

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

**REGULAR MEETING
February 26, 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@gtpavilions.org with questions or concerns.

AGENDA

1. CALL TO ORDER

2. ROLL CALL

3. FIRST PUBLIC COMMENT

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

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

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

Please be respectful and refrain from personal or political attacks.

4. COUNTY LIAISON REPORT

5. APPROVAL OF AGENDA

6. CONSENT CALENDAR

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

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

	<u>HANDOUT#</u>
A. Review and File	
(1) Draft Minutes of the 01/29/26 Board Meeting	1
(2) Draft Minutes of the 02/16/26 Special Board Meeting	2
(3) Closed Session Minutes of the 2/16/26 Board Meeting	Handout
(4) January Resident Council Minutes	3
(5) Fourth Quarter 2025 Foundation Financials	4

7. ITEMS REMOVED FROM CONSENT CALENDAR

8. **CHAIRMAN REPORT** – *C. Crawford* Verbal

9. **FOUNDATION BOARD REPORT** – *D. Lavender, CEO* Verbal

10. **PACE North BOARD REPORT** – *C. Crawford* Verbal

11. **SERVICE EXCELLANCE AWARDS** – *C. Crawford* 5

12. GRAND TRAVERSE MEDICAL CARE

A. General Information	
(1) Director Presentation – Clinical Services – Holly Edmondson, DON	6
(2) 2025 QAPI Report – <i>D. Lavender, CEO & D. Hautamaki, Administrator</i>	7
(3) Organization Scorecard – <i>D. Lavender, CEO</i>	8
(4) Media Coverage – <i>D. Lavender, CEO</i>	9
B. Chief Executive Officer Board Report – <i>D. Lavender, CEO</i>	10
C. Business	
(1) January 2026 Financials – <i>K. Hansen, CFO</i>	11
(2) Purchase Request – UV Bulb Replacement – <i>D. Lavender, CEO</i>	12
(3) Purchase Request – Additional Cost for Compressor – <i>D. Lavender, CEO</i>	13
D. Medical Staff	
(1) Shelly Dale, NP – Sound Physicians – <i>D. Hautamaki, Administrator</i>	14

G.T.P. Announcements

- (1) March 26, 2026 @ 9:00am – Regular Board Meeting

13. SECOND PUBLIC COMMENT

Refer to Rules under First Public Comment above.

14. **CLOSED SESSION** – Closed session pursuant to section 8(h) of the Open Meetings Act, to consider a written opinion letter/memorandum of legal counsel which is exempt from discussion or disclosure pursuant to MCL 15.243(1)(g), the Michigan Freedom of Information Act.

15. ADJOURNMENT

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

MINUTES OF THE JANUARY 29, 2026 MEETING

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

ABESENT:
GUESTS:

The regular meeting of the Grand Traverse County Department of Health and Human Services Board was called to order at 9:00am by Board Chair Mary Marois at Garfield Township 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.

Motion was made by Marois to approve the agenda as presented. Seconded by Griggs and carried unanimously.

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

REVIEW AND FILE

- (1) Draft Minutes of the 12/10/25 Board Meeting
- (2) Draft Minutes of the 12/10/25 Special Board Meeting
- (3) December Resident Council Minutes

Motion was made by Griggs to approve the Consent Calendar as presented. Seconded by Marois and carried unanimously.

Items Removed From Consent Calendar – None.

Chairman Report – None

Foundation Board Report – Marios stated next Board meeting February 4, 2026. No report at this time.

PACE North Board Report – Crawford stated next Board meeting in February. No report at this time.

Service Excellence Awards – Crawford reviewed December's Service Excellence Awards.

Chief Executive Officer Report – The CEO marked his six-month milestone with Grand Traverse Pavilions, expressing gratitude for the Board's support and emphasizing the ongoing work to strengthen the organization. Lavender shared he and Holly Edmondson, Director of Nursing had a productive meeting with Northern Michigan College leadership about rebuilding clinical training partnerships that were impacted by COVID-19. The CEO also announced the appointment of Kim Weckesser as the new HR Director, starting February 23rd, and thanked former HR Director Diane Mallory, for stepping in as Interim Director.

Lavender reviewed a new Organizational Scorecard aimed at setting and tracking goals in key areas: Residents First, the Healthcare Team, Quality & Safety, and Operational Performance. Department-level scorecards are nearly complete, with over 100 aligned goals. The Organizational Scorecard will be presented to the Board monthly to monitor progress.

On the financial front, Lavender shared the favorable trend of the average census being at 189 for SNF and 60 for the Cottages. He also noted an elevated accounts receivable (AR) balance of \$9M, contributing to cash flow challenges. A financial recovery plan has been launched, focusing on improving cash flow, reducing expenses, and enhancing financial resilience. Several initiatives have been introduced, including working with Citrin Cooperman on AR and implementing better tracking of key department expenses. The CEO recommended establishing a cash reserve threshold to reduce risk, with further discussions planned before the next Board meeting.

The wellness and operational statistics for December showed a favorable census trend and steady growth in skilled nursing and outpatient therapy units. Additionally, staffing for December included 6 new hires, bringing the total to 358 employees. The CEO requested that the decision on Cottages' discounts be tabled until February. To date there have been no discounts granted.

Following the CEO's report, Hautamaki provided the Administrator's Management Report, highlighting a partnership with healthcare consultant Vickie Burlew. Burlew will support maintaining quality systems and preparing for upcoming surveys, with a mock survey scheduled for late February.

Director Presentation – Financial Services – Kory Hansen, CFO – Kory Hansen, CFO, provided an overview of the Financial Services department, detailing the current staff and their respective roles. He presented a handout of his department's scorecard, highlighting key areas of focus, with a particular emphasis on improving accounts receivable processes. Hansen reviewed the department's ongoing priorities and initiatives aimed at enhancing financial efficiency. He concluded by addressing questions from board members. Crawford requested that all monthly department scorecards be included in future board packets.

Media Coverage – Lavender provided a copy of recent media coverage stemming from the presentation he delivered to the County in December.

BUSINESS

- (1) **November Financial Report** – Hansen presented the financial operations report for November 2025. Crawford explained that the November financials were not included in the December 10th board packet due to the earlier timing of the meeting, which did not allow sufficient time for the report to be completed.

Hansen addressed questions from board members regarding the financial details. Specifically, the board discussed the decline in cash and the increase in accounts receivable. Hansen provided further clarification on these trends and outlined factors contributing to these changes.

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

- (2) **December Financial Report** – Hansen presented the financial operations report for December 2025, highlighting key items including the decreased Medicaid reimbursement rate, a retention bonus payout, and the provider tax. The board discussed the implications of these changes and the overall impact on financial operations.

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

- (3) **Purchase Request – Freezer Compressor Replacement** – Lavender reviewed the request to replace the Walk-in Freezer Compressor in the kitchen. Due to the emergency nature of the repair, only one bid was solicited, which was awarded to Grand Traverse Refrigeration, Inc.

Motion made by Marois to approve the bid from Grand Traverse Refrigeration for \$12,055.47 for Walk-in Freezer Compressor in the kitchen as presented. Motion was seconded by Griggs and carried unanimously. Roll Call - Crawford – yes, Marois - yes, Griggs – yes

- (4) **Purchase Request – Kubota Tractor Repair** – Lavender reviewed the request to repair the Kubota Tractor. Due to the emergency nature of the repair, only one bid was solicited, which was awarded to Ginop Sales.

Motion made by Crawford to approve the bid for \$9,055.90 from Ginop Sales Inc as presented. Motion was seconded by Griggs and carried unanimously. Roll Call - Crawford – yes, Marois - yes, Griggs – yes

- (5) **Michigan Arts and Cultural Council (MACC) Grant Submission Resolution 2026 - 1** - Lavender reviewed the Resolution to submit the grant application in the amount of \$20,000 from the MACC for funding towards the 2026 Concert on the Lawn concert series.

Motion made by Griggs to approve the grant application to be submitted in the amount of \$20,000 from the MACC for funding towards the 2026 Concert on the Lawn concert series. Motion was seconded by Marois and carried unanimously.

Inclement Weather – Crawford discussed the option of developing a Resolution to cancel board meetings in the event of inclement weather, proposing to follow the lead of the public school district (TCAPS) school closings. After discussion, the board agreed that the Board Chair and CEO have the authority to make this decision independently, in compliance with the parameters of the Open Meetings Act, without needing a formal resolution. If the situation arises, the Board Chair will decide whether to reschedule the meeting. No motion was needed.

**GRAND TRAVERSE COUNTY
DEPARTMENT OF HEALTH AND HUMAN SERVICES BOARD
MINUTES OF THE FEBRUARY 16, 2026
SPECIAL BOARD MEETING**

PRESENT: Mary Marois, Carol Crawford Board
Darrell Lavender, Dave Hautimaki, Kory Hansen, Darcey Gratton Staff

ABSENT: Karen Griggs Board
TJ Andrews Commission

GUESTS: Zachary Jugan of Starr Butler (virtual)

The special board meeting of the Grand Traverse County Department of Health and Human Services Board was called to order at 9:00 am by Board Chair Mary Marois in the Board room at Grand Traverse Pavilions.

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

Public Comment - none

Motion was made by Marois seconded by Crawford to go into Closed Session at 9:00 am for the purpose of Closed Session 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, Estate of Dorothy King v Grand Traverse Pavilions Case #25-37748-NO

Motion was made by Crawford to come out of Closed Session at 9:10 am, seconded by Marois. Motion carried.

Motion was made by Marois to accept the recommendation of legal counsel regarding the proposed settlement in Estate of Dorothy King v. Grand Traverse Pavilions. Seconded by Crawford. Motion Carried. Roll Call - Marois - yes, Crawford – yes, Griggs – excused

Meeting adjourned at 9:12 am

Signatures:

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

Date: February 26, 2026 Approved

Corrected and Approved

PAVILIONS RESIDENT COUNCIL MEETING
January 15, 2026

The January 2026 meeting of the Grand Traverse Pavilions Resident Council was called to order at 11:00am 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 Residents attended.

Cherry Pavilion: 5 Residents attended.

Dogwood Pavilion: 7 Residents attended.

Staff members were introduced:

Hanna Wooters, CTRS, Life Enrichment

Elizabeth Matteson, LLMSW, Cherry Pavilion Social Work

Courtney Spence, Aspen Pavilion Social Work

Regina Kiogima, RN, ADON – Dogwood Pavilion

Christian Anderson, Director of Culinary Services- Forefront Dining Services

Lisa Tellings, Administrative Assistant- Forefront Dining Services

Ryan Hutchins, Environmental Services Director

Cati Jasso, Environmental Services Director Assistant

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:

No new business to address.

Outings for February 2026:

Meijer Shopping- Date TBD

Grand Traverse Mall- Date TBD

Special Events for February 2026:

Monday 2/2- Billy McAllister 11am

Sunday 2/8- Salvation Army Music Group 2:00pm

Tuesday 2/10- Music With Rebekah

Friday 2/13- Valentines Day Party/Photo Booth

Sunday 2/15- Nondenominational Church 2:00pm

Wednesday 2/18- Let's Talk Food Meeting 2:00pm

Thursday 2/19- Resident Council 11:00am

Thursday 2/26- Bookmobile 2:00pm

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 Rules.

Rules:

- What are some of the rules of this facility? For instance, rules about what time residents go to bed at night or when to get up in the morning?

Residents reported they weren't sure about all the rules that applied to them.

- Are there any rules you would like to discuss?

One resident discussed mealtimes and the right to refuse meals- Dogwood ADON responded stating they do have the right to refuse meals; however, the meal will still be offered to the resident.

- Do you have input into the rules of this facility?

Residents reported they are unsure.

- Does the facility listen to your suggestions?

One resident reported "sometimes", another stated "my suggestions aren't always feasible, and I understand that."

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 requested a snack before attending activities- Dogwood ADON discussed options available according to their specific diet plan.
- One resident reported that the hot plate touches the table and begins to cool the food too quickly. Dietary team reported that new plates to fit the base of hot plate have been ordered and will be utilized soon.

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:

- A resident discussed missing some items from laundry, however, stated that she never reported them missing. ES discussed the lost and found bin as well as how to report missing items to social workers in the future.
- One resident stated, "housekeeping is doing awesome."
- Another resident reported they appreciate the housekeeping staff being "good at cleaning without being disruptive."

3. Discussion regarding room temperature.

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

- No concerns or problems noted by any residents in attendance.

4. Discussion regarding nursing care.

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

- One resident reported they are doing an "excellent job"
- Residents discussed medication times and med pass.

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:

- No concerns or problems noted by any residents in attendance.

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

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

- One resident reported the shower chair is uncomfortable and requested a pad. ES discussed at pad being a sanitation issue.

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:

- Two residents reported the neighbors tv is occasionally too loud at night.

The floor was opened for additional comments:

- One resident suggested additional information during resident intake would be useful for future residents such as instructions for recliner use and being provided with an "always available" menu.
- One resident inquired about a restorative aid replacement following the retirement of previous aid. Concern form was submitted.
- This resident also inquired about the current nonfunctional bathtub on Cherry Pavilion and whether it will be replaced. Discussion was made about using other units bathtubs in the meantime. ES reported they are aware and have been looking into purchasing new tubs for other units. Concern form was submitted.
- Resident asked if courtyard adaptive swings will be replaced- ES reported they are looking for additional funding and be looking into that in the spring.
- Resident requested Tyler's Exotic Zoo to return when they are touring again as well as having the kids pass out the Pavilions Post.

The next Pavilions Resident Council meeting will be held on Thursday 19th at 11:00am in the multi-Purpose Room. Hanna asked for a volunteer to read over and sign the January 2026 minutes, and X said that she would do this. The Pavilions Resident Council Meeting was adjourned at 12:00pm by Hanna, seconded by X.

Respectfully Submitted,

Hanna Wooters, CTRS
Recreational Therapist

_____, Cherry Pavilion Resident

Elm Resident Council Minutes
Meeting Held- January 21st, 2026

The January meeting of the Grand Traverse Pavilions Elm Resident Council was called to order at 1:43pm in the Elm Common Area.

Members Present were: Residents are marked “X” throughout the minutes.
13 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 stated, “If I remember to ask them.” X stated “maybe” and X stated “yes.”

Asked the residents if they were being offered a snack before bed.

X stated “sometimes” and X stated, “I could have one given to me.” X stated “yes.”

Asked the residents if the staff were respectful to the residents.

X, X and X stated “yes.”

Asked the residents if the food is good here.

X stated “yes, it is.” X and X stated “yes.”

Asked the residents if the rooms were getting cleaned.

X stated, “most of it.” X, X and X stated “yes.”

Asked the residents if their clothes are getting cleaned.

X stated, “most of the time.” X and X stated “yes.”

Asked the residents if the Temperature in the rooms is good.

X stated “good” and X stated “great.” X stated, “its ok” and X stated it’s the same. X stated “yeah” and X stated “cold.” Staff submitted a work order to ES about X room temperature.

Asked the residents if they have enough to do.

X stated, “plenty to do.” X, X and X stated “yes.”

Questions, Suggestions, Concerns and Comments:

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

Suggestions for upcoming activities:

-Valentines Day Craft

-Sewing

-Bird Feeders

-Blankets

-Fat Tuesday

-Ash Wednesday

- Carrot Cake

-Banna Bread

Meeting was closed at 2:10pm

Respectfully submitted,

Susan Eldred, CTRS

Emily Tyrrell, LLBSW

Grand Traverse Pavilions Foundation
BALANCE SHEET
DECEMBER 31, 2025

4

Assets		
Unrestricted Assets-Cash		
General Cash	188,429.29	
Annual Events	56,919.86	
Concert On The Lawn	101,227.56	
Board Advised Fund	6,801.00	
Activities	6,088.64	
Adult Day Unit	1,136.72	
Memorials	1,484.29	
Total Unrestricted Cash		362,087.36
Restricted Assets-Cash		
Lights of Love	6,675.00	
Campus Beautification	37,498.68	
Caregiver Conference	2,541.10	
Gwen Rauch Memorial Emp Cancer	14,742.29	
Benevolent Fund	17,000.00	
Adult Day Services Fund	1,764.58	
Cottages	630.00	
Wellness Center Fund	575.00	
Total Restricted Cash		81,426.65
Total Cash-Restricted and Unrestricted		443,514.01
Restricted Assets-Investments		
Employee Education Endowment F	69,128.22	
Pet Care Endowment Fund	51,299.77	
Benevolent Endowment Fund	2,187,853.29	
Total Restricted Assets-Investments		2,308,281.28
Total Assets		2,751,795.29
Liabilities and Equity		
Liabilities		
Total Liabilities		.00
Equity		
Retained Earnings	2,353,513.50	
Retained Earnings-Current Year	398,281.79	
Total Equity		2,751,795.29
Total Liabilities and Equity		2,751,795.29

Grand Traverse Pavilions Foundation
INCOME STATEMENT

FOR THE TWELVE PERIODS ENDED DECEMBER 31, 2025

	PERIOD TO DATE ACTUAL	YEAR TO DATE ACTUAL
Revenue		
Donation Inc - Annual Campaign	.00	144,228.80
Donation Inc - Concert On The	.00	18,522.68
Donation Inc - Special Project	.00	1,057.88
Donation Inc - Activities	.00	1,439.30
Donation Inc - Benevolent	.00	16,990.00
Donation Inc - Memorials	.00	151.29
Sponsorship Inc - Golf Event	.00	10,850.00
Sponsorship Inc - Concert On T	.00	20,999.00
Ticket Sales - Golf Event	.00	7,560.00
Other Sales- Golf Event Progra	.00	60.00
Silent Auction Income-Golf Eve	.00	2,325.00
Concession Sales - Concert On	.00	17,257.00
Grant Income	.00	1,000.00
TOTAL Revenue	.00	242,440.95
Gross Profit	.00	242,440.95
Operating Expense		
Programming Exp.-Television	.00	7,291.61
Programming Exp. - Misc. Grant	.00	10,000.00
Programming Exp - Activities	.00	1,057.88
Programming Exp - Benevolent	.00	37,559.00
Programming Exp. - Cottages	.00	9,369.31
Programming Exp - Wellness Ctr	.00	4,383.98
Programming Exp - Emp Edu	.00	6,000.00
Programming Exp. - Pet Care Fu	.00	16,315.62
Fundraising Expense - Golf Eve	.00	7,072.00
Fundraising Expense - Concert	.00	159.00
Food/Tent Rental-Concert on La	.00	2,585.00
Advertising - Concert On The L	.00	2,047.00
Financial Statement Audit	.00	7,700.00
Investment Advisory Fees	.00	14,089.73
Bank and Credit Card Fees	59.50	1,510.03
Entertainment - Concert On The	.00	10,000.00
Sound - Concert On The Lawn	.00	3,600.00
Silent Auction Expense - Golf	.00	50.00
Misc Expense - Concert on the	72.72	2,846.93
TOTAL Operating Expense	132.22	143,637.09
Net Income from Operations	(132.22)	98,803.86
Other Income and Expense		
Investment Income (Loss)		
Unrealized Gains (Losses)	(7,301.64)	227,801.75
Interest and Dividend Income	22,386.28	71,676.18
TOTAL Investment Income (Loss)	15,084.64	299,477.93
TOTAL Other Income and Expense	15,084.64	299,477.93
Earnings before Income Tax	14,952.42	398,281.79
Net Income (Loss)	14,952.42	398,281.79

GRAND TRAVERSE PAVILIONS
Service Excellence Award
January 2026

5

First Name*	Last Name*	Title of Nominated Employee*	Nominated For*	Nominated By*
Traci	Williams	MDS Coordinator	I am so happy to have Traci on our team! She stopped in the middle of another project to provide information needed for rebilling a claim. Thank you for all your help!	Kathryn-Holibaugh
Ann	O'Leary	MDS Coordinator	Ann was so wonderful with helping to provided information needed for rebilling a claim. Even with short notice, Ann was happy to assist and found what we needed right away. We are so lucky to have her on our team!	Kathryn Holibaugh
Katy	Leech	Environmental Services Office Manager	Katy is always a on top of things in ES. She is always able to answer questions and help with the busy bus schedule, whether it is last minute changes or cancellations.	Shawn Prince
David	Vorpagel	Courtesy Driver	The friendliness, care and compassion David serves the residents with, goes above and beyond! He has driven my mom and I to 2 of her Dr appointments, and I don't know which of us has more fun! So engaging with a great sense of humor, and always has the residents best interest at heart. Many, many, many thanks to such a valuable employee!!!! Also, the nursing staff on Elm for having my mom ready to go, the bus dispatcher and Alex for coordinating our return trip Thank you all!!!	Deb Thomack (daughter of Bev Merchant)

Michelle	Garcia	Laundry	Being a great team member and going above and beyond to assist residents and their family members to find lost clothing in our lost and found rack. Thank you!	Heather Burgess
Darwin	Davis	Custodian	I would like to recognize Darwin for his willingness to help me get my stock delivery in from outside on January 14th in the frigid temperatures. It was Greatly appreciated and over and above his daily task sheet!	Barb Hoseit
Jennifer	Gallagher	CNA	She's always right there when I need her. I'm so grateful for all she does for the residents and myself :)	Kelsey Prielipp
Denise	Councilor	Financial Management Administrative Assistant	Denise is always so kind and helpful. I wanted to pass on a special thanks to her. She has helped me out a lot.	Resident Family Member: Bonnie A.



Clinical Services - SNF Scorecard FY2026

Weighting	Strategy	Measure Name	Metric	+/-	Target	FYTD	NOTES:
3%	Residents First	Evaluate Eden Certification	Achieve	✓	Completed	no activity	by Q3
5%		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
5%	Team	Launch Great Place to Work Survey	% Engagement Score	✓	Obtain Baseline	no activity	current process expires April 2026; MCMCFC coordinating demos; by Q3
5%		Develop Staffing Matrix Plan	Achieve	✓	Completed	In progress	by Q3
3%		Daily Departmental Huddles & Scorecards	Implement	✓	Yes	Yes	score cards to be posted soon
4%	Quality Safe Care	Conduct a Safety Culture Survey	% Positive Responses	✓	Obtain Baseline	no activity	Compare, >90% favorable benchmark
10%		Receive The Joint Commission General & Memory Care Certification	Achieve	✓	Completed	In progress	Due April-June
10%		Long Stay: Prevent Falls with Injury	# of falls with injury / # of long term residents	↓	3.5%	In progress	Concentrate on fall prevention and rehab strengthen
10%		Short Stay: Hospital Readmissions and ER Visits	CMS Star Scoring	↓	20% / 12%	In progress	Sound ACO/GTP metric for 2026
5%		Conduct 2 Mock Surveys	Achieve	✓	Completed	1 of 2	February 24, 25 & 26
5%		Life Safety Inspection: CMS State Survey	# Citations	↓	≤7	no activity	
15%		Health Inspection: CMS State Survey	# Citations	↓	≤10	no activity	2025 baseline is 21 citations; fewer citations lead to an increase in 1-Star inspection rating
5%	Operational Performance	Increase SNF Census	total # residents	↑	190	189	Baseline is 180 as of FYE25; State Bed Plan is 85% of 223
10%		Manage Direct Care Hours Per Patient Day	\$	↓	\$	In progress	
5%		Manage (Nursing + Nursing Admin) Expenses	Total \$ Expenses	↓	\$ 2,884,790	\$2,863,893	

100% At or better than target

Worse than target

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

BOLD TEXT indicates GTP level priorities

Quality Assurance Performance Improvement

Long Stay Measures

Quality Measure	GTP% January 2025	GTP % January 2026	State %	National %
Falls with Major Injury	4.6%	5.5%	3.1%	3.3%
Urinary Tract Infections	0.5%	0.6%	1.7%	1.9%
Catheters	0.4%	1.3%	0.9%	1.0%
Antipsychotics	19.5%	16.2%	16.0%	16.3%
Pressure Injuries	6.4%	5.7%	5.6%	5.0%
ADLs	13.7%	11.5%	11.7%	14.9%
Walk 10ft	19.6%	16.7%	13.9%	16.5%
Re-Hospitalization*	1.52	1.41	1.74	1.86
ED Visits*	1.21	1.07	1.54	1.80

Footnotes:

*Re-hospitalization and ED Visits look back periods: January 2025 numbers (7/1/23-6/3/24). January 2026 numbers (07/01/2024-06/30/2025)

Short Stay Measures

Quality Measure	GTP% January 2025	GTP % January 2026	State %	National %
Antipsychotics	0.3%	2.8%	1.3%	1.5%
Pressure Injuries*	4.2%	3.2%	2.0%	2.5%
Discharge Function Score**	68.6%	58.8%	54.7%	54.2%
Successful Return Home	57.3%	59.0%	52.7%	50.6%
Re-Hospitalizations*	25.1%	22.9%	24.2%	23.8%
ED Visits*	13.8%	19.3%	11.5%	12.0%

Footnotes:

*Pressure Injury and Discharge Function Score lookback period: January 2025 numbers (04/01/2023-03/31/2024). January 2026 numbers (04/01/2024-03/31/2025)

* Re-hospitalization and ED Visits look back periods: January 2025 numbers (7/1/23-6/3/24). January 2026 numbers (07/01/2024-06/30/2025)

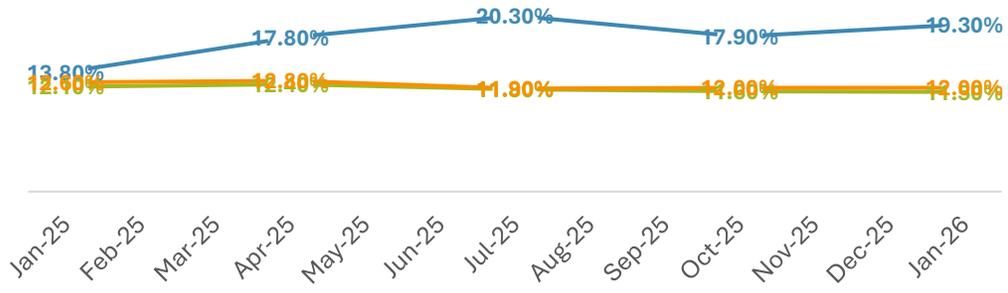
**Discharge Function Score – higher numbers are better

Overall Quality Measures Scores and Ratings:

5 Start Report	Long-Stay	Short-Stay	Total QM Score
January 2026	725	553	1278
October 2025	705	575	1280
July 2025	675	589	1264
April 2025	595	625	1220
January 2025	650	647	1297

Areas identified for focused improvement:

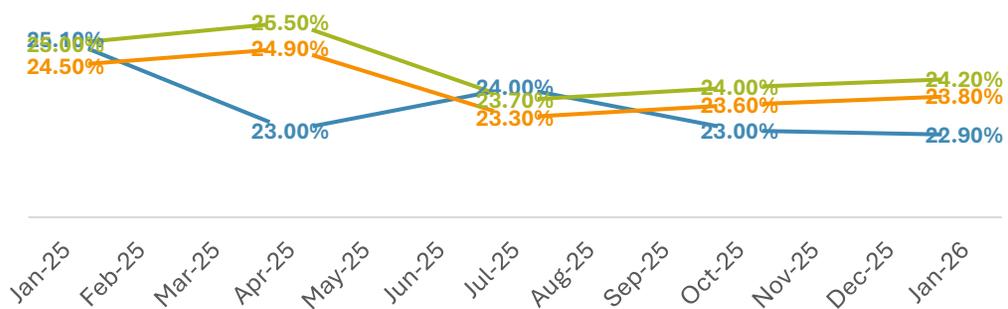
SHORT-STAY EMERGENCY DEPARTMENT VISITS



	Jan-25	Apr-25	Jul-25	Oct-25	Jan-26
GTP	13.80%	17.80%	20.30%	17.90%	19.30%
MI	12.10%	12.40%	11.80%	11.60%	11.50%
US	12.60%	12.80%	11.90%	12.00%	12.00%

— GTP — MI — US

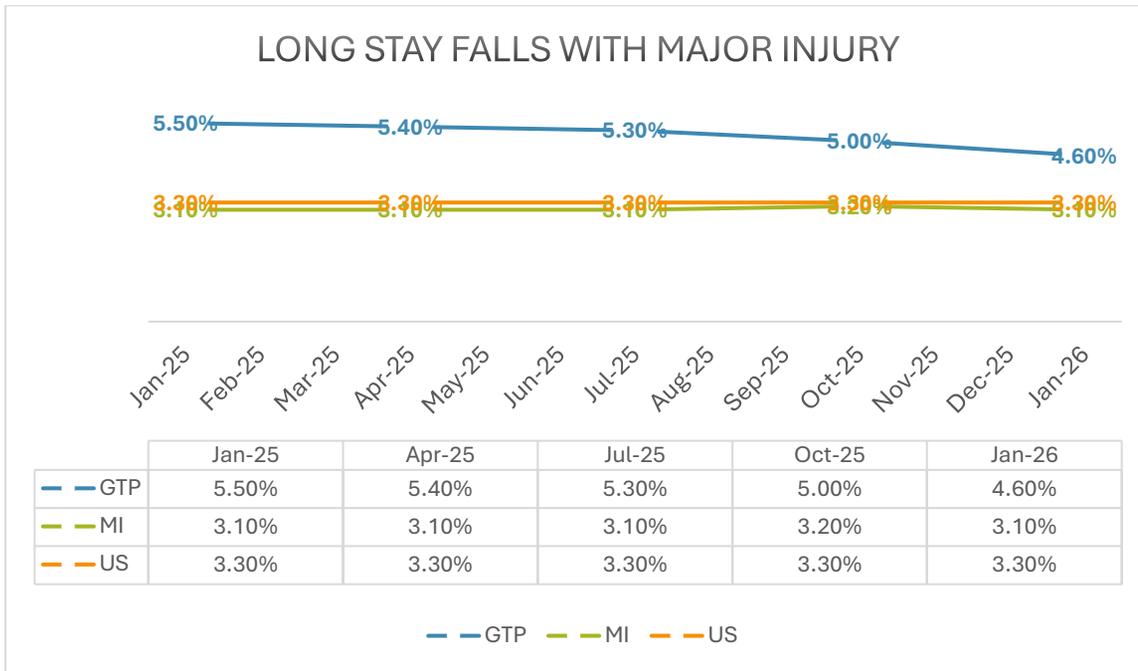
SHORT-STAY RE-HOSPITALIZATIONS



	Jan-25	Apr-25	Jul-25	Oct-25	Jan-26
GTP	25.10%	23.00%	24.00%	23.00%	22.90%
MI	25.00%	25.50%	23.70%	24.00%	24.20%
US	24.50%	24.90%	23.30%	23.60%	23.80%

— GTP — MI — US

5 Star Report	Lookback Time Period
January 2026	7/1/2024-6/30/2025
October 2025	4/1/2024-3/31/2025
July 2025	1/1/2024-12/31/2024
April 2025	10/1/2023-9/30/2024
January 2025	7/1/2023-6/30/2024



Other areas reviewed in QAPI include, but are not limited to:

- Pharmacy Trends
- Weight Trends
- Staff Development/ Human Resources
- Infection Control

Centers for Medicare & Medicaid Services. (n.d.). *Nursing home details for Grand Traverse Pavilions*[Data]. Medicare.gov. Retrieved February 18, 2026, from <https://www.medicare.gov/care-compare/details/nursing-home/235088?city=Traverse%20City&state=MI&zipcode=49684>

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	no activity	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%	97%	Michigan benchmark >70%; GTP retention baseline 69.4%; turnover rate of 30.6% includes retirements
	Daily <i>Departmental</i> Huddles & Scorecards	Implement	✓	100%	40%	4 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	demos being planned
	Receive The Joint Commission General & Memory Care Certification	Achieve	✓	Completed	in progress	Q2FY26
	Conduct 2 Mock Surveys	Achieve	✓	Completed	1 of 2	Q1, Q2 FY26
	Life Safety Inspection: CMS State Survey	# Citations	↓	≤7	no activity	2025 baseline is ___ citations
	Health Inspection: CMS State Survey	# Citations	↓	≤10	no activity	2025 baseline is 21 citations; fewer citations lead to an increase in 1-Star inspection rating
Operational Performance	Increase SNF Census	Total # Residents	↑	190	189	Baseline is 180 as of FYE25; State Bed Plan is 85% of 223
	Increase Cottages Occupancy	Total # Residents	↑	58	60	gradual increase from 58 in January to 67 in Dec 2026; avg=64.5
	Improve Combined Days Cash On Hand	\$ Cash / (\$Operating Expenses/365)	↑	>60	19	Baseline is 55 days; aim for 90+ days (best practice 120+) benchmark
	Manage (Combined) Expenses	Total \$ Expenses	↓	\$ 3,286,397	\$ 3,173,104	at or less than budget is target
	Reduce Days Accounts Receivable	net \$ AR / avg daily \$ revenue	↓	<55	75	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



Grand Traverse Pavilions
A COMMUNITY CARING FOR GENERATIONS

February 17, 2026

Dear Grand Traverse Pavilions Healthcare Team.

I want to speak directly to you about the recent newspaper article and the range of emotions many of you are feeling. Your reactions are understandable. When you dedicate your work to caring for others, it is difficult to see our organization portrayed in a way that may not reflect the full picture of who we are or the work you do every single day.

Every day, you show up for residents, families, and each other. You bring skill, compassion and professionalism into moments that matter deeply in people's lives. That is not defined by a headline. That is defined by your actions, and I see those actions across this campus every day.

There will always be voices that do not fully understand our mission, our complexity, or the heart behind this work. Some voices are even hostile. We cannot control every narrative, but we can control who we are, how we care, and how we care for residents and each other.

Our Grand Mission remains unchanged. That mission is bigger than any article, moment in time, or outside criticism. Please know that leadership supports you publicly and privately and will always work to ensure the truth about our work is known. Leadership will continue improving where improvement is needed because excellence is our standard.

I am proud to serve with you at Grand Traverse Pavilions, and I am grateful for the work you do.

Best,

Darrell Lavender, CEO
Grand Traverse Pavilions



Grand Traverse Pavilions
A COMMUNITY CARING FOR GENERATIONS

February 17, 2026

To our Residents and Families,

You may have seen or heard about a recent newspaper article discussing Grand Traverse Pavilions. We understand that stories like this can raise questions or concerns, and we want you to know that your trust in us matters deeply.

Our focus remains exactly where it has always been. Our Mission of providing accessible, trusted and compassionate care for every resident who calls Grand Traverse Pavilions home.

Our team comes to work each day because they care deeply about our residents, our mission, and this community. We are proud of the care and support provided across our campus, and we remain committed to continuous improvement, transparency, and open communication.

If you ever have questions, concerns, or feedback, we want to hear from you. We are here for you, and we are honored to serve you and your family.

With respect and commitment,

Best,

Darrell Lavender, CEO
Grand Traverse Pavilions

THE PAVILIONS

Deficiencies in care result in resident's death

EDITOR'S NOTE: This is the first of a two-part series detailing issues affecting Grand Traverse Pavilions and what administrators are doing to address problems.

BY ALY KLEIDON
akleidon@record-eagle.com

TRAVERSE CITY — Two out of a

possible five stars is the most recent overall rating for the Grand Traverse County-owned skilled nursing facility that once was considered a five-star gem.

Over the last five years, Grand Traverse Pavilions — the largest county-owned nursing facility in Michigan — has had a revolving door of leadership, a declining census since the pandemic that

has only recently begun to recover and poor health inspections.

The most recent complaint inspection, reported in October, noted deficiencies in care that ultimately resulted in the death of a resident.

According to the complaint filed Oct. 15, the “facility failed to
SEE SUIT PAGE 5A



Record-Eagle/Jan-Michael Stump

Grand Traverse Pavilions

SUIT

Skilled nursing facility receives two-star rating, facing lawsuit

FROM PAGE 1A

effectively monitor, report and respond to a change in condition for the resident," who was admitted to Munson Medical Center after struggling to breathe and experiencing low oxygen levels. "This deficient practice resulted in Resident #1 receiving delayed medical treatment leading to hospitalization and subsequent death."

Traverse City attorney Blake Ringsmuth said that October report "essentially says that Pavilions' understaffing, inappropriate action and training killed someone."

The \$30-million operation has ongoing financial concerns that new Chief Executive Officer Darrell Lavender now must address after accepting the leadership role there last summer.

The poor two-star rating "does not reflect the care or the operations of Grand Traverse Pavilions," Lavender told the Grand Traverse County Board of Commissioners at its Dec. 17 meeting.

Pavilions' Administrative Services Director Darcey Gratton said in January that the 240-bed facility was actively working to improve the ratings, which are determined by the Centers for Medicare and Medicaid Services (CMS).

"Quality and safe resident care is our top priority," Gratton said in an email. "While our overall CMS rating is currently two stars, we also maintain a four-star rating in quality measures and a five-star rating in staffing — reflecting strong care delivery, workforce investment, and the most mission-driven staff I've ever worked with. The area we must improve is state survey performance."

The CMS rating determines the nursing home's performance from three key sources: health inspections, staffing and quality measures.

The Pavilions overall rating fell because of a one-star rating in health inspections.

"That one star ... it's a scar," commissioner and county board vice chair T.J. Andrews said Friday.

But some numbers, particularly as far as the facility's census, are showing gradual improvement. In January 2023, Pavilions had 129 licensed skilled-nursing beds filled. Last November, the facility had 182 beds filled, Andrews pointed out.

Grand Traverse Pavilions CEOs in the last five years

Korvyn "Kory" Hansen 2008 – 2021: CEO and administrator before retiring on Oct. 31, 2021

Rose Coleman November 2021 – September 2023: Interim administrator before becoming permanent CEO and administrator

David Hautamaki September 2023 – January 2024: Interim CEO

Gerard Bodalski January 2024 – December 2024

Hired as CEO before resigning following an independent investigation into conduct allegations

David Hautamaki December 2024 – June 2025: Interim CEO following Bodalski's resignation

Darrell Lavender June 2025 – present: Current CEO following operational restructuring with Hautamaki currently serving as interim administrator after the leadership roles were separated

The cottages — assisted living homes on the Pavilions' 28-acre campus — have also seen a census increase, she said, counting 40 residents in January 2023 and 59 residents now. At their highest count, the cottages have housed a total of 65 residents.

"They're not high enough," Andrews said. "They need to fill those beds — and they're working on strategies to do that."

But the financial reports are still cause for concern. "Their spending is going in a very negative trend," Andrews said, referring to the latest report from a Pavilions meeting. "The things that worried me two years ago are better, but now I have new things worrying me."

The county is the fiduciary of Pavilions, which is overseen by a three-person board of the Department of Health and Human Services (DHHS).

"Administration is watching those bottom-line cash balances with a keen eye, and, yes, we do want to see progress," she said. "This is an important service for our community and we want to make sure it's still there and what we want it to be."

Those five-star ratings in the past were "a source of immense pride," she said. And, over the course of the last five years, those ratings fell, then gradually improved after an ad hoc committee began assessing the facility's issues between 2023 and 2024.

"We watched things get better," Andrews said.

But there are "glitches," she acknowledged, saying, "you can fall quickly and sometimes take a long time to climb back up."

The current two-star overall rating also factors in findings from the past three years of complaint inspections and infection control.

Registered nurse Naomi Rode, who was employed at the Pavilions until her resignation Jan. 9, filed suit against the facility in

September, alleging that continuing safety and regulatory problems affect the facility's culture and resident care.

It isn't the first such action to be taken against Pavilions, which settled a whistleblower lawsuit brought by the former executive director of PACE North for \$375,000 following a yearlong legal battle.

In this most recent lawsuit, Rode said she frequently voiced her concerns to the facility's administration, which was led at the time by Gerard Bodalski. Bodalski resigned in December 2024 following complaints and an internal investigation into his conduct.

She said she also reported the violations to state officials conducting surveys for Michigan's Department of Licensing and Regulatory Affairs (LARA).

"Staff should feel that it is a safe environment to voice concerns of safety for residents, themselves, everybody that's in that building," Rode said in an interview with the *Record-Eagle* in November. "Currently, it's 'If you speak out, be prepared for retaliation.'"

"That ends up taking away not just the staff's voice, but it takes away the residents' (voices), too."

Just The Facts

All inspection reports can be found at [Medicare.gov](https://www.michigan.gov/medicare) under "Find Care Providers," then by selecting "Find & compare nursing homes near you."

Her lawsuit further alleges that facility management repeatedly directed employees "not to speak freely to government investigators about potential abuse or neglect, and specifically not to report any violations of law they were aware of."

The suit also claims management asked Rode and other employees "to 'spy' on government investigators and immediately report what they were saying and doing in an effort to intimidate employees and obstruct such investigations."

Rode and Ringsmuth, who is representing her, say this "illegal scheme" also included attempts to require a "group chat" between employees and managers that could be used while state investigators were present in the building.

Rode said she refused to comply with those requirements. But then, when she decided to apply for the opening of director of nursing, she was overlooked for the post.

Ringsmuth noted, since Bodalski's resignation, many organizational changes have happened at the Pavilions, although there's still a need for improvement.

"This woman has been there for a long time and she has tried very, very hard through proper channels to make this place safer and better for the residents and the employees," Ringsmuth said. "But they've turned a blind eye and it forced her to do what she's doing now."

Next week: 'The Spearhead'

TAXES DUE February 17th

The Traverse City Treasurer reminds city property owners that winter taxes are due Tuesday, February 17th 2026.

Taxes not paid by February 17th 2026 will be charged a 3% penalty. March 1, 2026 taxes are payable to your county treasurer. Also Note: If you have recently purchased a home within Traverse City and have not received a tax bill, please call our office at (231) 922-4431 before February 17th for tax information.

Heidi Scheppe
Treasurer/Finance Director

GRAND TRAVERSE PAVILIONS

'THE SPEARHEAD'

Registered nurse alleges months of safety concerns, harassment, stalking were tolerated by administrators



EDITOR'S NOTE: This is the second of a two-part series detailing issues affecting Grand Traverse Pavilions and what administrators are doing to address problems.

BY ALY KLEIDON
akleidon@record-eagle.com

TRAVERSE CITY — Grand Traverse Pavilions is fostering a kind of culture that ultimately threatens the well-being of all who live and work there, says a registered nurse who filed a lawsuit against the facility last fall.

Naomi Rode, who was employed at the Pavilions until her resignation Jan. 9, said continuing safety and regulatory problems are affecting resident care there.

According to the lawsuit she filed in September, she is seeking \$25,000 in damages on the basis of alleged employment discrimination.

The 240-bed, county-owned skilled nursing facility received poor ratings — two out of a possible five stars — as recently as December from the Centers for Medicare and Medicaid Services (CMS).

That CMS rating determines the nursing home's performance from three key sources: health inspections, staffing and quality measures. While the facility ranks above-average for staffing and quality measures, the overall rating tumbled last year because of poor health inspections.

According to Medicare.gov, which provides detailed reports on nursing homes, Michigan's average number of health citations for a nursing

Traverse City attorney Blake Ringsmuth.

Record-Eagle/Jan-Michael Stump

SEE SUIT PAGE 5A

SUIT

Registered nurse files lawsuit against Pavilions

FROM PAGE 1A

home is 10.1. Within the last 12 months of health inspections, the Pavilions totaled 29 citations.

The most recent complaint inspection on Oct. 15 noted deficiencies in care that led to the death of a resident.

According to that complaint, the "facility failed to effectively monitor, report and respond to a change in condition for the resident," who was admitted to Munson Medical Center after struggling to breathe and experiencing low oxygen levels.

"This deficient practice resulted in Resident #1 receiving delayed medical treatment leading to hospitalization and subsequent death," the report states.

Traverse City attorney Blake Ringsmuth, who represents Rode in her lawsuit against the Pavilions, said the most recent report "essentially says that Pavilions' understaffing, inappropriate action and training killed someone."

Ringsmuth, who has represented other plaintiffs in lawsuits against the Pavilions, said this nurse's experience there is part of a larger culture issue that has existed for years at the nursing home.

"To me, I think the most important part is this woman is trying to make the Pavilions a better place — and she's being systematically driven out," he said. "This is our county skilled-nursing facility. We should all have a stake in making this a safer, better place that we can feel OK about sending our loved ones to — and Naomi is the spearhead of this."

When she resigned last month, Rode, a former assistant director of nursing, said she offered to work an additional 30 days to allow Pavilions administration time to hire and train her replacement. But supervisory staff said she had to leave that same day and escorted her from the premises.

In her lawsuit, she said sexual harassment, lack of administrative support and workplace retaliation are what finally led her to resign.

"Textbook stalking" is how a circuit judge described it when he was asked to review the personal protection order Rode had sought and been granted on July 25 after alleging months of harassment and stalking by a coworker.

Rode said the harassment by Pavilions' certified recreational therapist Guy Leffel began in the winter months of 2024 when the chief executive officer was Gerard Bodalski.

Bodalski resigned in December 2024 following an independent investigation by Grand Rapids law firm Warner Norcross + Judd into allegations of inappropriate conduct toward staff and residents.

Then David Hautamaki, the facility's current interim administrator, stepped in as interim CEO following Bodalski's departure.

Human Resources

"To me, I think the most important part is this woman is trying to make the Pavilions a better place — and she's being systematically driven out. This is our county skilled-nursing facility. We should all have a stake in making this a safer, better place that we can feel OK about sending our loved ones to — and Naomi is the spearhead of this."

Attorney Blake Ringsmuth

Director Levi Petrone said in a recorded conversation with the Pavilions' Corporate Compliance Officer Jamie Wilson that it was well-known Bodalski "did not like Naomi."

In the recording, Petrone said Bodalski suspected that Rode was reporting regulatory violations to the state and asked what measures could be taken to fire her, although their legal counsel said Rode's actions were "protected activity."

Petrone described conversations Bodalski had about attempting to reduce Rode's pay and said he was given strict instructions that Rode could not be nominated for any service excellence awards, nor could she nominate another coworker.

"All of those things could be broadly construed as retaliation," Petrone told the compliance officer.

Petrone noted he had been on the receiving end of Bodalski's anger, too.

"I've been yelled at about it," he continued. "Up to a certain point, I had kind of just refused to participate in any censorship because ... everyone knew what the rules were, so I couldn't just go in and change what someone had written."

Rode said in her lawsuit that she made Pavilions' administrative staff aware of her complaints of harassment and her reports of regulatory violations and they failed to act in a timely manner, prolonging the problem.

It took a toll on both her personal and professional life, she said.

"This has put a lot of workplace strain on me," Rode said during an interview with the *Record-Eagle*. "The isolation and just, overall, a culture of not being able to speak out ... it interferes with my ability to do my job and to be able to ensure that our residents are receiving the best care."

In her lawsuit, Rode claims Leffel perpetuated a prolonged pattern of unwanted encounters and verbal sexual harassment, including stalking and intimidation — both on and off the facility premises. He stalked her through the corridors and a nearby parking garage, she said, physically blocking her exit and chasing her — both on foot and in his vehicle — in an attempt to talk to her.

Rode said she repeatedly refused his advances, which included requests for personal massages and attempts to give her gifts.

"It's well-known throughout the facility that he was perseverating and obsessing over Naomi," Ringsmuth said.

Outside of work, Rode said, Leffel would appear at a store or public place she was visiting, then attempt to talk to her. What she had originally thought were coincidences became alarming to her after she started receiving notifications on her iPhone that a nearby Apple device was attempting to track her location.

According to Apple's

support website, an iPhone will notify a user if a previously unknown AirTag, AirPods or other "Find My" network accessory is moving with their iPhone over time. This feature aims to protect users against unauthorized tracking by sending a notification to the device.

Rode said she noted two separate times when she received the tracking notification after seeing Leffel in the same public space.

She said she submitted multiple complaints to Pavilions at that time in hopes of getting some direct support from administrators. But her complaints were dismissed.

"Multiple supervisory-level employees, upper management and board members were made aware of the harassment ... including the DHHS (board) ... director of nursing, (the) CEO and director of human resources," the lawsuit states.

Coworkers witnessed the harassment and they told Leffel to leave Rode alone and stop discussing her with other employees, including a manager who directed him to stay out of Rode's unit, the lawsuit states.

However, Rode said, Leffel disregarded the directive and entered her unit anyway. Ringsmuth said administration was notified, but still didn't take direct action.

Pavilions administration did look into Rode's allegations mid-2025, Ringsmuth said, but they didn't check into Leffel's background.

Their efforts to investigate her claims were "woefully lacking," he said.

She was told Leffel had admitted to the behavior, but it was called harmless, saying: "He gives others gifts." He's a massage therapist and has offered others massages. "It's normal to run after someone if you need to catch up if you have something to say," documents detailed.

Rode said the Pavilions' lack of findings in its internal investigation surprised her, prompting her to email her complaints in July to DHHS board vice chair Mary Marois, who was the board chair at the time.

The lack of support prompted Rode to look into Leffel's record herself.

"Naomi looks into this guy's background and finds he has a criminal record and a history of doing this — including in Traverse City," Ringsmuth said.

According to a report from the Traverse City Police Department, Leffel was accused of harassment and stalking by another Traverse City woman in January 2005. The woman decided not to take legal action against him, telling police investigators she hoped her letter to Leffel that expressed her desire to be left alone would convey the message.

In March 2005, a report from the Milwaukee Police Department

documented an incident involving Leffel when he became upset after receiving a traffic citation and tackled a police officer to the ground, causing contusions to the officer's arm and leg.

Records show Milwaukee police encountered Leffel again during a domestic violence incident in October 2009. He was taken into custody for aggravated battery against his wife at the time. Police said he struck her with a blunt object, causing lacerations to her face and leg and breaking one of her teeth.

Leffel's wife ultimately decided not to press charges against him "due to the fact her husband has a brain injury that occurred in 1990 due to an automobile accident," that report stated.

Following her background check of Leffel, Rode, with the help of the Women's Resource Center, sought a personal protection order (PPO) against him, which Grand Traverse County Circuit Judge Charles Hamlyn granted on July 25, 2025.

Leffel tried to terminate that PPO, calling on Hautamaki to testify before Circuit Judge Kevin Eisenheimer.

Ringsmuth said Leffel asked Hautamaki to testify that he doesn't think it's appropriate to give a PPO ... you know, 'He's just a little goofy, nothing

harmful."

But the judge, after reviewing the case, refused to terminate the order, saying the reason for it is valid.

"This is textbook stalking," Eisenheimer said.

"I think the decision of Judge Hamlyn to issue the order was appropriate," he continued. "I think the respondent has failed to persuade the court ... And, as such, I'm denying the motion. The personal protection order will remain in place for one year from the date that it was issued."

In response to an email from the *Record-Eagle* inquiring about the sexual harassment allegations, Pavilions' Administrative Services Director Darcey Grattoon replied that the new chief executive officer, Darrell Lavender, and the executive team have declined to comment about pending litigation or current personnel matters on the advice of their legal counsel.

Attempts to contact Leffel were unsuccessful and a message left with the Pavilions' Human Resources Department was not returned.

Lavender presented an update on the Pavilions to the Grand Traverse County Board of Commissioners at their Dec. 17 meeting, highlighting a renewed focus on improving the facility under his

direction.

He said he plans to focus on four specific areas, listing improvements to quality and safety measures; a "residents-first" approach to care; recruitment and retention for the facility's health care team; and maintaining an upward trend on operational and financial performance.

The one-star rating for health inspections is something that will take time to improve, Lavender told commissioners. Among efforts, administrative staff members have incorporated mock surveys before state inspections occur.

"It's also just doing better, whether it's a stained ceiling tile or an oxygen gauge that reads empty, we just have to do better," he said.

As of December, the Pavilions employed 365 people, Lavender said, noting employee turnover per quarter remained below the 10-percent benchmark.

As for Rode, she no longer works at the Pavilions, but she intends to see the case through.

"I'm worried about her safety," Ringsmuth said. "But she's going to stay the course. She wants accountability."

Rode said, ultimately, the safety of her former residents and coworkers remain at the heart of her concern.

"I just hope, over all, ... the focus really should be on the residents," she said. "The majority of the residents there cannot speak out for themselves, cannot advocate for themselves. The staff really do become their voice."

DID YOU KNOW?

You may qualify for Veteran Benefits!

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- Dental Insurance
- Help for Homeless Vets




Grand Traverse County Veteran Affairs

231-995-6070

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Grand Traverse Pavilions
A COMMUNITY CARING FOR GENERATIONS

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

Census (Average Daily Census)

	Feb-MTD	Jan-26	Dec-25	Nov-25	Oct-25	Sept-25	Aug-25
Medical Care Facility (MCF)	191	189	175	182	174	180	179
Cottages	61	60	59	58	54	54	53

Occupancy	Jan-26	Dec-25	Nov-25	Oct-25	Sept-25	Aug-25
MTD Goal 85% Available beds	85%	79%	82%	78%	91%	90%
YTD Goal 85% Licensed beds	79%	74%	74%	74%	74%	74%

MCF	Jan-26	Dec-25	Nov-25	Oct-25	Sept-25	Aug-25
Admissions & Re-admits	63	62	49	64	52	60
Discharges	57	55	57	58	56	55
MMC Referrals	253	211	183	203	217	217
MMC Denied	30	42	45	44	49	45
Transfers to LTC	6	0	3	2	1	3

Cottages	Jan-26	Dec-25	Nov-25	Oct-25	Sept-25	Aug-25
Admissions	3	3	4	2	2	6
Respite	3	3	3	4	7	8
Discharges	1	2	2	1	2	2

Finance

	Jan-26	Dec-25	Nov-25	Oct-25	Sept-25	Aug-25
Combined Net Income	\$184,724	\$(100,885)	\$(340,406)	\$(153,003)	\$(118,653)	\$(6,604)
MCF Net Income	\$201,085	\$(20,116)	\$(268,706)	\$(84,306)	\$(46,952)	\$88,504
Cottage Net Income	\$(16,361)	\$(80,769)	\$(71,700)	\$(68,697)	\$(71,701)	\$(95,108)
Cash Balance	\$1,678,393	\$2,263,847	\$3,046,210	\$4,229,415	\$4,422,774	\$5,171,423
A/R Days Receivable Outstanding	76	79	78	73	71	68

MCF Operating Expenses PPD History

	Jan-26	Dec-25	Nov-25	Oct-25	Sept-25	Aug-25
MCF Operating Expenses Actual PPD	478	510	533	520	526	\$501
MCF Operating Expenses Budgeted PPD	489	488	491	488	491	\$488
Variance (unfavorable)/favorable	11	\$(22)	\$(42)	\$(32)	\$(35)	\$(13)

Facility Reported Incidents

	Jan-26	Dec-25	Nov-25	Oct-25	Sept-25	Aug-25
Medical Care Facility	5	2	5	2	2	2

Wellness Center

	Jan-26	Dec-25	Nov-25	Oct-25	Sept-25	Aug-25
Inpatient Rehab						
Medicare A	34	23	15	24	24	31
Medicare Advantage Skilled	41	45	48	50	45	37
Private Insurance: Inpatient	7	7	9	10	7	7
Private Pay: Inpatient	1	1	1	2	0	1
Auto: Inpatient	0		0	0	0	0
Med A/Rehab Inpatient Totals	83	76	73	86	76	76
Medicaid	1	1	1	3	3	4
Medicare B: Inpatient	20	16	25	20	18	25
Medicare B Advantage: Inpatient	26	23	23	30	22	21
Med B Inpatient Totals	47	40	49	53	43	50
Medicare B: Outpatient	25	27	25	22	31	30
Medicare B Advantage: Outpatient	41	40	48	51	44	43
Private Insurance: Outpatient	19	19	18	22	19	20
Work Compensation: Outpatient	1	0		0	0	0
Outpatient Totals	86	86	91	95	94	93
Outpatient/Aquatic Center						
Aquatic inpatients therapy visits	6	8	12	11	16	7
Aquatic aftercare visits per month	269	232	283	348	336	352
Aquatic outpatient PT visits	135	95	150	201	193	180
Aquatic group class participants	85	76	82	128	96	102
Land therapy visits (PT, OT, SLP)	276	319	204	265	251	212
Total Outpatient therapy visit	411	414	354	466	444	392
Outpatient aquatic therapy revenue	42,747.23	41,686	38,352.03	50,703.07	45,693.55	42,758.73
Aftercare monthly revenue	2,690	2,320	2,830	3,480	3360	3520
Aquatic group class revenue	1,700	1,520	1,640	2,560	1920	2040
Cottages visits	106	127	57	61	75	58
Total Wellness center revenue	44,716.23	45,426	42,822	56,743	50,974	48,319

Staffing

	Jan-26	Dec-25	Nov-25	Oct-25	Sept-25	Aug-25
Hires	1	6	9	10	10	11
Resignations	9	4	5	1	5	4
Referrals	5	6	3	4	8	2
Total # Employees	337	358	361	361	358	361

February 2026 MDT # 346 employees

GRAND TRAVERSE PAVILIONS MEMORANDUM

Financial Operations Report
January 2026

Grand Traverse Pavilions Combined

REVENUE:

The overall revenue for the Pavilions in January was \$3,357,828 resulting in a favorable budget variance of \$76,665.

EXPENSES:

The total overall operating expenses for the Pavilions in January were \$3,173,104 resulting in a favorable variance to budget of \$113,293.

NET INCOME/LOSS:

There was net income of \$184,724 from the combined programs of the Pavilions in January resulting in a favorable budget variance of \$189,958.

OPERATING CASH:

Total cash at month-end was \$1,678,393. There was a net decrease in overall cash of \$585,454 for the month. The decrease in cash was primarily attributed to a third payroll paid during the month (\$823,339) and a P&I bond payment of \$319,896 for the union pension bonds. Additionally, there was annual and quarterly insurance payments made in January of \$60,544. The decrease was partially offset by payments on accounts receivable and retro payments from Medicaid for QMI back to 10/1/25.

VOUCHERS:

Purchase orders, invoices, checks written, and supporting documentation were reviewed for voucher numbers 5725-5733 for the month of January and were in order without exception.

Grand Traverse Medical Care

REVENUE:

Total Revenue was \$3,057,248 which was above the budgeted amount by \$113,235 for a positive variance. The census for January averaged 189 residents which was one below the budgeted census and 14 more than the prior month average. Private pay census was one above budget, Medicare census was three above budget, Medicaid was six below budgeted census, while

Medicaid Hospice was one above the budgeted census. The occupancy for January was 78.6% of licensed beds and 85.0% of available beds. Year-to-date occupancy is 78.6% of licensed bed days and 85.0% 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 \$2,788,557 which provided a favorable budget variance of \$92,859.

Other revenue was \$268,692 resulting in a positive budget variance of \$20,376. The positive variance was largely due to higher QAS income from higher Medicaid census than the prior year and a lower provider tax.

EXPENSES:

Operating Expenses totaled \$2,795,651 resulting in a favorable budget variance of \$82,658. The positive variance is primarily due to unfilled budgeted positions.

NET INCOME/LOSS:

Grand Traverse Medical Care produced net income \$201,085 for the month, which produced a positive budget variance of \$197,880.

RECEIVABLES:

Days Receivable Outstanding ("DRO") is 76 days as of 1/31/2025. This is three less than as of 12/31/2025. Our goal is to reduce that number to 45 days.

Throughout the month of January, we had two residents who had filed a Medicaid application and were awaiting determination. One of those applicants were approved during the month plus three more approved from the previous month.

We currently have two private pay residents who have not paid their current bill that they are in the process of filing a Medicaid application with an Elder Law Attorney.

The Cottages

REVENUE:

Total revenue of \$310,580 resulted in unfavorable variance of \$36,570 to the budget.

The average leased occupancy for the Cottages-Assisted Living was 59 apartments during the month which was one more than the previous month and two above the budgeted amount, representing 76% occupancy. In addition,

there were 16 days (average of 0.5 per night) of overnight respite provided during the month (1.5 less than the prior month and one-half less 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 60 residents (one more than the prior month).

Occupancy above included an average of 12 PACE North residents in the Cottages, (one less than the prior month) and 0 days of Respite Care were provided for a Pace North participant (equal to the prior month).

EXPENSES:

Expenses for January (before building depreciation) were \$303,619 which was under the budgeted amount by \$28,420 for a favorable budget variance.

NET INCOME/LOSS:

The program had a net loss for the month of \$16,361 resulting in an unfavorable variance of \$7,922.

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*	\$1.6 M
Current Fund Balance as a percentage of Operating Budget	4.1%
Amount Available Above/ (Below) Target	(\$6.2M)

*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.

Date: Feb 22, 2026
 Time: 12:15:27 EST
 User: Kory R. Hansen

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

Facility #

Page # 1

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	3,095,293	3,047,031	48,262	2,717,440	2,982,712	(265,272)	3,095,293	3,047,031	48,262
Other Revenue	262,535	234,132	28,402	354,371	152,987	201,384	262,535	234,132	28,402
Total Revenue	3,357,828	3,281,163	76,665	3,071,811	3,135,699	(63,888)	3,357,828	3,281,163	76,665
Salaries & Wages	1,856,354	1,951,494	95,140	1,766,615	1,829,456	62,841	1,856,354	1,951,494	95,140
Benefits	489,609	478,195	(11,414)	534,804	455,276	(79,528)	489,609	478,195	(11,414)
Other Operating Expenses	704,856	730,858	26,002	792,018	703,972	(88,046)	704,856	730,858	26,002
Interest Expense	26,344	26,300	44	31,782	26,867	4,915	26,344	26,300	44
Depreciation	95,941	99,550	3,609	95,941	95,941	0	95,941	99,550	3,609
Total Operating Expenses	3,173,104	3,286,397	113,293	3,221,160	3,111,512	(109,648)	3,173,104	3,286,397	113,293
Net Operating Income	184,724	(5,234)	189,958	(149,349)	24,187	(173,536)	184,724	(5,234)	189,958

Date: Feb 22, 2026
 Time: 12:04:25 EST
 User: Kory R. Hansen

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

Facility #

Page # 1

Include Adjustment Periods: NO Include Closing Periods: NO

	CURRENT PERIOD						PRIOR PERIOD						YEAR TO DATE					
	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day
SNF Resident Revenue																		
Inpatient Revenue																		
Medicare Part A	301,832	276,679	25,153	609.76	595.01	14.75	263,761	338,675	(74,914)	683.32	575.00	108.32	301,832	276,679	25,153	609.76	595.01	14.75
Medicare Advantage	394,589	368,874	25,715	575.20	594.96	(19.76)	358,369	338,675	19,694	667.35	575.00	92.35	394,589	368,874	25,715	575.20	594.96	(19.76)
Medicaid	1,301,663	1,416,683	(115,020)	393.49	397.39	(3.90)	1,289,446	1,585,145	(295,699)	371.06	419.13	(48.07)	1,301,663	1,416,683	(115,020)	393.49	397.39	(3.90)
Hospice	250,820	213,900	36,920	460.22	460.00	0.22	210,781	106,026	104,755	460.22	488.60	(28.38)	250,820	213,900	36,920	460.22	460.00	0.22
Private Pay	501,366	356,944	144,422	614.42	460.57	153.85	268,679	181,858	86,821	478.08	451.26	26.82	501,366	356,944	144,422	614.42	460.57	153.85
Medicare Part B	(8,187)	12,600	(20,787)	(1.40)	2.14	(3.54)	(3,801)	13,453	(17,254)	(0.70)	2.41	(3.11)	(8,187)	12,600	(20,787)	(1.40)	2.14	(3.54)
TOTAL Inpatient Revenue	2,742,084	2,645,681	96,403	468.73	449.18	19.55	2,387,235	2,563,832	(176,597)	440.61	459.47	(18.86)	2,742,084	2,645,681	96,403	468.73	449.18	19.55
Outpatient																		
Physical Therapy	61,541	65,000	(3,459)	10.52	11.04	(0.52)	54,925	99,064	(44,139)	10.14	17.75	(7.62)	61,541	65,000	(3,459)	10.52	11.04	(0.52)
Occupational Therapy	5,300	6,000	(700)	0.91	1.02	(0.11)	7,465	5,096	2,369	1.38	0.91	0.46	5,300	6,000	(700)	0.91	1.02	(0.11)
Speech Therapy	10,035	5,000	5,035	1.72	0.85	0.87	8,490	4,077	4,413	1.57	0.73	0.84	10,035	5,000	5,035	1.72	0.85	0.87
Wellness	3,810	5,000	(1,190)	0.65	0.85	(0.20)	2,600	3,975	(1,375)	0.48	0.71	(0.23)	3,810	5,000	(1,190)	0.65	0.85	(0.20)
Cont Allow Outpatient	(34,213)	(30,983)	(3,230)	(5.85)	(5.26)	(0.59)	(38,823)	(37,710)	(1,113)	(7.17)	(6.76)	(0.41)	(34,213)	(30,983)	(3,230)	(5.85)	(5.26)	(0.59)
TOTAL Outpatient	46,473	50,017	(3,544)	7.94	8.49	(0.55)	34,657	74,502	(39,845)	6.40	13.35	(6.95)	46,473	50,017	(3,544)	7.94	8.49	(0.55)
TOTAL SNF Resident Revenue	2,788,557	2,695,698	92,859	476.68	457.67	19.00	2,421,892	2,638,334	(216,442)	447.01	472.82	(25.81)	2,788,557	2,695,698	92,859	476.68	457.67	19.00
SNF Other Revenue																		
Revenue - Child Day Care	5,450	10,833	(5,384)	0.93	1.84	(0.91)	6,548	10,180	(3,632)	1.21	1.82	(0.62)	5,450	10,833	(5,384)	0.93	1.84	(0.91)
Childcare Lunches	759	1,250	(491)	0.13	0.21	(0.08)	866	768	98	0.16	0.14	0.02	759	1,250	(491)	0.13	0.21	(0.08)
Vending Machine Sales	519	500	19	0.09	0.08	0.00	2,665	323	2,342	0.49	0.06	0.43	519	500	19	0.09	0.08	0.00
Rental Income	71	250	(179)	0.01	0.04	(0.03)	367	212	155	0.07	0.04	0.03	71	250	(179)	0.01	0.04	(0.03)
Interest Income	3,042	7,500	(4,458)	0.52	1.27	(0.75)	10,011	1,000	9,011	1.85	0.18	1.67	3,042	7,500	(4,458)	0.52	1.27	(0.75)
Longevity I-SNP Income	18,131	11,000	7,131	3.10	1.87	1.23	0	0	0	0.00	0.00	0.00	18,131	11,000	7,131	3.10	1.87	1.23
Managed Care Shared Savings	5,000	5,000	0	0.85	0.85	0.01	0	0	0	0.00	0.00	0.00	5,000	5,000	0	0.85	0.85	0.01
DCW Wage Reimbursement	90,000	90,000	0	15.38	15.28	0.10	89,430	71,898	17,532	16.51	12.88	3.62	90,000	90,000	0	15.38	15.28	0.10
Garnishment Fees	35	0	35	0.01	0.00	0.01	0	0	0	0.00	0.00	0.00	35	0	35	0.01	0.00	0.01
Misc Income	30	0	30	0.01	0.00	0.01	10	0	10	0.00	0.00	0.00	30	0	30	0.01	0.00	0.01
QAS Income	219,250	213,900	5,350	37.48	36.32	1.16	204,132	222,005	(17,873)	37.68	39.79	(2.11)	219,250	213,900	5,350	37.48	36.32	1.16
QMI Income	27,442	25,000	2,442	4.69	4.24	0.45	33,326	26,500	6,826	6.15	4.75	1.40	27,442	25,000	2,442	4.69	4.24	0.45
Inter-Company Charges	10,000	10,000	0	1.71	1.70	0.01	20,000	21,400	(1,400)	3.69	3.84	(0.14)	10,000	10,000	0	1.71	1.70	0.01
Bad Debt Expenses	(25,000)	(25,000)	0	(4.27)	(4.24)	(0.03)	(25,000)	(25,703)	703	(4.61)	(4.61)	(0.01)	(25,000)	(25,000)	0	(4.27)	(4.24)	(0.03)
Provider Tax Expense-QAA	(75,721)	(85,918)	10,197	(12.94)	(14.59)	1.64	41,057	(134,110)	175,167	7.58	(24.03)	31.61	(75,721)	(85,918)	10,197	(12.94)	(14.59)	1.64
Provider Tax Expense-QMIA	(10,316)	(16,000)	5,684	(1.76)	(2.72)	0.95	(2,132)	(14,409)	12,277	(0.39)	(2.58)	2.19	(10,316)	(16,000)	5,684	(1.76)	(2.72)	0.95
TOTAL SNF Other Revenue	268,692	248,315	20,376	45.93	42.16	3.77	381,280	180,064	201,216	70.37	32.27	38.10	268,692	248,315	20,376	45.93	42.16	3.77
Total Revenue	3,057,248	2,944,013	113,235	522.61	499.83	19.22	2,803,172	2,818,398	(15,226)	517.38	505.09	(2.73)	3,057,248	2,944,013	113,235	522.61	499.83	19.22
SNF Operating Expenses																		
Nursing																		
Salary & Wages - RN	284,752	307,860	(23,108)	48.68	52.27	(3.59)	330,646	303,717	(26,929)	61.03	54.43	(6.60)	284,752	307,860	(23,108)	48.68	52.27	(3.59)
Salary & Wages - LPN	106,019	94,699	(11,320)	18.12	16.08	(2.04)	111,901	126,704	(14,803)	20.65	22.71	(2.05)	106,019	94,699	(11,320)	18.12	16.08	(2.04)
Salary & Wages - CNA	563,967	567,852	(3,885)	96.40	96.41	0.00	662,703	530,760	(131,943)	122.32	95.12	(27.20)	563,967	567,852	(3,885)	96.40	96.41	0.00
Salary & Wages - UW SNF	6,926	10,192	(3,266)	1.18	1.73	(0.55)	7,155	14,112	(6,957)	1.32	2.53	(1.21)	6,926	10,192	(3,266)	1.18	1.73	(0.55)
Longevity - RN	4,657	5,096	(439)	0.80	0.87	(0.07)	(42,427)	739	43,166	(7.83)	0.13	7.96	4,657	5,096	(439)	0.80	0.87	(0.07)
Longevity - LPN	2,332	2,038	(294)	0.40	0.35	(0.05)	(21,252)	459	21,711	(3.92)	0.08	4.00	2,332	2,038	(294)	0.40	0.35	(0.05)

Date: Feb 22, 2026
 Time: 12:04:25 EST
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Grand Traverse Pavilions - SNF
SNF Income Statement
 1/1/2026 to 1/31/2026

Facility #

Page # 2

	CURRENT PERIOD						PRIOR PERIOD						YEAR TO DATE					
	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day
Nursing (cont)																		
Longevity - CNA	12,639	13,589	950	2.16	2.31	0.15	(114,829)	1,656	116,485	(21.19)	0.30	21.49	12,639	13,589	950	2.16	2.31	0.15
FICA - Nursing	70,730	75,589	4,859	12.09	12.83	0.74	82,166	74,828	(7,338)	15.17	13.41	(1.76)	70,730	75,589	4,859	12.09	12.83	0.74
Workers Comp - Nursing	7,774	6,200	(1,574)	1.33	1.05	(0.28)	20,597	8,270	(12,327)	3.80	1.48	(2.32)	7,774	6,200	(1,574)	1.33	1.05	(0.28)
Unemployment Expenses	1,000	1,000	0	0.17	0.17	0.00	5,247	0	(5,247)	0.97	0.00	(0.97)	1,000	1,000	0	0.17	0.17	0.00
MERS DB - Nursing	45,277	45,800	523	7.74	7.78	0.04	38,089	38,127	38	7.03	6.83	(0.20)	45,277	45,800	523	7.74	7.78	0.04
MERS DC:Nursing	54,357	21,000	(33,357)	9.29	3.57	(5.73)	23,985	16,352	(7,633)	4.43	2.93	(1.50)	54,357	21,000	(33,357)	9.29	3.57	(5.73)
Health Ins - Nursing	86,390	87,500	1,110	14.77	14.86	0.09	75,136	81,168	6,032	13.87	14.55	0.68	86,390	87,500	1,110	14.77	14.86	0.09
Health Ins - Retirees Nursing	4,620	7,000	2,380	0.79	1.19	0.40	10,740	8,105	(2,635)	1.98	1.45	(0.53)	4,620	7,000	2,380	0.79	1.19	0.40
Dental Ins - Nursing	13,669	7,650	(6,019)	2.34	1.30	(1.04)	4,684	5,787	1,103	0.86	1.04	0.17	13,669	7,650	(6,019)	2.34	1.30	(1.04)
Uniforms - Nursing	4,416	500	(3,916)	0.75	0.08	(0.67)	0	248	248	0.00	0.04	0.04	4,416	500	(3,916)	0.75	0.08	(0.67)
Small Equipment	4,381	7,500	3,119	0.75	1.27	0.52	9,142	5,971	(3,171)	1.69	1.07	(0.62)	4,381	7,500	3,119	0.75	1.27	0.52
Nursing Supplies	13,216	20,000	6,784	2.26	3.40	1.14	25,665	22,341	(3,324)	4.74	4.00	(0.73)	13,216	20,000	6,784	2.26	3.40	1.14
Briefs	7,237	7,000	(237)	1.24	1.19	(0.05)	9,709	5,844	(3,865)	1.79	1.05	(0.74)	7,237	7,000	(237)	1.24	1.19	(0.05)
Stock Meds	3,822	3,500	(322)	0.65	0.59	(0.06)	3,932	2,293	(1,639)	0.73	0.41	(0.31)	3,822	3,500	(322)	0.65	0.59	(0.06)
Flu Vaccine	11,692	3,500	(8,192)	2.00	0.59	(1.40)	5,575	3,037	(2,538)	1.03	0.54	(0.48)	11,692	3,500	(8,192)	2.00	0.59	(1.40)
IV Supplies	661	500	(161)	0.11	0.08	(0.03)	74	1,198	1,124	0.01	0.21	0.20	661	500	(161)	0.11	0.08	(0.03)
Special Equipment Rental	0	0	0	0.00	0.00	0.00	50	0	(50)	0.01	0.00	(0.01)	0	0	0	0.00	0.00	0.00
Non-Legend Drugs	4,685	4,000	(685)	0.80	0.68	(0.12)	5,640	4,127	(1,513)	1.04	0.74	(0.30)	4,685	4,000	(685)	0.80	0.68	(0.12)
Professional Services - Medic	3,520	4,500	980	0.60	0.76	0.16	3,520	3,520	0	0.65	0.63	(0.02)	3,520	4,500	980	0.60	0.76	0.16
Agency Nurse Staffing	18,606	20,000	1,394	3.18	3.40	0.22	17,647	0	(17,647)	3.26	0.00	(3.26)	18,606	20,000	1,394	3.18	3.40	0.22
Building Repairs-Resident Roo	0	5,000	5,000	0.00	0.85	0.85	16,812	2,096	(14,716)	3.10	0.38	(2.73)	0	5,000	5,000	0.00	0.85	0.85
Equipment Repairs	578	3,500	2,922	0.10	0.59	0.50	834	3,020	2,186	0.15	0.54	0.39	578	3,500	2,922	0.10	0.59	0.50
Education & Training - Nursing	377	1,000	623	0.06	0.17	0.11	221	527	306	0.04	0.09	0.05	377	1,000	623	0.06	0.17	0.11
Med Waste:Nursing-Medical Care	575	2,100	1,525	0.10	0.36	0.26	0	1,994	1,994	0.00	0.36	0.36	575	2,100	1,525	0.10	0.36	0.26
Resident Loss Replacement	30	250	220	0.01	0.04	0.04	0	0	0	0.00	0.00	0.00	30	250	220	0.01	0.04	0.04
TOTAL Nursing	1,338,906	1,335,915	(2,991)	228.87	226.81	(2.06)	1,293,360	1,267,000	(26,360)	238.72	227.06	(11.65)	1,338,906	1,335,915	(2,991)	228.87	226.81	(2.06)
Nurse Administration																		
Salary & Wages - Nursing Admin	139,230	169,863	30,633	23.80	28.84	5.04	138,728	135,656	(3,072)	25.61	24.31	(1.29)	139,230	169,863	30,633	23.80	28.84	5.04
Longevity-Nursing Admin	2,669	3,058	389	0.46	0.52	0.06	(22,484)	1,136	23,620	(4.15)	0.20	4.35	2,669	3,058	389	0.46	0.52	0.06
FICA - Nursing Admin	10,391	12,740	2,348	1.78	2.16	0.39	12,375	10,465	(1,910)	2.28	1.88	(0.41)	10,391	12,740	2,348	1.78	2.16	0.39
Workers Comp - Nurse Admin	504	500	(4)	0.09	0.08	0.00	95	63	(32)	0.02	0.01	(0.01)	504	500	(4)	0.09	0.08	0.00
MERS DB - Nursing Admin	19,586	19,600	14	3.35	3.33	(0.02)	18,711	18,711	0	3.45	3.35	(0.10)	19,586	19,600	14	3.35	3.33	(0.02)
MERS DC: Nurse Administration	1,106	2,200	1,094	0.19	0.37	0.18	2,352	88	(2,264)	0.43	0.02	(0.42)	1,106	2,200	1,094	0.19	0.37	0.18
Nurse Admin Consulting	12,595	5,000	(7,595)	2.15	0.85	(1.30)	4,574	6,051	1,477	0.84	1.08	0.24	12,595	5,000	(7,595)	2.15	0.85	(1.30)
TOTAL Nurse Administration	186,082	212,960	26,879	31.81	36.16	4.35	154,351	172,170	17,819	28.49	30.85	2.37	186,082	212,960	26,879	31.81	36.16	4.35
TOTAL Nursing Administrative	1,524,987	1,548,875	23,888	260.68	262.97	2.29	1,447,711	1,439,170	(8,541)	267.20	257.92	(9.29)	1,524,987	1,548,875	23,888	260.68	262.97	2.29
Administrative																		
Salary & Wages - Admin	74,455	76,438	1,984	12.73	12.98	0.25	75,617	80,535	4,918	13.96	14.43	0.48	74,455	76,438	1,984	12.73	12.98	0.25
Longevity - Admin	1,213	1,019	(194)	0.21	0.17	(0.03)	(10,703)	397	11,100	(1.98)	0.07	2.05	1,213	1,019	(194)	0.21	0.17	(0.03)
FICA - Admin	5,435	5,811	376	0.93	0.99	0.06	6,206	5,397	(809)	1.15	0.97	(0.18)	5,435	5,811	376	0.93	0.99	0.06
Workers Comp - Admin	288	500	212	0.05	0.08	0.04	517	42	(475)	0.10	0.01	(0.09)	288	500	212	0.05	0.08	0.04
MERS - Administration	8,773	8,800	27	1.50	1.49	(0.01)	6,757	6,757	0	1.25	1.21	(0.04)	8,773	8,800	27	1.50	1.49	(0.01)
MERS DC:Administration	3,469	1,800	(1,669)	0.59	0.31	(0.29)	6,454	3,882	(2,571)	1.19	0.70	(0.50)	3,469	1,800	(1,669)	0.59	0.31	(0.29)
Health Ins - Administration	1,516	1,500	(16)	0.26	0.25	0.00	5,820	6,013	194	1.07	1.08	0.00	1,516	1,500	(16)	0.26	0.25	0.00
Dental Ins - Administration	0	0	0	0.00	0.00	0.00	216	251	35	0.04	0.04	0.01	0	0	0	0.00	0.00	0.00
Small Equipment	0	1,000	1,000	0.00	0.17	0.17	0	0	0	0.00	0.00	0.00	0	1,000	1,000	0.00	0.17	0.17
Contract Services	2,367	2,500	133	0.40	0.42	0.02	2,190	7,695	5,505	0.40	1.38	0.97	2,367	2,500	133	0.40	0.42	0.02

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Grand Traverse Pavilions - SNF
SNF Income Statement
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	CURRENT PERIOD						PRIOR PERIOD						YEAR TO DATE					
	Actual	Budget	\$	Var	Actual / Day	Budget / Day	Actual	Budget	\$	Var	Actual / Day	Budget / Day	Actual	Budget	\$	Var	Actual / Day	Budget / Day
Administrative (con't)																		
Contract Svcs-Security	0	0	0	0.00	0.00	0.00	0	78	78	0.00	0.01	0.01	0	0	0	0.00	0.00	0.00
Professional Services - Admin	464	2,000	1,536	0.08	0.34	0.26	0	3,482	3,482	0.00	0.62	0.62	464	2,000	1,536	0.08	0.34	0.26
Legal Consultants	14,739	10,000	(4,739)	2.52	1.70	(0.82)	15,954	33,973	18,019	2.94	6.09	3.14	14,739	10,000	(4,739)	2.52	1.70	(0.82)
Dues & Memberships	8,820	4,500	(4,320)	1.51	0.76	(0.74)	7,131	4,039	(3,092)	1.32	0.72	(0.59)	8,820	4,500	(4,320)	1.51	0.76	(0.74)
License & Fees	30	250	220	0.01	0.04	0.04	1,178	459	(719)	0.22	0.08	(0.14)	30	250	220	0.01	0.04	0.04
Subscriptions	0	100	100	0.00	0.02	0.02	35	0	(35)	0.01	0.00	(0.01)	0	100	100	0.00	0.02	0.02
Education & Training - Admin	255	600	345	0.04	0.10	0.06	0	574	574	0.00	0.10	0.10	255	600	345	0.04	0.10	0.06
Travel	966	750	(216)	0.17	0.13	(0.04)	2,344	0	(2,344)	0.43	0.00	(0.43)	966	750	(216)	0.17	0.13	(0.04)
Board Meeting Expenses	31	50	19	0.01	0.01	0.00	142	18	(124)	0.03	0.00	(0.02)	31	50	19	0.01	0.01	0.00
Miscellaneous Expenses	0	100	100	0.00	0.02	0.02	(88)	124	212	(0.02)	0.02	0.04	0	100	100	0.00	0.02	0.02
TOTAL Administrative	122,821	117,719	(5,102)	20.99	19.99	(1.01)	119,768	153,716	33,948	22.11	27.55	5.44	122,821	117,719	(5,102)	20.99	19.99	(1.01)
Finance																		
Salary & Wages - Financial Ma	33,507	30,745	(2,761)	5.73	5.22	(0.51)	28,242	26,831	(1,411)	5.21	4.81	(0.40)	33,507	30,745	(2,761)	5.73	5.22	(0.51)
Longevity - Financial Mgt	524	600	76	0.09	0.10	0.01	(4,004)	240	4,244	(0.74)	0.04	0.78	524	600	76	0.09	0.10	0.01
FICA - Fin Mgmt	2,508	2,378	(130)	0.43	0.40	(0.02)	2,394	2,071	(323)	0.44	0.37	(0.07)	2,508	2,378	(130)	0.43	0.40	(0.02)
Workers Comp - Fin Mgmt	112	250	138	0.02	0.04	0.02	21	16	(5)	0.00	0.00	0.00	112	250	138	0.02	0.04	0.02
MERS DB - Financial Management	3,552	3,600	48	0.61	0.61	0.00	5,053	5,053	0	0.93	0.91	(0.03)	3,552	3,600	48	0.61	0.61	0.00
MERS DC:Financial Management	190	400	210	0.03	0.07	0.04	675	303	(372)	0.12	0.05	(0.07)	190	400	210	0.03	0.07	0.04
Health Ins - Financial Mgmt	1,802	2,000	198	0.31	0.34	0.03	3,260	1,627	(1,633)	0.60	0.29	(0.31)	1,802	2,000	198	0.31	0.34	0.03
Dental Ins - Financial Mgmt	0	0	0	0.00	0.00	0.00	72	84	12	0.01	0.02	0.00	0	0	0	0.00	0.00	0.00
Office Supplies	1,849	1,500	(349)	0.32	0.25	(0.06)	2,376	1,511	(865)	0.44	0.27	(0.17)	1,849	1,500	(349)	0.32	0.25	(0.06)
Copy Supplies	528	650	122	0.09	0.11	0.02	704	1,417	713	0.13	0.25	0.12	528	650	122	0.09	0.11	0.02
Computer Supplies	1,602	2,850	1,248	0.27	0.48	0.21	2,822	2,340	(482)	0.52	0.42	(0.10)	1,602	2,850	1,248	0.27	0.48	0.21
Postage	683	1,000	317	0.12	0.17	0.05	887	647	(240)	0.16	0.12	(0.05)	683	1,000	317	0.12	0.17	0.05
Small Equipment - IT	4,662	2,750	(1,912)	0.80	0.47	(0.33)	7,502	3,099	(4,403)	1.38	0.56	(0.83)	4,662	2,750	(1,912)	0.80	0.47	(0.33)
Contract Services - Billing	2,500	2,500	0	0.43	0.42	0.00	0	0	0	0.00	0.00	0.00	2,500	2,500	0	0.43	0.42	0.00
Professional Services - Finan	1,000	1,250	250	0.17	0.21	0.04	3,050	0	(3,050)	0.56	0.00	(0.56)	1,000	1,250	250	0.17	0.21	0.04
Audit Expenses	0	600	600	0.00	0.10	0.10	0	0	0	0.00	0.00	0.00	0	600	600	0.00	0.10	0.10
IT Consultants	858	1,250	393	0.15	0.21	0.07	3,410	1,618	(1,792)	0.63	0.29	(0.34)	858	1,250	393	0.15	0.21	0.07
Printing & Binding	1,536	625	(911)	0.26	0.11	(0.16)	1,269	597	(672)	0.23	0.11	(0.13)	1,536	625	(911)	0.26	0.11	(0.16)
Data Processing	1,882	2,000	118	0.32	0.34	0.02	9,126	4,086	(5,040)	1.68	0.73	(0.95)	1,882	2,000	118	0.32	0.34	0.02
Maintenance Agreements Softwa	24,620	29,333	4,713	4.21	4.98	0.77	25,633	27,383	1,750	4.73	4.91	0.18	24,620	29,333	4,713	4.21	4.98	0.77
Equipment Repairs	0	0	0	0.00	0.00	0.00	0	29	29	0.00	0.01	0.01	0	0	0	0.00	0.00	0.00
Communication Equip Repairs	769	2,500	1,731	0.13	0.42	0.29	5,561	2,115	(3,446)	1.03	0.38	(0.65)	769	2,500	1,731	0.13	0.42	0.29
Education & Training - Fin Mgt	0	400	400	0.00	0.07	0.07	0	156	156	0.00	0.03	0.03	0	400	400	0.00	0.07	0.07
Travel - Mileage	0	25	25	0.00	0.00	0.00	0	24	24	0.00	0.00	0.00	0	25	25	0.00	0.00	0.00
Other Insurance	30,629	30,000	(629)	5.24	5.09	(0.14)	32,294	28,694	(3,599)	5.96	5.14	(0.82)	30,629	30,000	(629)	5.24	5.09	(0.14)
Telephone-Snf	5,960	5,700	(260)	1.02	0.97	(0.05)	6,040	5,733	(307)	1.11	1.03	(0.09)	5,960	5,700	(260)	1.02	0.97	(0.05)
Internet	2,468	2,500	32	0.42	0.42	0.00	2,468	2,871	403	0.46	0.51	0.06	2,468	2,500	32	0.42	0.42	0.00
Cellular Phone	2,903	3,000	97	0.50	0.51	0.01	2,985	2,968	(17)	0.55	0.53	(0.02)	2,903	3,000	97	0.50	0.51	0.01
Television - SNF	2,252	2,200	(52)	0.38	0.37	(0.01)	2,252	2,194	(58)	0.42	0.39	(0.02)	2,252	2,200	(52)	0.38	0.37	(0.01)
Bond Interest Expense	22,912	23,300	388	3.92	3.96	0.04	27,119	23,589	(3,530)	5.01	4.23	(0.78)	22,912	23,300	388	3.92	3.96	0.04
Bank Charges	3,156	2,500	(656)	0.54	0.42	(0.12)	2,602	2,414	(188)	0.48	0.43	(0.05)	3,156	2,500	(656)	0.54	0.42	(0.12)
TOTAL Finance	154,963	158,407	3,443	26.49	26.89	0.40	173,812	149,710	(24,102)	32.08	26.83	(5.25)	154,963	158,407	3,443	26.49	26.89	0.40
Human Resources																		
Salary & Wages - Human Resour	36,472	35,331	(1,140)	6.23	6.00	(0.24)	38,480	22,344	(16,136)	7.10	4.00	(3.10)	36,472	35,331	(1,140)	6.23	6.00	(0.24)
Longevity - Human Resources	645	815	170	0.11	0.14	0.03	(5,335)	234	5,569	(0.98)	0.04	1.03	645	815	170	0.11	0.14	0.03

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	CURRENT PERIOD						PRIOR PERIOD						YEAR TO DATE					
	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day
Human Resources (con't)																		
FICA - Human Res	2,740	2,760	20	0.47	0.47	0.00	3,018	1,727	(1,291)	0.56	0.31	(0.25)	2,740	2,760	20	0.47	0.47	0.00
Workers Comp - Human Res	168	250	82	0.03	0.04	0.01	18	11	(7)	0.00	0.00	0.00	168	250	82	0.03	0.04	0.01
MERS DB - Human Resources	4,094	4,200	106	0.70	0.71	0.01	3,018	3,018	0	0.56	0.54	(0.02)	4,094	4,200	106	0.70	0.71	0.01
MERS DC: Human Resources	417	800	383	0.07	0.14	0.06	1,295	507	(788)	0.24	0.09	(0.15)	417	800	383	0.07	0.14	0.06
Health Ins - Human Resources	1,051	1,000	(51)	0.18	0.17	(0.01)	1,903	1,334	(569)	0.35	0.24	(0.11)	1,051	1,000	(51)	0.18	0.17	(0.01)
Dental Ins - Human Resources	0	0	0	0.00	0.00	0.00	108	131	23	0.02	0.02	0.00	0	0	0	0.00	0.00	0.00
Life Insurance	289	300	11	0.05	0.05	0.00	297	163	(134)	0.05	0.03	(0.03)	289	300	11	0.05	0.05	0.00
Employee Recogin	416	2,000	1,584	0.07	0.34	0.27	5,639	3,073	(2,566)	1.04	0.55	(0.49)	416	2,000	1,584	0.07	0.34	0.27
Other Fringe Benefit - Cobra	0	0	0	0.00	0.00	0.00	0	117	117	0.00	0.02	0.02	0	0	0	0.00	0.00	0.00
Contract Services - HR	7,259	2,500	(4,759)	1.24	0.42	(0.82)	2,304	3,652	1,348	0.43	0.65	0.23	7,259	2,500	(4,759)	1.24	0.42	(0.82)
Employee Advertising/Recruiti	3,602	4,500	898	0.62	0.76	0.15	10,451	1,921	(8,530)	1.93	0.34	(1.58)	3,602	4,500	898	0.62	0.76	0.15
License & Fees - NAT	0	50	50	0.00	0.01	0.01	0	0	0	0.00	0.00	0.00	0	50	50	0.00	0.01	0.01
CNA Registry Fee	160	125	(35)	0.03	0.02	(0.01)	160	173	13	0.03	0.03	0.00	160	125	(35)	0.03	0.02	(0.01)
Testing Fees	4,600	1,250	(3,350)	0.79	0.21	(0.57)	0	2,922	2,922	0.00	0.52	0.52	4,600	1,250	(3,350)	0.79	0.21	(0.57)
Education & Training - Hum Res	3,500	3,750	250	0.60	0.64	0.04	0	356	356	0.00	0.06	0.06	3,500	3,750	250	0.60	0.64	0.04
TOTAL Human Resources	65,413	59,632	(5,781)	11.18	10.12	(1.06)	61,357	41,683	(19,674)	11.32	7.47	(3.85)	65,413	59,632	(5,781)	11.18	10.12	(1.06)
Community Relations and Volunteer Services																		
Salary & Wages - Volunteer &	5,962	13,334	7,373	1.02	2.26	1.24	7,191	0	(7,191)	1.33	0.00	(1.33)	5,962	13,334	7,373	1.02	2.26	1.24
Longevity - Volunteer & Comm	0	212	212	0.00	0.04	0.04	0	0	0	0.00	0.00	0.00	0	212	212	0.00	0.04	0.04
FICA - Volunteer & Comm Rel	455	1,019	564	0.08	0.17	0.10	550	0	(550)	0.10	0.00	(0.10)	455	1,019	564	0.08	0.17	0.10
Workers Comp - Vol & Comm Rel	56	100	44	0.01	0.02	0.01	32	0	(32)	0.01	0.00	(0.01)	56	100	44	0.01	0.02	0.01
MERS DB - Volunteer & Comm Rel	1,534	1,600	66	0.26	0.27	0.01	0	0	0	0.00	0.00	0.00	1,534	1,600	66	0.26	0.27	0.01
MERS DC: Volunteer & Comm Rel	135	300	165	0.02	0.05	0.03	331	0	(331)	0.06	0.00	(0.06)	135	300	165	0.02	0.05	0.03
Volunteer Recognition	0	200	200	0.00	0.03	0.03	0	0	0	0.00	0.00	0.00	0	200	200	0.00	0.03	0.03
Marketing and Fund Raising	0	0	0	0.00	0.00	0.00	4,797	2,038	(2,759)	0.89	0.37	(0.52)	0	0	0	0.00	0.00	0.00
TOTAL Community Relations and Volunteer Services	8,142	16,766	8,624	1.39	2.85	1.45	12,901	2,038	(10,863)	2.38	0.37	(2.02)	8,142	16,766	8,624	1.39	2.85	1.45
Maintenance																		
Salary & Wages - ES	75,690	83,233	7,543	12.94	14.13	1.19	98,339	69,917	(28,422)	18.15	12.53	(5.62)	75,690	83,233	7,543	12.94	14.13	1.19
Longevity - Environmental Serv	2,394	2,378	(16)	0.41	0.40	(0.01)	(20,284)	336	20,620	(3.74)	0.06	3.80	2,394	2,378	(16)	0.41	0.40	(0.01)
FICA - Environ Serv	5,708	6,455	747	0.98	1.10	0.12	7,258	5,374	(1,884)	1.34	0.96	(0.38)	5,708	6,455	747	0.98	1.10	0.12
Workers Comp - Plant Ops	476	500	24	0.08	0.08	0.00	1,155	566	(589)	0.21	0.10	(0.11)	476	500	24	0.08	0.08	0.00
MERS DB - Env. Serv.	5,858	6,000	142	1.00	1.02	0.02	6,110	6,110	0	1.13	1.09	(0.03)	5,858	6,000	142	1.00	1.02	0.02
MERS DC: Environmental Services	897	1,800	903	0.15	0.31	0.15	2,163	966	(1,197)	0.40	0.17	(0.23)	897	1,800	903	0.15	0.31	0.15
Health Ins - Env Serv	5,199	5,200	1	0.89	0.88	(0.01)	11,621	6,370	(5,251)	2.14	1.14	(1.00)	5,199	5,200	1	0.89	0.88	(0.01)
Health Ins - Retirees - EVS	1,680	2,500	820	0.29	0.42	0.14	3,693	2,222	(1,471)	0.68	0.40	(0.28)	1,680	2,500	820	0.29	0.42	0.14
Dental Ins - Env Serv	0	0	0	0.00	0.00	0.00	649	377	(272)	0.12	0.07	(0.05)	0	0	0	0.00	0.00	0.00
Uniforms - Plant Ops	761	500	(261)	0.13	0.08	(0.05)	2,058	943	(1,115)	0.38	0.17	(0.21)	761	500	(261)	0.13	0.08	(0.05)
Supplies - Plant Ops	5,499	8,000	2,501	0.94	1.36	0.42	14,068	8,014	(6,054)	2.60	1.44	(1.16)	5,499	8,000	2,501	0.94	1.36	0.42
Small Equipment	5,101	5,000	(101)	0.87	0.85	(0.02)	5,627	6,480	853	1.04	1.16	0.12	5,101	5,000	(101)	0.87	0.85	(0.02)
Building Repairs	7,987	15,000	7,013	1.37	2.55	1.18	21,172	16,039	(5,133)	3.91	2.87	(1.03)	7,987	15,000	7,013	1.37	2.55	1.18
Equipment Repairs	4,587	3,500	(1,087)	0.78	0.59	(0.19)	8,116	5,006	(3,110)	1.50	0.90	(0.60)	4,587	3,500	(1,087)	0.78	0.59	(0.19)
Vehicle Repair	1,018	1,250	232	0.17	0.21	0.04	875	1,109	234	0.16	0.20	0.04	1,018	1,250	232	0.17	0.21	0.04
Elevator	700	1,250	550	0.12	0.21	0.09	(610)	1,181	1,791	(0.11)	0.21	0.32	700	1,250	550	0.12	0.21	0.09
Lawn, Tree and Brush Services	0	1,250	1,250	0.00	0.21	0.21	0	1,029	1,029	0.00	0.18	0.18	0	1,250	1,250	0.00	0.21	0.21
Snow Removal - Contract	1,859	1,250	(609)	0.32	0.21	(0.11)	4,150	1,070	(3,080)	0.77	0.19	(0.57)	1,859	1,250	(609)	0.32	0.21	(0.11)
Education & Training - ES	810	100	(710)	0.14	0.02	(0.12)	0	114	114	0.00	0.02	0.02	810	100	(710)	0.14	0.02	(0.12)
Vehicle Fuel	1,438	1,000	(438)	0.25	0.17	(0.08)	1,259	1,152	(107)	0.23	0.21	(0.03)	1,438	1,000	(438)	0.25	0.17	(0.08)

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Grand Traverse Pavilions - SNF
SNF Income Statement
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	CURRENT PERIOD						PRIOR PERIOD						YEAR TO DATE									
	Actual	Budget	\$	Var	Actual / Day	Budget / Day	Var / Day	Actual	Budget	\$	Var	Actual / Day	Budget / Day	Var / Day	Actual	Budget	\$	Var	Actual / Day	Budget / Day	Var / Day	
Maintenance (con't)																						
Parking Garage Expenses	1,750	2,000	250	0.30	0.34	0.04	3,272	1,814	(1,458)	0.60	0.33	(0.28)	1,750	2,000	250	0.30	0.34	0.04				
Water	3,695	4,000	305	0.63	0.68	0.05	3,163	3,754	591	0.58	0.67	0.09	3,695	4,000	305	0.63	0.68	0.05				
Sewer	9,235	9,000	(234)	1.58	1.53	(0.05)	7,941	8,265	324	1.47	1.48	0.02	9,235	9,000	(234)	1.58	1.53	(0.05)				
Electric	19,855	25,000	5,145	3.39	4.24	0.85	19,649	24,916	5,267	3.63	4.47	0.84	19,855	25,000	5,145	3.39	4.24	0.85				
Natural Gas	21,616	8,500	(13,116)	3.70	1.44	(2.25)	12,729	8,583	(4,146)	2.35	1.54	(0.81)	21,616	8,500	(13,116)	3.70	1.44	(2.25)				
Refuse Disposal	2,970	3,000	30	0.51	0.51	0.00	3,467	3,381	(86)	0.64	0.61	(0.03)	2,970	3,000	30	0.51	0.51	0.00				
TOTAL Maintenance	186,783	197,666	10,883	31.93	33.56	1.63	217,641	185,088	(32,553)	40.17	33.17	(7.00)	186,783	197,666	10,883	31.93	33.56	1.63				
Housekeeping																						
Salary & Wages - Housekeeping	71,885	71,342	(542)	12.29	12.11	(0.18)	86,401	73,205	(13,196)	15.95	13.12	(2.83)	71,885	71,342	(542)	12.29	12.11	(0.18)				
Longevity - Housekeeping	2,131	2,038	(93)	0.36	0.35	(0.02)	(21,241)	892	22,133	(3.92)	0.16	4.08	2,131	2,038	(93)	0.36	0.35	(0.02)				
FICA - Housekeeping	5,340	5,605	265	0.91	0.95	0.04	6,788	5,668	(1,120)	1.25	1.02	(0.24)	5,340	5,605	265	0.91	0.95	0.04				
Workers Comp - Houskeeping	1,172	750	(422)	0.20	0.13	(0.07)	2,144	718	(1,426)	0.40	0.13	(0.27)	1,172	750	(422)	0.20	0.13	(0.07)				
MERS DB - Housekeeping	3,249	3,300	51	0.56	0.56	0.00	936	947	11	0.17	0.17	0.00	3,249	3,300	51	0.56	0.56	0.00				
MERS DC:Housekeeping	1,342	2,500	1,158	0.23	0.42	0.20	3,632	2,026	(1,606)	0.67	0.36	(0.31)	1,342	2,500	1,158	0.23	0.42	0.20				
Health Ins - Housekeeping	3,819	4,000	181	0.65	0.68	0.03	7,073	9,023	1,950	1.31	1.62	0.31	3,819	4,000	181	0.65	0.68	0.03				
Dental Ins - Housekeeping	0	0	0	0.00	0.00	0.00	432	591	159	0.08	0.11	0.03	0	0	0	0.00	0.00	0.00				
Uniforms - Housekeeping	0	200	200	0.00	0.03	0.03	0	136	136	0.00	0.02	0.02	0	200	200	0.00	0.03	0.03				
Supplies - Housekeeping	8,492	9,500	1,008	1.45	1.61	0.16	13,969	9,304	(4,665)	2.58	1.67	(0.91)	8,492	9,500	1,008	1.45	1.61	0.16				
Contract Services-Hskpg	684	1,000	316	0.12	0.17	0.05	0	724	724	0.00	0.13	0.13	684	1,000	316	0.12	0.17	0.05				
TOTAL Housekeeping	98,113	100,236	2,123	16.77	17.02	0.25	100,135	103,234	3,099	18.48	18.50	0.02	98,113	100,236	2,123	16.77	17.02	0.25				
Laundry																						
Salary & Wages - Laundry	31,003	34,312	3,310	5.30	5.83	0.53	44,187	30,598	(13,589)	8.16	5.48	(2.67)	31,003	34,312	3,310	5.30	5.83	0.53				
Longevity - Laundry	1,028	1,019	(9)	0.18	0.17	0.00	(9,108)	204	9,312	(1.68)	0.04	1.72	1,028	1,019	(9)	0.18	0.17	0.00				
FICA - Laundry	2,403	2,684	281	0.41	0.46	0.04	2,951	2,356	(595)	0.54	0.42	(0.12)	2,403	2,684	281	0.41	0.46	0.04				
Workers Comp - Laundry	224	250	26	0.04	0.04	0.00	550	262	(288)	0.10	0.05	(0.05)	224	250	26	0.04	0.04	0.00				
MERS DB - Laundry	1,565	1,600	35	0.27	0.27	0.00	2,210	2,210	0	0.41	0.40	(0.01)	1,565	1,600	35	0.27	0.27	0.00				
MERS DC:Laundry	323	700	377	0.06	0.12	0.06	683	350	(333)	0.13	0.06	(0.06)	323	700	377	0.06	0.12	0.06				
Health Ins - Laundry	1,902	2,000	98	0.33	0.34	0.01	4,260	2,539	(1,721)	0.79	0.46	(0.33)	1,902	2,000	98	0.33	0.34	0.01				
Dental Ins - Laundry	0	0	0	0.00	0.00	0.00	288	183	(105)	0.05	0.03	(0.02)	0	0	0	0.00	0.00	0.00				
Supplies - Laundry	4,803	5,500	697	0.82	0.93	0.11	6,337	4,833	(1,504)	1.17	0.87	(0.30)	4,803	5,500	697	0.82	0.93	0.11				
Linen Replacements - Laundry	2,351	3,000	649	0.40	0.51	0.11	0	1,833	1,833	0.00	0.33	0.33	2,351	3,000	649	0.40	0.51	0.11				
TOTAL Laundry	45,601	51,065	5,464	7.80	8.67	0.87	52,358	45,368	(6,990)	9.66	8.13	(1.53)	45,601	51,065	5,464	7.80	8.67	0.87				
Dietary																						
Small Equipment - Dietary	4,026	1,000	(3,026)	0.69	0.17	(0.52)	3,117	1,108	(2,009)	0.58	0.20	(0.38)	4,026	1,000	(3,026)	0.69	0.17	(0.52)				
Contract Svcs-Dining	239,445	249,000	9,555	40.93	42.28	1.34	237,404	235,569	(1,835)	43.82	42.22	(1.60)	239,445	249,000	9,555	40.93	42.28	1.34				
TOTAL Dietary	243,471	250,000	6,529	41.62	42.44	0.83	240,522	236,677	(3,845)	44.39	42.42	(1.98)	243,471	250,000	6,529	41.62	42.44	0.83				
Therapy																						
Salary & Wages - Therapy	159,838	153,743	(6,095)	27.32	26.10	(1.22)	169,511	148,554	(20,957)	31.29	26.62	(4.66)	159,838	153,743	(6,095)	27.32	26.10	(1.22)				
Longevity-Therapy	2,366	2,718	352	0.40	0.46	0.06	(20,526)	408	20,934	(3.79)	0.07	3.86	2,366	2,718	352	0.40	0.46	0.06				
FICA - Therapy	11,903	11,721	(183)	2.03	1.99	(0.04)	12,467	11,396	(1,071)	2.30	2.04	(0.26)	11,903	11,721	(183)	2.03	1.99	(0.04)				
Workers Comp - Therapy	672	750	78	0.11	0.13	0.01	910	525	(385)	0.17	0.09	(0.07)	672	750	78	0.11	0.13	0.01				
MERS DB - Therapy	17,722	18,000	278	3.03	3.06	0.03	20,628	20,628	0	3.81	3.70	(0.11)	17,722	18,000	278	3.03	3.06	0.03				
MERS DC:Therapy	1,380	2,700	1,320	0.24	0.46	0.22	3,128	154	(2,974)	0.58	0.03	(0.55)	1,380	2,700	1,320	0.24	0.46	0.22				
Health Ins - Therapy Services	5,907	6,000	93	1.01	1.02	0.01	10,880	9,542	(1,338)	2.01	1.71	(0.30)	5,907	6,000	93	1.01	1.02	0.01				
Dental Ins - Therapy	0	0	0	0.00	0.00	0.00	504	508	4	0.09	0.09	0.00	0	0	0	0.00	0.00	0.00				
Supplies - Therapy	240	400	160	0.04	0.07	0.03	252	537	285	0.05	0.10	0.05	240	400	160	0.04	0.07	0.03				
Small Equipment - Therapy	0	500	500	0.00	0.08	0.08	0	296	296	0.00	0.05	0.05	0	500	500	0.00	0.08	0.08				

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	CURRENT PERIOD						PRIOR PERIOD						YEAR TO DATE					
	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day
Therapy (con't)																		
Professional Service - Medica	1,000	1,500	500	0.17	0.25	0.08	2,886	942	(1,944)	0.53	0.17	(0.36)	1,000	1,500	500	0.17	0.25	0.08
Advertising-Wellness Center	128	1,000	872	0.02	0.17	0.15	0	67	67	0.00	0.01	0.01	128	1,000	872	0.02	0.17	0.15
Consultant - Therapy	3,838	3,500	(338)	0.66	0.59	(0.06)	3,674	5,048	1,374	0.68	0.90	0.23	3,838	3,500	(338)	0.66	0.59	(0.06)
Pool Maintenance	1,818	1,000	(818)	0.31	0.17	(0.14)	672	872	200	0.12	0.16	0.03	1,818	1,000	(818)	0.31	0.17	(0.14)
Dues & Memberships - Therapy	0	50	50	0.00	0.01	0.01	0	42	42	0.00	0.01	0.01	0	50	50	0.00	0.01	0.01
Education & Training - Therapy	300	750	450	0.05	0.13	0.08	0	45	45	0.00	0.01	0.01	300	750	450	0.05	0.13	0.08
Travel - Therapy	0	50	50	0.00	0.01	0.01	0	9	9	0.00	0.00	0.00	0	50	50	0.00	0.01	0.01
TOTAL Therapy	207,110	204,381	(2,729)	35.40	34.70	(0.70)	204,986	199,573	(5,413)	37.83	35.77	(2.07)	207,110	204,381	(2,729)	35.40	34.70	(0.70)
Ancillary																		
Medical Supplies	6,129	5,000	(1,129)	1.05	0.85	(0.20)	7,669	3,273	(4,396)	1.42	0.59	(0.83)	6,129	5,000	(1,129)	1.05	0.85	(0.20)
Tube Feeding Supplies	0	1,250	1,250	0.00	0.21	0.21	703	0	(703)	0.13	0.00	(0.13)	0	1,250	1,250	0.00	0.21	0.21
Wound Vac Supplies	365	1,250	885	0.06	0.21	0.15	12,780	0	(12,780)	2.36	0.00	(2.36)	365	1,250	885	0.06	0.21	0.15
Oxygen	1,467	3,750	2,283	0.25	0.64	0.39	6,331	3,265	(3,066)	1.17	0.59	(0.58)	1,467	3,750	2,283	0.25	0.64	0.39
Legend Drugs	21,137	31,000	9,863	3.61	5.26	1.65	39,322	37,558	(1,764)	7.26	6.73	(0.53)	21,137	31,000	9,863	3.61	5.26	1.65
Lab Services	1,500	1,750	250	0.26	0.30	0.04	0	1,812	1,812	0.00	0.32	0.32	1,500	1,750	250	0.26	0.30	0.04
Radiology Services	2,000	1,750	(250)	0.34	0.30	(0.04)	2,638	1,309	(1,329)	0.49	0.23	(0.25)	2,000	1,750	(250)	0.34	0.30	(0.04)
Misc Medical Services	250	300	50	0.04	0.05	0.01	972	265	(707)	0.18	0.05	(0.13)	250	300	50	0.04	0.05	0.01
TOTAL Ancillary	32,848	46,050	13,202	5.62	7.82	2.20	70,414	47,482	(22,932)	13.00	8.51	(4.49)	32,848	46,050	13,202	5.62	7.82	2.20
Diversional Therapy																		
Salary & Wages - Life Enrichm	19,704	31,595	11,890	3.37	5.36	2.00	29,374	39,006	9,632	5.42	6.99	1.57	19,704	31,595	11,890	3.37	5.36	2.00
Longevity - Life Enrichment	1,184	1,699	515	0.20	0.29	0.09	(10,274)	0	10,274	(1.90)	0.00	1.90	1,184	1,699	515	0.20	0.29	0.09
FICA - Life Enrichment	2,134	2,548	414	0.36	0.43	0.07	2,709	2,984	275	0.50	0.53	0.03	2,134	2,548	414	0.36	0.43	0.07
Workers Comp - Life Enrichme	168	250	82	0.03	0.04	0.01	240	105	(135)	0.04	0.02	(0.03)	168	250	82	0.03	0.04	0.01
MERS DB - Life Enrichment	2,622	2,700	78	0.45	0.46	0.01	2,204	2,204	0	0.41	0.39	(0.01)	2,622	2,700	78	0.45	0.46	0.01
MERS DC:Life Enrichment	296	600	304	0.05	0.10	0.05	786	933	147	0.15	0.17	0.02	296	600	304	0.05	0.10	0.05
Health Ins - Life Enrichment	1,752	1,800	48	0.30	0.31	0.01	3,087	2,529	(558)	0.57	0.45	(0.12)	1,752	1,800	48	0.30	0.31	0.01
Dental Ins - Life Enrichment	0	0	0	0.00	0.00	0.00	216	220	4	0.04	0.04	0.00	0	0	0	0.00	0.00	0.00
Supplies - Diversional Therapy	1,597	1,150	(447)	0.27	0.20	(0.08)	1,203	747	(456)	0.22	0.13	(0.09)	1,597	1,150	(447)	0.27	0.20	(0.08)
Activity Supplies - Eden	749	725	(24)	0.13	0.12	0.00	869	688	(181)	0.16	0.12	(0.04)	749	725	(24)	0.13	0.12	0.00
Educ. & Training - Activities	0	0	0	0.00	0.00	0.00	0	15	15	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00
Special Functions	700	700	0	0.12	0.12	0.00	1,258	856	(402)	0.23	0.15	(0.08)	700	700	0	0.12	0.12	0.00
Activity Expenses	0	0	0	0.00	0.00	0.00	0	47	47	0.00	0.01	0.01	0	0	0	0.00	0.00	0.00
TOTAL Diversional Therapy	30,907	43,766	12,859	5.28	7.43	2.15	31,672	50,334	18,662	5.85	9.02	3.17	30,907	43,766	12,859	5.28	7.43	2.15
Human Services																		
Salary & Wages - Human Serv	27,866	30,575	2,709	4.76	5.19	0.43	36,117	21,220	(14,897)	6.67	3.80	(2.86)	27,866	30,575	2,709	4.76	5.19	0.43
Longevity - Human Services	535	650	115	0.09	0.11	0.02	(5,335)	0	5,335	(0.98)	0.00	0.98	535	650	115	0.09	0.11	0.02
FICA - Human Serv	1,869	2,336	466	0.32	0.40	0.08	2,552	1,623	(929)	0.47	0.29	(0.18)	1,869	2,336	466	0.32	0.40	0.08
Workers Comp - Human Serv	168	250	82	0.03	0.04	0.01	18	21	3	0.00	0.00	0.00	168	250	82	0.03	0.04	0.01
MERS DB - Human Services	3,538	3,600	62	0.60	0.61	0.01	757	757	0	0.14	0.14	0.00	3,538	3,600	62	0.60	0.61	0.01
MERS DC:Human Services	426	800	374	0.07	0.14	0.06	1,134	793	(341)	0.21	0.14	(0.07)	426	800	374	0.07	0.14	0.06
Health Ins - Human Services	902	1,000	98	0.15	0.17	0.02	1,410	2,643	1,233	0.26	0.47	0.21	902	1,000	98	0.15	0.17	0.02
Dental Ins - Human Services	0	0	0	0.00	0.00	0.00	72	94	22	0.01	0.02	0.00	0	0	0	0.00	0.00	0.00
Consultant Services-Psych.	1,600	1,500	(100)	0.27	0.25	(0.02)	3,000	0	(3,000)	0.55	0.00	(0.55)	1,600	1,500	(100)	0.27	0.25	(0.02)
Education & Training - Hum Ser	0	125	125	0.00	0.02	0.02	0	102	102	0.00	0.02	0.02	0	125	125	0.00	0.02	0.02
TOTAL Human Services	36,905	40,836	3,931	6.31	6.93	0.62	39,725	27,253	(12,472)	7.33	4.88	(2.45)	36,905	40,836	3,931	6.31	6.93	0.62
Child Care																		
Salary & Wages - CC Asst. CDC	10,959	12,995	2,036	1.87	2.21	0.33	15,637	15,698	61	2.89	2.81	(0.07)	10,959	12,995	2,036	1.87	2.21	0.33

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

Facility #

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	CURRENT PERIOD						PRIOR PERIOD						YEAR TO DATE					
	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day
Child Care (con't)																		
Salary & Wages - Facilitator	8,420	9,088	668	1.44	1.54	0.10	9,523	8,358	(1,165)	1.76	1.50	(0.26)	8,420	9,088	668	1.44	1.54	0.10
Longevity - Child Day Care	817	1,019	202	0.14	0.17	0.03	(8,272)	0	8,272	(1.53)	0.00	1.53	817	1,019	202	0.14	0.17	0.03
FICA - CDC	1,469	1,784	315	0.25	0.30	0.05	2,016	1,840	(176)	0.37	0.33	(0.04)	1,469	1,784	315	0.25	0.30	0.05
Workers Comp - CDC	224	300	76	0.04	0.05	0.01	111	0	(111)	0.02	0.00	(0.02)	224	300	76	0.04	0.05	0.01
MERS DB - CDC	1,678	1,700	22	0.29	0.29	0.00	835	1,123	288	0.15	0.20	0.05	1,678	1,700	22	0.29	0.29	0.00
MERS DC-Child Care	250	400	150	0.04	0.07	0.03	957	623	(334)	0.18	0.11	(0.06)	250	400	150	0.04	0.07	0.03
Health Ins - CDC	488	500	12	0.08	0.08	0.00	1,483	2,067	584	0.27	0.37	0.10	488	500	12	0.08	0.08	0.00
Dental Ins - CDC	0	0	0	0.00	0.00	0.00	108	147	39	0.02	0.03	0.01	0	0	0	0.00	0.00	0.00
Uniforms - CDC	0	25	25	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	0	25	25	0.00	0.00	0.00
Teaching/Educational Supplies	0	50	50	0.00	0.01	0.01	0	18	18	0.00	0.00	0.00	0	50	50	0.00	0.01	0.01
Small Equipment - CDC	0	150	150	0.00	0.03	0.03	0	102	102	0.00	0.02	0.02	0	150	150	0.00	0.03	0.03
Meals - CDC	2,034	2,500	466	0.35	0.42	0.08	2,301	662	(1,639)	0.42	0.12	(0.31)	2,034	2,500	466	0.35	0.42	0.08
Dietary Snacks - CDC	58	75	17	0.01	0.01	0.00	0	510	510	0.00	0.09	0.09	58	75	17	0.01	0.01	0.00
Special Functions - CDC	0	75	75	0.00	0.01	0.01	0	7	7	0.00	0.00	0.00	0	75	75	0.00	0.01	0.01
Child Daycare Supply/Equip	0	0	0	0.00	0.00	0.00	192	0	(192)	0.04	0.00	(0.04)	0	0	0	0.00	0.00	0.00
Indirect Costs-Childcare	0	0	0	0.00	0.00	0.00	0	1,400	1,400	0.00	0.25	0.25	0	0	0	0.00	0.00	0.00
Miscellaneous Exp-Childcare	0	0	0	0.00	0.00	0.00	0	68	68	0.00	0.01	0.01	0	0	0	0.00	0.00	0.00
TOTAL Child Care	26,397	30,660	4,263	4.51	5.21	0.69	24,892	32,623	7,732	4.59	5.85	1.25	26,397	30,660	4,263	4.51	5.21	0.69
Equipment Depreciation																		
Depreciation - Office	2,304	2,500	196	0.39	0.42	0.03	2,304	2,304	0	0.43	0.41	(0.01)	2,304	2,500	196	0.39	0.42	0.03
Depreciation Exp - Nursing	4,138	4,500	362	0.71	0.76	0.06	4,138	4,138	0	0.76	0.74	(0.02)	4,138	4,500	362	0.71	0.76	0.06
Depreciation - Dietary	1,375	1,250	(125)	0.24	0.21	(0.02)	1,375	1,375	0	0.25	0.25	(0.01)	1,375	1,250	(125)	0.24	0.21	(0.02)
Depreciation - Furniture	662	750	88	0.11	0.13	0.01	662	662	0	0.12	0.12	0.00	662	750	88	0.11	0.13	0.01
Depreciation - Maintenance	1,634	2,000	366	0.28	0.34	0.06	1,634	1,634	0	0.30	0.29	(0.01)	1,634	2,000	366	0.28	0.34	0.06
Depreciation - Vehicle	877	1,000	123	0.15	0.17	0.02	877	877	0	0.16	0.16	0.00	877	1,000	123	0.15	0.17	0.02
Depreciation-Equip Well. Ctr	200	250	50	0.03	0.04	0.01	200	200	0	0.04	0.04	0.00	200	250	50	0.03	0.04	0.01
TOTAL Equipment Depreciation	11,189	12,250	1,061	1.91	2.08	0.17	11,189	11,190	1	2.07	2.01	(0.06)	11,189	12,250	1,061	1.91	2.08	0.17
TOTAL SNF Operating Expenses	2,795,651	2,878,308	82,658	477.89	488.68	10.79	2,809,081	2,725,139	(83,942)	518.47	488.38	(30.10)	2,795,651	2,878,308	82,658	477.89	488.68	10.79
Net Operating Income	261,597	65,705	195,893	44.72	11.16	33.26	(5,909)	93,259	(99,168)	(1.09)	16.71	(17.77)	261,597	65,705	195,893	44.72	11.16	33.26
SNF Building Depreciation																		
Depreciation - Land Improv	1,594	2,000	406	0.27	0.34	0.07	1,594	1,594	0	0.29	0.29	(0.01)	1,594	2,000	406	0.27	0.34	0.07
Depreciation - Building	38,499	38,500	1	6.58	6.54	(0.04)	38,499	38,499	0	7.11	6.90	(0.21)	38,499	38,500	1	6.58	6.54	(0.04)
Depreciation - Parking Structr	5,437	5,500	63	0.93	0.93	0.00	5,437	5,437	0	1.00	0.97	(0.03)	5,437	5,500	63	0.93	0.93	0.00
Depreciation - Bldg Improv	12,328	13,500	1,172	2.11	2.29	0.18	12,328	12,328	0	2.28	2.21	(0.07)	12,328	13,500	1,172	2.11	2.29	0.18
Depreciation-Bldg Imp WellCtr	2,654	3,000	346	0.45	0.51	0.06	2,654	2,654	0	0.49	0.48	(0.01)	2,654	3,000	346	0.45	0.51	0.06
TOTAL SNF Building Depreciation	60,512	62,500	1,988	10.34	10.61	0.27	60,512	60,512	0	11.17	10.84	(0.32)	60,512	62,500	1,988	10.34	10.61	0.27
Net Income	201,085	3,205	197,880	34.37	0.54	33.60	(66,421)	32,747	(99,168)	(12.26)	5.87	(17.77)	201,085	3,205	197,880	34.37	0.54	33.60

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

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Include Adjustment Periods: NO Include Closing Periods: NO

	CURRENT PERIOD			PRIOR PERIOD			YEAR TO DATE		
	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$
Cottage Revenue									
Room Rental-Cottage-Private	227,399	244,650	(17,251)	216,771	273,544	(56,773)	227,399	244,650	(17,251)
Room Rental-Cottage-Priv Insur	60,070	62,000	(1,930)	56,479	27,311	29,168	60,070	62,000	(1,930)
Respite-Cottages	3,600	8,350	(4,750)	6,250	2,976	3,274	3,600	8,350	(4,750)
Registration Fee - Cottages	750	250	500	750	170	580	750	250	500
Ancillary Rev - Cottages	510	1,000	(490)	550	10,192	(9,642)	510	1,000	(490)
Meal Plan	31,815	30,000	1,815	29,573	28,252	1,321	31,815	30,000	1,815
Personal Care Services- Privat	4,886	8,000	(3,114)	3,257	1,359	1,898	4,886	8,000	(3,114)
Contractual Discount-Private	(8,379)	(5,000)	(3,379)	(8,379)	0	(8,379)	(8,379)	(5,000)	(3,379)
Contractual Allowance PACE	(17,243)	(7,500)	(9,743)	(14,292)	(5,602)	(8,690)	(17,243)	(7,500)	(9,743)
Scholarships Private Pay	(2,880)	(2,500)	(380)	(2,824)	(4,772)	1,948	(2,880)	(2,500)	(380)
TOTAL Cottage Revenue	300,528	339,250	(38,722)	288,133	333,430	(45,296)	300,528	339,250	(38,722)
Cottage Other Revenue									
Beauty Shop Income	52	400	(348)	505	499	6	52	400	(348)
Donation Income - Cottages	10,000	7,500	2,500	0	4,772	(4,772)	10,000	7,500	2,500
TOTAL Cottage Other Revenue	10,052	7,900	2,152	505	5,271	(4,766)	10,052	7,900	2,152
Total Income	310,580	347,150	(36,570)	288,638	338,701	(50,062)	310,580	347,150	(36,570)
Cottage Operating Expenses									
Salary & Wages - Admin - Cott	16,582	16,477	(105)	43,500	17,030	(26,470)	16,582	16,477	(105)
Salary & Wages - ES Cottages	8,479	9,173	693	11,880	8,606	(3,274)	8,479	9,173	693
Salary & Wages - Hskpg Cottage	7,290	7,644	354	9,592	7,560	(2,032)	7,290	7,644	354
Salary & Wages - RN Cottages	8,091	8,153	63	12,546	7,687	(4,859)	8,091	8,153	63
Salary & Wages - LPN Cottages	0	0	0	0	1,624	1,624	0	0	0
Salary & Wages - CNA Cottages	17,018	38,049	21,031	32,522	76,101	43,579	17,018	38,049	21,031
Salary & Wages - UW Cottages	102,776	96,011	(6,765)	123,928	56,677	(67,251)	102,776	96,011	(6,765)
Longevity - Cottages	3,730	4,077	347	(41,030)	0	41,030	3,730	4,077	347
Longevity - Cottages Admin	600	764	164	0	255	255	600	764	164
FICA Admin Cottages	1,203	1,274	71	3,252	1,303	(1,949)	1,203	1,274	71
FICA - Env Serv Cottages	647	679	32	874	658	(216)	647	679	32
FICA - Cottage Housekeeping	551	595	44	727	578	(149)	551	595	44
FICA - RN LPN CNA and UW - Co	10,376	11,143	767	13,287	10,870	(2,417)	10,376	11,143	767
Workers Comp - Cottages	1,120	1,250	130	2,720	939	(1,781)	1,120	1,250	130
Workers Comp - Cottage Admin	0	0	0	0	6	6	0	0	0
MERS DB - Cottages	7,855	8,500	645	5,397	7,182	1,785	7,855	8,500	645
MERS DB - Cottages Admin	1,953	2,250	297	2,166	2,166	0	1,953	2,250	297
MERS DC-Cottage	2,188	3,500	1,312	6,643	2,477	(4,166)	2,188	3,500	1,312
MERS DC:Admin Cottages	0	500	500	0	0	0	0	500	500
Health Ins - Cottages	7,409	12,500	5,091	15,248	11,183	(4,065)	7,409	12,500	5,091
Dental Ins - Cottages	0	850	850	793	728	(65)	0	850	850
Supplies - Cottages	0	0	0	0	14	14	0	0	0
Supplies Plant Ops - Cottages	342	500	158	714	37	(677)	342	500	158
Supplies Laundry - Cottages	23	300	277	0	62	62	23	300	277
Activity Supplies - Cottages	385	600	215	375	526	151	385	600	215
Small Equipment	981	2,000	1,019	1,379	0	(1,379)	981	2,000	1,019
Nursing Supplies - Cottages	505	500	(5)	643	330	(313)	505	500	(5)

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

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	CURRENT PERIOD			PRIOR PERIOD			YEAR TO DATE		
	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$
Cottage Operating Expenses (con't)									
Contract Services-Dining	62,975	62,500	(475)	52,829	63,084	10,255	62,975	62,500	(475)
Contract Svcs:Security-Cottag	0	0	0	0	228	228	0	0	0
Advertising - Cottages	1,973	4,000	2,027	243	5,472	5,229	1,973	4,000	2,027
Referral Fees	2,400	2,500	100	2,250	729	(1,521)	2,400	2,500	100
Printing & Binding - Comm Rel	0	0	0	0	52	52	0	0	0
Building Repairs - Cottages	622	4,000	3,378	4,978	842	(4,136)	622	4,000	3,378
Equipment Repairs - Cottages	653	750	97	605	137	(468)	653	750	97
Elevator-Cottages	700	750	50	(610)	351	961	700	750	50
Telephone - Cottages	350	400	50	350	357	7	350	400	50
Water - Cottages	835	1,500	665	886	1,736	850	835	1,500	665
Sewer - Cottages	1,419	2,000	581	1,553	1,668	115	1,419	2,000	581
Electric - Cottages	5,873	6,000	127	5,666	5,726	60	5,873	6,000	127
Natrual Gas - Cottages	10,092	3,200	(6,892)	4,335	1,974	(2,361)	10,092	3,200	(6,892)
Refuse Disposal - Cottages	0	625	625	187	657	470	0	625	625
Television - Cottages	1,027	1,625	598	1,511	1,570	60	1,027	1,625	598
Special Functions - Cottages	245	400	155	321	106	(215)	245	400	155
Beauty Shop Services	0	200	200	405	403	(2)	0	200	200
Indirect Costs-Cottages	10,000	10,000	0	20,000	20,000	0	10,000	10,000	0
Bond Interest Expense	3,432	3,000	(432)	4,663	3,278	(1,385)	3,432	3,000	(432)
Miscellaneous Exp - Cottages	0	50	50	0	52	52	0	50	50
Depreciation - Equip Cottages	917	1,250	333	917	917	0	917	1,250	333
TOTAL Cottage Operating Expenses	303,619	332,039	28,420	348,244	323,938	(24,306)	303,619	332,039	28,420
Net Operating Income	6,961	15,111	(8,150)	(59,606)	14,762	(74,368)	6,961	15,111	(8,150)
Cottage Building Depreciation									
Depreciation Bldg - Cottages	19,018	19,050	32	19,018	19,018	0	19,018	19,050	32
Depreciation-Cottage Bldg Impr	4,304	4,500	196	4,304	4,304	0	4,304	4,500	196
TOTAL Cottage Building Depreciation	23,322	23,550	228	23,322	23,322	0	23,322	23,550	228
Net Income	(16,361)	(8,439)	(7,922)	(82,928)	(8,560)	(74,368)	(16,361)	(8,439)	(7,922)

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Grand Traverse Pavilions - SNF
Balance Sheet
 As Of 1/31/2026

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	CURRENT PERIOD	PRIOR PERIOD	PREVIOUS YEAR
	Actual \$	Actual \$	Actual \$
Assets			
Current Assets			
Cash			
County Held Cash			
Cash - County	1,548,516	1,293,464	1,293,464
Cash - Deposits (Cottages)	54,582	66,221	66,221
Cash - M.O.E.	3,319	3,319	3,319
TOTAL County Held Cash	1,606,417	1,363,004	1,363,004
Other Cash			
A/P Cash Clearing Account	19,642	18,152	18,152
Cash - Resident Trust	14,462	14,462	14,462
Cash-Payroll	6,705	579,007	579,007
Cash - Advance Pay Funding Ac	31,168	31,350	31,350
TOTAL Other Cash	71,976	642,970	642,970
TOTAL Cash	1,678,393	2,005,974	2,005,974
Accounts Receivable	8,839,099	8,999,682	8,999,682
Other Receivables			
Medicaid QAS Settlement Rec	643,735	606,043	606,043
A/R QMI	0	82,326	82,326
Interest Receivable	123,000	120,000	120,000
A/R - Other	5,000	0	0
Due from Foundation	25,626	25,626	25,626
Due from Foundation - Cottages	10,000	0	0
MA Wage Pass Through Receiv	90,000	178,238	178,238
TOTAL Other Receivables	897,361	1,012,233	1,012,233
Inventory	173,266	173,266	173,266
Prepaid Expenses	0	0	0
Other Current Assets			
Prepaid Insurance - General	89,475	0	0
Prepaid Insurance - Work Comp.	13,078	0	0
TOTAL Other Current Assets	102,553	0	0
TOTAL Current Assets	11,690,672	12,191,156	12,191,156
Non-Current Assets			
Property & Equipment	14,490,268	14,564,153	14,564,153
Other Non Current Assets			
Due from PACE North	882,634	914,930	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	2,889,496	2,921,792	2,921,792
TOTAL Non-Current Assets	17,379,765	17,485,945	17,485,945
TOTAL Assets	29,070,436	29,677,101	29,677,101
Liabilities & Equity			
Liabilities			
Current Liabilities			
Accounts Payable	663,047	484,156	484,156
Accrued Expenses	1,537,856	1,946,546	1,946,546
Other Current Liabilities			

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Grand Traverse Pavilions - SNF
 Balance Sheet
 As Of 1/31/2026

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	CURRENT PERIOD	PRIOR PERIOD	PREVIOUS YEAR
	Actual \$	Actual \$	Actual \$
Other Current Liabilities (con't)			
Current Portion of Bonds Paya	740,000	740,000	740,000
Interest Payable	52,927	117,022	117,022
Medicaid Cost Settle. Payable	2,654,452	2,922,489	2,922,489
TOTAL Other Current Liabilities	3,447,379	3,779,511	3,779,511
TOTAL Current Liabilities	5,648,282	6,210,213	6,210,213
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	3,960,000	3,960,000
Bonds Payable-Series 2017 Haw	1,150,000	1,150,000	1,150,000
Def Los on Adv Refund-'17	(31,994)	(32,536)	(32,536)
TOTAL Long-Term Liabilities	14,459,531	14,688,989	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	15,242,446	15,471,904	15,471,904
TOTAL Liabilities	20,890,728	21,682,117	21,682,117
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)	(2,446,101)	(2,630,825)	(2,630,825)
TOTAL Equity	8,179,708	7,994,984	7,994,984
TOTAL Liabilities & Equity	29,070,436	29,677,101	29,677,101

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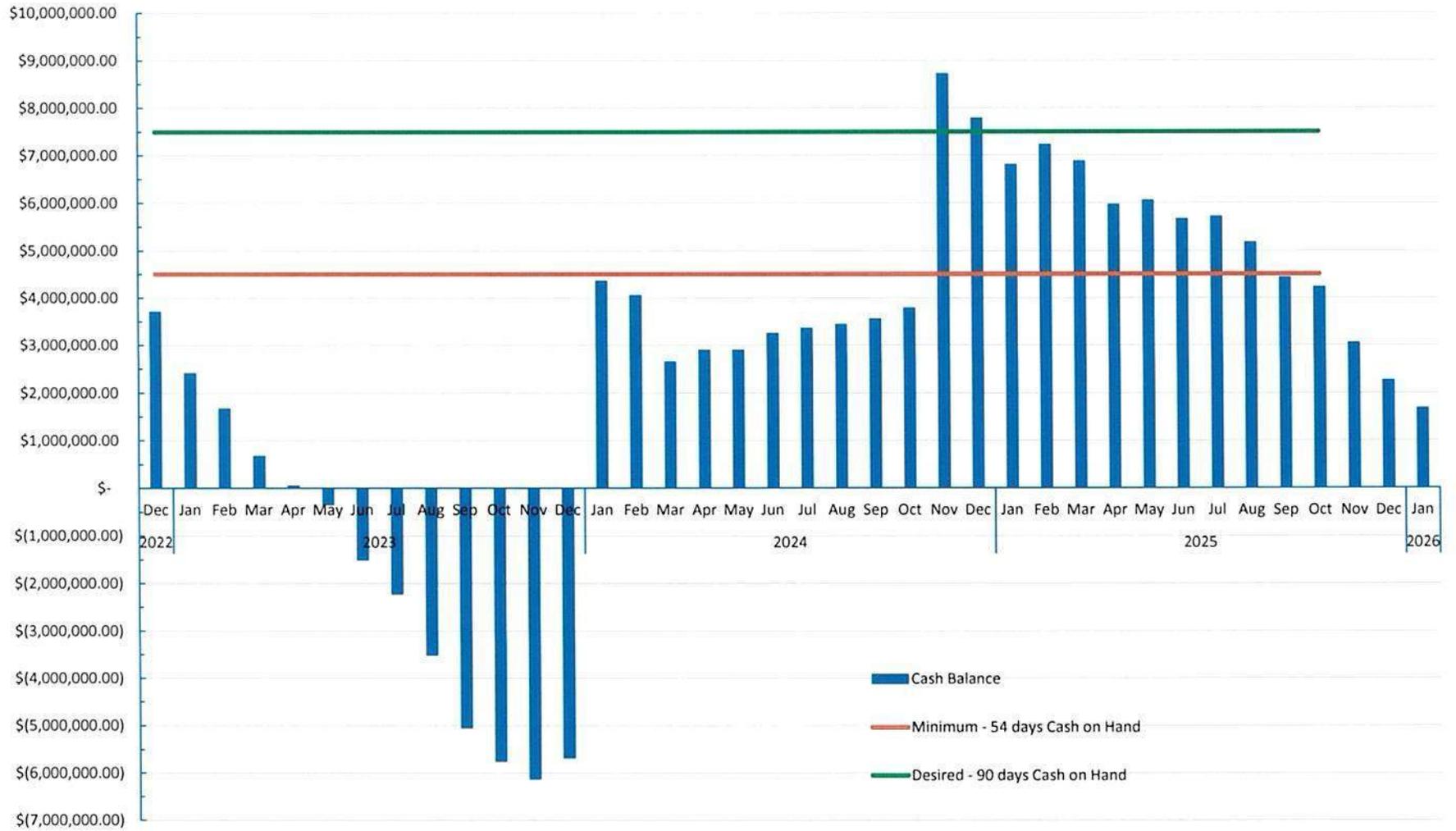
Grand Traverse Pavilions - SNF
Cash Flow Statement
 1/1/2026 to 1/31/2026

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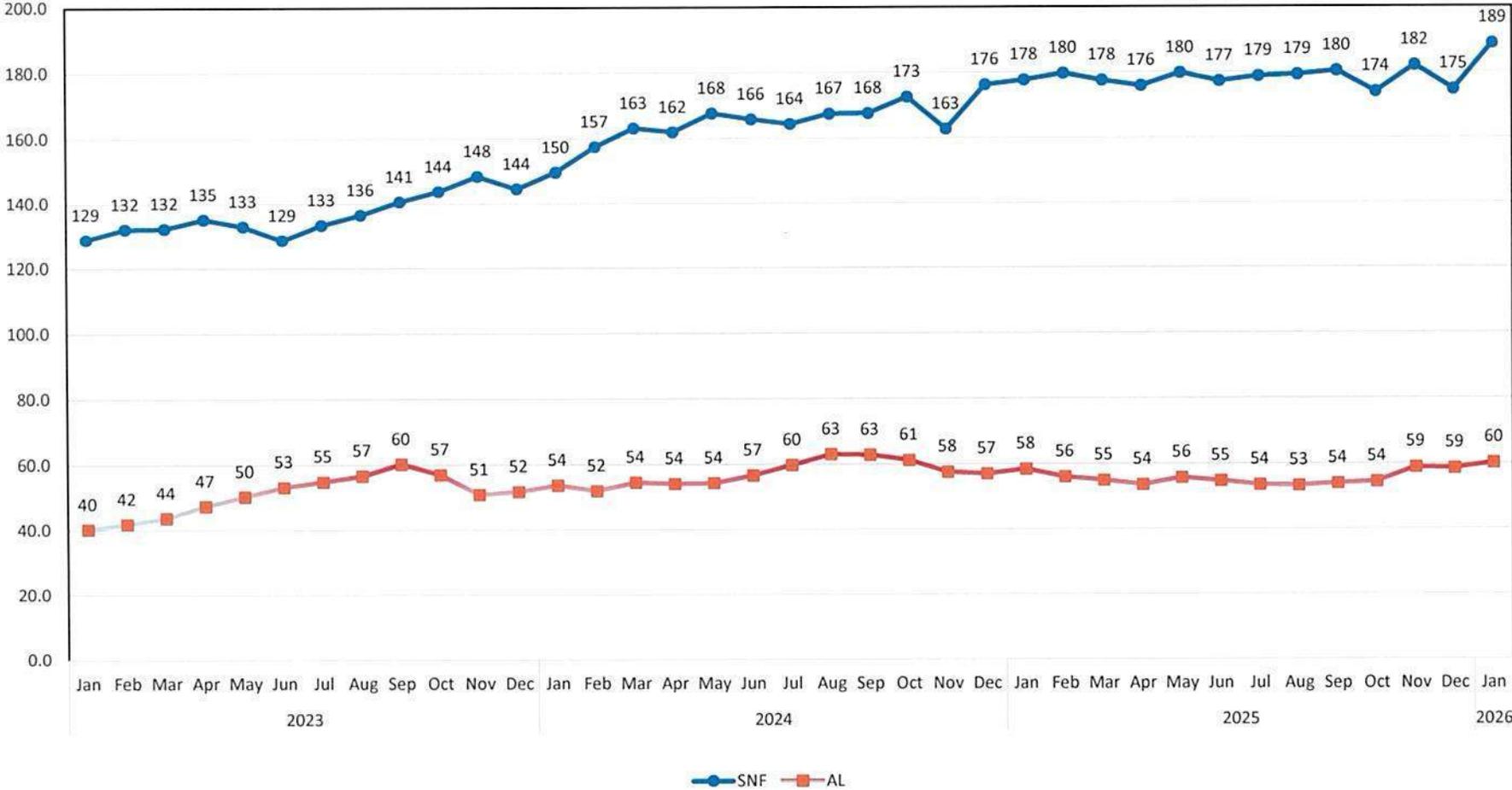
	CURRENT PERIOD	PRIOR PERIOD	YEAR TO DATE
	Actual \$	Actual \$	Actual \$
	0	0	0
Cash from Operating Activity			
Net Income	184,724	(149,495)	184,724
Net Cash provided by Operating Activities			
Depreciation and Amortization	96,483	96,483	96,483
Changes in Working Capital Items			
Accounts Receivable	160,583	(354,740)	160,583
Prepaid Expenses	(102,553)	63,916	(102,553)
Due to/from	(3,000)	(10,000)	(3,000)
Inventory	0	0	0
Accounts Payable	178,669	(123,971)	178,669
Other Assets			
Medicaid Settlement Receivable	0	0	0
Employee Retention Credit Receivable	(5,000)	0	(5,000)
Due From Foundation	(10,000)	(613)	(10,000)
Due From Grants			
TOTAL Due From Grants	0	0	0
Deferred Outflows			
TOTAL Deferred Outflows	0	0	0
Due From Pace North	32,296	32,296	32,296
Medicare Settlements Receivable	0	0	0
Medicaid Wage Pass Through Rec	88,238	1,190	88,238
QAS Receivable	(37,692)	214,676	(37,692)
QMI Receivable	82,326	(33,326)	82,326
TOTAL Other Assets	150,168	214,222	150,168
Accrued Payroll & Other Expenses	(472,563)	(378,932)	(472,563)
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	(268,037)	(370,511)	(268,037)
QAS Payable	0	0	0
Net Pension Liability	0	0	0
TOTAL Other Accrued Liabilities	(268,037)	(370,511)	(268,037)
TOTAL Changes in Working Capital Items	(356,732)	(960,017)	(356,732)
TOTAL Net Cash provided by Operating Activities	(260,249)	(863,534)	(260,249)
TOTAL Cash from Operating Activity	(75,525)	(1,013,029)	(75,525)
Cash from Investing Activity			
Fixed Asset Purchase	(22,056)	(9,056)	(22,056)
TOTAL Cash from Investing Activity	(22,056)	(9,056)	(22,056)
Cash from Financing Activities			
Long Term Debt	(230,000)	0	(230,000)
Short Term Debt/Notes Payable	0	0	0
TOTAL Cash from Financing Activities	(230,000)	0	(230,000)
Net Cash Activity	(327,581)	(1,022,085)	(327,581)
CASH BEG OF PERIOD	2,005,974	3,028,059	2,005,974
Cash Beginning Balances as of 12/31/2025	2,005,974	3,028,059	2,005,974
Net Cash Activity	(327,581)	(1,022,085)	(327,581)
Cash Ending Balance	1,678,393	2,005,974	1,678,393

Grand Traverse Pavilions					
Irregular payments					
2026					
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
Projected					
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	12,055.47	Capital	
Payroll extra	Survey	March	10,000.00	Quarterly payment-\$100 grossed up for FICA	Reimbursed by grant
	UV bulb replacement	March	18,500.00	20% down pmt + 5 monthly installments	
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
	UV bulb replacement	April	14,750.00	20% down pmt + 5 monthly installments	
MCMCFC	Annual Dues	April	12,100.00	This is the 202-26 amount	
CDW	VMWare 1 year license subscription	May	21,500.00	Annual payment	
Payroll	Survey	May	6,500.00	Quarterly payment-\$100 grossed up for FICA	
	UV bulb replacement	May	14,750.00	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-annual	Benchmarking survey and MA rate projec.
	UV bulb replacement	June	14,750.00	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 FICA	Reimbursed by grant
Nationwide Insurance	Liability, property and auto insurance	July	81,984.25	Installment payment 2 of 3	Calendar year policy; expensed monthly
	UV bulb replacement	July	14,750.00	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 FICA	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
	UV bulb replacement	August	14,750.00	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 FICA	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 other	December	360,000.00	Annual payment during union contract	Includes employer taxes, expensed monthly

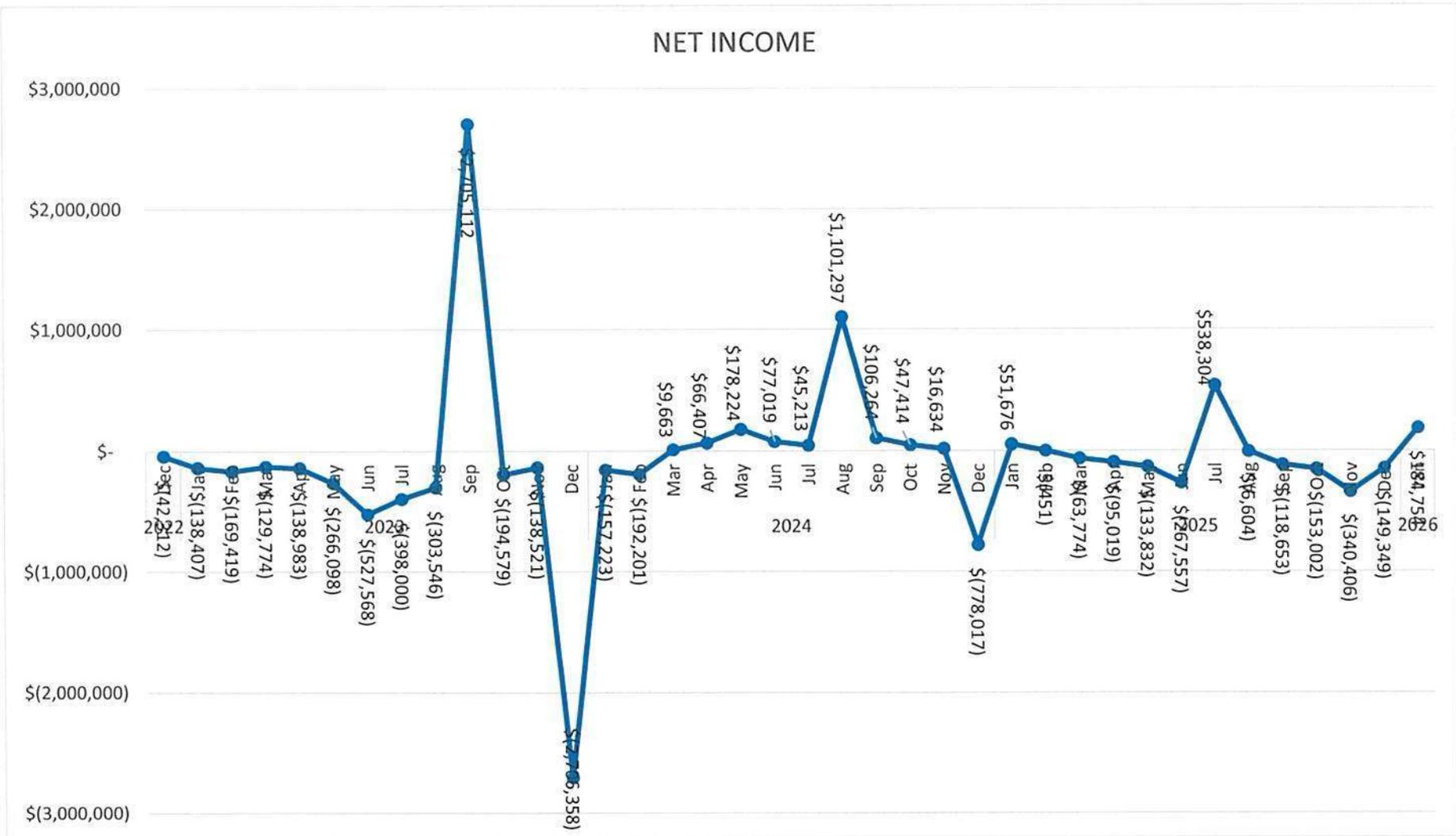
CASH BALANCE



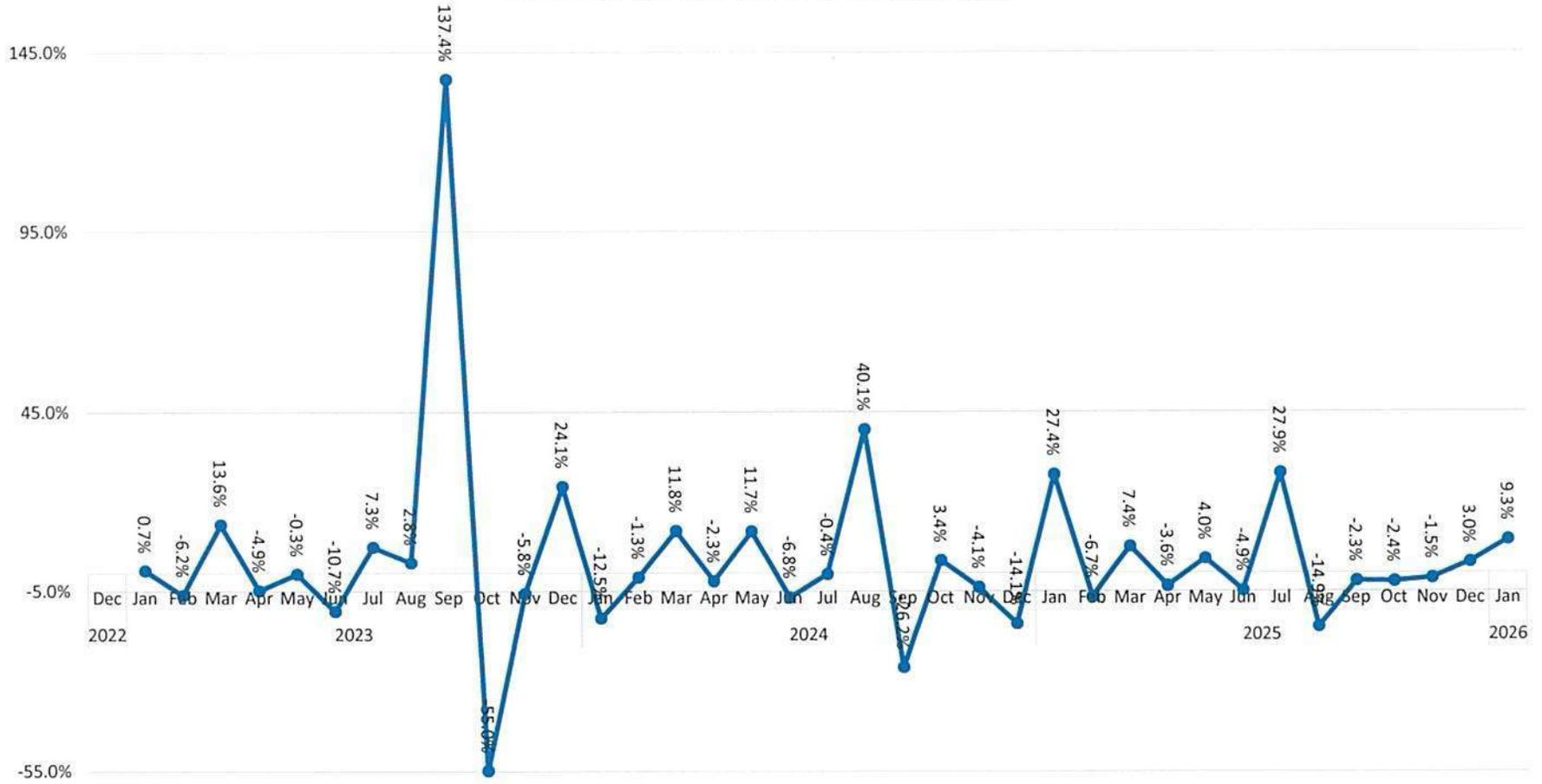
AVG. CENSUS PER DAY

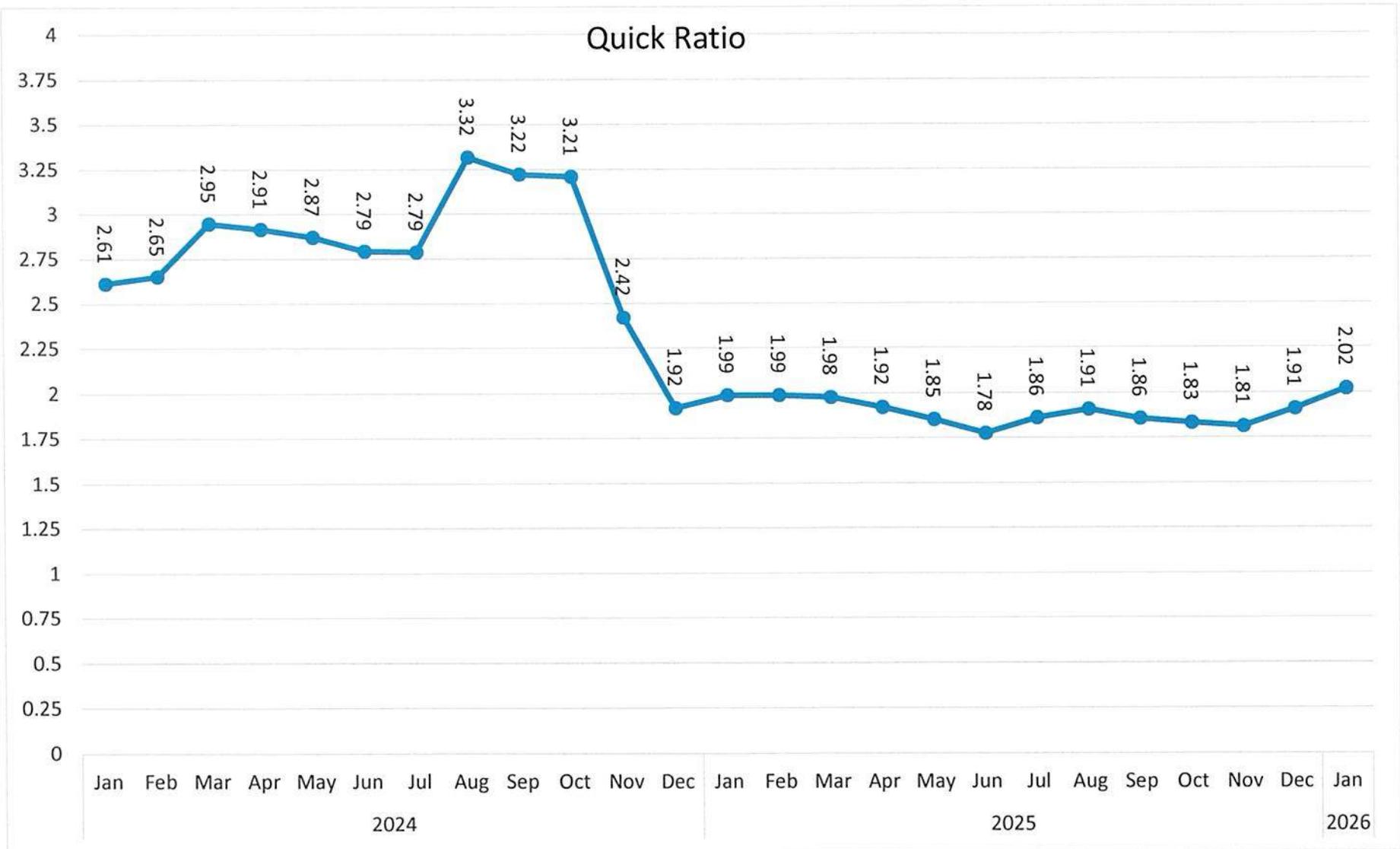


NET INCOME



Revenue Growth % from Previous Month





GRAND TRAVERSE PAVILIONS
Grand Traverse Medical Care

12

PURCHASE OF EQUIPMENT AND SERVICES REQUEST FORM

Following is a request for your approval to purchase the detailed equipment or services, with supporting documentation.

A. Requesting Grand Traverse Pavilions Department: Environmental Services

B. Item: Replace UV Bulbs for our Active Pure System

C. Specifications: See attached

D. Bids Solicited From:

1. Garstang Group City Atlanta, GA Date 2/17/26

2. _____ City _____ Date _____

3. _____ City _____ Date _____

4. _____ City _____ Date _____

E. Bids Received:

1. Garstang Group Date 2/19/26 \$ 92,023.19

2. _____ Date _____ \$ _____

3. _____ Date _____ \$ _____

4. _____ Date _____ \$ _____

F. Variances in Bidder's Equipment or Services Being Offered:

Replacement UV Bulbs and warranty inspection for our Active Pure system.

G. Recommendation: Garstang Group

H. Justification for Recommendation: Original OEM vendor of this system

I. Purchase Budgeted: Yes No

How Funded: Capital Budget

Kouyul Hansen 2/19/26

Finance Director
(Purchase up to \$1,500.00)

Dannelly Gaveruder 2-19-26

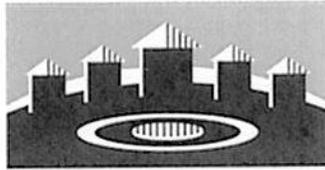
Administrator/CEO
(Purchase up to \$5000.00)

Carol Crawford, Chair

Date

Grand Traverse County Department of Health & Human Services Board

(Purchase over \$5000.00)



Grand Traverse Pavilions

MEMORANDUM

2/17/2026

TO: DHHS Board

FROM: Ryan Hutchins
Environmental Services Director

RE: Active Pure Air Purification UV Bulb Replacement

Situation

We are requesting board approval for the attached bid in the amount of \$92,023.19 for the replacement of UV bulbs in our Active Pure air purification system. This cost also includes inspection of each installed unit and renewal of the system warranty.

Background

The Active Pure system was fully installed in February 2023 throughout Grand Traverse Pavilions. We are currently the largest medical facility in the country with the highest number of these units installed. The system works in conjunction with our HVAC infrastructure, utilizing air movement throughout the building to actively reduce airborne and surface contaminants. As air circulates through the units, the system breaks down viruses, bacteria, and fungi, effectively inactivating these particles and preventing further spread or contamination.

Assessment

Prior to and following installation, studies were conducted on infection rates within our facility. Results demonstrated a significant reduction in infection rates, showing a 50–75% decrease in airborne and surface pathogens. The system has played a key role in reducing outbreaks such as COVID-19 and influenza within our building and limiting transmission to other areas of the facility.

Routine UV bulb replacement is required to maintain system performance, effectiveness, and warranty compliance. Failure to complete this replacement could reduce the system's effectiveness and increase risk of infection spread.

Recommendation

It is recommended that the Board approve the \$92,023.19 expenditure for UV bulb replacement, full unit inspection, and warranty renewal to ensure continued optimal performance of the Active Pure system and sustained infection prevention throughout Grand Traverse Pavilions.

Thank you,

Ryan Hutchins
Environmental Services Director

Date 02/19/26

Grand Traverse Pavilions

1000 Pavilions Circle

Traverse City, MI 49684

Proposal Subject: Service of ActivePure Technology.

Dear Ryan,

Thank you for following up regarding the replacement of the Induct cells installed in 2022. We are very pleased with the design and product performance, and with the reported reductions in airborne illness transmission, gastrointestinal infections, and Volatile Organic Compounds.

To maintain operational integrity, the lamp catalysts should be replaced no more than 2 years after initial installation for a medical-grade solution. It's encouraging to hear that your units continue to perform well despite the lamps not having been replaced since installation. This speaks to technology's durability and long-term effectiveness.

As discussed, the warranty has lapsed as the maintenance has not been completed as per the schedule. As the OEM representative, we can reinstate the remaining warranty once the new cells are installed and we inspect them on-site to maintain the integrity of the units.

We are also willing to honor the original quote provided on the cells.

We would also like to conduct a case study of the work done and the results obtained over the last few years. We believe this provides a great reputation boost, and the team has a great story to tell. I have spoken to the corporate team, and they are willing to support this exercise.



GARSTANG GROUP

We appreciate your continued trust and look forward to working with you again.

Daniel Garstang

daniel@garstang.com

8322825919



Date: 02/19/26

Grand Traverse Pavilions
 1000 Pavilions Circle
 Traverse City, MI 49684

Proposal Subject: Service of ActivePure Technology

SCOPE OF WORK

- Supply and replace the induct cells in all installed devices from 2022. Dispose of old cells.
- Conduct equipment inspection to reestablish warranty.
- Work to be completed in March 2026
- The location of the units installed is recorded in Appendix 1.

Replacement Period	Total
Inspect and service induct units, supply and replace induct cells into the Induct II and Induct III units.	\$92,023.19

NOTES

- Installation conducted at days and times convenient to operations..
- Shipping included.
- The Proposal is valid for 30 days.
- Prices do not include sales tax; we will require a sales tax exemption form if sales tax is exempt.

PAYMENT TERMS:

- 50% invoiced on receipt of Purchase Order, remainder on completion on project completion.



GARSTANG GROUP

CLIENT ACCEPTANCE

Your acceptance of this Proposal (including any attachments) is indicated by signing in the space provided below. Once we receive your signed approval, we shall contact you regarding the commencement of the project described herein, as outlined in this Proposal. Please complete and return the following information sheet.

Company Name: _____

Full Name: _____

Title: _____

Date: _____

Signature: _____

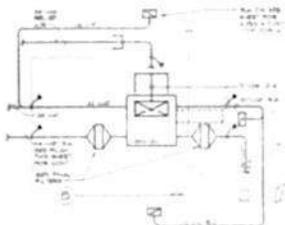
BILLING INFORMATION REQUEST

Purchase Order Number	
Company Name	
Billing Department Information	
Name	
Address 1	
Address 2	
City	
State	
Zip Code	
Country	
Email	
Telephone	

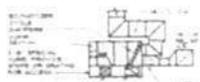


GARSTANG GROUP

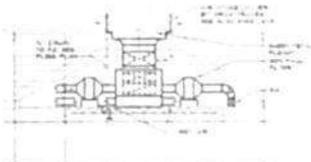
Appendix 1



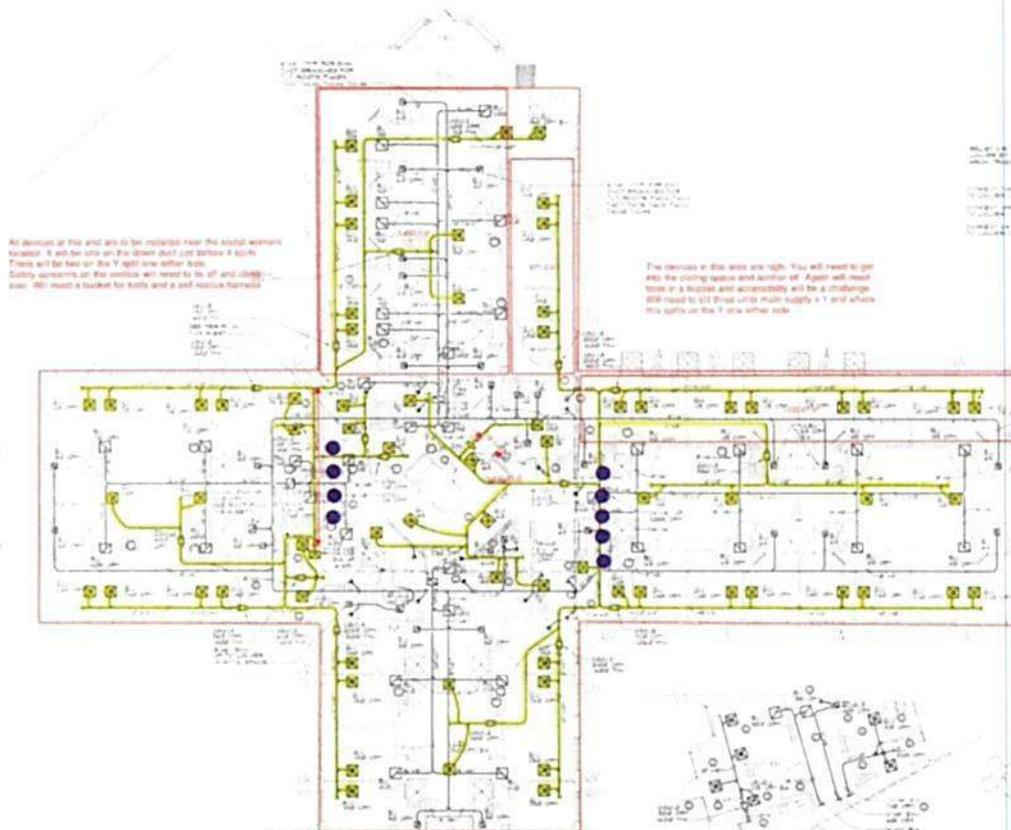
ATTIC MECH PLAN



SECTION A



SECTION B



UPPER LEVEL NURSING UNIT 'A' - HVAC PLAN

All devices at this end are to be installed near the existing location. It will be one on the down duct just before it splits. There will be two on the Y split one either side. Safety supports on the work will need to be off and chock saw. Also install a ladder for entry and a self rescue harness.

The devices in this area are high. You will need to get into the ceiling space and service off. Again will need force in a bucket and accessibility will be a challenge. Will need to get three units main supply in Y and where the splits on the Y are either side.

A



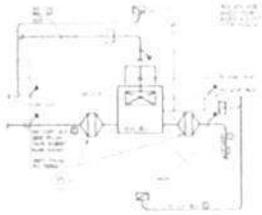
PARTIAL ROOF PLAN PART 'A'

STW

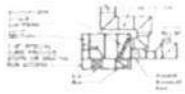
upper level nursing unit 'A'		HVAC plan	
Grand Traverse Medical Care Facility			
Traverse City, Michigan			
Edward L. ... & Associates Inc.		9503 M22	

No devices of this nature are to be installed over the local weather condition. It will be used on the floor, don't put before it gets. There will be one on the 7' attic only on one side. Safety concerns on the surface will need to be left and clear over. Will need a bucket for tools and a soft-impact hammer.

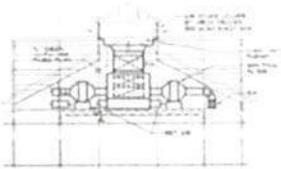
The devices in the area are high. You will need to get into the ceiling space and remove it. Approved work tools in a bucket and accordingly will be a challenge. Will need to all three sides clear access. A bucket will be left on the 7' new attic side.



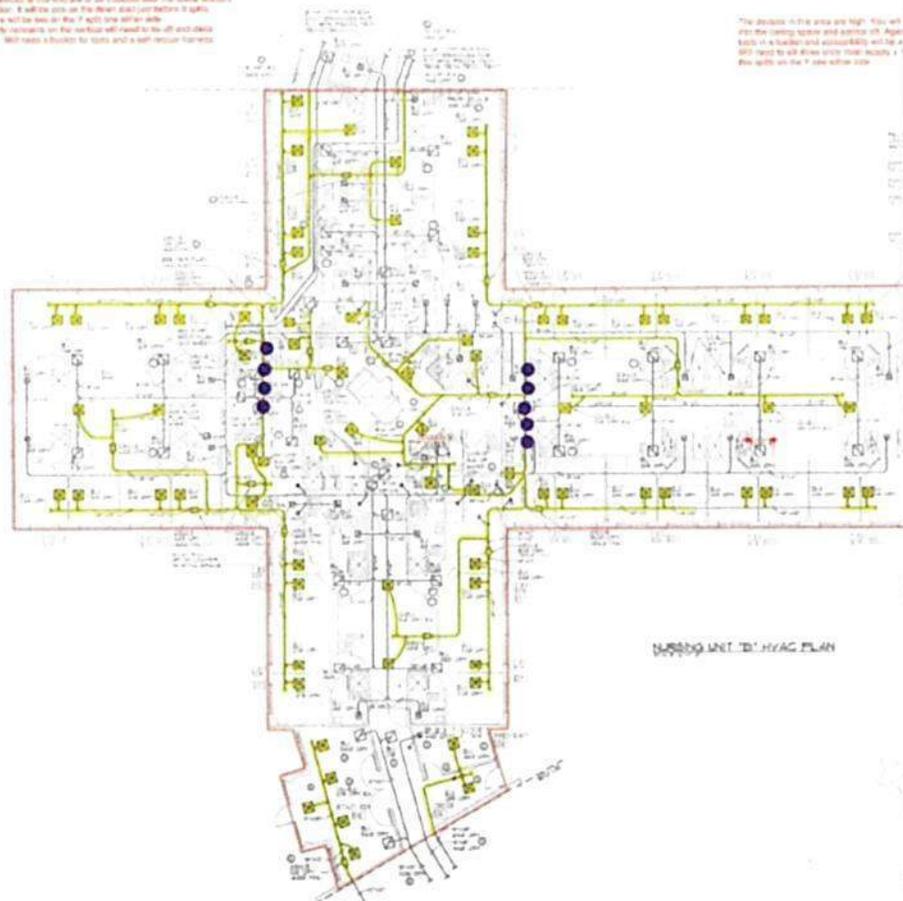
ATTIC MECH PLAN



SECTION A



SECTION B

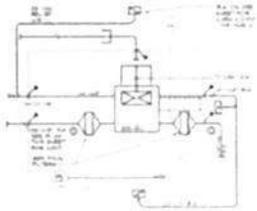


NURSING UNIT TO HVAC PLAN



PARTIAL ROOF PLAN PART 'B'

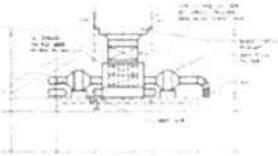
Section V HVAC Plan		Date: _____ Revision: _____ Scale: _____ Sheet No: _____ Approved By: _____ Date: _____
Grand Traverse Medical Care Facility 10000 L.S. Michigan		0603 M2.3
Edward Lindor & Associates Inc. Architects & Planners, Southfield, Michigan		



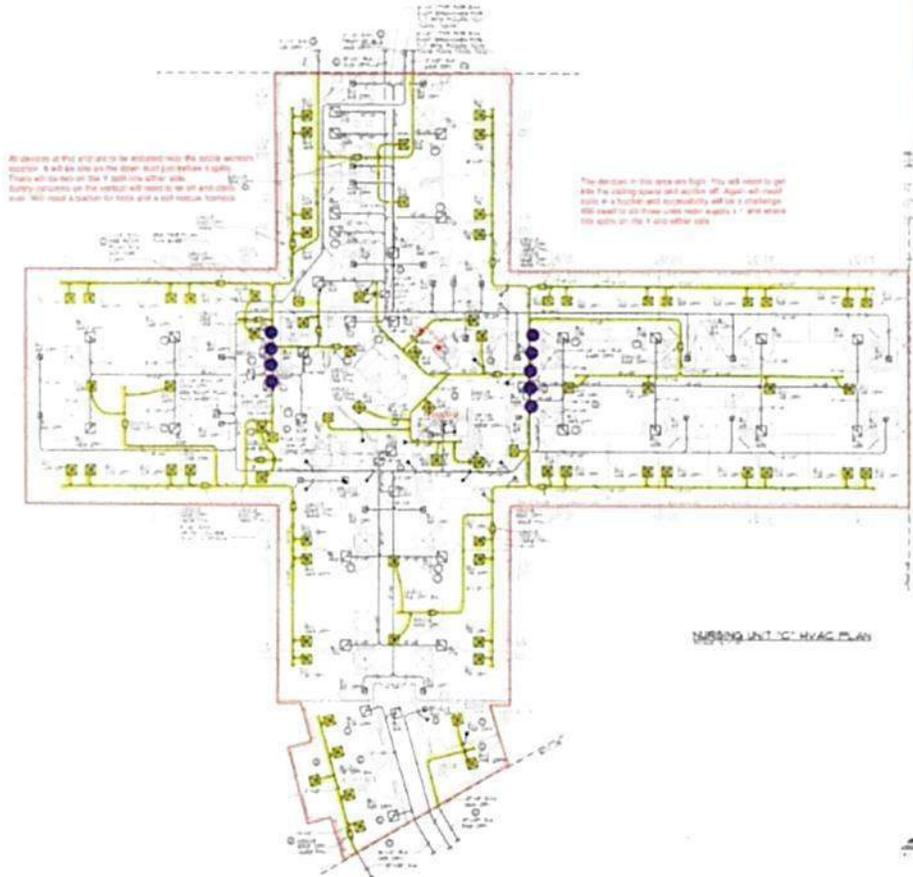
MECHER PLAN



MECHER PLAN



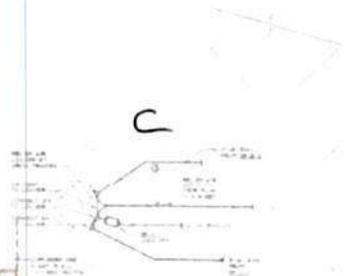
MECHER PLAN



MECHER PLAN

All devices at this station to be installed into the existing structure & all be done on the lower level in order to get them situated on the Y side on other side. Safety concerns on the vertical will need to be an and other side. We need a location for these and a self-storage room.

The devices in this area are high. They will need to get into the ceiling space and another off. Again, all work done in a hallway and accessibility will be a challenge. We need to do these with extra work in Y side other side.

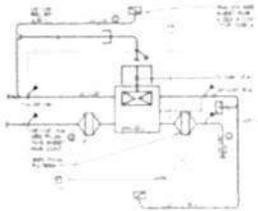


MECHER PLAN PART 10

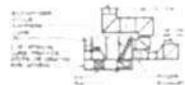
MECHER PLAN PART 10



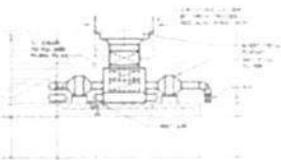
Section V MECHER PLAN	Date: 11/11/11 Author: J. J. J. Checked: J. J. J. Approved: J. J. J.
Grand Traverse Medical Care Facility Section V, MECHER PLAN	Project No: 9503 Revision: 024
Edward Linton & Associates Inc. Architects & Engineers	Project No: 9503 Revision: 024



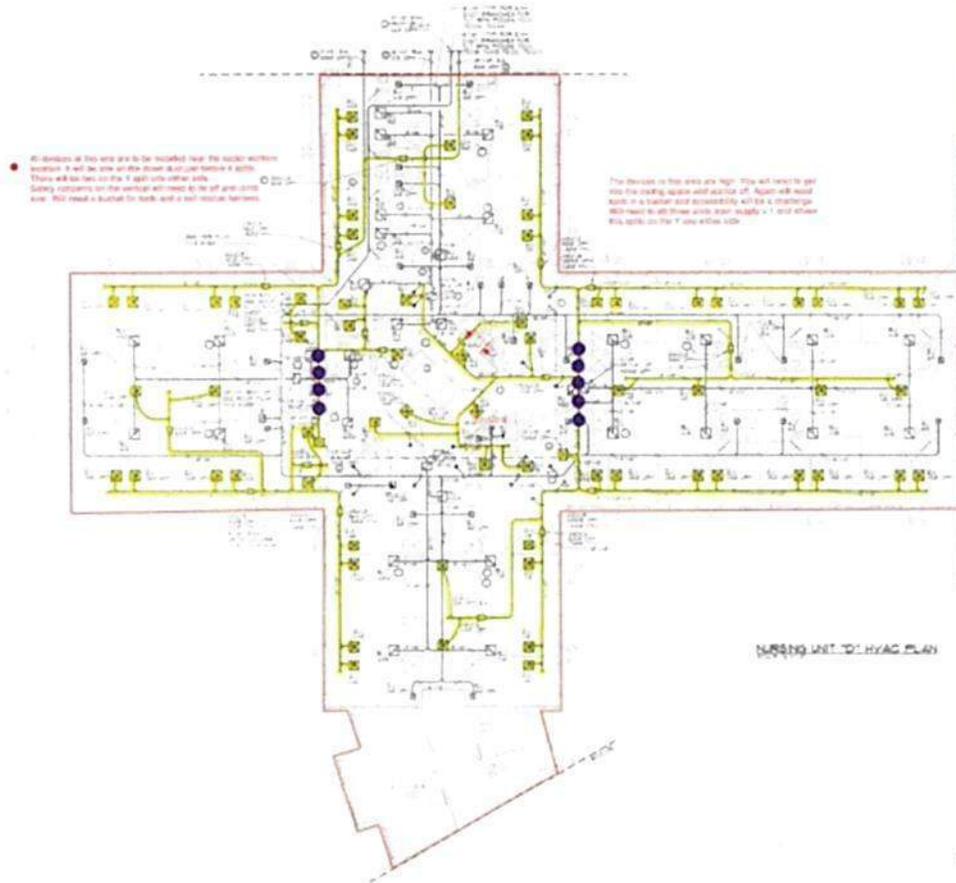
ATC HEAD PLAN



SECTION A



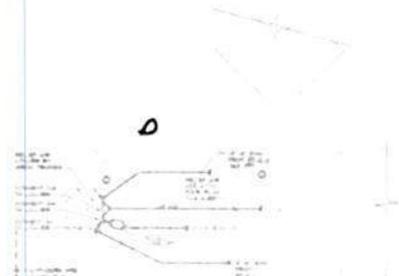
SECTION B



NURSING UNIT - HVAC PLAN

• All devices at this end are to be isolated from the outdoor weather equipment & will be done on this end & will be done before a split. There will be ties on the T split into other splits. Safety concerns on the unit will need to be on all air units now. We need a bucket for work and a roll of rope for work.

The devices in this area are high. They will need to get into the ceiling space and work off. Again will need work in a ladder and accordingly will be a challenge. Will need to all three units main supply x 1 and return x 10 splits on the T and other side.



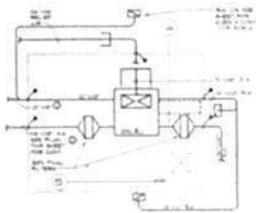
MECHANICAL FLOOR PLAN PART D'

UNIT 7
MAC Pa

Grand Traverse
Medical Care Facility
10000 E. Bay Street

Grand Traverse & Associates, Inc.
MECHANICAL ENGINEERS ARCHITECTS

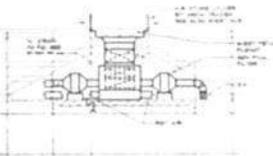
9500
1025



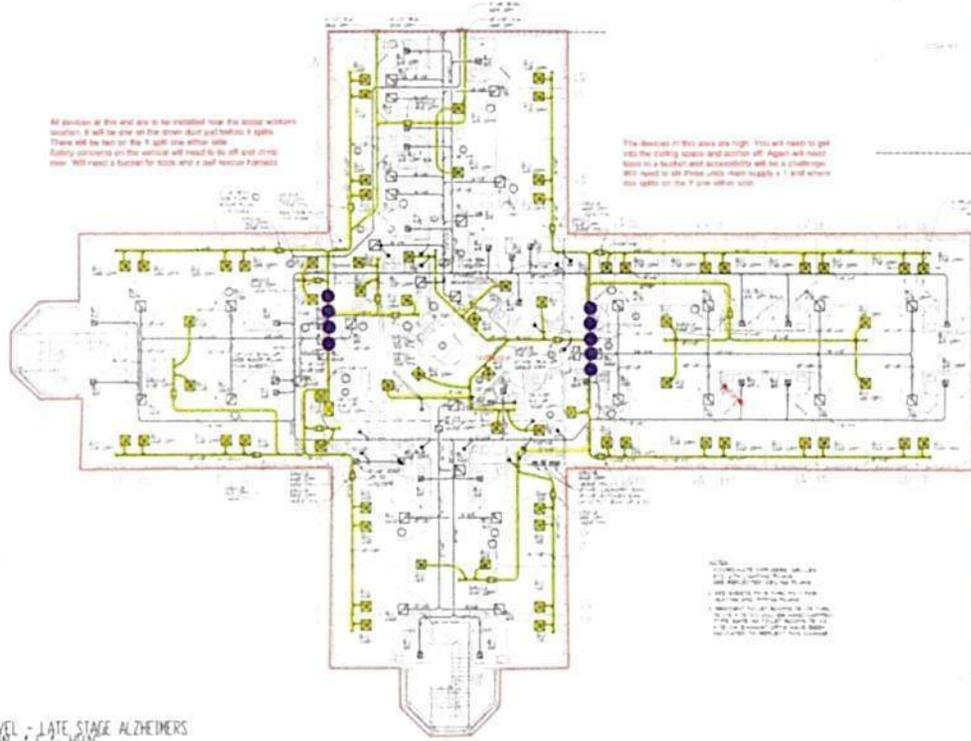
ATTICHER PLAN



SECTION A



SECTION B

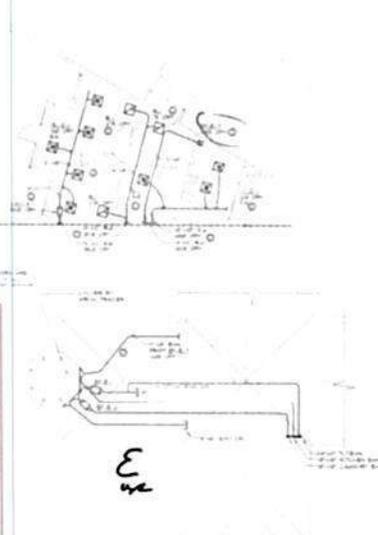


UPPER LEVEL - LATE STAGE ALZHEIMERS
FLOOR PLAN

All devices at this end are to be installed near the corner window location. It will be one on the inner door just below 8' split. There will be two on the 4' split one either side. Safety concerns on the vertical will need to be off and strip over 100' need a barrier for back and a self-rescue system.

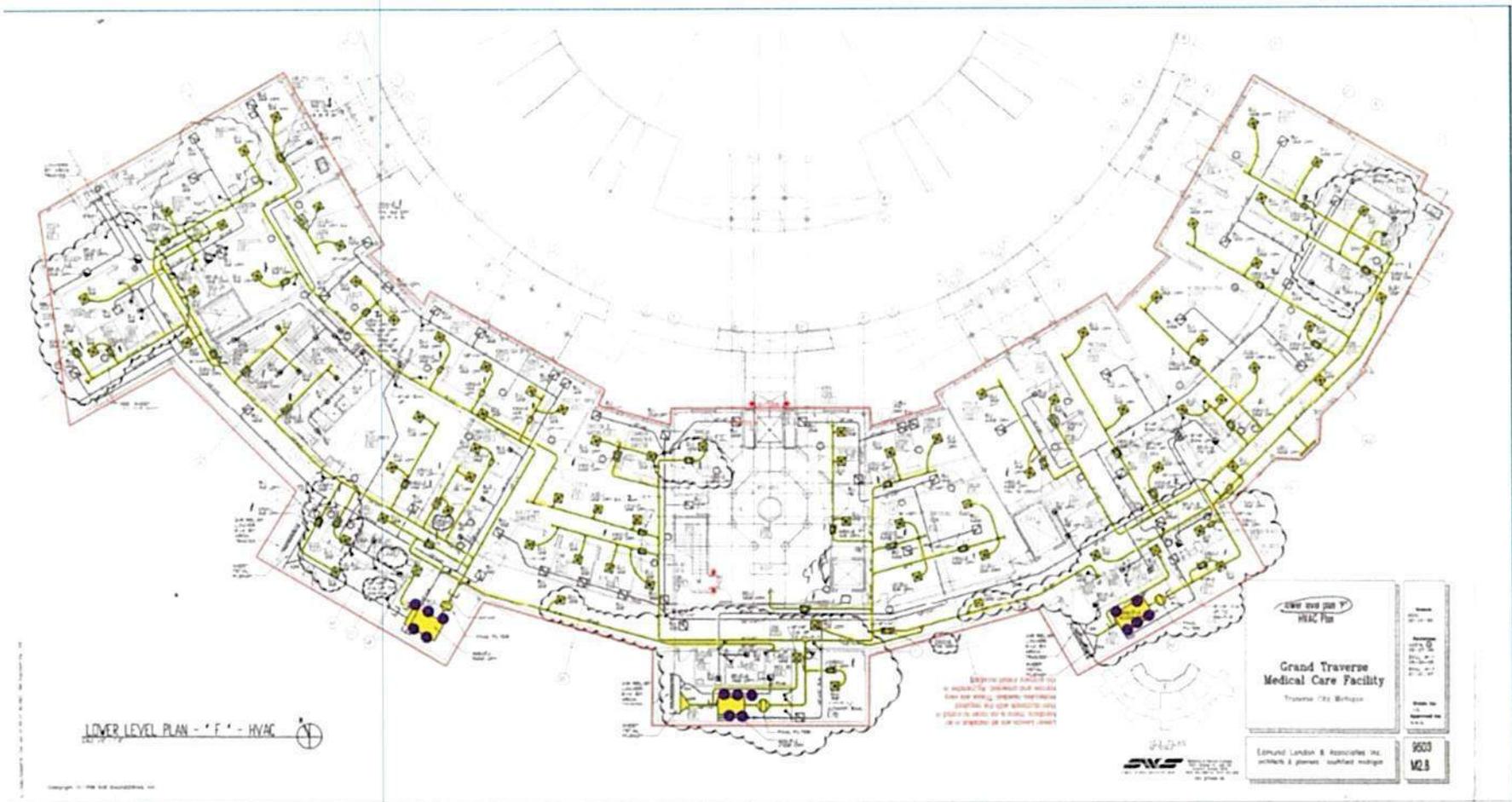
The devices in this area are high. You will need to get into the ceiling space and access off. Again will need back in a bucket and accessibility will be a challenge. We need to add three extra main supply 1" and where this splits on the 4' one either side.

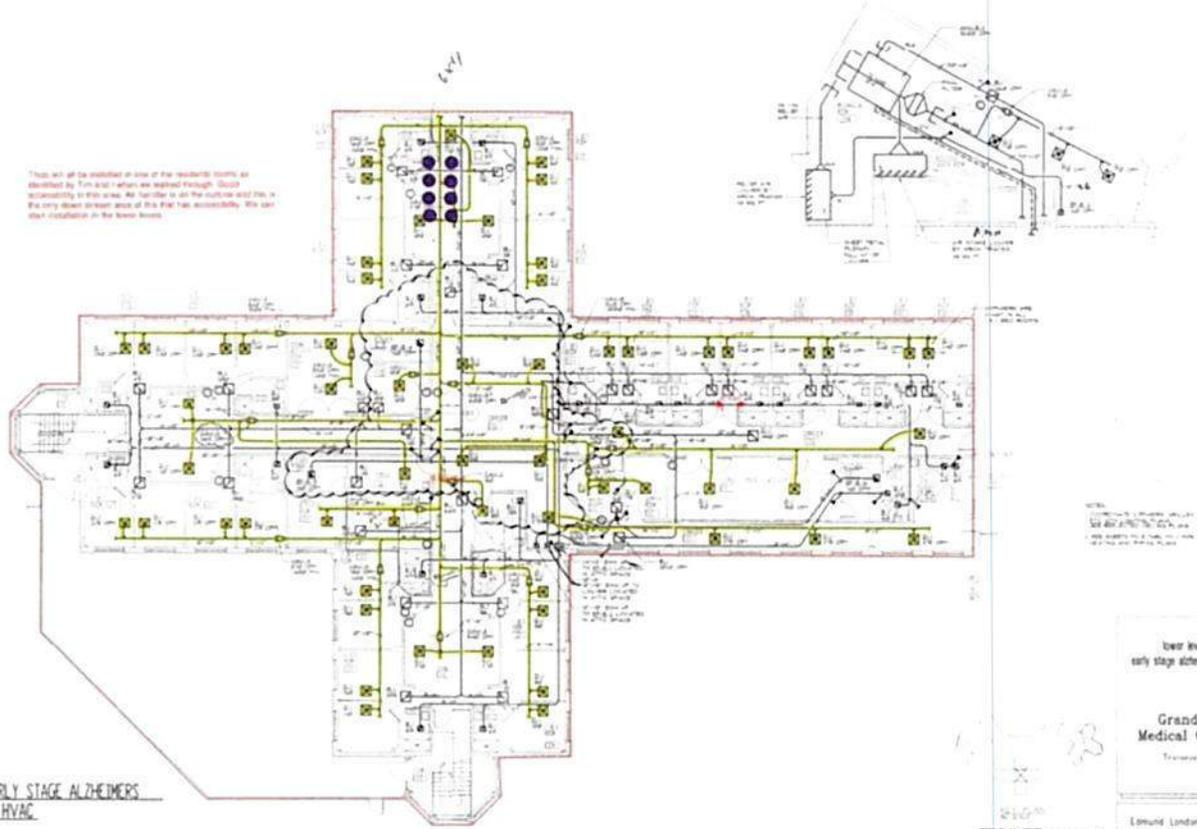
Legend:
 - Yellow lines: Mechanical systems
 - Purple dots: Electrical devices
 - Red lines: Structural elements



PARTIAL ROOF PLAN PART II

<p>upper level floor plan HVAC plan</p>	<p>Scale: 1/8" = 1'-0"</p>
<p>Grand Traverse Medical Care Facility</p> <p>Source: C&W/WH</p>	<p>Sheet No.: 9503</p>
<p>Edmund Lindon & Associates Inc. architects & planners</p>	<p>M27</p>

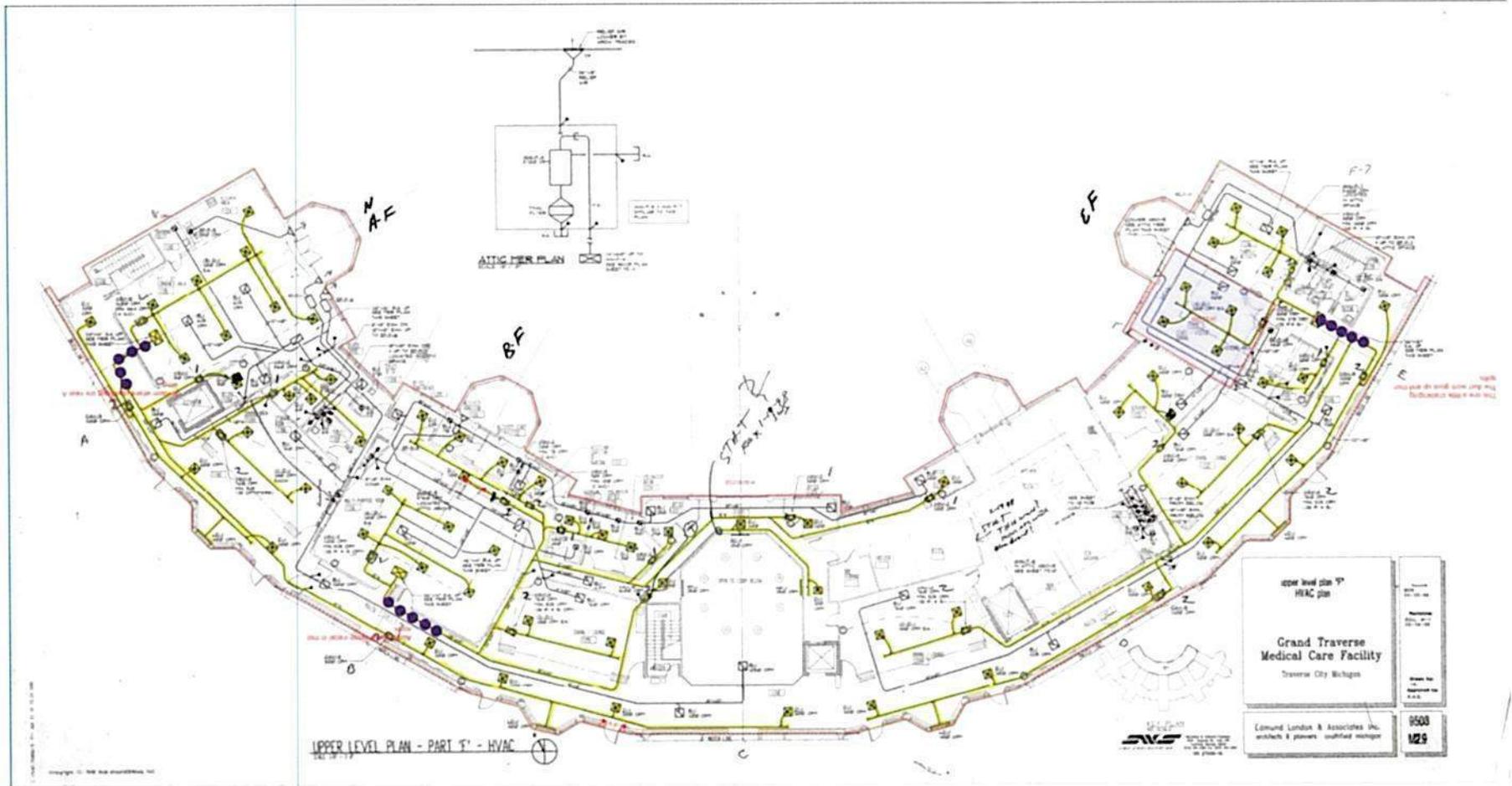




These will all be installed in one of the resident rooms as identified by Tom and return are walked through. Good accessibility to this area. Air handler is on the outside wall this is the very cleanest access of this that has accessibility. We can start installation in the lower level.

LOWER LEVEL - EARLY STAGE ALZHEIMERS
FLOOR PLAN 'E' - HVAC

lower level plan 'E' early stage alzheimers - HVAC plan		Scale: 1/4" = 1'-0" 1/8" = 1'-0" 1/16" = 1'-0" 1/32" = 1'-0" 1/64" = 1'-0" 1/128" = 1'-0" 1/256" = 1'-0" 1/512" = 1'-0" 1/1024" = 1'-0" 1/2048" = 1'-0" 1/4096" = 1'-0" 1/8192" = 1'-0" 1/16384" = 1'-0" 1/32768" = 1'-0" 1/65536" = 1'-0" 1/131072" = 1'-0" 1/262144" = 1'-0" 1/524288" = 1'-0" 1/1048576" = 1'-0" 1/2097152" = 1'-0" 1/4194304" = 1'-0" 1/8388608" = 1'-0" 1/16777216" = 1'-0" 1/33554432" = 1'-0" 1/67108864" = 1'-0" 1/134217728" = 1'-0" 1/268435456" = 1'-0" 1/536870912" = 1'-0" 1/1073741824" = 1'-0" 1/2147483648" = 1'-0" 1/4294967296" = 1'-0" 1/8589934592" = 1'-0" 1/17179869184" = 1'-0" 1/34359738368" = 1'-0" 1/68719476736" = 1'-0" 1/137438953472" = 1'-0" 1/274877906944" = 1'-0" 1/549755813888" = 1'-0" 1/1099511627776" = 1'-0" 1/2199023255552" = 1'-0" 1/4398046511104" = 1'-0" 1/8796093022208" = 1'-0" 1/17592186044416" = 1'-0" 1/35184372088832" = 1'-0" 1/70368744177664" = 1'-0" 1/140737488355328" = 1'-0" 1/281474976710656" = 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Grand Traverse Pavilions

MEMORANDUM

1/15/2026

TO: DHHS Board
FROM: Ryan Hutchins, Environmental Services Director
RE: Emergency Repair, Walk-In Freezer Compressor Replacement

Situation

Attached is a bid for replacement of the compressor for the walk-in freezer located in the Main Kitchen cooler. The total cost is \$12,055.47, which includes the new compressor and all labor for installation.

Background

The walk-in freezer within the Main Kitchen area is essential for daily operations because it allows staff to safely store and access supplies efficiently. Without it, staff would need to repeatedly transport items from the large outdoor walk-in freezer located in the receiving area creating significant storage, workflow inefficiency, and increased labor burden. The existing kitchen cooler/freezer is an aging unit, and replacement part options are limited due to age, increasing the risk of operational failure if repairs are delayed.

Assessment

Prompt repair is critical to:

- Maintain food safety and temperature control compliance
- Prevent interruption of kitchen operations
- Avoid additional labor strain and inefficiency
- Reduce risk of a full system failure due to delayed repair or unavailable parts

Grand Traverse Refrigeration is the primary large-scale refrigeration vendor in our area and has consistently provided reliable service, timely communication, and high-quality workmanship in coordination with the Environmental Services Department.

Recommendation

Approve the urgent repair/replacement of the Main Kitchen walk-in freezer compressor in the amount of \$12,055.47 to prevent disruption to kitchen operations and support safe, efficient food service continuity.

Thank you,

Ryan Hutchins
Environmental Services Director



Grand Traverse Refrigeration, Inc.
1289 South M-37, Traverse City, MI 49685
(231) 943-4451

Estimate 106693432
Estimate Date 12/22/2025

Billing Address
GRAND TRAVERSE PAVILIONS
1000 Pavillions Circle
Traverse City, MI 49684 USA

Job Address
GRAND TRAVERSE PAVILIONS
1000 Pavillions Circle
Traverse City, MI 49684 USA

Description of work

We will recover system refrigerant, remove existing compressor, test for acid in system, add acid away in case of acid found in system, replace filter drier, install new compressor, connect to water lines, test system with nitrogen, pull deep vacuum, charge system to a clear sight glass, and verify proper operation and cooling.

This job will require 2 service techs in order to remove old compressor and set new compress.

Sub-Total	\$12,055.47
Tax	\$0.00
Total Due	<u>\$12,055.47</u>
Deposit/Downpayment	\$0.00

Thank you for choosing Grand Traverse Refrigeration, Inc.

TERMS AND CONDITIONS

THIS IS AN ESTIMATE, NOT A CONTRACT FOR SERVICES. The summary above is furnished by Grand Traverse Refrigeration, Inc. as a good faith estimate of work to be performed at the location described above and is based on our evaluation. All material is guaranteed to be as specified, and the above work to be completed in accordance with the specifications submitted for same and completed in a substantial workmanlike manner. Any alteration or deviation from submitted specifications involving extra costs will be executed only upon written orders and will become an extra charge over and above the estimate. All agreements are contingent upon strikes, accidents, or delays beyond our control. Property owner is to carry fire, tornado, and other necessary insurance on above work. Workman's compensation and public liability insurance on above work is to be taken out by Grand Traverse Refrigeration, Inc.

The proposal may be withdrawn, without further notice by Grand Traverse Refrigeration, Inc. if not accepted within thirty (30) days from the date of this written proposal. THIS IS NOT A GUARANTEE OF THE FINAL PRICE OF WORK TO BE PERFORMED. I agree and authorize the work as summarized on these estimated terms, and I agree to pay the full amount for all work performed.

Signed estimate and payment of one-half the total estimate amount is required to start. Payment in full is required within 30 days of completion.

Grand Traverse Refrigeration,
Inc.
1289 South M37
Traverse City, MI 49685
(231) 943-4451



Invoice # 64732
Invoice Date 2/18/2026
PO #
Pymt Terms Net 30
Due Date 3/20/2026

Billing Address

GRAND TRAVERSE PAVILIONS
1000 Pavilions Circle
Traverse City, MI 49684 USA

Job Address

GRAND TRAVERSE PAVILIONS
1000 Pavilions Circle
Traverse City, MI 49684 USA

Description of Work

We will recover system refrigerant, remove existing compressor, test for acid in system, add acid away in case of acid found in system, replace filter drier, install new compressor, connect to water lines, test system with nitrogen, pull deep vacuum, charge system to a clear sight glass, and verify proper operation and cooling.

This job will require 2 service techs in order to remove old compressor and set new compress.

1-21-26 (CS/CES)

Returned to complete compressor swap out. Upon removal of compressor and testing for acid I found that the oil was virtually black with small metal flecks. Oil did test positive for acid, so acid away was used. To properly ensure system is clean of acid and other non condensables I flushed system and added a suction line filter as well as a new liquid line filter. I also replaced contactor due to pitting.

We will have to return in two weeks to test for acid again and perform an oil change on the compressor. This will provide the best case scenario for system longevity.

After charging system and turning on disconnect the compressor did not fire up. I found 2 of the 3 fuses in the disconnect were now blown. Also, maintenance had to paint the freezer door threshold so we were asked to return tomorrow and complete start up with new fuses.

1-22-26 (CS)

Returned with new fuses and initiated start up. System came on, but head pressure was too low for r404. I adjusted water reg valve to achieve ideal head pressure and observed operation. Compressor is pulling 3.1amps out of a 3.4r1a . The freezer has reached 10 degrees and still dropping.

***Given the bad condition of the oil found in the old compressor along with the positive test for acid, we will need to return in 2 weeks and test for acid again. This process only aides in extending the life of the compressor.

02/06/26 CES/KE GTR#4913

Upon arrival unit was running and holding temperature of -10 Fahrenheit. We used the compressor to do a pump down then took power away. We started off by doing an oil acid test and the test showed no acid in the system. We drained all the oil then moved on to removing the suction line filter and repiping it with new copper. We then replaced the liquid line filter.

After replacing filters we added fresh POE oil and pulled a vacuum. We pulled down to 280 microns before allowing refrigerant to flow through the system again. We tested the compressor and watched the sight glass for bubbles. We had a clear sight glass and the compressor was running as intended. Upon departure temperature was 7 degrees Fahrenheit but still coming down.

Code	Description	Qty	Price	Total
Service - Labor	Service Labor 4913 5516843DW1S LH S/N: 410115189DW1S	20.00	\$169.00	\$3,380.00
Service - Labor	Service Labor 4913 5516843DW1S LH S/N: 410115189DW1S	4.50	\$169.00	\$760.50

Materials

Code	Description	Qty	Price	Total
Recovery Charge	Recovery Charge	1.00	\$75.00	\$75.00
Torch Supplies	Torch Supplies	1.00	\$55.00	\$55.00
CO2 / Nitrogen	CO2 / Nitrogen	1.00	\$55.00	\$55.00
2602	Test-all Acid Test Kit	1.00	\$103.67	\$103.67
2601	Acid Away POE	1.00	\$128.27	\$128.27
1709	Filter Drier	1.00	\$65.33	\$65.33
1301	Copper Fittings	4.00	\$35.00	\$140.00
Electrical Parts	Electrical Parts	1.00	\$35.00	\$35.00
Hardware	Hardware	1.00	\$35.00	\$35.00
1807	Freon	20.00	\$77.16	\$1,543.20
Non-inventory Parts	Water cooled compressor	1.00	\$6,290.00	\$6,290.00
Freight	Freight	1.00	\$150.00	\$150.00
2605	FLUSH	1.00	\$382.33	\$382.33
1724	Filter Drier	1.00	\$291.20	\$291.20
102	Contactoer	1.00	\$94.67	\$94.67
Non-inventory Parts	Fuse	2.00	\$127.30	\$254.60
1709	Filter Drier	1.00	\$65.33	\$65.33
1301	Copper Fittings	1.00	\$35.00	\$35.00
Refrigerant Oil	Refrigerant Oil	1.00	\$122.50	\$122.50

Sub-Total \$14,061.60

Tax 0% \$0.00

Total Due \$14,061.60

Balance Due \$14,061.60

Thank you for choosing Grand Traverse Refrigeration, Inc.

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 Shelly Dale, NP DATE December 9, 2025

RESIDENCE ADDRESS _____ TELEPHONE _____

OFFICE ADDRESS _____ TELEPHONE _____

Premedical Education: School Oakland University Date of Graduation 11/2011

Medical Education: School Kaplan University Date of Graduation 3/2017

Internship: Hospital _____ Dates _____

Residency: Hospital _____ Dates _____

MICHIGAN LICENSE: Date 6/22/2027 No. 4704216787 UPIN# _____

Hospital Staff Memberships:

Advanced Correctional Center

Medical Society Memberships:

Specialty: Family NP

Board Certified: Yes No Date 07/02/2018

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: Shelly Dale, NP DATE: December 9, 2025

APPROVED: [Signature] SIGNED: [Signature] DATE: 2/18/26
DISAPPROVED: _____ Medical Director, Grand Traverse Medical Care

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