

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

**REGULAR MEETING
July 30, 2026**

**Open to the public
9:00 AM Garfield Township Hall – Feiger Room
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.

A.	Review and File	<u>HANDOUT#</u>
(1)	Draft Minutes of the 6/25/26 Board Meeting	1
(2)	Draft Minutes of the 7/23/26 Study Session	2
(3)	June Resident Council Minutes	3
(4)	June Let's Talk Food Minutes	4

7. ITEMS REMOVED FROM CONSENT CALENDAR

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

9. **FOUNDATION BOARD REPORT** – *none*

10. **SERVICE EXCELLENCE** – *C. Crawford, Chair* 5

11. GRAND TRAVERSE MEDICAL CARE

A.	General Information	
(1)	Director Presentation – Kim Weckesser, Human Resources Director	6
B.	Chief Executive Officer Board Report – <i>D. Lavender, CEO</i>	7
C.	Business	
(1)	June Financials – <i>K. Hansen, CFO</i>	8
(2)	Proposed GTP Foundation Board of Trustees 2026-2027 – <i>D. Lavender, CEO</i>	9
D.	Medical Staff	
(1)	Jack Ip, MD, Sound Physician – <i>D. Hautamaki, Administrator</i>	10

G.T.P. Announcements

- (1) August 27, 2026 @ 9:00am Board Meeting @ Garfield Township
- (2) Upcoming Concerts on the Lawn:
 - July 30, 2026 @ 7:00pm – Petoskey Steel Drum Band
 - August 6, 2026 @ 7:00pm – Remembering Patsy Cline Featuring Judy Harrison
 - August 13, 2026 @ 7:00pm – Backroom Gang
 - August 20, 2026 @ 7:00pm – K. Jones and the Benzie Playboys

12. SECOND PUBLIC COMMENT

Refer to Rules under First Public Comment above.

13. **CLOSED SESSION** – None

14. ADJOURNMENT

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

MINUTES OF THE JUNE 25, 2026 MEETING

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

ABESENT:

GUESTS: Jaime Griffis, Director of Development & Community Relations
Clayton Wagatha, Community Relations & Volunteer Coordinator

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

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

First Public Comment – None.

County Liaison Report – County Liaison Andrews provided an update on several Grand Traverse County initiatives. She reported that the County continues to move forward with the proposed acquisition of the PACE building, which remains contingent upon the completion of several required conditions. In response to Crawford's question regarding the County's interest in reacquiring the PACE building, Andrews explained that the opportunity represents a sound long-term business investment. She noted that the building's existing long-term lease with PACE would provide stable tenancy while preserving the County's future flexibility to utilize the property should community needs change.

Andrews also shared that planning for the new jail and justice facility continues, including ongoing public engagement, facility planning, and the selection of a planning consultant to assist with integrating the various project components into a long-term community investment. Andrews further reported that the County is moving forward with an operational audit of several County departments, including the courts, prosecutor, sheriff, jail, and elected offices, to evaluate workloads, operational processes, and opportunities for greater efficiency. Due to lower-than-anticipated costs for the audit, the County expects to expand the review to include administrative departments such as Human Resources, Information Technology, Finance, and Administration. The audit is anticipated to provide recommendations for improving operational effectiveness and long-term planning.

Board discussion included the evolving design of the proposed jail facility, with Andrews noting the importance of incorporating modern approaches to medical and behavioral health services within the correctional setting to improve continuity of care and reduce long-term costs.

Approval of Agenda – Chair Crawford stated due to the need for Griggs to leave early, agenda item C. Business (1) Administrator Appointment will be moved before the Chairman Report. Crawford also stated the need to add Amend the DHHS-Pavilions 2026 calendar under C. Business (4).

Motion was made by Marois to approve the agenda with the changes and additions.
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 05/28/26 Board Meeting
- (2) May Resident Council Minutes

Motion was made by Griggs to approve the Consent Calendar as presented. Seconded by Marois and carried unanimously. Marois noted that the board used to receive minutes on the food committees and would like to see them again.

Items Removed From Consent Calendar – None.

Administrator Appointment (moved) – Griggs, who served as the Board representative on the administrator search committee, presented the committee's recommendation to appoint Melissa Johnson as the next Administrator of Grand Traverse Pavilions. Griggs highlighted Johnson's more than 20 years of nursing experience, leadership background, and expertise in administration, infection prevention, compliance, and process improvement. She noted Johnson's collaborative leadership style, commitment to communication across departments, calm and process-driven approach, and enthusiasm for continued learning. Following board discussion regarding Johnson's licensure, community involvement, anticipated start date, and transition planning, the Board unanimously approved the appointment of Melissa Hillier Johnson as Administrator, effective August 3, 2026.

During discussion, Andrews requested an opportunity to tour the facility and meet Johnson after she begins her role. Administration welcomed the request and noted that future opportunities may also be extended to county commissioners and community partners to showcase Grand Traverse Pavilions. Board members also expressed appreciation to Interim Administrator Dave Hautamaki for his leadership and service during the transition period and thanked the interview committee and leadership team for conducting a thorough and well-organized selection process.

Chairman Report – Crawford reported that she attended the Michigan County Medical Care Facilities Council (MCMCFC) Spring Management Conference along with Griggs and Lavender. Crawford shared that the conference provided valuable education related to leadership, organizational culture, employee engagement, data-informed decision-making, legal and regulatory matters, and emerging issues affecting county medical care facilities. Griggs highlighted sessions addressing employee support, overtime regulations, and the potential impact of the opioid crisis on skilled nursing facilities. Lavender noted several actionable takeaways, including opportunities to further engage the healthcare team in strategic planning and organizational decision-making. All who attended expressed appreciation for the educational opportunity and encouraged continued Board participation in future conferences.

Foundation Board Report – None

Service Excellence Awards – Crawford reviewed May's Service Excellence Awards. Rose Marinello RN, won the Employee of the Month for May.

Director Presentation – Community Engagement – Jaime Griffis – Director of Development & Community Relations Jaime Griffis, along with Community Engagement Coordinator Clayton Wagatha, provided an overview of current Development and Community Relations initiatives and scorecard. Griffis highlighted ongoing efforts to strengthen the Pavilions’ public presence through improvements to the organization’s website, digital platforms, messaging, and public-facing materials. The website redesign will focus on the needs of residents, families, and referral partners while providing accessible information regarding services and care options. Additional initiatives include updated admission and promotional materials, rebranding the Wellness Center as the Center for Rehabilitation, and expanding organizational storytelling through resident and family testimonials, employee spotlights, and increased social media engagement. Wagatha reported continued growth in the volunteer program, with 23 new volunteers added toward the annual goal of 15. Volunteers provide valuable support to residents, activities, special events, and Concerts on the Lawn, including individualized companionship opportunities for residents. Griffis also shared plans to launch the Foundation’s Make It Better Grant, which will provide employees an opportunity to identify and propose projects that enhance the experience of residents and employees. Additional outreach efforts include the “Ask Anne” educational series addressing commonly asked questions regarding care options and increased participation in local organizations and community events to strengthen partnerships and awareness of Pavilions services.

Wagatha provided updates on Concerts on the Lawn, including receipt of a \$16,000 Michigan Arts and Culture Council grant and continued community and sponsorship support. He also reported on the successful third annual Scramble for Seniors golf outing, which filled all 24 available team registrations and experienced increased participation and fundraising over previous years.

Griggs out 9:43 a.m.

Chief Executive Officer Board Report – Lavender reviewed the Organizational Scorecard through May 2026, reporting continued progress across the four Grand Mission categories: Residents First, Healthcare Team, Quality & Safety, and Operational Performance. Five priorities are currently meeting established targets, with several additional initiatives anticipated for completion within the next 30–60 days. Key initiatives include completion of the Joint Commission certification process, implementation of standardized departmental huddles, launch of resident satisfaction and employee Great Place to Work surveys, and development of a new electronic incident reporting platform to improve consistency, response time, follow-up, data tracking, and organizational safety. Team retention remained strong at approximately 98%, two mock surveys were completed, Medical Care Facility census exceeded budget at 194 residents, and Cottages occupancy met the budgeted census of 63 residents and has continued to increase. Year-to-date expenses remained favorable to budget, helping offset revenue below projections.

Lavender announced that the Board Strategic Planning Session is scheduled for July 23, 2026, and will include presentations related to community engagement, industry trends and organizational benchmarking, the Cottages’ organizational structure, potential renovation concepts, and funding opportunities, followed by a strategic planning exercise. Board members were also invited to attend the Employee Appreciation Picnic scheduled for July 22, 2026.

Lavender reviewed organizational statistics, reporting continued positive census trends, combined year-to-date net income favorable to budget, cash totaling approximately \$3.5 million, and accounts receivable days decreasing to 68, with a goal of reaching 55 days by year-end.

Rehabilitation services remained generally stable; however, outpatient therapy volumes declined during May due in part to staff vacations, leaves, and the Memorial Day holiday. Referrals have recently begun to increase. The organization welcomed eight new employees, bringing the total workforce to approximately 390 employees.

Hautamaki reported on the recent Joint Commission survey conducted as part of the voluntary certification process for the Medical Care Facility and Memory Care program. The comprehensive review evaluated clinical and operational systems, including personnel records, resident care, fire safety, dietary services, facility operations, and nursing practices. The survey identified 16 areas for improvement, none of which were considered serious. Corrective actions have been completed or are underway, and a formal response will be submitted as part of the certification process. Hautamaki noted that the review provided valuable feedback and further supported preparations for the upcoming annual state survey.

Hautamaki also provided an update on ongoing quality improvement initiatives. Recommendations identified through previous mock surveys have been addressed or remain in progress, with continued support from clinical consultants. Enhanced processes have been implemented to review resident falls and other incidents during daily clinical meetings, identify contributing factors, develop interventions, and monitor opportunities for improvement. Consultants also continue to participate in QAPI meetings and provide guidance regarding quality and safety priorities.

Forefront has been asked to conduct a comprehensive review of the Food Services program, including dining room operations, meal presentation and delivery, staffing, equipment needs, and opportunities to enhance the overall resident dining experience. Recruitment efforts are underway to increase Food Services staffing and support future improvements.

Hautamaki shared that regular facility rounds continue to identify opportunities for operational and environmental improvements. Three Aspen hallways are currently open, with additional areas expected to open as census increases. The renovated private rooms have supported admissions, particularly for short-term rehabilitation residents, and serve as a model for potential future renovations throughout the facility. Hautamaki concluded that the organization has established a strong foundation, continues to make positive progress, and is well positioned for the transition to the newly appointed Administrator.

Business

- (1) **May Financial Report** – Hansen presented the May 2026 financial operations report. Combined operations generated revenue of approximately \$3.36 million, favorable to budget by \$73,000, with expenses totaling approximately \$3.45 million, unfavorable to budget by \$162,000. Combined operations resulted in a net loss of approximately \$96,000 and an unfavorable budget variance of \$89,000. Cash increased by approximately \$383,000 to \$3.57 million, primarily due to continued collection of outstanding receivables. Accounts receivable days decreased to 68.

Medical Care Facility revenue totaled approximately \$3.04 million, favorable to budget by \$85,000, supported by an average census of 194 residents and increased Medicaid reimbursement. Expenses exceeded budget by approximately \$176,000, resulting in a monthly net loss of approximately \$79,000.

Cottages revenue totaled approximately \$331,000, unfavorable to budget by approximately \$12,000. Revenue was impacted by an approximately \$18,000 retroactive PACE adjustment related to periods when a resident temporarily received hospital or skilled nursing care while their Cottages residence was held. Board discussion included questions regarding reimbursement requirements, the frequency of similar occurrences, and whether current agreements or policies should be evaluated to reduce future financial impacts. Administration will further review the matter. Cottages expenses remained favorable to budget by approximately \$12,000, resulting in a monthly net loss of approximately \$17,000.

The Board also requested that the continued value and financial impact of the dedicated MDHHS worker arrangement be evaluated during the upcoming budget process.

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

Andrews out 10:18 a.m.

- (2) **Request to Purchase – Printers** – Lavender presented a request from Information Systems to purchase two Lexmark color printers. Three competitive bids were reviewed, with administration recommending the purchase from Kraft Business Systems based on the organization's longstanding relationship with the local vendor and its ability to directly support and service the equipment.

Motion made by Marois to approve the purchase of two Lexmark color printers from Kraft Business Systems in the amount of \$12,700 as presented. Seconded by Crawford. Motion carried. Roll Call - Crawford – yes, Marois – yes, Griggs – out early

- (3) **Request to Purchase – ThinClients Devices** – Lavender reviewed the need to purchase 80 NComputing thin clients to replace end-of-life devices that no longer support Windows 11 and are no longer adequate for secure, reliable access to critical clinical and Business systems. Three bids were received, with the recommended bid from CDW, based on their availability.

Motion made by Marois to approve the bid from CDW for \$17,761.53 to purchase 80NComputing thin clients as presented. Motion was seconded by Crawford. Motion carried. Roll Call - Crawford – yes, Marois - yes, Griggs – out early.

- (4) **Updated 2026 DHHS-Pavilions Schedule** (Added) – Crawford reviewed proposed changes to the remaining 2026 DHHS-Pavilions Board meeting schedule. The July 30, 2026 and October 29, 2026 meeting will remain at Garfield Township Hall but will be held in the smaller meeting room. The November meeting was rescheduled to Monday, November 23, 2026, at 9:00 a.m. The December meeting was rescheduled to Tuesday, December 22, 2026, at 9:00 a.m., with the meeting location to be determined.

Medical Staff

- (1) **Bindit Patel, MD – Sound Physician** - Hautamaki reviewed the request for Bindit Patel, MD from Sound Physician, to have consulting privileges as recommended by Medical Director Dr. April Kurkowski, DO.

Motion was made by Marois to approve consulting privileges for Bindit Patel, MD as presented to the board. Seconded by Crawford. Motion carried.

Grand Traverse Pavilions Announcements

- (1) July 23, 2026 @ 8:30am – Study Session – Strategic Planning @ GTP
- (2) July 30, 2026 @ 9:00am – Regular Board Meeting @ Garfield Township
- (3) Upcoming Concerts on the Lawn:
 - June 25, 2026 @ 7:00pm – The Gordon Lightfoot Tribute
 - July 2, 2026 @ 7:00pm – NMC Concert Band
 - July 9, 2026 @ 7:00pm – Mighty Tundra Tones (Formerly known as Jazz North)
 - July 16, 2026 @ 7:00pm – Elvis Tribute Artist – Jake Slater
 - July 23, 2026 @ 7:00pm – Miriam Pico and Friends

Second Public Comment – None

Meeting adjourned at 10:29 a.m.

Signatures:

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

Date: July 30, 2026 Approved _____
 _____ Corrected and Approved _____

**GRAND TRAVERSE COUNTY
DEPARTMENT OF HEALTH AND HUMAN SERVICES BOARD
MINUTES OF THE JULY 23, 2026
STUDY SESSION**

PRESENT: DHHS Board
Carol Crawford, DHHS Board Chair
Mary Marois, DHHS Board Vice Chair
Karen Griggs, DHHS Board Member

Grand Traverse Pavilions Foundation Executive Advisory Committee
Cindy Klingler, Foundation Board Treasurer

Grand Traverse Pavilions Staff

Darrell Lavender, CEO

- Christian Anderson, Forefront Director of Culinary
- Ty Antkoviak, Quality Safety Director
- Dan Butler, Information Systems Director
- Holly Edmondson, Director of Nursing
- Jaime Griffis, Director of Development and Community Relations
- Darcey Gratton, Administrative Services Director
- Dave Hautamaki, Administrator
- Ryan Hutchins, Environmental Services Director
- Ann McMann, Residential Services Director
- Kristen Semeyn, Wellness Services Director
- Kim Weckesser, Human Resources

Grand Traverse County Representatives

TJ Andrews, County Commission Liaison
Nate Alger, County Administrator
Dean Bott, County Finance Director

ABSENT: Deb Jackson, Foundation Board President
Jan Warren, Foundation Board Vice President
Kory Hansen, GTP Finance Director

GUESTS: Jon Lanczak & Samantha Henwood, Plante Moran
Curt Penny, Eckert Wordell
Roger Swets, Dickinson Wright Law Firm (virtual)
Mellissa Hilliard-Johnson, Incoming Administrator (effective August 2026)

The Study Session of the Grand Traverse County Department of Health and Human Services Board was called to order at 8:30 a.m. by Board Chair Carol Crawford in the Multi-Purpose Room at Grand Traverse Pavilions.

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

Public Comment - none

Discussion

- a. Strategic Planning

The DHHS Board conducted a strategic planning study session focused on positioning Grand Traverse Pavilions for long-term sustainability, responsible growth, and continued excellence in resident care. The session theme, "From Stabilization to Strategic Repositioning and Growth," emphasized building upon the organization's recent operational and financial stabilization while identifying strategic priorities for the future.

Participants reviewed six interconnected strategic focus areas: campus and capital improvements, Medicare Advantage and value-based care, financial sustainability, service line and referral growth, workforce development, and stronger alignment with the Board, County, and community partners. Discussion centered on maintaining the organization's mission while adapting to changing resident expectations, workforce challenges, and the evolving healthcare environment.

Jamie Griffis, Director of Development and Community Relations, presented a community engagement strategy focused on strengthening the Grand Traverse Pavilions brand, increasing public awareness, foundation revenue, and building long-term community relationships. She noted that while those familiar with the organization have a strong appreciation for its services, many community members remain unaware of the full continuum of care available. Discussion highlighted the importance of proactively sharing positive resident and employee stories, improving community outreach, strengthening philanthropy, expanding volunteer and partnership opportunities, enhancing digital communications, and positioning the Pavilions as a trusted community resource rather than solely a skilled nursing facility. Success measures will include growth in philanthropy, volunteer engagement, community partnerships, public awareness, and stakeholder confidence.

Jon Lanczak of Plant Moran provided an overview of national and state trends affecting skilled nursing facilities, including the continued growth of Medicare Advantage, value-based care, reimbursement challenges, workforce shortages, Medicaid funding uncertainty, and increasing emphasis on quality outcomes. He reviewed benchmarking data comparing Grand Traverse Pavilions to statewide peers and noted improvements in occupancy, and financial performance while recognizing the organization's advantage as a Class III county medical care facility. When compared to all peer groups, GTP's investment in staff, wages and benefits, is notably higher. Discussion also included opportunities to strengthen managed care contract negotiations, diversify revenue sources, maintain strong quality outcomes to support referrals, and prepare for future changes in Medicaid reimbursement and occupancy regulations. Lanczak also revisited previous discussions regarding the organizational structure of the Cottages, noting that while separating the Cottages had previously been explored as a potential financial strategy, improved occupancy and changing reimbursement dynamics have reduced the potential benefits of that approach.

Curt Penny of Eckert Wordell reviewed the previously completed Cottages renovation master plan and discussed the importance of preserving the historic campus while modernizing facilities to meet future resident expectations. He outlined renovation concepts focused on improving building infrastructure, mechanical and electrical systems, resident and staff amenities, accessibility, and overall aesthetics while maintaining approximately 80 residential units. Estimated renovation costs remain approximately \$18 million, compared with an estimated \$28 million to construct a comparable new assisted living facility elsewhere on campus. Discussion emphasized that the Cottages are approaching a point where significant investment will be necessary to preserve the historic buildings, improve resident experience, and remain competitive in the senior living market.

Roger Swets of Dickinson Wright provided an overview of potential financing strategies for future capital improvements. He explained that any significant capital project would require partnership with Grand Traverse County, which would serve as the issuing authority for bonds. Financing options discussed included traditional county-backed bonds supported through Pavilion revenues, potential voter-approved millage support for capital improvements, phased financing approaches, grant opportunities, foundation

fundraising, and other capital funding strategies. The presentation emphasized the importance of aligning future facility improvements with long-term financial planning and identifying sustainable funding sources before moving forward with major capital investments.

Participants took part in an interactive breakout session focused on identifying strategic priorities to help guide the Grand Traverse Pavilions' 2027–2029 Strategic Plan. Small groups were assigned to one of six strategic focus areas: Capital Roadmap/Campus Repositioning, Medicare Advantage and Value-Based Care Readiness, Workforce Stabilization and Agency Reduction, Rehabilitation and Referral Growth, Financial Sustainability, and Community Aging Infrastructure and County Partnership. Each group evaluated its assigned topic by identifying the most appropriate organizational scorecard category, completing a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis, establishing priorities for 2027, 2028, and 2029, and recommending one highest-value action. Groups then provided brief report-outs summarizing their key findings.

Following the presentations, participants reviewed all six strategic planning stations and participated in a multi-voting exercise, to identify the ideas they believed were the most strategic, the most achievable, and the highest risk if not addressed. The results will be used to help refine and prioritize initiatives within the organization's final strategic plan. The finalized recommendations will be presented to the DHHS Board for comprehensive review and consideration over the coming months.

Meeting adjourned at 11:13 a.m.

Signatures:

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

Date: July 30, 2026 Approved

Corrected and Approved

PAVILIONS RESIDENT COUNCIL MEETING
June 18, 2026

The June 2026 meeting of the Grand Traverse Pavilions Resident Council was called to order at 11:05 am in the Multi-Purpose Room by Samantha Mahon.

All residents were welcomed.

The residents waived their right to a closed meeting.

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

Aspen Pavilion: 2 Residents attended.

Birch Pavilion: 6 Residents attended.

Cherry Pavilion: 7 Residents attended.

Dogwood Pavilion: 7 Residents attended.

Staff members were introduced:

Samantha Mahon, CTRS, Life Enrichment

Breanna Broering, LMSW, Birch Pavilion Social Work

Chrissy Wagatha, RN, ADON – Cherry Pavilion

Lisa Tellings, Administrative Assistant - Forefront Dining Services

Christian Anderson, Director of Culinary Services – Forefront Dining Services

Catherine Jasso – Environmental Services Assistant Director

Ryan Hutchins –Environmental Services Director

Andrew Farmer – Ombudsman

Beth Eisch - Ombudsman

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:

Samantha made the following announcements:

Concerts on the lawn begin June 18th and will continue through mid-August.

Outings for July 2026

Meijer Shopping Outing – Date TBD

Cracker Barrel – Date TBD

Potential Fishing Outing based on interest

Special Events for July 2026

July 2nd – Concert on the Lawn 7:00pm

July 9th – Cherry Festival Parade

July 9th – Concert on the Lawn 7:00pm

July 12th – Salvation Army 2:00pm

July 15th – Let's Talk Food 2:00pm

July 16th – Resident Council 11:00am

July 17th – Bob and Tally Performance 10:30am

July 19th – Nondenominational Church service 2:00pm

July 22nd – Audiology Clinic

July 23rd – Bookmobile 2:00pm

July 23rd – Concert on the Lawn

July 24th – Sunshine String Band 2:30pm

July 29th – John Denner Performance 11:00am

July 30th – Concert on the Lawn

Resident Group Interview Questions:

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

Dignity:

- How do staff members treat the residents here, including those who can't speak for themselves?

One resident stated "awesome". Another resident reported that some of the staff are better than others, but they all do a good job. That resident went on to say that some of the staff play a resident's favorite music when providing care.

- Do you feel the staff here treat residents with respect and dignity?

All residents either stated or nodded their heads in agreement that they are treated with respect and dignity.

- Do the staff try to accommodate residents' wishes where possible?

All residents agreed yes. One resident reported that the staff are wonderful. Another resident reported that his staff are very good at informing them that they are currently busy but come back as soon as they can.

- Have you experienced a situation in which a staff member did not treat you or another resident with dignity? Did you report this to a staff member and how did they respond?

No residents in the room expressed any issues with this question, no violations of dignity.

1. Discussion regarding food temperature and receiving HS snacks.

One resident reported that she would like to have eggs daily for breakfast. Christian responded by adding it to her meal card.

Another resident reported that the quesadilla was good. She requested it to be served with Spanish rice and guacamole.

Another resident requested to have more ice cream. Activities to host an ice cream social in July.

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

Ryan started the discussion by informing residents that the courtyards are going to be cleaned up in the next couple of weeks.

No further concerns noted.

3. Discussion regarding room temperature.

No residents reported any concerns with building or room temperature.

4. Discussion regarding nursing care.

Multiple residents reported that the care they receive is excellent. One resident stated that she would still like to see more CNA hired to improve the quality of care. Chrissy, Cherry ADON, informed residents that the new Director of Development and Community Relations is working on promoting the Pavilions to help with hiring more staff.

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

One resident reported that it can vary and sometimes they come “way too late”. Another resident reported that the call light times are “fair”.

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

No residents reported any issues with showers.

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

No residents reported any issues with nighttime noise level.

The floor was opened for additional comments:

One resident reported that this is the best place to be. Another resident thanked the activities department for the Pizza Party last month. The resident reported that they did a very good job.

Ombudsman Andrew Farmer and volunteer Beth Eisch were introduced. Beth went on to explain her role and what the purpose of the Ombudsman is. Residents were given flyers with information and contact information. Beth will be visiting the Pavilions several times a month.

The next Pavilions Resident Council meeting will be held on July 16th at 11:00am in the Multi-Purpose Room. Samantha asked for a volunteer to read over and sign the June 2026 minutes, and X said that she would do this. The Pavilions Resident Council Meeting was adjourned at 12:00pm.

Respectfully Submitted,

Samantha Mahon, CTRS
Recreational Therapist

_____X_____, Cherry Resident

Elm Resident Council Minutes
Meeting Held- June 26, 2026

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

Members Present were: Residents are marked "X" throughout the minutes.
17 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 "yes" and X stated, "pretty much." X stated "sure."

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

X stated "I think so" and X stated "yeah."

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

X stated, "I think so" and X stated "yes." X stated "mostly" and X stated, "yeah I guess."

Asked the residents if the food is good here.

X stated, "pretty good." X, X, X and X stated "yes."

Asked the residents if the rooms were getting cleaned.

X stated, "as far as I know." X, X, X and X stated "yes."

Asked the residents if their clothes are getting cleaned.

X, X and X stated "yes."

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

X stated, "I think its ok." X, X, X and X stated "yes."

Asked the residents if they have enough to do.

X, X, X and X stated "yeah."

Questions, Suggestions, Concerns and Comments:

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

Suggestions for upcoming activities:

- Popsicles
- Ice cream socials
- Happy Hours
- Melon Day
- Beach outing
- Blueberry Pie

Meeting was closed at 11:00am

Respectfully submitted,

Susan Eldred, CTRS

Emily Tyrrell, LLBSW

LETS TALK FOOD

6-17-2026

Residents in attendance: 15 Residents Attended.

Residents are marked "X" throughout the minutes.

Forefront Representatives in attendance:
Christian Andersen, Lisa Telling

Christian started the meeting by saying we are into the third week of the new menu and asked for feedback on it so far.

X enjoyed the pierogies and salmon.

X said she enjoyed the beef burrito. She would like to be provided with more information about our menu, like sodium and carbohydrate content. She would like less processed food. She says sometimes she gets items she didn't order, and sometimes items that should be on her tray are missing. She would like sweet potato fries on the always available menu. She was disappointed in the calzone we served recently-she says it was more like a glorified Hot Pocket. She would like a lemon basil chicken pasta dish on the menu.

X says sometimes the menu says one thing, but the item on the tray is different. For example, parslied noodles listed recently were actually spaghetti, or he was supposed to get apples with caramel, and he got mandarin oranges instead. He says the chicken and dumplings really didn't have real dumplings in it, and there were too many vegetables in the mix. He said the meatloaf and gravy were good. So was the brisket, but the serving was too small. He liked the salmon on the new menu. He also likes the BLT and low sodium tomato soup when the regular menu doesn't appeal to him. He then mentioned a resident who can't see very well and has to be fed. He wondered if their morning eggs could be put in a breakfast burrito so they could feed themselves.

X would like more eggs for breakfast.

X needs/wants ice cream twice a day. She also often does not get butter when it is listed on her ticket. Also, one day she was supposed to get a chopped banana, but a whole green banana was on her tray.

X asked if any of our meat mixes contain pork, and if so, do they say so. He is 7th Day Adventist and does not eat pork. Christian said that if that was listed in his meal preferences, then he would never be served anything with pork in it.

X would like darker green lettuce in the salads.

X would like to see more salads on the menu. She also says that when the meal carts arrive, it can be a long time before CNA's get around to passing trays.

GRAND TRAVERSE PAVILIONS

Service Excellence Award Program

June 2026

Employee of the month (in yellow)

5

First Name*	Last Name*	Title of Nominated Employee*	Nominated For*	Nominated By*
Rose	Marinello	RN	Rose was recognized by an Elm family member for her compassionate care, and for going above and beyond while the resident was at end of life. The wife of the resident stated, "Rose has made this whole journey much easier and more bearable. I would like her to be recognized for the level of excellence she brings to the profession and to the residents she cares for."	Erica Harpe
Clay	Wagatha	Community Relations and Volunteer Coordinator	I would like to nominate Clay Wagatha for the Service Excellence Award for his leadership and dedication in planning and managing the Scramble Fore Seniors golf outing. This year's event exceeded all fundraising goals and raised 18% more than last year. While organizing the outing is part of his role, Clay has been doing it all for the past three years. Planning, securing sponsorships, organizing teams, managing logistics, and overseeing all of the operations that make the outing successful. He makes sure every detail is handled and continues to find ways to improve the outing each year. His hard work, commitment, and positive attitude have helped create an event that supports the residents of Grand Traverse Pavilions and strengthens community involvement. Clay's dedication and effort make him very deserving of this recognition.	Jaime Griffis
Kelsea	Robinson	COTA	Kelsea helped one of her residents prepare for her brother's funeral. Kelsea made sure this resident had clothes to wear to the funeral, helped her do her hair, and prepare. Last minute Kelsea was made aware that resident's family could not come and get her and take her to the funeral. A staff member was willing to drive her 1 hour there and back but needed approval from management. Kelsea went to management and made them aware of the situation and provided a possible solution to be able to get our resident to her brother's funeral. Kelsea, by reaching out to management team was able to help make arrangements and our resident was able to get to/from her brothers funeral with the support of other staff on the rehab unit. This is just one example of Kelsea meeting ALL of her residents' needs emotionally, physically, and spiritually. Kelsea is an employee we all need to be more like and willing to go to bat for our resident's care needs.	Erica Nesvig Paddock PT

GRAND TRAVERSE PAVILIONS

Service Excellence Award Program

June 2026

Employee of the month (in yellow)

Amber	Pelton	CNA	We had a patient in rehab whose brother passed away during her stay. Her family was unable to transport her to the funeral, so Amber graciously offered to drive her, provide support while she was there, and bring her back safely. Thank you, Amber, for offering comfort and giving her the opportunity to say goodbye.	Shawna Barnes
Lucas	Dobb	RN	Being an outstanding guy and helping out with residents as needed in difficult situations. Thank you	Drew Jordan Spencley
Erica	Nesvig-Paddock	PT	We had a patient who requires a CPAP at night. Unfortunately, the family was unable to bring it from home. Erica kindly went to the patient's house to retrieve the CPAP. Thank you, Erica, for the exceptional care and dedication you provide to our patients.	Shawna Barnes
Adrian	Reed	CNA	Working afternoon can be challenging but working with Adrian means that I can always find help. She constantly stays busy either collecting trays & carts to make the kitchens life easier, answering lights, or with restocking rooms and the supply closet. Whenever I have questions, she is there with an answer and is enjoyable to work with.	Avalon valentine
Michelle	Godin	RN	Michelle voluntarily came in on her day off to help not only nursing but a grieving family member, for a resident that had passed away. She went above and beyond with assisting making phone calls, packing up belongings and finding a place to stay while funeral arrangements are being finalized. She has the biggest heart; our unit is so lucky to have someone like her!	Kaitlin Turman & Rebecca Corby

Human Resources Scorecard FY2026

Weighting	Strategy	Measure Name	Metric	+/-	Target	FYTD	NOTES:
10%	Residents First	Diversify Recruitment Sources (Staffing)	Implemented	✓	Complete	in progress	Launch March 2026
10%		Launch Employment Requisition	Implemented	✓	Complete	in progress	Sep-26
5%	Team	Launch Great Place to Work Survey	Index Engagement Score	✓	Obtain Baseline	July/August	Compare, >85% benchmark
5%		Daily Departmental Huddles & Scorecards	Implemented	✓	Yes	YES	Admin led; July launch
10%		Implement a Comprehensive Plan for Retention	Implemented	✓	Complete	in progress	
10%		Launch New Med Pass Training for Residential Care	Implemented	✓	Complete	in progress	Due October - November
5%	Quality Safe Care	Conduct a Safety Culture Survey	% Positive Responses	✓	Obtain Baseline	no activity	Compare, >90% favorable benchmark; Admin is lead.
5%		Receive The Joint Commission General & Memory Care Certification	Achieve	✓	Completed	in progress	survey complete; working on plan of correction
5%		Conduct 2 Mock Surveys	Achieve	✓	Completed	Completed	Jun-26
10%		Health Inspection: CMS State Survey	# Citations	↓	≤10	in progress	2025 baseline is 21 citations; fewer citations lead to an increase in 1-Star inspection rating
10%	Operational Performance	Amend ETO Policy to Comply with Michigan ESTA	Implemented	✓	Completed	Completed	5-Apr-26
5%		Manage Expenses	Total \$ Expenses	↓	\$ 352,017	\$ 288,655	positive variance of \$63k
10%		Work Comp related project TBD	Implemented	✓	Completed	in progress	by end of FY2026

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



Through June 2026

A GRAND MISSION

24 | 7 | 365

GTP Organizational Scorecard FY2026						
Strategy	Measure Name	Metric	+/-	Target	FYTD / Month	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	June 22-July 22	Vendor selected. Surveys begin June 22!
Team	Launch New Great Place to Work Survey	% Engagement Score	✓	Obtain Baseline	July/Aug	Current process expired April 2026; Relaunch new process in July 2026.
	Team Retention	% Staff Retention	↑	≥74.4%	96%	(355 - 13) / 355 * 100 = 96.4%
	Daily <i>Departmental</i> Huddles & Scorecards	Implement	✓	100%	100%	6 of 10 do huddles; new process begins July 7
Quality Safe Care	Conduct a Safety Culture Survey	% Positive Responses	✓	Obtain Baseline	no activity	by Q4; Compare, >90% favorable benchmark
	Incident Reporting Platform	Deploy	✓	Completed	in progress	Vendor selected. Next steps: build and deploy.
	Receive The Joint Commission General & Memory Care Certification	Achieve	✓	Completed	in progress	Survey complete! Good experience. Submitting plan of correction.
	Conduct 2 Mock Surveys	Achieve	✓	Completed	Completed	Life Safety survey + CMS mock survey
	Life Safety Inspection: CMS State Survey	# Citations	↓	≤7	in progress	2025 baseline is 8 citations
	Health Inspection: CMS State Survey	# Citations	↓	≤10	in progress	2025 baseline is 21 citations; fewer citations lead to an increase in Star inspection rating
Operational Performance	Increase SNF Census	Avg. Total # Residents	↑	≥190	187	Baseline is 180 as of FYE25; State Bed Plan is 85% of 223
	Increase Cottages Occupancy	Avg. Total # Residents	↑	≥63	65	Gradual increase from 58 in January to 67 in Sep 2026
	Improve Combined Days Cash On Hand	\$ Cash / (\$Operating Expenses/365)	↑	≥60	46	Positive trajectory! Aim for 90+ days (best practice 120+) benchmark
	Manage (Combined) Expenses	Total \$ Expenses	↓	\$ 19,391,119	\$ 19,431,289	Negative variance to budget by (\$40,170); revenue down \$40k.
	Reduce Days Accounts Receivable	net \$ AR / avg daily \$ revenue	↓	≤55	66	Positive trajectory! 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



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

Census (Average Daily Census)

	July-MTD	Jun-26	May-26	Apr-26	Mar-26	Feb-26	Jan-26
Medical Care Facility (MCF)	197	187	194	185	184	190	189
Cottages	63	65	64	63	63	61	60

Occupancy	June-26	May-26	Apr-26	Mar-26	Feb-26	Jan-26
MTD Goal 85% <i>Available beds</i>	84%	85%	83%	83%	86%	85%
YTD Goal 85% <i>Licensed beds</i>	78%	81%	78%	78%	79%	79%

MCF	June-26	May-26	Apr-26	Mar-26	Feb-26	Jan-26
Admissions & Re-admits	58	51	59	61	46	63
Discharges	54	57	54	63	44	57
MMC Referrals	207	203	180	184	204	253
MMC Denied	23	14	15	15	30	30
Transfers to LTC	1	1	0	2	4	6

Cottages	June-26	May-26	Apr-26	Mar-26	Feb-26	Jan-26
Admissions	2	2	2	3	4	3
Respite	8	6	4	6	4	3
Discharges	0	1	2	1	1	1

Finance

	June-26	May-26	Apr-26	Mar-26	Feb-26	Jan-26
Combined Net Income	\$(130,738)	\$(95,559)	\$(131,162)	\$(3,082)	\$5,267	\$184,724
MCF Net Income	\$(156,872)	\$(78,929)	\$(110,288)	\$(7,376)	\$13,214	\$201,085
Cottage Net Income	\$1,319	\$(16,630)	\$(20,873)	\$4,294	\$(7,947)	\$(16,361)
Cash Balance	\$3,982,001	\$3,568,593	\$3,161,363	\$2,962,896	\$2,721,582	\$1,678,393
A/R Days Receivable Outstanding	66	68	70	71	69	76

MCF Operating Expenses PPD History

	June-26	May-26	Apr-26	Mar-26	Feb-26	Jan-26
MCF Operating Expenses Actual PPD	528	508	511	503	490	478
MCF Operating Expenses Budgeted PPD	494	489	494	489	506	489
Variance (unfavorable)/favorable	\$(33)	\$(19)	\$(17)	\$(14)	16	11

Facility Reported Incidents

	June-26	May-26	Apr-26	Mar-26	Feb-26	Jan-26
Medical Care Facility	1	3	2	4	1	5

Wellness Center

	June-26	May-26	Apr-26	Mar-26	Feb-26	Jan-26
Inpatient Rehab						
Medicare A	28	35	32	28	28	34
Medicare Advantage Skilled	29	27	34	32	31	41
Private Insurance: Inpatient	16	16	12	9	8	7
Private Pay: Inpatient	1	1	1	1	1	1
Auto: Inpatient	0	1	1	0	0	0
Med A/Rehab Inpatient Totals	74	80	80	70	68	83
Medicaid	5	2	1	3	2	1
Medicare B: Inpatient	25	28	25	24	21	20
Medicare B Advantage: Inpatient	29	30	29	21	25	26
Med B Inpatient Totals	59	60	55	48	48	47
Medicare B: Outpatient	30	33	33	32	24	25
Medicare B Advantage: Outpatient	43	41	38	35	41	41
Private Insurance: Outpatient	14	20	21	19	21	19
Work Compensation: Outpatient	0	0	0	0	0	1
Outpatient Totals	87	94	92	86	86	86
Outpatient/Aquatic Center						
Aquatic inpatients therapy visits	9	9	16	14	21	6
Aquatic aftercare visits per month	342	323	302	244	269	269
Aquatic outpatient PT visits	205	206	210	167	165	135
Aquatic group class participants	63	61	77	74	74	85
Land therapy visits (PT, OT, SLP)	292	136	262	252	253	276
Total Outpatient therapy visit	497	342	472	419	418	411
Outpatient aquatic therapy revenue	54,407.52	44,198	53,370	44,773	42,913	42,748
Aftercare monthly revenue	3,420	3,230	3,020	2,440	2,690	2,690
Aquatic group class revenue	1260	1,420	1,540	1,480	1,480	1,700
Cottages visits	50	48	83	104	78	106
Total Wellness center revenue	59,087.52	48,848	57,929	48,692	47,083	47,137

Staffing

	June-26	May-26	Apr-26	Mar-26	Feb-26	Jan-26
Hires	13	8	9	12	9	1
Resignations	9	10	13	7	10	9
Referrals	5	10	8	10	8	5
Total # Employees	355	390	385	355	353	337

Environmental Services

New hot water boilers have been installed and are operational.

HVAC software system controls have been installed and updated so we can monitor and control our boilers and chillers.

We have begun our landscaping clean-up around the campus.

GRAND TRAVERSE PAVILIONS

MEMORANDUM

Financial Operations Report
June 2026

Grand Traverse Pavilions Combined

REVENUE:

The overall revenue for the Pavilions in June was \$3,220,755 resulting in a favorable budget variance of \$12,015.

EXPENSES:

The total overall operating expenses for the Pavilions in June were \$3,351,493 resulting in an unfavorable variance to budget of \$128,619.

NET INCOME/LOSS:

There was a net loss of \$130,738 from the combined programs of the Pavilions in June resulting in an unfavorable budget variance of \$116,604.

OPERATING CASH:

Total cash at month-end was \$3,997,324. There was a net increase in overall cash of \$191,252 for the month. The increase in cash was primarily attributed to collection of outstanding accounts receivable.

VOUCHERS:

Purchase orders, invoices, checks written, and supporting documentation were reviewed for voucher numbers 5772-5778 for the month of June and were in order without exception.

Grand Traverse Medical Care

REVENUE:

Total Revenue was \$2,870,794 which was slightly below the budgeted amount by \$4,797 for a negative variance. The census for June averaged 187 residents which was three below the budgeted census and seven less than the prior month average. Private pay census was five below budget, Medicare census was eight below budget, Medicaid was eleven above budgeted census, while Medicaid Hospice was one below the budgeted census. The occupancy for June was 78.1% of licensed beds and 84.4% of available beds. Year-to-date occupancy was 78.4% of licensed bed days and 84.7% 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 \$2,580,384 which provided an unfavorable budget variance of \$40,891.

Other revenue was \$290,410 resulting in a positive budget variance of \$36,094. The positive variance was mainly due to a lower QAAP provider tax and higher QAS reimbursement due to higher Medicaid census.

EXPENSES:

Operating Expenses totaled \$2,967,153 resulting in an unfavorable budget variance of \$150,294. The negative budget variance was due to several factors, including insurance settlement payment and payment of deductible, health insurance costs, CNA wages, purchase of vaccines and building repairs.

NET INCOME/LOSS:

Grand Traverse Medical Care produced a net loss of \$156,872 for the month for a negative budget variance of \$153,103.

RECEIVABLES:

Days Receivable Outstanding ("DRO") is 66 days as of 6/30/2026. This is two days less than as of 5/31/2026. Our goal is to reduce that number to 45 days.

The Cottages

REVENUE:

Total revenue of \$335,147 resulted in unfavorable variance of \$8,003 to the budget.

The average leased occupancy for the Cottages-Assisted Living was 61 apartments during the month which was one less than the previous month and one above the budgeted amount, representing 82% occupancy. In addition, there were 64 days (average of 2.1 per night) of overnight respite provided during the month (0.7 more than the prior month and 1.1 more than budget). Hawthorn Lofts-Independent Living average census was 2 resident per day for 67% occupancy which was 0.7 more than the prior month and equal to budget. Total average census of 65 residents (one more than the prior month).

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

EXPENSES:

Expenses for June (before building depreciation) were \$310,506 which was under the budgeted amount by \$19,459 for a favorable budget variance.

NET INCOME/LOSS:

The program had net income for the month of \$1,319 resulting in a favorable budget variance of \$11,684.

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*	\$4.0 M
Current Fund Balance as a percentage of Operating Budget	10.2%
Amount Available Above/ (Below) Target	(\$3.8M)

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

Date: Jul 18, 2026
 Time: 15:08:18 EDT
 User: Kory R. Hansen

Grand Traverse Pavilions - SNF
Combined Income Statement
6/1/2026 to 6/30/2026

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	2,944,469	2,968,609	(24,139)	3,037,183	3,043,031	(5,848)	17,668,310	17,894,074	(225,763)
Other Revenue	276,286	240,132	36,154	318,983	240,132	78,851	1,592,429	1,421,292	171,137
Total Revenue	3,220,755	3,208,741	12,015	3,356,166	3,283,163	73,003	19,260,739	19,315,366	(54,627)
Salaries & Wages	1,888,060	1,890,519	2,458	2,007,480	1,953,494	(53,986)	11,200,833	11,401,086	200,254
Benefits	525,214	473,398	(51,816)	513,694	478,193	(35,501)	3,006,167	2,845,282	(160,884)
Other Operating Expenses	815,935	733,108	(82,826)	808,266	732,358	(75,907)	4,490,584	4,389,650	(100,934)
Interest Expense	26,344	26,300	44	26,344	26,300	44	158,063	157,800	263
Depreciation	95,941	99,550	3,609	95,941	99,550	3,609	575,643	597,300	21,657
Total Operating Expenses	3,351,493	3,222,875	(128,619)	3,451,725	3,289,895	(161,829)	19,431,289	19,391,119	(40,170)
Net Operating Income	(130,738)	(14,134)	(116,604)	(95,559)	(6,732)	(88,826)	(170,550)	(75,753)	(94,797)

Date: Jul 18, 2026
Time: 15:10:08 EDT
User: Kory R. Hansen

Grand Traverse Pavilions - SNF
SNF Income Statement
6/1/2026 to 6/30/2026

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	257,040	271,658	(14,618)	637.82	603.68	34.14	361,227	276,679	84,547	591.21	595.01	(3.80)	1,762,813	1,634,967	127,846	605.15	602.20	2.95
Medicare Advantage	240,780	362,233	(121,453)	552.25	603.72	(51.47)	300,380	368,874	(68,494)	639.11	594.96	44.15	1,834,856	2,180,038	(345,183)	628.81	602.22	26.59
Medicaid	1,722,517	1,371,064	351,453	411.69	397.41	14.28	1,613,183	1,416,683	196,499	412.79	397.39	15.40	8,678,621	8,272,004	406,617	401.38	397.41	3.97
Hospice	250,151	207,000	43,151	492.42	460.00	32.42	222,278	213,900	8,378	462.12	460.00	2.12	1,383,333	1,248,900	134,433	465.93	460.00	5.93
Private Pay	48,177	345,704	(297,527)	523.66	460.94	62.72	179,920	356,944	(177,024)	335.67	460.57	(124.90)	1,776,492	2,085,465	(308,973)	490.34	460.88	29.46
Medicare Part B	11,031	12,600	(1,569)	1.96	2.21	(0.25)	(5,891)	12,600	(18,491)	(0.98)	2.14	(3.12)	(18,327)	75,600	(93,927)	(0.54)	2.20	(2.74)
TOTAL Inpatient Revenue	2,529,695	2,570,259	(40,563)	449.88	450.92	(1.04)	2,671,096	2,645,681	25,415	444.74	449.18	(4.44)	15,417,788	15,496,975	(79,187)	452.86	450.62	2.24
Outpatient																		
Physical Therapy	69,634	65,000	4,634	12.38	11.40	0.98	68,975	65,000	3,975	11.48	11.04	0.44	385,660	390,000	(4,340)	11.33	11.34	(0.01)
Occupational Therapy	7,401	6,000	1,401	1.32	1.05	0.27	3,540	6,000	(2,460)	0.59	1.02	(0.43)	40,116	36,000	4,116	1.18	1.05	0.13
Speech Therapy	6,385	5,000	1,385	1.14	0.88	0.26	4,965	5,000	(35)	0.83	0.85	(0.02)	40,245	30,000	10,245	1.18	0.87	0.31
Wellness	4,515	5,000	(485)	0.80	0.88	(0.08)	5,530	5,000	530	0.92	0.85	0.07	24,380	30,000	(5,620)	0.72	0.87	(0.15)
Cont Allow Outpatient	(37,246)	(29,984)	(7,262)	(6.62)	(5.26)	(1.36)	(34,162)	(30,983)	(3,179)	(5.69)	(5.26)	(0.43)	(195,424)	(180,901)	(14,523)	(5.74)	(5.26)	(0.48)
TOTAL Outpatient	50,689	51,016	(328)	9.01	8.95	0.06	48,848	50,017	(1,169)	8.13	8.49	(0.36)	294,976	305,099	(10,123)	8.66	8.87	(0.21)
TOTAL SNF Resident Revenue	2,580,384	2,621,275	(40,891)	458.90	459.87	(0.97)	2,719,944	2,695,698	24,247	452.87	457.67	(4.80)	15,712,764	15,802,074	(89,310)	461.53	459.50	2.03
SNF Other Revenue																		
Revenue - Child Day Care	8,681	10,833	(2,152)	1.54	1.90	(0.36)	9,158	10,833	(1,675)	1.52	1.84	(0.31)	48,294	65,000	(16,706)	1.42	1.89	(0.47)
Childcare Lunches	943	1,250	(307)	0.17	0.22	(0.05)	989	1,250	(261)	0.16	0.21	(0.05)	5,580	7,500	(1,920)	0.16	0.22	(0.05)
Vending Machine Sales	1,359	500	859	0.24	0.09	0.15	913	500	413	0.15	0.08	0.07	6,731	3,000	3,731	0.20	0.09	0.11
Rental Income	202	250	(48)	0.04	0.04	(0.01)	96	250	(154)	0.02	0.04	(0.03)	1,392	1,500	(108)	0.04	0.04	0.00
Interest Income	7,515	7,500	15	1.34	1.32	0.02	4,444	7,500	(3,056)	0.74	1.27	(0.53)	26,144	45,000	(18,856)	0.77	1.31	(0.54)
Longevity I-SNP Income	15,016	11,000	4,016	2.67	1.93	0.74	20,355	11,000	9,355	3.39	1.87	1.52	99,614	66,000	33,614	2.93	1.92	1.01
Managed Care Shared Savings	5,000	5,000	0	0.89	0.88	0.01	5,000	5,000	0	0.83	0.85	(0.02)	30,000	30,000	0	0.88	0.87	0.01
DCW Wage Reimbursement	92,596	90,000	2,596	16.47	15.79	0.68	96,644	90,000	6,644	16.09	15.28	0.81	551,388	540,000	11,388	16.20	15.70	0.49
Copy Revenue	309	0	309	0.05	0.00	0.05	0	0	0	0.00	0.00	0.00	309	0	309	0.01	0.00	0.01
Garnishment Fees	0	0	0	0.00	0.00	0.00	35	0	35	0.01	0.00	0.01	175	0	175	0.01	0.00	0.01
Insurance Proceeds and Refunds	0	0	0	0.00	0.00	0.00	3,500	0	3,500	0.58	0.00	0.58	3,500	0	3,500	0.10	0.00	0.10
Misc Income	1,444	0	1,444	0.26	0.00	0.26	0	0	0	0.00	0.00	0.00	2,427	0	2,427	0.07	0.00	0.07
Donation Income	13,685	6,000	7,685	2.43	1.05	1.38	6,037	6,000	37	1.01	1.02	(0.01)	24,157	16,500	7,657	0.71	0.48	0.23
Recruitment Grant Income	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	12,600	0	12,600	0.37	0.00	0.37
QAS Income	217,256	213,900	3,356	38.64	37.53	1.11	241,954	213,900	28,054	40.29	36.32	3.97	1,269,799	1,283,400	(13,601)	37.30	37.32	(0.02)
QMI Income	27,442	25,000	2,442	4.88	4.39	0.49	27,442	25,000	2,442	4.57	4.24	0.32	164,652	150,000	14,652	4.84	4.36	0.47
Inter-Company Charges	10,000	10,000	0	1.78	1.75	0.02	10,000	10,000	0	1.67	1.70	(0.03)	60,000	60,000	0	1.76	1.74	0.02
Bad Debt Expenses	(25,000)	(25,000)	0	(4.45)	(4.39)	(0.06)	(25,000)	(25,000)	0	(4.16)	(4.24)	0.08	(150,000)	(150,000)	0	(4.41)	(4.36)	(0.04)
Provider Tax Expense-QAA	(75,721)	(85,918)	10,197	(13.47)	(15.07)	1.61	(75,721)	(85,918)	10,197	(12.61)	(14.59)	1.98	(454,328)	(515,508)	61,180	(13.34)	(14.99)	1.65
Provider Tax Expense-QMIA	(10,316)	(16,000)	5,684	(1.83)	(2.81)	0.97	(10,316)	(16,000)	5,684	(1.72)	(2.72)	1.00	(61,897)	(96,000)	34,103	(1.82)	(2.79)	0.97
TOTAL SNF Other Revenue	290,410	254,315	36,094	51.65	44.62	7.03	315,530	254,315	61,215	52.54	43.18	9.36	1,640,536	1,506,392	134,144	48.19	43.80	4.39
Total Revenue	2,870,794	2,875,591	(4,797)	510.54	504.49	6.05	3,035,474	2,950,013	85,461	505.41	500.85	4.56	17,353,300	17,308,466	44,834	509.72	503.30	6.42
SNF Operating Expenses																		
Nursing																		
Nursing																		
Salary & Wages - RN	292,460	297,929	5,469	52.01	52.27	0.26	326,750	307,860	(18,890)	54.40	52.27	(2.14)	1,754,518	1,797,504	42,985	51.54	52.27	0.73
Salary & Wages - LPN	95,694	91,644	(4,050)	17.02	16.08	(0.94)	95,752	94,699	(1,054)	15.94	16.08	0.14	594,910	552,918	(41,992)	17.47	16.08	(1.40)

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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
Nursing (con't)																		
Salary & Wages - CNA	581,149	549,534	(31,615)	103.35	96.41	(6.94)	625,360	567,852	(57,508)	104.12	96.41	(7.71)	3,456,583	3,315,523	(141,060)	101.53	96.41	(5.12)
Salary & Wages - UW SNF	7,003	9,863	2,860	1.25	1.73	0.48	6,535	10,192	3,656	1.09	1.73	0.64	36,567	59,507	22,940	1.07	1.73	0.66
Longevity - RN	4,657	4,932	275	0.83	0.87	0.04	4,657	5,096	439	0.78	0.87	0.09	27,942	29,753	1,811	0.82	0.87	0.04
Longevity - LPN	2,332	1,973	(359)	0.41	0.35	(0.07)	2,332	2,038	(294)	0.39	0.35	(0.04)	13,992	11,901	(2,091)	0.41	0.35	(0.06)
Longevity - CNA	12,639	13,151	512	2.25	2.31	0.06	12,639	13,589	950	2.10	2.31	0.20	75,834	79,342	3,508	2.23	2.31	0.08
FICA - Nursing	72,964	73,151	187	12.98	12.83	(0.14)	78,771	75,589	(3,182)	13.12	12.83	(0.28)	437,371	441,342	3,971	12.85	12.83	(0.01)
Workers Comp - Nursing	12,035	6,200	(5,835)	2.14	1.09	(1.05)	6,687	6,200	(487)	1.11	1.05	(0.06)	50,542	37,200	(13,342)	1.48	1.08	(0.40)
Unemployment Expenses	1,000	1,000	0	0.18	0.18	0.00	1,000	1,000	0	0.17	0.17	0.00	6,000	6,000	0	0.18	0.17	0.00
MERS DB - Nursing	49,939	45,800	(4,139)	8.88	8.04	(0.85)	45,277	45,800	523	7.54	7.78	0.24	276,324	274,800	(1,524)	8.12	7.99	(0.13)
MERS DC:Nursing	19,270	21,000	1,730	3.43	3.68	0.26	22,970	21,000	(1,970)	3.82	3.57	(0.26)	143,743	126,000	(17,743)	4.22	3.66	(0.56)
Health Ins - Nursing	125,448	87,500	(37,948)	22.31	15.35	(6.96)	112,344	87,500	(24,844)	18.71	14.86	(3.85)	675,528	525,000	(150,528)	19.84	15.27	(4.58)
Health Ins - Retirees Nursing	5,421	7,000	1,579	0.96	1.23	0.26	4,620	7,000	2,380	0.77	1.19	0.42	35,094	42,000	6,906	1.03	1.22	0.19
Dental Ins - Nursing	5,243	4,500	(743)	0.93	0.79	(0.14)	4,947	4,500	(447)	0.82	0.76	(0.06)	34,201	30,150	(4,051)	1.00	0.88	(0.13)
Uniforms - Nursing	2,151	500	(1,651)	0.38	0.09	(0.29)	0	500	500	0.00	0.08	0.08	6,567	3,000	(3,567)	0.19	0.09	(0.11)
Small Equipment	3,761	7,500	3,739	0.67	1.32	0.65	5,727	7,500	1,773	0.95	1.27	0.32	35,850	45,000	9,150	1.05	1.31	0.26
Nursing Supplies	19,791	20,000	209	3.52	3.51	(0.01)	21,800	20,000	(1,800)	3.63	3.40	(0.23)	108,979	120,000	11,021	3.20	3.49	0.29
Briefs	6,889	7,000	111	1.23	1.23	0.00	7,756	7,000	(756)	1.29	1.19	(0.10)	45,234	42,000	(3,234)	1.33	1.22	(0.11)
Stock Meds	1,924	3,500	1,576	0.34	0.61	0.27	2,739	3,500	761	0.46	0.59	0.14	16,347	21,000	4,653	0.48	0.61	0.13
Flu Vaccine	23,721	3,500	(20,221)	4.22	0.61	(3.60)	0	3,500	3,500	0.00	0.59	0.59	48,492	21,000	(27,492)	1.42	0.61	(0.81)
IV Supplies	109	500	391	0.02	0.09	0.07	56	500	444	0.01	0.08	0.08	1,619	3,000	1,381	0.05	0.09	0.04
Special Equipment Rental	55	0	(55)	0.01	0.00	(0.01)	450	0	(450)	0.07	0.00	(0.07)	5,557	0	(5,557)	0.16	0.00	(0.16)
Non-Legend Drugs	5,123	4,000	(1,123)	0.91	0.70	(0.21)	4,361	4,000	(361)	0.73	0.68	(0.05)	31,977	24,000	(7,977)	0.94	0.70	(0.24)
Professional Services - Medic	3,626	4,500	874	0.64	0.79	0.14	3,626	4,500	874	0.60	0.76	0.16	21,754	27,000	5,246	0.64	0.79	0.15
Agency Nurse Staffing	11,059	20,000	8,941	1.97	3.51	1.54	10,018	20,000	9,982	1.67	3.40	1.73	66,668	120,000	53,332	1.96	3.49	1.53
Building Repairs-Resident Roo	4,102	5,000	898	0.73	0.88	0.15	5,289	5,000	(289)	0.88	0.85	(0.03)	19,370	30,000	10,630	0.57	0.87	0.30
Equipment Repairs	2,700	3,500	800	0.48	0.61	0.13	1,608	3,500	1,892	0.27	0.59	0.33	12,259	21,000	8,741	0.36	0.61	0.25
Education & Training - Nursing	2,787	1,000	(1,787)	0.50	0.18	(0.32)	116	1,000	884	0.02	0.17	0.15	5,281	6,000	719	0.16	0.17	0.02
Med Waste:Nursing-Medical Care	(379)	2,100	2,479	(0.07)	0.37	0.44	0	2,100	2,100	0.00	0.36	0.36	3,464	12,600	9,136	0.10	0.37	0.26
Resident Loss Replacement	66	250	184	0.01	0.04	0.03	180	250	70	0.03	0.04	0.01	806	1,500	694	0.02	0.04	0.02
TOTAL Nursing	1,374,737	1,298,025	(76,711)	244.48	227.72	(16.76)	1,414,367	1,332,765	(81,603)	235.49	226.28	(9.21)	8,049,373	7,826,041	(223,332)	236.43	227.57	(8.86)
Nurse Administration																		
Salary & Wages - Nursing Admin	162,188	164,384	2,196	28.84	28.84	0.00	154,755	169,863	15,108	25.77	28.84	3.07	891,630	991,781	100,151	26.19	28.84	2.65
Longevity-Nursing Admin	2,669	2,959	290	0.47	0.52	0.04	2,669	3,058	389	0.44	0.52	0.07	16,014	17,852	1,838	0.47	0.52	0.05
FICA - Nursing Admin	11,075	12,329	1,254	1.97	2.16	0.19	24,880	12,740	(12,140)	4.14	2.16	(1.98)	78,420	74,384	(4,037)	2.30	2.16	(0.14)
Workers Comp - Nurse Admin	504	500	(4)	0.09	0.09	0.00	504	500	(4)	0.08	0.08	0.00	3,024	3,000	(24)	0.09	0.09	0.00
MERS DB - Nursing Admin	19,586	19,600	14	3.48	3.44	(0.04)	19,586	19,600	14	3.26	3.33	0.07	117,516	117,600	84	3.45	3.42	(0.03)
MERS DC: Nurse Administration	3,502	2,200	(1,302)	0.62	0.39	(0.24)	3,320	2,200	(1,120)	0.55	0.37	(0.18)	21,034	13,200	(7,834)	0.62	0.38	(0.23)
Nurse Admin Consulting	11,033	5,000	(6,033)	1.96	0.88	(1.08)	21,272	5,000	(16,272)	3.54	0.85	(2.69)	97,223	30,000	(67,223)	2.86	0.87	(1.98)
TOTAL Nurse Administration	210,556	206,971	(3,585)	37.45	36.31	(1.14)	226,986	212,960	(14,026)	37.79	36.16	(1.63)	1,224,861	1,247,816	22,955	35.98	36.28	0.30
TOTAL Nursing Administrative	1,585,293	1,504,997	(80,297)	281.93	264.03	(17.90)	1,641,354	1,545,725	(95,629)	273.29	262.43	(10.86)	9,274,235	9,073,858	(200,377)	272.41	263.85	(8.56)
Administrative																		
Salary & Wages - Admin	76,046	73,973	(2,073)	13.52	12.98	(0.55)	83,224	76,438	(6,786)	13.86	12.98	(0.88)	448,964	446,301	(2,663)	13.19	12.98	(0.21)
Longevity - Admin	1,213	986	(227)	0.22	0.17	(0.04)	1,213	1,019	(194)	0.20	0.17	(0.03)	7,278	5,951	(1,327)	0.21	0.17	(0.04)
FICA - Admin	5,213	5,622	409	0.93	0.99	0.06	5,840	5,809	(31)	0.97	0.99	0.01	32,824	33,920	1,096	0.96	0.99	0.02
Workers Comp - Admin	280	500	220	0.05	0.09	0.04	280	500	220	0.05	0.08	0.04	1,688	3,000	1,312	0.05	0.09	0.04
MERS - Administration	8,879	8,800	(79)	1.58	1.54	(0.04)	8,773	8,800	27	1.46	1.49	0.03	58,854	52,800	(6,054)	1.73	1.54	(0.19)
MERS DC:Administration	3,670	1,800	(1,870)	0.65	0.32	(0.34)	3,979	1,800	(2,179)	0.66	0.31	(0.36)	20,506	10,800	(9,706)	0.60	0.31	(0.29)

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	CURRENT PERIOD						PRIOR PERIOD						YEAR TO DATE					
	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day
Administrative (con't)																		
Health Ins - Administration	1,315	1,500	185	0.23	0.26	0.03	1,500	1,500	0	0.25	0.25	0.00	9,305	9,000	(305)	0.27	0.26	(0.01)
Dental Ins - Administration	193	250	57	0.03	0.04	0.01	246	250	4	0.04	0.04	0.00	1,403	1,250	(153)	0.04	0.04	0.00
Small Equipment	0	1,000	1,000	0.00	0.18	0.18	0	1,000	1,000	0.00	0.17	0.17	536	6,000	5,464	0.02	0.17	0.16
Contract Services	2,421	2,500	79	0.43	0.44	0.01	2,484	2,500	16	0.41	0.42	0.01	15,256	15,000	(256)	0.45	0.44	(0.01)
Professional Services - Admin	0	2,000	2,000	0.00	0.35	0.35	0	2,000	2,000	0.00	0.34	0.34	464	12,000	11,536	0.01	0.35	0.34
Legal Consultants	71,785	10,000	(61,784)	12.77	1.75	(11.01)	47,180	10,000	(37,180)	7.86	1.70	(6.16)	164,839	60,000	(104,838)	4.84	1.74	(3.10)
Dues & Memberships	8,733	4,500	(4,233)	1.55	0.79	(0.76)	4,220	4,500	280	0.70	0.76	0.06	33,546	27,000	(6,546)	0.99	0.79	(0.20)
License & Fees	0	250	250	0.00	0.04	0.04	920	250	(670)	0.15	0.04	(0.11)	1,440	1,500	60	0.04	0.04	0.00
Subscriptions	0	100	100	0.00	0.02	0.02	0	100	100	0.00	0.02	0.02	0	600	600	0.00	0.02	0.02
Education & Training - Admin	392	600	208	0.07	0.11	0.04	0	600	600	0.00	0.10	0.10	1,742	3,600	1,858	0.05	0.10	0.05
Travel	(1,288)	750	2,038	(0.23)	0.13	0.36	1,449	750	(699)	0.24	0.13	(0.11)	4,346	4,500	154	0.13	0.13	0.00
Board Meeting Expenses	40	50	10	0.01	0.01	0.00	0	50	50	0.00	0.01	0.01	102	300	198	0.00	0.01	0.01
Miscellaneous Expenses	78	100	22	0.01	0.02	0.00	0	100	100	0.00	0.02	0.02	464	600	136	0.01	0.02	0.00
TOTAL Administrative	178,971	115,281	(63,690)	31.83	20.22	(11.61)	161,308	117,967	(43,341)	26.86	20.03	(6.83)	803,556	694,122	(109,434)	23.60	20.18	(3.42)
Finance																		
Salary & Wages - Financial Ma	25,611	29,753	4,143	4.55	5.22	0.67	33,996	30,745	(3,251)	5.66	5.22	(0.44)	167,579	179,512	11,934	4.92	5.22	0.30
Longevity - Financial Mgt	524	600	76	0.09	0.11	0.01	524	600	76	0.09	0.10	0.01	3,144	3,600	456	0.09	0.10	0.01
FICA - Fin Mgmt	1,902	2,301	400	0.34	0.40	0.07	3,525	2,378	(1,147)	0.59	0.40	(0.18)	13,569	13,885	316	0.40	0.40	0.01
Workers Comp - Fin Mgmt	112	250	138	0.02	0.04	0.02	112	250	138	0.02	0.04	0.02	672	1,500	828	0.02	0.04	0.02
MERS DB - Financial Management	3,552	3,600	48	0.63	0.63	0.00	3,552	3,600	48	0.59	0.61	0.02	21,312	21,600	288	0.63	0.63	0.00
MERS DC:Financial Management	635	400	(235)	0.11	0.07	(0.04)	1,725	400	(1,325)	0.29	0.07	(0.22)	5,531	2,400	(3,131)	0.16	0.07	(0.09)
Health Ins - Financial Mgmt	2,032	2,000	(32)	0.36	0.35	(0.01)	1,900	2,000	100	0.32	0.34	0.02	11,482	12,000	518	0.34	0.35	0.01
Dental Ins - Financial Mgmt	146	100	(46)	0.03	0.02	(0.01)	128	100	(28)	0.02	0.02	0.00	758	500	(258)	0.02	0.01	(0.01)
Office Supplies	1,201	1,500	299	0.21	0.26	0.05	1,370	1,500	130	0.23	0.25	0.03	7,866	9,000	1,134	0.23	0.26	0.03
Copy Supplies	758	650	(108)	0.13	0.11	(0.02)	535	650	115	0.09	0.11	0.02	3,704	3,900	196	0.11	0.11	0.00
Computer Supplies	1,988	2,850	862	0.35	0.50	0.15	3,600	2,850	(750)	0.60	0.48	(0.12)	12,200	17,100	4,900	0.36	0.50	0.14
Postage	1,200	1,000	(200)	0.21	0.18	(0.04)	1,048	1,000	(48)	0.17	0.17	0.00	6,080	6,000	(80)	0.18	0.17	0.00
Small Equipment - IT	267	2,750	2,483	0.05	0.48	0.43	7,572	2,750	(4,822)	1.26	0.47	(0.79)	25,452	16,500	(8,952)	0.75	0.48	(0.27)
Contract Services - Billing	15,518	2,500	(13,017)	2.76	0.44	(2.32)	15,135	2,500	(12,635)	2.52	0.42	(2.10)	60,703	15,000	(45,702)	1.78	0.44	(1.35)
Professional Services - Finan	1,000	1,250	250	0.18	0.22	0.04	1,000	1,250	250	0.17	0.21	0.05	6,000	7,500	1,500	0.18	0.22	0.04
Audit Expenses	0	600	600	0.00	0.11	0.11	(1,000)	600	1,600	(0.17)	0.10	0.27	0	3,600	3,600	0.00	0.10	0.10
IT Consultants	613	1,250	638	0.11	0.22	0.11	5,355	1,250	(4,105)	0.89	0.21	(0.68)	16,190	7,500	(8,690)	0.48	0.22	(0.26)
Printing & Binding	0	625	625	0.00	0.11	0.11	428	625	197	0.07	0.11	0.03	3,057	3,750	693	0.09	0.11	0.02
Data Processing	3,251	2,000	(1,251)	0.58	0.35	(0.23)	4,117	2,000	(2,117)	0.69	0.34	(0.35)	22,128	12,000	(10,128)	0.65	0.35	(0.30)
Maintenance Agreements Softwa	39,101	29,333	(9,768)	6.95	5.15	(1.81)	48,869	29,333	(19,535)	8.14	4.98	(3.16)	238,461	176,000	(62,461)	7.00	5.12	(1.89)
Communication Equip Repairs	4,685	2,500	(2,185)	0.83	0.44	(0.39)	1,213	2,500	1,287	0.20	0.42	0.22	16,362	15,000	(1,362)	0.48	0.44	(0.04)
Education & Training - Fin Mgt	113	400	287	0.02	0.07	0.05	325	400	75	0.05	0.07	0.01	438	2,400	1,962	0.01	0.07	0.06
Travel - Mileage	0	25	25	0.00	0.00	0.00	0	25	25	0.00	0.00	0.00	0	150	150	0.00	0.00	0.00
Other Insurance	30,629	30,000	(629)	5.45	5.26	(0.18)	42,629	30,000	(12,629)	7.10	5.09	(2.00)	195,774	180,000	(15,774)	5.75	5.23	(0.52)
Telephone-Snf	6,244	5,700	(544)	1.11	1.00	(0.11)	6,243	5,700	(543)	1.04	0.97	(0.07)	37,124	34,200	(2,924)	1.09	0.99	(0.10)
Internet	1,912	2,500	588	0.34	0.44	0.10	2,494	2,500	6	0.42	0.42	0.01	14,379	15,000	621	0.42	0.44	0.01
Cellular Phone	3,203	3,000	(203)	0.57	0.53	(0.04)	3,567	3,000	(567)	0.59	0.51	(0.08)	17,541	18,000	459	0.52	0.52	0.01
Television - SNF	0	2,200	2,200	0.00	0.39	0.39	4,073	2,200	(1,873)	0.68	0.37	(0.30)	13,092	13,200	108	0.38	0.38	0.00
Bond Interest Expense	22,912	23,300	388	4.07	4.09	0.01	22,912	23,300	388	3.81	3.96	0.14	137,473	139,800	2,327	4.04	4.07	0.03
Bank Charges	2,520	2,500	(20)	0.45	0.44	(0.01)	3,579	2,500	(1,079)	0.60	0.42	(0.17)	18,520	15,000	(3,520)	0.54	0.44	(0.11)
TOTAL Finance	171,626	157,438	(14,188)	30.52	27.62	(2.90)	220,525	158,507	(62,019)	36.72	26.91	(9.81)	1,076,591	945,597	(130,993)	31.62	27.50	(4.12)
Human Resources																		

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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)																		
Salary & Wages - Human Resour	25,723	34,192	8,469	4.57	6.00	1.42	27,307	35,332	8,025	4.55	6.00	1.45	140,790	206,290	65,501	4.14	6.00	1.86
Longevity - Human Resources	645	789	144	0.11	0.14	0.02	645	815	170	0.11	0.14	0.03	3,870	4,761	891	0.11	0.14	0.02
FICA - Human Res	1,987	2,671	684	0.35	0.47	0.12	1,783	2,760	977	0.30	0.47	0.17	10,049	16,116	6,068	0.30	0.47	0.17
Workers Comp - Human Res	168	250	82	0.03	0.04	0.01	168	250	82	0.03	0.04	0.01	1,008	1,500	492	0.03	0.04	0.01
MERS DB - Human Resources	4,094	4,200	106	0.73	0.74	0.01	4,094	4,200	106	0.68	0.71	0.03	24,564	25,200	636	0.72	0.73	0.01
MERS DC: Human Resources	872	800	(72)	0.15	0.14	(0.01)	869	800	(69)	0.14	0.14	(0.01)	6,027	4,800	(1,227)	0.18	0.14	(0.04)
Health Ins - Human Resources	937	1,000	63	0.17	0.18	0.01	1,000	1,000	0	0.17	0.17	0.00	4,713	6,000	1,287	0.14	0.17	0.04
Dental Ins - Human Resources	256	100	(156)	0.05	0.02	(0.03)	164	100	(64)	0.03	0.02	(0.01)	717	500	(217)	0.02	0.01	(0.01)
Life Insurance	286	300	14	0.05	0.05	0.00	284	300	16	0.05	0.05	0.00	1,729	1,800	71	0.05	0.05	0.00
Employee Recogn	9,989	2,000	(7,989)	1.78	0.35	(1.43)	75	2,000	1,925	0.01	0.34	0.33	11,974	12,000	26	0.35	0.35	0.00
Contract Services - HR	3,269	2,500	(769)	0.58	0.44	(0.14)	2,323	2,500	177	0.39	0.42	0.04	38,826	15,000	(23,826)	1.14	0.44	(0.70)
Employee Advertising/Recruti	265	4,500	4,235	0.05	0.79	0.74	1,014	4,500	3,486	0.17	0.76	0.60	16,129	27,000	10,872	0.47	0.79	0.31
License & Fees - NAT	0	50	50	0.00	0.01	0.01	0	50	50	0.00	0.01	0.01	0	300	300	0.00	0.01	0.01
CNA Registry Fee	280	125	(155)	0.05	0.02	(0.03)	280	125	(155)	0.05	0.02	(0.03)	1,360	750	(610)	0.04	0.02	(0.02)
Testing Fees	1,125	1,250	125	0.20	0.22	0.02	0	1,250	1,250	0.00	0.21	0.21	5,900	7,500	1,600	0.17	0.22	0.04
Education & Training - Hum Res	3,500	3,750	250	0.62	0.66	0.04	3,500	3,750	250	0.58	0.64	0.05	21,000	22,500	1,500	0.62	0.65	0.04
TOTAL Human Resources	53,395	58,477	5,082	9.50	10.26	0.76	43,505	59,732	16,227	7.24	10.14	2.90	288,655	352,017	63,362	8.48	10.24	1.76
Community Relations and Volunteer Services																		
Salary & Wages - Volunteer &	16,679	12,904	(3,775)	2.97	2.26	(0.70)	14,270	13,334	(935)	2.38	2.26	(0.11)	69,185	77,855	8,669	2.03	2.26	0.23
Longevity - Volunteer & Comm	0	205	205	0.00	0.04	0.04	0	212	212	0.00	0.04	0.04	0	1,240	1,240	0.00	0.04	0.04
FICA - Volunteer & Comm Rel	1,274	986	(288)	0.23	0.17	(0.05)	1,090	1,019	(70)	0.18	0.17	(0.01)	5,287	5,951	664	0.16	0.17	0.02
Workers Comp - Vol & Comm Rel	56	100	44	0.01	0.02	0.01	56	100	44	0.01	0.02	0.01	336	600	264	0.01	0.02	0.01
MERS DB - Volunteer & Comm Rel	1,534	1,600	66	0.27	0.28	0.01	1,534	1,600	66	0.26	0.27	0.02	9,204	9,600	396	0.27	0.28	0.01
MERS DC: Volunteer & Comm Rel	0	300	300	0.00	0.05	0.05	0	300	300	0.00	0.05	0.05	135	1,800	1,665	0.00	0.05	0.05
Volunteer Recognition	0	200	200	0.00	0.04	0.04	0	200	200	0.00	0.03	0.03	0	1,200	1,200	0.00	0.03	0.03
Advertising	747	500	(247)	0.13	0.09	(0.05)	745	500	(245)	0.12	0.08	(0.04)	6,235	2,000	(4,235)	0.18	0.06	(0.12)
TOTAL Community Relations and Volunteer Services	20,291	16,796	(3,495)	3.61	2.95	(0.66)	17,694	17,266	(428)	2.95	2.93	(0.02)	90,381	100,245	9,864	2.65	2.91	0.26
Maintenance																		
Salary & Wages - ES	77,440	80,548	3,108	13.77	14.13	0.36	85,509	83,233	(2,276)	14.24	14.13	(0.11)	464,360	485,973	21,613	13.64	14.13	0.49
Longevity - Environmental Serv	2,394	2,301	(93)	0.43	0.40	(0.02)	2,394	2,378	(16)	0.40	0.40	0.01	14,364	13,885	(479)	0.42	0.40	(0.02)
FICA - Environ Serv	5,984	6,247	263	1.06	1.10	0.03	5,814	6,455	640	0.97	1.10	0.13	34,447	37,688	3,241	1.01	1.10	0.08
Workers Comp - Plant Ops	476	500	24	0.08	0.09	0.00	476	500	24	0.08	0.08	0.01	4,856	3,000	(1,856)	0.14	0.09	(0.06)
MERS DB - Env. Serv.	5,858	6,000	142	1.04	1.05	0.01	5,858	6,000	142	0.98	1.02	0.04	35,148	36,000	852	1.03	1.05	0.01
MERS DC: Environmental Services	5,564	5,000	(564)	0.99	0.88	(0.11)	5,580	5,000	(580)	0.93	0.85	(0.08)	34,132	20,400	(13,732)	1.00	0.59	(0.41)
Health Ins - Env Serv	5,140	5,200	60	0.91	0.91	0.00	5,200	5,200	0	0.87	0.88	0.02	29,924	31,200	1,276	0.88	0.91	0.03
Health Ins - Retirees - EVS	1,680	2,500	820	0.30	0.44	0.14	1,680	2,500	820	0.28	0.42	0.14	11,760	15,000	3,240	0.35	0.44	0.09
Dental Ins - Env Serv	785	1,000	215	0.14	0.18	0.04	698	1,000	302	0.12	0.17	0.05	3,927	5,000	1,073	0.12	0.15	0.03
Uniforms - Plant Ops	165	500	335	0.03	0.09	0.06	0	500	500	0.00	0.08	0.08	1,860	3,000	1,140	0.05	0.09	0.03
Supplies - Plant Ops	6,725	8,000	1,275	1.20	1.40	0.21	8,662	8,000	(662)	1.44	1.36	(0.08)	37,702	48,000	10,299	1.11	1.40	0.29
Small Equipment	5,521	5,000	(521)	0.98	0.88	(0.10)	5,438	5,000	(438)	0.91	0.85	(0.06)	41,554	30,000	(11,554)	1.22	0.87	(0.35)
Building Repairs	26,165	15,000	(11,165)	4.65	2.63	(2.02)	12,479	15,000	2,521	2.08	2.55	0.47	67,530	90,000	22,470	1.98	2.62	0.63
Equipment Repairs	6,130	3,500	(2,630)	1.09	0.61	(0.48)	5,233	3,500	(1,733)	0.87	0.59	(0.28)	26,310	21,000	(5,310)	0.77	0.61	(0.16)
Vehicle Repair	1,912	1,250	(662)	0.34	0.22	(0.12)	626	1,250	624	0.10	0.21	0.11	8,059	7,500	(559)	0.24	0.22	(0.02)
Elevator	700	1,250	550	0.12	0.22	0.09	1,684	1,250	(434)	0.28	0.21	(0.07)	5,184	7,500	2,316	0.15	0.22	0.07
Lawn, Tree and Brush Services	5,904	1,250	(4,654)	1.05	0.22	(0.83)	2,975	1,250	(1,725)	0.50	0.21	(0.28)	9,714	7,500	(2,214)	0.29	0.22	(0.07)
Snow Removal - Contract	0	1,250	1,250	0.00	0.22	0.22	0	1,250	1,250	0.00	0.21	0.21	13,154	7,500	(5,654)	0.39	0.22	(0.17)
Education & Training - ES	0	100	100	0.00	0.02	0.02	0	100	100	0.00	0.02	0.02	390	600	210	0.01	0.02	0.01

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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)																		
Vehicle Fuel	1,713	1,000	(713)	0.30	0.18	(0.13)	1,592	1,000	(592)	0.27	0.17	(0.10)	8,569	6,000	(2,569)	0.25	0.17	(0.08)
Parking Garage Expenses	1,750	2,000	250	0.31	0.35	0.04	1,761	2,000	239	0.29	0.34	0.05	9,009	12,000	2,991	0.26	0.35	0.08
Water	3,266	4,000	734	0.58	0.70	0.12	3,034	4,000	966	0.51	0.68	0.17	19,678	24,000	4,322	0.58	0.70	0.12
Sewer	6,483	9,000	2,517	1.15	1.58	0.43	7,466	9,000	1,535	1.24	1.53	0.29	47,135	54,000	6,865	1.38	1.57	0.19
Electric	28,441	25,000	(3,441)	5.06	4.39	(0.67)	23,762	25,000	1,238	3.96	4.24	0.29	134,975	150,000	15,025	3.96	4.36	0.40
Natural Gas	7,131	8,500	1,369	1.27	1.49	0.22	10,134	8,500	(1,634)	1.69	1.44	(0.24)	57,734	51,000	(6,734)	1.70	1.48	(0.21)
Refuse Disposal	5,547	3,000	(2,547)	0.99	0.53	(0.46)	4,394	3,000	(1,394)	0.73	0.51	(0.22)	23,003	18,000	(5,003)	0.68	0.52	(0.15)
TOTAL Maintenance	212,874	198,896	(13,978)	37.86	34.89	(2.97)	202,446	201,866	(580)	33.71	34.27	0.56	1,144,478	1,185,745	41,267	33.62	34.48	0.86
Housekeeping																		
Salary & Wages - Housekeeping	67,177	69,041	1,864	11.95	12.11	0.17	80,572	71,342	(9,230)	13.42	12.11	(1.30)	414,658	416,548	1,890	12.18	12.11	(0.07)
Longevity - Housekeeping	2,131	1,973	(158)	0.38	0.35	(0.03)	2,131	2,038	(93)	0.35	0.35	(0.01)	12,786	11,901	(885)	0.38	0.35	(0.03)
FICA - Housekeeping	5,089	5,425	335	0.91	0.95	0.05	5,670	5,605	(64)	0.94	0.95	0.01	30,612	32,729	2,117	0.90	0.95	0.05
Workers Comp - Housekeeping	504	750	246	0.09	0.13	0.04	504	750	246	0.08	0.13	0.04	3,724	4,500	776	0.11	0.13	0.02
MERS DB - Housekeeping	3,249	3,300	51	0.58	0.58	0.00	3,249	3,300	51	0.54	0.56	0.02	19,494	19,800	306	0.57	0.58	0.00
MERS DC:Housekeeping	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	1,342	7,500	6,158	0.04	0.22	0.18
Health Ins - Housekeeping	3,986	4,000	14	0.71	0.70	(0.01)	3,700	4,000	300	0.62	0.68	0.06	21,801	24,000	2,199	0.64	0.70	0.06
Dental Ins - Housekeeping	348	400	52	0.06	0.07	0.01	360	400	40	0.06	0.07	0.01	1,934	2,000	66	0.06	0.06	0.00
Uniforms - Housekeeping	0	200	200	0.00	0.04	0.04	0	200	200	0.00	0.03	0.03	201	1,200	999	0.01	0.03	0.03
Supplies - Housekeeping	7,212	9,500	2,288	1.28	1.67	0.38	8,971	9,500	529	1.49	1.61	0.12	53,673	57,000	3,327	1.58	1.66	0.08
Contract Services-Hskpg	1,345	1,000	(345)	0.24	0.18	(0.06)	2,493	1,000	(1,493)	0.42	0.17	(0.25)	8,701	6,000	(2,701)	0.26	0.17	(0.08)
TOTAL Housekeeping	91,042	95,588	4,547	16.19	16.77	0.58	107,650	98,136	(9,513)	17.92	16.66	(1.26)	568,925	583,178	14,253	16.71	16.96	0.25
Laundry																		
Salary & Wages - Laundry	31,338	33,205	1,867	5.57	5.83	0.25	29,097	34,312	5,215	4.84	5.83	0.98	195,066	200,340	5,274	5.73	5.83	0.10
Longevity - Laundry	1,028	986	(42)	0.18	0.17	(0.01)	1,028	1,019	(9)	0.17	0.17	0.00	6,168	5,951	(217)	0.18	0.17	(0.01)
FICA - Laundry	2,593	2,597	4	0.46	0.46	(0.01)	2,351	2,684	333	0.39	0.46	0.06	15,136	15,670	534	0.44	0.46	0.01
Workers Comp - Laundry	224	250	26	0.04	0.04	0.00	224	250	26	0.04	0.04	0.01	1,344	1,500	156	0.04	0.04	0.00
MERS DB - Laundry	1,565	1,600	35	0.28	0.28	0.00	1,565	1,600	35	0.26	0.27	0.01	9,390	9,600	210	0.28	0.28	0.00
MERS DC:Laundry	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	323	2,100	1,777	0.01	0.06	0.05
Health Ins - Laundry	2,017	2,000	(17)	0.36	0.35	(0.01)	2,100	2,000	(100)	0.35	0.34	(0.01)	12,278	12,000	(278)	0.36	0.35	(0.01)
Dental Ins - Laundry	243	300	57	0.04	0.05	0.01	252	300	48	0.04	0.05	0.01	1,354	1,500	146	0.04	0.04	0.00
Supplies - Laundry	5,760	5,500	(260)	1.02	0.96	(0.06)	3,988	5,500	1,512	0.66	0.93	0.27	28,811	33,000	4,189	0.85	0.96	0.11
Linen Replacements - Laundry	2,432	3,000	568	0.43	0.53	0.09	2,417	3,000	583	0.40	0.51	0.11	14,027	18,000	3,973	0.41	0.52	0.11
TOTAL Laundry	47,201	49,439	2,238	8.39	8.67	0.28	43,022	50,665	7,643	7.16	8.60	1.44	283,897	299,661	15,763	8.34	8.71	0.37
Dietary																		
Small Equipment - Dietary	3,094	1,000	(2,094)	0.55	0.18	(0.37)	3,401	1,000	(2,401)	0.57	0.17	(0.40)	16,264	6,000	(10,264)	0.48	0.17	(0.30)
Contract Svcs-Dining	249,871	249,000	(871)	44.44	43.68	(0.75)	246,594	249,000	2,406	41.06	42.28	1.22	1,464,136	1,494,000	29,864	43.01	43.44	0.44
TOTAL Dietary	252,965	250,000	(2,965)	44.99	43.86	(1.13)	249,996	250,000	4	41.62	42.44	0.82	1,480,400	1,500,000	19,600	43.48	43.62	0.14
Therapy																		
Salary & Wages - Therapy	151,198	148,784	(2,415)	26.89	26.10	(0.79)	159,573	153,743	(5,830)	26.57	26.10	(0.47)	925,622	897,661	(27,961)	27.19	26.10	(1.09)
Longevity-Therapy	2,366	2,630	264	0.42	0.46	0.04	2,366	2,718	352	0.39	0.46	0.07	14,196	15,868	1,672	0.42	0.46	0.04
FICA - Therapy	11,633	11,342	(290)	2.07	1.99	(0.08)	12,625	11,721	(905)	2.10	1.99	(0.11)	70,059	68,433	(1,626)	2.06	1.99	(0.07)
Workers Comp - Therapy	672	750	78	0.12	0.13	0.01	672	750	78	0.11	0.13	0.02	4,032	4,500	468	0.12	0.13	0.01
MERS DB - Therapy	17,722	18,000	278	3.15	3.16	0.01	17,722	18,000	278	2.95	3.06	0.11	106,332	108,000	1,668	3.12	3.14	0.02
MERS DC:Therapy	3,274	2,700	(574)	0.58	0.47	(0.11)	3,328	2,700	(628)	0.55	0.46	(0.10)	19,761	16,200	(3,561)	0.58	0.47	(0.11)
Health Ins - Therapy Services	5,938	6,000	62	1.06	1.05	0.00	6,000	6,000	0	1.00	1.02	0.02	35,517	36,000	483	1.04	1.05	0.00
Dental Ins - Therapy	444	500	56	0.08	0.09	0.01	545	500	(45)	0.09	0.08	(0.01)	2,578	2,500	(78)	0.08	0.07	(0.00)
Supplies - Therapy	591	400	(191)	0.11	0.07	(0.03)	243	400	157	0.04	0.07	0.03	1,811	2,400	589	0.05	0.07	0.02

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Grand Traverse Pavilions - SNF
SNF Income Statement
6/1/2026 to 6/30/2026

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
Therapy (con't)																		
Small Equipment - Therapy	0	500	500	0.00	0.09	0.09	998	500	(498)	0.17	0.08	(0.08)	3,498	3,000	(498)	0.10	0.09	(0.02)
Professional Service - Medica	650	1,500	850	0.12	0.26	0.15	215	1,500	1,285	0.04	0.25	0.22	3,327	9,000	5,673	0.10	0.26	0.16
Advertising-Wellness Center	500	500	0	0.09	0.09	0.00	1,960	500	(1,460)	0.33	0.08	(0.24)	3,753	4,000	247	0.11	0.12	0.01
Consultant - Therapy	7,306	3,500	(3,806)	1.30	0.61	(0.69)	0	3,500	3,500	0.00	0.59	0.59	21,862	21,000	(862)	0.64	0.61	(0.03)
Pool Maintenance	1,003	1,000	(3)	0.18	0.18	0.00	148	1,000	852	0.02	0.17	0.15	6,100	6,000	(100)	0.18	0.17	0.00
Dues & Memberships - Therapy	0	50	50	0.00	0.01	0.01	0	50	50	0.00	0.01	0.01	0	300	300	0.00	0.01	0.01
Education & Training - Therapy	0	750	750	0.00	0.13	0.13	0	750	750	0.00	0.13	0.13	491	4,500	4,009	0.01	0.13	0.12
Travel - Therapy	44	50	7	0.01	0.01	0.00	0	50	50	0.00	0.01	0.01	44	300	257	0.00	0.01	0.01
TOTAL Therapy	203,340	198,956	(4,384)	36.16	34.90	(1.26)	206,395	204,381	(2,014)	34.36	34.70	0.34	1,218,983	1,199,662	(19,321)	35.81	34.88	(0.93)
Ancillary																		
Medical Supplies	2,239	5,000	2,761	0.40	0.88	0.48	3,970	5,000	1,030	0.66	0.85	0.19	26,583	30,000	3,417	0.78	0.87	0.09
Tube Feeding Supplies	918	1,250	332	0.16	0.22	0.06	1,449	1,250	(199)	0.24	0.21	(0.03)	5,729	7,500	1,771	0.17	0.22	0.05
Wound Vac Supplies	0	1,250	1,250	0.00	0.22	0.22	0	1,250	1,250	0.00	0.21	0.21	365	7,500	7,135	0.01	0.22	0.21
Oxygen	787	3,750	2,963	0.14	0.66	0.52	5,660	3,750	(1,910)	0.94	0.64	(0.31)	20,538	22,500	1,962	0.60	0.65	0.05
Legend Drugs	24,654	31,000	6,346	4.38	5.44	1.05	35,181	31,000	(4,180)	5.86	5.26	(0.59)	164,980	186,000	21,020	4.85	5.41	0.56
Lab Services	2,280	1,750	(530)	0.41	0.31	(0.10)	615	1,750	1,135	0.10	0.30	0.19	4,535	10,500	5,965	0.13	0.31	0.17
Radiology Services	1,329	1,750	421	0.24	0.31	0.07	1,315	1,750	435	0.22	0.30	0.08	9,373	10,500	1,127	0.28	0.31	0.03
Misc Medical Services	598	300	(298)	0.11	0.05	(0.05)	671	300	(371)	0.11	0.05	(0.06)	1,523	1,800	277	0.04	0.05	0.01
TOTAL Ancillary	32,805	46,050	13,245	5.83	8.08	2.25	48,860	46,050	(2,810)	8.14	7.82	(0.32)	233,628	276,300	42,672	6.86	8.03	1.17
Diversional Therapy																		
Salary & Wages - Life Enrichm	27,523	30,575	3,052	4.89	5.36	0.47	24,574	31,595	7,020	4.09	5.36	1.27	143,705	184,471	40,766	4.22	5.36	1.14
Longevity - Life Enrichment	1,184	1,644	460	0.21	0.29	0.08	1,184	1,699	515	0.20	0.29	0.09	7,104	9,918	2,814	0.21	0.29	0.08
FICA - Life Enrichment	2,141	2,466	325	0.38	0.43	0.05	1,847	2,548	701	0.31	0.43	0.13	10,950	14,877	3,927	0.32	0.43	0.11
Workers Comp - Life Enrichme	168	250	82	0.03	0.04	0.01	168	250	82	0.03	0.04	0.01	1,008	1,500	492	0.03	0.04	0.01
MERS DB - Life Enrichment	2,622	2,700	78	0.47	0.47	0.01	2,622	2,700	78	0.44	0.46	0.02	16,097	16,200	103	0.47	0.47	0.00
MERS DC:Life Enrichment	778	600	(178)	0.14	0.11	(0.03)	955	600	(355)	0.16	0.10	(0.06)	4,137	3,600	(537)	0.12	0.10	(0.02)
Health Ins - Life Enrichment	1,788	1,800	12	0.32	0.32	0.00	1,800	1,800	0	0.30	0.31	0.01	11,096	10,800	(296)	0.33	0.31	(0.01)
Dental Ins - Life Enrichment	78	250	173	0.01	0.04	0.03	(22)	250	272	0.00	0.04	0.05	751	1,250	499	0.02	0.04	0.01
Supplies - Diversional Therapy	1,200	1,150	(50)	0.21	0.20	(0.01)	1,495	1,150	(345)	0.25	0.20	(0.05)	7,821	6,900	(920)	0.23	0.20	(0.03)
Activity Supplies - Eden	744	725	(19)	0.13	0.13	(0.01)	744	725	(19)	0.12	0.12	0.00	4,551	4,350	(201)	0.13	0.13	(0.01)
Special Functions	520	700	180	0.09	0.12	0.03	1,036	700	(336)	0.17	0.12	(0.05)	4,097	4,200	103	0.12	0.12	0.00
Beauty Shop Services	43	0	(43)	0.01	0.00	(0.01)	76	0	(76)	0.01	0.00	(0.01)	460	0	(460)	0.01	0.00	(0.01)
TOTAL Diversional Therapy	38,789	42,860	4,071	6.90	7.52	0.62	36,480	44,016	7,536	6.07	7.47	1.40	211,776	258,066	46,290	6.22	7.50	1.28
Human Services																		
Salary & Wages - Human Serv	32,761	29,589	(3,172)	5.83	5.19	(0.64)	30,099	30,575	477	5.01	5.19	0.18	185,315	178,521	(6,795)	5.44	5.19	(0.25)
Longevity - Human Services	535	650	115	0.10	0.11	0.02	535	650	115	0.09	0.11	0.02	3,210	3,900	690	0.09	0.11	0.02
FICA - Human Serv	2,177	2,260	83	0.39	0.40	0.01	2,082	2,336	254	0.35	0.40	0.05	12,841	13,637	796	0.38	0.40	0.02
Workers Comp - Human Serv	168	250	82	0.03	0.04	0.01	168	250	82	0.03	0.04	0.01	1,008	1,500	492	0.03	0.04	0.01
MERS DB - Human Services	3,538	3,600	62	0.63	0.63	0.00	3,538	3,600	62	0.59	0.61	0.02	21,228	21,600	372	0.62	0.63	0.00
MERS DC:Human Services	0	800	800	0.00	0.14	0.14	0	800	800	0.00	0.14	0.14	8,095	4,800	(3,295)	0.24	0.14	(0.10)
Health Ins - Human Services	1,308	1,000	(308)	0.23	0.18	(0.06)	1,000	1,000	0	0.17	0.17	0.00	2,536	6,000	3,464	0.07	0.17	0.10
Dental Ins - Human Services	252	150	(102)	0.04	0.03	(0.02)	200	150	(50)	0.03	0.03	(0.01)	924	750	(174)	0.03	0.02	(0.01)
Consultant Services-Psych.	1,700	1,500	(200)	0.30	0.26	(0.04)	1,637	1,500	(137)	0.27	0.25	(0.02)	8,637	9,000	363	0.25	0.26	0.01
Education & Training - Hum Ser	0	125	125	0.00	0.02	0.02	0	125	125	0.00	0.02	0.02	196	750	554	0.01	0.02	0.02
TOTAL Human Services	42,439	39,924	(2,515)	7.55	7.00	(0.55)	39,259	40,986	1,727	6.54	6.96	0.42	243,990	240,458	(3,532)	7.17	6.99	(0.18)
Child Care																		
Salary & Wages - CC Asst. CDC	7,531	12,575	5,044	1.34	2.21	0.87	8,833	12,995	4,162	1.47	2.21	0.74	46,823	75,871	29,048	1.38	2.21	0.83

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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
Child Care (con't)																		
Salary & Wages - Facilitator	9,058	8,795	(263)	1.61	1.54	(0.07)	7,427	9,088	1,660	1.24	1.54	0.31	51,762	53,060	1,298	1.52	1.54	0.02
Longevity - Child Day Care	817	986	169	0.15	0.17	0.03	817	1,019	202	0.14	0.17	0.04	4,902	5,951	1,049	0.14	0.17	0.03
FICA - CDC	1,201	1,726	525	0.21	0.30	0.09	1,322	1,784	462	0.22	0.30	0.08	7,556	10,414	2,857	0.22	0.30	0.08
Workers Comp - CDC	224	250	26	0.04	0.04	0.00	224	300	76	0.04	0.05	0.01	1,344	1,650	306	0.04	0.05	0.01
MERS DB - CDC	1,678	1,700	22	0.30	0.30	0.00	1,678	1,700	22	0.28	0.29	0.01	10,068	10,200	132	0.30	0.30	0.00
MERS DC-Child Care	181	400	219	0.03	0.07	0.04	334	400	66	0.06	0.07	0.01	1,741	2,400	659	0.05	0.07	0.02
Health Ins - CDC	2,261	500	(1,761)	0.40	0.09	(0.31)	1,500	500	(1,000)	0.25	0.08	(0.16)	7,051	3,000	(4,051)	0.21	0.09	(0.12)
Dental Ins - CDC	83	100	17	0.01	0.02	0.00	72	100	28	0.01	0.02	0.00	270	500	230	0.01	0.01	0.01
Uniforms - CDC	0	25	25	0.00	0.00	0.00	0	25	25	0.00	0.00	0.00	0	150	150	0.00	0.00	0.00
Teaching/Educational Supplies	11	50	39	0.00	0.01	0.01	236	50	(186)	0.04	0.01	(0.03)	247	300	53	0.01	0.01	0.00
Small Equipment - CDC	0	150	150	0.00	0.03	0.03	96	150	54	0.02	0.03	0.01	171	900	729	0.01	0.03	0.02
Meals - CDC	1,813	2,500	687	0.32	0.44	0.12	1,612	2,500	888	0.27	0.42	0.16	10,497	15,000	4,503	0.31	0.44	0.13
Dietary Snacks - CDC	77	75	(2)	0.01	0.01	0.00	58	75	17	0.01	0.01	0.00	314	450	136	0.01	0.01	0.00
Special Functions - CDC	0	75	75	0.00	0.01	0.01	0	75	75	0.00	0.01	0.01	13	450	437	0.00	0.01	0.01
TOTAL Child Care	24,934	29,907	4,973	4.43	5.25	0.82	24,208	30,760	6,552	4.03	5.22	1.19	142,760	180,296	37,536	4.19	5.24	1.05
Equipment Depreciation																		
Depreciation - Office	2,304	2,500	196	0.41	0.44	0.03	2,304	2,500	196	0.38	0.42	0.04	13,822	15,000	1,178	0.41	0.44	0.03
Depreciation Exp - Nursing	4,138	4,500	362	0.74	0.79	0.05	4,138	4,500	362	0.69	0.76	0.08	24,826	27,000	2,174	0.73	0.79	0.06
Depreciation - Dietary	1,375	1,250	(125)	0.24	0.22	(0.03)	1,375	1,250	(125)	0.23	0.21	(0.02)	8,249	7,500	(749)	0.24	0.22	(0.02)
Depreciation - Furniture	662	750	88	0.12	0.13	0.01	662	750	88	0.11	0.13	0.02	3,971	4,500	529	0.12	0.13	0.01
Depreciation - Maintenance	1,634	2,000	366	0.29	0.35	0.06	1,634	2,000	366	0.27	0.34	0.07	9,806	12,000	2,194	0.29	0.35	0.06
Depreciation - Vehicle	877	1,000	123	0.16	0.18	0.02	877	1,000	123	0.15	0.17	0.02	5,262	6,000	738	0.15	0.17	0.02
Depreciation-Equip Well. Ctr	200	250	50	0.04	0.04	0.01	200	250	50	0.03	0.04	0.01	1,200	1,500	300	0.04	0.04	0.01
TOTAL Equipment Depreciation	11,189	12,250	1,061	1.99	2.15	0.16	11,189	12,250	1,061	1.86	2.08	0.22	67,136	73,500	6,364	1.97	2.14	0.17
TOTAL SNF Operating Expenses	2,967,153	2,816,859	(150,294)	527.68	494.19	(33.49)	3,053,891	2,878,307	(175,584)	508.47	488.68	(19.79)	17,129,392	16,962,705	(166,687)	503.14	493.25	(9.89)
Net Operating Income	(96,359)	58,731	(155,090)	(17.14)	10.30	(27.44)	(18,416)	71,707	(90,123)	(3.07)	12.17	(15.24)	223,908	345,762	(121,853)	6.58	10.05	(3.47)
SNF Building Depreciation																		
Depreciation - Land Improv	1,594	2,000	406	0.28	0.35	0.07	1,594	2,000	406	0.27	0.34	0.07	9,564	12,000	2,436	0.28	0.35	0.07
Depreciation - Building	38,499	38,500	1	6.85	6.75	(0.09)	38,499	38,500	1	6.41	6.54	0.13	230,996	231,000	4	6.79	6.72	(0.07)
Depreciation - Parking Structr	5,437	5,500	63	0.97	0.96	0.00	5,437	5,500	63	0.91	0.93	0.03	32,622	33,000	378	0.96	0.96	0.00
Depreciation - Bldg Improv	12,328	13,500	1,172	2.19	2.37	0.18	12,328	13,500	1,172	2.05	2.29	0.24	73,970	81,000	7,030	2.17	2.36	0.18
Depreciation-Bldg Imp WellCtr	2,654	3,000	346	0.47	0.53	0.05	2,654	3,000	346	0.44	0.51	0.07	15,922	18,000	2,078	0.47	0.52	0.06
TOTAL SNF Building Depreciation	60,512	62,500	1,988	10.76	10.96	0.20	60,512	62,500	1,988	10.08	10.61	0.53	363,074	375,000	11,926	10.66	10.90	0.24
Net Income	(156,872)	(3,769)	(153,103)	(27.90)	(0.66)	(27.24)	(78,929)	9,207	(88,135)	(13.14)	1.56	(14.70)	(139,166)	(29,238)	(109,927)	(4.09)	(0.85)	(3.24)

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Grand Traverse Pavilions - SNF
Cottage Income Statement
6/1/2026 to 6/30/2026

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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	243,898	240,650	3,248	241,321	240,650	671	1,386,529	1,451,900	(65,371)
Room Rental-Cottage-Priv Insur	54,390	62,000	(7,610)	41,323	62,000	(20,677)	346,993	372,000	(25,007)
Respite-Cottages	14,400	8,350	6,050	9,050	8,350	700	54,475	50,100	4,375
Registration Fee - Cottages	250	250	0	250	250	0	2,500	1,500	1,000
Ancillary Rev - Cottages	469	1,000	(531)	784	1,000	(216)	4,035	6,000	(1,965)
Meal Plan	33,413	30,000	3,413	33,685	30,000	3,685	195,563	180,000	15,563
Personal Care Services- Privat	3,072	8,000	(4,928)	5,268	8,000	(2,732)	27,851	48,000	(20,149)
Contractual Discount-Private	50	0	50	50	0	50	100	0	100
Contractual Allowance PACE	(13,905)	(12,500)	(1,405)	(17,830)	(12,500)	(5,330)	(105,408)	(75,000)	(30,408)
Scholarships Private Pay	(6,390)	(2,500)	(3,890)	(6,809)	(2,500)	(4,309)	(35,780)	(15,000)	(20,780)
TOTAL Cottage Revenue	329,646	335,250	(5,604)	307,091	335,250	(28,159)	1,876,858	2,019,500	(142,642)
Cottage Other Revenue									
Beauty Shop Income	501	400	101	405	400	5	2,571	2,400	171
Donation Income - Cottages	5,000	7,500	(2,500)	23,196	7,500	15,696	63,196	45,000	18,196
TOTAL Cottage Other Revenue	5,501	7,900	(2,399)	23,601	7,900	15,701	65,767	47,400	18,367
Total Income	335,147	343,150	(8,003)	330,692	343,150	(12,458)	1,942,625	2,066,900	(124,275)
Cottage Operating Expenses									
Salary & Wages - Admin - Cott	16,173	15,945	(227)	16,748	16,477	(272)	98,439	96,203	(2,236)
Salary & Wages - ES Cottages	8,916	8,877	(39)	9,537	9,173	(365)	54,966	53,556	(1,410)
Salary & Wages - Hskpg Cottage	7,167	7,397	230	7,582	7,644	62	43,303	44,630	1,328
Salary & Wages - RN Cottages	9,525	7,890	(1,635)	10,047	8,153	(1,894)	50,991	47,606	(3,386)
Salary & Wages - LPN Cottages	3,517	0	(3,517)	2,826	0	(2,826)	6,342	0	(6,342)
Salary & Wages - CNA Cottages	19,897	36,822	16,925	21,133	38,049	16,917	133,955	222,159	88,203
Salary & Wages - UW Cottages	96,823	94,849	(1,973)	106,508	98,011	(8,497)	588,015	567,258	(20,758)
Longevity - Cottages	3,730	3,945	215	3,730	4,077	347	22,380	23,803	1,423
Longevity - Cottages Admin	600	740	140	600	764	164	3,600	4,463	863
FICA Admin Cottages	1,174	1,233	59	1,216	1,274	58	7,183	7,438	256
FICA - Env Serv Cottages	675	658	(18)	670	679	9	3,906	3,967	61
FICA - Cottage Housekeeping	542	575	34	573	595	22	3,275	3,471	196
FICA - RN LPN CNA and UW - Co	9,776	10,784	1,007	9,933	11,143	1,211	58,339	65,061	6,722
Workers Comp - Cottages	1,120	1,250	130	1,120	1,250	130	6,720	7,500	780
MERS DB - Cottages	7,855	8,500	645	7,855	8,500	645	47,130	51,000	3,870
MERS DB - Cottages Admin	1,953	2,250	297	1,953	2,250	297	11,718	13,500	1,782
MERS DC-Cottage	3,567	4,000	433	3,716	4,000	284	25,061	24,000	(1,061)
Health Ins - Cottages	14,400	12,500	(1,900)	12,500	12,500	0	66,421	75,000	8,579
Dental Ins - Cottages	837	850	13	915	850	(65)	5,434	5,100	(334)
Supplies Plant Ops - Cottages	383	500	117	589	500	(89)	2,965	3,000	35
Supplies Housekeeping - Cotta	0	0	0	0	0	0	72	0	(72)
Supplies Laundry - Cottages	185	300	115	161	300	139	1,016	1,800	784
Activity Supplies - Cottages	472	600	128	371	600	229	2,683	3,600	917
Small Equipment	529	2,000	1,471	0	2,000	2,000	3,469	12,000	8,531
Nursing Supplies - Cottages	507	500	(7)	44	500	456	1,586	3,000	1,414
Contract Services-Dining	63,684	64,000	316	63,684	64,000	316	379,669	378,000	(1,669)
Contract Svcs:Security-Cottag	540	750	210	0	0	0	1,080	1,500	420

Date: Jul 17, 2026
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Grand Traverse Pavilions - SNF
Cottage Income Statement
6/1/2026 to 6/30/2026

Facility #

Page # 2

	CURRENT PERIOD			PRIOR PERIOD			YEAR TO DATE		
	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$
Cottage Operating Expenses (con't)									
Advertising - Cottages	4,000	4,000	0	7,155	4,000	(3,155)	20,770	24,000	3,230
Referral Fees	0	2,500	2,500	2,400	2,500	100	15,180	15,000	(180)
Building Repairs - Cottages	606	4,000	3,394	2,500	4,000	1,500	6,171	24,000	17,829
Equipment Repairs - Cottages	117	750	633	0	750	750	1,359	4,500	3,141
Elevator-Cottages	700	750	50	1,735	750	(985)	5,235	4,500	(735)
Telephone - Cottages	421	400	(21)	421	400	(21)	2,387	2,400	13
Water - Cottages	2,226	1,500	(726)	831	1,500	669	6,536	9,000	2,464
Sewer - Cottages	2,541	2,000	(541)	1,388	2,000	612	9,970	12,000	2,031
Electric - Cottages	6,672	6,000	(672)	5,748	6,000	252	35,963	36,000	37
Natrual Gas - Cottages	1,792	3,200	1,408	1,938	3,200	1,262	27,071	19,200	(7,871)
Refuse Disposal - Cottages	748	625	(123)	0	625	625	1,436	3,750	2,314
Television - Cottages	1,739	1,625	(114)	1,027	1,625	598	8,329	9,750	1,421
Special Functions - Cottages	36	400	364	172	400	228	1,001	2,400	1,399
Beauty Shop Services	0	200	200	325	200	(125)	1,661	1,200	(461)
Indirect Costs-Cottages	10,000	10,000	0	10,000	10,000	0	60,000	60,000	0
Bond Interest Expense	3,432	3,000	(432)	3,432	3,000	(432)	20,590	18,000	(2,590)
Miscellaneous Exp - Cottages	12	50	38	0	50	50	12	300	288
Depreciation - Equip Cottages	917	1,250	333	917	1,250	333	5,502	7,500	1,998
TOTAL Cottage Operating Expenses	310,506	329,965	19,459	324,000	335,539	11,539	1,858,892	1,972,114	113,222
Net Operating Income	24,641	13,185	11,456	6,692	7,611	(919)	83,733	94,786	(11,053)
Cottage Building Depreciation									
Depreciation Bldg - Cottages	19,018	19,050	32	19,018	19,050	32	114,110	114,300	190
Depreciation-Cottage Bldg Impr	4,304	4,500	196	4,304	4,500	196	25,822	27,000	1,178
TOTAL Cottage Building Depreciation	23,322	23,550	228	23,322	23,550	228	139,931	141,300	1,369
Net Income	1,319	(10,365)	11,684	(16,630)	(15,939)	(691)	(56,199)	(46,514)	(9,684)

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Grand Traverse Pavilions - SNF
Balance Sheet
As Of 6/30/2026

Facility #

Page # 1

	CURRENT PERIOD	PRIOR PERIOD	PREVIOUS YEAR
	Actual \$	Actual \$	Actual \$
Assets	0	0	0
Current Assets			
Cash			
County Held Cash			
Cash - County	3,812,419	3,545,082	1,096,877
Cash - Deposits (Cottages)	111,663	113,386	138,688
Cash - M.O.E.	3,125	40,375	10,189
TOTAL County Held Cash	3,927,207	3,698,843	1,245,754
Other Cash			
A/P Cash Clearing Account	17,830	39,654	364,528
Cash - Resident Trust	14,319	14,319	14,462
Cash-Payroll	6,636	6,636	579,007
Cash - Advance Pay Funding Ac	31,333	31,298	31,350
TOTAL Other Cash	70,117	91,906	989,346
TOTAL Cash	3,997,324	3,790,749	2,235,100
Accounts Receivable	7,402,953	7,573,084	9,055,208
Other Receivables			
Medicaid QAS Settlement Rec	786,494	750,796	606,043
A/R QMI	0	0	82,326
Interest Receivable	25,500	18,000	0
A/R - Other	30,000	25,000	0
Due from Foundation	41,728	30,403	25,626
Due from Foundation - Cottages	15,391	58,196	0
MA Wage Pass Through Receiv	92,596	96,644	178,238
TOTAL Other Receivables	991,708	979,039	892,233
Inventory	168,229	168,229	168,229
Prepaid Expenses	0	0	0
Other Current Assets			
Prepaid Insurance - General	100,329	48,958	0
Prepaid Insurance - Work Comp.	20,921	20,555	0
TOTAL Other Current Assets	121,250	69,513	0
TOTAL Current Assets	12,681,464	12,580,614	12,350,770
Non-Current Assets			
Property & Equipment	14,239,777	14,252,488	14,630,677
Other Non Current Assets			
Due from PACE North	746,371	753,451	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	2,753,233	2,760,313	2,921,792
TOTAL Non-Current Assets	16,993,010	17,012,800	17,552,470
TOTAL Assets	29,674,474	29,593,415	29,903,240
Liabilities & Equity			
Liabilities			
Current Liabilities			
Accounts Payable	898,967	696,425	590,335
Accrued Expenses	2,383,353	2,274,082	1,940,367
Other Current Liabilities			

Date: Jul 18, 2026
Time: 15:04:42 EDT
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Grand Traverse Pavilions - SNF
Balance Sheet
As Of 6/30/2026

Facility #

Page # 2

	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	110,830	85,028	117,022
Medicaid Cost Settle. Payable	2,149,607	2,291,288	2,511,825
TOTAL Other Current Liabilities	3,000,437	3,116,316	3,368,847
TOTAL Current Liabilities	6,282,756	6,086,824	5,899,548
Non-Current Liabilities			
Long-Term Liabilities			
Net Pension Liabilities	5,471,525	5,471,525	5,471,525
Pension Bonds (Non-Union) Iss	4,140,000	4,140,000	4,140,000
Pension Bonds (Union) Issued	3,730,000	3,730,000	3,960,000
Bonds Payable-Series 2017 Haw	920,000	920,000	1,150,000
Def Los on Adv Refund-'17	(29,283)	(29,825)	(32,536)
TOTAL Long-Term Liabilities	14,232,242	14,231,700	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	15,015,157	15,014,615	15,471,904
TOTAL Liabilities	21,297,914	21,101,439	21,371,452
Equity			
Equity			
RETAINED EARNINGS - PRIOR	8,615,149	8,615,149	8,615,149
Contributed Capital	126,540	126,540	126,540
TOTAL Equity	8,741,689	8,741,689	8,741,689
Net Income (Loss)	(380,451)	(249,713)	(209,901)
TOTAL Equity	8,361,238	8,491,976	8,531,788
TOTAL Liabilities & Equity	29,659,152	29,593,415	29,903,240

Date: Jul 18, 2026
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Grand Traverse Pavilions - SNF
Cash Flow Statement
6/1/2026 to 6/30/2026

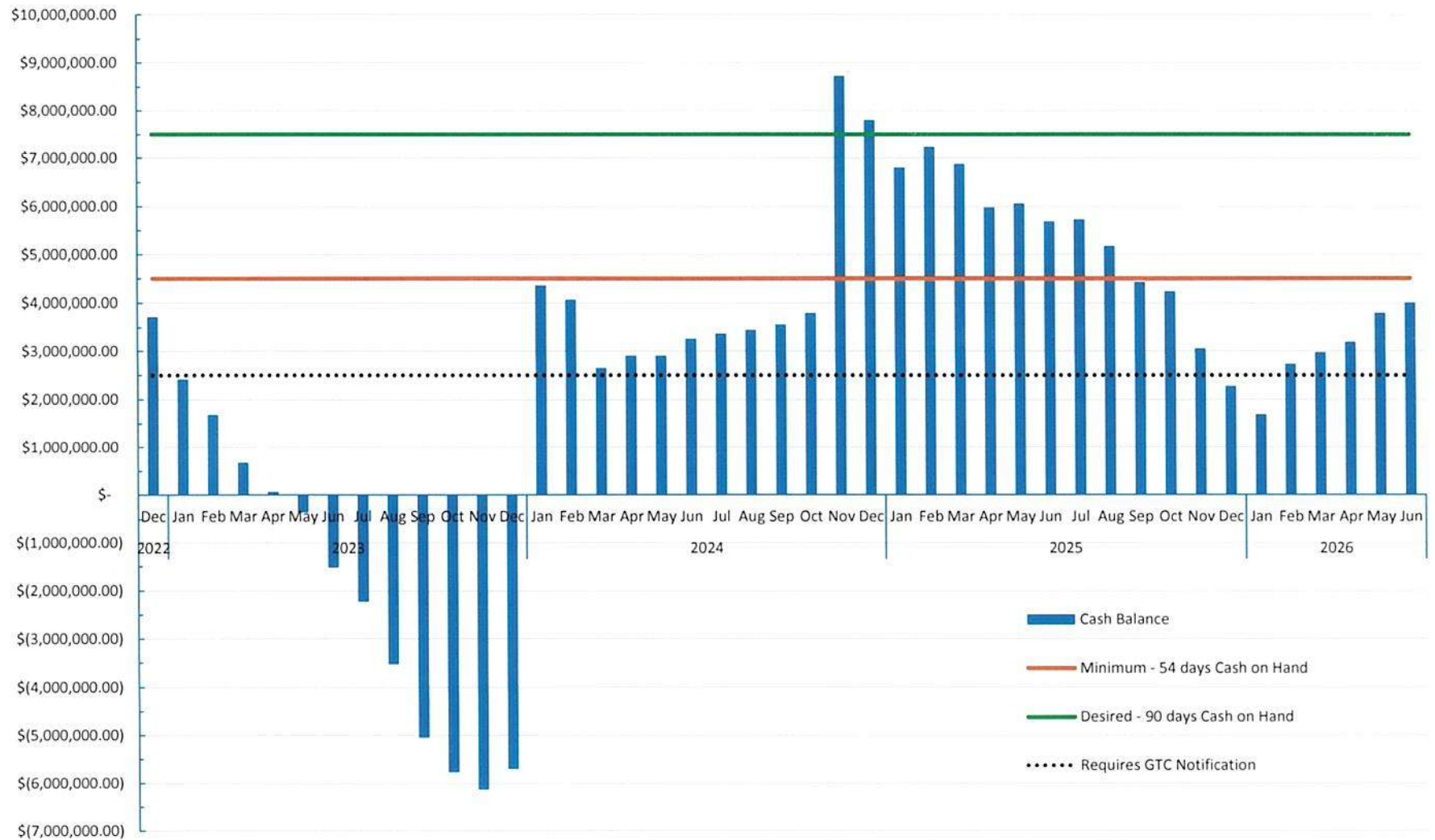
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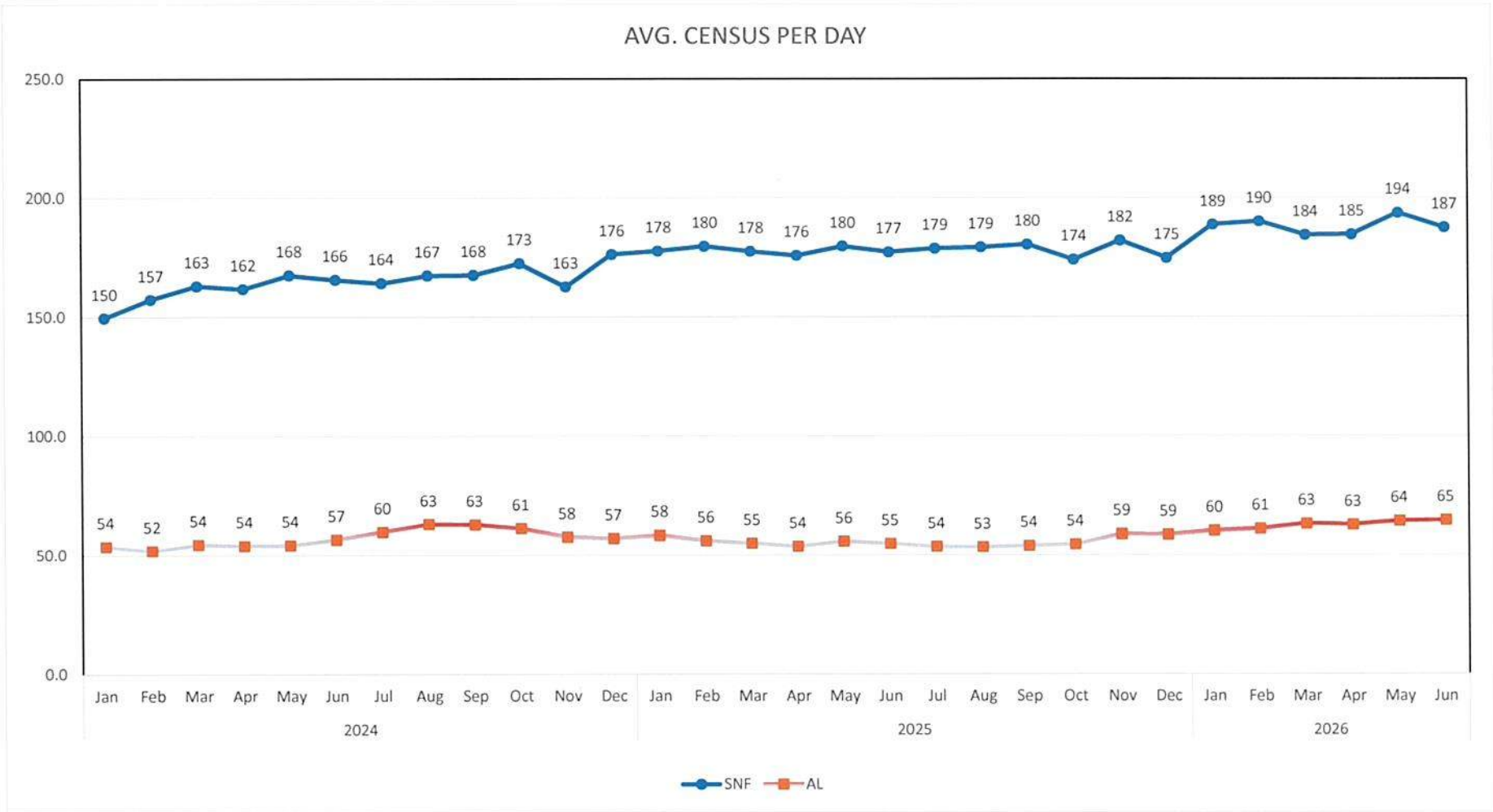
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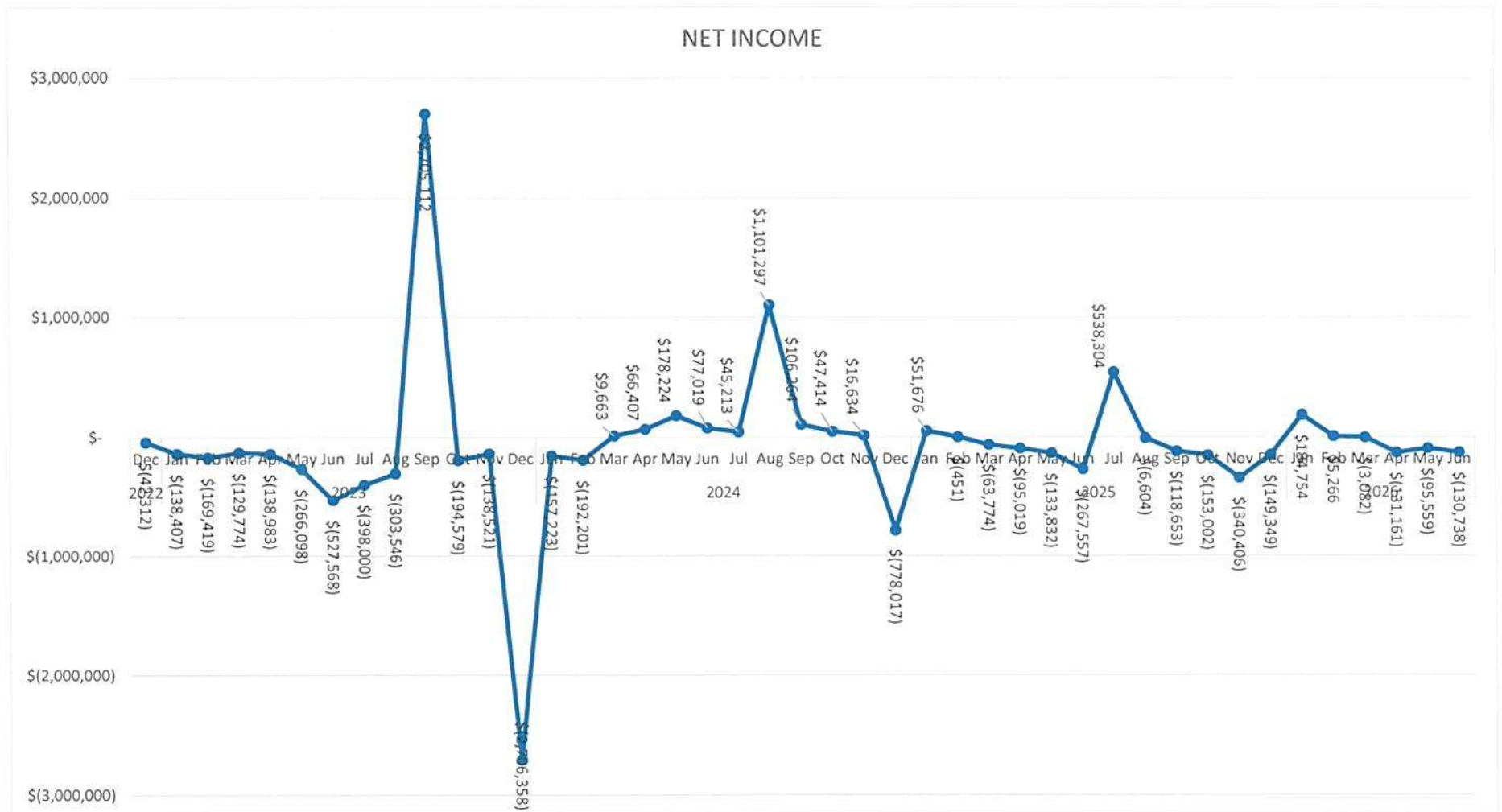
	CURRENT PERIOD	PRIOR PERIOD	YEAR TO DATE
	Actual \$	Actual \$	Actual \$
	0	0	0
Cash from Operating Activity			
Net Income	(130,738)	(95,559)	(170,550)
Net Cash provided by Operating Activities			
Depreciation and Amortization	96,483	96,483	578,897
Changes in Working Capital Items			
Accounts Receivable	170,130	(41,817)	1,652,255
Prepaid Expenses	(51,737)	28,760	(121,250)
Due to/from	(7,500)	(4,000)	(25,500)
Inventory	0	0	0
Accounts Payable	202,316	129,487	316,319
Other Assets			
Medicaid Settlement Receivable	0	0	0
Employee Retention Credit Receivable	(5,000)	(5,000)	(30,000)
Due From Foundation	31,480	(41,050)	(31,493)
Due From Grants			
TOTAL Due From Grants	0	0	0
Deferred Outflows			
TOTAL Deferred Outflows	0	0	0
Due From Pace North	7,079	32,296	168,559
Medicare Settlements Receivable	0	0	0
Medicaid Wage Pass Through Rec	4,049	(6,647)	85,643
QAS Receivable	(35,698)	(60,396)	(180,451)
QMI Receivable	0	0	82,326
TOTAL Other Assets	1,910	(80,798)	94,584
Accrued Payroll & Other Expenses	135,297	359,416	429,106
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	(141,681)	12,500	(362,218)
QAS Payable	0	0	0
Net Pension Liability	0	0	0
TOTAL Other Accrued Liabilities	(141,681)	12,500	(362,218)
TOTAL Changes in Working Capital Items	308,737	403,548	1,983,297
TOTAL Net Cash provided by Operating Activities	405,220	500,031	2,562,194
TOTAL Cash from Operating Activity	274,482	404,472	2,391,645
Cash from Investing Activity			
Fixed Asset Purchase	(83,230)	(21,240)	(184,743)
TOTAL Cash from Investing Activity	(83,230)	(21,240)	(184,743)
Cash from Financing Activities			
Long Term Debt	0	0	(460,000)
Short Term Debt/Notes Payable	0	0	0
TOTAL Cash from Financing Activities	0	0	(460,000)
Net Cash Activity	191,252	383,232	1,746,901
CASH BEG OF PERIOD	3,790,749	3,407,517	2,235,100
Cash Beginning Balances as of 5/31/2026	3,790,749	3,407,517	2,235,100
Net Cash Activity	191,252	383,232	1,746,901
Cash Ending Balance	3,982,001	3,790,749	3,982,001

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	
Nationwide Insurance	Liability, property and auto insurance	February	81,984.25	Qtrly. Installment payment 1 of 4	Calendar year policy; expensed monthly
Grand Traverse County	non-union pension bond interest payment	February	51,928.75	Amortization changes each year	Expensed monthly; Paid twice each year
Payroll - extra	Perfect Attendance	February	8,177.54	Quarterly with an annual bonus	for those with perfect attendance
Grand Traverse County	Unemployment claims for 2025	February	5,247.15	We share an unemployment account	Billed by the County annually based on paid claims
MERS - DC	Retro payment for January	February	41,790.40	Jan pmt not made due to change in payroll software issues	
Insight Direct	Thin client device replacements	February	22,056.11	Capital purchase	
State of Michigan	Outstation worker payments per contract	March	18,912.50	1/3 Paid back to GTP by Pace-\$12,608	Contract renews 10/1
Maddin Hauser	Attorney Fees	March	27,739.00	January fees paid in March	Expensed in Jan and Feb
Grand Traverse Refrige	Walk-in Freezer Repair-new compressor	March	14,061.60	Capital	
Payroll extra	Survey	March	18,343.72	Quarterly payment-\$100 grossed up for F	Reimbursed by grant
Garstang Group	UV bulb replacement	March	18,523.19	20% down pmt + 5 monthly installments	
Grand Traverse County	Hawthorn cottage bond principal payment	April	230,000.00	Level principle payments	Pmts done in 2031-level principle pmts
Grand Traverse County	Hawthorn cottage bond interest payment	April	19,175.00	Amortization changes each year	Expensed monthly
Nationwide Insurance	Liability, property and auto insurance	April	81,984.25	Installment payment 1 of 3	Calendar year policy; expensed monthly
Garstang Group	UV bulb replacement	April	14,700.00	20% down pmt + 5 monthly installments	
MCMCFC	Annual Dues	April	12,100.00	This is the 2025-26 amount	
CDW	VMWare 1 year license subscription	May	15,279.84	Annual payment	
Garstang Group	UV bulb replacement	May	14,700.00	20% down pmt + 5 monthly installments	
HUB International	Surety Bond for settlement payments	May	12,000.00		
Fifth-Third	Insurance Settlement Payment	May	44,444.00		
Garstang Group	UV bulb replacement	June	14,700.00	20% down pmt + 5 monthly installments	
State of Michigan	Outstation worker payments per contract	June	37,825.00	1/3 due to be paid back to GTP from Pace	Contract renews 10/1--want decision by 6/3
KONE Elevator	Elevator contracts	June	18,138.24	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
Fifth-Third	Insurance Settlement Payment	June	44,444.00		
State of Mich.	CPE Repayment	June	154,180.73		
Projected					
Nationwide Insurance	Liability, property and auto insurance	July	81,984.25	Installment payment 2 of 3	Calendar year policy; expensed monthly
Garstang Group	UV bulb replacement	July	14,700.00	20% down pmt + 5 monthly installments	
Brightly Software, Inc.	Maintenance management software	July	16,634.32	Annual renewal for software license	
Fifth-Third	Insurance Settlement Payment	July	44,444.00		
State of Mich.	CPE Repayment	July	154,180.73		
Nationwide Insurance	deductable	July	25,000.00	insurance claim	
Moore Mechanical	Replace Domestic Water Boiler	July	58,440.00	Capital Expenditure	
Kraft	Two new Printers	July	12,700.00		
Plante Moran	Cost Report Preparation	July	12,000.00	Medicare & Medicaid Cost Reports-annual	Benchmarking survey and MA rate projec.
Grand Traverse County	Cottages Bond Payment	July	85,871.25	Interest-only payment	
Payroll	3 payrolls in the month (26 per year)	July	855,000.00		
Payroll	Perfect Attendance	August	6,000.00	Quarterly payment-\$100 grossed up for F	for those with perfect attendance
Leading Age	Annual Dues	August	33,000.00	Annual Dues	
Grand Traverse County	union pension bond interest payment	August	89,896.25	Amortization changes each year	Expensed monthly
Garstang Group	UV bulb replacement	August	14,700.00	20% down pmt + 5 monthly installments	
Fifth-Third	Insurance Settlement Payment	August	44,444.00		
State of Mich.	CPE Repayment	August	154,180.73		
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
Fifth-Third	Insurance Settlement Payment	September	44,444.00		
State of Mich.	CPE Repayment	September	154,180.73		
Nationwide Insurance	Liability, property and auto insurance	October	81,984.25	Installment payment 3 of 3	Calendar year policy; expensed monthly
MERS	Supplemental Pension Payment	October	30,712.00	Amount varies annually	Expense accrued monthly
Payroll	Perfect Attendance	October	6,500.00	Quarterly payment-\$100 grossed up for F	for those with perfect attendance
Grand Traverse County	Hawthorn cottage bond interest payment	October	19,176.25	Amortization changes each year	Expensed monthly
Fifth-Third	Insurance Settlement Payment	October	44,444.00		
State of Mich.	CPE Repayment	October	154,180.73		
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
Fifth-Third	Insurance Settlement Payment	November	44,444.00		
State of Mich.	CPE Repayment	November	154,180.73		
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
Fifth-Third	Insurance Settlement Payment	December	44,444.00		
State of Mich.	CPE Repayment	December	154,180.73		

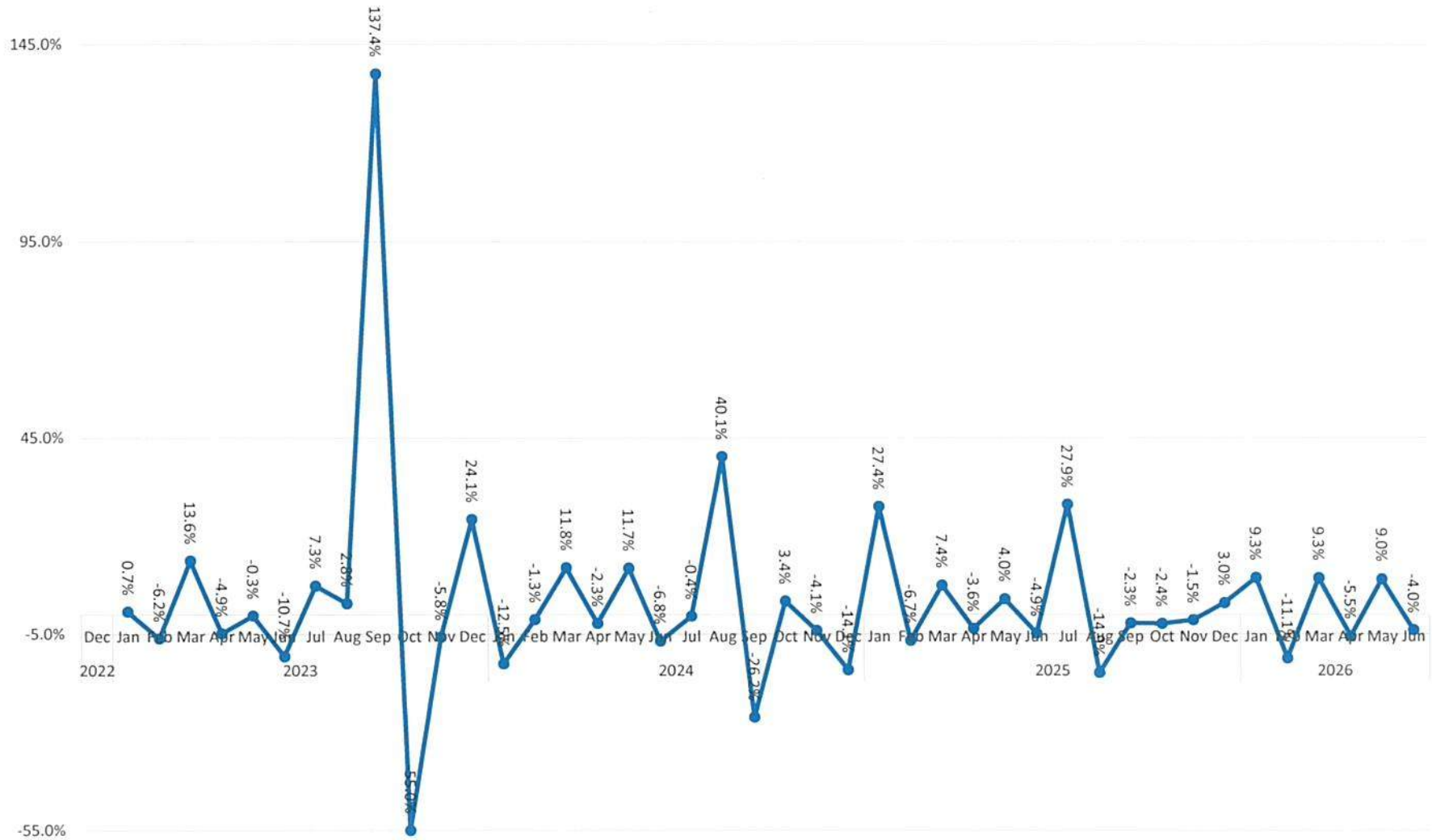
CASH BALANCE

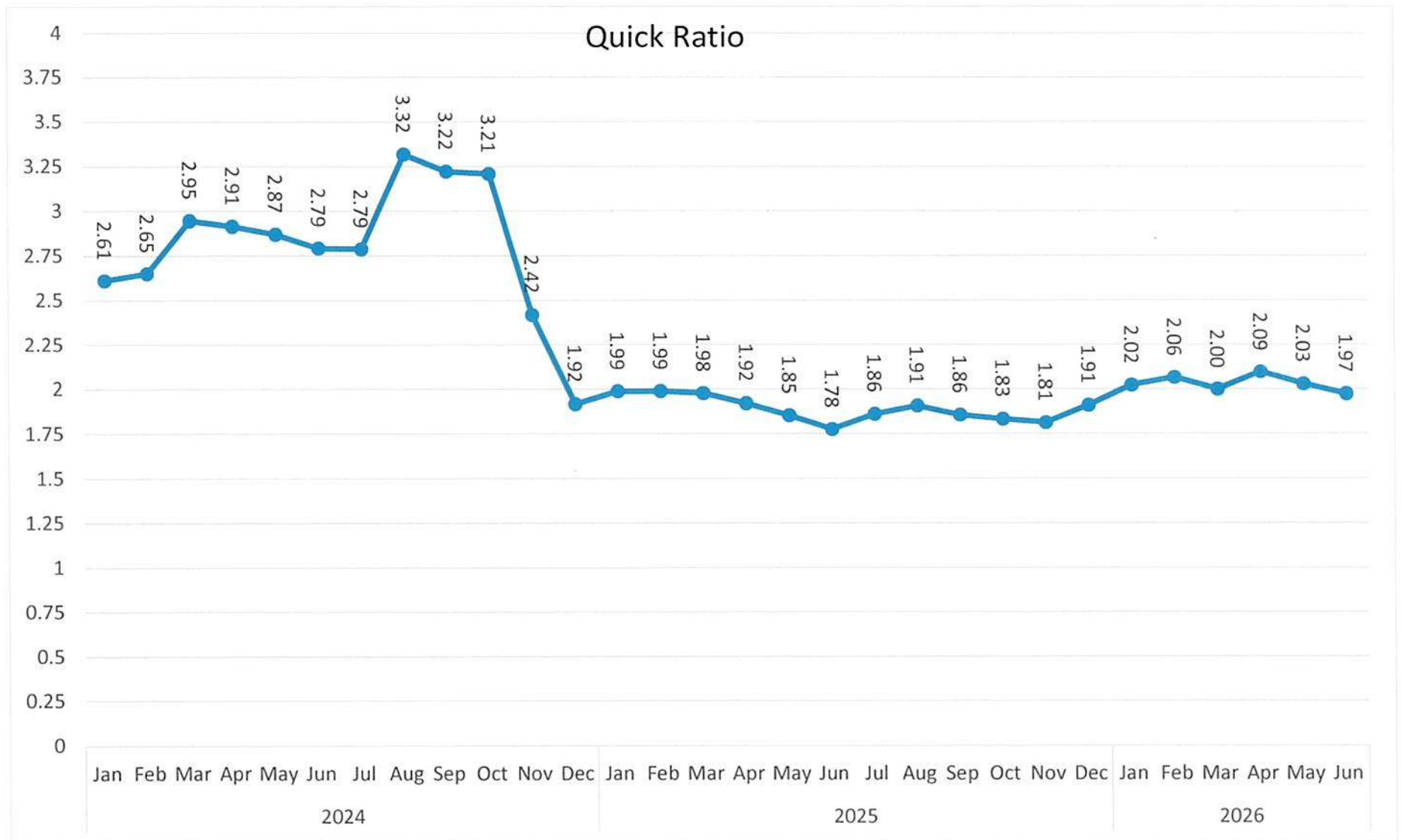






Revenue Growth % from Previous Month





**Grand Traverse Pavilions
Foundation Board of Trustees
August 2026 – August 2027**

Debra Jackson (2017) - President (2023 - Present)

Jan Warren (2017) - Vice President (2024 - Present)

Cynthia L. Klingler (2009) - Treasurer (2021 - Present)

Darrell Lavender (2025) – Secretary (GTP CEO)

Penny Hanks (2017)

Anne Spieles (2009)

Mike Watkins (2019)

Mike Buday (2024)

Christy Jonkhoff-Hater (2024)

Nicolina Croad (2025)

Mary Marois (2025)

Joelle Mabey (2026)

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 ☒

June 12, 2026

NAME IN FULL Jack Daniel Ip DATE June 12, 2026

RESIDENCE ADDRESS TELEPHONE

OFFICE ADDRESS TELEPHONE

Premedical Education: School N/A Date of Graduation

Medical Education: School American University of the Caribbean Date of Graduation 6/2016

Internship: Hospital Please see Residency Dates

Residency: Hospital Northwell Health at Mather Hospital Dates 7/2017-6/2020

MICHIGAN LICENSE: Date 10/1/2025-10/1/2028 No. EMC0008209 UPIN#

Hospital Staff Memberships:

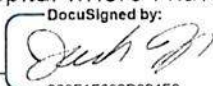
Please see addendum

Medical Society Memberships:

Specialty: Internal Medicine

Board Certified: Yes ☒ No ☐ Date 2020

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:  DATE: June 12, 2026
208F1F669D824E0...

APPROVED: SIGNED: DATE:

DISAPPROVED: Medical Director, Grand Traverse Medical Care

APPROVED: SIGNED: DATE:

DISAPPROVED: Chairman, Grand Traverse County Department of Human Services Board