

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

**REGULAR MEETING  
May 28, 2026**

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

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

**AGENDA**

**1. CALL TO ORDER**

**2. ROLL CALL**

**3. FIRST PUBLIC COMMENT**

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

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

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

Please be respectful and refrain from personal or political attacks.

**4. COUNTY LIAISON REPORT**

**5. APPROVAL OF AGENDA**

**6. CONSENT CALENDAR**

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

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

A.	Review and File	<u>HANDOUT#</u>
	(1) Draft Minutes of the 4/23/26 Board Meeting	1
	(2) Draft Minutes of the 4/27/26 Study Session	2
	(3) April Resident Council Minutes	3
	(4) First Quarter 2026 Foundation Financials	4

**7. ITEMS REMOVED FROM CONSENT CALENDAR**

**8. CHAIRMAN REPORT – C. Crawford, Chair** Verbal  
 (1) Leading Age Award

**9. FOUNDATION BOARD REPORT – M. Marois, Vice Chair** Verbal

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

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

**12. GRAND TRAVERSE MEDICAL CARE**

A.	General Information	
	(1) Director Presentation – Kristen Semeyn, Wellness Center Director	6
	(2) Organization Scorecard – D. Lavender, CEO	7
	(3) Administrator Search Update – D. Lavender, CEO	Verbal
	(4) Golf Outing Update – D. Lavender, CEO	Verbal
	(5) 2026 Concert on the Lawn Series – D. Lavender, CEO	8
	(6) Billing Update – D. Lavender, CEO	9

B. Chief Executive Officer Board Report – D. Lavender, CEO 10

C.	Business	
	(1) April Financials – K. Hansen, CFO	11
	a. Certified Public Expenditure (CPE) – Final Reconciliation	12
	(2) Resolution 2026 -3 – Resident Strategic Discounts & Scholarships Policy – D. Lavender, CEO	13

D.	Medical Staff	
	(1) Anna LaDouce, NP – Hospice of MI – D. Hautamaki, Administrator	14

**G.T.P. Announcements**

(1) June 25, 2026 @ 9:00am – Regular Board Meeting @ Garfield Township

**13. SECOND PUBLIC COMMENT**

Refer to Rules under First Public Comment above.

**14. CLOSED SESSION – None**

**15. ADJOURNMENT**

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

**MINUTES OF THE APRIL 23, 2026 MEETING**

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

**ABESENT:**

**GUESTS:** Ann McMann, Residential Services Director

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

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

**First Public Comment** – None.

**County Liaison Report** – County Liaison Andrews provided an update on recent discussions from the County Board of Commissioners (BOC) meetings, highlighting that the BOC was informed the County has received notice regarding its right of first refusal related to the PACE building on Garfield Avenue following the proposed acquisition of the PACE organization by One Senior Care. Under the existing agreement, the County has a 60-day period to evaluate the opportunity to repurchase the building at 90% of the original sale price, and due diligence is currently underway.

**Approval of Agenda** – Chair Crawford asked if there were additions, changes or corrections to the agenda.

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

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

**REVIEW AND FILE**

- (1) Draft Minutes of the 03/26/26 Board Meeting
- (2) Closed Session Minutes of the 03/26/26 Board Meeting
- (3) Draft Minutes of the 03/31/26 Special Board Meeting
- (4) Closed Session Minutes of the 03/31/26 Special Board Meeting
- (5) March Resident Council Minutes

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

**Items Removed From Consent Calendar** – None.

**Chairman Report** – None

**Foundation Board Report** – None

**PACE North Board Report** – Crawford shared that PACE North is currently undergoing a 120-day notification and review period related to the potential sale of its operations and building ownership entities to One Senior Care, while a nonprofit foundation structure would remain in place. Discussion included the restructuring of PACE North, as well as the future role of the advisory and foundation boards. Board members discussed the advisory nature of the future governance structure. Crawford stated that the proposed transaction was approved unanimously by the PACE North Board, including her vote, noting that she believed it represented the best opportunity to continue providing services in Grand Traverse County and potentially expand services into other northern Michigan communities.

The board inquired whether additional information could be shared regarding the liability PACE North has to Grand Traverse Pavilions and asked what the financial obligation consisted of. Lavender stated that the liability is primarily related to the settlement agreement and is approximately \$850,000. Marois further asked whether PACE North intends to satisfy that obligation as part of the proposed transaction, and Crawford responded that, based on her understanding, the intent is for the obligation to be paid; however, she noted that the agreement is not yet final.

The Board also reviewed PACE North's operational scorecard information and discussed current census levels, financial performance, staff turnover, and participant trends. Crawford stated that she will continue sharing their scorecard information with the Board moving forward.

**Service Excellence Awards** – Crawford reviewed March's Service Excellence Awards. Kathryn Holibaugh, Business Office Manager, won the Employee of the Month for March.

**Director Presentation – Cottages – Residential Services Director, Ann McMann** – Residential Services Director Ann McMann provided an update on operations within the Grand Traverse Pavilions Cottages, including Willow, Evergreen, Hawthorn, and the independent living loft units. McMann reviewed current occupancy levels and staffing structure, noting that the cottages currently employ 37 staff members, including caregiving, nursing, and activities personnel. She highlighted recent census growth efforts, reporting a net increase of 13 residents between September 2025 and April 2026, along with several respite stays supporting future admissions. McMann stated that growth was achieved through increased responsiveness to inquiries, improved follow-up processes, evaluation of market conditions, clearer communication tools for families, and reducing unnecessary barriers within the admissions process while maintaining appropriate care standards.

McMann also discussed operational improvements related to medication management processes within the cottages. She explained that the organization is transitioning from a facility-initiated medication order process to a pharmacy-initiated system through PointClickCare, which is expected to improve efficiency, reduce administrative workload on nursing staff, minimize the potential for medication errors, and allow staff to focus more directly on resident care. Implementation of the updated process is anticipated to begin June 1, 2026.

Board members commended McMann for her leadership and dedication to increasing occupancy and strengthening relationships with residents and families. In response to questions from the Board, McMann discussed the importance families place on trust, communication, staffing consistency, responsiveness, and transparency when selecting an assisted living

environment. She emphasized the importance of building relationships with prospective residents and families while maintaining honesty regarding services and care needs.

**Organization Scorecard** – Lavender reviewed the organizational scorecard for Grand Traverse Pavilions with performance data through March 2026. He reported that 14 of the organization’s 17 strategic priorities are currently meeting targets and are reflected as “green” on the scorecard. Lavender noted that team retention remains strong at 97% and shared that the organization recently completed two mock surveys conducted by LR Consulting, including a life safety survey and a full CMS survey assessment. He also reported that average cottages occupancy for March was 63 residents, exceeding the budgeted occupancy target of 61, and that enterprise-wide expenses are approximately \$241,000 favorable year-to-date.

Lavender also reviewed several priorities nearing completion, including efforts to consolidate resident satisfaction and employee “Great Place to Work” surveys under a single vendor to improve consistency and efficiency. He shared that department scorecards have been fully implemented and that work continues toward standardizing daily department huddles across all departments. In addition, Lavender discussed the evaluation of three vendors for a new enterprise-wide electronic incident reporting platform intended to improve reporting efficiency and communication related to resident, staff, and visitor incidents across all locations. He concluded by noting that the organization continues preparations for upcoming state health inspections and Joint Commission surveys. Board members expressed appreciation for the continued use and reporting of the organizational scorecard.

**Media Coverage** – Lavender shared a recent article published by the Record-Eagle following a facility tour and meeting with representatives from the organization. Administration shared that the reporter was invited to tour the facility and participate in a question-and-answer discussion with leadership and board representatives as part of ongoing efforts to foster a positive and transparent working relationship with local media. During discussion, clarification was provided regarding information contained in the article, including that a CMS abuse flag referenced in the report stemmed from a complaint originating in 2024 rather than 2025, and that the organization anticipates the flag being removed in accordance with the standard CMS timeframe. Board members commented positively on the article overall and expressed appreciation for the reporter taking the time to visit the facility, engage directly with staff and leadership, and provide balanced coverage.

**Chief Executive Officer Report** – Lavender reported that Grand Traverse Pavilions hosted a virtual quality and safety integration collaboration meeting with Munson Healthcare and other long-term care providers on March 31, 2026. The meeting focused on strengthening coordination of care for shared residents, with discussions centered on information continuity, emergency department utilization, hospitalizations and readmissions, and laboratory result management. Planned next steps include physician-to-physician collaboration, development of work groups, and quarterly meetings to continue advancing these priorities.

Lavender also provided an update on organizational quality, safety, risk, and compliance initiatives underway at Grand Traverse Pavilions. He reviewed implementation efforts related to the organization’s “Grand Mission” strategic priorities, leadership scorecards, communication huddles, problem-solving initiatives, and standardized work processes. Additional updates included the hiring of a new Human Resources Director, advancement of the compliance program, adoption of Joint Commission safety standards, and ongoing work related to staffing, recruitment, retention, and clinical survey preparation. Lavender stated that several additional

safety and risk prevention initiatives are currently being developed and will be reported on in future meetings.

Operational and financial statistics were also reviewed. Lavender reported that the medical care facility's average census for March was 184 residents, below the budgeted target of 190, while cottages occupancy remained favorable above budget at 63 residents. Financially, the organization reported a combined net income loss that remained favorable to budget projections. Additional discussion included accounts receivable progress, outpatient therapy activity, staffing updates, and environmental services capital projects currently underway.

Hautamaki provided an update regarding the facility's February state complaint survey. He reported that surveyors identified four items requiring follow-up, three of which were addressed through plans of correction, while one citation was formally disputed and successfully overturned through the dispute resolution process. Hautamaki stated that follow-up review confirmed all items were corrected and the facility is currently in full compliance. He also noted ongoing preparations for upcoming annual state and Joint Commission surveys, including mock survey follow-up activities and continued focus on resident safety, fall prevention, and quality improvement efforts.

## **Business**

- (1) **March Financial Report** – Hansen presented the March 2026 financial operations report and reviewed the organization's overall financial performance, including revenues, expenses, occupancy, accounts receivable collections, and operating results for the Medical Care Facility and the Cottages. Administration reported continued progress in accounts receivable recovery efforts and improvements in current billing processes. Board discussion included questions regarding the fixed-rate arrangement related to PACE participant services at the Cottages. Administration acknowledged that the agreement has been in place for several years and confirmed that the contract terms, pricing structure, quality expectations, and safety considerations are currently under review.

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

- (2) **Board Representative for Administrator Search** – The Board discussed the ongoing administrator search process and the need to appoint a Board representative to participate in candidate interviews and the selection panel. Discussion included clarification that the Board is responsible for formally appointing the administrator position and that the appointment may come forward as a recommendation from the interview panel.

Administration reported that applications and resumes have already been received, the search has been expanded, and initial screening interviews are currently underway to narrow the candidate pool prior to panel interviews.

Board members discussed potential participation in the interview process, and Griggs expressed interest in serving as the Board representative, noting her healthcare administration experience.



**GRAND TRAVERSE COUNTY  
DEPARTMENT OF HEALTH AND HUMAN SERVICES BOARD  
MINUTES OF THE APRIL 27, 2026  
STUDY SESSION**

- PRESENT:** Mary Marois, Karen Griggs Board  
Darrell Lavender, Kory Hansen, Darcey Gratton Staff
- ABSENT:** Carol Crawford Board  
TJ Andrews Commission
- GUESTS:** Deb Jackson, Grand Traverse Pavilions Foundation President  
Ann McMann, Residential Services Director  
Jaime Griffis, Director of Development and Community Relations

The special board meeting of the Grand Traverse County Department of Health and Human Services Board was called to order at 2:10 p.m. by Board Vice Chair Mary Marois in the Board room at Grand Traverse Pavilions.

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

**Public Comment** - none

**DISCUSSION**

**Cottages – Resident Strategic Discounts & Scholarship Policy** – In March at the regular DHHS Board meeting, Vice Chair Mary Marois requested additional discussion on cottages unit discounts at a special study session. Lavender presented on the need to increase occupancy at The Cottages while maintaining the organization’s mission, financial performance, and public trust.

Lavender provided a 10-slide presentation; current state rates and subsidies for each resident/unit; Cottages financials Year-End 2025, Budget 2026, and Year to Date 2026; and financial need worksheets.

A draft of the *Resident Strategic Discounts & Scholarships Policy for Residential Services* was reviewed. The policy is intended to be used as an occupancy accelerator and expand access to assisted living services while supporting long-term financial sustainability.

The policy outlines parameters, timelines, and limits for discounts. Lavender shared that the DHHS Board authorized Lavender to negotiate with prospective residents through May 30, 2026, with concessions not to exceed \$5,000 per family. No units have been discounted to date.

Lavender confirmed there has been no request or funding commitment from the Foundation Board related to these discounts.

Following discussion, The board expressed support for advancing the resolution and policy to the DHHS Board in May for consideration and approval.

Meeting adjourned at 03:05 p.m.



**PAVILIONS RESIDENT COUNCIL MEETING**  
**April 16, 2026**

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

All residents were welcomed.

The residents waived their right to a closed meeting.

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

**Members Present:** Residents are marked "X" throughout the minutes.

**Birch Pavilion:** 0

**Cherry Pavilion:** 4 Residents attended.

**Dogwood Pavilion:** 5 residents attended.

**Staff members were introduced:**

Hanna Wooters, CTRS, Life Enrichment

Samantha O'Brien, UW Activities

Ashley Walters\_, Dogwood Pavilion Social Work Designee

Christian Anderson, Director Culinary Services- Forefront Dining Services

Lisa Telling, Administrative Assistant- Forefront Dining Services

Ryan Hutchins, Environmental Services Director

Peg- ASL Interpreter

**Old Business:**

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

**New Business:**

Hanna made the following announcements:

- 2 new UW's have been hired, Samantha (full-time) and Sibel (part-time).

**Outings for May 2026:**

Residents voted and requested the following outings:

Dollar Tree Shopping, Butterfly House, Walmart/Meijer, Asian Buffet

### **Special Events for May 2026:**

5/4- Billy McAllister 11:00am

5/8- Mother's Day Social 11:00am

5/10- Mother's Day, Salvation Army Music Group 2:00pm

5/10-16<sup>th</sup>- National Skilled Nursing Care Week

5/17- Nondenominational Church Service 2:00pm

5/20- Let's Talk Food Meeting 2:00pm

5/21- Resident Council Meeting 11:00am

5/28- GT Musicale 2:00pm

Book Mobile 2:00pm

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

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

#### **Personal Property:**

- Can residents have their own belongings here if they choose to do so?

One resident stated, "sort of, within reason."

- Can residents have their own furniture?

Multiple residents stated, "sort of".

- How are your personal belongings treated here?

One resident stated "good", another stated "depends on where you keep it."

- Does the facility make efforts to prevent loss, theft, or damage to personal property?

Multiple residents stated "yes" and were reminded to inform social worker of missing items.

- Have any of your belonging ever been missing?

One resident reported missing laundry items in the past. Another resident reported missing pop from her refrigerator recently- concern form was completed.

- Did you tell your social worker or nurse about this? What was their response?

Residents were reminded to inform social worker or nurse of missing items. In the future.

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

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

- No concerns were raised.

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

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

- All residents reported cleanliness has been “good” and items have been returned from laundry.

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

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

- No concerns were noted.
- Ryan from ES reminded residents of changing seasons and the building adjusting to increased temperatures outdoors.

### **4. Discussion regarding nursing care.**

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

- No concerns were raised.

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

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

- One resident stated “yes”
- No concerns were noted.

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

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

- Multiple residents stated they are happy with showers.

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

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

- No concerns noted.

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

- One resident reported meal times have been later than scheduled.
- Another resident reported that the food arrives but there are no staff available to pass the trays right away.
- One resident reported satisfaction with her bed now being made in a timely manner.
- Another resident requested a pizza party or to have steak cooked on the grill. A pizza party has been scheduled for the week of Skilled Nursing Care Week.

The next Pavilions Resident Council meeting will be held on May 21st at 11:00am in the Multi-Purpose Room. Hanna asked for a volunteer to read over and sign the April 2026 minutes, and X said that she would do this. The Pavilions Resident Council Meeting was adjourned at 11:45 am by Hanna and seconded by X.

Respectfully Submitted,

Signature: \_\_\_\_\_

Hanna Wooters, CTRS  
Recreational Therapist

Signature: \_\_\_\_\_

Cherry Pavilion Resident

**Elm Resident Council Minutes**  
**Meeting Held- April 16, 2026**

The April meeting of the Grand Traverse Pavilions Elm Resident Council was called to order at 10:00am in the Elm Common Area.

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

**Staff Present:**

Susan Eldred, Recreation Therapist  
Ashley Walter, Social Work Designee

**Old Business:**

None

**New Business:**

Asked the residents if they need help do the staff help them.

X and X stated "yes." X stated "absolutely" and X stated, "my wife does." X stated "of course."

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

X and X stated "yeah." X stated, "I don't know."

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

X and X stated "yes." X stated, "I'm good."

Asked the residents if the food is good here.

X stated, "it's good" and X stated "yes, very good." X stated "yes" and X stated, "not really." X stated, "I guess it isn't bad." Staff asked to give specific things that could be fixed but residents could not think of any.

Asked the residents if the rooms were getting cleaned.

X, X and X stated "yes." X stated "yes, at least once a day."

Asked the residents if their clothes are getting cleaned.

X, X and X stated "yes." X stated, "I think so."

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

X and X stated "yes." X stated "definitely."

Asked the residents if they have enough to do.

X stated, "If I don't it's my own fault" and X stated "basically." X stated, "its ok" and X stated, "oh yeah."

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

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

Suggestions for upcoming activities:

- Plant Flowers
- Walk in the woods
- Paint with the kids
- Make brownies with Ice Cream
- Patio Group
- Tiramisu

Meeting was closed at 10:20am

Respectfully submitted,

Susan Eldred, CTRS  
Designee

Ashley Walters, Social Work

Grand Traverse Pavilions Foundation  
BALANCE SHEET  
MARCH 31, 2026

4

Assets		
Unrestricted Assets-Cash		
General Cash	193,607.86	
Annual Events	66,269.86	
Concert On The Lawn	108,476.56	
Board Advised Fund	6,801.00	
Activities	6,088.64	
Adult Day Unit	1,136.72	
Memorials	1,714.29	
Total Unrestricted Cash		384,094.93
Restricted Assets-Cash		
Lights of Love	6,775.00	
Campus Beautification	37,498.68	
Caregiver Conference	2,541.10	
Gwen Rauch Memorial Emp Cancer	14,742.29	
Benevolent Fund	17,000.00	
Adult Day Services Fund	1,764.58	
Cottages	630.00	
Wellness Center Fund	575.00	
Total Restricted Cash		81,526.65
Total Cash-Restricted and Unrestricted		465,621.58
Restricted Assets-Investments		
Employee Education Endowment F	67,746.74	
Pet Care Endowment Fund	50,244.76	
Benevolent Endowment Fund	2,151,400.68	
Total Restricted Assets-Investments		2,269,392.18
Total Assets		2,735,013.76
Liabilities and Equity		
Liabilities		
Total Liabilities		.00
Equity		
Retained Earnings	2,751,795.29	
Retained Earnings-Current Year	(16,781.53)	
Total Equity		2,735,013.76
Total Liabilities and Equity		2,735,013.76

Grand Traverse Pavilions Foundation  
INCOME STATEMENT

FOR THE THREE PERIODS ENDED MARCH 31, 2026

	PERIOD TO DATE ACTUAL	YEAR TO DATE ACTUAL
<b>Revenue</b>		
Donation Inc - Annual Campaign	2,000.00	4,050.00
Donation Inc-Light of Love	.00	100.00
Donation Inc - Memorials	130.00	230.00
Sponsorship Inc - Golf Event	3,050.00	4,350.00
Sponsorship Inc - Concert On T	7,249.00	7,249.00
Ticket Sales - Golf Event	5,000.00	5,000.00
	17,429.00	20,979.00
<b>TOTAL Revenue</b>	<b>17,429.00</b>	<b>20,979.00</b>
<b>Gross Profit</b>	<b>17,429.00</b>	<b>20,979.00</b>
<b>Operating Expense</b>		
Printing/Binding	.00	465.00
Investment Advisory Fees	.00	3,259.34
Bank and Credit Card Fees	48.25	152.25
	48.25	3,876.59
<b>TOTAL Operating Expense</b>	<b>48.25</b>	<b>3,876.59</b>
<b>Net Income from Operations</b>	<b>17,380.75</b>	<b>17,102.41</b>
<b>Other Income and Expense</b>		
Investment Income (Loss)		
Unrealized Gains (Losses)	(119,668.58)	(42,589.85)
Interest and Dividend Income	3,891.56	8,705.91
	(115,777.02)	(33,883.94)
<b>TOTAL Investment Income (Loss)</b>	<b>(115,777.02)</b>	<b>(33,883.94)</b>
<b>TOTAL Other Income and Expense</b>	<b>(115,777.02)</b>	<b>(33,883.94)</b>
<b>Earnings before Income Tax</b>	<b>(98,396.27)</b>	<b>(16,781.53)</b>
<b>Net Income (Loss)</b>	<b>(98,396.27)</b>	<b>(16,781.53)</b>

**GRAND TRAVERSE PAVILIONS**  
**Service Excellence Award Program**  
**April 2026**

**5**

*Employee of the month (in yellow)*

First Name*	Last Name*	Title of Nominated Employee*	Nominated For*	Nominated By*
Becky	Spaulding	Restorative CNA	Becky did a great job deep cleaning, mopping and organizing the restorative gym! The residents appreciate the positive atmosphere she helps create.	Chrissy Wagatha
Kaitlyn	Horchner	CNA	Kaitlyn recently transferred to rehab and has been a wonderful addition to the team. She jumped right in and consistently provides exceptional care to our patients. I'm so glad she made the move to rehab.	Shawna Barnes
Jigz	Monte de Ramos	RN	Jigz completed admission assessments for a patient outside of his assigned workload, demonstrating exceptional initiative and commitment to patient care. He consistently goes above and beyond, not only ensuring his own patients receive outstanding attention, but also stepping in to support his colleagues whenever needed. Jigz is a true team player who promotes a collaborative and positive work environment. His willingness to help others, reliability, and proactive approach make him an invaluable asset to the team and to the overall unit success.	Shawna Barnes
Angela	Monte De Ramos	RN	Angela stayed over 4 hours to help night shift get through med pass. Thank you!	Shawna Barnes
Shawna	Barnes	ADON	I would like to nominate Shawna Barnes for the Excellence Award. She exemplifies strong leadership and consistently goes above and beyond to support her team.  Shawna took a cart and worked alongside nurses while still fulfilling her ADON duties to ensure patient safety and uphold the quality of care every patient deserves.  She leads by example and is truly deserving of this recognition.	Angela Monte de Ramos

**GRAND TRAVERSE PAVILIONS**  
**Service Excellence Award Program**  
**April 2026**

*Employee of the month (in yellow)*

Chrissy	Wagatha	RN	Chrissy came down and completed two of our admissions on a chaotic Friday. We truly wouldn't have made it through the day without her help.	Shawna Barnes
Carmin	Potvin	CNA	She floated to cherry on a very busy day and she started right away getting people up that weren't her residents to help out and made it a smooth morning!	Mckaylee Hiscock
Jessica	Cobb	Occupational Therapist	Jessica always puts the well being and safety of her patients first. She was able to accommodate an unexpected wheelchair consultation, to make sure the patient was safe and communicates very well with staff, wheelchair vendors, and the patient's family about the plan. Jessica always goes the extra mile to ensure the details are covered, and she does so with a smile and calm demeanor. We appreciate you!	Kristen semeyn



Through April 2026

A GRAND MISSION

24 | 7 | 365

Rehabilitation Services Scorecard FY2026						
Strategy	Measure Name	Metric	+/-	Target	FYTD	NOTES:
Residents First	Therapist Consistency for Resident Treatments	TBD		TBD	in progress	hiring more consistent regular staff will help with this, less PRNs filling in.
	SNF Survey - Residents and families kept informed of care	Percentage		>55%	in progress	Baseline is 46.36% , the lowest score with highest coeff to impact overall rating
Team	Launch SNF Great Place to Work Survey	Index Engagement Score	<input checked="" type="checkbox"/>	Obtain Baseline	in progress	Compare, >85% benchmark; Admin is lead
	Evaluate Market and GTP Wages for Direct Care Therapy Staff	Achieve	<input checked="" type="checkbox"/>	Completed	Completed	obtain, eval, plan, communicate
	Daily Departmental Huddles & Scorecards	Implement	<input checked="" type="checkbox"/>	Yes	in progress	currently meet 3x/wk due to scheduling
Quality Safe Care	Conduct a Safety Culture Survey	% Positive Responses	<input checked="" type="checkbox"/>	Obtain Baseline	no activity	Compare, >90% favorable benchmark; Admin is lead
	Receive The Joint Commission General & Memory Care Certification	Achieve	<input checked="" type="checkbox"/>	Completed	in progress	Due April-June
	Conduct 2 Mock Surveys	Achieve	<input checked="" type="checkbox"/>	Completed	Completed	Jun-26
	Life Safety Inspection: CMS   State Survey	# Citations		≤7	in progress	
	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
Operational Performance	New Outpatient Modality: Dry Needling	Implement	<input checked="" type="checkbox"/>	Billing for it	in progress	Chris H. to attend course in Q4
	New EMR & Billing Software for Rehab	Implement	<input checked="" type="checkbox"/>	In use	in progress	Evaluating vendors for both in/out patient platforms; decision made by Q2
	Manage Department Expenses	Total \$ Expenses		\$ 796,325	\$ 809,248	unfavorable variance of \$12,923
	SNF Medicare Part B Units	# of Units		>70/day	95	95 units/day average in April

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 April 2026

A GRAND MISSION

24 | 7 | 365

GTP Organizational Scorecard FY2026						
Strategy	Measure Name	Metric	+/-	Target	FYTD	NOTES:
Residents First	Evaluate Eden Certification	Achieve	✓	Completed	no activity	by Q3
	SNF Survey- Residents and families kept informed of care	% Positive Responses	↑	>55%	no activity	Baseline is 46.36% , the lowest score with highest coeff to impact overall rating
	Launch Cottages Resident Satisfaction Survey	Overall Satisfaction Score	✓	Obtain Baseline	June	by Q 4; Compare, >90% are very satisfied benchmark
Team	Launch New Great Place to Work Survey	% Engagement Score	✓	Obtain Baseline	July	current process expires April 2026; MCMCFC coordinating demos; by Q3
	Team Retention	% Staff Retention	↑	>74.4%	97.7%	(385 - 9) / 385 * 100 = 97.66%
	Daily <i>Departmental</i> Huddles & Scorecards	Implement	✓	100%	60%	6 of 10 do huddles
Quality Safe Care	Conduct a Safety Culture Survey	% Positive Responses	✓	Obtain Baseline	no activity	by Q4; Compare, >90% favorable benchmark
	Incident Reporting Platform	Implement	✓	Completed	in progress	two demos conducted; evaluating ROI
	Receive The Joint Commission General & Memory Care Certification	Achieve	✓	Completed	in progress	Q2FY26
	Conduct 2 Mock Surveys	Achieve	✓	Completed	Completed	Life Safety survey + CMS mock survey
	Life Safety Inspection: CMS   State Survey	# Citations	↓	<7	in progress	2025 baseline is 8 citations
	Health Inspection: CMS   State Survey	# Citations	↓	<10	in progress	2025 baseline is 21 citations; fewer citations lead to an increase in Star inspection rating
Operational Performance	Increase SNF Census	Avg. Total # Residents	↑	>190	185	Baseline is 180 as of FYE25; State Bed Plan is 85% of 223
	Increase Cottages Occupancy	Avg. Total # Residents	↑	>61	63	gradual increase from 58 in January to 67 in Sep 2026
	Improve Combined Days Cash On Hand	\$ Cash / (\$Operating Expenses/365)	↑	>60	38	aim for 90+ days (best practice 120+) benchmark
	Manage (Combined) Expenses	Total \$ Expenses	↓	\$ 12,878,349	\$ 12,628,071	postivie var to budget by \$250,278
	Reduce Days Accounts Receivable	net \$ AR / avg daily \$ revenue	↓	<55	70	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

# Concerts on the Lawn 2026



**Grand Traverse Pavilions**  
**Thursdays @ 7:00pm**

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

- June 18 **Beach and Buffett**  
**Featuring Doc Probes**
- June 25 **The Gordon Lightfoot Tribute**
- July 2 **NMC Concert Band**
- July 9 **Mighty Tundra Tones**  
**(Formerly known as Jazz North)**
- July 16 **Elvis Tribute Artist - Jake Slater**
- July 23 **Miriam Pico and Friends**
- July 30 **Petoskey Steel Drum Band**
- August 6 **Remembering Patsy Cline**  
**Featuring Judy Harrison**
- August 13 **Backroom Gang**
- August 20 **K. Jones and The Benzie Playboys**

## Support the powerful work of the Foundation

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

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

**Title Sponsor**



**Headliner Sponsors**



**Food Sponsors**



**With Support From**



**Darrell Lavender**

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**From:** Zeestraten, Tracey  
**Sent:** Thursday, May 14, 2026 11:43 AM  
**To:** Kathryn Holibaugh; Kory R. Hansen; Darrell Lavender  
**Cc:** Hardy, Michelle; Notardonato-Cole, Barbara  
**Subject:** RE: GTP Back Billing Monthly Update - Additional Information  
**Attachments:** GTP Back Billing SNF Monthly Update 05.14.26.docx

Hi –

Please see attached revised Monthly Update for Grand Traverse Pavilions.

- Any observations about GTP's engagement with CC; successes and barriers for both back billing and to you all taking us on as a new client.
  - GTP was not doing a monthly skilled triple check. Citrin Cooperman started doing a triple check with the facility in April. This will ensure that all departments are on the same page, and skilled billing is submitted accurately.
  - Please continue to review and work the memo.
  - Citrin Cooperman met with Kathryn and Carrie to review PCC census and payer tree setup on 04/01/26 and we have noticed improvements in this area.
  - Point Click Care was not set up for sequestration on many payers, this caused balances to be left on the aging. PCC has been updated.
  - Citrin Cooperman set up a new Managed Medicaid payer in PCC for the Pace Medicaid custodial residents. These residents were previously set up under a Managed Care payer which caused therapy charges to be contracted off and loss of revenue.
- When a solid write off amount will be recommended for Board approval.
  - Once the back billing project is 100% complete. We will provide a write off batch number from PCC with a dollar amount.
  - Our goal is to have this to you by end of August 2026. This gives the insurance companies time to review any open claims.

Please let us know if you have any questions.

Thanks  
Michelle & Tracey



**Tracey Zeestraten**  
Revenue Cycle Manager

## Grand Traverse Medical Care Facility Back Billing Monthly Update

**Date:** May 14, 2026  
**To:** Kathryn Holibaugh  
**Cc:** Kory Hansen, Darrell Lavender  
**From:** Michelle Hardy & Tracey Zeestraten  
**Pages:** 4

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Hello,

The following is an update on Citrin Cooperman's progress on your facility back billing as of 04/30/26.

Kind Regards,

Michelle Hardy & Tracey Zeestraten

## Status of Back Billing Project

### Medicare Part A

Citrin Cooperman has completed the review through 01/2026 dates of service. All open balances have been identified, reconciled and billed. There are a few DPNA claims that are still currently in process. This is 90% complete.

### Managed Care A – Priority Health Advantage

Citrin Cooperman has completed the review through 01/2026 dates of service. All open balances have been identified, reconciled and billed. There are still some claims currently in process. This is 80% complete.

### Managed Care A – Medicare Advantage PDPM

Citrin Cooperman is about halfway through with working open balances, billing, reconciling, & identifying all outstanding balances for this payer. This is 45% complete.

### Medicaid Custodial

Citrin Cooperman has completed the review through 01/2026 dates of service. All open balances have been identified, reconciled and billed. There are still some claims currently in process. This is 90% complete.

### Medicaid Therapy – Part B

Citrin Cooperman has completed the review through 01/2026 dates of service. The majority of these have resulted in write-offs.

### Medicare B

Citrin Cooperman has completed the review through 01/2026 dates of service. All open balances have been identified, reconciled and billed. This is 90% complete.

### Managed Care Therapy – Part B

Citrin Cooperman has begun working open balances, billing, reconciling, & identifying all outstanding balances for this payer. This is 30% complete.

**Coinsurance (Part A & B)**

Citrin Cooperman has completed the review through 11/2025 dates of service. All open balances have been identified, reconciled and billed. This is 70% complete.

**ORF - Medicare B**

Citrin Cooperman has begun working open balances, billing, reconciling, & identifying all outstanding balances for this payer. This is 15% complete.

**ORF – Managed Care B**

Citrin Cooperman has begun working open balances, billing, reconciling, & identifying all outstanding balances for this payer. This is 15% complete.

**ORF – Coinsurance B**

Citrin Cooperman has not started working open balances.

**Back-billing Project - To date CC has billed and collected the following**

**Back-billing Dates of service 02/01/25-01/31/26**

<b>Grand Traverse SNF Back-Billing Collections as of 04/30/26</b>	
	<b>AMOUNT COLLECTED</b>
Medicare Part A	\$ 417,642.76
Medicare Part B	\$ 12,947.38
Managed Care A & B	\$ 732,319.75
Medicaid/Medicaid Thpy	\$ 964,009.13
Coinsurance	\$ 54,364.44
<b>Total</b>	<b>\$ 2,181,283.46</b>

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*Managed Care shown in the chart above includes Medicare Advantage plans, Managed Care A & Managed Care B, and any Medicaid managed care.*

### Timely filing

To date Citrin Cooperman has identified \$65,541.44 in timely filing write-offs so far for the back billing project worked by Citrin Cooperman. Here is the breakdown by payer.

Grand Traverse SNF Back-Billing Timely Filing as of 03/18/26	
	BALANCE ON AGING
Medicare Part A	\$ 27,155.47
Medicare Part B	\$ 185.10
Managed Care A	\$ 7,200.00
Medicaid	\$ 30,514.00
Coins	\$ 486.87
<b>Total</b>	<b>\$ 65,541.44</b>

*Note: All payers have different timely filing deadlines. Citrin Cooperman only went as far back as January 2025, due to timely filing guidelines. There may be more losses for other payers and dates of services as Citrin Cooperman continues to work through the back billing.*

*We appreciate the opportunity to support your facility and thank you for trusting Citrin Cooperman with this project!*

Should you have questions, please let me know.

Kind Regards,

Michelle Hardy & Tracey Zeestraten



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

**Census** (Average Daily Census)

	May-MTD	Apr-26	Mar-26	Feb-26	Jan-26	Dec-25	Nov-25
Medical Care Facility (MCF)	196	185	184	190	189	175	182
Cottages	64	63	63	61	60	59	58

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

<b>MCF</b>	Apr-26	Mar-26	Feb-26	Jan-26	Dec-25	Nov-25
Admissions & Re-admits	59	61	46	63	62	49
Discharges	54	63	44	57	55	57
MMC Referrals	180	184	204	253	211	183
MMC Denied	15	15	30	30	42	45
Transfers to LTC	0	2	4	6	0	3

<b>Cottages</b>	Apr-26	Mar-26	Feb-26	Jan-26	Dec-25	Nov-25
Admissions	2	3	4	3	3	4
Respite	4	6	4	3	3	3
Discharges	2	1	1	1	2	2

**Finance**

	Apr-26	Mar-26	Feb-26	Jan-26	Dec-25	Nov-25
Combined Net Income	\$(131,162)	\$(3,082)	\$5,267	\$184,724	\$(100,885)	\$(340,406)
MCF Net Income	\$(110,288)	\$(7,376)	\$13,214	\$201,085	\$(20,116)	\$(268,706)
Cottage Net Income	\$(20,873)	\$4,294	\$(7,947)	\$(16,361)	\$(80,769)	\$(71,700)
Cash Balance	\$3,161,363	\$2,962,896	\$2,721,582	\$1,678,393	\$2,263,847	\$3,046,210
A/R Days Receivable Outstanding	70	71	69	76	79	78

**MCF Operating Expenses PPD History**

	Apr-26	Mar-26	Feb-26	Jan-26	Dec-25	Nov-25
MCF Operating Expenses Actual PPD	511	503	490	478	510	533
MCF Operating Expenses Budgeted PPD	494	489	506	489	488	491
Variance (unfavorable)/favorable	\$(17)	\$(14)	16	11	\$(22)	\$(42)

## Facility Reported Incidents

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

## Wellness Center

	Apr-26	Mar-26	Feb-26	Jan-26	Dec-25	Nov-25
Inpatient Rehab						
Medicare A	32	28	28	34	23	15
Medicare Advantage Skilled	34	32	31	41	45	48
Private Insurance: Inpatient	12	9	8	7	7	9
Private Pay: Inpatient	1	1	1	1	1	1
Auto: Inpatient	1	0	0	0		0
Med A/Rehab Inpatient Totals	80	70	68	83	76	73
Medicaid	1	3	2	1	1	1
Medicare B: Inpatient	25	24	21	20	16	25
Medicare B Advantage: Inpatient	29	21	25	26	23	23
Med B Inpatient Totals	55	48	48	47	40	49
Medicare B: Outpatient	33	32	24	25	27	25
Medicare B Advantage: Outpatient	38	35	41	41	40	48
Private Insurance: Outpatient	21	19	21	19	19	18
Work Compensation: Outpatient	0	0	0	1	0	
Outpatient Totals	92	86	86	86	86	91
Outpatient/Aquatic Center						
Aquatic inpatients therapy visits	16	14	21	6	8	12
Aquatic aftercare visits per month	302	244	269	269	232	283
Aquatic outpatient PT visits	210	167	165	135	95	150
Aquatic group class participants	77	74	74	85	76	82
Land therapy visits (PT, OT, SLP)	262	252	253	276	319	204
Total Outpatient therapy visit	472	419	418	411	414	354
Outpatient aquatic therapy revenue	53,370	44,773	42,913	42,748	41,686	38,352
Aftercare monthly revenue	3,020	2,440	2,690	2,690	2,320	2,830
Aquatic group class revenue	1,540	1,480	1,480	1,700	1,520	1,640
Cottages visits	83	104	78	106	127	57
Total Wellness center revenue	57,929	48,692	47,083	47,137	45,426	42,822

## Staffing

	Apr-26	Mar-26	Feb-26	Jan-26	Dec-25	Nov-25
Hires	9	12	9	1	6	9
Resignations	13	7	10	9	4	5
Referrals	8 (2 hired)	10	8	5	6	3
Total # Employees	385	355	353	337	358	361

## GRAND TRAVERSE PAVILIONS MEMORANDUM

Financial Operations Report  
April 2026

### Grand Traverse Pavilions Combined

#### REVENUE:

The overall revenue for the Pavilions in April was \$3,080,305 resulting in an unfavorable budget variance of \$122,936.

#### EXPENSES:

The total overall operating expenses for the Pavilions in April were \$3,211,466 resulting in a favorable variance to budget of \$9,158.

#### NET INCOME/LOSS:

There was a net loss of \$131,162 from the combined programs of the Pavilions in April resulting in an unfavorable budget variance of \$113,778.

#### OPERATING CASH:

Total cash at month-end was \$3,161,363. There was a net increase in overall cash of \$198,466 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 5752-5761 for the month of April and were in order without exception.

### Grand Traverse Medical Care

#### REVENUE:

Total Revenue was \$2,780,786 which was below the budgeted amount by \$93,305 for a negative variance. The census for April averaged 185 residents which was five below the budgeted census and one more than the prior month average. Private pay census was five above budget, Medicare census was seven below budget, Medicaid was four below budgeted census, while Medicaid Hospice was one above the budgeted census. The occupancy for April was 76.9% of licensed beds and 83.1% of available beds. Year-to-date occupancy was 77.9% of licensed bed days and 84.2% 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 \$2,507,970 which provided an unfavorable budget variance of \$113,305.

Other revenue was \$272,816 resulting in a positive budget variance of \$20,000. The positive variance was mainly due to a lower QAAP provider tax.

**EXPENSES:**

Operating Expenses totaled \$2,830,562 resulting in an unfavorable budget variance of \$13,702.

**NET INCOME/LOSS:**

Grand Traverse Medical Care produced a net loss of \$110,288 for the month for a negative budget variance of \$105,020.

**RECEIVABLES:**

Days Receivable Outstanding ("DRO") is 70 days as of 4/30/2026. This is one day less than as of 3/31/2026. Our goal is to reduce that number to 45 days.

**The Cottages**

**REVENUE:**

Total revenue of \$309,519 resulted in unfavorable variance of \$29,631 to the budget.

The average leased occupancy for the Cottages-Assisted Living was 60 apartments during the month which was equal to the previous month and one above the budgeted amount, representing 81% occupancy. In addition, there were 41 days (average of 1.5 per night) of overnight respite provided during the month (0.5 less than the prior month and 0.5 more than budget). Hawthorn Lofts-Independent Living average census was 1 resident per day for 33% occupancy which was the same as the prior month and one below budget. Total average census of 63 residents (same as the prior month).

Occupancy above included an average of 12 PACE North residents in the Cottages, (one less than the prior month) and 4 days of Respite Care were provided for a Pace North participant (1 more than the prior month).

**EXPENSES:**

Expenses for April (before building depreciation) were \$307,070 which was under the budgeted amount by \$20,645 for a favorable budget variance.

**NET INCOME/LOSS:**

The program had a net loss for the month of \$20,873 resulting in an unfavorable budget variance of \$8,758.

**Unassigned Fund Balance**

Approved 2026 Operating Budget	\$ 39.0M
Unassigned Fund Balance Target Percentage	20%
Unassigned Fund Balance Target Amount	\$7.8M
Current Unassigned Fund Balance*	\$3.2 M
Current Fund Balance as a percentage of Operating Budget	8.2%
Amount Available Above/ (Below) Target	(\$4.6M)

\*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: May 15, 2026  
 Time: 10:41:08 EDT  
 User: Kory R. Hansen

**Grand Traverse Pavilions - SNF**  
**Combined Income Statement**  
 4/1/2026 to 4/30/2026

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	2,821,097	2,964,609	(143,512)	3,011,312	3,047,031	(35,719)	11,686,658	11,882,434	(195,776)
Other Revenue	259,208	238,632	20,576	249,970	234,132	15,838	997,160	941,028	56,131
<b>Total Revenue</b>	<b>3,080,305</b>	<b>3,203,241</b>	<b>(122,936)</b>	<b>3,261,282</b>	<b>3,281,163</b>	<b>(19,881)</b>	<b>12,683,818</b>	<b>12,823,462</b>	<b>(139,644)</b>
Salaries & Wages	1,803,031	1,890,519	87,488	1,931,729	1,951,494	19,765	7,305,293	7,557,074	251,781
Benefits	553,296	473,398	(79,899)	520,119	478,193	(41,926)	1,967,258	1,893,692	(73,566)
Other Operating Expenses	732,855	730,858	(1,997)	690,232	731,233	41,001	2,866,383	2,924,183	57,800
Interest Expense	26,344	26,300	44	26,344	26,300	44	105,375	105,200	175
Depreciation	95,941	99,550	3,609	95,941	99,550	3,609	383,762	398,200	14,438
<b>Total Operating Expenses</b>	<b>3,211,466</b>	<b>3,220,625</b>	<b>9,158</b>	<b>3,264,364</b>	<b>3,286,770</b>	<b>22,406</b>	<b>12,628,071</b>	<b>12,878,349</b>	<b>250,278</b>
<b>Net Operating Income</b>	<b>(131,162)</b>	<b>(17,384)</b>	<b>(113,778)</b>	<b>(3,082)</b>	<b>(5,607)</b>	<b>2,525</b>	<b>55,747</b>	<b>(54,886)</b>	<b>110,633</b>

Date: May 15, 2026  
 Time: 10:37:11 EDT  
 User: Kory R. Hansen

**Grand Traverse Pavilions - SNF**  
**SNF Income Statement**  
**4/1/2026 to 4/30/2026**

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
<b>SNF Resident Revenue</b>																		
<b>Inpatient Revenue</b>																		
Medicare Part A	229,165	271,658	(42,493)	548.24	603.68	(55.44)	275,039	276,679	(1,640)	651.75	595.01	56.74	1,144,547	1,086,630	57,917	602.71	603.68	(0.97)
Medicare Advantage	304,602	362,233	(57,630)	721.81	603.72	118.09	346,775	368,874	(22,099)	699.14	594.96	104.18	1,293,696	1,448,932	(155,235)	642.99	603.72	39.27
Medicaid	1,555,320	1,371,064	184,255	397.58	397.41	0.17	1,386,610	1,416,683	(30,073)	396.17	397.39	(1.22)	5,342,921	5,484,257	(141,336)	394.89	397.41	(2.52)
Hospice	216,320	207,000	9,320	461.24	460.00	1.24	235,744	213,900	21,844	458.65	460.00	(1.35)	910,903	828,000	82,903	460.05	460.00	0.05
Private Pay	156,631	345,704	(189,073)	495.67	460.94	34.73	379,654	356,944	22,710	489.88	460.57	29.31	1,548,395	1,382,816	165,578	516.99	460.94	56.05
Medicare Part B	(8,141)	12,600	(20,741)	(1.47)	2.21	(3.68)	(7,490)	12,600	(20,090)	(1.31)	2.14	(3.45)	(23,466)	50,400	(73,866)	(1.05)	2.21	(3.26)
<b>TOTAL Inpatient Revenue</b>	<b>2,453,897</b>	<b>2,570,259</b>	<b>(116,362)</b>	<b>443.18</b>	<b>450.92</b>	<b>(7.74)</b>	<b>2,616,332</b>	<b>2,645,681</b>	<b>(29,349)</b>	<b>458.44</b>	<b>449.18</b>	<b>9.26</b>	<b>10,216,996</b>	<b>10,281,035</b>	<b>(64,039)</b>	<b>455.79</b>	<b>450.92</b>	<b>4.87</b>
<b>Outpatient</b>																		
Physical Therapy	68,890	65,000	3,890	12.44	11.40	1.04	58,620	65,000	(6,380)	10.27	11.04	(0.77)	247,051	260,000	(12,949)	11.02	11.40	(0.38)
Occupational Therapy	7,455	6,000	1,455	1.35	1.05	0.30	11,420	6,000	5,420	2.00	1.02	0.98	29,175	24,000	5,175	1.30	1.05	0.25
Speech Therapy	9,700	5,000	4,700	1.75	0.88	0.87	4,160	5,000	(840)	0.73	0.85	(0.12)	28,895	20,000	8,895	1.29	0.88	0.41
Wellness	3,770	5,000	(1,230)	0.68	0.88	(0.20)	3,525	5,000	(1,475)	0.62	0.85	(0.23)	14,335	20,000	(5,665)	0.64	0.88	(0.24)
Cont Allow Outpatient	(35,742)	(29,984)	(5,758)	(6.46)	(5.26)	(1.20)	(29,914)	(30,983)	1,069	(5.24)	(5.26)	0.02	(124,016)	(119,934)	(4,082)	(5.53)	(5.26)	(0.27)
<b>TOTAL Outpatient</b>	<b>54,073</b>	<b>51,016</b>	<b>3,057</b>	<b>9.77</b>	<b>8.95</b>	<b>0.82</b>	<b>47,811</b>	<b>50,017</b>	<b>(2,206)</b>	<b>8.38</b>	<b>8.49</b>	<b>(0.11)</b>	<b>195,440</b>	<b>204,066</b>	<b>(8,626)</b>	<b>8.72</b>	<b>8.95</b>	<b>(0.23)</b>
<b>TOTAL SNF Resident Revenue</b>	<b>2,507,970</b>	<b>2,621,275</b>	<b>(113,305)</b>	<b>452.95</b>	<b>459.87</b>	<b>(6.92)</b>	<b>2,664,143</b>	<b>2,695,698</b>	<b>(31,555)</b>	<b>466.82</b>	<b>457.67</b>	<b>9.15</b>	<b>10,412,436</b>	<b>10,485,101</b>	<b>(72,665)</b>	<b>464.51</b>	<b>459.87</b>	<b>4.64</b>
<b>SNF Other Revenue</b>																		
Revenue - Child Day Care	8,231	10,833	(2,602)	1.49	1.90	(0.41)	10,561	10,833	(273)	1.85	1.84	0.01	30,454	43,333	(12,879)	1.36	1.90	(0.54)
Childcare Lunches	1,018	1,250	(232)	0.18	0.22	(0.04)	1,107	1,250	(143)	0.19	0.21	(0.02)	3,648	5,000	(1,352)	0.16	0.22	(0.06)
Vending Machine Sales	1,479	500	979	0.27	0.09	0.18	(854)	500	(1,354)	(0.15)	0.08	(0.23)	4,459	2,000	2,459	0.20	0.09	0.11
Rental Income	377	250	127	0.07	0.04	0.02	248	250	(2)	0.04	0.04	0.00	1,094	1,000	94	0.05	0.04	0.00
Interest Income	4,072	7,500	(3,428)	0.74	1.32	(0.58)	4,049	7,500	(3,451)	0.71	1.27	(0.56)	14,184	30,000	(15,816)	0.63	1.32	(0.68)
Longevity I-SNP Income	18,207	11,000	7,207	3.29	1.93	1.36	9,827	11,000	(1,173)	1.72	1.87	(0.15)	64,243	44,000	20,243	2.87	1.93	0.94
Managed Care Shared Savings	5,000	5,000	0	0.90	0.88	0.03	5,000	5,000	0	0.88	0.85	0.03	20,000	20,000	0	0.89	0.88	0.02
DCW Wage Reimbursement	91,372	90,000	1,372	16.50	15.79	0.71	93,776	90,000	3,776	16.43	15.28	1.15	362,148	360,000	2,148	16.16	15.79	0.37
Garnishment Fees	35	0	35	0.01	0.00	0.01	35	0	35	0.01	0.00	0.01	140	0	140	0.01	0.00	0.01
Misc Income	0	0	0	0.00	0.00	0.00	903	0	903	0.16	0.00	0.16	983	0	983	0.04	0.00	0.04
Donation Income	4,435	4,500	(65)	0.80	0.79	0.01	0	0	0	0.00	0.00	0.00	4,435	4,500	(65)	0.20	0.20	0.00
Recruitment Grant Income	0	0	0	0.00	0.00	0.00	12,600	0	12,600	2.21	0.00	2.21	12,600	0	12,600	0.56	0.00	0.56
QAS Income	212,185	213,900	(1,715)	38.32	37.53	0.80	197,596	213,900	(16,304)	34.62	36.32	(1.69)	810,589	855,600	(45,011)	36.16	37.53	(1.37)
QMI Income	27,442	25,000	2,442	4.96	4.39	0.57	27,442	25,000	2,442	4.81	4.24	0.56	109,768	100,000	9,768	4.90	4.39	0.51
Inter-Company Charges	10,000	10,000	0	1.81	1.75	0.05	10,000	10,000	0	1.75	1.70	0.05	40,000	40,000	0	1.78	1.75	0.03
Bad Debt Expenses	(25,000)	(25,000)	0	(4.52)	(4.39)	(0.13)	(25,000)	(25,000)	0	(4.38)	(4.24)	(0.14)	(100,000)	(100,000)	0	(4.46)	(4.39)	(0.08)
Provider Tax Expense-QAA	(75,721)	(85,918)	10,197	(13.68)	(15.07)	1.40	(75,721)	(85,918)	10,197	(13.27)	(14.59)	1.32	(302,885)	(343,672)	40,787	(13.51)	(15.07)	1.56
Provider Tax Expense-QMIA	(10,316)	(16,000)	5,684	(1.86)	(2.81)	0.94	(10,316)	(16,000)	5,684	(1.81)	(2.72)	0.91	(41,265)	(64,000)	22,735	(1.84)	(2.81)	0.97
<b>TOTAL SNF Other Revenue</b>	<b>272,816</b>	<b>252,815</b>	<b>20,000</b>	<b>49.27</b>	<b>44.35</b>	<b>4.92</b>	<b>261,251</b>	<b>248,315</b>	<b>12,935</b>	<b>45.78</b>	<b>42.16</b>	<b>3.62</b>	<b>1,034,596</b>	<b>997,762</b>	<b>36,835</b>	<b>46.15</b>	<b>43.76</b>	<b>2.39</b>
<b>Total Revenue</b>	<b>2,780,786</b>	<b>2,874,091</b>	<b>(93,305)</b>	<b>502.22</b>	<b>504.23</b>	<b>(2.01)</b>	<b>2,925,394</b>	<b>2,944,013</b>	<b>(18,619)</b>	<b>512.60</b>	<b>499.83</b>	<b>12.77</b>	<b>11,447,032</b>	<b>11,482,862</b>	<b>(35,830)</b>	<b>510.66</b>	<b>503.63</b>	<b>7.03</b>
<b>SNF Operating Expenses</b>																		
<b>Nursing</b>																		
<b>Nursing</b>																		
Salary & Wages - RN	274,567	297,929	23,361	49.59	52.27	2.68	291,975	307,860	15,885	51.16	52.27	1.11	1,135,309	1,191,715	56,406	50.65	52.27	1.62
Salary & Wages - LPN	101,528	91,644	(9,884)	18.34	16.08	(2.26)	111,356	94,699	(16,657)	19.51	16.08	(3.43)	403,464	366,575	(36,889)	18.00	16.08	(1.92)
Salary & Wages - CNA	556,443	549,534	(6,909)	100.50	96.41	(4.09)	611,235	567,852	(43,383)	107.10	96.41	(10.69)	2,250,074	2,198,137	(51,937)	100.38	96.41	(3.97)
Salary & Wages - UW SNF	6,271	9,863	3,592	1.13	1.73	0.60	6,817	10,192	3,375	1.19	1.73	0.54	23,028	39,452	16,424	1.03	1.73	0.70

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**Grand Traverse Pavilions - SNF**  
**SNF Income Statement**  
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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
<b>Nursing (con't)</b>																		
Longevity - RN	4,657	4,932	275	0.84	0.87	0.02	4,657	5,096	439	0.82	0.87	0.05	18,628	19,726	1,098	0.83	0.87	0.03
Longevity - LPN	2,332	1,973	(359)	0.42	0.35	(0.08)	2,332	2,038	(294)	0.41	0.35	(0.06)	9,328	7,890	(1,438)	0.42	0.35	(0.07)
Longevity - CNA	12,639	13,151	512	2.28	2.31	0.02	12,639	13,589	950	2.21	2.31	0.09	50,556	52,603	2,047	2.26	2.31	0.05
FICA - Nursing	70,126	73,151	3,024	12.67	12.83	0.17	76,295	75,589	(706)	13.37	12.83	(0.54)	285,636	292,603	6,966	12.74	12.83	0.09
Workers Comp - Nursing	9,623	6,200	(3,423)	1.74	1.09	(0.65)	7,502	6,200	(1,302)	1.31	1.05	(0.26)	31,820	24,800	(7,020)	1.42	1.09	(0.33)
Unemployment Expenses	1,000	1,000	0	0.18	0.18	(0.01)	1,000	1,000	0	0.18	0.17	(0.01)	4,000	4,000	0	0.18	0.18	0.00
MERS DB - Nursing	45,277	45,800	523	8.18	8.04	(0.14)	45,277	45,800	523	7.93	7.78	(0.16)	181,108	183,200	2,092	8.08	8.04	(0.04)
MERS DC:Nursing	22,676	21,000	(1,676)	4.10	3.68	(0.41)	23,748	21,000	(2,748)	4.16	3.57	(0.60)	101,504	84,000	(17,504)	4.53	3.68	(0.84)
Health Ins - Nursing	163,507	87,500	(76,007)	29.53	15.35	(14.18)	139,773	87,500	(52,273)	24.49	14.86	(9.64)	437,737	350,000	(87,737)	19.53	15.35	(4.18)
Health Ins - Retirees Nursing	9,891	7,000	(2,891)	1.79	1.23	(0.56)	5,922	7,000	1,078	1.04	1.19	0.15	25,053	28,000	2,947	1.12	1.23	0.11
Dental Ins - Nursing	5,449	4,500	(949)	0.98	0.79	(0.19)	5,372	4,500	(872)	0.94	0.76	(0.18)	24,011	21,150	(2,861)	1.07	0.93	(0.14)
Uniforms - Nursing	0	500	500	0.00	0.09	0.09	0	500	500	0.00	0.08	0.08	4,416	2,000	(2,416)	0.20	0.09	(0.11)
Small Equipment	8,473	7,500	(973)	1.53	1.32	(0.21)	7,364	7,500	136	1.29	1.27	(0.02)	26,362	30,000	3,638	1.18	1.32	0.14
Nursing Supplies	12,806	20,000	7,194	2.31	3.51	1.20	23,505	20,000	(3,504)	4.12	3.40	(0.72)	67,388	80,000	12,612	3.01	3.51	0.50
Briefs	7,713	7,000	(713)	1.39	1.23	(0.16)	7,714	7,000	(714)	1.35	1.19	(0.16)	30,588	28,000	(2,588)	1.36	1.23	(0.14)
Stock Meds	1,741	3,500	1,759	0.31	0.61	0.30	3,969	3,500	(469)	0.70	0.59	(0.10)	11,684	14,000	2,316	0.52	0.61	0.09
Flu Vaccine	0	3,500	3,500	0.00	0.61	0.61	2,891	3,500	609	0.51	0.59	0.09	24,771	14,000	(10,771)	1.11	0.61	(0.49)
IV Supplies	27	500	473	0.00	0.09	0.08	55	500	445	0.01	0.08	0.08	1,453	2,000	547	0.06	0.09	0.02
Special Equipment Rental	843	0	(843)	0.15	0.00	(0.15)	4,209	0	(4,209)	0.74	0.00	(0.74)	5,052	0	(5,052)	0.23	0.00	(0.23)
Non-Legend Drugs	6,216	4,000	(2,216)	1.12	0.70	(0.42)	6,964	4,000	(2,964)	1.22	0.68	(0.54)	22,493	16,000	(6,493)	1.00	0.70	(0.30)
Professional Services - Medic	3,626	4,500	874	0.65	0.79	0.13	3,837	4,500	663	0.67	0.76	0.09	14,502	18,000	3,498	0.65	0.79	0.14
Agency Nurse Staffing	4,331	20,000	15,669	0.78	3.51	2.73	12,129	20,000	7,871	2.13	3.40	1.27	45,591	80,000	34,409	2.03	3.51	1.47
Building Repairs-Resident Roo	8,309	5,000	(3,309)	1.50	0.88	(0.62)	0	5,000	5,000	0.00	0.85	0.85	9,979	20,000	10,021	0.45	0.88	0.43
Equipment Repairs	4,786	3,500	(1,286)	0.86	0.61	(0.25)	891	3,500	2,609	0.16	0.59	0.44	7,950	14,000	6,050	0.35	0.61	0.26
Education & Training - Nursing	613	1,000	387	0.11	0.18	0.06	641	1,000	359	0.11	0.17	0.06	2,378	4,000	1,622	0.11	0.18	0.07
Med Waste:Nursing-Medical Care	1,153	2,100	947	0.21	0.37	0.16	1,544	2,100	556	0.27	0.36	0.09	3,844	8,400	4,556	0.17	0.37	0.20
Resident Loss Replacement	130	250	120	0.02	0.04	0.02	0	250	250	0.00	0.04	0.04	560	1,000	440	0.02	0.04	0.02
<b>TOTAL Nursing</b>	<b>1,346,754</b>	<b>1,298,025</b>	<b>(48,729)</b>	<b>243.23</b>	<b>227.72</b>	<b>(15.51)</b>	<b>1,421,611</b>	<b>1,332,765</b>	<b>(88,847)</b>	<b>249.10</b>	<b>226.28</b>	<b>(22.82)</b>	<b>5,260,269</b>	<b>5,195,251</b>	<b>(65,018)</b>	<b>234.67</b>	<b>227.86</b>	<b>(6.81)</b>
<b>Nurse Administration</b>																		
Salary & Wages - Nursing Admin	139,941	164,384	24,443	25.27	28.84	3.57	145,509	169,863	24,354	25.50	28.84	3.34	574,686	657,534	82,848	25.64	28.84	3.20
Longevity-Nursing Admin	2,669	2,959	290	0.48	0.52	0.04	2,669	3,058	389	0.47	0.52	0.05	10,676	11,836	1,160	0.48	0.52	0.04
FICA - Nursing Admin	10,283	12,329	2,046	1.86	2.16	0.31	10,677	12,740	2,062	1.87	2.16	0.29	42,466	49,315	6,850	1.89	2.16	0.27
Workers Comp - Nurse Admin	504	500	(4)	0.09	0.09	0.00	504	500	(4)	0.09	0.08	0.00	2,016	2,000	(16)	0.09	0.09	0.00
MERS DB - Nursing Admin	19,586	19,600	14	3.54	3.44	(0.10)	19,586	19,600	14	3.43	3.33	(0.10)	78,344	78,400	56	3.50	3.44	(0.06)
MERS DC: Nurse Administration	3,195	2,200	(995)	0.58	0.39	(0.19)	3,476	2,200	(1,276)	0.61	0.37	(0.24)	14,212	8,800	(5,412)	0.63	0.39	(0.25)
Nurse Admin Consulting	13,106	5,000	(8,106)	2.37	0.88	(1.49)	4,872	5,000	128	0.85	0.85	0.00	64,919	20,000	(44,919)	2.90	0.88	(2.02)
<b>TOTAL Nurse Administration</b>	<b>189,284</b>	<b>206,971</b>	<b>17,688</b>	<b>34.19</b>	<b>36.31</b>	<b>2.12</b>	<b>187,293</b>	<b>212,960</b>	<b>25,667</b>	<b>32.82</b>	<b>36.16</b>	<b>3.34</b>	<b>787,319</b>	<b>827,885</b>	<b>40,566</b>	<b>35.12</b>	<b>36.31</b>	<b>1.19</b>
<b>TOTAL Nursing Administrative</b>	<b>1,536,038</b>	<b>1,504,997</b>	<b>(31,041)</b>	<b>277.41</b>	<b>264.03</b>	<b>(13.38)</b>	<b>1,608,904</b>	<b>1,545,725</b>	<b>(63,180)</b>	<b>281.92</b>	<b>262.43</b>	<b>(19.49)</b>	<b>6,047,588</b>	<b>6,023,136</b>	<b>(24,452)</b>	<b>269.79</b>	<b>264.17</b>	<b>(5.62)</b>
<b>Administrative</b>																		
Salary & Wages - Admin	72,005	73,973	1,967	13.00	12.98	(0.03)	71,183	76,438	5,256	12.47	12.98	0.50	289,694	295,890	6,197	12.92	12.98	0.05
Longevity - Admin	1,213	986	(227)	0.22	0.17	(0.05)	1,213	1,019	(194)	0.21	0.17	(0.04)	4,852	3,945	(907)	0.22	0.17	(0.04)
FICA - Admin	5,404	5,622	218	0.98	0.99	0.01	5,337	5,809	472	0.94	0.99	0.05	21,771	22,489	718	0.97	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	1,128	2,000	872	0.05	0.09	0.04
MERS - Administration	8,773	8,800	27	1.58	1.54	(0.04)	9,823	8,800	(1,023)	1.72	1.49	(0.23)	41,202	35,200	(6,002)	1.84	1.54	(0.29)
MERS DC:Administration	3,779	1,800	(1,979)	0.68	0.32	(0.37)	2,402	1,800	(602)	0.42	0.31	(0.12)	12,857	7,200	(5,657)	0.57	0.32	(0.26)
Health Ins - Administration	1,378	1,500	122	0.25	0.26	0.01	2,081	1,500	(581)	0.36	0.25	(0.11)	6,490	6,000	(490)	0.29	0.26	(0.03)
Dental Ins - Administration	214	250	36	0.04	0.04	0.01	498	250	(248)	0.09	0.04	(0.04)	964	750	(214)	0.04	0.03	(0.01)

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**Grand Traverse Pavilions - SNF**  
**SNF Income Statement**  
 4/1/2026 to 4/30/2026

Facility #

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	CURRENT PERIOD						PRIOR PERIOD						YEAR TO DATE					
	Actual	Budget	\$	Var \$	Actual / Day	Budget / Day	Actual	Budget	\$	Var \$	Actual / Day	Budget / Day	Actual	Budget	\$	Var \$	Actual / Day	Budget / Day
<b>Administrative (con't)</b>																		
Small Equipment	536	1,000	464	0.10	0.18	0.08	0	1,000	1,000	0.00	0.17	0.17	536	4,000	3,464	0.02	0.18	0.15
Contract Services	2,904	2,500	(404)	0.52	0.44	(0.09)	2,434	2,500	66	0.43	0.42	0.00	10,351	10,000	(351)	0.46	0.44	(0.02)
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	8,000	7,536	0.02	0.35	0.33
Legal Consultants	4,854	10,000	5,146	0.88	1.75	0.88	10,580	10,000	(580)	1.85	1.70	(0.16)	45,874	40,000	(5,874)	2.05	1.75	(0.29)
Dues & Memberships	4,073	4,500	427	0.74	0.79	0.05	3,850	4,500	650	0.67	0.76	0.09	20,593	18,000	(2,593)	0.92	0.79	(0.13)
License & Fees	100	250	150	0.02	0.04	0.03	0	250	250	0.00	0.04	0.04	520	1,000	480	0.02	0.04	0.02
Subscriptions	0	100	100	0.00	0.02	0.02	0	100	100	0.00	0.02	0.02	0	400	400	0.00	0.02	0.02
Education & Training - Admin	1,095	600	(495)	0.20	0.11	(0.09)	0	600	600	0.00	0.10	0.10	1,350	2,400	1,050	0.06	0.11	0.05
Travel	1,288	750	(538)	0.23	0.13	(0.10)	1,288	750	(538)	0.23	0.13	(0.10)	4,185	3,000	(1,185)	0.19	0.13	(0.06)
Board Meeting Expenses	17	50	33	0.00	0.01	0.01	0	50	50	0.00	0.01	0.01	62	200	138	0.00	0.01	0.01
Miscellaneous Expenses	0	100	100	0.00	0.02	0.02	261	100	(161)	0.05	0.02	(0.03)	386	400	14	0.02	0.02	0.00
<b>TOTAL Administrative</b>	<b>107,912</b>	<b>115,281</b>	<b>7,369</b>	<b>19.49</b>	<b>20.22</b>	<b>0.73</b>	<b>111,230</b>	<b>117,967</b>	<b>6,736</b>	<b>19.49</b>	<b>20.03</b>	<b>0.54</b>	<b>463,278</b>	<b>460,875</b>	<b>(2,403)</b>	<b>20.67</b>	<b>20.21</b>	<b>(0.46)</b>
<b>Finance</b>																		
Salary & Wages - Financial Ma	23,790	29,753	5,964	4.30	5.22	0.92	27,887	30,745	2,858	4.89	5.22	0.33	107,972	119,014	11,042	4.82	5.22	0.40
Longevity - Financial Mgt	524	600	76	0.09	0.11	0.01	524	600	76	0.09	0.10	0.01	2,096	2,400	304	0.09	0.11	0.01
FICA - Fin Mgmt	1,802	2,301	500	0.33	0.40	0.08	2,107	2,378	271	0.37	0.40	0.03	8,143	9,205	1,062	0.36	0.40	0.04
Workers Comp - Fin Mgmt	112	250	138	0.02	0.04	0.02	112	250	138	0.02	0.04	0.02	448	1,000	552	0.02	0.04	0.02
MERS DB - Financial Management	3,552	3,600	48	0.64	0.63	(0.01)	3,552	3,600	48	0.62	0.61	(0.01)	14,208	14,400	192	0.63	0.63	0.00
MERS DC:Financial Management	635	400	(235)	0.11	0.07	(0.04)	1,340	400	(940)	0.23	0.07	(0.17)	3,171	1,600	(1,571)	0.14	0.07	(0.07)
Health Ins - Financial Mgmt	2,282	2,000	(282)	0.41	0.35	(0.06)	1,664	2,000	336	0.29	0.34	0.05	7,550	8,000	450	0.34	0.35	0.01
Dental Ins - Financial Mgmt	248	100	(148)	0.04	0.02	(0.03)	164	100	(64)	0.03	0.02	(0.01)	484	300	(184)	0.02	0.01	(0.01)
Office Supplies	1,378	1,500	122	0.25	0.26	0.01	834	1,500	666	0.15	0.25	0.11	5,295	6,000	705	0.24	0.26	0.03
Copy Supplies	581	650	69	0.10	0.11	0.01	642	650	8	0.11	0.11	0.00	2,412	2,600	188	0.11	0.11	0.01
Computer Supplies	3,749	2,850	(899)	0.68	0.50	(0.18)	1,260	2,850	1,590	0.22	0.48	0.26	6,611	11,400	4,789	0.29	0.50	0.21
Postage	1,296	1,000	(296)	0.23	0.18	(0.06)	682	1,000	318	0.12	0.17	0.05	3,833	4,000	167	0.17	0.18	0.00
Small Equipment - IT	6,332	2,750	(3,582)	1.14	0.48	(0.66)	6,352	2,750	(3,602)	1.11	0.47	(0.65)	17,612	11,000	(6,612)	0.79	0.48	(0.30)
Contract Services - Billing	16,728	2,500	(14,227)	3.02	0.44	(2.58)	3,673	2,500	(1,172)	0.64	0.42	(0.22)	30,050	10,000	(20,050)	1.34	0.44	(0.90)
Professional Services - Finan	1,000	1,250	250	0.18	0.22	0.04	1,000	1,250	250	0.18	0.21	0.04	4,000	5,000	1,000	0.18	0.22	0.04
Audit Expenses	1,000	600	(400)	0.18	0.11	(0.08)	0	600	600	0.00	0.10	0.10	1,000	2,400	1,400	0.04	0.11	0.06
IT Consultants	7,860	1,250	(6,610)	1.42	0.22	(1.20)	1,505	1,250	(255)	0.26	0.21	(0.05)	10,223	5,000	(5,223)	0.46	0.22	(0.24)
Printing & Binding	125	625	500	0.02	0.11	0.09	452	625	173	0.08	0.11	0.03	2,628	2,500	(128)	0.12	0.11	(0.01)
Data Processing	8,905	2,000	(6,905)	1.61	0.35	(1.26)	496	2,000	1,505	0.09	0.34	0.25	14,760	8,000	(6,760)	0.66	0.35	(0.31)
Maintenance Agreements Softwa	51,794	29,333	(22,460)	9.35	5.15	(4.21)	27,866	29,333	1,467	4.88	4.98	0.10	150,491	117,333	(33,158)	6.71	5.15	(1.57)
Communication Equip Repairs	1,890	2,500	610	0.34	0.44	0.10	2,987	2,500	(487)	0.52	0.42	(0.10)	10,465	10,000	(465)	0.47	0.44	(0.03)
Education & Training - Fin Mgt	0	400	400	0.00	0.07	0.07	0	400	400	0.00	0.07	0.07	0	1,600	1,600	0.00	0.07	0.07
Travel - Mileage	0	25	25	0.00	0.00	0.00	0	25	25	0.00	0.00	0.00	0	100	100	0.00	0.00	0.00
Other Insurance	30,629	30,000	(629)	5.53	5.26	(0.27)	30,629	30,000	(629)	5.37	5.09	(0.27)	122,516	120,000	(2,516)	5.47	5.26	(0.20)
Telephone-Snf	6,250	5,700	(550)	1.13	1.00	(0.13)	6,250	5,700	(550)	1.10	0.97	(0.13)	24,637	22,800	(1,837)	1.10	1.00	(0.10)
Internet	2,519	2,500	(19)	0.46	0.44	(0.02)	2,494	2,500	6	0.44	0.42	(0.01)	9,974	10,000	26	0.44	0.44	(0.01)
Cellular Phone	2,690	3,000	310	0.49	0.53	0.04	2,797	3,000	204	0.49	0.51	0.02	10,771	12,000	1,229	0.48	0.53	0.05
Television - SNF	2,252	2,200	(52)	0.41	0.39	(0.02)	2,264	2,200	(64)	0.40	0.37	(0.02)	9,019	8,800	(219)	0.40	0.39	(0.02)
Bond Interest Expense	22,912	23,300	388	4.14	4.09	(0.05)	22,912	23,300	388	4.01	3.96	(0.06)	91,649	93,200	1,551	4.09	4.09	0.00
Bank Charges	2,303	2,500	197	0.42	0.44	0.02	3,126	2,500	(626)	0.55	0.42	(0.12)	12,421	10,000	(2,421)	0.55	0.44	(0.12)
<b>TOTAL Finance</b>	<b>205,135</b>	<b>157,438</b>	<b>(47,697)</b>	<b>37.05</b>	<b>27.62</b>	<b>(9.43)</b>	<b>155,570</b>	<b>158,507</b>	<b>2,937</b>	<b>27.26</b>	<b>26.91</b>	<b>(0.35)</b>	<b>684,439</b>	<b>629,653</b>	<b>(54,787)</b>	<b>30.53</b>	<b>27.62</b>	<b>(2.91)</b>
<b>Human Resources</b>																		
Salary & Wages - Human Resour	24,110	34,192	10,082	4.35	6.00	1.64	28,784	35,332	6,548	5.04	6.00	0.95	87,760	136,767	49,007	3.92	6.00	2.08
Longevity - Human Resources	645	789	144	0.12	0.14	0.02	645	815	170	0.11	0.14	0.03	2,580	3,156	576	0.12	0.14	0.02

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Grand Traverse Pavilions - SNF  
 SNF Income Statement  
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	CURRENT PERIOD						PRIOR PERIOD						YEAR TO DATE					
	Actual	Budget	Var	Actual / Day	Budget / Day	Var / Day	Actual	Budget	Var	Actual / Day	Budget / Day	Var / Day	Actual	Budget	Var	Actual / Day	Budget / Day	Var / Day
<b>Human Resources (con't)</b>																		
FICA - Human Res	1,728	2,671	944	0.31	0.47	0.16	2,056	2,760	704	0.36	0.47	0.11	6,278	10,685	4,407	0.28	0.47	0.19
Workers Comp - Human Res	168	250	82	0.03	0.04	0.01	168	250	82	0.03	0.04	0.01	672	1,000	328	0.03	0.04	0.01
MERS DB - Human Resources	4,094	4,200	106	0.74	0.74	0.00	4,094	4,200	106	0.72	0.71	0.00	16,376	16,800	424	0.73	0.74	0.01
MERS DC:Human Resources	871	800	(71)	0.16	0.14	(0.02)	990	800	(190)	0.17	0.14	(0.04)	4,286	3,200	(1,086)	0.19	0.14	(0.05)
Health Ins - Human Resources	1,187	1,000	(187)	0.21	0.18	(0.04)	86	1,000	914	0.02	0.17	0.15	2,775	4,000	1,225	0.12	0.18	0.05
Dental Ins - Human Resources	118	100	(18)	0.02	0.02	0.00	71	100	29	0.01	0.02	0.00	297	300	3	0.01	0.01	0.00
Life Insurance	292	300	8	0.05	0.05	0.00	257	300	43	0.05	0.05	0.01	1,160	1,200	40	0.05	0.05	0.00
Employee Recogn	(194)	2,000	2,194	(0.03)	0.35	0.39	447	2,000	1,553	0.08	0.34	0.26	1,911	8,000	6,089	0.09	0.35	0.27
Contract Services - HR	2,250	2,500	250	0.41	0.44	0.03	7,139	2,500	(4,639)	1.25	0.42	(0.83)	33,234	10,000	(23,234)	1.48	0.44	(1.04)
Employee Advertising/Recruit	4,494	4,500	6	0.81	0.79	(0.02)	5,379	4,500	(879)	0.94	0.76	(0.18)	14,850	18,000	3,150	0.66	0.79	0.13
License & Fees - NAT	0	50	50	0.00	0.01	0.01	0	50	50	0.00	0.01	0.01	0	200	200	0.00	0.01	0.01
CNA Registry Fee	200	125	(75)	0.04	0.02	(0.01)	80	125	45	0.01	0.02	0.01	800	500	(300)	0.04	0.02	(0.01)
Testing Fees	0	1,250	1,250	0.00	0.22	0.22	0	1,250	1,250	0.00	0.21	0.21	4,775	5,000	225	0.21	0.22	0.01
Education & Training - Hum Res	3,500	3,750	250	0.63	0.66	0.03	3,500	3,750	250	0.61	0.64	0.02	14,000	15,000	1,000	0.62	0.66	0.03
<b>TOTAL Human Resources</b>	<b>43,463</b>	<b>58,477</b>	<b>15,014</b>	<b>7.85</b>	<b>10.26</b>	<b>2.41</b>	<b>53,696</b>	<b>59,732</b>	<b>6,037</b>	<b>9.41</b>	<b>10.14</b>	<b>0.73</b>	<b>191,756</b>	<b>233,808</b>	<b>42,053</b>	<b>8.55</b>	<b>10.25</b>	<b>1.70</b>
<b>Community Relations and Volunteer Services</b>																		
Salary & Wages - Volunteer & Longevity - Volunteer & Comm	14,831	12,904	(1,927)	2.68	2.26	(0.41)	12,059	13,334	1,275	2.11	2.26	0.15	38,236	51,616	13,380	1.71	2.26	0.56
FICA - Volunteer & Comm Rel	0	205	205	0.00	0.04	0.04	0	212	212	0.00	0.04	0.04	0	822	822	0.00	0.04	0.04
Workers Comp - Vol & Comm Rel	1,134	986	(148)	0.20	0.17	(0.03)	922	1,019	97	0.16	0.17	0.01	2,923	3,945	1,022	0.13	0.17	0.04
MERS DB - Volunteer & Comm Rel	56	100	44	0.01	0.02	0.01	56	100	44	0.01	0.02	0.01	224	400	176	0.01	0.02	0.01
MERS DC: Volunteer & Comm Rel	1,534	1,600	66	0.28	0.28	0.00	1,534	1,600	66	0.27	0.27	0.00	6,136	6,400	264	0.27	0.28	0.01
Volunteer Recognition	0	300	300	0.00	0.05	0.05	0	300	300	0.00	0.05	0.05	135	1,200	1,065	0.01	0.05	0.05
Advertising	0	200	200	0.00	0.04	0.04	0	200	200	0.00	0.03	0.03	0	800	800	0.00	0.04	0.04
<b>TOTAL Community Relations and Volunteer Services</b>	<b>2,067</b>	<b>500</b>	<b>(1,567)</b>	<b>0.37</b>	<b>0.09</b>	<b>(0.29)</b>	<b>2,675</b>	<b>500</b>	<b>(2,175)</b>	<b>0.47</b>	<b>0.08</b>	<b>(0.38)</b>	<b>4,742</b>	<b>1,000</b>	<b>(3,742)</b>	<b>0.21</b>	<b>0.04</b>	<b>(0.17)</b>
<b>Maintenance</b>																		
Salary & Wages - ES	75,654	80,548	4,894	13.66	14.13	0.47	77,009	83,233	6,223	13.49	14.13	0.64	301,412	322,192	20,780	13.45	14.13	0.68
Longevity - Environmental Serv	2,394	2,301	(93)	0.43	0.40	(0.03)	2,394	2,378	(16)	0.42	0.40	(0.02)	9,576	9,205	(371)	0.43	0.40	(0.02)
FICA - Environ Serv	5,672	6,247	575	1.02	1.10	0.07	5,770	6,455	684	1.01	1.10	0.08	22,649	24,986	2,338	1.01	1.10	0.09
Workers Comp - Plant Ops	2,476	500	(1,976)	0.45	0.09	(0.36)	476	500	24	0.08	0.08	0.00	3,904	2,000	(1,904)	0.17	0.09	(0.09)
MERS DB - Env. Serv.	5,858	6,000	142	1.06	1.05	(0.01)	5,858	6,000	142	1.03	1.02	(0.01)	23,432	24,000	568	1.05	1.05	0.01
MERS DC:Environmental Services	5,470	5,000	(470)	0.99	0.88	(0.11)	5,682	1,800	(3,882)	1.00	0.31	(0.69)	22,989	10,400	(12,589)	1.03	0.46	(0.57)
Health Ins - Env Serv	5,145	5,200	55	0.93	0.91	(0.02)	4,396	5,200	804	0.77	0.88	0.11	19,584	20,800	1,216	0.87	0.91	0.04
Health Ins - Retirees - EVS	3,360	2,500	(860)	0.61	0.44	(0.17)	1,680	2,500	820	0.29	0.42	0.13	8,400	10,000	1,600	0.37	0.44	0.06
Dental Ins - Env Serv	705	1,000	295	0.13	0.18	0.05	658	1,000	342	0.12	0.17	0.05	2,443	3,000	557	0.11	0.13	0.02
Uniforms - Plant Ops	0	500	500	0.00	0.09	0.09	418	500	82	0.07	0.08	0.01	1,695	2,000	305	0.08	0.09	0.01
Supplies - Plant Ops	5,819	8,000	2,181	1.05	1.40	0.35	5,770	8,000	2,230	1.01	1.36	0.35	22,315	32,000	9,685	1.00	1.40	0.41
Small Equipment	4,821	5,000	179	0.87	0.88	0.01	7,555	5,000	(2,555)	1.32	0.85	(0.47)	30,596	20,000	(10,596)	1.36	0.88	(0.49)
Building Repairs	6,886	15,000	8,114	1.24	2.63	1.39	7,603	15,000	7,397	1.33	2.55	1.21	28,886	60,000	31,114	1.29	2.63	1.34
Equipment Repairs	5,813	3,500	(2,313)	1.05	0.61	(0.44)	1,462	3,500	2,038	0.26	0.59	0.34	14,947	14,000	(947)	0.67	0.61	(0.05)
Vehicle Repair	2,333	1,250	(1,083)	0.42	0.22	(0.20)	1,161	1,250	89	0.20	0.21	0.01	5,521	5,000	(521)	0.25	0.22	(0.03)
Elevator	700	1,250	550	0.13	0.22	0.09	700	1,250	550	0.12	0.21	0.09	2,800	5,000	2,200	0.12	0.22	0.09
Lawn, Tree and Brush Services	835	1,250	415	0.15	0.22	0.07	0	1,250	1,250	0.00	0.21	0.21	835	5,000	4,165	0.04	0.22	0.18
Snow Removal - Contract	5,635	1,250	(4,385)	1.02	0.22	(0.80)	2,000	1,250	(750)	0.35	0.21	(0.14)	13,154	5,000	(8,154)	0.59	0.22	(0.37)
Education & Training - ES	0	100	100	0.00	0.02	0.02	(420)	100	520	(0.07)	0.02	0.09	390	400	10	0.02	0.02	0.00
Vehicle Fuel	1,214	1,000	(214)	0.22	0.18	(0.04)	1,647	1,000	(647)	0.29	0.17	(0.12)	5,264	4,000	(1,264)	0.23	0.18	(0.06)
Parking Garage Expenses	1,732	2,000	268	0.31	0.35	0.04	166	2,000	1,834	0.03	0.34	0.31	5,498	8,000	2,502	0.25	0.35	0.11

Date: May 15, 2026  
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**Grand Traverse Pavilions - SNF**  
**SNF Income Statement**  
**4/1/2026 to 4/30/2026**

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
<b>Maintenance (con't)</b>																		
Water	3,460	4,000	540	0.62	0.70	0.08	3,175	4,000	825	0.56	0.68	0.12	13,378	16,000	2,622	0.60	0.70	0.10
Sewer	8,606	9,000	394	1.55	1.58	0.02	7,844	9,000	1,156	1.37	1.53	0.15	33,187	36,000	2,814	1.48	1.58	0.10
Electric	23,815	25,000	1,185	4.30	4.39	0.08	19,493	25,000	5,508	3.42	4.24	0.83	82,772	100,000	17,228	3.69	4.39	0.69
Natural Gas	5,072	8,500	3,428	0.92	1.49	0.58	8,449	8,500	51	1.48	1.44	(0.04)	40,469	34,000	(6,469)	1.81	1.49	(0.31)
Refuse Disposal	2,611	3,000	389	0.47	0.53	0.05	2,443	3,000	557	0.43	0.51	0.08	13,063	12,000	(1,063)	0.58	0.53	(0.06)
<b>TOTAL Maintenance</b>	<b>186,087</b>	<b>198,896</b>	<b>12,809</b>	<b>33.61</b>	<b>34.89</b>	<b>1.28</b>	<b>173,389</b>	<b>198,666</b>	<b>25,277</b>	<b>30.38</b>	<b>33.73</b>	<b>3.35</b>	<b>729,158</b>	<b>784,984</b>	<b>55,826</b>	<b>32.53</b>	<b>34.43</b>	<b>1.90</b>
<b>Housekeeping</b>																		
Salary & Wages - Housekeeping	62,875	69,041	6,166	11.36	12.11	0.76	70,110	71,342	1,233	12.28	12.11	(0.17)	266,908	276,164	9,256	11.91	12.11	0.21
Longevity - Housekeeping	2,131	1,973	(158)	0.38	0.35	(0.04)	2,131	2,038	(93)	0.37	0.35	(0.03)	8,524	7,890	(634)	0.38	0.35	(0.03)
FICA - Housekeeping	4,659	5,425	766	0.84	0.95	0.11	5,211	5,605	394	0.91	0.95	0.04	19,853	21,699	1,845	0.89	0.95	0.07
Workers Comp - Housekeeping	504	750	246	0.09	0.13	0.04	504	750	246	0.09	0.13	0.04	2,716	3,000	284	0.12	0.13	0.01
MERS DB - Housekeeping	3,249	3,300	51	0.59	0.58	(0.01)	3,249	3,300	51	0.57	0.56	(0.01)	12,996	13,200	204	0.58	0.58	0.00
MERS DC:Housekeeping	0	0	0	0.00	0.00	0.00	0	2,500	2,500	0.00	0.42	0.42	1,342	7,500	6,158	0.06	0.33	0.27
Health Ins - Housekeeping	4,010	4,000	(10)	0.72	0.70	(0.02)	2,544	4,000	1,456	0.45	0.68	0.23	14,114	16,000	1,886	0.63	0.70	0.07
Dental Ins - Housekeeping	396	400	4	0.07	0.07	0.00	396	400	4	0.07	0.07	0.00	1,225	1,200	(25)	0.05	0.05	0.00
Uniforms - Housekeeping	0	200	200	0.00	0.04	0.04	201	200	(1)	0.04	0.03	0.00	201	800	599	0.01	0.04	0.03
Supplies - Housekeeping	11,286	9,500	(1,786)	2.04	1.67	(0.37)	8,741	9,500	759	1.53	1.61	0.08	37,490	38,000	510	1.67	1.67	(0.01)
Contract Services-Hskpg	1,108	1,000	(108)	0.20	0.18	(0.02)	2,883	1,000	(1,883)	0.51	0.17	(0.34)	4,864	4,000	(864)	0.22	0.18	(0.04)
<b>TOTAL Housekeeping</b>	<b>90,219</b>	<b>95,588</b>	<b>5,369</b>	<b>16.29</b>	<b>16.77</b>	<b>0.48</b>	<b>95,970</b>	<b>100,636</b>	<b>4,666</b>	<b>16.82</b>	<b>17.09</b>	<b>0.27</b>	<b>370,234</b>	<b>389,453</b>	<b>19,219</b>	<b>16.52</b>	<b>17.08</b>	<b>0.56</b>
<b>Laundry</b>																		
Salary & Wages - Laundry	31,176	33,205	2,030	5.63	5.83	0.20	35,983	34,312	(1,671)	6.31	5.83	(0.48)	134,630	132,822	(1,808)	6.01	5.83	(0.18)
Longevity - Laundry	1,028	986	(42)	0.19	0.17	(0.01)	1,028	1,019	(9)	0.18	0.17	(0.01)	4,112	3,945	(167)	0.18	0.17	(0.01)
FICA - Laundry	2,356	2,597	241	0.43	0.46	0.03	2,730	2,684	(46)	0.48	0.46	(0.02)	10,192	10,389	197	0.45	0.46	0.00
Workers Comp - Laundry	224	250	26	0.04	0.04	0.00	224	250	26	0.04	0.04	0.00	896	1,000	104	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	0.27	0.27	0.00	6,260	6,400	140	0.28	0.28	0.00
MERS DC:Laundry	0	0	0	0.00	0.00	0.00	0	700	700	0.00	0.12	0.12	323	2,100	1,777	0.01	0.09	0.08
Health Ins - Laundry	2,032	2,000	(32)	0.37	0.35	(0.02)	2,325	2,000	(325)	0.41	0.34	(0.07)	8,162	8,000	(162)	0.36	0.35	(0.01)
Dental Ins - Laundry	252	300	48	0.05	0.05	0.01	318	300	(18)	0.06	0.05	0.00	858	900	42	0.04	0.04	0.00
Supplies - Laundry	4,193	5,500	1,307	0.76	0.96	0.21	5,779	5,500	(279)	1.01	0.93	(0.08)	19,063	22,000	2,937	0.85	0.96	0.11
Linen Replacements - Laundry	2,803	3,000	197	0.51	0.53	0.02	2,262	3,000	738	0.40	0.51	0.11	9,178	12,000	2,822	0.41	0.53	0.12
<b>TOTAL Laundry</b>	<b>45,629</b>	<b>49,439</b>	<b>3,810</b>	<b>8.24</b>	<b>8.67</b>	<b>0.43</b>	<b>52,213</b>	<b>51,365</b>	<b>(848)</b>	<b>9.15</b>	<b>8.72</b>	<b>(0.43)</b>	<b>193,674</b>	<b>199,556</b>	<b>5,882</b>	<b>8.64</b>	<b>8.75</b>	<b>0.11</b>
<b>Dietary</b>																		
Small Equipment - Dietary	2,879	1,000	(1,879)	0.52	0.18	(0.34)	1,864	1,000	(864)	0.33	0.17	(0.16)	9,769	4,000	(5,769)	0.44	0.18	(0.26)
Contract Svcs-Dining	244,768	249,000	4,232	44.21	43.68	(0.52)	241,394	249,000	7,606	42.30	42.28	(0.02)	967,670	996,000	28,330	43.17	43.68	0.52
<b>TOTAL Dietary</b>	<b>247,647</b>	<b>250,000</b>	<b>2,353</b>	<b>44.73</b>	<b>43.86</b>	<b>(0.87)</b>	<b>243,258</b>	<b>250,000</b>	<b>6,742</b>	<b>42.62</b>	<b>42.44</b>	<b>(0.18)</b>	<b>977,439</b>	<b>1,000,000</b>	<b>22,561</b>	<b>43.60</b>	<b>43.86</b>	<b>0.26</b>
<b>Therapy</b>																		
Salary & Wages - Therapy	148,694	148,784	89	26.85	26.10	(0.75)	159,985	153,743	(6,242)	28.03	26.10	(1.93)	614,850	595,134	(19,716)	27.43	26.10	(1.33)
Longevity-Therapy	2,366	2,630	264	0.43	0.46	0.03	2,366	2,718	352	0.41	0.46	0.05	9,464	10,521	1,057	0.42	0.46	0.04
FICA - Therapy	11,003	11,342	339	1.99	1.99	0.00	11,833	11,721	(112)	2.07	1.99	(0.08)	45,801	45,370	(431)	2.04	1.99	(0.05)
Workers Comp - Therapy	672	750	78	0.12	0.13	0.01	672	750	78	0.12	0.13	0.01	2,688	3,000	312	0.12	0.13	0.01
MERS DB - Therapy	17,722	18,000	278	3.20	3.16	(0.04)	17,722	18,000	278	3.11	3.06	(0.05)	70,888	72,000	1,112	3.16	3.16	0.00
MERS DC:Therapy	3,123	2,700	(423)	0.56	0.47	(0.09)	2,928	2,700	(228)	0.51	0.46	(0.05)	13,160	10,800	(2,360)	0.59	0.47	(0.11)
Health Ins - Therapy Services	6,244	6,000	(244)	1.13	1.05	(0.08)	5,522	6,000	478	0.97	1.02	0.05	23,579	24,000	421	1.05	1.05	0.00
Dental Ins - Therapy	685	500	(185)	0.12	0.09	(0.04)	399	500	101	0.07	0.08	0.02	1,589	1,500	(89)	0.07	0.07	(0.01)
Supplies - Therapy	244	400	156	0.04	0.07	0.03	336	400	64	0.06	0.07	0.01	977	1,600	623	0.04	0.07	0.03
Small Equipment - Therapy	0	500	500	0.00	0.09	0.09	2,500	500	(2,000)	0.44	0.08	(0.35)	2,500	2,000	(500)	0.11	0.09	(0.02)
Professional Service - Medica	500	1,500	1,000	0.09	0.26	0.17	0	1,500	1,500	0.00	0.25	0.25	2,462	6,000	3,538	0.11	0.26	0.15

Date: May 15, 2026  
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**Grand Traverse Pavilions - SNF**  
**SNF Income Statement**  
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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
<b>Therapy (con't)</b>																		
Advertising-Wellness Center	510	500	(10)	0.09	0.09	0.00	375	500	125	0.07	0.08	0.02	1,294	3,000	1,706	0.06	0.13	0.07
Consultant - Therapy	3,505	3,500	(5)	0.63	0.61	(0.02)	3,668	3,500	(168)	0.64	0.59	(0.05)	14,556	14,000	(556)	0.65	0.61	(0.04)
Pool Maintenance	2,591	1,000	(1,591)	0.47	0.18	(0.29)	0	1,000	1,000	0.00	0.17	0.17	4,950	4,000	(950)	0.22	0.18	(0.05)
Dues & Memberships - Therapy	0	50	50	0.00	0.01	0.01	0	50	50	0.00	0.01	0.01	0	200	200	0.00	0.01	0.01
Education & Training - Therapy	116	750	634	0.02	0.13	0.11	75	750	675	0.01	0.13	0.11	491	3,000	2,509	0.02	0.13	0.11
Travel - Therapy	0	50	50	0.00	0.01	0.01	0	50	50	0.00	0.01	0.01	0	200	200	0.00	0.01	0.01
<b>TOTAL Therapy</b>	<b>197,976</b>	<b>198,956</b>	<b>980</b>	<b>35.76</b>	<b>34.90</b>	<b>(0.86)</b>	<b>208,382</b>	<b>204,381</b>	<b>(4,000)</b>	<b>36.51</b>	<b>34.70</b>	<b>(1.81)</b>	<b>809,248</b>	<b>796,325</b>	<b>(12,924)</b>	<b>36.10</b>	<b>34.93</b>	<b>(1.17)</b>
<b>Ancillary</b>																		
Medical Supplies	2,494	5,000	2,506	0.45	0.88	0.43	5,681	5,000	(681)	1.00	0.85	(0.15)	20,374	20,000	(374)	0.91	0.88	(0.03)
Tube Feeding Supplies	502	1,250	748	0.09	0.22	0.13	1,106	1,250	144	0.19	0.21	0.02	3,363	5,000	1,637	0.15	0.22	0.07
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	5,000	4,635	0.02	0.22	0.20
Oxygen	4,154	3,750	(404)	0.75	0.66	(0.09)	7,418	3,750	(3,668)	1.30	0.64	(0.66)	14,092	15,000	908	0.63	0.66	0.03
Legend Drugs	23,203	31,000	7,797	4.19	5.44	1.25	27,298	31,000	3,702	4.78	5.26	0.48	105,146	124,000	18,854	4.69	5.44	0.75
Lab Services	145	1,750	1,605	0.03	0.31	0.28	(865)	1,750	2,615	(0.15)	0.30	0.45	1,640	7,000	5,360	0.07	0.31	0.23
Radiology Services	798	1,750	952	0.14	0.31	0.16	1,728	1,750	22	0.30	0.30	(0.01)	6,729	7,000	271	0.30	0.31	0.01
Misc Medical Services	25	300	275	0.00	0.05	0.05	122	300	178	0.02	0.05	0.03	254	1,200	946	0.01	0.05	0.04
<b>TOTAL Ancillary</b>	<b>31,322</b>	<b>46,050</b>	<b>14,728</b>	<b>5.66</b>	<b>8.08</b>	<b>2.42</b>	<b>42,489</b>	<b>46,050</b>	<b>3,561</b>	<b>7.45</b>	<b>7.82</b>	<b>0.37</b>	<b>151,963</b>	<b>184,200</b>	<b>32,237</b>	<b>6.78</b>	<b>8.08</b>	<b>1.30</b>
<b>Diversional Therapy</b>																		
Salary & Wages - Life Enrichm	30,444	30,575	132	5.50	5.36	(0.13)	23,823	31,595	7,772	4.17	5.36	1.19	91,607	122,301	30,694	4.09	5.36	1.28
Longevity - Life Enrichment	1,184	1,644	460	0.21	0.29	0.07	1,184	1,699	515	0.21	0.29	0.08	4,736	6,575	1,839	0.21	0.29	0.08
FICA - Life Enrichment	2,338	2,466	127	0.42	0.43	0.01	1,825	2,548	723	0.32	0.43	0.11	6,962	9,863	2,901	0.31	0.43	0.12
Workers Comp - Life Enrichme	168	250	82	0.03	0.04	0.01	168	250	82	0.03	0.04	0.01	672	1,000	328	0.03	0.04	0.01
MERS DB - Life Enrichment	2,987	2,700	(287)	0.54	0.47	(0.07)	2,622	2,700	78	0.46	0.46	0.00	10,853	10,800	(53)	0.48	0.47	(0.01)
MERS DC:Life Enrichment	364	600	236	0.07	0.11	0.04	592	600	8	0.10	0.10	0.00	2,404	2,400	(4)	0.11	0.11	0.00
Health Ins - Life Enrichment	1,788	1,800	12	0.32	0.32	(0.01)	2,065	1,800	(265)	0.36	0.31	(0.06)	7,508	7,200	(308)	0.33	0.32	(0.02)
Dental Ins - Life Enrichment	227	250	23	0.04	0.04	0.00	216	250	34	0.04	0.04	0.00	696	750	54	0.03	0.03	0.00
Supplies - Diversional Therapy	1,432	1,150	(282)	0.26	0.20	(0.06)	1,300	1,150	(150)	0.23	0.20	(0.03)	5,126	4,600	(526)	0.23	0.20	(0.03)
Activity Supplies - Eden	744	725	(19)	0.13	0.13	(0.01)	744	725	(19)	0.13	0.12	(0.01)	3,062	2,900	(162)	0.14	0.13	(0.01)
Special Functions	745	700	(45)	0.13	0.12	(0.01)	625	700	75	0.11	0.12	0.01	2,541	2,800	259	0.11	0.12	0.01
Beauty Shop Services	41	0	(41)	0.01	0.00	(0.01)	54	0	(54)	0.01	0.00	(0.01)	340	0	(340)	0.02	0.00	(0.02)
<b>TOTAL Diversional Therapy</b>	<b>42,463</b>	<b>42,860</b>	<b>397</b>	<b>7.67</b>	<b>7.52</b>	<b>(0.15)</b>	<b>35,217</b>	<b>44,016</b>	<b>8,799</b>	<b>6.17</b>	<b>7.47</b>	<b>1.30</b>	<b>136,507</b>	<b>171,190</b>	<b>34,683</b>	<b>6.09</b>	<b>7.51</b>	<b>1.42</b>
<b>Human Services</b>																		
Salary & Wages - Human Serv	28,830	29,589	759	5.21	5.19	(0.02)	32,577	30,575	(2,002)	5.71	5.19	(0.52)	122,455	118,356	(4,099)	5.46	5.19	(0.27)
Longevity - Human Services	535	650	115	0.10	0.11	0.02	535	650	115	0.09	0.11	0.02	2,140	2,600	460	0.10	0.11	0.02
FICA - Human Serv	1,981	2,260	279	0.36	0.40	0.04	2,260	2,336	75	0.40	0.40	0.00	8,582	9,041	459	0.38	0.40	0.01
Workers Comp - Human Serv	168	250	82	0.03	0.04	0.01	168	250	82	0.03	0.04	0.01	672	1,000	328	0.03	0.04	0.01
MERS DB - Human Services	3,538	3,600	62	0.64	0.63	(0.01)	3,538	3,600	62	0.62	0.61	(0.01)	14,152	14,400	248	0.63	0.63	0.00
MERS DC:Human Services	7,335	800	(6,535)	1.32	0.14	(1.18)	0	800	800	0.00	0.14	0.14	8,095	3,200	(4,895)	0.36	0.14	(0.22)
Health Ins - Human Services	808	1,000	192	0.15	0.18	0.03	(2,384)	1,000	3,384	(0.42)	0.17	0.59	228	4,000	3,772	0.01	0.18	0.17
Dental Ins - Human Services	164	150	(14)	0.03	0.03	0.00	164	150	(14)	0.03	0.03	0.00	472	450	(22)	0.02	0.02	0.00
Consultant Services-Psych.	700	1,500	800	0.13	0.26	0.14	1,500	1,500	0	0.26	0.25	(0.01)	5,300	6,000	700	0.24	0.26	0.03
Education & Training - Hum Ser	196	125	(71)	0.04	0.02	(0.01)	0	125	125	0.00	0.02	0.02	196	500	304	0.01	0.02	0.01
<b>TOTAL Human Services</b>	<b>44,256</b>	<b>39,924</b>	<b>(4,332)</b>	<b>7.99</b>	<b>7.00</b>	<b>(0.99)</b>	<b>38,359</b>	<b>40,986</b>	<b>2,627</b>	<b>6.72</b>	<b>6.96</b>	<b>0.24</b>	<b>162,292</b>	<b>159,547</b>	<b>(2,745)</b>	<b>7.24</b>	<b>7.00</b>	<b>(0.24)</b>
<b>Child Care</b>																		
Salary & Wages - CC Asst. CDC	6,971	12,575	5,604	1.26	2.21	0.95	8,164	12,995	4,830	1.43	2.21	0.78	30,459	50,301	19,843	1.36	2.21	0.85
Salary & Wages - Facilitator	8,219	8,795	576	1.48	1.54	0.06	9,324	9,088	(236)	1.63	1.54	(0.09)	35,277	35,178	(99)	1.57	1.54	(0.03)
Longevity - Child Day Care	817	986	169	0.15	0.17	0.03	817	1,019	202	0.14	0.17	0.03	3,268	3,945	677	0.15	0.17	0.03

**Grand Traverse Pavilions - SNF**  
**SNF Income Statement**  
**4/1/2026 to 4/30/2026**

Facility #

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 User: Kory R. Hansen

	CURRENT PERIOD						PRIOR PERIOD						YEAR TO DATE					
	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day
<b>Child Care (con't)</b>																		
FICA - CDC	1,164	1,726	562	0.21	0.30	0.09	1,340	1,784	444	0.23	0.30	0.07	5,034	6,904	1,871	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	896	1,100	204	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	0.29	0.29	(0.01)	6,712	6,800	88	0.30	0.30	0.00
MERS DC-Child Care	281	400	119	0.05	0.07	0.02	294	400	106	0.05	0.07	0.02	1,226	1,600	374	0.05	0.07	0.02
Health Ins - CDC	326	500	174	0.06	0.09	0.03	1,988	500	(1,488)	0.35	0.08	(0.26)	3,290	2,000	(1,290)	0.15	0.09	(0.06)
Dental Ins - CDC	72	100	28	0.01	0.02	0.00	(65)	100	165	(0.01)	0.02	0.03	115	300	185	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	100	100	0.00	0.00	0.00
Teaching/Educational Supplies	0	50	50	0.00	0.01	0.01	0	50	50	0.00	0.01	0.01	0	200	200	0.00	0.01	0.01
Small Equipment - CDC	76	150	74	0.01	0.03	0.01	0	150	150	0.00	0.03	0.03	76	600	524	0.00	0.03	0.02
Meals - CDC	1,703	2,500	797	0.31	0.44	0.13	1,335	2,500	1,166	0.23	0.42	0.19	7,072	10,000	2,929	0.32	0.44	0.12
Dietary Snacks - CDC	74	75	1	0.01	0.01	0.00	48	75	27	0.01	0.01	0.00	179	300	121	0.01	0.01	0.01
Special Functions - CDC	0	75	75	0.00	0.01	0.01	0	75	75	0.00	0.01	0.01	13	300	287	0.00	0.01	0.01
<b>TOTAL Child Care</b>	<b>21,604</b>	<b>29,907</b>	<b>8,303</b>	<b>3.90</b>	<b>5.25</b>	<b>1.35</b>	<b>25,147</b>	<b>30,760</b>	<b>5,613</b>	<b>4.41</b>	<b>5.22</b>	<b>0.81</b>	<b>93,617</b>	<b>119,629</b>	<b>26,011</b>	<b>4.18</b>	<b>5.25</b>	<b>1.07</b>
<b>Equipment Depreciation</b>																		
Depreciation - Office	2,304	2,500	196	0.42	0.44	0.02	2,304	2,500	196	0.40	0.42	0.02	9,215	10,000	785	0.41	0.44	0.03
Depreciation Exp - Nursing	4,138	4,500	362	0.75	0.79	0.04	4,138	4,500	362	0.73	0.76	0.04	16,550	18,000	1,450	0.74	0.79	0.05
Depreciation - Dietary	1,375	1,250	(125)	0.25	0.22	(0.03)	1,375	1,250	(125)	0.24	0.21	(0.03)	5,499	5,000	(499)	0.25	0.22	(0.03)
Depreciation - Furniture	662	750	88	0.12	0.13	0.01	662	750	88	0.12	0.13	0.01	2,648	3,000	352	0.12	0.13	0.01
Depreciation - Maintenance	1,634	2,000	366	0.30	0.35	0.06	1,634	2,000	366	0.29	0.34	0.05	6,537	8,000	1,463	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	3,508	4,000	492	0.16	0.18	0.02
Depreciation-Equip Well. Ctr	200	250	50	0.04	0.04	0.01	200	250	50	0.04	0.04	0.01	800	1,000	200	0.04	0.04	0.01
<b>TOTAL Equipment Depreciation</b>	<b>11,189</b>	<b>12,250</b>	<b>1,061</b>	<b>2.02</b>	<b>2.15</b>	<b>0.13</b>	<b>11,189</b>	<b>12,250</b>	<b>1,061</b>	<b>1.96</b>	<b>2.08</b>	<b>0.12</b>	<b>44,757</b>	<b>49,000</b>	<b>4,243</b>	<b>2.00</b>	<b>2.15</b>	<b>0.15</b>
<b>TOTAL SNF Operating Expenses</b>	<b>2,830,562</b>	<b>2,816,859</b>	<b>(13,702)</b>	<b>511.21</b>	<b>494.19</b>	<b>(17.02)</b>	<b>2,872,258</b>	<b>2,878,307</b>	<b>6,049</b>	<b>503.29</b>	<b>488.68</b>	<b>(14.61)</b>	<b>11,108,348</b>	<b>11,267,539</b>	<b>159,190</b>	<b>495.55</b>	<b>494.19</b>	<b>(1.36)</b>
<b>Net Operating Income</b>	<b>(49,776)</b>	<b>57,231</b>	<b>(107,007)</b>	<b>(8.99)</b>	<b>10.04</b>	<b>(19.03)</b>	<b>53,136</b>	<b>65,707</b>	<b>(12,570)</b>	<b>9.31</b>	<b>11.16</b>	<b>(1.85)</b>	<b>338,684</b>	<b>215,324</b>	<b>123,360</b>	<b>15.11</b>	<b>9.44</b>	<b>5.67</b>
<b>SNF Building Depreciation</b>																		
Depreciation - Land Improv	1,594	2,000	406	0.29	0.35	0.06	1,594	2,000	406	0.28	0.34	0.06	6,376	8,000	1,624	0.28	0.35	0.07
Depreciation - Building	38,499	38,500	1	6.95	6.75	(0.20)	38,499	38,500	1	6.75	6.54	(0.21)	153,997	154,000	3	6.87	6.75	(0.12)
Depreciation - Parking Structr	5,437	5,500	63	0.98	0.96	(0.02)	5,437	5,500	63	0.95	0.93	(0.02)	21,748	22,000	252	0.97	0.96	(0.01)
Depreciation - Bldg Improv	12,328	13,500	1,172	2.23	2.37	0.14	12,328	13,500	1,172	2.16	2.29	0.13	49,313	54,000	4,687	2.20	2.37	0.17
Depreciation-Bldg Imp WellCtr	2,654	3,000	346	0.48	0.53	0.05	2,654	3,000	346	0.46	0.51	0.04	10,615	12,000	1,385	0.47	0.53	0.05
<b>TOTAL SNF Building Depreciation</b>	<b>60,512</b>	<b>62,500</b>	<b>1,988</b>	<b>10.93</b>	<b>10.96</b>	<b>0.03</b>	<b>60,512</b>	<b>62,500</b>	<b>1,988</b>	<b>10.60</b>	<b>10.61</b>	<b>0.01</b>	<b>242,049</b>	<b>250,000</b>	<b>7,951</b>	<b>10.80</b>	<b>10.96</b>	<b>0.16</b>
<b>Net Income</b>	<b>(110,288)</b>	<b>(5,269)</b>	<b>(105,020)</b>	<b>(19.92)</b>	<b>(0.92)</b>	<b>(19.00)</b>	<b>(7,376)</b>	<b>3,207</b>	<b>(10,583)</b>	<b>(1.29)</b>	<b>0.54</b>	<b>(1.83)</b>	<b>96,635</b>	<b>(34,676)</b>	<b>131,311</b>	<b>4.31</b>	<b>(1.52)</b>	<b>5.83</b>

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**Grand Traverse Pavilions - SNF**  
**Cottage Income Statement**  
 4/1/2026 to 4/30/2026

Facility #

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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 \$
<b>Cottage Revenue</b>									
Room Rental-Cottage-Private	214,307	236,650	(22,343)	232,199	244,650	(12,451)	901,311	970,600	(69,289)
Room Rental-Cottage-Priv Insur	62,085	62,000	85	64,555	62,000	2,555	251,280	248,000	3,280
Respite-Cottages	9,725	8,350	1,375	14,550	8,350	6,200	31,025	33,400	(2,375)
Registration Fee - Cottages	250	250	0	500	250	250	2,000	1,000	1,000
Ancillary Rev - Cottages	988	1,000	(12)	491	1,000	(509)	2,782	4,000	(1,218)
Meal Plan	32,805	30,000	2,805	34,240	30,000	4,240	128,465	120,000	8,465
Personal Care Services- Privat	5,119	8,000	(2,881)	5,525	8,000	(2,475)	19,511	32,000	(12,489)
Contractual Discount-Private	0	0	0	16,758	0	16,758	0	0	0
Contractual Allowance PACE	(18,429)	(12,500)	(5,929)	(19,425)	(12,500)	(6,925)	(73,672)	(50,000)	(23,672)
Scholarships Private Pay	(2,972)	(2,500)	(472)	(13,891)	(2,500)	(11,391)	(22,581)	(10,000)	(12,581)
<b>TOTAL Cottage Revenue</b>	<b>303,878</b>	<b>331,250</b>	<b>(27,372)</b>	<b>335,502</b>	<b>339,250</b>	<b>(3,748)</b>	<b>1,240,121</b>	<b>1,349,000</b>	<b>(108,879)</b>
<b>Cottage Other Revenue</b>									
Beauty Shop Income	641	400	241	386	400	(14)	1,666	1,600	66
Donation Income - Cottages	5,000	7,500	(2,500)	10,000	7,500	2,500	35,000	30,000	5,000
<b>TOTAL Cottage Other Revenue</b>	<b>5,641</b>	<b>7,900</b>	<b>(2,259)</b>	<b>10,386</b>	<b>7,900</b>	<b>2,486</b>	<b>36,666</b>	<b>31,600</b>	<b>5,066</b>
<b>Total Income</b>	<b>309,519</b>	<b>339,150</b>	<b>(29,631)</b>	<b>345,888</b>	<b>347,150</b>	<b>(1,262)</b>	<b>1,276,786</b>	<b>1,380,600</b>	<b>(103,814)</b>
<b>Cottage Operating Expenses</b>									
Salary & Wages - Admin - Cott	16,492	15,945	(546)	17,537	16,477	(1,060)	65,518	63,781	(1,737)
Salary & Wages - ES Cottages	8,865	8,877	12	9,197	9,173	(24)	36,513	35,507	(1,006)
Salary & Wages - Hskpg Cottage	7,099	7,397	298	7,435	7,644	209	28,554	29,589	1,035
Salary & Wages - RN Cottages	7,858	7,890	33	8,162	8,153	(9)	31,418	31,562	143
Salary & Wages - CNA Cottages	20,299	36,822	16,523	22,806	38,049	15,243	92,926	147,288	54,362
Salary & Wages - UW Cottages	96,605	94,849	(1,756)	103,348	96,011	(7,337)	384,685	374,397	(10,287)
Longevity - Cottages	3,730	3,945	215	3,730	4,077	347	14,920	15,781	861
Longevity - Cottages Admin	600	740	140	600	764	164	2,400	2,959	559
FICA Admin Cottages	1,198	1,233	35	1,276	1,274	(2)	4,793	4,932	138
FICA - Env Serv Cottages	618	658	39	659	679	21	2,560	2,630	70
FICA - Cottage Housekeeping	536	575	39	562	595	33	2,161	2,301	141
FICA - RN LPN CNA and UW - Co	9,450	10,784	1,333	10,186	11,143	957	38,631	43,134	4,504
Workers Comp - Cottages	1,120	1,250	130	1,120	1,250	130	4,480	5,000	520
MERS DB - Cottages	7,855	8,500	645	7,855	8,500	645	31,420	34,000	2,580
MERS DB - Cottages Admin	1,953	2,250	297	1,953	2,250	297	7,812	9,000	1,188
MERS DC-Cottage	3,930	4,000	70	3,859	4,000	141	17,778	16,000	(1,778)
Health Ins - Cottages	12,163	12,500	337	12,540	12,500	(40)	39,521	50,000	10,479
Dental Ins - Cottages	915	850	(65)	962	850	(112)	3,682	3,400	(282)
Supplies Plant Ops - Cottages	388	500	112	272	500	228	1,994	2,000	6
Supplies Housekeeping - Cotta	72	0	(72)	0	0	0	72	0	(72)
Supplies Laundry - Cottages	185	300	115	461	300	(161)	670	1,200	530
Activity Supplies - Cottages	286	600	314	503	600	97	1,840	2,400	560
Small Equipment	1,959	2,000	41	0	2,000	2,000	2,940	8,000	5,060
Nursing Supplies - Cottages	0	500	500	0	500	500	1,035	2,000	965
Contract Services-Dining	63,377	62,500	(877)	62,975	62,500	(475)	252,301	250,000	(2,301)
Contract Svcs:Security-Cottag	0	0	0	270	375	105	540	750	210
Advertising - Cottages	2,362	4,000	1,638	3,999	4,000	1	9,615	16,000	6,385

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**Grand Traverse Pavilions - SNF**  
**Cottage Income Statement**  
 4/1/2026 to 4/30/2026

Facility #

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	CURRENT PERIOD			PRIOR PERIOD			YEAR TO DATE		
	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$
<b>Cottage Operating Expenses (con't)</b>									
Referral Fees	2,400	2,500	100	5,580	2,500	(3,080)	12,780	10,000	(2,780)
Building Repairs - Cottages	773	4,000	3,227	743	4,000	3,257	3,066	16,000	12,934
Equipment Repairs - Cottages	589	750	161	0	750	750	1,243	3,000	1,757
Elevator-Cottages	700	750	50	700	750	50	2,800	3,000	200
Telephone - Cottages	422	400	(22)	422	400	(22)	1,544	1,600	56
Water - Cottages	1,077	1,500	423	781	1,500	719	3,479	6,000	2,521
Sewer - Cottages	2,065	2,000	(65)	1,272	2,000	728	6,040	8,000	1,960
Electric - Cottages	6,158	6,000	(158)	5,455	6,000	545	23,542	24,000	458
Natrual Gas - Cottages	5,124	3,200	(1,924)	4,657	3,200	(1,457)	23,341	12,800	(10,541)
Refuse Disposal - Cottages	337	625	288	340	625	285	688	2,500	1,812
Television - Cottages	2,458	1,625	(833)	1,051	1,625	574	5,563	6,500	937
Special Functions - Cottages	192	400	208	346	400	54	793	1,600	807
Beauty Shop Services	513	200	(313)	311	200	(111)	1,336	800	(536)
Indirect Costs-Cottages	10,000	10,000	0	10,000	10,000	0	40,000	40,000	0
Bond Interest Expense	3,432	3,000	(432)	3,432	3,000	(432)	13,727	12,000	(1,727)
Miscellaneous Exp - Cottages	0	50	50	0	50	50	0	200	200
Depreciation - Equip Cottages	917	1,250	333	917	1,250	333	3,668	5,000	1,332
<b>TOTAL Cottage Operating Expenses</b>	<b>307,070</b>	<b>327,715</b>	<b>20,645</b>	<b>318,272</b>	<b>332,414</b>	<b>14,142</b>	<b>1,224,386</b>	<b>1,306,610</b>	<b>82,224</b>
Net Operating Income	2,449	11,435	(8,986)	27,616	14,736	12,880	52,400	73,990	(21,590)
<b>Cottage Building Depreciation</b>									
Depreciation Bldg - Cottages	19,018	19,050	32	19,018	19,050	32	76,073	76,200	127
Depreciation-Cottage Bldg Impr	4,304	4,500	196	4,304	4,500	196	17,214	18,000	786
<b>TOTAL Cottage Building Depreciation</b>	<b>23,322</b>	<b>23,550</b>	<b>228</b>	<b>23,322</b>	<b>23,550</b>	<b>228</b>	<b>93,288</b>	<b>94,200</b>	<b>912</b>
Net Income	(20,873)	(12,115)	(8,758)	4,294	(8,814)	13,108	(40,888)	(20,210)	(20,677)

**Grand Traverse Pavilions - SNF**  
**Balance Sheet**  
**As Of 4/30/2026**

Date: May 15, 2026  
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 User: Kory R. Hansen

	CURRENT PERIOD	PRIOR PERIOD	PREVIOUS YEAR
	Actual \$	Actual \$	Actual \$
<b>Assets</b>			
<b>Current Assets</b>			
<b>Cash</b>			
<b>County Held Cash</b>			
Cash - County	3,005,832	2,825,597	1,293,564
Cash - Deposits (Cottages)	45,219	45,219	66,221
Cash - M.O.E.	23,344	14,840	3,319
<b>TOTAL County Held Cash</b>	<b>3,074,395</b>	<b>2,885,655</b>	<b>1,363,104</b>
<b>Other Cash</b>			
A/P Cash Clearing Account	27,730	17,830	18,152
Cash - Resident Trust	14,319	14,462	14,462
Cash-Payroll	13,636	13,705	579,007
Cash - Advance Pay Funding Ac	31,284	31,245	31,350
<b>TOTAL Other Cash</b>	<b>86,968</b>	<b>77,241</b>	<b>642,970</b>
<b>TOTAL Cash</b>	<b>3,161,363</b>	<b>2,962,896</b>	<b>2,006,074</b>
<b>Accounts Receivable</b>	<b>7,476,788</b>	<b>7,914,181</b>	<b>9,000,730</b>
<b>Other Receivables</b>			
Medicaid QAS Settlement Rec	690,400	659,773	606,043
A/R QMI	0	0	82,326
Interest Receivable	134,000	130,000	120,000
A/R - Other	20,000	22,746	0
Due from Foundation	12,548	27,166	25,626
Due from Foundation - Cottages	35,000	30,000	0
MA Wage Pass Through Receiv	89,997	92,000	178,238
<b>TOTAL Other Receivables</b>	<b>981,945</b>	<b>961,684</b>	<b>1,012,233</b>
<b>Inventory</b>	<b>173,266</b>	<b>173,266</b>	<b>173,266</b>
<b>Prepaid Expenses</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Current Assets</b>			
Prepaid Insurance - General	79,587	110,216	0
Prepaid Insurance - Work Comp.	18,686	16,816	0
<b>TOTAL Other Current Assets</b>	<b>98,273</b>	<b>127,033</b>	<b>0</b>
<b>TOTAL Current Assets</b>	<b>11,891,635</b>	<b>12,139,060</b>	<b>12,192,303</b>
<b>Non-Current Assets</b>			
<b>Property &amp; Equipment</b>	<b>14,260,664</b>	<b>14,341,904</b>	<b>14,564,153</b>
<b>Other Non Current Assets</b>			
Due from PACE North	785,747	830,651	914,930
Deferred Outflows-Pension Plan	1,784,863	1,784,863	1,784,863
Deferred Outflows-OPEB	221,999	221,999	221,999
<b>TOTAL Other Non Current Assets</b>	<b>2,792,609</b>	<b>2,837,513</b>	<b>2,921,792</b>
<b>TOTAL Non-Current Assets</b>	<b>17,053,272</b>	<b>17,179,417</b>	<b>17,485,945</b>
<b>TOTAL Assets</b>	<b>28,944,907</b>	<b>29,318,477</b>	<b>29,678,248</b>
<b>Liabilities &amp; Equity</b>			
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Accounts Payable	556,456	726,960	590,335
Accrued Expenses	1,870,133	1,731,705	1,876,680
<b>Other Current Liabilities</b>			

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Grand Traverse Pavilions - SNF  
 Balance Sheet  
 As Of 4/30/2026

Facility #

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	CURRENT PERIOD	PRIOR PERIOD	PREVIOUS YEAR
	Actual \$	Actual \$	Actual \$
<b>Other Current Liabilities (con't)</b>			
Current Portion of Bonds Paya	740,000	740,000	740,000
Interest Payable	59,227	52,601	117,022
Medicaid Cost Settle. Payable	2,689,452	2,676,952	2,922,489
<b>TOTAL Other Current Liabilities</b>	<b>3,488,679</b>	<b>3,469,553</b>	<b>3,779,511</b>
<b>TOTAL Current Liabilities</b>	<b>5,915,268</b>	<b>5,928,219</b>	<b>6,246,525</b>
<b>Non-Current Liabilities</b>			
<b>Long-Term Liabilities</b>			
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	1,150,000	1,150,000
Def Los on Adv Refund-'17	(30,367)	(30,909)	(32,536)
<b>TOTAL Long-Term Liabilities</b>	<b>14,231,158</b>	<b>14,460,616</b>	<b>14,688,989</b>
<b>Other Non-Current Liabilities</b>			
Deferred Inflow-OPEB	782,915	782,915	782,915
<b>TOTAL Other Non-Current Liabilities</b>	<b>782,915</b>	<b>782,915</b>	<b>782,915</b>
<b>TOTAL Non-Current Liabilities</b>	<b>15,014,073</b>	<b>15,243,531</b>	<b>15,471,904</b>
<b>TOTAL Liabilities</b>	<b>20,929,341</b>	<b>21,171,749</b>	<b>21,718,429</b>
<b>Equity</b>			
<b>Equity</b>			
RETAINED EARNINGS - PRIOR	8,615,149	8,615,149	8,615,149
Contributed Capital	126,540	126,540	126,540
<b>TOTAL Equity</b>	<b>8,741,689</b>	<b>8,741,689</b>	<b>8,741,689</b>
<b>Net Income (Loss)</b>	<b>(726,123)</b>	<b>(594,961)</b>	<b>(781,869)</b>
<b>TOTAL Equity</b>	<b>8,015,566</b>	<b>8,146,728</b>	<b>7,959,819</b>
<b>TOTAL Liabilities &amp; Equity</b>	<b>28,944,907</b>	<b>29,318,477</b>	<b>29,678,248</b>

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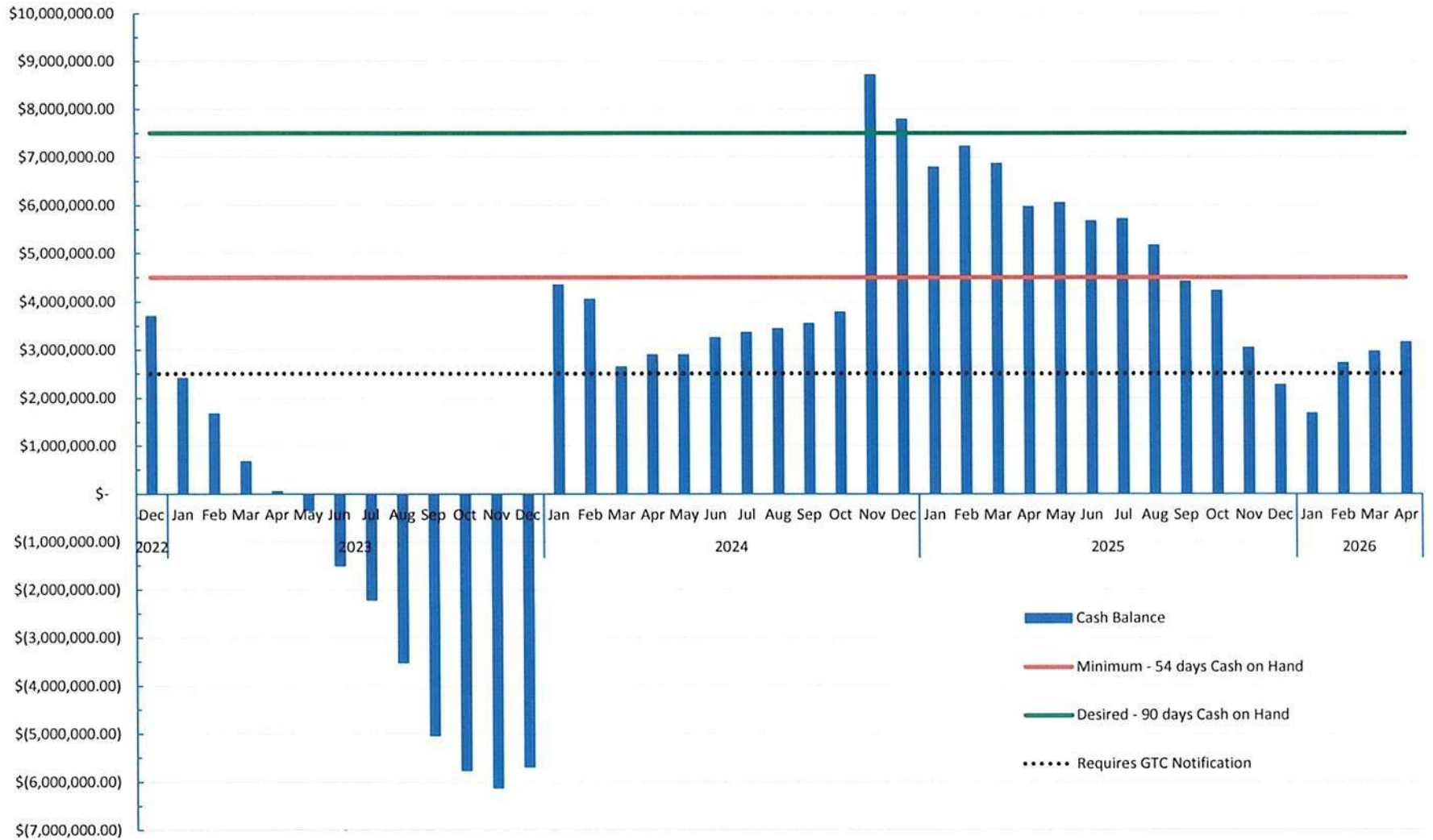
**Grand Traverse Pavilions - SNF**  
**Cash Flow Statement**  
**4/1/2026 to 4/30/2026**

Facility #  
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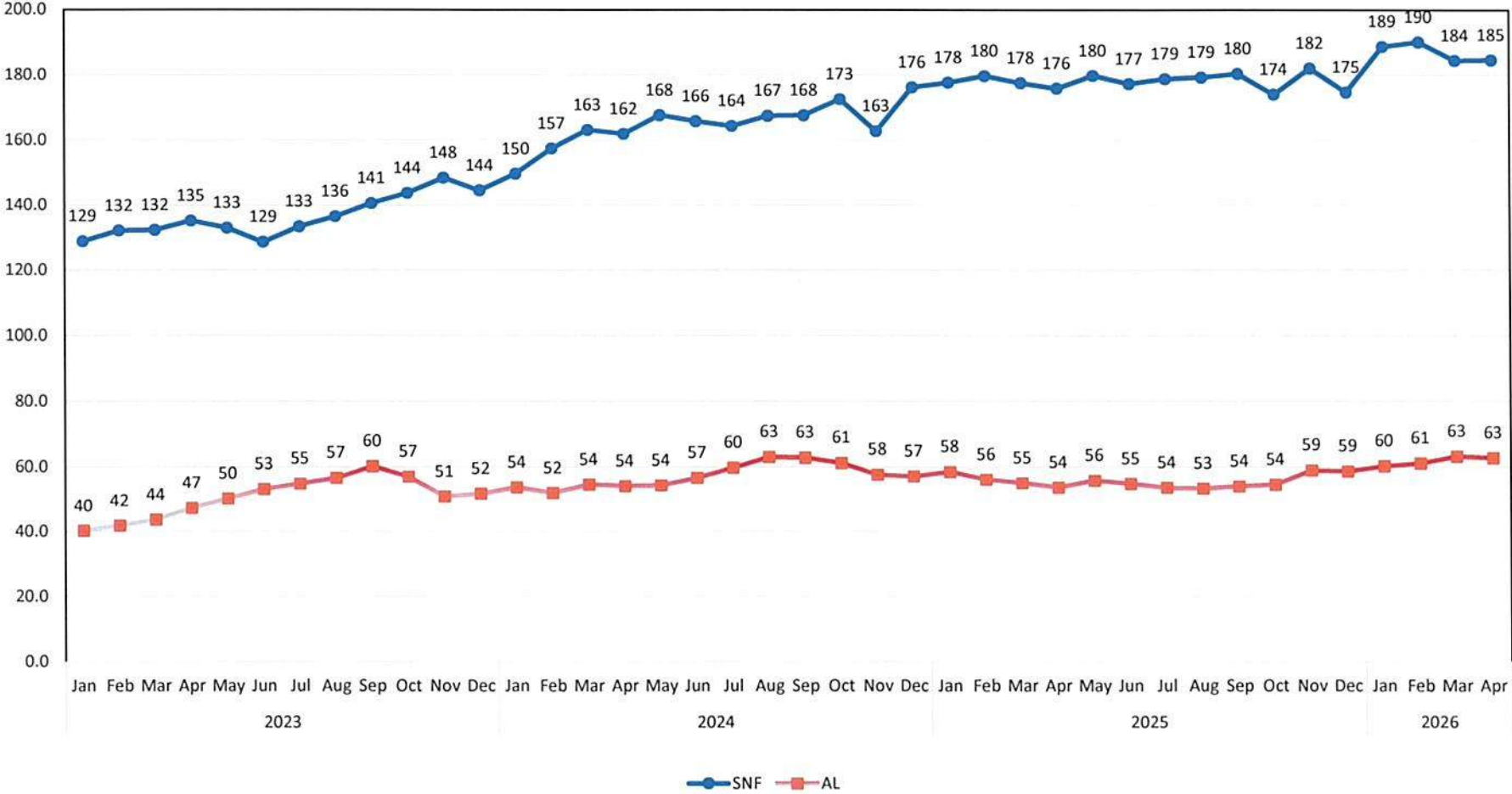
	CURRENT PERIOD	PRIOR PERIOD	YEAR TO DATE
	Actual \$	Actual \$	Actual \$
	0	0	0
Cash from Operating Activity			
Net Income	(131,162)	(3,082)	55,747
Net Cash provided by Operating Activities			
Depreciation and Amortization	96,483	96,483	385,931
Changes in Working Capital Items			
Accounts Receivable	437,392	(97,848)	1,523,941
Prepaid Expenses	28,760	(53,240)	(98,273)
Due to/from	(4,000)	(4,000)	(14,000)
Inventory	0	0	0
Accounts Payable	(168,993)	4,114	(32,613)
Other Assets			
Medicaid Settlement Receivable	0	0	0
Employee Retention Credit Receivable	2,746	(12,746)	(20,000)
Due From Foundation	9,617	(11,540)	(21,923)
Due From Grants			
Grants Receivable	0	(7,700)	0
TOTAL Due From Grants	0	(7,700)	0
Deferred Outflows			
TOTAL Deferred Outflows	0	0	0
Due From Pace North	44,904	19,688	129,184
Medicare Settlements Receivable	0	0	0
Medicaid Wage Pass Through Rec	2,003	85,000	88,241
QAS Receivable	(30,627)	(16,038)	(84,357)
QMI Receivable	0	0	82,326
TOTAL Other Assets	28,644	56,664	173,472
Accrued Payroll & Other Expenses	143,543	248,246	(65,607)
Other Liabilities			
TOTAL Other Liabilities	0	0	0
Other Accrued Liabilities			
Medicare Advanced Payment	0	0	0
Deferred Inflows			
TOTAL Deferred Inflows	0	0	0
CPE and Medicaid Audit Reserve	12,500	12,500	(233,037)
QAS Payable	0	0	0
Net Pension Liability	0	0	0
TOTAL Other Accrued Liabilities	12,500	12,500	(233,037)
TOTAL Changes in Working Capital Items	477,845	166,436	1,253,883
TOTAL Net Cash provided by Operating Activities	574,328	262,919	1,639,815
TOTAL Cash from Operating Activity	443,166	259,837	1,695,562
Cash from Investing Activity			
Fixed Asset Purchase	(14,700)	(18,523)	(80,273)
TOTAL Cash from Investing Activity	(14,700)	(18,523)	(80,273)
Cash from Financing Activities			
Long Term Debt	(230,000)	0	(460,000)
Short Term Debt/Notes Payable	0	0	0
TOTAL Cash from Financing Activities	(230,000)	0	(460,000)
Net Cash Activity	198,466	241,314	1,155,289
CASH BEG OF PERIOD	2,962,896	2,721,582	2,006,074
Cash Beginning Balances as of 3/31/2026	2,962,896	2,721,582	2,006,074
Net Cash Activity	198,466	241,314	1,155,289
Cash Ending Balance	3,161,363	2,962,896	3,161,363

Grand Traverse Pavilions					
Irregular payments					
<b>2026</b>					
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	
<b>Projected</b>					
CDW	VMWare 1 year license subscription	May	21,500.00	Annual payment	
Garstang Group	UV bulb replacement	May	14,700.00	20% down pmt + 5 monthly installments	
Fifth-Third	Insurance Settlement Payment	May	44,444.00		
Brightly Software, Inc.	Maintenance management software	June	13,500.00	Annual renewal for software license	
Plante Moran	Cost Report Preparation	June	12,000.00	Medicare & Medicaid Cost Reports-annu	Benchmarking survey and MA rate projec.
Garstang Group	UV bulb replacement	June	14,700.00	20% down pmt + 5 monthly installments	
State of Michigan	Outstation worker payments per contract	June	37,825.00	1/3 due to be paid back to GTP from Pace Contract renews 10/1--want decision by 6/3	
KONE Elevator	Elevator contracts	June	16,000.00	Annual expense for elevator maintenance	
NetSmart Technologies	Annual Pmt for legacy healthcare record access	June	25,200.00	Annual payment	annual pmt for legacy healthcare record access
Fifth-Third	Insurance Settlement Payment	June	44,444.00		
Payroll	Survey	July	6,500.00	Quarterly payment-\$100 grossed up for F	reimbursed by grant
Nationwide Insurance	Liability, property and auto insurance	July	81,984.25	Installment payment 2 of 3	Calendar year policy; expensed monthly
Garstang Group	UV bulb replacement	July	14,700.00	20% down pmt + 5 monthly installments	
Fifth-Third	Insurance Settlement Payment	July	44,444.00		
Payroll	3 payrolls in the month (26 per year)	August	835,000.00		
Payroll	Perfect Attendance	August	6,000.00	Quarterly payment-\$100 grossed up for F	for those with perfect attendance
Leading Age	Annual Dues	August	33,000.00	Annual Dues	
Grand Traverse County	union pension bond interest payment	August	89,896.25	Amortization changes each year	Expensed monthly
Garstang Group	UV bulb replacement	August	14,700.00	20% down pmt + 5 monthly installments	
Fifth-Third	Insurance Settlement Payment	August	44,444.00		
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		
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		
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 Michigan	Outstation worker payments per contract	December	20,000.00	1/3 due to be paid back to GTP from Pace	Estimate--contract runs 10/1 to 9/30 each year
Retention Pay	Part of union contract and past practice for othe	December	360,000.00	Annual payment during union contract	Includes employer taxes, expensed monthly
Fifth-Third	Insurance Settlement Payment	December	44,444.00		

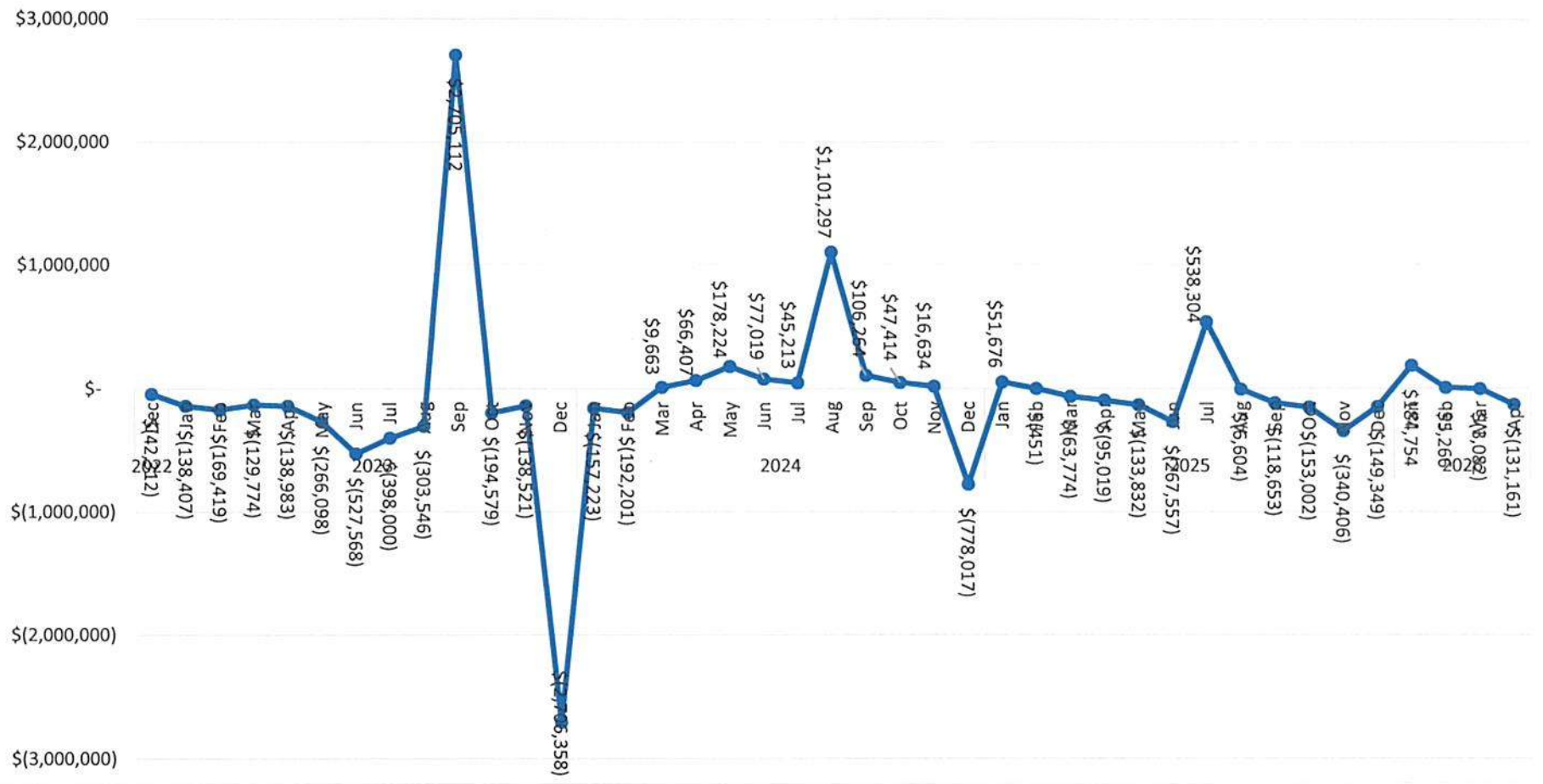
### CASH BALANCE



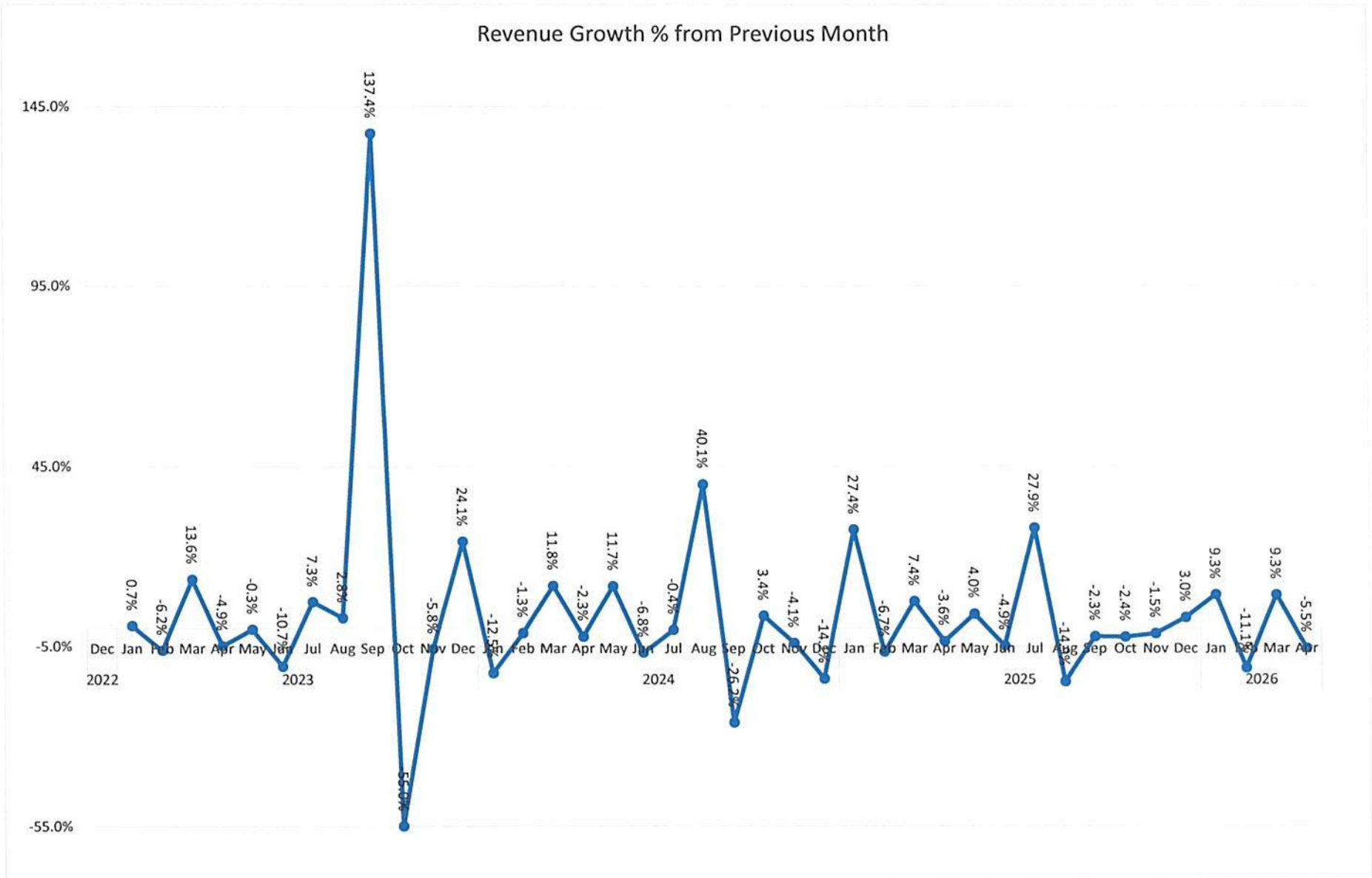
AVG. CENSUS PER DAY

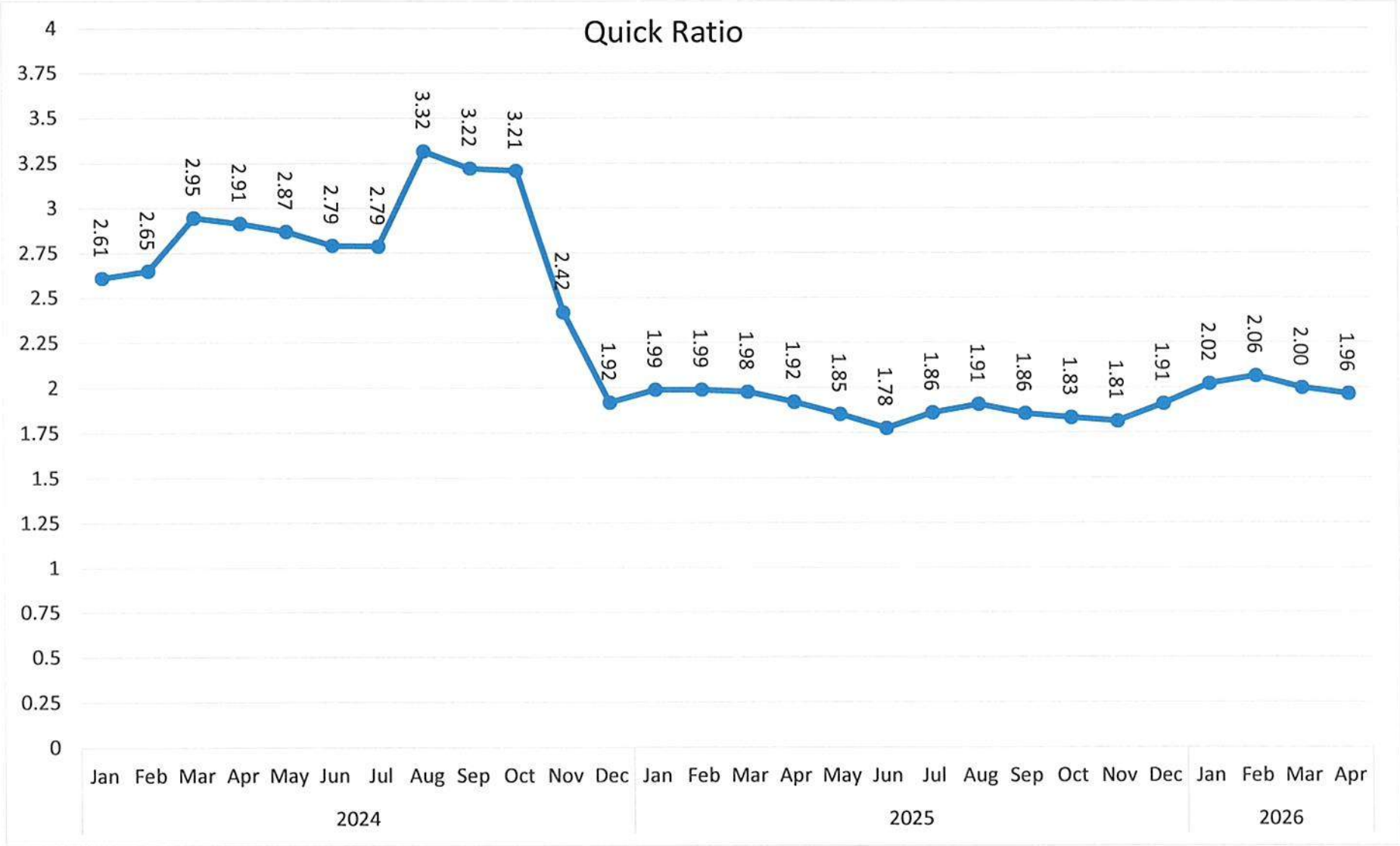


### NET INCOME



Revenue Growth % from Previous Month







State Of Michigan  
DEPARTMENT OF HEALTH AND HUMAN SERVICES  
Lansing

GRETCHEN WHITMER  
GOVERNOR

ELIZABETH HERTEL  
DIRECTOR

May 12, 2026

Administrator  
Grand Traverse Medical Care Facility  
1000 Pavilions Circle  
Traverse City, MI 49684-3198

RE: CERTIFIED PUBLIC EXPENDITURE - FINAL RECONCILIATION  
For the Cost Report Period: January 1, 2023 to December 31, 2023  
National Provider Identifier No: 1326124322

Amount due Provider \$0.00 Amount due State (\$1,880,568.51)

**Gross Adjustment Processing Date:** June 4, 2026

Dear Provider:

Enclosed is the interim reconciliation of Certified Public Expenditure reimbursement for the above referenced cost reporting period. The reconciliation determination was computed in accordance with the appropriate Medicaid regulations as contained in the Michigan State Plan. The reconciliation has been determined using the most recent Medicaid payment data available. The enclosed detail of the reconciliation determination indicates the data utilized in the calculation of the settlement amount. Please refer to previous correspondence from this Bureau for pertinent cost report audit adjustments and rate determinations, unless the enclosed data updates that prior determination.

Medicaid Program reimbursement or recovery of the indicated dollar amount will be processed by payment gross adjustment on the above payment cycle.

**Informal Inquiry**

**Please respond to this office within fifteen (15) days of the date of this notice if there are questions or concerns regarding the calculation. Please reference this specific reimbursement notice and time period along with identification of the specific issue of disagreement, concern or question regarding the reimbursement determination.** These issues may be answered or resolved without formal appeal. Please contact this office at 517-335-5356, or by mail to: LTC Reimbursement and Rate Setting Section, Bureau of Audit, P.O. Box30037, Lansing, MI 48909-7979.

If there is agreement with the determination and it is desired to expedite processing of the payment amount, please contact this office to request consideration for expedited payment processing.

Sincerely,  
Mark R. West, Division Director

/S/ Kimberly VanOrder, Medicaid Auditor  
LTC Reimbursement and Rate Setting Section  
Bureau of Audit  
Financial Operations Administration

Enclosure



**Grand Traverse Pavilions**  
A COMMUNITY CARING FOR GENERATIONS

May 18, 2026

Mr. Mark West  
Michigan Department of Health and Human Services  
Financial Operations Administration  
Bureau of Audit  
LTC Reimbursement and Audit Division  
P.O. Box 30815  
Lansing, MI 48909

**Re: Certified Public Expenditure – Final Reconciliation**  
**Grand Traverse Medical Care Facility (DBA: Grand Traverse Pavilions)**  
NPI: 1326124322  
Facility Number: 28-851  
Cost Reporting Period: January 1, 2023 through December 31, 2023

Dear Mr. West:

Grand Traverse Medical Care Facility received the final Certified Public Expenditure Reconciliation for the cost reporting period ending December 31, 2023 on May 12, 2026, in the amount of \$1,880,568.51 due to the State.

The funds are scheduled to be recouped by the department on June 4, 2026, and due to ongoing challenges, we respectfully ask for a 24-month payment plan with a monthly payment due of \$78,358 per month starting in June 2026 and ending in May 2028.

If you have any questions, or require any additional information, please contact me directly at (231) 932-3026.

Sincerely,

Darrell Lavender  
CEO



STATE OF MICHIGAN

DEPARTMENT OF HEALTH AND HUMAN SERVICES  
LANSING

GRETCHEN WHITMER  
GOVERNOR

ELIZABETH HERTEL  
DIRECTOR

May 19, 2026

Darrell Lavender, CEO  
Grand Traverse Medical Care Facility  
1000 Pavilions Circle  
Traverse City, MI 49684-3198

RE: **Extended CPE Final Reconciliation Repayment Schedule**  
Provider Name: **Grand Traverse Medical Care Facility**  
County Code – License Number: **28-851**  
National Provider Identifier Number: **1326124322**

CPE Final Reconciliation Repayment: FYE 12/31/2023

Dear Darrell Lavender,:

The facility's request for an extended period of time to repay the Department monies owed has been granted, in accordance with the Medicaid Provider Manual, Nursing Facility Chapter, Cost Reporting and Reimbursement Appendix, Section 7.5. The monies owed will be recovered by gross adjustments input per the following schedule:

	Pay Cycle Date	Amount
1.	June 4, 2026	(\$ 154,180.68) - CPE
2.	July 16, 2026	(\$ 154,180.73) - CPE
3.	August 20, 2026	(\$ 154,180.73) - CPE
4.	September 17, 2026	(\$ 154,180.73) - CPE
5.	October 15, 2026	(\$ 154,180.73) - CPE
6.	November 25, 2026	(\$ 154,180.73) - CPE
7.	December 17, 2026	(\$ 154,180.73) - CPE
8.	January 21, 2027	(\$ 154,180.73) - CPE
9.	February 18, 2027	(\$ 154,180.73) - CPE
10.	March 18, 2027	(\$ 154,180.73) - CPE
11.	April 15, 2027	(\$ 154,180.73) - CPE
12.	May 20, 2027	(\$ 154,180.73) - CPE
Total dollar amount of recoveries		(\$ 1,850,168.71)*

The recovery schedule will be revised if our Bureau at any time during the recovery period determines that the Department owes the facility money. Amounts due the facility will be used to reduce the length of the recovery period. If you have any questions, please contact this office at (517) 335-5356 or [DARS@michigan.gov](mailto:DARS@michigan.gov).

Darrell Lavender, CEO  
Grand Traverse Medical Care Facility  
May 19, 2026  
Page 2

Sincerely,

/s/ Mark R. West, Division Director  
LTC Reimbursement Division  
Bureau of Audit  
Financial Operations Administration

**\*Calculation of Approved Repayment Amount:**

Final Settlement 12/31/2022	(\$46,467.00)
Final Settlement 12/31/2023	(\$127,136.00)
QAS Reconciliation 09/30/23	\$204,002.80
CPE Final Reconciliation 12/31/23	(\$1,880,568.51)
<b>Total</b>	<b>\$ (1,850,168.71)</b>

**GRAND TRAVERSE COUNTY**  
**DEPARTMENT OF HEALTH AND HUMAN SERVICES BOARD**  
 1000 Pavilions Circle, Traverse City, MI 49684  
 Telephone Number: 932-3000

**Resolution 2026 - 3**  
 Grand Traverse Pavilions/Grand Traverse Medical Care

**Approval of the Resident Strategic Discounts & Scholarships Policy**

**WHEREAS,**

the Grand Traverse Pavilions is a publicly owned senior living community responsible for serving residents across income levels within Grand Traverse County; and

**WHEREAS,**

vacant assisted living apartments at The Cottages generate no revenue while continuing to incur operational costs, thereby increasing financial pressure on existing residents and taxpayers; and

**WHEREAS,**

a growing number of seniors fall between Medicaid eligibility and private-pay affordability, creating a need for structured financial access solutions; and

**WHEREAS,**

the proposed Resident Strategic Discounts & Scholarships Policy establishes two coordinated financial tools—Strategic Discounts and Foundation Scholarships—to improve occupancy, expand access to care, and support long-term financial sustainability; and

**WHEREAS,**

the policy supports the mission of Grand Traverse Pavilions by promoting access to assisted living, supporting aging in place, and protecting the value of taxpayer-owned assets;

**NOW, THEREFORE,**

**BE IT RESOLVED,**

that the Grand Traverse County Department of Health and Human Services Board hereby adopts the Resident Strategic Discounts & Scholarships Policy as presented; and

**BE IT FURTHER  
RESOLVED,**

that the Board authorizes the Chief Executive Officer (CEO) and the Residential Services Director to implement and administer the Strategic Discount and Scholarship Programs in accordance with the policy; and

**BE IT FURTHER  
RESOLVED,**

that all discounts and scholarships shall be applied within the limits, criteria, and governance framework established in the policy; and

**BE IT FURTHER  
RESOLVED,**

that the CEO shall provide an annual report to the DHHS Board summarizing program utilization, financial impact, and compliance with policy requirements; and

**BE IT FURTHER  
RESOLVED,**

that this policy shall be reviewed annually to ensure continued alignment with organizational mission, financial sustainability, and community access goals; and

**BE IT FURTHER  
RESOLVED,**

that this resolution shall take effect immediately upon adoption.

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

at the May 28, 2026 meeting of the Grand Traverse County Department of Health and Human Services Board.

\_\_\_\_\_  
Carol Crawford, Chair  
Grand Traverse County Department of Health and Human Services Board

\_\_\_\_\_  
Date



**Residential Services Annual Scholarship Determination**

The following will be used by Grand Traverse Pavilions to calculate the monthly patient liability due for rent by Cottage Resident \_\_\_\_\_.

(Resident Name)

**Required Documentation:**

Tax forms \_\_\_\_\_

Current Monthly Bank Statement \_\_\_\_\_

Social Security Determination Forms \_\_\_\_\_

OR Medicaid Approval/ Patient Pay Determination \_\_\_\_\_

**Monthly Income**

Social Security: \_\_\_\_\_

Pension: \_\_\_\_\_

VA Benefit: \_\_\_\_\_

Less personal allowance: (\$60.00)

**Monthly Expenses**

Health Insurance: \_\_\_\_\_

Dental & Vision Insurance: \_\_\_\_\_

Prescriptions: \_\_\_\_\_

**Total Monthly Patient Liability: \$ \_\_\_\_\_**

I, \_\_\_\_\_, understand and acknowledge that the monthly patient liability determined above should be made payable to Grand Traverse Pavilions and is due no later than the 15<sup>th</sup> of each month. This payment will continue until the Resident has been discharged and all personal belongings are removed from the facility. The Senior Housing and Services Scholarship will cover \$ \_\_\_\_\_ after the monthly patient liability has been applied.

\_\_\_\_\_  
Resident or Responsible Party Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Grand Traverse Pavilions Representative Signature

\_\_\_\_\_  
Date



**Residential Services Financial Responsibility Determination**

The following will be used by Grand Traverse Pavilions to calculate the monthly patient liability due for rent by PACE North participant \_\_\_\_\_.

(Resident Name)

**Required Documentation:**

Tax forms \_\_\_\_\_

Current Monthly Bank Statement \_\_\_\_\_

Social Security Determination Forms \_\_\_\_\_

OR Medicaid Approval/ Patient Pay Determination \_\_\_\_\_

**Monthly Income**

Social Security: \_\_\_\_\_

Pension: \_\_\_\_\_

VA Benefit: \_\_\_\_\_

Less personal allowance: (\$60.00)

**Monthly Expenses**

Health Insurance: \_\_\_\_\_

Dental & Vision Insurance: \_\_\_\_\_

Prescriptions: \_\_\_\_\_

**Total Monthly Patient Liability: \$ \_\_\_\_\_**

**PACE Assignment of Tier Level \_\_\_\_\_ and Monthly Rent Effective: \_\_\_\_\_**

I, \_\_\_\_\_, understand and acknowledge that the monthly patient liability determined above should be made payable to Grand Traverse Pavilions and is due no later than the 15<sup>th</sup> of each month. This payment will continue until the participant has been discharged and all personal belongings removed from the facility.

\_\_\_\_\_  
PACE North Participant or Responsible Party Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Grand Traverse Pavilions Representative Signature

\_\_\_\_\_  
Date

**Required Documentation**

Name:

**Ann Mcmann**

Received:

YES / NO / NA	note
YES / NO / NA	note
YES / NO / NA	note
YES / NO / NA	note
YES / NO / NA	note
YES / NO / NA	note
YES / NO / NA	note
YES / NO / NA	note
YES / NO / NA	note
YES / NO / NA	note

- 1. Tax forms
- 2. Current Monthly Bank Statements
- 3. Social Security Determination Forms
- 4. Medicaid Approval / Patient Pay Determination
- 5. Month Social Security
- 6. Pension
- 7. VA Benefit
- 8. Health Insurance
- 9. Dental & Vision Insurance
- 10. Prescriptions

PACE Assignment of Tier Level

--

PACE Monthly Rent :

--

## Financial Eligibility & Discount Allocation Workbook

Complete the yellow input cells on this sheet. The Scenarios sheet will auto-compute multiple ways to allocate a discount cap of \$5,000 over no more than 18 months. Blue text = user input, black text = formulas, green text = linked values from the intake form.

### 1. Resident / Applicant Information

Resident Name	Ann Mcmann
Date of Birth	7-Mar-52
Admission Status	Pending
Desired Move-In Date	1-Jun-26
Unit Type	Other
Monthly Published Rate (\$)	\$5,000

### 2. Occupancy Eligibility Check

Current Cottages Occupancy (units rented)	61
Occupancy Threshold (policy)	70
Occupancy Test	Pass - below threshold

### 3A. Liquid Assets (Spend-Down Resources)

Checking	\$1,700	
Savings	\$2,500	
Money Market / CDs		
Investments (non-retirement)	-	
Cash Value Life Insurance	-	
Other Liquid Assets	\$4,500	car
<b>Total Liquid Assets</b>	<b>\$8,700</b>	

### 3B. Monthly Income

Social Security	\$3,500	
Pension / Annuity		
Retirement Withdrawals	-	
VA Benefits	\$1,200	disability
Other Income		
<b>Total Monthly Income</b>	<b>\$4,700</b>	

### 3C. Monthly Obligations / Expenses

Insurance Premiums	-	
Medical Expenses	\$190	eye meds
Debt Payments		
Spousal / Household Support	-	
Other Fixed Expenses	\$75	mobile devices
<b>Total Monthly Expenses</b>	<b>\$265</b>	

### 4. Eligibility Determination & Program Controls

Net Monthly Cash Flow (Income - Expenses)	\$4,435
Net Available for Care	\$4,435
Monthly Shortfall vs. Published Rate	\$565
Months Until Liquid Assets Depleted	15.4
Policy Eligibility Result	Eligible for review
Suggested Bridge Months	16
Discount Cap (\$)	\$5,000
Maximum Duration (months)	18

Note: figures can be changed

### Quick Summary

Policy Eligibility	Eligible for review
Published Rate	\$5,000
Net Available for Care	\$4,435
Monthly Shortfall	\$565
Liquid Assets	\$8,700
Spend-Down Months	15.4
Discount Cap	\$5,000
Max Duration	18
Even 18-Month Discount	\$278
Bridge-Even Discount	\$313

How to read this panel:

- Shortfall is the monthly gap between the resident's available funds and the published rate.
- Suggested Bridge Months uses the shorter of the spend-down period and the 18-month policy cap.
- The Scenarios sheet compares different ways to spread the same cap.

Information to consider in Scenario Controls in Discount Scenario Sheet.

Assets - NOT Liquid:	Amount	Plan to Liquidate?	Available
home	\$ 275,000	YES / NO	8 months
other : car	\$ 4,500	YES / NO	now
<b>Total</b>	<b>\$ 279,500</b>		

**Discount Scenario Calculator**

This sheet links to the intake form and calculates four ways to allocate assistance. Review the summary table first, then the month-by-month schedule. Lower remaining gap percentages keep Cottages closer to whole; longer duration may be easier on the resident.

**Linked Case Inputs**

Published Rate	\$5,000
Net Available for Care	\$4,435
Monthly Shortfall	\$565
Spend-Down Months	15.4
Discount Cap	\$5,000
Max Duration (months)	18
Suggested Bridge Months	16

**Scenario Controls**

Front-Load Months	6
Front-Load Share of Cap	100.0%
1 Even 18 Monthly Discount	\$278
2 Bridge-Even Monthly Discount	\$313
Shortfall-Cap Months	9
3 Front-Load Early Monthly	\$565
4 Front-Load Late Monthly	\$134

Scenario	Best Use Case	Months	Avg Monthly Discount	Total Discount Used	Avg Monthly Collections	Avg Monthly Remaining Gap	% of Full Rate Collected
Even over 18 months	Longest, smoothest support period	18	-	\$5,000	-	\$565	88.7%
Bridge-even	Matches estimated spend-down curve	16	-	\$5,000	-	\$565	88.7%
Shortfall until cap exhausted	Fills the monthly gap fastest	9	-	\$5,000	-	\$565	88.7%
Front-loaded	Higher relief up front, then tapers	18	-	\$5,000	-	\$565	88.7%

Month-by-Month Discount Schedule		Spend down of Discount				GOAL: \$5,000							
Month	Monthly Shortfall	1	2	3	4	Even Cap Remaining	Bridge Cap Remaining	Shortfall Cap Remaining	Front Cap Remaining	Rent Payment w Even 18	Rent Payment w Bridge	Rent Payment w Shortfall-Cap	Rent Payment w Front-Loaded
1	\$565	\$278	\$313	\$565	\$565	\$4,722	\$4,688	\$4,435	\$4,435	\$4,713	\$4,748	\$5,000	\$5,000
2	\$565	\$278	\$313	\$565	\$565	\$4,444	\$4,375	\$3,870	\$3,870	\$4,713	\$4,748	\$5,000	\$5,000
3	\$565	\$278	\$313	\$565	\$565	\$4,167	\$4,063	\$3,305	\$3,305	\$4,713	\$4,748	\$5,000	\$5,000
4	\$565	\$278	\$313	\$565	\$565	\$3,889	\$3,750	\$2,740	\$2,740	\$4,713	\$4,748	\$5,000	\$5,000
5	\$565	\$278	\$313	\$565	\$565	\$3,611	\$3,438	\$2,175	\$2,175	\$4,713	\$4,748	\$5,000	\$5,000
6	\$565	\$278	\$313	\$565	\$565	\$3,333	\$3,125	\$1,610	\$1,610	\$4,713	\$4,748	\$5,000	\$5,000
7	\$565	\$278	\$313	\$565	\$134	\$3,056	\$2,813	\$1,045	\$1,476	\$4,713	\$4,748	\$5,000	\$4,569
8	\$565	\$278	\$313	\$565	\$134	\$2,778	\$2,500	\$480	\$1,342	\$4,713	\$4,748	\$5,000	\$4,569
9	\$565	\$278	\$313	\$480	\$134	\$2,500	\$2,188	-	\$1,208	\$4,713	\$4,748	\$4,915	\$4,569
10	\$565	\$278	\$313	-	\$134	\$2,222	\$1,875	-	\$1,073	\$4,713	\$4,748	\$4,435	\$4,569
11	\$565	\$278	\$313	-	\$134	\$1,944	\$1,563	-	\$939	\$4,713	\$4,748	\$4,435	\$4,569
12	\$565	\$278	\$313	-	\$134	\$1,667	\$1,250	-	\$805	\$4,713	\$4,748	\$4,435	\$4,569
13	\$565	\$278	\$313	-	\$134	\$1,389	\$938	-	\$671	\$4,713	\$4,748	\$4,435	\$4,569
14	\$565	\$278	\$313	-	\$134	\$1,111	\$625	-	\$537	\$4,713	\$4,748	\$4,435	\$4,569
15	\$565	\$278	\$313	-	\$134	\$833	\$313	-	\$403	\$4,713	\$4,748	\$4,435	\$4,569
16	\$565	\$278	\$313	-	\$134	\$556	-	-	\$268	\$4,713	\$4,748	\$4,435	\$4,569
17	\$565	\$278	-	-	\$134	\$278	-	-	\$134	\$4,713	\$4,435	\$4,435	\$4,569
18	\$565	\$278	-	-	\$134	\$0	-	-	-	\$4,713	\$4,435	\$4,435	\$4,569
<b>Total Discount Used</b>		<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>								

Interpretation tips:  
 - Even over 18 months smooths assistance but provides the smallest monthly relief.  
 - Bridge-even spreads the cap across the expected spend-down period.  
 - Shortfall until cap exhausted uses the cap quickly and keeps the monthly gap closest to zero for as long as funds last.  
 - Front-loaded provides more help at move-in, then tapers.

18-Month Scenario	
Total Resident Paid In	\$ 79,830
Avg Cost of Vacancy to GTP	\$ (70,452)
Net Cottage Advantage	\$ 9,378
"Value" of discount used	\$ 5,000
<b>Total Swing</b>	<b>\$ 150,282</b>

**GRAND TRAVERSE PAVILIONS**  
*Residential Services*

**RESIDENT STRATEGIC DISCOUNTS & SCHOLARSHIPS**

**POLICY**

**1. Purpose**

This policy authorizes two coordinated financial access tools: Strategic Discounts and Foundation Scholarships to (a) improve occupancy and operational sustainability of the Cottages assisted living apartments, (b) expand access for seniors who fall between Medicaid eligibility and private-pay affordability, and (c) protect the value of a publicly owned asset through responsible occupancy management.

Vacant assisted living apartments generate no revenue while still incurring operational costs, which ultimately increases the burden on other residents and taxpayers.

Grand Traverse Pavilions is a county-owned senior living community charged with serving residents across income levels. A growing number of seniors have too many assets to qualify for Medicaid but insufficient income to afford full private-pay assisted living rates. Structured financial flexibility allows GTP to fill apartments, support access, and maintain financial stability.

Strategic discounts and scholarships can convert nonperforming units into revenue-producing occupancy while maintaining fairness and transparency through governance oversight. This policy establishes a formal policy governing discounts and scholarships to ensure that these tools are applied equitably, responsibly, and in alignment with the mission of serving aging citizens in Grand Traverse County.

**2. Policy Statement**

Grand Traverse Pavilions may provide strategic discounts and/or Foundation-funded scholarships to qualifying assisted living residents at The Cottages. These programs are designed to support occupancy stability, expand financial access to care, and protect taxpayer-owned assets by reducing the financial impact of vacancy. Both programs may be used independently or in combination, depending on the financial circumstances of the resident and operational needs of the Cottages.

**3. Benefit to Residents and Community**

The Strategic Discount and Scholarship programs provide the following benefits:

- Increase access to assisted living for moderate-income seniors.
- Support aging in place within the Grand Traverse community.

- Convert vacant apartments into revenue-generating occupancy.
- Stabilize operational finances while protecting taxpayer assets.
- Reduce the likelihood that residents prematurely rely on Medicaid-funded nursing home care.
- Strengthen community partnerships and referral relationships.

These programs represent strategic occupancy management, not charitable discounting. When implemented responsibly, receiving partial revenue is financially superior to leaving apartments vacant.

## **SECTION I – STRATEGIC DISCOUNT PROGRAM**

### **4. Program Purpose**

The Strategic Discount Program provides time-limited rate adjustments to encourage occupancy and support residents who are financially close to affording assisted living but require temporary assistance.

Discounts are intended to bridge financial gaps while residents transition through spend-down periods or other temporary financial circumstances.

### **5. Eligibility Criteria**

Discounts may be offered when the following conditions are met:

1. Cottages' occupancy falls below 70 rented units.
2. The resident demonstrates a financial gap between personal monthly income/resources and the full assisted living rate.
3. The projected duration of the financial gap can be reasonably estimated.
4. Financial review indicates the resident is expected to spend down assets within a defined timeframe.
5. The expected monthly underpayment amount and duration of assistance are documented.

Eligibility assessment will consider:

- Personal income and assets
- Expected monthly underpayment
- Estimated months of financial assistance required
- Expected timeline for financial spend-down

### **6. Discount Limits**

To maintain fiscal stewardship and fairness:

- Maximum discount value per resident: \$5,000 total
- Maximum duration: 18 months
- Discounts may be applied monthly or structured across the approved period.

## **7. Authorization**

The following individuals may approve discounts:

- Chief Executive Officer (CEO) & Residential Services Director

Both leaders must confirm eligibility and ensure compliance with policy limits before offering a discount to a prospective resident.

## **8. Oversight and Reporting**

The Strategic Discount Program is subject to annual review by the DHHS Board, which will receive a report including:

- Total number of discounts issued
- Total cost and financial value of discounts
- Individual discount amounts
- Expected duration of discounts
- Reason for discount approval

This reporting ensures transparency and responsible stewardship of public resources.

## **9. Promotional and Strategic Uses**

Discounts may be applied through targeted occupancy initiatives, including but not limited to:

- Veterans and public servant rates
- 90-day Pathway transition programs
- Seasonal move-in incentives
- Bridge-to-Medicaid options
- "Try Before You Live" trial stay programs
- Refer-a-Friend rewards
- Early move-in specials
- Hospital transition partnerships
- Employee family care benefits

Discounts may or may not be publicly promoted, though they may be shared with trusted referral partners when appropriate.

## **SECTION II – FOUNDATION SCHOLARSHIP PROGRAM**

### **10. Program Purpose**

The Foundation Scholarship Program provides financial assistance funded through philanthropic sources to support assisted living residents with demonstrated financial need. These funds are intended to maximize access and help as many residents as possible within available resources.

## **11. Governance**

The Scholarship Program is overseen by the Grand Traverse Pavilions Foundation Board.

Funding sources may include:

- Community Foundation distributions
- Benevolent Fund disbursements

Scholarships cannot exceed approved disbursement amounts authorized by the Foundation.

## **12. Authorization**

The Foundation Board delegates operational scholarship approval authority to:

- Chief Executive Officer & Residential Services Director

These leaders may apply scholarship funds to assist current or prospective residents with assisted living expenses.

## **13. Eligibility**

Eligibility considerations are similar to the discount program and may include:

- Documented financial need
- Monthly income and asset review
- Expected affordability gap
- Alternative financial assistance programs have failed, such as the Aid and Attendance benefit, PACE, and other sources as appropriate
- Resident stability and ability to maintain residency

Unlike the discount program:

- Scholarships are not limited to an 18-month period
- Scholarships are not subject to the \$5,000 cap

However, scholarship awards must remain within available philanthropic funding.

## **14. Promotion**

Scholarship opportunities:

- May or may not be publicly advertised
- May be communicated to referral partners
- Should be framed as community-supported access to assisted living

The spirit of these funds is to assist the greatest number of residents possible within available philanthropic resources.

## **SECTION III – COMBINED USE**

### **15. Coordinated Application**

Strategic Discounts and Foundation Scholarships may be used:

- Independently, when one program sufficiently addresses a resident's financial gap.
- In combination, when layered assistance best supports resident affordability and operational sustainability.

This flexibility ensures the Cottages remain both mission-driven and financially responsible.

### **16. Policy Review**

This policy shall be reviewed annually by leadership and governing bodies to ensure alignment with:

- Grand Traverse Pavilions Mission
- Financial sustainability
- Community access goals
- Responsible stewardship of public and philanthropic funds

### **17. Policy Principle**

The Strategic Discount and Scholarship programs represent **good stewardship of public and philanthropic resources**.

Rather than allowing apartments to remain vacant, these programs ensure that assisted living units remain productive, accessible, and financially sustainable, supporting both residents and the long-term mission of Grand Traverse Pavilions.

GRAND TRAVERSE PAVILIONS

1000 Pavilions Circle  
Traverse City, MI 49684

APPLICATION FOR ATTENDING OR CONSULTING PRIVILEGES

Please Check One:

Medical Doctor  Doctor of Osteopathy  Physician Assistant  Certified Nurse Practitioner

ATTENDING

CONSULTING

NAME IN FULL Anna Marie LaDouce

DATE 4/25/24

RESIDENCE

TELEPHONE

ADDRESS

OFFICE ADDRESS

Kettawaka 10850 E Travers  
Hwy Suite 3325

TELEPHONE

Premedical Education: School

Date of Graduation

Medical Education: School

Date of Graduation

Internship: Hospital

Dates

Residency: Hospital

Dates

MICHIGAN LICENSE: Date exp- 7/3/24

No. 4764259877

NPI# 1811388740

Hospital Staff Memberships:

Munson - TZ, Cadillac, Grayling

Hospice of Michigan

Medical Society Memberships:

Society of Hospital Medicine

Specialty: FNP

Board Certified: Yes  No

Date 2/6/2015

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: [Signature]

DATE: 4/25/24

APPROVED: [Signature]  
DISAPPROVED: \_\_\_\_\_

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

DATE: 5-7-26

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

SIGNED: \_\_\_\_\_  
Chair, Grand Traverse County Department of Health and Human Services Board