lowest score with highest coeff to impact overall rating
	Launch Cottages Resident Satisfaction Survey	Overall Satisfaction Score	✓	Obtain Baseline	in progress	by Q 4; Compare, >90% are very satisfied benchmark
Team	Launch New Great Place to Work Survey	% Engagement Score	✓	Obtain Baseline	in progress	current process expires April 2026; MCMCFC coordinating demos; by Q3
	Team Retention	% Staff Retention	↑	>74.4%	96.6%	
	Daily <i>Departmental</i> Huddles & Scorecards	Implement	✓	100%	60%	6 of 10 do huddles
Quality Safe Care	Conduct a Safety Culture Survey	% Positive Responses	✓	Obtain Baseline	no activity	by Q3; Compare, >90% favorable benchmark
	Incident Reporting Platform	Implement	✓	Completed	in progress	two demos conducted; evaluating ROI
	Receive The Joint Commission General & Memory Care Certification	Achieve	✓	Completed	in progress	Q2FY26
	Conduct 2 Mock Surveys	Achieve	✓	Completed	Completed	Life Safety survey + CMS mock survey
	Life Safety Inspection: CMS State Survey	# Citations	↓	<7	in progress	2025 baseline is 8 citations
	Health Inspection: CMS State Survey	# Citations	↓	<10	in progress	2025 baseline is 21 citations; fewer citations lead to an increase in Star inspection rating
Operational Performance	Increase SNF Census	Avg. Total # Residents	↑	>190	184	Baseline is 180 as of FYE25; State Bed Plan is 85% of 223
	Increase Cottages Occupancy	Avg. Total # Residents	↑	>61	63	gradual increase from 58 in January to 67 in Sep 2026
	Improve Combined Days Cash On Hand	\$ Cash / (\$Operating Expenses/365)	↑	>60	36	aim for 90+ days (best practice 120+) benchmark
	Manage (Combined) Expenses	Total \$ Expenses	↓	\$ 9,657,724	\$ 9,416,605	postivie var to budget by \$241,119
	Reduce Days Accounts Receivable	net \$ AR / avg daily \$ revenue	↓	<=55	71	Baseline is 79 days; benchmark <45 days

At or better than target
 Worse than target
 Benchmarks reflect NRC Health, Press Ganey, Pinnacle, averages and quartiles
BOLD TEXT indicates GTP level priorities

GT PAVILIONS NURSING HOME SEEKS ADMINISTRATOR, SPLITS LEADERSHIP ROLES



Grand Traverse Pavilions in Traverse City.



Record-Eagle/Jan-Michael Stump

Grand Traverse Pavilions Wellness Center Director and Physical Therapist Kristen Semeyn provides an aquatic physical therapy session with Kitty Liell in the therapy pool.

Move offered as part of path forward after low rating, debt

BY ALY KLEIDON
akleidon@record-eagle.com

TRaverse City — A collection of resumes is beginning to grow as Grand Traverse Pavilions opens the search for a permanent administrator to join the executive leadership team of the skilled nursing facility.

The Grand Traverse County-owned nursing home is a \$30-million operation consisting of the main medical care facility and both assisted living and independent living units housed on 28 acres.



Lavender Hautamaki Marois

It's governed by a three-person board of the Department of Health and Human Services that decided to split the roles of chief executive officer and administrator in early summer of 2025, citing that the

previously combined role was "too much for one person."

The job posting appeared on hiring websites in March, listing a starting annual salary of \$165,000.

That figure, DHHS board vice chair Mary Marois said Thursday, was typically negotiable and on par with industry standards in Michigan.

"It's probably going to be in that neighborhood," she added, noting that while the Pavilions is the largest municipality-owned medical care facility in the

SEE PATH PAGE 5A

PATH

Skilled nursing facility opens search for administrator

FROM PAGE 1A

state, it is not the highest paying.

THE FINANCES

Where one salary was previously paid to encompass both roles, the Pavilions will now pay two people for leadership roles that will work in tandem to continue the facility's growth.

Current CEO Darrell Lavender joined the Pavilions in June 2025, receiving an annual salary of \$208,000, according to Marois.

The decision was made in early March to open the search for a permanent administrator while David Hautamaki — in his second engagement with the Pavilions — has been filling the second leadership role on an interim basis, receiving an annual salary of \$159,900.

Marois and Lavender agree the move to employ two leaders will be financially supported by the Pavilions' overall budget as the facility's census continues to rise.

"Obviously, there is a significant increased cost to splitting the positions, but one needs to examine the return on investment," Marois said Thursday. "Already, we have seen an increase in census, both at the Cottages and at the medical care facility."

Earlier this year, Lavender reported during a regular DHHS board meeting that census levels were stable, with 189 residents in the main facility and 60 residing in the Cottages.

"The census trajectory is impressive from what it was after COVID and it's recovery enough where we could open up the Aspen pavilion last September," Lavender said. "That was a result of Dave's leadership."

The CEO also has implemented a financial recovery plan, which he explained would help address recent cash flow challenges that have been affected, in part, by a \$8.8-million accounts receivable balance. According to DHHS board minutes in February, the CEO reported more than 70 improvement tactics were prioritized and assigned to work groups and cash balances were reported at approximately \$2.7 million.

Lavender and Marois insist the organization's focus on improved revenue and a reduction in expenses will help achieve further financial stability.

ROLE OF THE ADMINISTRATOR

Every state in the U.S. requires nursing home administrator licenses for legal operation. Michigan's Licensing and Regulatory Affairs office allows users to search and verify any licensed profession within the state, including nursing home administrators.

According to LARA's online database, Hautamaki



Record-Eagle/Jon-Michael Stump

Ginger Johnson rolls a bowling ball down a ramp during a recreation session at the Grand Traverse Pavilions in Traverse City.

was issued, through Livingston County, his current license which will be up for renewal in January 2028.

"The wisdom of David Hautamaki and the board and splitting the position was the right one," Lavender said in March before the job was posted, noting he isn't required to hold a nursing home administrator license as CEO.

Marois and Lavender stressed that because of the state's regulation, they're hoping to see candidates in the coming weeks with the experience to match their license.

"It's a very large organization with a lot of moving parts," he said. "It's more than just the organization chart, it's 'divide and conquer' with various departments and the leaders and our reporting relationships."

Lavender said one quality he's looking for in administrator candidates will be a "hands-on" approach to their role.

According to the job listing, the administrator will be expected to ensure the facility operates daily within the state's regulations and that state survey inspections achieve above-average compliance. The administrator also will be tasked with establishing effective problem-solving and making sure staff are equipped to achieve efficiency and medical care metrics each day.

The CEO highlighted that the skill sets differ between his role and the job of an administrator, and that the partnership will provide an in-depth look into the organization's operation and where it can be improved.

Marois further clarified that the roles will work closely together, with the administrator tackling daily

operations and the CEO focused on the facility's movement forward in the years to come.

"That was the big reason for the decision of splitting them (the roles), is that we would have somebody who would give their entire focus to things that surround the facility," she said. "But then you have this individual at the CEO level who is looking at the big picture, who has ... strategically looked at what it is that the board wants to see over the next three to five years and their job is to implement that."

The new ideal administrator, Lavender said, would become a familiar face around the Pavilions.

"I think it's important that the organization has that administrator who is not behind their desk all day long, but develops relationships with staff and residents," Lavender said.

Marois stated there's "no doubt" the move to separate the roles was a "good move" on the board's part. "Much work needs to be done over the next five years to plan for future growth," she said. "I think we have learned that a great administrator is not necessarily a great CEO. The skill sets are different."

CONTINUED IMPROVEMENT

The Pavilions executive team has undertaken tasks to begin improving their current rating received by Medicare.gov, a federally-supported site that allows users to compare medical facility ratings and view inspection results.

The facility currently carries a rating of two out of five stars and has a warning label, denoting that it was previously "cited for abuse" following the death of a

resident in October 2025.

Individual ratings, however, rank the Pavilions as above-average for staffing and quality measures. A one-star rating for health inspections is what brought down the Pavilions' overall rating, Lavender told county commissioners in December.

According to his report, negative inspection results can take between two and three years to fall off the overall score and that current improvement measures will take time to impact future ratings.

The CEO and future administrator will continue conducting what Lavender calls "mock surveys," a consultant-based approach implemented last year to help maintain staff and facility readiness and compliance.

"I think the mock surveys were a brilliant idea," Marois said, highlighting that they reveal important measures that can be improved upon or where more staff training may be needed.

She added that the board reviews survey results, assessing the quality of care residents receive and the facility's overall safety.

"What we look at is how severe and how important what was not done or what should have been done ... some omission of care for someone, that's a big deal," Marois said. "I think that we concentrate on making sure that we provide for the people that live here ... that we do 100 percent of what they need, 100 percent of what is right in taking care of them."

That goal is something the vice chair says the Pavilions staff continues to focus on daily.

"We concentrate on making sure we don't make mistakes," she said.



TO: Grand Traverse County Department of Health and Human Services Board
FROM: Darrell Lavender, CEO
RE: March Report

Census (Average Daily Census)

	Apr-MTD	Mar-26	Feb-26	Jan-26	Dec-25	Nov-25	Oct-25
Medical Care Facility (MCF)	184	184	190	189	175	182	174
Cottages	62	63	61	60	59	58	54

Occupancy	Mar-26	Feb-26	Jan-26	Dec-25	Nov-25	Oct-25
MTD Goal 85% <i>Available beds</i>	83%	86%	85%	79%	82%	78%
YTD Goal 85% <i>Licensed beds</i>	78%	79%	79%	74%	74%	74%

MCF	Mar-26	Feb-26	Jan-26	Dec-25	Nov-25	Oct-25
Admissions & Re-admits	61	46	63	62	49	64
Discharges	63	44	57	55	57	58
MMC Referrals	184	204	253	211	183	203
MMC Denied	15	30	30	42	45	44
Transfers to LTC	2	4	6	0	3	2

Cottages	Mar-26	Feb-26	Jan-26	Dec-25	Nov-25	Oct-25
Admissions	3	4	3	3	4	2
Respite	6	4	3	3	3	4
Discharges	1	1	1	2	2	1

Finance

	Mar-26	Feb-26	Jan-26	Dec-25	Nov-25	Oct-25
Combined Net Income	\$(3,082)	\$5,267	\$184,724	\$(100,885)	\$(340,406)	\$(153,003)
MCF Net Income	\$(7,376)	\$13,214	\$201,085	\$(20,116)	\$(268,706)	\$(84,306)
Cottage Net Income	\$4,294	\$(7,947)	\$(16,361)	\$(80,769)	\$(71,700)	\$(68,697)
Cash Balance	\$2,962,896	\$2,721,582	\$1,678,393	\$2,263,847	\$3,046,210	\$4,229,415
A/R Days Receivable Outstanding	71	69	76	79	78	73

MCF Operating Expenses PPD History

	Mar-26	Feb-26	Jan-26	Dec-25	Nov-25	Oct-25
MCF Operating Expenses Actual PPD	503	490	478	510	533	520
MCF Operating Expenses Budgeted PPD	489	506	489	488	491	488
Variance (unfavorable)/favorable	\$(14)	16	11	\$(22)	\$(42)	\$(32)

Facility Reported Incidents

	Mar-26	Feb-26	Jan-26	Dec-25	Nov-25	Oct-25
Medical Care Facility	4	1	5	2	5	2

Wellness Center

	Mar-26	Feb-26	Jan-26	Dec-25	Nov-25	Oct-25
Inpatient Rehab						
Medicare A	28	28	34	23	15	24
Medicare Advantage Skilled	32	31	41	45	48	50
Private Insurance: Inpatient	9	8	7	7	9	10
Private Pay: Inpatient	1	1	1	1	1	2
Auto: Inpatient	0	0	0		0	0
Med A/Rehab Inpatient Totals	70	68	83	76	73	86
Medicaid	3	2	1	1	1	3
Medicare B: Inpatient	24	21	20	16	25	20
Medicare B Advantage: Inpatient	21	25	26	23	23	30
Med B Inpatient Totals	48	48	47	40	49	53
Medicare B: Outpatient	32	24	25	27	25	22
Medicare B Advantage: Outpatient	35	41	41	40	48	51
Private Insurance: Outpatient	19	21	19	19	18	22
Work Compensation: Outpatient	0	0	1	0		0
Outpatient Totals	86	86	86	86	91	95
Outpatient/Aquatic Center						
Aquatic inpatients therapy visits	14	21	6	8	12	11
Aquatic aftercare visits per month	244	269	269	232	283	348
Aquatic outpatient PT visits	167	165	135	95	150	201
Aquatic group class participants	74	74	85	76	82	128
Land therapy visits (PT, OT, SLP)	252	253	276	319	204	265
Total Outpatient therapy visit	419	418	411	414	354	466
Outpatient aquatic therapy revenue	N/A	N/A	42,748	41,686	38,352	50,703
Aftercare monthly revenue	2,440	2,690	2,690	2,320	2,830	3,480
Aquatic group class revenue	1,480	1,480	1,700	1,520	1,640	2,560
Cottages visits	104	78	106	127	57	61
Total Wellness center revenue	N/A	N/A	44,716	45,426	42,822	56,743

Staffing

	Mar-26	Feb-26	Jan-26	Dec-25	Nov-25	Oct-25
Hires	12	9	1	6	9	10
Resignations	7	10	9	4	5	1
Referrals	10	8	5	6	3	4
Total # Employees	355	353	337	358	361	361

Environmental Services

Active Pure UV bulbs have been replaced.

New hot water boilers have been ordered. Looking at end of May for installation.

Completed a door upgrade for our Kitchen staff. Creates better access to kitchen.

Annual state inspection for our therapy pool is complete with no issues.

GRAND TRAVERSE PAVILIONS MEMORANDUM

Financial Operations Report
March 2026

Grand Traverse Pavilions Combined

REVENUE:

The overall revenue for the Pavilions in March was \$3,261,282 resulting in an unfavorable budget variance of \$19,881.

EXPENSES:

The total overall operating expenses for the Pavilions in March were \$3,264,364 resulting in a favorable variance to budget of \$22,406.

NET INCOME/LOSS:

There was a net loss of \$3,082 from the combined programs of the Pavilions in March resulting in a favorable budget variance of \$2,525.

OPERATING CASH:

Total cash at month-end was \$2,962,896. There was a net increase in overall cash of \$241,314 for the month. The increase in cash was primarily attributed to collection of outstanding accounts receivable.

VOUCHERS:

Purchase orders, invoices, checks written, and supporting documentation were reviewed for voucher numbers 5744-5751 for the month of March and were in order without exception.

Grand Traverse Medical Care

REVENUE:

Total Revenue was \$2,925,394 which was below the budgeted amount by \$18,619 for a negative variance. The census for March averaged 184 residents which was six below the budgeted census and six less than the prior month average. Private pay census was eight above budget, Medicare census was six below budget, Medicaid was ten below budgeted census, while Medicaid Hospice was two above the budgeted census. The occupancy for March was 76.8% of licensed beds and 83.1% of available beds. Year-to-date occupancy was 78.2% of licensed bed days and 84.5% of available bed days.

We have an approved non-available bed plan that puts our available/maximum census at 222 until 9/30/26. The state continues to develop a permanent non-available plan would go into effect 10/1/26. We need to have an average census 189 to achieve 85% occupancy.

Resident Revenue was \$2,664,143 which provided an unfavorable budget variance of \$31,555.

Other revenue was \$261,251 resulting in a positive budget variance of \$12,935. The positive variance was largely due to recognizing grant income for the staff survey incentive.

EXPENSES:

Operating Expenses totaled \$2,872,258 resulting in a favorable budget variance of \$6,049.

NET INCOME/LOSS:

Grand Traverse Medical Care produced a net loss of \$7,376 for the month for a negative budget variance of \$ 0,583.

RECEIVABLES:

Days Receivable Outstanding ("DRO") is 71 days as of 3/31/2026. This is two more days than as of 2/28/2026. Our goal is to reduce that number to 45 days.

The Cottages

REVENUE:

Total revenue of \$345,888 resulted in unfavorable variance of \$1,262 to the budget.

The average leased occupancy for the Cottages-Assisted Living was 60 apartments during the month which was equal to the previous month and two above the budgeted amount, representing 81% occupancy. In addition, there were 63 days (average of 2.0 per night) of overnight respite provided during the month (1.5 more than the prior month and one more than budget). Hawthorn Lofts-Independent Living average census was 1 resident per day for 33% occupancy which was the same as the prior month and one below budget. Total average census of 63 residents (two more than the prior month).

Occupancy above included an average of 13 PACE North residents in the Cottages, (equal to the prior month) and 3 days of Respite Care were provided for a Pace North participant (3 more than the prior month).

EXPENSES:

Expenses for March (before building depreciation) were \$318,272 which was under the budgeted amount by \$14,142 for a favorable budget variance.

NET INCOME/LOSS:

The program had net income for the month of \$4,294 resulting in a favorable budget variance of \$13,108.

Unassigned Fund Balance

Approved 2026 Operating Budget	\$ 39.0M
Unassigned Fund Balance Target Percentage	20%
Unassigned Fund Balance Target Amount	\$7.8M
Current Unassigned Fund Balance*	\$3.0 M
Current Fund Balance as a percentage of Operating Budget	7.7%
Amount Available Above/ (Below) Target	(\$4.8M)

*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.

Grand Traverse Pavilions SNF
 Combined Income Statement
 3/1/2026 to 3/31/2026

Include Adjustment Periods: NO include Closing Periods: NO

	CURRENT PERIOD			PRIOR PERIOD			YEAR TO DATE		
	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$
Service Revenue	3,011,312	3,047,031	(35,719)	2,758,956	2,823,764	(64,808)	8,466,568	8,915,926	(52,226)
Other Revenue	249,970	234,132	15,838	225,447	234,132	(8,685)	737,952	702,396	35,556
Total Revenue	3,261,282	3,281,163	(19,881)	2,984,403	3,057,896	(73,492)	9,603,513	9,620,222	(16,708)
Salaries & Wages	1,931,729	1,951,494	19,765	1,714,179	1,763,567	49,389	5,502,262	5,666,555	164,293
Benefits	520,119	478,193	(41,926)	404,233	463,906	59,673	1,413,962	1,420,294	6,332
Other Operating Expenses	690,232	731,233	41,001	738,440	731,233	(7,207)	2,133,528	2,193,325	59,797
Interest Expense	26,344	26,300	44	26,344	26,300	44	79,031	78,900	131
Depreciation	95,941	99,550	3,609	95,941	99,550	3,609	287,822	298,650	10,828
Total Operating Expenses	3,264,364	3,286,770	22,406	2,979,137	3,084,557	105,420	9,416,605	9,657,724	241,119
Net Operating Income	(3,082)	(5,607)	2,525	5,267	(26,661)	31,928	186,909	(37,503)	224,411

Grand Traverse Pavillons - SNF
 SNF Income Statement
 3/1/2026 to 3/31/2026

Include Adjustment Periods: NO Include Closing Periods: NO

	CURRENT PERIOD						PRIOR PERIOD						YEAR TO DATE					
	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day
SNF Resident Revenue																		
Inpatient Revenue																		
Medicare Part A	275,039	276,679	(1,640)	651.75	595.01	56.74	338,510	281,614	76,897	600.20	622.89	(22.69)	915,382	814,973	100,409	618.08	603.68	14.40
Medicare Advantage	348,775	368,874	(22,099)	899.14	594.96	104.18	247,730	348,951	(101,221)	607.18	623.13	(15.95)	989,094	1,086,699	(97,605)	622.07	603.72	18.35
Medicaid	1,388,610	1,416,683	(30,073)	396.17	397.39	(1.21)	1,099,328	1,279,827	(180,498)	391.22	397.46	(6.24)	3,787,602	4,113,193	(325,591)	393.80	397.41	(3.61)
Hospice	235,744	213,900	21,844	458.65	460.00	(1.35)	208,019	193,200	14,819	480.22	460.00	0.22	694,584	621,000	73,584	459.68	460.00	(0.32)
Private Pay	379,654	356,944	22,710	489.88	460.57	29.30	510,744	323,224	187,520	469.43	461.75	7.69	1,391,764	1,037,112	354,651	519.51	460.94	58.57
Medicare Part B	(7,490)	12,600	(20,090)	(1.31)	2.14	(3.45)	352	12,600	(12,248)	0.07	2.37	(2.30)	(15,325)	37,800	(53,125)	(0.91)	2.21	(3.12)
TOTAL Inpatient Revenue	2,616,332	2,645,681	(29,349)	458.44	449.18	9.26	2,404,683	2,419,415	(14,731)	451.84	454.78	(2.94)	7,763,100	7,710,776	52,323	459.93	450.92	9.00
Outpatient																		
Physical Therapy	58,620	65,000	(6,380)	10.27	11.04	(0.76)	58,000	65,000	(7,000)	10.90	12.22	(1.32)	178,161	195,000	(16,839)	10.56	11.40	(0.85)
Occupational Therapy	11,420	6,000	5,420	2.00	1.02	0.98	5,000	6,000	(1,000)	0.94	1.13	(0.19)	21,720	18,000	3,720	1.29	1.05	0.23
Speech Therapy	4,160	5,000	(840)	0.73	0.85	(0.12)	5,000	5,000	0	0.94	0.94	0.00	19,195	15,000	4,195	1.14	0.88	0.26
Wellness	3,525	5,000	(1,475)	0.62	0.85	(0.23)	3,230	5,000	(1,770)	0.81	0.94	(0.33)	10,565	15,000	(4,435)	0.63	0.88	(0.25)
Cont Allow Outpatient	(29,914)	(30,983)	1,069	(5.24)	(5.26)	0.02	(24,147)	(27,985)	3,838	(4.54)	(5.26)	0.72	(88,275)	(89,951)	1,676	(5.23)	(5.26)	0.03
TOTAL Outpatient	47,811	50,017	(2,206)	8.38	8.49	(0.11)	47,083	53,015	(5,932)	8.85	9.97	(1.12)	141,366	153,049	(11,683)	8.38	8.95	(0.57)
TOTAL SNF Resident Revenue	2,664,143	2,695,698	(31,555)	466.82	457.67	9.15	2,451,766	2,472,430	(20,664)	460.69	464.74	(4.06)	7,904,466	7,863,826	40,640	468.30	459.87	8.43
SNF Other Revenue																		
Revenue - Child Day Care	10,561	10,833	(273)	1.85	1.84	0.01	6,213	10,833	(4,621)	1.17	2.04	(0.87)	22,223	32,500	(10,277)	1.32	1.90	(0.58)
Childcare Lunches	1,107	1,250	(143)	0.19	0.21	(0.02)	765	1,250	(485)	0.14	0.23	(0.09)	2,631	3,750	(1,119)	0.16	0.22	(0.06)
Vending Machine Sales	(854)	500	(1,354)	(0.15)	0.08	(0.23)	3,316	500	2,816	0.62	0.09	0.53	2,980	1,500	1,480	0.18	0.09	0.09
Rental Income	248	250	(2)	0.04	0.04	0.00	399	250	149	0.07	0.05	0.03	718	750	(32)	0.04	0.04	0.00
Interest Income	4,049	7,500	(3,451)	0.71	1.27	(0.56)	3,020	7,500	(4,480)	0.57	1.41	(0.84)	10,112	22,500	(12,388)	0.60	1.32	(0.72)
Longevity I-SNP Income	9,827	11,000	(1,173)	1.72	1.87	(0.15)	18,078	11,000	7,078	3.40	2.07	1.33	46,036	33,000	13,036	2.73	1.93	0.80
Managed Care Shared Savings	5,000	5,000	0	0.88	0.85	0.03	5,000	5,000	0	0.94	0.94	0.00	15,000	15,000	0	0.89	0.88	0.01
DCWF Wage Reimbursement	93,776	90,000	3,776	16.43	15.28	1.15	87,000	90,000	(3,000)	18.35	16.92	(0.57)	270,776	270,000	776	16.04	15.79	0.25
Garnishment Fees	35	0	35	0.01	0.00	0.01	35	0	35	0.01	0.00	0.01	105	0	105	0.01	0.00	0.01
Misc Income	903	0	903	0.16	0.00	0.16	50	0	50	0.01	0.00	0.01	983	0	983	0.06	0.00	0.06
Recruitment Grant Income	12,600	0	12,600	2.21	0.00	2.21	0	0	0	0.00	0.00	0.00	12,600	0	12,600	0.75	0.00	0.75
QAS Income	197,596	213,900	(16,304)	34.82	36.32	(1.69)	181,558	213,900	(32,342)	34.11	40.21	(6.09)	598,404	641,700	(43,296)	35.45	37.53	(2.07)
QMI Income	27,442	25,000	2,442	4.81	4.24	0.56	27,442	25,000	2,442	5.16	4.70	0.46	82,326	75,000	26	4.88	4.39	0.49
Inter-Company Charges	10,000	10,000	0	1.75	1.70	0.05	10,000	10,000	0	1.88	1.88	0.00	30,000	30,000	7,300	1.78	1.75	0.02
Bad Debt Expenses	(25,000)	(25,000)	0	(4.38)	(4.24)	(0.14)	(25,000)	(25,000)	0	(4.70)	(4.70)	0.00	(75,000)	(75,000)	0	(4.44)	(4.39)	(0.06)
Provider Tax Expense-QAA	(75,721)	(85,918)	10,197	(13.27)	(14.59)	1.32	(75,721)	(85,918)	10,197	(14.23)	(16.15)	1.92	(227,164)	(257,754)	30,590	(13.46)	(15.07)	1.61
Provider Tax Expense-QMIA	(10,316)	(16,000)	5,684	(1.81)	(2.72)	0.91	(10,316)	(16,000)	5,684	(1.94)	(3.01)	1.07	(30,949)	(48,000)	17,051	(1.83)	(2.81)	0.97
TOTAL SNF Other Revenue	261,251	248,315	12,935	45.78	42.16	3.62	231,838	248,315	(16,477)	43.56	46.68	(3.11)	761,781	744,946	16,834	45.13	43.56	1.57
Total Revenue	2,925,394	2,944,013	(18,619)	512.60	499.83	(3.16)	2,683,605	2,720,746	(37,141)	504.25	511.42	(6.98)	8,666,247	8,608,772	57,475	513.43	503.44	3.36
SNF Operating Expenses																		
Nursing																		
Nursing																		
Salary & Wages - RN	291,975	307,860	5,885	51.16	52.27	1.11	284,014	278,067	(5,947)	53.37	52.27	(1.10)	860,741	893,786	33,045	50.99	52.27	1.27
Salary & Wages - LPN	111,356	94,699	(16,657)	19.51	16.66	(3.43)	84,562	85,534	972	15.89	16.08	0.19	301,936	274,931	(27,005)	17.89	16.08	(1.81)
Salary & Wages - CNA	611,235	567,852	(43,383)	107.10	96.41	(10.69)	518,429	512,899	(5,530)	97.41	96.41	(1.00)	1,693,631	1,648,603	(45,028)	100.34	96.41	(3.93)
Salary & Wages - UW SNF	6,817	10,192	3,375	1.19	1.73	0.54	3,014	9,205	6,192	0.57	1.73	1.16	16,757	29,589	12,832	0.99	1.73	0.74
Longevity - RN	4,657	5,096	439	0.82	0.87	0.05	4,657	4,603	(54)	0.88	0.87	(0.01)	13,971	14,795	824	0.83	0.87	0.04

Grand Traverse Pavillons - SNF
 SNF Income Statement
 3/1/2026 to 3/31/2026

	CURRENT PERIOD						PRIOR PERIOD						Actual		Year to Date		et		Var / D
	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	\$	Budget \$	Var \$	/ Day	Budg / Day	Var / Day	Var / D
Nursing (con't)																			
Longevity - LPN	2,332	2,036	(296)	0.41	0.33	(0.08)	2,332	1,841	(491)	0.44	0.33	(0.11)	6,996	3,916	(1,076)	0.41	0.31	0.10	(0.07)
Longevity - CNA	12,639	13,589	950	2.21	2.31	0.09	12,639	12,274	(365)	2.37	2.31	(0.07)	37,917	39,452	1,535	2.25	2.31	0.06	0.06
FICA - Nursing	76,295	75,589	(706)	13.37	12.83	(0.54)	68,484	68,274	(210)	12.87	12.83	(0.03)	215,510	219,452	3,942	12.77	12.83	0.07	0.07
Workers Comp - Nursing	7,502	6,200	(1,302)	1.31	1.05	(0.26)	6,921	6,200	(721)	1.30	1.17	(0.14)	22,197	18,600	(3,597)	1.32	1.09	(0.23)	(0.23)
Unemployment Expenses	1,000	1,000	0	0.18	0.17	(0.01)	1,000	1,000	0	0.19	0.19	0.00	3,000	3,000	0	0.18	0.18	0.00	0.00
MERS DB - Nursing	45,277	45,800	523	7.93	7.78	(0.16)	45,277	45,800	523	8.51	8.61	0.10	135,831	137,400	1,569	8.05	8.04	(0.01)	(0.01)
MERS DC:Nursing	23,748	21,000	(2,748)	4.16	3.57	(0.60)	723	21,000	20,277	0.14	3.95	3.81	78,828	63,000	(15,828)	4.67	3.68	(0.99)	(0.99)
Health Ins - Nursing	139,773	87,500	(52,273)	24.49	14.86	(9.64)	48,066	87,500	39,434	9.03	16.45	7.42	274,229	262,500	(11,729)	16.25	15.35	(0.90)	(0.90)
Health Ins - Retirees Nursing	5,922	7,000	1,078	1.04	1.19	0.15	4,620	7,000	2,380	0.87	1.32	0.45	15,162	21,000	5,838	0.90	1.23	0.33	0.33
Dental Ins - Nursing	5,372	4,500	(872)	0.94	0.76	(0.18)	(478)	4,500	4,978	(0.09)	0.85	0.94	18,562	16,650	(1,912)	1.10	0.97	(0.13)	(0.13)
Uniforms - Nursing	0	500	500	0.00	0.08	0.08	0	500	500	0.00	0.09	0.09	4,416	1,500	(2,916)	0.26	0.09	(0.17)	(0.17)
Small Equipment	7,364	7,500	136	1.29	1.27	(0.02)	6,144	7,500	1,356	1.15	1.41	0.26	17,889	22,500	4,611	1.06	1.32	0.26	0.26
Nursing Supplies	23,505	20,000	(3,504)	4.12	3.40	(0.72)	17,862	20,000	2,138	3.36	3.76	0.40	54,582	60,000	5,418	3.23	3.51	0.28	0.28
Briefs	7,714	7,000	(714)	1.35	1.19	(0.16)	7,923	7,000	(923)	1.49	1.32	(0.17)	22,875	21,000	(1,875)	1.36	1.23	(0.13)	(0.13)
Stock Meds	3,969	3,500	(469)	0.70	0.59	(0.10)	2,152	3,500	1,348	0.40	0.68	0.25	9,943	10,500	557	0.59	0.61	0.02	0.02
Flu Vaccine	2,891	3,500	609	0.51	0.59	0.09	10,188	3,500	(6,688)	1.91	0.68	(1.26)	24,771	10,500	(14,271)	1.47	0.61	(0.85)	(0.85)
IV Supplies	55	500	445	0.01	0.08	0.08	710	500	(210)	0.13	0.09	(0.04)	1,427	1,500	73	0.08	0.09	0.00	0.00
Special Equipment Rental	4,209	0	(4,209)	0.74	0.00	(0.74)	0	0	0	0.00	0.00	0.00	4,209	0	(4,209)	0.25	0.00	(0.25)	(0.25)
Non-Legend Drugs	6,964	4,000	(2,964)	1.22	0.68	(0.54)	4,628	4,000	(628)	0.87	0.75	(0.12)	16,277	12,000	(4,277)	0.96	0.70	(0.26)	(0.26)
Professional Services - Medic	3,837	4,500	663	0.67	0.76	0.09	3,520	4,500	980	0.66	0.85	0.18	10,877	13,500	2,623	0.64	0.79	0.15	0.15
Agency Nurse Staffing	12,129	20,000	7,871	2.13	3.40	1.27	10,525	20,000	9,475	.98	3.76	1.78	41,260	60,000	18,740	2.44	3.51	1.06	1.06
Building Repairs-Resident Roo	0	5,000	5,000	0.00	0.85	0.85	1,670	5,000	3,330	1.31	0.94	0.63	1,670	15,000	13,330	0.10	0.88	0.78	0.78
Equipment Repairs	891	3,500	2,609	0.16	0.59	0.44	1,696	3,500	1,804	0.32	0.66	0.34	3,165	10,500	7,335	0.19	0.61	0.43	0.43
Education & Training	641	1,000	359	0.11	0.17	0.06	747	1,000	253	0.14	0.19	0.05	1,765	3,000	1,235	0.10	0.18	0.07	0.07
Medical - Nursing							572			0.11	0.39	0.29	2,691	3,609	918	0.16	0.37	0.21	0.21
Resident Loss Replacement Care	1,544	2,100	556	0.27	0.36	0.09		2,100	1,528					6,300					
TOTAL Nursing	1,421,611	1,332,765	(88,847)	249.10	226.28	(22.82)	1,152,998	1,228,547	75,549	216.65	230.93	3.9	13,438	3,897,226	(16,288)	239.86	227.91	(31.95)	(31.95)
Nurse Administration																			
Salary & Wages - Nursing Admin	145,509	169,863	24,354	25.50	28.84	3.34	150,006	153,425	3,419	28.19	28.84	0.65	434,745	493,151	58,405	25.76	28.84	3.08	3.08
Longevity-Nursing Admin	2,669	3,058	389	0.47	0.52	0.05	2,669	2,762	93	0.50	0.52	0.02	8,007	8,877	870	0.47	0.52	0.04	0.04
FICA - Nursing Admin	10,677	12,740	2,062	1.87	2.16	0.29	11,114	11,507	393	2.09	2.16	0.07	32,183	36,986	4,803	1.91	2.16	0.26	0.26
Workers Comp - Nurse Admin	504	500	(4)	0.09	0.08	0.00	504	500	(4)	0.09	0.09	0.00	1,512	1,500	(12)	0.09	0.09	0.00	0.00
MERS DB - Nursing Admin	19,586	19,600	(14)	3.43	3.33	(0.10)	19,586	19,600	(14)	3.68	3.68	0.00	58,758	58,800	42	3.48	3.44	(0.04)	(0.04)
MERS DC: Nurse Administration							6,435	2,200	(4,235)	1.21	0.41	(0.80)	11,017	6,600	(4,417)	0.65	0.39	(0.27)	(0.27)
Nurse Admin Consulting	3,476	2,200	(1,276)	0.61	0.37	(0.24)							51	12	(39)	3.07	0.88	(2.19)	(2.19)
TOTAL Nurse Administration	4,872	5,000	(128)	39.85	38.98	0.88	34,345	5,000	(29,345)	6.45	0.94	(5.51)	812	15,000	(14,188)	35.43	36.31	(0.88)	(0.88)
TOTAL Nursing Administrative	1,608,904	1,545,725	(63,179)	281.92	262.43	(19.49)	1,377,659	1,423,540	45,881	258.86	267.58	8.72	4,511,550	4,518,140	6,590	267.29	264.22	(3.07)	(3.07)
Salary & Wages - Admin	71,183	76,438	5,256	12.47	12.98	0.50	72,051	69,041	(3,010)	13.54	12.98	(0.56)	217,689	221,918	4,229	12.90	12.98	0.08	0.08
Longevity - Admin	1,213	1,019	(194)	0.21	0.17	(0.04)	1,213	921	(292)	0.23	0.17	(0.05)	3,639	2,959	(680)	0.22	0.17	(0.04)	(0.04)
FICA - Admin	5,337	5,809	472	0.94	0.99	0.05	5,595	5,247	(348)	1.05	0.99	(0.06)	16,367	16,867	500	0.97	0.99	0.02	0.02
Workers Comp - Admin	280	500	220	0.05	0.08	0.04	280	500	220	0.05	0.09	0.04	848	1,500	652	0.05	0.09	0.04	0.04
MERS - Administration	9,823	8,800	(1,023)	1.72	1.49	(0.23)	13,833	8,800	(5,033)	2.60	1.65	(0.95)	32,429	28,400	(4,029)	1.92	1.54	(0.38)	(0.38)
MERS DC:Administration	2,402	1,800	(602)	0.42	0.31	(0.12)	3,206	1,800	(1,406)	0.60	0.34	(0.26)	9,078	5,400	(3,678)	0.54	0.32	(0.22)	(0.22)
Health Ins - Administration	2,081	1,500	(581)	0.36	0.25	(0.11)	1,516	1,500	(16)	0.28	0.28	0.00	5,113	4,500	(613)	0.30	0.26	(0.04)	(0.04)
Dental Ins - Administration	498	250	(248)	0.09	0.04	(0.04)	252	250	(2)	0.05	0.05	0.00	751	500	(251)	0.04	0.03	(0.02)	(0.02)
Small Equipment	0	1,000	1,000	0.00	0.17	0.17	0	1,000	1,000	0.00	0.19	0.19	0	3,000	3,000	0.00	0.18	0.18	0.18

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Grand Traverse Pavilions - SNF
SNF Income Statement
3/1/2026 to 3/31/2026

Facility #

Page # 3

	CURRENT PERIOD						PRIOR PERIOD						YEAR TO DATE					
	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day
Administrative (con't)																		
Contract Services	2,434	2,500	66	0.43	0.42	0.00	2,647	2,500	(147)	0.50	0.47	(0.03)	7,447	7,500	53	0.44	0.44	0.00
Professional Services - Admin	0	2,000	2,000	0.00	0.34	0.34	0	2,000	2,000	0.00	0.38	0.38	464	6,000	5,536	0.03	0.35	0.32
Legal Consultants	10,580	10,000	(580)	1.85	1.70	(0.16)	15,701	10,000	(5,701)	2.95	1.88	(1.07)	41,020	30,000	(11,020)	2.43	1.75	(0.68)
Dues & Memberships	3,850	4,500	650	0.67	0.76	0.09	3,850	4,500	650	0.72	0.85	0.12	16,520	13,500	(3,020)	0.98	0.79	(0.19)
License & Fees	0	250	250	0.00	0.04	0.04	390	250	(140)	0.07	0.05	(0.03)	420	750	330	0.02	0.04	0.02
Subscriptions	0	100	100	0.00	0.02	0.02	0	100	100	0.00	0.02	0.02	0	300	300	0.00	0.02	0.02
Education & Training - Admin	0	600	600	0.00	0.10	0.10	0	600	600	0.00	0.11	0.11	255	1,800	1,545	0.02	0.11	0.09
Travel	1,288	750	(538)	0.23	0.13	(0.10)	644	750	106	0.12	0.14	0.02	2,897	2,250	(647)	0.17	0.13	(0.04)
Board Meeting Expenses	0	50	50	0.00	0.01	0.01	13	50	37	0.00	0.01	0.01	44	150	106	0.00	0.01	0.01
Miscellaneous Expenses	261	100	(161)	0.05	0.02	(0.03)	124	100	(24)	0.02	0.02	0.00	386	300	(86)	0.02	0.02	(0.01)
TOTAL Administrative	111,230	117,967	6,736	19.49	20.03	0.54	121,314	109,909	(11,406)	22.79	20.66	(2.14)	355,365	345,594	(9,772)	21.05	20.21	(0.84)
Finance																		
Salary & Wages - Financial Ma	27,887	30,745	2,858	4.89	5.22	0.33	22,788	27,770	4,981	4.28	5.22	0.94	84,182	89,260	5,078	4.99	5.22	0.23
Longevity - Financial Mgt	524	600	76	0.09	0.10	0.01	0	600	76	0.10	0.11	0.01	1,572	1,800	228	0.09	0.11	0.01
FICA - Fin Mgmt	2,107	2,378	271	0.37	0.40	0.03	1,524	2,148	421	0.32	0.40	0.08	6,341	6,904	563	0.38	0.40	0.03
Workers Comp - Fin Mgmt	112	250	138	0.02	0.04	0.02	112	250	138	0.02	0.05	0.03	336	750	414	0.02	0.04	0.02
MERS DB - Financial Management	3,552	3,600	48	0.62	0.81	(0.01)	3,552	3,600	48	0.67	0.68	0.01	10,656	10,800	144	0.63	0.63	0.00
MERS DC:Financial Management	1,340	400	(940)	0.23	0.07	(0.17)	1,006	400	(606)	0.19	0.08	(0.11)	2,536	1,200	(1,336)	0.15	0.07	(0.08)
Health Ins - Financial Mgmt	1,664	2,000	336	0.29	0.34	0.05	1,802	2,000	198	0.34	0.38	0.04	5,268	6,000	732	0.31	0.35	0.04
Dental Ins - Financial Mgmt	164	100	(64)	0.03	0.02	(0.01)	72	100	28	0.01	0.02	0.01	236	200	(36)	0.01	0.01	0.00
Office Supplies	834	1,500	666	0.15	0.25	0.11	1,234	1,500	266	0.23	0.28	0.05	3,917	4,500	583	0.23	0.26	0.03
Copy Supplies	642	650	8	0.11	0.11	0.00	660	650	(10)	0.12	0.12	0.00	1,831	1,950	119	0.11	0.11	0.01
Computer Supplies	1,260	2,850	1,590	0.22	0.48	0.26	0	2,850	2,850	0.00	0.54	0.54	2,862	8,550	5,688	0.17	0.50	0.33
Postage	682	1,000	318	0.12	0.17	0.05	1,172	1,000	(172)	0.22	0.19	(0.03)	2,537	3,000	463	0.15	0.18	0.03
Small Equipment - IT	6,352	2,750	(3,602)	1.11	0.47	(0.65)	267	2,750	2,483	0.05	0.52	0.47	11,280	8,250	(3,030)	0.67	0.48	(0.19)
Contract Services - Billing	3,673	2,500	(1,172)	0.64	0.42	(0.22)	7,150	2,500	(4,650)	1.34	0.47	(0.87)	13,323	7,500	(5,822)	0.79	0.44	(0.35)
Professional Services Finan	1,000	1,250	250	0.18	0.21	0.04	1,000	1,250	250	0.19	0.23	0.05	3,000	3,750	750	0.18	0.22	0.04
Audit Expenses	0	600	600	0.00	0.10	0.10	0	600	600	0.00	0.11	0.11	0	1,800	1,800	0.00	0.11	0.11
IT Consultants	1,505	1,250	(255)	0.26	0.21	(0.05)	0	1,250	1,250	0.00	0.23	0.23	2,363	3,750	1,388	0.14	0.22	0.08
Printing & Binding	452	625	173	0.08	0.11	0.03	515	625	110	0.10	0.12	0.02	2,504	1,875	(629)	0.15	0.11	(0.04)
Data Processing	496	2,000	1,505	0.09	0.34	0.25	3,477	2,000	(1,477)	0.65	0.38	(0.28)	5,855	6,000	145	0.35	0.35	0.00
Maintenance Agreements Softwa	27,866	29,333	467	4.88	4.98	0.10	48,211	29,333	(18,878)	8.68	5.51	(3.17)	98,698	88,000	(10,698)	5.85	5.15	(0.70)
Communication Equip Repairs	2,987	2,500	1,)	0.52	0.42	(0.10)	4,819	2,500	(2,319)	0.91	0.47	(0.44)	8,575	7,500	(1,075)	0.51	0.44	(0.07)
Education & Training - Fin Mgt	0	400	(400)	0.00	0.07	0.07	0	400	400	0.00	0.08	0.08	0	1,200	1,200	0.00	0.07	0.07
Travel - Mileage	0	25	25	0.00	0.00	0.00	0	25	25	0.00	0.00	0.00	0	75	75	0.00	0.00	0.00
Other Insurance	30,629	30,000	(629)	5.37	5.09	(0.27)	30,629	30,000	(629)	5.76	5.64	(0.12)	91,887	90,000	(1,887)	5.44	5.26	(0.18)
Telephone-Snf	6,250	5,700	(550)	1.10	0.97	(0.13)	6,178	5,700	(478)	1.16	1.07	(0.09)	18,388	17,100	(1,288)	1.09	1.00	(0.09)
Internet	2,494	2,500	6	0.44	0.42	(0.01)	2,494	2,500	6	0.47	0.47	0.00	7,455	7,500	45	0.44	0.44	0.00
Cellular Phone	2,797	3,000	204	0.49	0.51	0.02	2,382	3,000	618	0.45	0.56	0.12	8,081	9,000	919	0.48	0.53	0.05
Television - SNF	2,264	2,200	(64)	0.40	0.37	(0.02)	2,252	2,200	(52)	0.42	0.41	(0.01)	6,767	6,600	(167)	0.40	0.39	(0.01)
Bond Interest Expense	22,912	23,300	388	4.01	3.96	(0.06)	22,912	23,300	388	4.31	4.38	0.07	68,736	69,900	1,164	4.07	4.09	0.02
Bank Charges	3,126	2,500	(626)	0.55	0.42	(0.12)	3,836	2,500	(1,336)	0.72	0.47	(0.25)	10,118	7,500	(2,618)	0.80	0.44	(0.16)
TOTAL Finance	155,570	158,507	2,937	27.26	28.91	(0.35)	168,771	155,301	(13,470)	31.71	29.19	(2.52)	479,304	472,214	(7,090)	28.40	27.61	(0.78)
Human Resources																		
Salary & Wages - Human Resour	28,784	35,332	6,548	5.04	6.00	0.95	(1,605)	31,912	33,517	(0.30)	6.00	6.30	63,650	102,575	38,925	3.77	6.00	2.23
Longevity - Human Resources	645	815	170	0.11	0.14	0.03	645	736	91	0.12	0.14	0.02	1,935	2,367	432	0.11	0.14	0.02
FICA - Human Res	2,056	2,760	704	0.36	0.47	0.11	(246)	2,493	2,739	(0.05)	0.47	0.51	4,551	8,014	3,463	0.27	0.47	0.20

Grand Traverse Pavillions - SNF
 SNF Income Statement
 3/1/2026 to 3/31/2026

	CURRENT PERIOD						PRIOR PERIOD						YEAR TO DATE					
	Actual	Budget	Var	Actual / Day	Budget / Day	Var / Day	Actual	Budget	Var	Actual / Day	Budget / Day	Var / Day	Actual	Budget	Var	Actual / Day	Budget / Day	Var / Day
Human Resources (con't)																		
Workers Comp - Human Res	168	250	82	0.03	0.04	0.01	168	250	82	0.03	0.05	0.02	504	750	246	0.03	0.04	0.01
MERS DB - Human Resources	4,094	4,200	106	0.72	0.71	0.00	4,094	4,200	106	0.77	0.79	0.02	12,282	12,600	318	0.73	0.74	0.01
MERS DC: Human Resources	990	800	(190)	0.17	0.14	(0.04)	2,009	800	(1,209)	0.38	0.15	(0.23)	3,415	2,400	(1,015)	0.20	0.14	(0.06)
Health Ins - Human Resources	86	1,000	914	0.02	0.17	0.15	451	1,000	549	0.08	0.19	0.10	1,588	3,000	1,412	0.09	0.18	0.08
Dental Ins - Human Resources	71	100	29	0.01	0.02	0.00	108	100	(8)	0.02	0.02	0.00	179	200	21	0.01	0.01	0.00
Life Insurance	257	300	43	0.05	0.05	0.01	322	300	(22)	0.06	0.06	0.00	868	900	32	0.05	0.05	0.00
Employee Recogn	447	2,000	1,553	0.08	0.34	0.26	1,242	2,000	758	0.23	0.38	0.14	2,104	6,000	3,896	0.12	0.35	0.23
Contract Services	7,139	2,500	(4,639)	1.25	0.42	(0.83)	16,586	2,500	(14,086)	3.12	0.47	(2.65)	30,984	7,500	(23,484)	1.84	0.44	(1.40)
Employee Advertising/Recruti	5,379	4,500	(879)	0.94	0.76	(0.18)	1,375	4,500	3,125	0.26	0.85	0.59	10,357	13,500	3,143	0.61	0.79	0.18
License & Fees - NAT	0	50	50	0.00	0.01	0.01	0	50	50	0.00	0.01	0.01	0	150	150	0.00	0.01	0.01
CNA Registry Fee	80	125	45	0.01	0.02	0.01	360	125	(235)	0.07	0.02	(0.04)	600	375	(225)	0.04	0.02	(0.01)
Testing Fees	0	1,250	1,250	0.00	0.21	0.21	175	1,250	1,075	0.03	0.23	0.20	4,775	3,750	(1,025)	0.28	0.22	(0.06)
Education & Training	3,500	3,750	250	0.61	0.64	0.02	3,500	3,750	250	0.66	0.70	0.05	10,500	11,250	750	0.62	0.66	0.04
TOTAL Human Resources	53,696	59,732	6,037	9.41	10.14	0.73	29,184	55,967	26,783	5.48	10.52	5.04	148,293	175,331	27,038	8.79	10.25	1.47
Community Relations and Volunteer Services																		
Salary & Wages Volunteer &	12,059	13,334	1,275	2.11	2.26	0.15	5,385	12,044	6,659	1.01	2.26	1.25	23,405	38,712	15,307	1.39	2.26	0.88
Longevity - Volunteer & Comm	0	212	212	0.00	0.04	0.04	0	192	192	0.00	0.04	0.04	0	616	616	0.00	0.04	0.04
FICA - Volunteer & Comm Rel	922	1,019	97	0.16	0.17	0.01	412	921	509	0.08	0.17	0.10	1,789	2,959	1,170	0.11	0.17	0.07
Workers Comp Vol & Comm Rel	56	100	44	0.01	0.02	0.01	56	100	44	0.01	0.02	0.01	168	300	132	0.01	0.02	0.01
MERS DB - Volunteer & Comm Rel	1,534	1,600	66	0.27	0.27	0.00	1,534	1,600	66	0.29	0.30	0.01	4,602	4,800	198	0.27	0.28	0.01
MERS DC: Volunteer & Comm Rel	0	300	300	0.00	0.05	0.05	0	300	300	0.00	0.06	0.06	135	900	765	0.01	0.05	0.04
Volunteer Recognition	0	200	200	0.00	0.03	0.03	0	200	200	0.00	0.04	0.04	0	600	600	0.00	0.04	0.04
Advertising	2,675	500	(2,175)	0.47	0.08	(0.38)	0	0	0	0.00	0.00	0.00	2,675	500	(2,175)	0.16	0.03	(0.13)
TOTAL Community Relations and Volunteer Services	17,246	17,266	20	3.02	2.93	(0.09)	7,386	15,356	7,970	1.39	2.89	1.50	32,774	49,388	16,614	1.94	2.89	0.95
Maintenance																		
Salary & Wages - ES	77,009	83,233	6,223	13.49	14.13	0.64	73,058	75,178	2,120	13.73	14.13	0.40	225,758	241,644	15,886	13.38	4.13	0.76
Longevity - Environmental Serv	2,394	2,378	(16)	0.42	0.40	(0.02)	2,394	2,148	(246)	0.45	0.40	(0.05)	7,182	6,904	(278)	0.43	10.40	(0.02)
FICA - Environ Serv	5,770	6,455	684	1.01	1.10	0.08	5,499	5,830	331	1.03	1.10	0.06	16,977	18,740	1,763	1.01	1.10	0.09
Workers Comp - Plant Ops	476	500	24	0.08	0.08	0.00	476	500	24	0.09	0.09	0.00	1,428	1,500	72	0.08	0.09	0.00
MERS DB - Env. Serv.	5,858	6,000	142	1.03	1.02	(0.01)	5,858	6,000	142	1.10	1.13	0.03	17,574	18,000	426	1.04	1.05	0.01
MERS DC: Environmental Services	5,882	1,800	(3,882)	1.00	0.31	(0.69)	10,940	1,800	(9,140)	2.06	0.34	(1.72)	17,519	5,400	(12,119)	1.04	0.32	(0.72)
Health Ins - Env Serv	4,396	5,200	804	0.77	0.88	0.11	4,844	5,200	356	0.91	0.98	0.07	14,439	15,600	1,161	0.86	0.91	0.06
Health Ins - Retirees - EVS	1,880	2,500	820	0.29	0.42	0.13	1,880	2,500	820	0.32	0.47	0.15	5,040	7,500	2,460	0.30	0.44	0.14
Dental Ins - Env Serv	658	1,000	342	0.12	0.17	0.05	1,081	1,000	(81)	0.20	0.19	(0.02)	1,739	2,000	261	0.10	0.12	0.01
Uniforms - Plant Ops	418	500	82	0.07	0.08	0.01	516	500	(16)	0.10	0.09	0.00	1,695	1,500	(195)	0.10	0.09	(0.01)
Supplies - Plant Ops	5,770	8,000	2,230	1.01	1.36	0.35	5,226	8,000	2,774	0.98	1.50	0.52	16,495	24,000	7,505	0.98	1.40	0.43
Small Equipment	7,555	5,000	(2,555)	1.32	0.85	(0.47)	13,118	5,000	(8,118)	2.46	0.94	(1.53)	25,774	15,000	(10,774)	1.53	0.88	(0.65)
Building Repairs	7,603	15,000	7,397	1.33	2.55	1.21	6,411	15,000	8,589	1.20	2.82	1.61	22,000	45,000	23,000	1.30	2.63	1.33
Equipment Repairs	1,462	3,500	2,038	0.26	0.59	0.34	3,084	3,500	416	0.58	0.66	0.08	9,134	10,500	1,366	0.54	0.61	0.07
Vehicle Repair	1,161	1,250	89	0.20	0.21	0.01	1,009	1,250	241	0.19	0.23	0.05	3,188	3,750	562	0.19	0.22	0.03
Elevator	700	1,250	550	0.12	0.21	0.09	700	1,250	550	0.13	0.23	0.10	2,100	3,750	1,650	0.12	0.22	0.09
Lawn, Tree and Brush Services	0	1,250	1,250	0.00	0.21	0.21	0	1,250	1,250	0.00	0.23	0.23	0	3,750	3,750	0.00	0.22	0.22
Snow Removal - Contract	2,000	1,250	(750)	0.35	0.21	(0.14)	3,660	1,250	(2,410)	0.69	0.23	(0.45)	7,519	3,750	(3,769)	0.45	0.22	(0.23)
Education & Training - ES	(420)	100	520	(0.07)	0.02	0.09	0	100	100	0.00	0.02	0.02	390	300	(90)	0.02	0.02	(0.01)
Vehicle Fuel	1,647	1,000	(647)	0.29	0.17	(0.12)	965	1,000	35	0.18	0.19	0.01	4,051	3,000	(1,051)	0.24	0.18	(0.06)
Parking Garage Expenses	166	2,000	1,834	0.03	0.34	0.31	1,850	2,000	150	0.35	0.38	0.03	3,766	6,000	2,234	0.22	0.35	0.13
Water	3,175	4,000	825	0.56	0.68	0.12	3,047	4,000	953	0.57	0.75	0.18	9,918	12,000	2,082	0.59	0.70	0.11

Grand Traverse Pavilions - SNF
SNF Income Statement
3/1/2026 to 3/31/2026

Date: Apr 17, 2026
Time: 18:13:49 EDT
User: Kory R. Hansen

Facility #

Page # 5

Table with columns: Maintenance (con't), Sewer, Electric, Natural Gas, Refuse Disposal, TOTAL Maintenance, Housekeeping, Laundry, Dietary, Therapy, and various sub-categories. Columns include Actual \$, Budget \$, Var \$, Actual / Day, Budget / Day, Var / Day for Current Period, Prior Period, and Year to Date.

Grand Traverse Pavillions - SNF
 SNF Income Statement
 3/1/2026 to 3/31/2026

	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
Therapy (con't)																		
Consultant - Therapy	3,668	3,500	(168)	0.64	0.59	(0.05)	3,546	3,500	(46)	0.67	0.66	0.01	11,051	10,500	(551)	0.65	0.61	(0.04)
Pool Maintenance	0	1,000	1,000	0.00	0.17	0.17	541	1,000	459	0.10	0.19	0.09	2,359	3,000	641	0.14	0.18	0.04
Dues & Memberships - Therapy	0	50	50	0.00	0.01	0.01	0	50	50	0.00	0.01	0.01	0	150	150	0.00	0.01	0.01
Education & Training - Therapy	75	750	675	0.01	0.13	0.11	0	750	750	0.00	0.14	0.14	375	1,875	1,500	0.02	0.13	0.11
Travel - Therapy	0	50	50	0.00	0.01	0.01	0	50	50	0.00	0.01	0.01	0	2,250	2,250	0.00	0.01	0.01
TOTAL Therapy	208,382	204,381	(4,000)	36.51	34.70	(1.81)	195,781	188,606	(7,175)	36.79	35.45	1.34	611,272	597,368	(13,904)	36.21	34.83	(1.38)
Ancillary																		
Medical	5,681	5,000	(681)	1.00	0.85	(0.15)	6,070	5,000	(1,070)	1.14	0.94	(0.20)	17,880	15,000	(2,880)	1.06	0.88	(0.18)
Tube F Supplies	1,106	1,250	144	0.19	0.21	0.02	1,755	1,250	(505)	0.33	0.23	(0.09)	2,861	3,750	889	0.17	0.22	0.05
Wound Care Supplies	0	1,250	1,250	0.00	0.21	0.21	0	1,250	1,250	0.00	0.23	0.23	365	3,750	3,385	0.02	0.22	0.20
Oxygen	7,418	3,750	(3,668)	1.30	0.64	(0.66)	1,053	3,750	2,697	0.20	0.70	0.51	9,938	11,250	1,312	0.59	0.66	0.07
Legend Drugs	27,298	31,000	3,702	4.78	5.26	0.48	33,507	31,000	(2,507)	6.30	5.83	(0.47)	81,942	93,000	11,058	4.85	5.44	0.58
Lab Services	(865)	1,750	2,615	(0.15)	0.30	0.45	859	1,750	891	0.16	0.33	0.17	1,495	5,250	3,755	0.09	0.31	0.22
Radiology Services	1,728	1,750	22	0.30	0.30	(0.01)	2,204	1,750	(454)	0.41	0.33	0.08	5,931	5,250	(681)	0.35	0.31	(0.04)
Misc Medical Services	122	300	178	0.02	0.05	0.03	(143)	300	443	(0.03)	0.06	(0.09)	230	900	670	0.01	0.05	0.04
TOTAL Ancillary	42,489	46,050	3,561	7.45	7.82	0.37	45,305	46,050	745	8.51	8.66	0.15	120,641	138,150	(17,509)	7.15	8.08	0.93
Diversional Therapy																		
Salary & Wages - Life Enrichm	23,823	31,695	7,772	4.17	5.36	1.19	17,636	28,537	10,901	3.31	5.36	2.05	61,163	91,726	30,563	3.62	5.36	1.74
Longevity - Life Enrichment	1,184	1,699	515	0.21	0.29	0.08	1,184	1,534	350	0.22	0.29	0.07	3,552	4,931	1,379	0.21	0.29	0.08
FICA - Life Enrichment	1,825	2,548	723	0.32	0.43	0.11	664	2,301	1,637	0.12	0.43	0.31	4,624	7,397	2,774	0.27	0.43	0.16
Workers Comp - Life Enrichme	168	250	82	0.03	0.04	0.01	168	250	82	0.03	0.05	0.02	504	750	246	0.03	0.04	0.01
MERS DB - Life Enrichment	2,622	2,700	78	0.46	0.46	0.00	2,622	2,700	78	0.49	0.51	0.01	7,866	8,100	234	0.47	0.47	0.01
MERS DC:Life Enrichment	592	600	8	0.10	0.10	0.00	1,152	600	(552)	0.22	0.11	(0.10)	2,040	1,800	(240)	0.12	0.11	(0.02)
Health Ins - Life Enrichment	2,065	1,800	(265)	0.36	0.31	(0.06)	1,902	1,800	(102)	0.36	0.34	(0.02)	5,719	5,400	(319)	0.34	0.32	(0.02)
Dental Ins - Life Enrichment	216	250	34	0.04	0.04	0.00	252	250	(2)	0.05	0.05	0.00	468	500	32	0.03	0.03	0.00
Supplies - Diversional Therapy	1,300	1,150	(150)	0.23	0.20	(0.03)	798	1,150	352	0.15	0.22	0.07	3,694	3,450	(244)	0.22	0.20	(0.02)
Activity Supplies - Eden	744	725	(19)	0.13	0.12	(0.01)	825	725	(100)	0.15	0.14	(0.02)	2,318	2,175	(143)	0.14	0.13	(0.01)
Special Functions	825	700	75	0.11	0.12	0.01	471	700	229	0.09	0.13	0.04	1	2	11	0.11	0.12	0.02
Beauty Shop Services	54	0	(54)	0.01	0.00	(0.01)	246	0	(246)	0.05	0.00	(0.05)	796	100	304	0.02	0.00	(0.02)
TOTAL Diversional Therapy	35,217	44,016	8,799	6.17	7.47	1.30	27,920	40,548	12,628	5.25	7.62	2.38	94,044	128,330	34,286	5.57	7.50	1.93
Human Services																		
Salary & Wages - Human Serv	32,577	30,575	(2,002)	5.71	5.19	(0.52)	33,181	27,616	(5,565)	6.23	5.19	(1.04)	93,625	88,767	(4,858)	5.55	5.19	(0.36)
Longevity - Human Services	535	650	115	0.09	0.11	0.02	535	650	115	0.10	0.12	0.02	1,605	1,950	345	0.10	0.11	0.02
FICA - Human Serv	2,260	2,336	75	0.40	0.40	0.00	2,471	2,110	(361)	0.46	0.40	(0.07)	6,601	6,781	180	0.39	0.40	0.01
Workers Comp - Human Serv	168	250	82	0.03	0.04	0.01	168	250	82	0.03	0.05	0.02	504	750	246	0.03	0.04	0.01
MERS DB - Human Services	3,538	3,600	62	0.62	0.61	(0.01)	3,538	3,600	62	0.66	0.68	0.01	10,614	10,800	186	0.63	0.63	0.00
MERS DC:Human Services	0	800	800	0.00	0.14	0.14	333	800	467	0.06	0.15	0.09	759	2,400	1,641	0.04	0.14	0.10
Health Ins - Human Services	(2,384)	1,000	3,384	(0.42)	0.17	0.59	902	1,000	98	0.17	0.19	0.02	(580)	3,000	3,580	(0.03)	0.18	0.21
Dental Ins - Human Services	164	150	(14)	0.03	0.03	0.00	144	150	6	0.03	0.03	0.00	308	300	(8)	0.02	0.02	0.00
Consultant Services-Psych.	1,500	1,500	0	0.26	0.25	(0.01)	1,500	1,500	0	0.28	0.28	0.00	4,600	4,500	(100)	0.27	0.26	(0.01)
Education & Training - Hum Ser	0	125	125	0.00	0.02	0.02	0	125	125	0.00	0.02	0.02	0	375	375	0.00	0.02	0.02
TOTAL Human Services	38,359	40,986	2,627	6.72	6.96	0.24	42,773	37,801	(4,972)	8.04	7.11	(0.93)	118,037	119,623	1,586	6.99	7.00	0.00
Child Care																		
Salary & Wages - CC Asst. CDC	8,164	12,995	4,830	1.43	2.21	0.78	4,364	11,737	7,373	0.82	2.21	1.39	23,488	37,726	14,239	1.39	2.21	0.81
Salary & Wages - Facilitator	9,324	9,088	(236)	1.63	1.54	(0.09)	9,315	8,208	(1,107)	1.75	1.54	(0.21)	27,059	26,384	(675)	1.60	1.54	(0.06)
Longevity - Child Day Care	817	1,019	202	0.14	0.17	0.03	817	921	104	0.15	0.17	0.02	2,451	2,959	508	0.15	0.17	0.03
FICA_CDC	1,340	1,784	444	0.23	0.30	0.07	1,061	1,611	550	0.20	0.30	0.10	3,869	5,178	1,309	0.23	0.30	0.07

Grand Traverse Pavilions - SNF
 SNF Income Statement
 3/1/2026 to 3/31/2026

	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
Child Care (con't)																		
Workers Comp - CDC	224	300	76	0.04	0.05	0.01	224	250	26	0.04	0.05	0.00	672	850	178	0.04	0.05	0.01
MERS DB - CDC	1,678	1,700	22	0.29	0.29	(0.01)	1,678	1,700	22	0.32	0.32	0.00	5,034	5,100	66	0.30	0.30	0.00
MERS DC-Child Care	294	400	106	0.05	0.07	0.02	402	400	(2)	0.08	0.08	0.00	946	1,200	254	0.06	0.07	0.01
Health Ins - CDC	1,988	500	(1,488)	0.35	0.08	(0.26)	488	500	12	0.09	0.09	0.00	2,965	1,500	(1,465)	0.18	0.09	(0.09)
Dental Ins - CDC	(65)	100	165	(0.01)	0.02	0.03	108	100	(8)	0.02	0.02	0.00	43	200	157	0.00	0.01	0.01
Uniforms - CDC	0	25	25	0.00	0.00	0.00	0	25	25	0.00	0.00	0.00	0	75	75	0.00	0.00	0.00
Teaching/Educational Supplies - CDC	0	50	50	0.00	0.01	0.01	0	50	50	0.00	0.01	0.01	0	150	150	0.00	0.01	0.01
Small Equipment	0	150	150	0.00	0.03	0.03	0	150	150	0.00	0.03	0.03	0	450	450	0.00	0.03	0.03
Dietary Snacks - CDC	1,335	2,500	1,166	0.23	0.42	0.19	2,000	2,500	500	0.38	0.47	0.09	5,369	7,500	2,132	0.32	0.44	0.12
Special Functions - CDC	48	75	27	0.01	0.01	0.00	0	75	75	0.00	0.01	0.01	105	225	120	0.01	0.01	0.01
	0	75	75	0.00	0.01	0.01	13	75	62	0.00	0.01	0.01	13	225	212	0.00	0.01	0.01
TOTAL Child Care	25,147	30,760	5,613	4.41	5.22	0.82	20,470	28,302	7,832	3.85	5.32	1.47	72,014	89,722	17,708	4.27	5.25	0.98
Equipment Depreciation																		
Depreciation - Office	2,304	2,500	196	0.40	0.42	0.02	2,304	2,500	196	0.43	0.47	0.04	6,911	7,500	589	0.41	0.44	0.03
Depreciation Exp - Nursing	4,138	4,500	362	0.73	0.76	0.04	4,138	4,500	362	0.78	0.85	0.07	12,413	13,500	1,087	0.74	0.79	0.05
Depreciation - Dietary	375	1,250	(125)	0.24	0.21	(0.03)	1,375	1,250	(125)	0.26	0.23	(0.02)	4,125	3,750	(375)	0.24	0.22	(0.03)
Depreciation - Furniture	1,662	750	88	0.12	0.13	0.01	862	750	88	0.12	0.14	0.02	1,986	2,250	264	0.12	0.13	0.01
Depreciation - Maintenance	1,634	2,000	366	0.29	0.34	0.05	1,634	2,000	366	0.31	0.38	0.07	4,903	6,000	1,097	0.29	0.35	0.06
Depreciation - Vehicle	877	1,000	123	0.15	0.17	0.02	877	1,000	123	0.16	0.19	0.02	2,631	3,000	369	0.16	0.18	0.02
Depreciation-Equip Well. Ctr	200	250	50	0.04	0.04	0.01	200	250	50	0.04	0.05	0.01	600	750	150	0.04	0.04	0.01
TOTAL Equipment Depreciation	11,189	12,250	1,061	1.96	2.08	0.12	11,189	12,250	1,061	2.10	2.30	0.20	33,568	36,750	3,182	1.99	2.15	0.16
TOTAL SNF Operating Expenses	2,972,258	2,878,307	6,049	503.29	488.68	(14.61)	2,609,878	2,694,064	84,186	490.39	506.40	16.01	8,277,787	8,450,679	172,893	490.42	494.19	3.77
Net Operating Income	53,136	65,707	(12,570)	9.31	11.16	(2.13)	73,726	26,681	47,045	13.85	5.02	8.84	388,460	158,093	230,367	23.01	9.25	13.47
SNF Building Depreciation																		
Depreciation - Land Improv	594	2,000	406	0.28	0.34	0.06	1,594	2,000	406	0.30	0.38	0.08	4,782	6,000	1,218	0.28	0.35	0.07
Depreciation - Building	38,499	38,500	1	6.75	6.54	(0.21)	38,499	38,500	1	7.23	7.24	0.00	115,498	115,500	2	6.84	6.75	(0.09)
Depreciation - Parking Structr	5,437	5,500	63	0.95	0.93	(0.02)	5,437	5,500	63	1.02	1.03	0.01	16,311	16,500	189	0.97	0.96	0.00
Depreciation - Bldg Improv	12,328	13,500	1,172	2.16	2.29	0.13	12,328	13,500	1,172	2.32	2.54	0.22	36,985	40,500	3,515	2.19	2.37	0.18
Depreciation-Bldg Imp WellCtr	2,654	3,000	346	0.46	0.51	0.04	2,654	3,000	346	0.50	0.56	0.07	7,961	9,000	1,039	0.47	0.51	0.05
TOTAL SNF Building Depreciation	60,512	62,500	1,988	10.60	10.61	0.01	60,512	62,500	1,988	11.37	11.75	0.38	181,537	187,500	5,963	10.76	10.68	0.2
Net Income	(7,376)	3,207	(10,583)	(1.29)	0.54	(1.80)	13,214	(35,819)	49,033	2.48	(6.73)	9.22	206,923	(29,407)	236,330	12.26	(1.72)	13.82

Grand Traverse Pavilions - SNF
 Cottage Income Statement
 3/1/2026 to 3/31/2026

Include Adjustment Periods: NO Include Closing Periods: NO

	CURRENT PERIOD			PRIOR PERIOD			YEAR TO DATE		
	Actual \$	Budget \$	r	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$
Cottage Revenue			Var \$						
Room Rental-Cottage-Private	246,450	244,650	1	227,405	244,650	(17,2)	701,254	733,950	(32,696)
Room Rental-Cottage-Priv Insur	64,555	62,000	2,800	64,570	62,000	2,570	189,195	186,000	3,195
Respite-Cottages	14,550	8,350	6,555	3,150	8,350	(5,2)	21,300	0	(3,750)
Registration Fee - Cottages	500	250	260	500	250	20	1,750	25,750	1,000
Ancillary Rev - Cottages	491	1,000	(509)	793	1,000	50	1,794	3,000	(1,206)
Meal Plan	34,240	30,000	4,240	29,605	30,000	(207)	95,660	90,000	5,660
Personal Care Services- Privat	5,525	8,000	(2,475)	3,981	8,000	(4,395)	14,392	24,000	(9,608)
Contractual Discount-Private	(8,379)	(5,000)	(3,379)	(8,379)	(5,000)	(3,019)	(25,137)	(15,000)	(10,137)
Contractual Allowance PACE	(19,425)	(7,500)	(11)	(18,575)	0	(11,379)	(55,243)	(22,500)	(32,743)
Scholarships Private Pay	(3,004)	(2,500)	(925)		(7,5)	(075)			
TOTAL Cottage Revenue	335,502	339,250	(504)	(2,837)	(2,500)	(337)	(8,722)	(7,500)	(1,222)
Cottage Other Revenue			(3,748)	300,212	339,250	(39,038)	936,242	1,017,750	(81,508)
Beauty Shop Income	386	400	(14)	587	400	1	1,025	1,200	(175)
Donation Income - Cottages	10,000	7,500	2,500	10,000	7,500	2,500	30,000	23,500	7,500
TOTAL Cottage Other Revenue	10,386	7,900	2,486	10,587	7,900	2,687	31,025	23,500	7,325
Total Income	345,888	347,150	(1,262)	310,799	347,150	(36,351)	967,267	1,041,450	(74,183)
Cottage Operating Expenses									
Salary & Wages - Admin - Cott	17,537	16,477	(1,060)	14,907	14,882	25	49,027	47,836	(1,191)
Salary & Wages - ES Cottages	9,197	9,173	(24)	9,972	8,285	(1,25)	27,648	26,630	(1,018)
Salary & Wages - Hskpg Cottage	7,435	7,644	209	6,729	6,904	(687)	21,455	22,192	737
Salary & Wages - RN Cottages	8,162	8,153	(9)	7,308	7,364	75	23,560	23,671	111
Salary & Wages - CNA Cottages	22,806	38,049	15,243	32,802	34,367	1,57	72,627	110,466	37,839
Salary & Wages - UW Cottages	103,348	96,011	(7,337)	81,955	87,526	5,571	288,080	279,548	(8,532)
Longevity - Cottages	3,730	4,077	347	3,730	3,682	(48)	11,190	11,836	646
Longevity Cottages Admin	600	764	164	600	690	90	1,800	2,219	419
Longevity in Cottages	1,276	1,274	(2)	1,116	1,151	35	3,595	3,699	104
FICA Adm Serv Cottages	659	679	21	636	614	(22)	1,942	1,973	31
FICA - Cottages	562	595	33	512	537	25	1,624	1,726	102
FICA - Cottage Housekeeping	10,186	11,143	957	8,618	10,065	1,447	29,180	32,351	3,171
Workers Comp - Cottages	1,120	1,250	130	1,120	1,250	130	3,360	3,750	390
MERS DB - Cottages	7,855	8,500	645	7,855	8,500	645	23,565	25,500	1,935
MERS DB Cottages Admin	1,953	2,250	297	1,953	2,250	297	5,859	6,750	891
MERS DC-Cottage	3,859	4,000	141	7,801	4,000	(3,801)	13,848	12,000	(1,848)
Health Ins - Cottages	12,540	12,500	(40)	7,409	12,500	5,091	27,357	37,500	10,143
Dental Ins - Cottages	962	850	(112)	1,806	850	(956)	2,768	2,550	(218)
Supplies Plant Ops - Cottages	272	500	228	992	500	(492)	1,606	1,500	(106)
Supplies Laundry - Cottages	461	300	(161)	0	300	300	484	900	416
Activity Supplies - Cottages	503	600	97	667	600	(67)	1,555	1,800	245
Small Equipment	0	2,000	2,000	0	2,000	2,000	981	6,000	5,019
Nursing Supplies - Cottages	0	500	500	531	500	(31)	1,035	1,500	465
Contract Services-Dining	62,975	62,500	(475)	62,975	62,500	(475)	188,924	187,500	(1,424)
Contract Svcs:Security-Cottag	270	375	105	270	375	105	540	750	210
Advertising - Cottages	3,999	4,000	1	1,281	4,000	2,719	7,253	12,000	4,747
Referral Fees	5,580	2,500	(3,080)	2,400	2,500	100	10,380	7,500	(2,880)

Grand Traverse Pavilions - SNF
 Cottage Income Statement
 3/1/2026 to 3/31/2026

	CURRENT PERIOD			PRIOR PERIOD			ua YEAR TO DATE		
	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$	Act 1 \$	Budget \$	Var \$
Cottage Operating Expenses (con't)									
Building Repairs - Cottages	743	4,000	3,257	928	4,000	3,072	2,293	12,000	9,707
Equipment Repairs - Cottages	0	750	750	0	750	750	653	2,250	1,597
Elevator-Cottages	700	750	50	700	750	50	2,100	2,250	150
Telephone - Cottages	422	400	(22)	350	400	50	1,122	1,200	78
Water - Cottages	781	1,500	719	785	1,500	715	2,402	4,500	2,098
Sewer - Cottages	1,272	2,000	728	1,284	2,000	716	3,975	6,000	2,025
Electric - Cottages	5,455	6,000	545	6,056	6,000	(56)	17,384	18,000	616
Natural Gas - Cottages	4,657	3,200	(1,457)	3,468	3,200	(268)	18,218	9,600	(8,618)
Refuse Disposal - Cottages	340	625	285	11	625	614	351	1,875	1,524
Television - Cottages	1,051	1,625	574	1,027	1,625	598	3,105	4,875	1,770
Special Functions Cottages	346	400	54	10	400	390	601	1,200	599
Beauty Shop Services	311	200	(111)	512	200	(312)	823	600	(223)
Indirect Costs-Cottages	10,000	10,000	0	10,000	10,000	0	30,000	30,000	0
Bond Interest Expense	3,432	3,000	(432)	3,432	3,000	(432)	10,295	9,000	(1,295)
Miscellaneous Exp - Cottages	0	50	50	0	50	50	0	150	150
Depreciation - Equip Cottages	917	1	333						
TOTAL Cottage Operating Expenses	318,272	332,450	14,142	295,874	314,250	19,878	917,356	978,858	61,899
Net Operating Income	27,616	14,736	12,880	15,374	32,708	(17,333)	49,951	62,555	(12,604)
Cottage Building Depreciation									
Depreciation Bldg - Cottages	19,018		32	19	19,050	32	57	150	95
Depreciation-Cottage Bldg Impr	4	19,050	196	4,018	500	196	1,0	57,	589
TOTAL Cottage Building Depreciation	23,322	23,550	228	23,322	23,550	228	68,966	70,858	684
Net Income	4,294	(8,814)	13,108	(7,947)	9,158	(17,105)	(20,014)	(8,095)	(11,919)

Grand Traverse Pavilions - SNF
 Balance Sheet
 As Of 3/31/2026

	CURRENT PERIOD	PRIOR PERIOD	PREVIOUS YEAR
	Actual \$	Actual \$	Actual \$
Assets			
Current Assets			
Cash			
County Held Cash			
Cash - County	2,825,597	2,579	1,293,564
Cash - Deposits (Cottages)	45,219	50,514	66,221
Cash - M.O.E.	840	14,019	19
TOTAL County Held Cash	2,885,655	2,644,840	1,363,804
Other Cash			
A/P Cash Clearing Account	17,830	17	18,152
Cash - Resident Trust	14,462	14,830	14,462
Cash-Payroll	13,705	13,462	579,007
Cash - Advance Pay Funding Ac	31,245	31,705	50
TOTAL Other Cash		213	31,3
TOTAL Cash	77,241	77,209	642,970
Accounts Receivable	2,962,886	2,721,582	2,006,036
Other Receivables	7	7,816,333	9,000,7
Medicaid QAS Settlement Rec	659,773	643,735	606,043
A/R QMI	0	0	82,326
Interest Receivable	130,000	126,000	120,000
A/R - Other	22,746	10,000	0
Grants Receivable	0	(7,700)	0
Due from Foundation	27,166	25,626	25,626
Due from Foundation - Cottages	30,000	20,000	0
MA Wage Pass Through Receiv	000	177,000	17,38
TOTAL Other Receivables	981,684	994,661	1,012,233
Inventory	173,266	173,266	173,266
Prepaid Expenses	0	0	0
Other Current Assets			
Prepaid Insurance - General	110,216	58,846	0
Prepaid Insurance - Work Comp.	16,816	14,947	0
TOTAL Other Current Assets	127,033	73,793	0
TOTAL Current Assets	12,139,060	11,779,635	12,192,303
Non-Current Assets			
Property & Equipment	14,341,904	14,419,322	14,564,153
Other Non Current Assets			
Due from PACE North	830,651	850,338	914,930
Deferred Outflows-Pension Plan	1,784,863	1,784,863	1,784,863
Deferred Outflows-OPEB	221,999	221,999	221,999
TOTAL Other Non Current Assets	2,837,513	2,857,200	2,921,792
TOTAL Non-Current Assets	17,179,417	17,276,522	17,485,945
TOTAL Assets	29,318,477	29,056,157	29,678,248
Liabilities & Equity			
Liabilities			
Current Liabilities			
Accounts Payable	711,928	707,792	575,303
Accrued Expenses	1,746,737	1,524,315	1,891,711

Grand Traverse Pavillions - SNF
 Balance Sheet
 As Of 3/31/2026

	CURRENT PERIOD	PRIOR PERIOD	PREVIOUS YEAR
	Actual \$	Actual \$	Actual \$
Other Current Liabilities			
Current Portion of Bonds Paya	740,000	740,000	740,000
Interest Payable	52,601	26,800	117,022
Medicaid Cost Settle. Payable	2,676,952	2,664,452	2,922,489
TOTAL Other Current Liabilities	3,469,553	3,431,252	3,779,511
TOTAL Current Liabilities	5,928,219	5,663,359	6,246,525
Non-Current Liabilities			
Long-Term Liabilities			
Net Pension Liabilities	5,471,525	5,471,525	5,471,525
Pension Bonds (Non-Union) Iss	4,140,000	4,140,000	4,140,000
Pension Bonds (Union) Issued	3,730,000	3,730,000	3,960,000
Bonds Payable-Series 2017 Haw	1,150,000	1,150,000	1,150,000
Def Los on Adv Refund-'17	(30,909)	(31,452)	(32,536)
TOTAL Long-Term liabilities	14,460,616	14,460,073	14,688,989
Other Non-Current Liabilities			
Deferred Inflow-OPEB	782,915	782,915	782,915
TOTAL Other Non-Current Liabilities	782,915	782,915	782,915
TOTAL Non-Current Liabilities	15,243,531	15,242,988	15,471,904
TOTAL Liabilities	21,171,749	20,906,347	21,718,429
Equity			
Equity			
RETAINED EARNINGS - PRIOR	10,499,269	10,499,269	10,499,269
Contributed Capital	126,540	126,540	126,540
TOTAL Equity	10,625,809	10,625,809	10,625,809
Net Income (Loss)	(2,479,082)	(2,475,999)	(2,665,990)
TOTAL Equity	8,146,728	8,149,810	7,959,819
TOTAL Liabilities & Equity	29,318,477	29,056,157	29,678,248

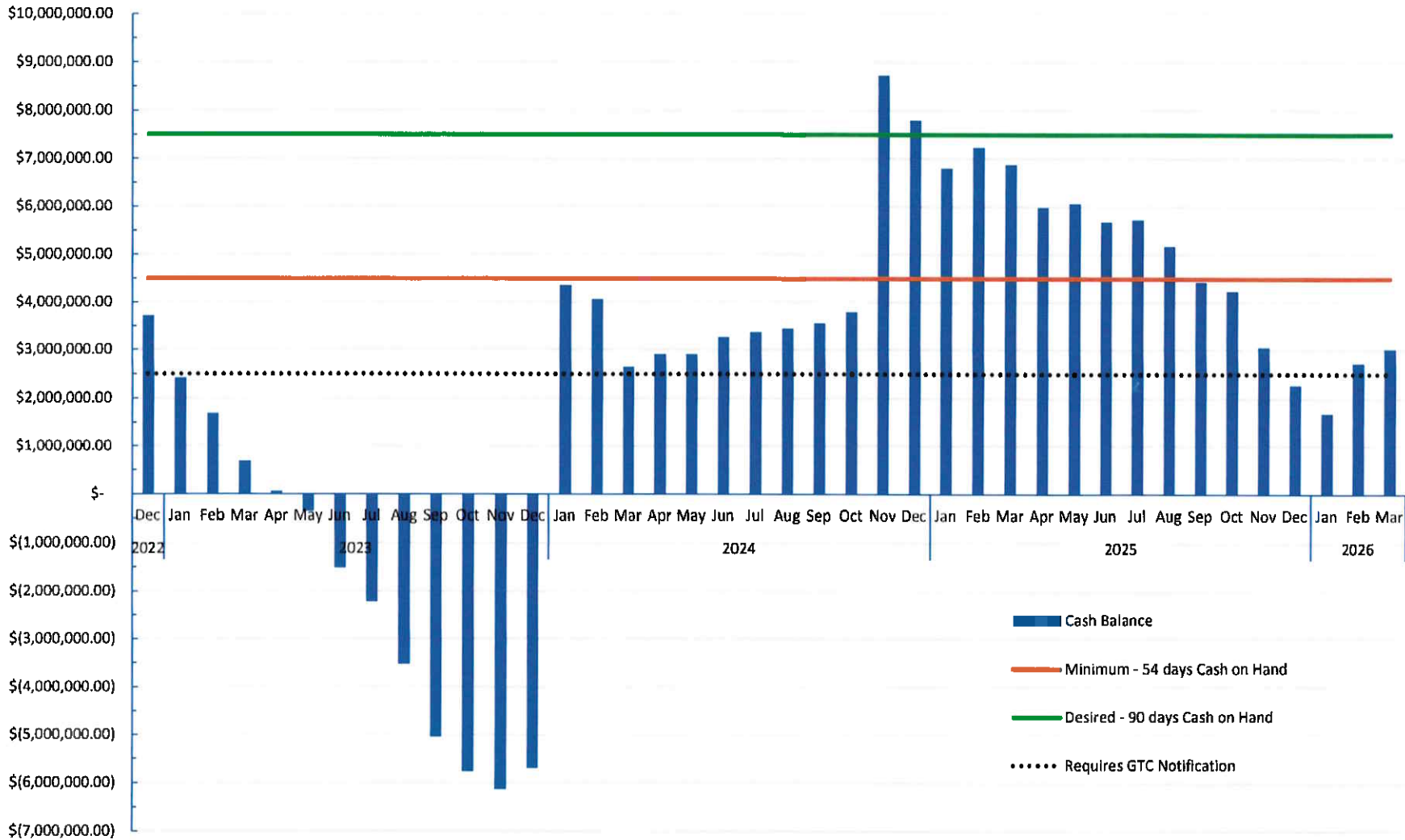
Grand Traverse Pavilions - SNF
Cash Flow Statement
3/1/2026 to 3/31/2026

Date: Apr 17, 2026
 Time: 16:17:58 EDT
 User: Kory R. Hansen

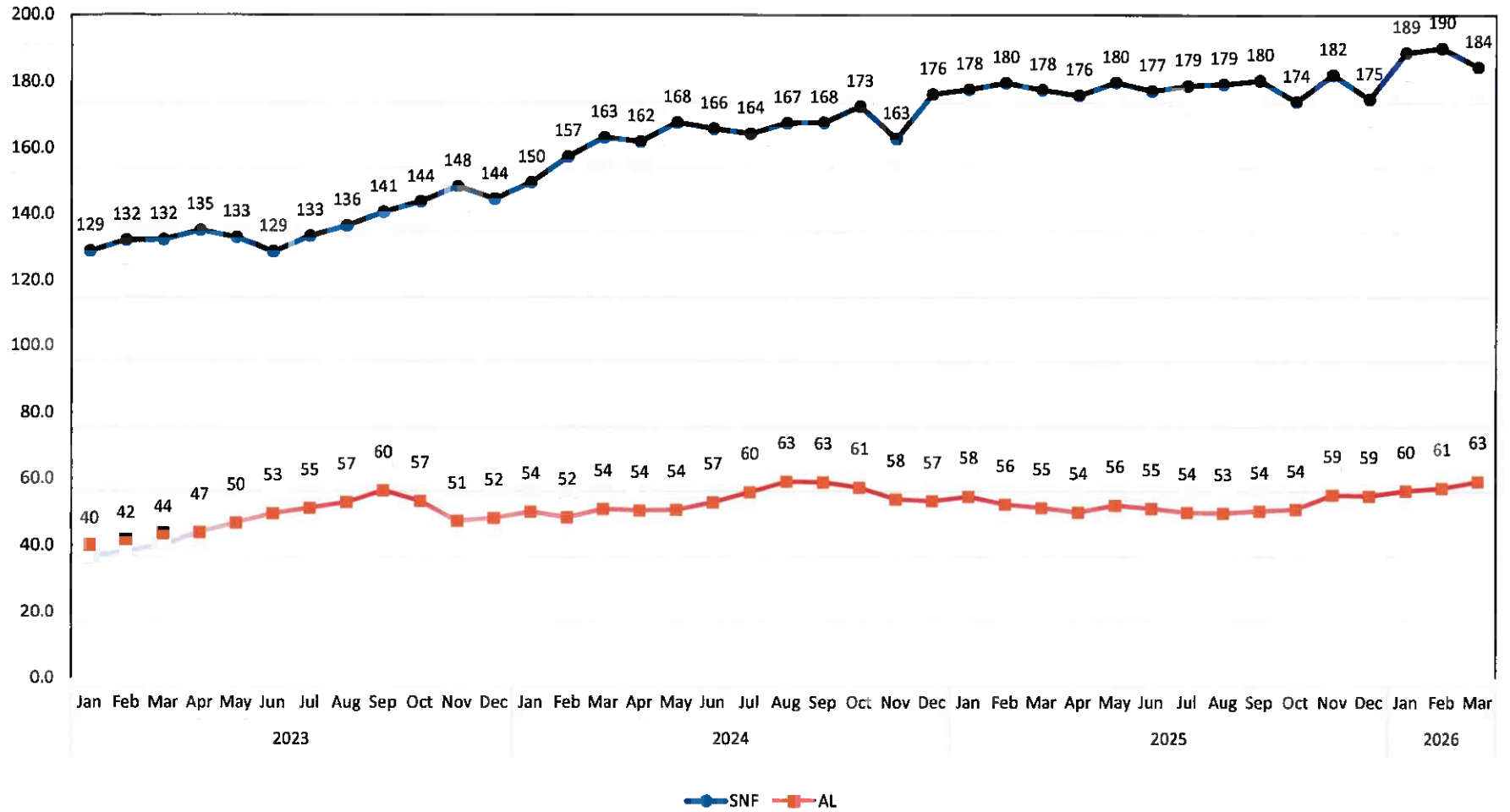
	CURRENT PERIOD	PRIOR PERIOD	YEAR TO DATE
	Actual \$	Actual \$	Actual \$
Cash from Operating Activity	0	0	0
Net Income	(3,082)	5,267	186,909
Net Cash provided by Operating Activities			
Depreciation and Amortization	96,483	96,483	289,449
Changes in Working Capital Items			
Accounts Receivable	(97,848)	1,023,814	1,086,549
Prepaid Expenses	(53,240)	28,760	(127,033)
Due to/from	(4,000)	(3,000)	(10,000)
Inventory	0	0	0
Accounts Payable	4,114	(46,103)	136,380
Other Assets			
Medicaid Settlement Receivable	0	0	0
Employee Retention Credit Receivable	(12,746)	(5,000)	(22,746)
Due From Foundation	(11,540)	(10,000)	(31,540)
Due From Grants			
Grants Receivable	(7,700)	7,700	0
TOTAL Due From Grants	(7,700)	7,700	0
Deferred Outflows			
TOTAL Deferred Outflows	0	0	0
Due From Pace North	19,688	32,296	84,280
Medicare Settlements Receivable	0	0	0
Medicaid Wage Pass Through Rec	85,000	(87,000)	86,238
QAS Receivable	(16,038)	0	(53,730)
QMI Receivable	0	0	82,326
TOTAL Other Assets	56,664	(62,004)	144,828
Accrued Payroll & Other Expenses	248,246	14,867	(209,150)
Other Liabilities			
TOTAL Other Liabilities	0	0	0
Other Accrued Liabilities			
Medicare Advanced Payment	0	0	0
Deferred Inflows			
TOTAL Deferred Inflows	0	0	0
CPE and Medicaid Audit Reserve	12,500	10,000	(245,537)
QAS Payable	0	0	0
Net Pension Liability	0	0	0
TOTAL Other Accrued Liabilities	2,500	10,000	(245,537)
TOTAL Changes in Working Capital Items	166,436	966,334	776,038
TOTAL Net Cash provided by Operating Activities	262,919	1,062,817	1,065,487
TOTAL Cash from Operating Activity	259,837	1,068,083	1,252,395
Cash from Investing Activity			
Fixed Asset Purchase	(18,523)	(24,994)	(65,573)
TOTAL Cash from Investing Activity	(18,523)	(24,994)	(65,573)
Cash from Financing Activities			
Long Term Debt	0	0	(230,000)
Short Term Debt/Notes Payable	0	0	0
TOTAL Cash from Financing Activities	0	0	(230,000)
Net Cash Activity	241,314	1,043,089	956,822
CASH BEG OF PERIOD	2,721,582	1,678,493	2,006,074
Cash Beginning Balances as of 2/28/2026	2,721,582	1,678,493	2,006,074
Net Cash Activity	241,314	1,043,089	956,822
Cash Ending Balance	2,962,896	2,721,582	2,962,896

Grand Traverse Pavilions					
Irregular payments					
2025					
Grand Traverse County	union pension bond principal	January	230,000.00	Amortization changes each year	Pmts done in 2039, prin. Gradually inc.
Grand Traverse County	union pension bond interest	January	89,896.25	Amortization changes each year	Expensed monthly
Acrisure	Cyber liability annual premium	January	10,795.00	Expensed monthly	
Brown & Brown	Mgmt Liability annual premium	January	27,325.00	Expensed monthly	
West Bend Insurance	Insured portion of Workers Compensation Exp	January	22,424.00	Down payment	Followed by 8 payments of \$11,215; exp'd monthly
Ginop Sales	Kubota Tractor Repairs	January	9,055.90	Capital purchase	
Maddin Hauser	Attorney Fees	January	8,495.00	December fees paid in January	Expensed in December
Payroll	3 payrolls in the month (26 per year)	January	823,338.71	Biweekly pay, two 3 pay period months each year	
Nationwide Insurance	Liability, property and auto insurance	February	81,984.25	Qtrly. Installment payment 1 of 4	Calendar year policy; expensed monthly
Grand Traverse County	non-union pension bond interest payment	February	51,928.75	Amortization changes each year	Expensed monthly, Paid twice each year
Payroll - extra	Perfect Attendance	February	8,177.54	Quarterly with an annual bonus	for those with perfect attendance
Grand Traverse County	Unemployment claims for 2025	February	5,247.15	We share an unemployment account	Billed by the County annually based on paid claims
MERS - DC	Retro payment for January	February	41,790.40	Jan pmt not made due to change in payroll software issues	
Insight Direct	Thin client device replacements	February	22,056.11	Capital purchase	
State of Michigan	Outstation worker payments per contract	March	18,912.50	1/3 Paid back to GTP by Pace-\$12,608	Contract renews 10/1
Maddin Hauser	Attorney Fees	March	27,739.00	January fees paid in March	Expensed in Jan and Feb
Grand Traverse Refrige	Walk-in Freezer Repair-new compressor	March	14,061.60	Capital	
Payroll extra	Survey	March	18,343.72	Quarterly payment-\$100 grossed up for F	Reimbursed by grant
Garstang Group	UV bulb replacement	March	18,523.19	20% down pmt + 5 monthly installments	
Projected					
Grand Traverse County	Hawthorn cottage bond principal payment	April	230,000.00	Level principle payments	Pmts done in 2031-level principle pmts
Grand Traverse County	Hawthorn cottage bond interest payment	April	19,175.00	Amortization changes each year	Expensed monthly
Nationwide Insurance	Liability, property and auto insurance	April	81,984.25	Installment payment 1 of 3	Calendar year policy; expensed monthly
Garstang Group	UV bulb replacement	April	14,700.00	20% down pmt + 5 monthly installments	
MCMCFC	Annual Dues	April	12,100.00	This is the 2025-26 amount	
CDW	VMWare 1 year license subscription	May	21,500.00	Annual payment	
Garstang Group	UV bulb replacement	May	14,700.00	20% down pmt + 5 monthly installments	
Brightly Software, Inc.	Maintenance management software	June	13,500.00	Annual renewal for software license	
Plante Moran	Cost Report Preparation	June	12,000.00	Medicare & Medicaid Cost Reports-annu.	Benchmarking survey and MA rate projec.
Garstang Group	UV bulb replacement	June	14,700.00	20% down pmt + 5 monthly installments	
State of Michigan	Outstation worker payments per contract	June	37,825.00	1/3 due to be paid back to GTP from Pace	Contract renews 10/1--want decision by 6/3
KONE Elevator	Elevator contracts	June	16,000.00	Annual expense for elevator maintenance	
NetSmart Technologies	Annual Pmt for legacy healthcare record access	June	25,200.00	Annual payment	annual pmt for legacy healthcare record access
Payroll	Survey	July	6,500.00	Quarterly payment-\$100 grossed up for F	reimbursed by grant
Nationwide Insurance	Liability, property and auto insurance	July	81,984.25	Installment payment 2 of 3	Calendar year policy; expensed monthly
Garstang Group	UV bulb replacement	July	14,700.00	20% down pmt + 5 monthly installments	
Payroll	3 payrolls in the month (26 per year)	August	835,000.00		
Payroll	Perfect Attendance	August	6,000.00	Quarterly payment-\$100 grossed up for F	for those with perfect attendance
Leading Age	Annual Dues	August	33,000.00	Annual Dues	
Grand Traverse County	union pension bond interest payment	August	89,896.25	Amortization changes each year	Expensed monthly
Garstang Group	UV bulb replacement	August	14,700.00	20% down pmt + 5 monthly installments	
Grand Traverse County	non-union pension bond principal	September	275,000.00	Amortization changes each year	Pmts done in 2039, prin. Gradually increase
Grand Traverse County	non-union pension bond interest	September	53,675.00	Amortization changes each year	Expensed monthly
Nationwide Insurance	Liability, property and auto insurance	October	81,984.25	Installment payment 3 of 3	Calendar year policy; expensed monthly
MERS	Supplemental Pension Payment	October	30,712.00	Amount varies annually	Expense accrued monthly
Payroll	Perfect Attendance	October	6,500.00	Quarterly payment-\$100 grossed up for F	for those with perfect attendance
Grand Traverse County	Hawthorn cottage bond interest payment	October	19,176.25	Amortization changes each year	Expensed monthly
Relias	elearning program	November	42,056.00	Annual expense; billed 10/1 each year	Employee e learning module
Longevity Pay	Annual pay based on seniority and hours	November	85,000.00	Annual payment; expensed monthly	Per union agreement and handbook
State of Michigan	Outstation worker payments per contract	December	20,000.00	1/3 due to be paid back to GTP from Pace	Estimate--contract runs 10/1 to 9/30 each year
Retention Pay	Part of union contract and past practice for othe	December	360,000.00	Annual payment during union contract	Includes employer taxes, expensed monthly

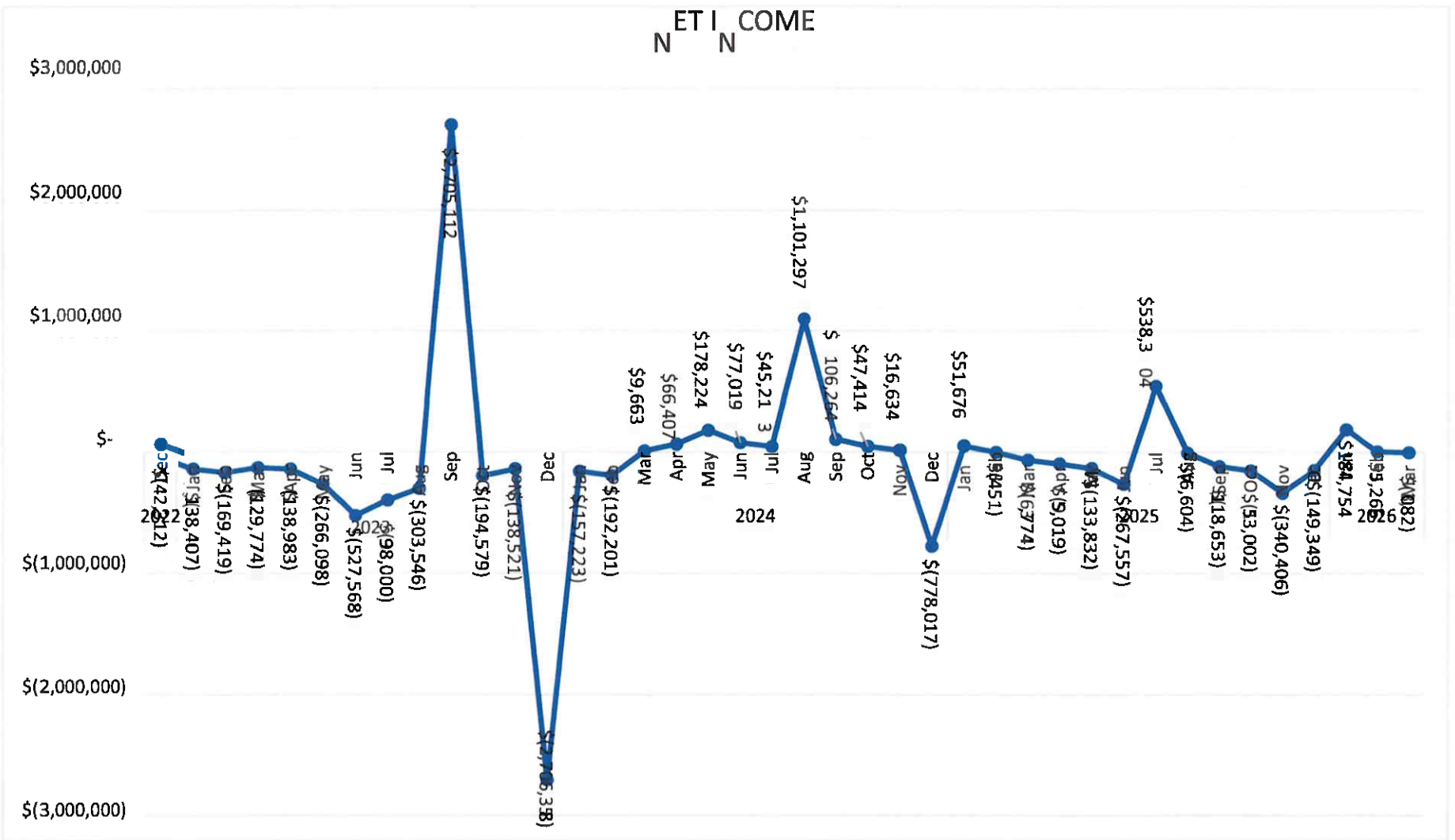
CASH BALANCE



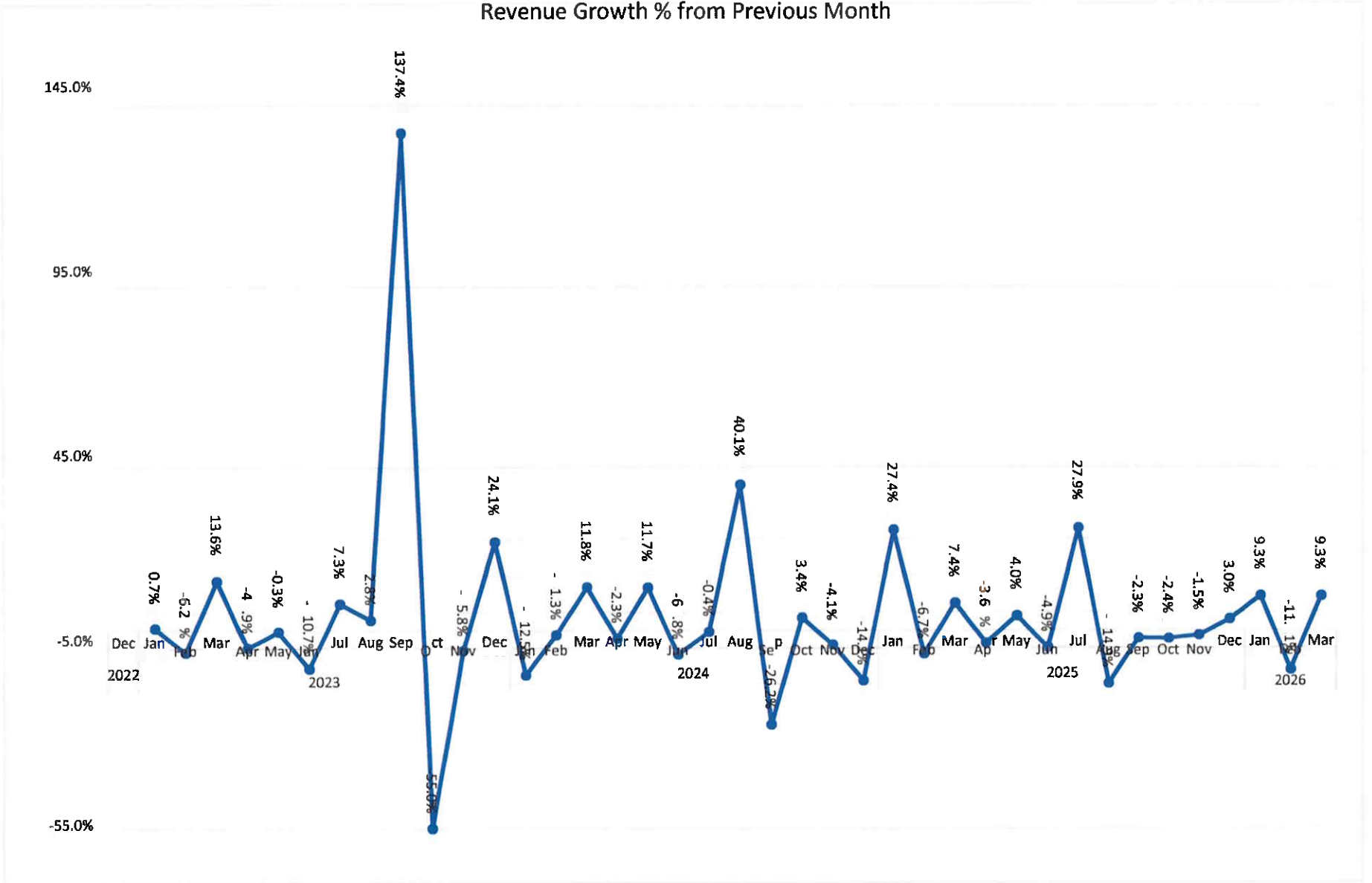
AVG. CENSUS PER DAY

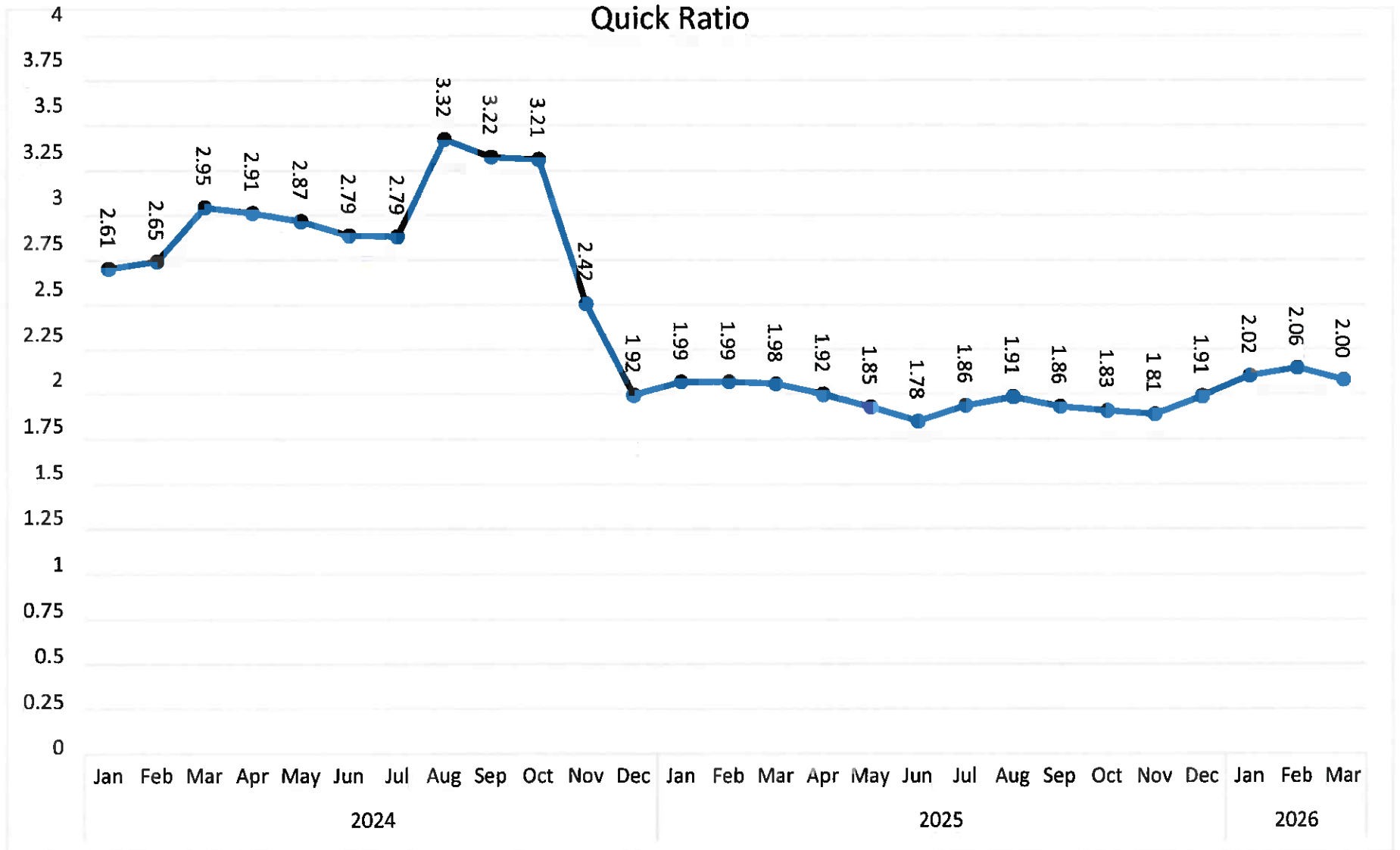


NET INCOME



Revenue Growth % from Previous Month





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 Naseer Abbas, MD DATE March 1, 2026

RESIDENCE ADDRESS _____ TELEPHONE _____

OFFICE ADDRESS 1222 Demonbreun St. Ste 1601 Nahville, TN 37203 TELEPHONE _____

Premedical Education: School _____ Date of Graduation _____

Medical Education: School Jawaharlal Nehru Medical School Date of Graduation 2004

Internship: Hospital _____ Dates _____

Residency: Hospital SSM St. Mary's Hospital Dates 2015

MICHIGAN LICENSE: Date 06/3/22-06/3/28 No. EMC0002085 UPIN# _____

Hospital Staff Memberships: See Addendum

Medical Society Memberships:

Specialty: Internal Medicine

Board Certified: Yes No Date 08/2017

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.

DocuSigned by:
Naseer Abbas, MD
SIGNED: _____ DATE: March 1, 2026

APPROVED: [Signature] SIGNED: [Signature] DATE: 4/15/20
DISAPPROVED: _____ Medical Director, Grand Traverse Medical Care

APPROVED: _____ SIGNED: _____ DATE: _____
DISAPPROVED: _____ Chairman, Grand Traverse County Department of Human Services Board

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 Susanna Marie Rudy DATE March 20, 2026

RESIDENCE ADDRESS _____ TELEPHONE _____

OFFICE ADDRESS 1222 Demonbreun Street Suite 1601 Nashville, TN 37203 TELEPHONE _____

Premedical Education: School York College of Pennsylvania Date of Graduation 12/1990

Medical Education: School Vanderbilt University School of Nursing Date of Graduation 8/2016

Internship: Hospital N/A Dates _____

Residency: Hospital N/A Dates _____

MICHIGAN LICENSE: Date 7/14/2021-7/14/2027 No. 4704378933 UPIN# _____

Hospital Staff Memberships:
Please see addendum

Medical Society Memberships:

Specialty: Nurse Practitioner

Board Certified: Yes No Date 4/11/2019

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: Susanna Rudy, NP DATE: March 20, 2026
Signed by: 29A4170755A84D2...

APPROVED: X SIGNED: [Signature] DATE: 4/15/24
DISAPPROVED: _____ Medical Director, Grand Traverse Medical Care

APPROVED: _____ SIGNED: _____ DATE: _____
DISAPPROVED: _____ Chairman, Grand Traverse County Department of Human Services Board