

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

**REGULAR MEETING
October 30, 2025**

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

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

AGENDA

1. CALL TO ORDER

2. ROLL CALL

3. FIRST PUBLIC COMMENT

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

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

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

Please be respectful and refrain from personal or political attacks.

4. COUNTY LIAISON REPORT

5. BOARD REORGANIZATION

6. APPROVAL OF AGENDA

7. 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 9/30/25 Board Meeting	1
(2)	September Resident Council Minutes	2

8. ITEMS REMOVED FROM CONSENT CALENDAR

9. CHAIRMAN REPORT – *Board Chair* Verbal

10. FOUNDATION BOARD REPORT – *None*

11. PACE North BOARD REPORT – *None*

12. SERVICE EXCELLANCE AWARDS – *Board Chair* 3

13. GRAND TRAVERSE MEDICAL CARE

A.	General Information - <i>None</i>	
B.	Chief Executive Officer Board Report – <i>D. Lavender, CEO</i>	4
C.	Business	
(1)	Financials – <i>K. Hansen, CFO</i>	5
(2)	Cottage Discussion and Request – Resolution 2025-5 – <i>D. Lavender, CEO</i>	Handout
(3)	Purchase Request - Fire Wall & Switches – <i>D. Lavender, CEO</i>	6
(4)	RN/LPN Shift Differential Enhancement – <i>D. Lavender, CEO</i>	7
(5)	Mandatory Inservice – <i>D. Lavender, CEO</i>	8
(6)	Public Act 152 Insurance Premium Approval – <i>D. Lavender, CEO</i>	9
D.	Medical Staff	
(1)	Kelly Covell, DO – Sound Physicians	10

G.T.P. Announcements

- (1) November 24, 2025 @ 9:00am – Next Regular Board Meeting
- (2) December 10, 2025 (Time TBD) – Study Session
- (3) December 17, 2025 @ 9:00am – County Commissioners Presentation
- (4) Re-schedule December 22, 2025 Regular Board Meeting

14. SECOND PUBLIC COMMENT

Refer to Rules under First Public Comment above.

15. CLOSED SESSION - *None*

16. ADJOURNMENT

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

MINUTES OF THE SEPTEMBER 30, 2025 MEETING

PRESENT: Mary Marois, Carol Crawford, Karen Griggs Board
Darrell Lavender, Dave Hautamaki, Kory Hansen, Darcey Gratton Staff
ABESENT: TJ Andrews Commission
GUESTS: Kristen Semeyn, Wellness Center 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 Mary Marois at Garfield Township Hall.

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

First Public Comment – None.

County Liaison Report – Marois provided an update on behalf of Commissioner Andrews regarding Carol Crawford’s board seat. Crawford’s current term is nearing expiration, and she has submitted her application for reappointment. Interviews are scheduled for early October, with the goal of confirming a reappointment by the County shortly thereafter.

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

Motion was made by Crawford 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 8/28/25 Board Meeting
- (2) August Resident Council Minutes

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

Items Removed From Consent Calendar – None.

Chairman Report – Chair Marois shared a personal experience involving a family member who received care at the Pavilions. She expressed her family’s deep appreciation for the quality and compassionate care provided by the staff at the Birch and Dogwood Pavilions.

Foundation Board Report – None

PACE North Board Report – Crawford reported that the PACE North Board is actively seeking new members, with interviews scheduled in the near future. Additionally, a strategic planning meeting is expected to be held by the end of October or early November.

Service Excellence Awards – Marois reviewed August's Service Excellence Awards.

Guest Presentation – Kristen Semeyn, Wellness Center Director – Semeyn provided an overview of the Wellness Center, including a review of current staff and their respective roles. She presented data on both inpatient and outpatient service averages and highlighted services such as aquatic classes and cottage therapy offerings. Semeyn also discussed billing processes and outlined strategic goals for 2026, which include enhanced marketing efforts and future staff training initiatives. She concluded by addressing questions from board members.

Chief Executive Officer Report – Lavender thanked Semeyn for her presentation and emphasized on the role that her department contributes to the Mission and Vision of the organization.

Lavender introduced Ann McMann as the new Director of Residential Services, replacing Melissa Gomez. Ann brings extensive leadership experience from her previous role as Executive Director at Boardman Lake Glens in Traverse City.

Lavender reported that census and occupancy levels remain stable. The accounts receivable remain elevated at 68 days. In September, eleven new employees were hired, bringing the total staff count to 361, positioning the organization to support the opening of the Aspen unit.

The Aspen Open House was reported as a successful and well-attended event. Lavender expressed appreciation to the GTP Facilities Team and all staff involved in the renovation and event coordination.

Lavender noted that new graphical elements have been added to the financial reports to better illustrate historical trends, current financial status, and projected outlook. These enhancements aim to support a clearer understanding of leading and lagging indicators impacting financial health.

A cross-functional working group has identified five project proposals aligned with the application criteria for the Grand Traverse County Marihuana Funds program. Input was asked by the Foundation Board Members, the DHHS Board, and the County Liaison to guide final submissions.

BUSINESS

- (1) **Financial Report** – Hansen presented the financial operations report for August 2025 and answered board members' questions.

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

- (2) **Resident Care Policies and Facility Assessment** – Hautamaki requested approval of the Facility Assessment that the board received prior to the board meeting. The board reviews the Resident Care Policies annually as well as the Facility Assessment per the regulations

of Requirements of Participation as part of the Quality Assurance Performance Improvement (QAPI) program.

Motion was made by Crawford to approve the Resident Care Policies and the Facility Assessment as presented, seconded by Griggs and carried unanimously.

MEDICAL STAFF

- (1) **Consulting Privileges** - Marois reviewed the request for Kathryn Bazzett, AuD from Mobile Medical Support to have consulting privileges as recommended by Medical Director Dr. April Kurkowski, DO.

Motion was made by Crawford to approve consulting privileges for Kathryn Bazzett, AuD as presented to the board. Motion was seconded by Griggs and carried unanimously.

- (2) **Consulting Privileges** - Marois reviewed the request for Guiselly Erazo-Romero, NP from Sound Physicians, to have consulting privileges as recommended by Medical Director Dr. April Kurkowski, DO.

Motion was made by Griggs to approve attending privileges for Guiselly Erazo-Romero, NP as presented to the board. Motion was seconded by Crawford and carried unanimously.

- (3) **Consulting Privileges** - Marois reviewed the request for Patrick Washington, NP from Sound Physicians, to have consulting privileges as recommended by Medical Director Dr. April Kurkowski, DO.

Motion was made by Crawford to approve attending privileges for Patrick Washington, NP as presented to the board. Motion was seconded by Griggs and carried unanimously.

Grand Traverse Pavilions Announcements

- (1) Next Regular Board Meeting – Thursday, October 30, 2025 @ 9:00am

Second Public Comment – None

Meeting adjourned at 9:53 am

Signatures:

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

Date: October 30, 2025 Approved
Corrected and Approved

PAVILIONS RESIDENT COUNCIL MEETING
September 17, 2025

The September 2025 meeting of the Grand Traverse Pavilions Resident Council was called to order at 11:05am in the Multi-Purpose Room by Samantha Mahon

All residents were welcomed.

The residents waived their right to a closed meeting.

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

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

Birch Pavilion: 4 Resident attended.

Cherry Pavilion: 5 Resident attended.

Dogwood Pavilion: 6 Resident attended.

Staff members were introduced:

Samantha Mahon, CTRS, Life Enrichment

Breanna Broering, LMSW, Birch Pavilion Social Work

Chrissy Wagatha, RN, ADON – Cherry Pavilion

Lisa Tellings Administrative Assistant - Forefront Dining Services

Darren Eggleston – Forefront Dining Services

Catherine Jasso - Environmental Services Assistant Director

Ryan Hutchins – Environmental Services Director

Old Business:

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

New Business:

Samantha made the following announcements:

How are residents liking the change to both bingo sessions in one day?

- One resident stated that they liked the change.
- One said it was nice to have the 2 sessions back-to-back
- No concerns noted

Samantha stated we will continue to try it.

Outings for October 2025:

Hobby Lobby – Wednesday 10/1 10:30am – 12:15pm

Color Tour bus ride – TBD

Bob Evans Lunch Outing - TBD

Special Events for October 2025:

10/1 - Audiology Clinic
10/12 - Sunday – Salvation Army 2:00pm
10/16 - Thursday – Resident Council 11:00am
10/21 - Tuesday – Special Guest Performance: Rebekah Jon 2:00pm
10/23 - Thursday – Bookmobile 2:00pm
10/28 - Tuesday – Lord of the Gourds 1:00pm – 3:00pm
10/29 - Audiology Clinic
10/31 - Friday – Special Guest Performance: Bob and Tally 10:30am

Resident Group Interview Questions:

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

Building:

I would like to ask a few questions about the building, including both your bedroom and other rooms you use such as the dining room and activity rooms.

- Is the air temperature comfortable for you?
 - One resident reported that it is relatively comfortable
 - One resident reported that the dining rooms can be chilly, concern form was submitted to environmental services.
- Is there good air circulation or does it get stuffy in these rooms?
 - One resident reported that “it’s fine”
 - Another resident reported it to be comfortable
- What do you think about the noise level here? During the day is it generally quiet or noisy? During the night is it generally quiet or noisy?
 - No concerns noted from any residents
- Do you have the right amount of lighting in your room to read or do whatever you want to do?
 - No concerns noted from any residents
- How is the lighting in the dining room and activity rooms?
 - No concerns noted from any residents
- Do you ever see insects or rodents in the building?
 - One resident stating having seen some fruit flies in the dining rooms, but said it was a while ago and none seen since
- Is your call light put within reach in your room at all times?
 - No concerns noted from any residents

- How does staff respond to call lights?
 - One resident reported “it’s not great, it can take awhile
 - One resident reported that it takes too long when he needs the bathroom, concern form completed.

1. Discussion regarding food temperature and receiving HS snacks.

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

- One resident had many complaints about the kitchen and requested to speak with someone at a different time. Concern form was completed.
- One resident reported that she was given frozen potato salad, and she never gets enough sauce with her meals. Concern form was completed.
- Another resident reported that the food took too long to get to him. Concern form was completed.

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:

- No concerns noted from any residents regarding cleanliness or laundry concerns

3. Discussion regarding room temperature.

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

- One resident reported that her room is freezing, and she needs warm blankets to sleep. Concern form completed.

4. Discussion regarding nursing care.

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

- One resident reported that she was very thankful for the staff and all that they do.
- One resident reported he was woken up by another resident yelling.
- No further concerns noted

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:

- Same concerns noted as previously mentioned in resident group interview questions.

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

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

- No concerns noted by any resident.

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:

- One resident reported that his neighbor yells constantly. Social worker informed him that this is something that staff are aware of and that it is a behavior and not out of need.

The floor was opened for additional comments:

- One resident reported that we all, the staff, do a good job
- Another resident expressed concern regarding an employee on personal leave. Concern form completed.

The next Pavilions Resident Council meeting will be held on Thursday October 16th at 11:00am in the Multi-Purpose Room. Samantha asked for a volunteer to read over and sign the September 2025 minutes, and X said that she would do this. The Pavilions Resident Council Meeting was adjourned at 11:50am by Samantha seconded by X.

Respectfully Submitted,

_____, CTRS
Recreational Therapist

____X_____, Cherry Resident

Elm Resident Council Minutes
Meeting Held- September 19, 2025

The August meeting of the Grand Traverse Pavilions Elm Resident Council was called to order at 1:40pm in the Elm Common Area.

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

Staff Present:

Susan Eldred, Recreation Therapist
Naomi Rode, Assistant Director of Nursing
Emily Tyrrell, Social Worker

Old Business:

None

New Business:

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

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

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

X stated "sometimes," and X stated "occasionally." X stated "yeah."

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

X, X and X stated "yes."

Asked the residents if the food is good here.

X, X and X stated "good."

Asked the residents if the rooms were getting cleaned.

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

Asked the residents if their clothes are getting cleaned.

X, X and X stated "yes." X stated, "some of them."

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

X and X stated "good." X stated, "stays warm" and X stated "yeah."

Asked the residents if they have enough to do.

X, X and X stated "yes." X stated, "there are things you can get involved with."

Questions, Suggestions, Concerns and Comments:

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

Suggestions for upcoming activities:

Hand Candy to kids at Halloween

Go on fall leaf tour

Make bread

Make chocolate cake with ice cream

Make apple pie

Eat apples with Carmel

Meeting was closed at 1:55pm

Respectfully submitted,

Susan Eldred, CTRS

Naomi Rode, BSN, RN

Emily Tyrrell, LLBSW

GRAND TRAVERSE PAVILIONS
Service Excellence Award Program
September 2025

3

Employee:	Kirk Mallow
Awarded for:	Kirk worked so hard on the Aspen hallway renovation. He went out of his way – above and beyond to get Aspen ready for the ribbon cutting ceremony. Thank you, Kirk, for making Aspen beautiful!
Position:	Maintenance
Nominated by:	Jeannie Hickman, CNA

Employee:	Dominic Gunderson
Awarded for:	Dominic always does a great job, but really went above and beyond on September 25th by doing an excellent job of cleaning the wellness center locker room. Thanks so much, Dominic. We really appreciate you.
Position:	Custodian
Nominated by:	Outpatient Therapy Team

Employee:	Matt Arnold
Awarded for:	A recently discharged outpatient physical therapy client of Matt's recently left a 5-star review on Google detailing their positive experience at our Aquatic/Wellness Center. Thank you, Matt, for always providing high quality care for all of your patients.
Position:	Physical Therapy Assistant
Nominated by:	Chris Hinze, Outpatient Manager

Employee:	Nicole Ferguson
Awarded for:	Always looking out for residents and helping out wherever needed. Also for going the extra mile and helping set up for an activity.
Position:	CNA
Nominated by:	Susan Eldred, Recreational Therapist



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

Census (Average Daily Census)

	Oct-MTD	Sept-25	Aug-25	July-25	Jun-25	May-25	Apr-25
Medical Care Facility (MCF)	174	180	179	177	177	180	176
Cottages	54	54	53	55	55	56	54

Occupancy	Sept-25	Aug-25	July-25	June-25	May-25	Apr-25
MTD Goal 85% Available beds	91%	90%	90%	89%	90%	88%
YTD Goal 85% Licensed beds	74%	74%	74%	74%	74%	73%

MCF	Sept-25	Aug-25	July-25	June-25	May-25	Apr-25
Admissions & Re-admits	52	60	56	56	61	62
Discharges	56	55	55	58	59	61
MMC Referrals	217	217	237	200	207	200
MMC Denied	49	45	55	46	28	36
Transfers to LTC	1	3	3	4	5	3

Cottages	Sept-25	Aug-25	July-25	June-25	May-25	Apr-25
Admissions	2	6	0	1	1	2
Respite	7	8	8	5	9	7
Discharges	2	2	2	1	0	1

Finance

	Sept-25	Aug-25	July-25	June-25	May-25	Apr-25
Combined Net Income	\$(118,653)	\$(6,604)	\$538,304	\$(267,557)	\$(133,832)	\$(95,019)
MCF Net Income	\$(46,952)	\$88,504	\$572,354	*\$(193,338)	\$(22,548)	\$(19,617)
Cottage Net Income	\$(71,701)	\$(95,108)	\$(34,050)	\$(74,219)	\$(111,284)	\$(75,402)
Cash Balance	\$4,422,774	\$5,171,423	\$5,715,117	\$5,672,193	\$5,998,786	\$5,949,413
A/R Days Receivable Outstanding	71	68	61	66	61	56

*On June 24, 2025 an issue was identified where certain PDPM billing codes were calculated at a much-reduced rate, resulting in under-reported Medicare A and Medicare Advantage revenue. Further investigation found several hundred thousand of under-reported revenue for a nine-month period 10/1/24-6/30/25. Billing and related journal entries for June were closed prior to this discovery. This results in corrections to revenue to be reflected next month in July 2025.

MCF Operating Expenses PPD History

	Sept-25	Aug-25	July-25	June-25	May-25	Apr-25
MCF Operating Expenses Actual PPD	526	\$501	\$507	\$527	\$501	\$504
MCF Operating Expenses Budgeted PPD	491	\$488	\$488	\$487	\$485	\$487
Variance (unfavorable)/favorable	\$(35)	\$(13)	\$(19)	\$(40)	\$(16)	\$(17)

Facility Reported Incidents

	Sept-25	Aug-25	July-25	June-25	May-25	Apr-25
Medical Care Facility	2	2	4	9	5	9

Wellness Center

	Sept-25	Aug-25	July-25	June-25	May-25	Apr-25
Inpatient Rehab						
Medicare A	24	31	32	30	28	27
Medicare Advantage Skilled	45	37	38	39	50	42
Private Insurance: Inpatient	7	7	10	11	9	10
Private Pay: Inpatient	0	1	1	0	0	0
Auto: Inpatient	0	0	81	0	0	0
Med A/Rehab Inpatient Totals	76	76	32	80	87	79
Medicaid	3	4	4	3	3	2
Medicare B: Inpatient	18	25	20	23	22	21
Medicare B Advantage: Inpatient	22	21	21	17	21	29
Med B Inpatient Totals	43	50	45	43	46	52
Medicare B: Outpatient	31	30	24	28	32	23
Medicare B Advantage: Outpatient	44	43	49	47	44	42
Private Insurance: Outpatient	19	20	19	12	19	21
Work Compensation: Outpatient	0	0	0	0	0	0
Outpatient Totals	94	93	92	87	95	86
Outpatient/Aquatic Center						
Aquatic inpatients therapy visits	16	7	13	14	16	10
Aquatic aftercare visits per month	336	352	365	345	329	363
Aquatic outpatient PT visits	193	180	201	142	141	153
Aquatic group class participants	96	102	131	115	136	131
Land therapy visits (PT, OT, SLP)	251	212	255	308	280	254
Total Outpatient therapy visit	444	392	456	450	421	407
Outpatient aquatic therapy revenue	45,693.55	42,758.73	51,416.05	45,797.97	43,724.84	45,223.10
Aftercare monthly revenue	3360	3520	3,560	3,450	3,290	3,630
Aquatic group class revenue	1920	2040	2,620	2,300	2,720	2620
Cottages visits	75	58	71	80	69	55
Total Wellness center revenue	50,973.55	48,318.73	57,686.05	51,547.97	49,734.84	51,473.10

Staffing

	Sept-25	Aug-25	July-25	June-25	May-25	Apr-25
Hires	10	11	14	13	13	8
Resignations	5	4	0	4	3	4
Referrals	8	2	8	6	8	13
Total # Employees	358	361	358	337	341	348

October 2025 MDT # 362 employees

Talent Sourcing and Recruiting is underway for census to grow to 185 (CNAs, UWs, RNs, Social Worker, ADON)

Environmental Services

Aspen unit and new residents are settling in very well.

Parking Garage cleaning and striping completed.

Fall clean-up around campus underway. Front fountain shutdown for season.

Aspen concrete sidewalk replacement almost complete. New asphalt is installed.

Employee Turnover by Quarter

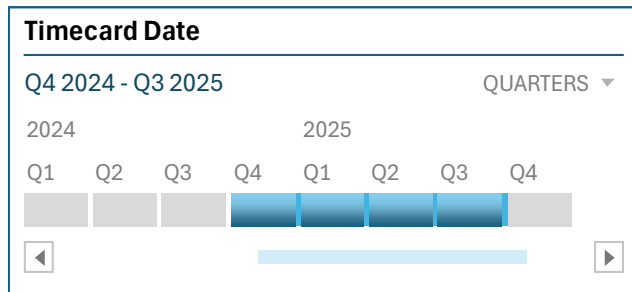


Overtime - Rolling Twelve Months



Overtime by Quarter (Rolling Twelve Months)

	Qtr3		Qtr2		Qtr1		Qtr4	
	OT Hours	OT as % of Gross	OT Hours	OT as % of Gross	OT Hours	OT as % of Gross	OT Hours	OT as % of Gross
Administration	0.25	0.0059%	0.00	0.0000%	0.00	0.0000%	0.00	0.0000%
Child Care	22.50	1.1230%	11.25	0.6566%	12.25	0.6710%	3.00	0.1740%
Diversional Therapy	58.00	3.9259%	63.17	2.6944%	28.75	1.1369%	53.25	2.1011%
Environmental Services	429.50	6.0931%	298.25	6.8947%	350.45	7.6652%	237.75	6.5595%
ES Administration	12.25	0.7331%	12.25	0.5500%	14.50	0.6341%	10.25	0.4918%
Financial Management	0.00	0.0000%	0.00	0.0000%	0.00	0.0000%	13.00	0.5354%
Housekeeping	17.00	0.4409%	37.00	0.7800%	75.50	1.6916%	65.75	1.2885%
Human Resources	0.75	0.0353%	2.50	0.1279%	0.75	0.0396%	0.25	0.0144%
Human Services	12.25	0.8531%	22.25	1.5841%	38.50	2.8464%	16.25	1.4919%
Information Systems	0.00	0.0000%	0.00	0.0000%	0.00	0.0000%	0.00	0.0000%
Laundry	39.25	2.1719%	47.00	1.9501%	55.75	2.4169%	45.50	2.0737%
Licensed Nursing	830.50	5.2603%	690.07	4.2523%	699.50	4.3353%	595.25	3.7243%
Nursing	1,283.75	3.7402%	1,430.75	4.5765%	1,452.25	4.6743%	1,151.68	3.7800%
Nursing Admin	33.75	0.7757%	96.25	1.4361%	151.25	2.3516%	79.75	1.2472%
Residential Services	258.25	4.2669%	553.75	5.3822%	319.75	3.3860%	318.25	3.6621%
Therapy	10.75	0.2389%	18.00	0.3229%	25.50	0.4202%	36.00	0.5776%
Therapeutic Recreation Services	13.50	2.2252%	0.00	0.0000%	0.00	0.0000%	0.00	0.0000%
Clinical Administration	12.25	0.5266%	0.00	0.0000%	0.00	0.0000%	0.00	0.0000%
Wellness Center	1.50	0.0599%	0.00	0.0000%	0.00	0.0000%	0.00	0.0000%
Cottages - Residential Services	126.00	3.4174%	0.00	0.0000%	0.00	0.0000%	0.00	0.0000%
Grand Total	3,162.00	3.1590%	3,282.49	3.3789%	3,224.70	3.3666%	2,625.93	2.8206%



GRAND TRAVERSE PAVILIONS MEMORANDUM

Financial Operations Report
September 2025

Grand Traverse Pavilions Combined

REVENUE:

The overall revenue for the Pavilions in September was \$3,101,286 resulting in a favorable budget variance of \$70,826.

EXPENSES:

The total overall operating expenses for the Pavilions in September were \$3,219,939 resulting in an unfavorable variance to budget of \$189,453.

NET INCOME/LOSS:

There was a net loss of \$118,653 from the combined programs of the Pavilions in September resulting in an unfavorable budget variance of \$118,627.

OPERATING CASH:

Total cash at month-end was \$4,422,774. There was a net decrease in overall cash of \$748,649 for the month. The decrease was primarily due to the principal and interest payment of the non-union pension bond amounting to \$328,675 and an interest-only payment on the union pension bond of \$89,896. Additionally, the final of three payments for our 2025 insurance package premium of \$97,900 was made in September and both the September and October Priority Health insurance premium were paid during the month which runs \$148,000/month.

VOUCHERS:

Purchase orders, invoices, checks written, and supporting documentation were reviewed for voucher numbers 5686-5693 for the month of September and were in order without exception.

Grand Traverse Medical Care

REVENUE:

Total Revenue was \$2,857,553 which was above the budgeted amount by \$133,286 for a positive variance. The census for September averaged 180 residents which was equal to the budgeted census and one more than the prior month average. Private pay census was nine above budget, Medicare was six below budget, Medicaid was eleven below budget, while Medicaid Hospice was eight above the budgeted census. The occupancy for September was 75.2% of

licensed beds and 90.7% of available beds. Year-to-date occupancy is 74.4% of licensed bed days and 89.7% of available bed days.

The state did extend the non-available bed plan for another year, calling it an interim plan, through September 30, 2025, before a permanent plan would go into effect. The interim plan would have certain restrictions including having to commit to the plan for the entire 12-month period. To manage census to 85% (to avoid a significant reduction in future Medicaid payments) we plan to increase our available beds to 222 (from 199 currently) effective October 1, 2025. With this, we would need a census of 189 to achieve 85% occupancy. The state has approved our extension of the current non-available bed plan through September 30, 2025.

Resident Revenue was \$2,670,576 which was over the budgeted amount for a positive variance of \$117,350.

Other revenue was \$186,977 resulting in a positive budget variance of \$15,936, primarily due to continued higher Direct Care Worker reimbursement.

With the state budget approved, we did receive our new Medicaid rate letter, effective October 1, 2025 through September 30, 2026. Our fiscal year 2026 Medicaid rate is \$400/day which is significantly less than our FY25 rate of \$444/day, or \$44/day. This translates to a revenue reduction of about \$1.8M annually. This reduction is due to higher occupancy from 2023 to 2024, combined with relatively fixed costs results in a lower cost per resident day. Also contributing to lower costs per day is the end of the 3-year amortization of the 2021 pension plan contributions from the bond proceeds.

We are still waiting for the Appeals Review Officer will write a report of his decision regarding two audit adjustments that were appealed from the 2022 cost report audit.

EXPENSES:

Operating Expenses totaled \$2,843,993 resulting in an unfavorable budget variance of \$193,467. Contributing to higher expenses in September included: several prior month's bills for SmartLinx software maintenance agreements (\$26,000); legal costs for PACE and employment matters (\$36,000); Aspen pavilion (\$10,000); flu vaccine expense (\$10,000); restriping of parking garage (\$5,000).

NET INCOME/LOSS:

Grand Traverse Medical Care produced a net loss \$46,952 for the month, which produced a negative budget variance of \$60,181.

RECEIVABLES:

Days Receivable Outstanding ("DRO") is 71 days as of 9/30/2025. This is three more than as of 8/31/2025. Our goal is to reduce that number to 45 days.

Throughout the month of September, we had two residents who had filed a Medicaid application and were awaiting determination with one of the applicants approved during the month.

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

The Cottages

REVENUE:

Total revenue of \$265,133 resulted in unfavorable variance of \$62,460 to the budget.

The average leased occupancy for the Cottages-Assisted Living was 52 apartments during the month which was one more than the previous month and 9 below the budgeted amount, representing 68% occupancy. In addition, there were 34 days (average of 1.1 per night) of overnight respite provided during the month (0.2 more than the prior month and equal to 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 54 residents (one more than the prior month).

Occupancy above included an average of 13 PACE North residents in the Cottages, (equal to the prior month) and 7 days of Respite Care were provided for a Pace North participant (7 more than the prior month).

EXPENSES:

Expenses for September (before building depreciation) were \$313,512 which was under the budgeted amount by \$4,013 for a favorable variance.

NET INCOME/LOSS:

The program had a net loss for the month of \$71,701 resulting in an unfavorable variance of \$58,447.

Unassigned Fund Balance

Approved 2025 Operating Budget	\$ 36.5M
Unassigned Fund Balance Target Percentage	20%
Unassigned Fund Balance Target Amount	\$7.3M
Current Unassigned Fund Balance*	\$4.4M
Current Fund Balance as a percentage of Operating Budget	12.0%
Amount Available Above/ (Below) Target	(\$2.9M)

*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.

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Grand Traverse Pavilions - SNF
Combined Income Statement
9/1/2025 to 9/30/2025

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	2,948,287	2,886,313	61,974	2,987,167	2,982,712	4,455	26,411,290	26,266,009	145,281
Other Revenue	152,999	144,147	8,852	185,919	152,987	32,932	1,458,631	1,323,844	134,787
Total Revenue	3,101,286	3,030,460	70,826	3,173,086	3,135,699	37,387	27,869,920	27,589,853	280,068
Salaries & Wages	1,801,261	1,771,120	(30,141)	1,817,213	1,829,456	12,243	15,840,021	15,988,069	148,048
Benefits	459,261	444,682	(14,580)	466,364	455,276	(11,088)	4,126,202	4,033,895	(92,307)
Other Operating Expenses	836,068	691,876	(144,192)	772,765	703,972	(68,793)	6,896,859	6,269,136	(627,723)
Interest Expense	27,408	26,867	541	27,408	26,867	541	246,674	241,791	4,883
Depreciation	95,941	95,941	0	95,941	95,941	0	863,465	863,463	(2)
Total Operating Expenses	3,219,939	3,030,486	(189,453)	3,179,690	3,111,512	(68,178)	27,973,222	27,396,354	(576,868)
Net Operating Income	(118,653)	(26)	(118,627)	(6,604)	24,187	(30,791)	(103,301)	193,499	(296,800)

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Grand Traverse Pavilions - SNF
SNF Income Statement
9/1/2025 to 9/30/2025

Facility #

Page # 1

Include Adjustment Periods: NO Include Closing Periods: NO

	CURRENT PERIOD						PRIOR PERIOD						YEAR TO DATE					
	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day
SNF Resident Revenue																		
Inpatient Revenue																		
Medicare Part A	281,839	327,750	(45,911)	694.19	575.00	119.19	301,865	338,675	(36,810)	618.58	575.00	43.58	2,626,319	2,982,525	(356,206)	649.28	575.00	74.28
Medicare Advantage	389,366	327,750	61,616	673.64	575.00	98.64	340,643	338,675	1,968	639.11	575.00	64.11	3,293,516	2,982,525	310,991	630.58	575.00	55.58
Medicaid	1,418,135	1,534,011	(115,876)	424.85	419.13	5.72	1,522,091	1,585,145	(63,054)	435.75	419.13	16.63	13,398,376	13,959,504	(561,128)	432.32	419.13	13.19
Hospice	219,719	102,605	117,114	502.79	488.60	14.19	202,930	106,026	96,904	501.06	488.60	12.46	1,560,965	933,708	627,257	502.56	488.60	13.97
Private Pay	329,082	175,992	153,090	503.95	451.26	52.69	315,799	181,858	133,941	494.98	451.26	43.72	2,512,489	1,601,522	910,967	469.54	451.26	18.28
Medicare Part B	(7,282)	13,019	(20,301)	(1.35)	2.41	(3.76)	(167)	13,453	(13,620)	(0.03)	2.41	(2.44)	65,841	118,475	(52,634)	1.35	2.41	(1.06)
TOTAL Inpatient Revenue	2,630,860	2,481,127	149,733	486.12	459.47	26.65	2,683,161	2,563,832	119,329	482.84	459.47	23.38	23,457,507	22,578,259	879,248	481.51	459.47	22.04
Outpatient																		
Physical Therapy	62,010	95,868	(33,858)	11.46	17.75	(6.30)	50,549	99,064	(48,515)	9.10	17.75	(8.66)	559,343	872,404	(313,061)	11.48	17.75	(6.27)
Occupational Therapy	2,513	4,932	(2,419)	0.46	0.91	(0.45)	3,988	5,096	(1,108)	0.72	0.91	(0.20)	49,044	44,876	4,168	1.01	0.91	0.09
Speech Therapy	3,868	3,945	(77)	0.71	0.73	(0.02)	2,633	4,077	(1,444)	0.47	0.73	(0.26)	48,562	35,901	12,661	1.00	0.73	0.27
Wellness	5,185	3,847	1,338	0.96	0.71	0.25	3,985	3,975	10	0.72	0.71	0.00	43,215	35,003	8,212	0.89	0.71	0.17
Cont Allow Outpatient	(33,859)	(36,493)	2,634	(6.26)	(6.76)	0.50	(32,417)	(37,710)	5,293	(5.83)	(6.76)	0.92	(287,461)	(332,087)	44,626	(5.90)	(6.76)	0.86
TOTAL Outpatient	39,716	72,099	(32,383)	7.34	13.35	(6.01)	28,738	74,502	(45,764)	5.17	13.35	(8.18)	412,702	656,097	(243,395)	8.47	13.35	(4.88)
TOTAL SNF Resident Revenue	2,670,576	2,553,226	117,350	493.45	472.82	20.63	2,711,899	2,638,334	73,565	488.01	472.82	15.20	23,870,209	23,234,356	635,853	489.98	472.82	17.16
SNF Other Revenue																		
Revenue - Child Day Care	11,352	9,852	1,500	2.10	1.82	0.27	11,074	10,180	894	1.99	1.82	0.17	97,698	89,653	8,045	2.01	1.82	0.18
Childcare Lunches	1,515	743	772	0.28	0.14	0.14	1,462	768	694	0.26	0.14	0.13	11,636	6,764	4,872	0.24	0.14	0.10
Vending Machine Sales	657	312	345	0.12	0.06	0.06	433	323	110	0.08	0.06	0.02	5,406	2,842	2,564	0.11	0.06	0.05
Rental Income	165	205	(40)	0.03	0.04	(0.01)	(287)	212	(499)	(0.05)	0.04	(0.09)	1,098	1,871	(773)	0.02	0.04	(0.02)
Interest Income	10,333	1,000	9,333	1.91	0.19	1.72	10,386	1,000	9,386	1.87	0.18	1.69	90,893	9,000	81,893	1.87	0.18	1.68
DCW Wage Reimbursement	91,172	69,578	21,594	16.85	12.88	3.96	86,925	71,898	15,027	15.64	12.88	2.76	775,083	633,163	141,920	15.91	12.88	3.03
Copy Revenue	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	72	0	72	0.00	0.00	0.00
Garnishment Fees	0	0	0	0.00	0.00	0.00	35	0	35	0.01	0.00	0.01	245	0	245	0.01	0.00	0.01
Scrap Sales	60	0	60	0.01	0.00	0.01	0	0	0	0.00	0.00	0.00	60	0	60	0.00	0.00	0.00
Insurance Proceeds and Refunds	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	1,470	0	1,470	0.03	0.00	0.03
Misc Income	1	0	1	0.00	0.00	0.00	94	0	94	0.02	0.00	0.02	131	0	131	0.00	0.00	0.00
Donation Income	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	26,700	0	26,700	0.55	0.00	0.55
Recruitment Grant Income	5,600	0	5,600	1.03	0.00	1.03	0	0	0	0.00	0.00	0.00	23,000	0	23,000	0.47	0.00	0.47
QAS Income	194,200	214,844	(20,644)	35.88	39.79	(3.90)	237,382	222,005	15,377	42.72	39.79	2.93	1,839,456	1,955,077	(115,621)	37.76	39.79	(2.03)
QMI Income	24,040	26,500	(2,460)	4.44	4.91	(0.47)	24,070	26,500	(2,430)	4.33	4.75	(0.42)	216,269	238,500	(22,231)	4.44	4.85	(0.41)
Inter-Company Charges	21,400	21,400	0	3.95	3.96	(0.01)	21,400	21,400	0	3.85	3.84	0.02	192,600	192,600	0	3.95	3.92	0.03
Bad Debt Expenses	(25,000)	(24,874)	(126)	(4.62)	(4.61)	(0.01)	(25,000)	(25,703)	703	(4.50)	(4.61)	0.11	(225,000)	(226,357)	1,357	(4.62)	(4.61)	(0.01)
Provider Tax Expense-QAA	(134,110)	(134,110)	0	(24.78)	(24.84)	0.06	(134,110)	(134,110)	0	(24.13)	(24.03)	(0.10)	(1,206,993)	(1,206,994)	1	(24.78)	(24.56)	(0.21)
Provider Tax Expense-QMIA	(14,409)	(14,409)	0	(2.66)	(2.67)	0.01	(14,409)	(14,409)	0	(2.59)	(2.58)	(0.01)	(129,677)	(129,676)	(1)	(2.66)	(2.64)	(0.02)
TOTAL SNF Other Revenue	186,977	171,041	15,936	34.55	31.67	2.87	219,454	180,064	39,390	39.49	32.27	7.22	1,720,145	1,566,443	153,702	35.31	31.88	3.43
Total Revenue	2,857,553	2,724,267	133,286	528.00	504.49	24.68	2,931,353	2,818,398	112,955	527.51	505.09	20.24	25,590,354	24,800,799	789,555	525.29	504.70	16.07
SNF Operating Expenses																		
Nursing																		
Nursing																		
Salary & Wages - RN	252,463	293,920	41,457	46.65	54.43	7.78	279,278	303,717	24,439	50.26	54.43	4.17	2,450,010	2,674,668	224,658	50.29	54.43	4.14
Salary & Wages - LPN	94,623	122,617	27,994	17.48	22.71	5.22	85,979	126,704	40,725	15.47	22.71	7.23	823,269	1,115,813	292,544	16.90	22.71	5.81
Salary & Wages - CNA	552,124	513,639	(38,485)	102.02	95.12	(6.90)	562,128	530,760	(31,368)	101.16	95.12	(6.04)	4,724,283	4,674,116	(50,167)	96.97	95.12	(1.86)

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Grand Traverse Pavilions - SNF
SNF Income Statement
9/1/2025 to 9/30/2025

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
Nursing (con't)																		
Salary & Wages - UW SNF	7,126	13,657	6,531	1.32	2.53	1.21	5,815	14,112	8,297	1.05	2.53	1.48	70,251	124,280	54,029	1.44	2.53	1.09
Longevity - RN	4,777	715	(4,062)	0.88	0.13	(0.75)	4,777	739	(4,038)	0.86	0.13	(0.73)	42,993	6,507	(36,486)	0.88	0.13	(0.75)
Longevity - LPN	2,422	444	(1,978)	0.45	0.08	(0.37)	2,422	459	(1,963)	0.44	0.08	(0.35)	21,798	4,038	(17,760)	0.45	0.08	(0.37)
Longevity - CNA	12,607	1,603	(11,004)	2.33	0.30	(2.03)	12,607	1,656	(10,951)	2.27	0.30	(1.97)	113,463	14,585	(98,878)	2.33	0.30	(2.03)
FICA - Nursing	67,343	72,414	5,071	12.44	13.41	0.97	71,872	74,828	2,956	12.93	13.41	0.48	595,808	658,973	63,165	12.23	13.41	1.18
Workers Comp - Nursing	7,738	8,003	265	1.43	1.48	0.05	7,081	8,270	1,189	1.27	1.48	0.21	77,286	72,827	(4,459)	1.59	1.48	(0.10)
MERS DB - Nursing	38,126	38,127	1	7.04	7.06	0.02	38,126	38,127	1	6.86	6.83	(0.03)	343,176	343,137	(39)	7.04	6.98	(0.06)
MERS DC-Nursing	19,664	15,825	(3,839)	3.63	2.93	(0.70)	29,464	16,352	(13,111)	5.30	2.93	(2.37)	162,087	144,004	(18,083)	3.33	2.93	(0.40)
Health Ins - Nursing	74,933	78,550	3,617	13.85	14.55	0.70	75,367	81,168	5,801	13.56	14.55	0.98	722,148	714,805	(7,343)	14.82	14.55	(0.28)
Health Ins - Retirees Nursing	10,740	7,843	(2,897)	1.98	1.45	(0.53)	218	8,105	7,887	0.04	1.45	1.41	55,872	71,371	15,499	1.15	1.45	0.31
Dental Ins - Nursing	4,756	5,601	845	0.88	1.04	0.16	4,720	5,787	1,067	0.85	1.04	0.19	51,136	50,966	(170)	1.05	1.04	(0.01)
Uniforms - Nursing	1,589	240	(1,349)	0.29	0.04	(0.25)	0	248	248	0.00	0.04	0.04	4,337	2,188	(2,149)	0.09	0.04	(0.04)
Small Equipment	7,875	5,778	(2,097)	1.46	1.07	(0.39)	4,885	5,971	1,086	0.88	1.07	0.19	134,880	52,579	(82,301)	2.77	1.07	(1.70)
Nursing Supplies	22,398	21,620	(778)	4.14	4.00	(0.13)	18,591	22,341	3,750	3.35	4.00	0.66	235,341	196,741	(38,600)	4.83	4.00	(0.83)
Briefs	6,620	5,656	(964)	1.22	1.05	(0.18)	6,134	5,844	(290)	1.10	1.05	(0.06)	58,078	51,467	(6,611)	1.19	1.05	(0.14)
Stock Meds	2,329	2,219	(110)	0.43	0.41	(0.02)	1,838	2,293	455	0.33	0.41	0.08	38,865	20,198	(18,667)	0.80	0.41	(0.39)
Flu Vaccine	13,190	2,939	(10,251)	2.44	0.54	(1.89)	10,062	3,037	(7,025)	1.81	0.54	(1.27)	37,731	26,748	(10,983)	0.77	0.54	(0.23)
IV Supplies	182	1,160	978	0.03	0.21	0.18	545	1,198	653	0.10	0.21	0.12	4,911	10,554	5,643	0.10	0.21	0.11
Special Equipment Rental	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	200	0	(200)	0.00	0.00	0.00
Non-Legend Drugs	4,797	3,994	(803)	0.89	0.74	(0.15)	4,593	4,127	(466)	0.83	0.74	(0.09)	40,886	36,343	(4,543)	0.84	0.74	(0.10)
Professional Services - Medic	3,520	3,520	0	0.65	0.65	0.00	3,520	3,520	0	0.63	0.63	0.00	32,180	31,680	(500)	0.66	0.64	(0.02)
Agency Nurse Staffing	26,483	0	(26,483)	4.89	0.00	(4.89)	50,056	0	(50,056)	9.01	0.00	(9.01)	207,585	0	(207,585)	4.26	0.00	(4.26)
Building Repairs-Resident Roo	13,981	2,029	(11,952)	2.58	0.38	(2.21)	3,922	2,096	(1,826)	0.71	0.38	(0.33)	93,859	18,460	(75,399)	1.93	0.38	(1.55)
Equipment Repairs	10,624	2,922	(7,702)	1.96	0.54	(1.42)	960	3,020	2,060	0.17	0.54	0.37	36,415	26,594	(9,821)	0.75	0.54	(0.21)
Education & Training - Nursing	27	510	483	0.00	0.09	0.09	54	527	473	0.01	0.09	0.08	22,317	4,640	(17,677)	0.46	0.09	(0.36)
Vehicle Travel	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	3	0	(2)	0.00	0.00	0.00
Med Waste-Nursing-Medical Care	4,109	1,994	(2,115)	0.76	0.37	(0.39)	2,054	1,994	(60)	0.37	0.36	(0.01)	20,544	17,945	(2,598)	0.42	0.37	(0.06)
Resident Loss Replacement	0	0	0	0.00	0.00	0.00	40	0	(40)	0.01	0.00	(0.01)	1,993	0	(1,993)	0.04	0.00	(0.04)
TOTAL Nursing	1,267,164	1,227,539	(39,625)	234.14	227.32	(6.82)	1,287,109	1,267,000	(20,109)	231.62	227.06	(4.56)	11,223,704	11,166,227	(57,477)	230.39	227.23	(3.15)
Nurse Administration																		
Salary & Wages - Nursing Admin	141,036	131,280	(9,756)	26.06	24.31	(1.75)	137,598	135,656	(1,942)	24.76	24.31	(0.45)	1,274,924	1,194,650	(80,274)	26.17	24.31	(1.86)
Longevity-Nursing Admin	2,854	1,100	(1,754)	0.53	0.20	(0.32)	2,854	1,136	(1,718)	0.51	0.20	(0.31)	25,686	10,008	(15,678)	0.53	0.20	(0.32)
FICA - Nursing Admin	10,264	10,127	(137)	1.90	1.88	(0.02)	9,047	10,465	1,418	1.63	1.88	0.25	91,858	92,156	298	1.89	1.88	(0.01)
Workers Comp - Nurse Admin	37	61	24	0.01	0.01	0.00	37	63	26	0.01	0.01	0.00	333	555	222	0.01	0.01	0.00
MERS DB - Nursing Admin	18,711	18,711	0	3.46	3.47	0.01	18,711	18,711	0	3.37	3.35	(0.01)	168,396	168,395	(1)	3.46	3.43	(0.03)
MERS DC: Nurse Administration	1,607	85	(1,522)	0.30	0.02	(0.28)	2,958	88	(2,870)	0.53	0.02	(0.52)	19,764	770	(18,994)	0.41	0.02	(0.39)
Nurse Admin Consulting	4,971	5,856	885	0.92	1.08	0.17	5,303	6,051	748	0.95	1.08	0.13	49,847	53,285	3,438	1.02	1.08	0.06
TOTAL Nurse Administration	179,480	167,220	(12,260)	33.16	30.97	(2.20)	176,508	172,170	(4,338)	31.76	30.85	(0.91)	1,630,809	1,519,819	(110,990)	33.48	30.93	(2.55)
TOTAL Nursing Administrative	1,446,644	1,394,759	(51,885)	267.30	258.29	(9.01)	1,463,617	1,439,170	(24,447)	263.38	257.92	(5.47)	12,854,512	12,686,046	(168,466)	263.86	258.16	(5.70)
Administrative																		
Salary & Wages - Admin	95,625	78,614	(17,011)	17.67	14.56	(3.11)	78,003	80,535	2,532	14.04	14.43	0.40	554,430	586,290	31,860	11.38	11.93	0.55
Longevity - Admin	1,313	385	(928)	0.24	0.07	(0.17)	1,313	397	(916)	0.24	0.07	(0.17)	11,817	3,501	(8,316)	0.24	0.07	(0.17)
FICA - Admin	5,335	5,223	(112)	0.99	0.97	(0.02)	5,626	5,397	(229)	1.01	0.97	(0.05)	39,649	47,528	7,879	0.81	0.97	0.15
Workers Comp - Admin	19	41	22	0.00	0.01	0.00	19	42	23	0.00	0.01	0.00	171	369	198	0.00	0.01	0.00
MERS - Administration	6,757	6,757	0	1.25	1.25	0.00	6,757	6,757	0	1.22	1.21	(0.01)	60,813	60,813	0	1.25	1.24	(0.01)
MERS DC:Administration	3,861	3,757	(104)	0.71	0.70	(0.02)	3,708	3,882	174	0.67	0.70	0.03	31,110	34,184	3,074	0.64	0.70	0.06
Health Ins - Administration	7,320	5,819	(1,501)	1.35	1.08	(0.27)	4,084	6,013	1,929	0.73	1.08	0.34	43,705	52,955	9,250	0.90	1.08	0.18

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	CURRENT PERIOD						PRIOR PERIOD						YEAR TO DATE					
	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day
Administrative (con't)																		
Dental Ins - Administration	180	243	63	0.03	0.05	0.01	144	251	107	0.03	0.04	0.02	1,687	2,207	520	0.03	0.04	0.01
Small Equipment	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	1,245	0	(1,245)	0.03	0.00	(0.03)
Contract Services	2,760	7,447	4,687	0.51	1.38	0.87	2,760	7,695	4,935	0.50	1.38	0.88	28,702	67,769	39,067	0.59	1.38	0.79
Contract Svcs-Security	446	75	(371)	0.08	0.01	(0.07)	0	78	78	0.00	0.01	0.01	669	687	18	0.01	0.01	0.00
Professional Services - Admin	0	3,370	3,370	0.00	0.62	0.62	0	3,482	3,482	0.00	0.62	0.62	4,750	30,666	25,916	0.10	0.62	0.53
Legal Consultants	35,748	32,877	(2,871)	6.61	6.09	(0.52)	3,661	33,973	30,312	0.66	6.09	5.43	131,725	299,177	167,452	2.70	6.09	3.38
Dues & Memberships	3,500	3,908	408	0.65	0.72	0.08	4,063	4,039	(24)	0.73	0.72	(0.01)	36,690	35,566	(1,124)	0.75	0.72	(0.03)
License & Fees	313	444	131	0.06	0.08	0.02	460	459	(1)	0.08	0.08	0.00	2,114	4,040	1,926	0.04	0.08	0.04
Subscriptions	0	0	0	0.00	0.00	0.00	399	0	(399)	0.07	0.00	(0.07)	399	0	(399)	0.01	0.00	(0.01)
Education & Training - Admin	768	556	(212)	0.14	0.10	(0.04)	0	574	574	0.00	0.10	0.10	1,387	5,055	3,668	0.03	0.10	0.07
Travel	1,399	0	(1,399)	0.26	0.00	(0.26)	1,243	0	(1,243)	0.22	0.00	(0.22)	10,251	0	(10,251)	0.21	0.00	(0.21)
Board Meeting Expenses	335	17	(318)	0.06	0.00	(0.06)	70	18	(52)	0.01	0.00	(0.01)	601	156	(445)	0.01	0.00	(0.01)
Miscellaneous Expenses	202	120	(82)	0.04	0.02	(0.02)	0	124	124	0.00	0.02	0.02	249	1,087	838	0.01	0.02	0.02
TOTAL Administrative	165,881	149,653	(16,228)	30.65	27.71	(2.94)	112,311	153,716	41,405	20.21	27.55	7.34	962,162	1,232,050	269,887	19.75	25.07	5.32
Finance																		
Salary & Wages - Financial Ma	31,185	25,965	(5,220)	5.76	4.81	(0.95)	30,812	26,831	(3,981)	5.54	4.81	(0.74)	267,485	236,281	(31,204)	5.49	4.81	(0.68)
Longevity - Financial Mgt	499	232	(267)	0.09	0.04	(0.05)	499	240	(259)	0.09	0.04	(0.05)	4,491	2,108	(2,383)	0.09	0.04	(0.05)
FICA - Fin Mgmt	1,919	2,004	85	0.35	0.37	0.02	1,921	2,071	150	0.35	0.37	0.03	19,233	18,237	(996)	0.39	0.37	(0.02)
Workers Comp - Fin Mgmt	8	15	7	0.00	0.00	0.00	8	16	8	0.00	0.00	0.00	72	138	66	0.00	0.00	0.00
MERS DB - Financial Management	5,053	5,053	0	0.93	0.94	0.00	5,053	5,053	0	0.91	0.91	0.00	45,474	45,473	(1)	0.93	0.93	(0.01)
MERS DC:Financial Management	317	293	(24)	0.06	0.05	0.00	952	303	(649)	0.17	0.05	(0.12)	1,269	2,670	1,401	0.03	0.05	0.03
Health Ins - Financial Mgmt	2,660	1,575	(1,085)	0.49	0.29	(0.20)	4,659	1,627	(3,032)	0.84	0.29	(0.55)	18,700	14,329	(4,371)	0.38	0.29	(0.09)
Dental Ins - Financial Mgmt	108	81	(27)	0.02	0.02	0.00	108	84	(24)	0.02	0.02	0.00	1,115	736	(378)	0.02	0.01	(0.01)
Office Supplies	1,077	1,462	385	0.20	0.27	0.07	1,360	1,511	151	0.24	0.27	0.03	16,950	13,306	(3,644)	0.35	0.27	(0.08)
Copy Supplies	554	1,371	817	0.10	0.25	0.15	427	1,417	990	0.08	0.25	0.18	7,129	12,478	5,349	0.15	0.25	0.11
Computer Supplies	1,240	2,264	1,024	0.23	0.42	0.19	5,048	2,340	(2,708)	0.91	0.42	(0.49)	25,925	20,604	(5,321)	0.53	0.42	(0.11)
Postage	1,668	626	(1,042)	0.31	0.12	(0.19)	931	647	(284)	0.17	0.12	(0.05)	12,185	5,696	(6,489)	0.25	0.12	(0.13)
Small Equipment - IT	4,211	2,999	(1,212)	0.78	0.56	(0.22)	4,008	3,099	(909)	0.72	0.56	(0.17)	52,842	27,295	(25,547)	1.08	0.56	(0.53)
Contract Services - Billing	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	1,544	0	(1,544)	0.03	0.00	(0.03)
Professional Services - Finan	1,000	0	(1,000)	0.18	0.00	(0.18)	1,000	0	(1,000)	0.18	0.00	(0.18)	18,685	0	(18,685)	0.38	0.00	(0.38)
Audit Expenses	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	6,100	6,000	(100)	0.13	0.12	0.00
IT Consultants	770	1,566	796	0.14	0.29	0.15	1,498	1,618	121	0.27	0.29	0.02	8,583	14,247	5,664	0.18	0.29	0.11
Printing & Binding	0	577	577	0.00	0.11	0.11	479	597	118	0.09	0.11	0.02	5,724	5,255	(469)	0.12	0.11	(0.01)
Data Processing	4,019	3,954	(65)	0.74	0.73	(0.01)	1,661	4,086	2,425	0.30	0.73	0.43	36,217	35,982	(235)	0.74	0.73	(0.01)
Maintenance Agreements Softwa	52,557	26,500	(26,057)	9.71	4.91	(4.80)	29,912	27,383	(2,529)	5.38	4.91	(0.48)	329,368	241,145	(88,223)	6.76	4.91	(1.85)
Equipment Repairs	0	28	28	0.00	0.01	0.01	0	29	29	0.00	0.01	0.01	0	256	256	0.00	0.01	0.01
Communication Equip Repairs	1,277	2,047	770	0.24	0.38	0.14	553	2,115	1,562	0.10	0.38	0.28	20,205	18,624	(1,581)	0.41	0.38	(0.04)
Education & Training - Fin Mgt	500	151	(349)	0.09	0.03	(0.06)	1,334	156	(1,178)	0.24	0.03	(0.21)	6,272	1,370	(4,902)	0.13	0.03	(0.10)
Travel - Mileage	0	23	23	0.00	0.00	0.00	0	24	24	0.00	0.00	0.00	0	209	209	0.00	0.00	0.00
Other Insurance	28,154	27,768	(386)	5.20	5.14	(0.06)	28,154	28,694	540	5.07	5.14	0.08	253,386	252,693	(693)	5.20	5.14	(0.06)
Telephone-Snf	6,185	5,548	(637)	1.14	1.03	(0.12)	14,638	5,733	(8,905)	2.63	1.03	(1.61)	59,126	50,483	(8,643)	1.21	1.03	(0.19)
Internet	2,499	2,871	372	0.46	0.53	0.07	2,508	2,871	363	0.45	0.51	0.06	18,330	25,835	7,505	0.38	0.53	0.15
Cellular Phone	2,558	2,968	410	0.47	0.55	0.08	2,800	2,968	168	0.50	0.53	0.03	24,633	26,708	2,075	0.51	0.54	0.04
Television - SNF	2,207	2,123	(84)	0.41	0.39	(0.01)	2,195	2,194	(1)	0.40	0.39	0.00	19,604	19,322	(282)	0.40	0.39	(0.01)
Bond Interest Expense	23,588	23,589	1	4.36	4.37	0.01	23,588	23,589	1	4.24	4.23	(0.02)	212,296	212,295	(1)	4.36	4.32	(0.04)
Bank Charges	2,945	2,414	(531)	0.54	0.45	(0.10)	3,208	2,414	(794)	0.58	0.43	(0.14)	25,163	21,724	(3,439)	0.52	0.44	(0.07)
TOTAL Finance	178,758	146,067	(32,691)	33.03	27.05	(5.98)	169,314	149,710	(19,604)	30.47	26.83	(3.64)	1,518,106	1,331,499	(186,607)	31.16	27.10	(4.07)

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	CURRENT PERIOD						PRIOR PERIOD						YEAR TO DATE					
	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day
Human Resources																		
Salary & Wages - Human Resour	37,565	21,623	(15,942)	6.94	4.00	(2.94)	25,934	22,344	(3,590)	4.67	4.00	(0.66)	242,122	196,767	(45,355)	4.97	4.00	(0.97)
Longevity - Human Resources	595	227	(368)	0.11	0.04	(0.07)	595	234	(361)	0.11	0.04	(0.07)	5,355	2,065	(3,290)	0.11	0.04	(0.07)
FICA - Human Res	2,310	1,672	(638)	0.43	0.31	(0.12)	1,955	1,727	(228)	0.35	0.31	(0.04)	17,550	15,211	(2,339)	0.36	0.31	(0.05)
Workers Comp - Human Res	7	10	3	0.00	0.00	0.00	7	11	4	0.00	0.00	0.00	63	92	29	0.00	0.00	0.00
MERS DB - Human Resources	3,018	3,018	0	0.56	0.56	0.00	3,018	3,018	0	0.54	0.54	0.00	27,161	27,161	0	0.56	0.55	0.00
MERS DC:Human Resources	843	490	(353)	0.16	0.09	(0.06)	1,347	507	(840)	0.24	0.09	(0.15)	8,963	4,462	(4,501)	0.18	0.09	(0.09)
Health Ins - Human Resources	1,903	1,291	(612)	0.35	0.24	(0.11)	1,903	1,334	(569)	0.34	0.24	(0.10)	14,814	11,749	(3,065)	0.30	0.24	(0.06)
Dental Ins - Human Resources	144	126	(18)	0.03	0.02	0.00	144	131	(13)	0.03	0.02	0.00	1,977	1,149	(828)	0.04	0.02	(0.02)
Life Insurance	455	158	(297)	0.08	0.03	(0.05)	280	163	(117)	0.05	0.03	(0.02)	2,449	1,437	(1,012)	0.05	0.03	(0.02)
Employee Recogn	6,689	2,974	(3,715)	1.24	0.55	(0.69)	648	3,073	2,425	0.12	0.55	0.43	53,389	27,060	(26,329)	1.10	0.55	(0.55)
Other Fringe Benefit - Cobra	0	113	113	0.00	0.02	0.02	0	117	117	0.00	0.02	0.02	0	1,029	1,029	0.00	0.02	0.02
Contract Services - HR	3,026	3,534	508	0.56	0.65	0.10	3,064	3,652	588	0.55	0.65	0.10	29,681	32,164	2,483	0.61	0.65	0.05
Employee Advertising/Recruit	9,294	1,859	(7,435)	1.72	0.34	(1.37)	10,333	1,921	(8,412)	1.86	0.34	(1.52)	64,354	16,913	(47,440)	1.32	0.34	(0.98)
CNA Registry Fee	220	167	(53)	0.04	0.03	(0.01)	400	173	(227)	0.07	0.03	(0.04)	1,380	1,520	140	0.03	0.03	0.00
Testing Fees	525	2,828	2,303	0.10	0.52	0.43	3,485	2,922	(563)	0.63	0.52	(0.10)	10,610	25,730	15,120	0.22	0.52	0.31
Education & Training - Hum Res	0	345	345	0.00	0.06	0.06	48	356	308	0.01	0.06	0.06	647	3,136	2,489	0.01	0.06	0.05
TOTAL Human Resources	66,595	40,435	(26,160)	12.31	7.49	(4.82)	53,162	41,683	(11,479)	9.57	7.47	(2.10)	480,515	367,645	(112,870)	9.86	7.48	(2.38)
Community Relations and Volunteer Services																		
Salary & Wages - Volunteer &	5,769	0	(5,769)	1.07	0.00	(1.07)	4,231	0	(4,231)	0.76	0.00	(0.76)	10,000	0	(10,000)	0.21	0.00	(0.21)
FICA - Volunteer & Comm Rel	441	0	(441)	0.08	0.00	(0.08)	324	0	(324)	0.06	0.00	(0.06)	764	0	(764)	0.02	0.00	(0.02)
Workers Comp - Vol & Comm Rel	0	0	0	0.00	0.00	0.00	(10)	0	10	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00
MERS DC: Volunteer & Comm Rel	269	0	(269)	0.05	0.00	(0.05)	0	0	0	0.00	0.00	0.00	269	0	(269)	0.01	0.00	(0.01)
Marketing and Fund Raising	3,115	1,973	(1,142)	0.58	0.37	(0.21)	1,115	2,038	923	0.20	0.37	0.16	17,509	17,951	442	0.36	0.37	0.01
TOTAL Community Relations and Volunteer Services	9,594	1,973	(7,621)	1.77	0.37	(1.41)	5,660	2,038	(3,622)	1.02	0.37	(0.65)	28,542	17,951	(10,591)	0.59	0.37	(0.22)
Maintenance																		
Salary & Wages - ES	87,211	67,662	(19,549)	16.11	12.53	(3.58)	78,366	69,917	(8,449)	14.10	12.53	(1.57)	719,689	615,722	(103,967)	14.77	12.53	(2.24)
Longevity - Environmental Serv	2,319	325	(1,994)	0.43	0.06	(0.37)	2,319	336	(1,983)	0.42	0.06	(0.36)	20,871	2,963	(17,908)	0.43	0.06	(0.37)
FICA - Environ Serv	5,953	5,201	(752)	1.10	0.96	(0.14)	6,333	5,374	(959)	1.14	0.96	(0.18)	52,443	47,330	(5,113)	1.08	0.96	(0.11)
Workers Comp - Plant Ops	457	547	90	0.08	0.10	0.02	457	566	109	0.08	0.10	0.02	6,561	4,982	(1,579)	0.13	0.10	(0.03)
MERS DB - Env. Serv.	6,110	6,110	0	1.13	1.13	0.00	6,110	6,110	0	1.10	1.09	0.00	54,992	54,992	0	1.13	1.12	(0.01)
MERS DC:Environmental Services	1,387	935	(452)	0.26	0.17	(0.08)	2,682	966	(1,716)	0.48	0.17	(0.31)	14,334	8,511	(5,823)	0.29	0.17	(0.12)
Health Ins - Env Serv	10,287	6,164	(4,123)	1.90	1.14	(0.76)	10,044	6,370	(3,674)	1.81	1.14	(0.67)	80,615	56,096	(24,519)	1.65	1.14	(0.51)
Health Ins - Retirees - EVS	4,193	2,150	(2,043)	0.77	0.40	(0.38)	73	2,222	2,149	0.01	0.40	0.39	21,098	19,566	(1,532)	0.43	0.40	(0.03)
Dental Ins - Env Serv	613	365	(248)	0.11	0.07	(0.05)	576	377	(199)	0.10	0.07	(0.04)	6,528	3,321	(3,207)	0.13	0.07	(0.07)
Uniforms - Plant Ops	150	913	763	0.03	0.17	0.14	0	943	943	0.00	0.17	0.17	3,105	8,308	5,203	0.06	0.17	0.11
Supplies - Plant Ops	8,240	7,756	(484)	1.52	1.44	(0.09)	14,436	8,014	(6,422)	2.60	1.44	(1.16)	101,254	70,576	(30,678)	2.08	1.44	(0.64)
Small Equipment	11,208	6,271	(4,937)	2.07	1.16	(0.91)	5,258	6,480	1,222	0.95	1.16	0.22	58,925	57,070	(1,855)	1.21	1.16	(0.05)
Building Repairs	19,192	15,522	(3,670)	3.55	2.87	(0.67)	12,138	16,039	3,901	2.18	2.87	0.69	162,929	141,250	(21,679)	3.34	2.87	(0.47)
Equipment Repairs	9,630	4,844	(4,786)	1.78	0.90	(0.88)	4,668	5,006	338	0.84	0.90	0.06	32,626	44,085	11,459	0.67	0.90	0.23
Vehicle Repair	300	1,073	773	0.06	0.20	0.14	1,075	1,109	34	0.19	0.20	0.01	16,517	9,764	(6,753)	0.34	0.20	(0.14)
Elevator	3,368	1,143	(2,225)	0.62	0.21	(0.41)	4,058	1,181	(2,877)	0.73	0.21	(0.52)	15,410	10,403	(5,007)	0.32	0.21	(0.10)
Lawn, Tree and Brush Services	196	996	801	0.04	0.18	0.15	8,662	1,029	(7,633)	1.56	0.18	(1.37)	18,887	9,064	(9,823)	0.39	0.18	(0.20)
Snow Removal - Contract	0	1,036	1,036	0.00	0.19	0.19	0	1,070	1,070	0.00	0.19	0.19	7,525	9,428	1,904	0.15	0.19	0.04
Building Rental	0	0	0	0.00	0.00	0.00	(320)	0	320	(0.06)	0.00	0.06	0	0	0	0.00	0.00	0.00
Education & Training - ES	0	111	111	0.00	0.02	0.02	80	114	34	0.01	0.02	0.01	921	1,007	86	0.02	0.02	0.00
Vehicle Fuel	1,092	1,115	23	0.20	0.21	0.00	2,030	1,152	(878)	0.37	0.21	(0.16)	10,766	10,150	(616)	0.22	0.21	(0.01)
Parking Garage Expenses	5,392	1,756	(3,636)	1.00	0.33	(0.67)	3,069	1,814	(1,255)	0.55	0.33	(0.23)	18,890	15,980	(2,910)	0.39	0.33	(0.06)

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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
Maintenance (con't)																		
Water	4,618	3,632	(986)	0.85	0.67	(0.18)	6,246	3,754	(2,492)	1.12	0.67	(0.45)	37,665	33,055	(4,610)	0.77	0.67	(0.10)
Sewer	9,729	7,999	(1,730)	1.80	1.48	(0.32)	10,522	8,265	(2,257)	1.89	1.48	(0.41)	80,894	72,789	(8,105)	1.66	1.48	(0.18)
Electric	28,573	24,112	(4,461)	5.28	4.47	(0.81)	34,933	24,916	(10,017)	6.29	4.47	(1.82)	231,826	219,417	(12,409)	4.76	4.47	(0.29)
Natural Gas	13,250	8,306	(4,944)	2.45	1.54	(0.91)	5,543	8,583	3,040	1.00	1.54	0.54	82,628	75,588	(7,039)	1.70	1.54	(0.16)
Refuse Disposal	3,403	3,272	(131)	0.63	0.61	(0.02)	4,901	3,381	(1,520)	0.88	0.61	(0.28)	37,788	29,777	(8,011)	0.78	0.61	(0.17)
TOTAL Maintenance	236,873	179,316	(57,557)	43.77	33.21	(10.56)	224,258	185,088	(39,170)	40.36	33.17	(7.19)	1,895,685	1,631,194	(264,491)	38.91	33.19	(5.72)
Housekeeping																		
Salary & Wages - Housekeeping	63,650	70,843	7,193	11.76	13.12	1.36	66,720	73,205	6,485	12.01	13.12	1.11	569,976	644,674	74,698	11.70	13.12	1.42
Longevity - Housekeeping	2,081	863	(1,218)	0.38	0.16	(0.22)	2,081	892	(1,189)	0.37	0.16	(0.21)	18,729	7,853	(10,876)	0.38	0.16	(0.22)
FICA - Housekeeping	4,837	5,486	649	0.89	1.02	0.12	5,256	5,668	412	0.95	1.02	0.07	42,085	49,919	7,834	0.86	1.02	0.15
Workers Comp - Housekeeping	671	695	24	0.12	0.13	0.00	671	718	47	0.12	0.13	0.01	6,039	6,328	289	0.12	0.13	0.00
MERS DB - Housekeeping	947	947	0	0.18	0.18	0.00	947	947	0	0.17	0.17	0.00	8,535	8,525	(10)	0.18	0.17	0.00
MERS DC:Housekeeping	1,221	1,960	739	0.23	0.36	0.14	3,743	2,026	(1,717)	0.67	0.36	(0.31)	19,036	17,840	(1,196)	0.39	0.36	(0.03)
Health Ins - Housekeeping	8,007	8,732	725	1.48	1.62	0.14	8,007	9,023	1,016	1.44	1.62	0.18	78,333	79,458	1,125	1.61	1.62	0.01
Dental Ins - Housekeeping	468	572	104	0.09	0.11	0.02	468	591	123	0.08	0.11	0.02	4,266	5,206	940	0.09	0.11	0.02
Uniforms - Housekeeping	0	131	131	0.00	0.02	0.02	0	136	136	0.00	0.02	0.02	1,156	1,193	37	0.02	0.02	0.00
Supplies - Housekeeping	10,209	9,004	(1,205)	1.89	1.67	(0.22)	11,584	9,304	(2,280)	2.08	1.67	(0.42)	90,870	81,938	(8,932)	1.87	1.67	(0.20)
Contract Services-Hskpg	150	701	551	0.03	0.13	0.10	3,327	724	(2,603)	0.60	0.13	(0.47)	5,432	6,377	945	0.11	0.13	0.02
TOTAL Housekeeping	92,241	99,934	7,693	17.04	18.51	1.46	102,805	103,234	429	18.50	18.50	0.00	844,457	909,311	64,854	17.33	18.50	1.17
Laundry																		
Salary & Wages - Laundry	31,935	29,610	(2,325)	5.90	5.48	(0.42)	34,853	30,598	(4,255)	6.27	5.48	(0.79)	295,688	269,455	(26,233)	6.07	5.48	(0.59)
Longevity - Laundry	1,058	197	(861)	0.20	0.04	(0.16)	1,058	204	(854)	0.19	0.04	(0.15)	9,522	1,795	(7,727)	0.20	0.04	(0.16)
FICA - Laundry	2,451	2,280	(171)	0.45	0.42	(0.03)	2,607	2,356	(251)	0.47	0.42	(0.05)	22,969	20,752	(2,217)	0.47	0.42	(0.05)
Workers Comp - Laundry	215	254	39	0.04	0.05	0.01	215	262	47	0.04	0.05	0.01	1,935	2,312	377	0.04	0.05	0.01
MERS DB - Laundry	2,210	2,210	0	0.41	0.41	0.00	2,210	2,210	0	0.40	0.40	0.00	19,890	19,890	0	0.41	0.40	0.00
MERS DC:Laundry	318	338	20	0.06	0.06	0.00	975	350	(625)	0.18	0.06	(0.11)	5,300	3,080	(2,220)	0.11	0.06	(0.05)
Health Ins - Laundry	4,260	2,457	(1,803)	0.79	0.46	(0.33)	5,977	2,539	(3,438)	1.08	0.46	(0.62)	35,804	22,357	(13,447)	0.73	0.45	(0.28)
Dental Ins - Laundry	288	178	(110)	0.05	0.03	(0.02)	288	183	(105)	0.05	0.03	(0.02)	2,137	1,616	(521)	0.04	0.03	(0.01)
Supplies - Laundry	6,919	4,677	(2,242)	1.28	0.87	(0.41)	5,856	4,833	(1,023)	1.05	0.87	(0.19)	50,949	42,565	(8,384)	1.05	0.87	(0.18)
Linen Replacements - Laundry	2,400	1,774	(626)	0.44	0.33	(0.11)	4,145	1,833	(2,312)	0.75	0.33	(0.42)	27,641	16,142	(11,499)	0.57	0.33	(0.24)
TOTAL Laundry	52,054	43,975	(8,079)	9.62	8.14	(1.47)	58,186	45,368	(12,818)	10.47	8.13	(2.34)	471,835	399,964	(71,871)	9.69	8.14	(1.55)
Dietary																		
Small Equipment - Dietary	2,587	1,072	(1,515)	0.48	0.20	(0.28)	1,329	1,108	(221)	0.24	0.20	(0.04)	11,524	9,760	(1,764)	0.24	0.20	(0.04)
Contract Svcs-Dining	242,328	235,569	(6,759)	44.78	43.62	(1.15)	240,450	235,569	(4,881)	43.27	42.22	(1.05)	2,156,141	2,120,120	(36,021)	44.26	43.14	(1.11)
TOTAL Dietary	244,915	236,641	(8,274)	45.25	43.82	(1.43)	241,779	236,677	(5,102)	43.51	42.42	(1.09)	2,167,666	2,129,880	(37,786)	44.50	43.34	(1.15)
Therapy																		
Salary & Wages - Therapy	151,155	143,762	(7,393)	27.93	26.62	(1.31)	145,602	148,554	2,952	26.20	26.62	0.42	1,376,441	1,308,235	(68,206)	28.25	26.62	(1.63)
Longevity-Therapy	2,591	395	(2,196)	0.48	0.07	(0.41)	2,591	408	(2,183)	0.47	0.07	(0.39)	23,319	3,589	(19,730)	0.48	0.07	(0.41)
FICA - Therapy	10,509	11,028	519	1.94	2.04	0.10	11,568	11,396	(172)	2.08	2.04	(0.04)	100,486	100,354	(132)	2.06	2.04	(0.02)
Workers Comp - Therapy	359	508	149	0.07	0.09	0.03	359	525	166	0.06	0.09	0.03	3,231	4,622	1,391	0.07	0.09	0.03
MERS DB - Therapy	20,628	20,628	0	3.81	3.82	0.01	20,628	20,628	0	3.71	3.70	(0.02)	185,655	185,656	1	3.81	3.78	(0.03)
MERS DC:Therapy	1,975	150	(1,825)	0.36	0.03	(0.34)	3,080	154	(2,926)	0.55	0.03	(0.53)	17,365	1,361	(16,004)	0.36	0.03	(0.33)
Health Ins - Therapy Services	10,730	9,234	(1,496)	1.98	1.71	(0.27)	10,730	9,542	(1,188)	1.93	1.71	(0.22)	104,447	84,026	(20,421)	2.14	1.71	(0.43)
Dental Ins - Therapy	504	491	(13)	0.09	0.09	0.00	504	508	4	0.09	0.09	0.00	5,898	4,469	(1,429)	0.12	0.09	(0.03)
Supplies - Therapy	295	520	225	0.05	0.10	0.04	982	537	(445)	0.18	0.10	(0.08)	4,103	4,727	624	0.08	0.10	0.01
Small Equipment - Therapy	0	286	286	0.00	0.05	0.05	0	296	296	0.00	0.05	0.05	4,802	2,605	(2,197)	0.10	0.05	(0.05)
Professional Service - Medica	0	911	911	0.00	0.17	0.17	2,091	942	(1,149)	0.38	0.17	(0.21)	11,000	8,291	(2,709)	0.23	0.17	(0.06)

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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
Therapy (cont')																		
Advertising-Wellness Center	0	65	65	0.00	0.01	0.01	0	67	67	0.00	0.01	0.01	0	593	593	0.00	0.01	0.01
Consultant - Therapy	3,940	4,885	945	0.73	0.90	0.18	4,324	5,048	724	0.78	0.90	0.13	37,518	44,450	6,932	0.77	0.90	0.13
Pool Maintenance	797	844	47	0.15	0.16	0.01	171	872	701	0.03	0.16	0.13	7,872	7,679	(193)	0.16	0.16	(0.01)
Dues & Memberships - Therapy	0	40	40	0.00	0.01	0.01	0	42	42	0.00	0.01	0.01	0	365	365	0.00	0.01	0.01
Education & Training - Therapy	6,164	44	(6,120)	1.14	0.01	(1.13)	0	45	45	0.00	0.01	0.01	6,829	398	(6,431)	0.14	0.01	(0.13)
Travel - Therapy	0	8	8	0.00	0.00	0.00	0	9	9	0.00	0.00	0.00	0	75	75	0.00	0.00	0.00
TOTAL Therapy	209,648	193,799	(15,849)	38.74	35.89	(2.85)	202,630	199,573	(3,057)	36.46	35.77	(0.70)	1,888,966	1,761,495	(127,471)	38.77	35.85	(2.93)
Ancillary																		
Medical Supplies	5,708	3,168	(2,540)	1.05	0.59	(0.47)	7,942	3,273	(4,669)	1.43	0.59	(0.84)	51,018	28,826	(22,192)	1.05	0.59	(0.46)
Tube Feeding Supplies	295	0	(295)	0.05	0.00	(0.05)	0	0	0	0.00	0.00	0.00	295	0	(295)	0.01	0.00	(0.01)
Wound Vac Supplies	93	0	(93)	0.02	0.00	(0.02)	0	0	0	0.00	0.00	0.00	93	0	(93)	0.00	0.00	0.00
Oxygen	6,990	3,160	(3,830)	1.29	0.59	(0.71)	2,510	3,265	755	0.45	0.59	0.13	34,776	28,755	(6,021)	0.71	0.59	(0.13)
Legend Drugs	29,030	36,346	7,316	5.36	6.73	1.37	26,701	37,558	10,857	4.80	6.73	1.93	272,523	330,753	58,230	5.59	6.73	1.14
Lab Services	2,422	1,754	(668)	0.45	0.32	(0.12)	619	1,812	1,193	0.11	0.32	0.21	15,805	15,962	157	0.32	0.32	0.00
Radiology Services	1,513	1,267	(246)	0.28	0.23	(0.04)	2,010	1,309	(701)	0.36	0.23	(0.13)	15,008	11,528	(3,480)	0.31	0.23	(0.07)
Misc Medical Services	830	256	(574)	0.15	0.05	(0.11)	1,329	265	(1,064)	0.24	0.05	(0.19)	2,533	2,334	(199)	0.05	0.05	0.00
TOTAL Ancillary	46,881	45,951	(930)	8.66	8.51	(0.15)	41,111	47,482	6,371	7.40	8.51	1.11	392,051	418,158	26,107	8.05	8.51	0.46
Diversional Therapy																		
Salary & Wages - Life Enrichm	14,213	37,748	23,535	2.63	6.99	4.36	23,444	39,006	15,562	4.22	6.99	2.77	239,032	343,506	104,474	4.91	6.99	2.08
Longevity - Life Enrichment	1,214	0	(1,214)	0.22	0.00	(0.22)	1,214	0	(1,214)	0.22	0.00	(0.22)	10,926	0	(10,926)	0.22	0.00	(0.22)
FICA - Life Enrichment	1,999	2,888	889	0.37	0.53	0.17	2,434	2,984	550	0.44	0.53	0.10	23,686	26,278	2,592	0.49	0.53	0.05
Workers Comp - Life Enrichm	94	102	8	0.02	0.02	0.00	94	105	11	0.02	0.02	0.00	846	924	78	0.02	0.02	0.00
MERS DB - Life Enrichment	2,204	2,204	0	0.41	0.41	0.00	2,204	2,204	0	0.40	0.39	0.00	19,838	19,838	0	0.41	0.40	0.00
MERS DC:Life Enrichment	559	903	344	0.10	0.17	0.06	1,326	933	(393)	0.24	0.17	(0.07)	8,978	8,213	(765)	0.18	0.17	(0.02)
Health Ins - Life Enrichment	3,237	2,447	(790)	0.60	0.45	(0.15)	3,237	2,529	(708)	0.58	0.45	(0.13)	33,870	22,267	(11,603)	0.70	0.45	(0.24)
Dental Ins - Life Enrichment	288	213	(75)	0.05	0.04	(0.01)	288	220	(68)	0.05	0.04	(0.01)	2,730	1,939	(791)	0.06	0.04	(0.02)
Supplies - Diversional Therapy	814	723	(91)	0.15	0.13	(0.02)	804	747	(57)	0.14	0.13	(0.01)	9,787	6,574	(3,213)	0.20	0.13	(0.07)
Activity Supplies - Eden	714	666	(48)	0.13	0.12	(0.01)	709	688	(21)	0.13	0.12	0.00	6,394	6,060	(334)	0.13	0.12	(0.01)
Educ. & Training- Activities	0	15	15	0.00	0.00	0.00	0	15	15	0.00	0.00	0.00	0	135	135	0.00	0.00	0.00
Special Functions	801	828	27	0.15	0.15	0.01	228	856	628	0.04	0.15	0.11	5,487	7,539	2,052	0.11	0.15	0.04
Beauty Shop Services	4	0	(4)	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	61	0	(61)	0.00	0.00	0.00
Activity Expenses	0	46	46	0.00	0.01	0.01	0	47	47	0.00	0.01	0.01	282	419	137	0.01	0.01	0.00
TOTAL Diversional Therapy	26,143	48,783	22,640	4.83	9.03	4.20	35,983	50,334	14,351	6.48	9.02	2.55	361,917	443,692	81,775	7.43	9.03	1.60
Human Services																		
Salary & Wages - Human Serv	20,011	20,536	525	3.70	3.80	0.11	18,754	21,220	2,466	3.37	3.80	0.43	185,220	186,874	1,654	3.80	3.80	0.00
Longevity - Human Services	600	0	(600)	0.11	0.00	(0.11)	600	0	(600)	0.11	0.00	(0.11)	5,400	0	(5,400)	0.11	0.00	(0.11)
FICA - Human Serv	1,245	1,571	326	0.23	0.29	0.06	1,527	1,623	96	0.27	0.29	0.02	12,052	14,296	2,244	0.25	0.29	0.04
Workers Comp - Human Serv	7	20	13	0.00	0.00	0.00	7	21	14	0.00	0.00	0.00	63	185	122	0.00	0.00	0.00
MERS DB - Human Services	757	757	0	0.14	0.14	0.00	757	757	0	0.14	0.14	0.00	6,816	6,817	1	0.14	0.14	0.00
MERS DC:Human Services	345	767	422	0.06	0.14	0.08	1,053	793	(260)	0.19	0.14	(0.05)	6,061	6,979	918	0.12	0.14	0.02
Health Ins - Human Services	1,410	2,557	1,147	0.26	0.47	0.21	1,410	2,643	1,233	0.25	0.47	0.22	18,768	23,273	4,505	0.39	0.47	0.09
Dental Ins - Human Services	72	91	19	0.01	0.02	0.00	72	94	22	0.01	0.02	0.00	1,153	826	(327)	0.02	0.02	(0.01)
Consultant Services-Psych.	2,400	0	(2,400)	0.44	0.00	(0.44)	0	0	0	0.00	0.00	0.00	2,400	0	(2,400)	0.05	0.00	(0.05)
Education & Training - Hum Ser	0	99	99	0.00	0.02	0.02	(48)	102	150	(0.01)	0.02	0.03	0	897	897	0.00	0.02	0.02
TOTAL Human Services	26,848	26,398	(450)	4.96	4.89	(0.07)	24,134	27,253	3,119	4.34	4.88	0.54	237,934	240,147	2,213	4.88	4.89	0.00
Child Care																		
Salary & Wages - CC Asst. CDC	11,404	15,192	3,788	2.11	2.81	0.71	16,817	15,698	(1,119)	3.03	2.81	(0.21)	118,927	138,242	19,315	2.44	2.81	0.37

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Grand Traverse Pavilions - SNF
SNF Income Statement
9/1/2025 to 9/30/2025

Facility #

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	CURRENT PERIOD						PRIOR PERIOD						YEAR TO DATE					
	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day
Child Care (con't)																		
Salary & Wages - Facilitator	9,348	8,088	(1,260)	1.73	1.50	(0.23)	8,465	8,358	(107)	1.52	1.50	(0.03)	80,127	73,603	(6,524)	1.64	1.50	(0.15)
Longevity - Child Day Care	817	0	(817)	0.15	0.00	(0.15)	817	0	(817)	0.15	0.00	(0.15)	7,353	0	(7,353)	0.15	0.00	(0.15)
FICA - CDC	1,545	1,781	236	0.29	0.33	0.04	1,964	1,840	(124)	0.35	0.33	(0.02)	15,062	16,207	1,145	0.31	0.33	0.02
Workers Comp - CDC	43	0	(43)	0.01	0.00	(0.01)	43	0	(43)	0.01	0.00	(0.01)	387	0	(387)	0.01	0.00	(0.01)
MERS DB - CDC	1,123	1,123	0	0.21	0.21	0.00	1,123	1,123	0	0.20	0.20	0.00	10,397	10,109	(288)	0.21	0.21	(0.01)
MERS DC-Child Care	575	603	28	0.11	0.11	0.01	875	623	(252)	0.16	0.11	(0.05)	4,543	5,489	946	0.09	0.11	0.02
Health Ins - CDC	1,483	2,000	517	0.27	0.37	0.10	1,483	2,067	584	0.27	0.37	0.10	15,024	18,204	3,180	0.31	0.37	0.06
Dental Ins - CDC	108	142	34	0.02	0.03	0.01	108	147	39	0.02	0.03	0.01	1,458	1,292	(166)	0.03	0.03	0.00
Uniforms - CDC	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	293	0	(293)	0.01	0.00	(0.01)
Teaching/Educational Supplies	0	17	17	0.00	0.00	0.00	0	18	18	0.00	0.00	0.00	0	158	158	0.00	0.00	0.00
Small Equipment - CDC	0	99	99	0.00	0.02	0.02	0	102	102	0.00	0.02	0.02	1,447	897	(550)	0.03	0.02	(0.01)
Meals - CDC	1,872	641	(1,231)	0.35	0.12	(0.23)	2,984	662	(2,321)	0.54	0.12	(0.42)	22,945	5,835	(17,110)	0.47	0.12	(0.35)
Dietary Snacks - CDC	478	493	15	0.09	0.09	0.00	71	510	439	0.01	0.09	0.08	549	4,487	3,938	0.01	0.09	0.08
Special Functions - CDC	0	7	7	0.00	0.00	0.00	0	7	7	0.00	0.00	0.00	558	59	(499)	0.01	0.00	(0.01)
Child Daycare Supply/Equip	10	0	(10)	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	10	0	(10)	0.00	0.00	0.00
Indirect Costs-Childcare	1,400	1,400	0	0.26	0.26	0.00	1,400	1,400	0	0.25	0.25	0.00	12,600	12,600	0	0.26	0.26	0.00
Miscellaneous Exp-Childcare	(478)	66	544	(0.09)	0.01	0.10	48	68	20	0.01	0.01	0.00	48	598	550	0.00	0.01	0.01
TOTAL Child Care	29,729	31,652	1,923	5.49	5.86	0.37	36,198	32,623	(3,575)	6.51	5.85	(0.67)	291,727	287,780	(3,947)	5.99	5.86	(0.13)
Equipment Depreciation																		
Depreciation - Office	2,304	2,304	0	0.43	0.43	0.00	2,304	2,304	0	0.41	0.41	0.00	20,733	20,732	(1)	0.43	0.42	0.00
Depreciation Exp - Nursing	4,138	4,138	0	0.76	0.77	0.00	4,138	4,138	0	0.74	0.74	0.00	37,238	37,237	(1)	0.76	0.76	(0.01)
Depreciation - Dietary	1,375	1,375	0	0.25	0.25	0.00	1,375	1,375	0	0.25	0.25	0.00	12,374	12,373	(1)	0.25	0.25	0.00
Depreciation - Furniture	662	662	0	0.12	0.12	0.00	662	662	0	0.12	0.12	0.00	5,957	5,957	0	0.12	0.12	0.00
Depreciation - Maintenance	1,634	1,634	0	0.30	0.30	0.00	1,634	1,634	0	0.29	0.29	0.00	14,709	14,709	0	0.30	0.30	0.00
Depreciation - Vehicle	877	877	0	0.16	0.16	0.00	877	877	0	0.16	0.16	0.00	7,893	7,893	0	0.16	0.16	0.00
Depreciation-Equip Well. Ctr	200	200	0	0.04	0.04	0.00	200	200	0	0.04	0.04	0.00	1,800	1,800	0	0.04	0.04	0.00
TOTAL Equipment Depreciation	11,189	11,190	1	2.07	2.07	0.00	11,189	11,190	1	2.01	2.01	(0.01)	100,704	100,701	(3)	2.07	2.05	(0.02)
TOTAL SNF Operating Expenses	2,843,993	2,650,526	(193,467)	525.50	490.84	(34.66)	2,782,337	2,725,139	(57,197)	500.69	488.38	(12.31)	24,496,779	23,957,513	(539,267)	502.84	487.54	(15.30)
Net Operating Income	13,560	73,741	(60,180)	2.51	13.66	(11.14)	149,016	93,259	55,758	26.82	16.71	9.99	1,093,575	843,286	250,289	22.45	17.16	5.09
SNF Building Depreciation																		
Depreciation - Land Improv	1,594	1,594	0	0.29	0.30	0.00	1,594	1,594	0	0.29	0.29	0.00	14,346	14,346	0	0.29	0.29	0.00
Depreciation - Building	38,499	38,499	0	7.11	7.13	0.02	38,499	38,499	0	6.93	6.90	(0.03)	346,494	346,494	0	7.11	7.05	(0.06)
Depreciation - Parking Structr	5,437	5,437	0	1.00	1.01	0.00	5,437	5,437	0	0.98	0.97	0.00	48,934	48,934	0	1.00	1.00	(0.01)
Depreciation - Bldg Improv	12,328	12,328	0	2.28	2.28	0.01	12,328	12,328	0	2.22	2.21	(0.01)	110,955	110,956	1	2.28	2.26	(0.02)
Depreciation-Bldg Imp WellCtr	2,654	2,654	0	0.49	0.49	0.00	2,654	2,654	0	0.48	0.48	0.00	23,883	23,882	(1)	0.49	0.49	0.00
TOTAL SNF Building Depreciation	60,512	60,512	0	11.18	11.21	0.02	60,512	60,512	0	10.89	10.84	(0.04)	544,611	544,612	1	11.18	11.08	(0.10)
Net Income	(46,952)	13,229	(60,181)	(8.68)	2.45	(11.14)	88,504	32,747	55,758	15.93	5.87	9.99	548,964	298,674	250,290	11.27	6.08	5.09

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Grand Traverse Pavilions - SNF
Cottage Income Statement
9/1/2025 to 9/30/2025

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Include Adjustment Periods: NO Include Closing Periods: NO

	CURRENT PERIOD			PRIOR PERIOD			YEAR TO DATE		
	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$
Cottage Revenue									
Room Rental-Cottage-Private	186,517	264,720	(78,202)	186,102	273,544	(87,442)	1,744,596	2,408,950	(664,354)
Room Rental-Cottage-Priv Insur	64,955	26,430	38,525	67,935	27,311	40,624	569,172	240,511	328,661
Respite-Cottages	9,225	2,880	6,345	5,950	2,976	2,974	122,000	26,208	95,792
Registration Fee - Cottages	750	164	586	750	170	580	2,250	1,496	754
Ancillary Rev - Cottages	639	9,863	(9,224)	656	10,192	(9,536)	6,497	89,753	(83,256)
Meal Plan	28,843	27,340	1,503	28,245	28,252	(7)	238,265	248,796	(10,531)
Personal Care Services- Privat	1,728	1,315	413	2,380	1,359	1,021	15,788	11,967	3,821
Contractual Discount-Private	(8,379)	0	(8,379)	(8,379)	0	(8,379)	(94,891)	0	(94,891)
Contractual Allow MA Waiver	0	0	0	0	0	0	4,844	0	4,844
Contractual Allowance PACE	(16,569)	(5,602)	(10,967)	(18,256)	(5,602)	(12,654)	(151,794)	(50,423)	(101,371)
Scholarships Private Pay	(2,865)	(4,618)	1,753	(2,650)	(4,772)	2,122	(24,979)	(42,022)	17,043
TOTAL Cottage Revenue	264,843	322,492	(57,649)	262,733	333,430	(70,697)	2,431,747	2,935,236	(503,488)
Cottage Other Revenue									
Beauty Shop Income	290	483	(193)	400	499	(99)	2,860	4,396	(1,536)
Donation Income - Cottages	0	4,618	(4,618)	0	4,772	(4,772)	37,559	42,022	(4,463)
TOTAL Cottage Other Revenue	290	5,101	(4,811)	400	5,271	(4,871)	40,419	46,418	(5,999)
Total Income	265,133	327,593	(62,460)	263,133	338,701	(75,568)	2,472,166	2,981,654	(509,487)
Cottage Operating Expenses									
Salary & Wages - Admin - Cott	12,365	16,480	4,115	11,513	17,030	5,517	129,829	149,969	20,140
Salary & Wages - ES Cottages	8,816	8,329	(487)	8,641	8,606	(35)	81,728	75,790	(5,938)
Salary & Wages - Hskpg Cottage	7,677	7,316	(361)	7,371	7,560	189	55,424	66,578	11,154
Salary & Wages - RN Cottages	7,544	7,440	(104)	8,876	7,687	(1,189)	73,034	67,700	(5,334)
Salary & Wages - LPN Cottages	0	1,572	1,572	0	1,624	1,624	9,416	14,305	4,889
Salary & Wages - CNA Cottages	23,404	73,646	50,242	33,998	76,101	42,103	320,122	670,177	350,055
Salary & Wages - UW Cottages	94,593	54,848	(39,745)	103,597	56,677	(46,920)	804,843	499,119	(305,724)
Longevity - Cottages	3,730	0	(3,730)	3,730	0	(3,730)	33,570	0	(33,570)
Longevity - Cottages Admin	940	247	(693)	940	255	(685)	8,460	2,243	(6,217)
FICA Admin Cottages	959	1,261	302	933	1,303	370	10,001	11,472	1,471
FICA - Env Serv Cottages	660	637	(23)	606	658	52	5,949	5,798	(151)
FICA - Cottage Housekeeping	579	560	(19)	562	578	16	4,187	5,094	907
FICA - RN LPN CNA and UW - Co	9,539	10,519	980	10,943	10,870	(73)	89,911	95,724	5,813
Workers Comp - Cottages	1,076	909	(167)	1,076	939	(137)	11,336	8,272	(3,063)
Workers Comp - Cottage Admin	0	6	6	0	6	6	0	56	56
MERS DB - Cottages	7,182	7,182	0	7,182	7,182	0	66,420	64,634	(1,786)
MERS DB - Cottages Admin	2,166	2,166	0	2,166	2,166	0	19,497	19,499	2
MERS DC-Cottage	3,690	2,397	(1,293)	4,731	2,477	(2,254)	28,204	21,812	(6,392)
Health Ins - Cottages	10,756	11,183	427	12,708	11,183	(1,525)	114,266	100,644	(13,622)
Dental Ins - Cottages	685	728	43	685	728	43	7,566	6,548	(1,018)
Supplies - Cottages	0	13	13	0	14	14	229	122	(107)
Supplies Plant Ops - Cottages	92	36	(56)	235	37	(198)	9,607	329	(9,278)
Supplies Laundry - Cottages	398	60	(338)	0	62	62	3,004	545	(2,459)
Activity Supplies - Cottages	381	509	128	364	526	162	4,933	4,635	(298)
Office Supplies - Cottages	0	0	0	40	0	(40)	40	0	(40)
Small Equipment	3,777	0	(3,777)	55	0	(55)	14,994	0	(14,994)

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Grand Traverse Pavilions - SNF
Cottage Income Statement
9/1/2025 to 9/30/2025

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	CURRENT PERIOD			PRIOR PERIOD			YEAR TO DATE		
	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$
Cottage Operating Expenses (con't)									
Nursing Supplies - Cottages	0	319	319	0	330	330	3,670	2,901	(769)
Contract Services-Dining	62,975	63,084	109	62,975	63,084	109	568,795	567,753	(1,042)
Contract Svcs:Security-Cottag	1,325	228	(1,097)	0	228	228	1,988	2,046	58
Advertising - Cottages	146	5,295	5,149	146	5,472	5,326	8,756	48,185	39,429
Referral Fees	7,002	729	(6,273)	0	729	729	9,402	6,564	(2,838)
Printing & Binding - Comm Rel	0	52	52	0	52	52	0	462	462
Building Repairs - Cottages	0	842	842	8,020	842	(7,178)	33,823	7,573	(26,250)
Equipment Repairs - Cottages	0	137	137	0	137	137	10,119	1,238	(8,881)
Elevator-Cottages	200	351	151	200	351	151	7,745	3,162	(4,583)
Telephone - Cottages	70	357	287	320	357	37	2,630	3,212	582
Water - Cottages	3,576	1,736	(1,840)	3,027	1,736	(1,291)	13,132	15,623	2,491
Sewer - Cottages	2,767	1,668	(1,099)	2,907	1,668	(1,239)	18,584	15,012	(3,572)
Electric - Cottages	6,251	5,726	(525)	6,927	5,726	(1,201)	53,825	51,538	(2,287)
Natrual Gas - Cottages	701	1,974	1,273	659	1,974	1,315	30,848	17,769	(13,079)
Refuse Disposal - Cottages	623	657	34	623	657	34	4,983	5,911	928
Television - Cottages	1,666	1,570	(96)	2,844	1,570	(1,274)	13,494	14,127	633
Special Functions - Cottages	465	106	(359)	585	106	(479)	1,722	948	(774)
Beauty Shop Services	0	403	403	0	403	403	1,339	3,628	2,289
Indirect Costs-Cottages	20,000	20,000	0	20,000	20,000	0	180,000	180,000	0
Bond Interest Expense	3,820	3,278	(542)	3,820	3,278	(542)	34,378	29,496	(4,882)
Miscellaneous Exp - Cottages	0	52	52	0	52	52	479	466	(13)
Depreciation - Equip Cottages	917	917	0	917	917	0	8,254	8,254	0
TOTAL Cottage Operating Expenses	313,512	317,525	4,013	334,919	323,938	(10,981)	2,914,534	2,876,933	(37,601)
Net Operating Income	(48,379)	10,068	(58,447)	(71,787)	14,762	(86,549)	(442,368)	104,721	(547,089)
Cottage Building Depreciation									
Depreciation Bldg - Cottages	19,018	19,018	0	19,018	19,018	0	171,165	171,165	0
Depreciation-Cottage Bldg Impr	4,304	4,304	0	4,304	4,304	0	38,732	38,731	(1)
TOTAL Cottage Building Depreciation	23,322	23,322	0	23,322	23,322	0	209,897	209,896	(1)
Net Income	(71,701)	(13,254)	(58,447)	(95,108)	(8,560)	(86,549)	(652,265)	(105,175)	(547,090)

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Grand Traverse Pavilions - SNF
Balance Sheet
As Of 9/30/2025

Facility #

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	CURRENT PERIOD	PRIOR PERIOD	PREVIOUS YEAR
	Actual \$	Actual \$	Actual \$
Assets	0	0	0
Current Assets			
Cash			
County Held Cash			
Cash - County	4,232,608	4,976,230	7,701,794
Cash - Deposits (Cottages)	66,221	71,802	87,767
Cash - M.O.E.	3,319	3,319	3,319
TOTAL County Held Cash	4,302,148	5,051,351	7,792,881
Other Cash			
A/P Cash Clearing Account	17,106	16,644	15,228
Credit Card Bank	51,546	50,862	0
Cash - Resident Trust	14,443	14,443	14,626
Cash-Payroll	6,705	6,705	6,705
Cash - Advance Pay Funding Ac	30,827	31,419	31,398
TOTAL Other Cash	120,626	120,072	67,956
TOTAL Cash	4,422,774	5,171,423	7,860,837
Accounts Receivable	7,599,265	7,208,168	4,040,893
Other Receivables			
Medicaid QAS Settlement Rec	758,541	758,541	824,570
Interest Receivable	90,000	80,000	0
Due From Other Funds	0	108	0
Grants Receivable	(2,700)	(2,700)	36,048
Due from Foundation	7,294	4,244	6,944
MA Wage Pass Through Receiv	86,957	85,000	83,696
TOTAL Other Receivables	940,092	925,193	951,257
Inventory	173,266	173,266	173,266
Prepaid Expenses	0	0	0
Other Current Assets			
Prepaid Expenses/Deposits	847	0	0
Prepaid Insurance - General	94,902	23,903	6,300
Prepaid Insurance - Work Comp.	45,202	44,122	0
TOTAL Other Current Assets	140,951	68,026	6,300
TOTAL Current Assets	13,276,348	13,546,077	13,032,553
Non-Current Assets			
Property & Equipment	14,801,147	14,897,087	15,306,973
Other Non Current Assets			
Due from PACE North	1,011,818	1,044,114	1,307,535
Deferred Outflows-Pension Plan	1,784,863	1,784,863	1,784,863
Deferred Outflows-OPEB	221,999	221,999	221,999
TOTAL Other Non Current Assets	3,018,680	3,050,976	3,314,397
TOTAL Non-Current Assets	17,819,827	17,948,063	18,621,371
TOTAL Assets	31,096,175	31,494,140	31,653,924
Liabilities & Equity			
Liabilities			
Current Liabilities			
Accounts Payable	1,089,915	1,047,226	1,129,756
Accrued Expenses	1,879,369	1,843,207	1,799,915

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Grand Traverse Pavilions - SNF
Balance Sheet
As Of 9/30/2025

Facility #

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	CURRENT PERIOD	PRIOR PERIOD	PREVIOUS YEAR
	Actual \$	Actual \$	Actual \$
Other Current Liabilities			
Current Portion of Bonds Paya	740,000	725,000	725,000
Interest Payable	51,226	167,931	122,167
Medicaid Cost Settle. Payable	3,227,000	3,194,000	2,930,000
TOTAL Other Current Liabilities	4,018,226	4,086,931	3,777,167
TOTAL Current Liabilities	6,987,511	6,977,365	6,706,839
Non-Current Liabilities			
Long-Term Liabilities			
Net Pension Liabilities	5,471,525	5,471,525	5,471,525
Pension Bonds (Non-Union) Iss	4,140,000	4,420,000	4,420,000
Pension Bonds (Union) Issued	3,960,000	3,970,000	4,190,000
Bonds Payable-Series 2017 Haw	1,150,000	1,150,000	1,380,000
Def Los on Adv Refund-'17	(34,163)	(34,705)	(39,044)
TOTAL Long-Term Liabilities	14,687,362	14,976,820	15,422,481
Other Non-Current Liabilities			
Deferred Inflow-OPEB	782,915	782,915	782,915
TOTAL Other Non-Current Liabilities	782,915	782,915	782,915
TOTAL Non-Current Liabilities	15,470,277	15,759,735	16,205,396
TOTAL Liabilities	22,457,787	22,737,099	22,912,235
Equity			
Equity			
RETAINED EARNINGS - PRIOR	10,499,269	10,499,269	10,499,269
Contributed Capital	126,540	126,540	126,540
TOTAL Equity	10,625,809	10,625,809	10,625,809
Net Income (Loss)	(1,987,422)	(1,868,769)	(1,884,121)
TOTAL Equity	8,638,388	8,757,041	8,741,689
TOTAL Liabilities & Equity	31,096,175	31,494,140	31,653,924

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Grand Traverse Pavilions - SNF
Cash Flow Statement
9/1/2025 to 9/30/2025

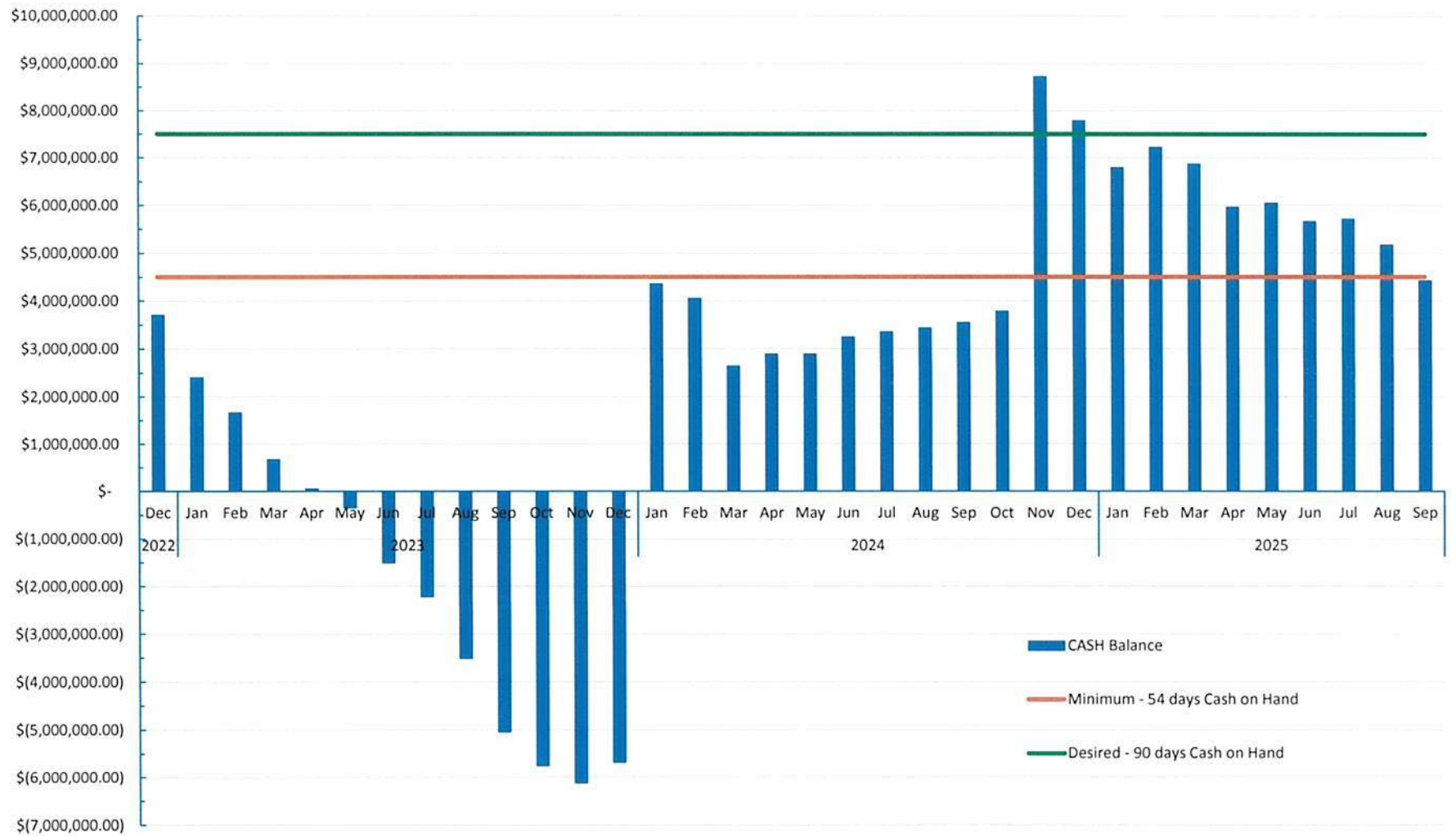
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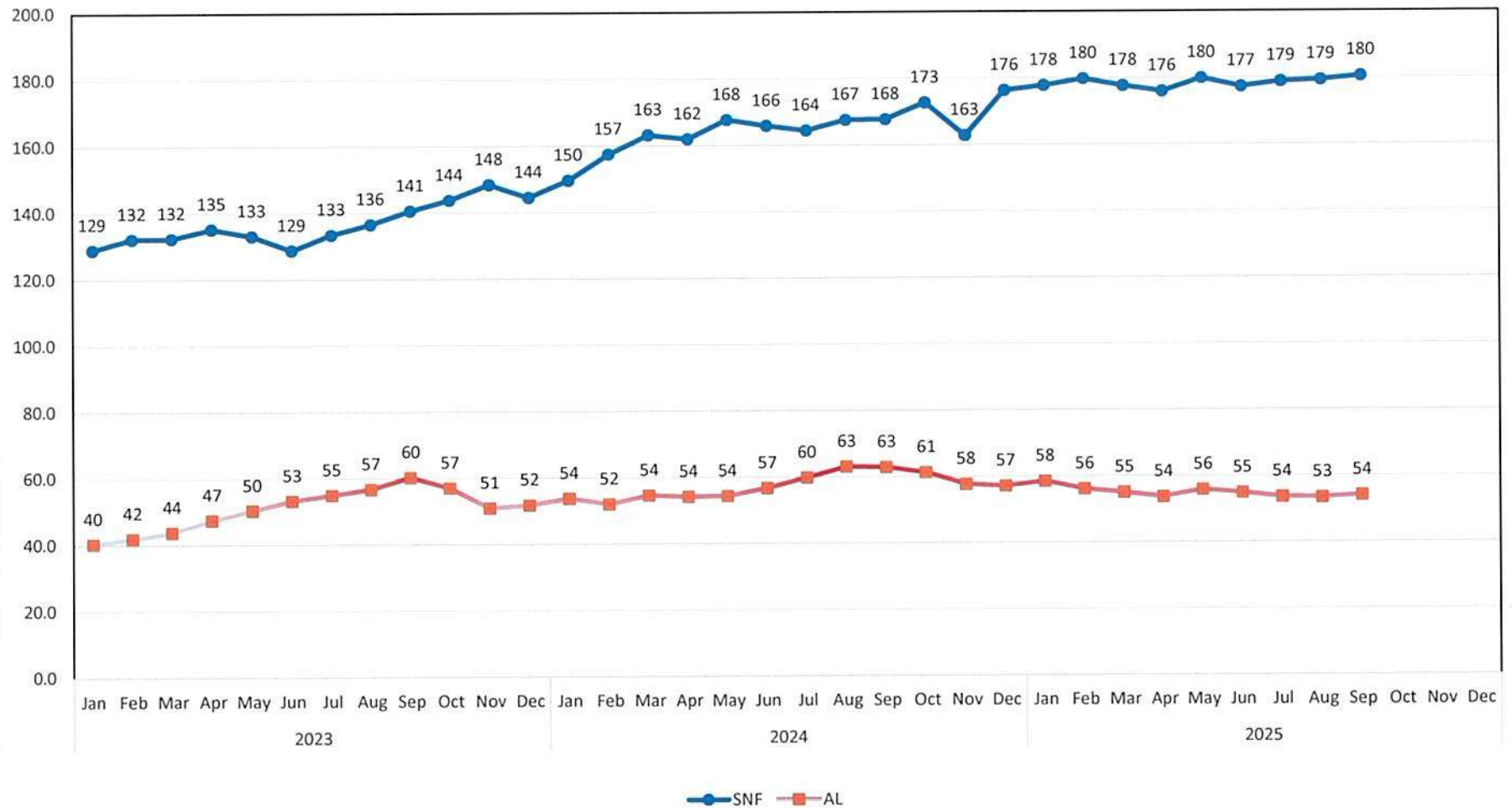
	CURRENT PERIOD	PRIOR PERIOD	YEAR TO DATE
	Actual \$	Actual \$	Actual \$
Cash from Operating Activity	0	0	0
Net Income	(118,653)	(6,604)	(103,301)
Net Cash provided by Operating Activities			
Depreciation and Amortization	96,483	96,483	868,346
Changes in Working Capital Items			
Accounts Receivable	(391,097)	(447,666)	(3,558,373)
Prepaid Expenses	(72,925)	16,051	(134,651)
Due to/from	(10,000)	(10,000)	(90,000)
Inventory	0	0	0
Accounts Payable	43,391	285,539	(41,750)
Other Assets			
Medicaid Settlement Receivable	0	0	0
Employee Retention Credit Receivable	0	0	0
Due From Foundation	(2,941)	8,910	(350)
Due From Grants			
Grants Receivable	0	0	38,748
TOTAL Due From Grants	0	0	38,748
Deferred Outflows			
TOTAL Deferred Outflows	0	0	0
Due From Pace North	32,296	32,296	295,717
Medicare Settlements Receivable	0	0	0
Medicaid Wage Pass Through Rec	(1,957)	85,723	(3,262)
QAS Receivable	0	(43,182)	66,029
QMI Receivable	0	0	0
TOTAL Other Assets	27,397	83,747	396,883
Accrued Payroll & Other Expenses	(81,245)	(566,642)	10,423
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	33,000	33,000	297,000
QAS Payable	0	0	0
Net Pension Liability	0	0	0
TOTAL Other Accrued Liabilities	33,000	33,000	297,000
TOTAL Changes in Working Capital Items	(451,479)	(605,970)	(3,120,469)
TOTAL Net Cash provided by Operating Activities	(354,996)	(509,487)	(2,252,123)
TOTAL Cash from Operating Activity	(473,649)	(516,092)	(2,355,424)
Cash from Investing Activity			
Fixed Asset Purchase	0	(30,690)	(357,639)
TOTAL Cash from Investing Activity	0	(30,690)	(357,639)
Cash from Financing Activities			
Long Term Debt	(275,000)	0	(725,000)
Short Term Debt/Notes Payable	0	0	0
TOTAL Cash from Financing Activities	(275,000)	0	(725,000)
Net Cash Activity	(748,649)	(546,782)	(3,438,063)
CASH BEG OF PERIOD	5,171,423	5,718,205	7,860,837
Cash Beginning Balances as of 8/31/2025	5,171,423	5,718,205	7,860,837
Net Cash Activity	(748,649)	(546,782)	(3,438,063)
Cash Ending Balance	4,422,774	5,171,423	4,422,774

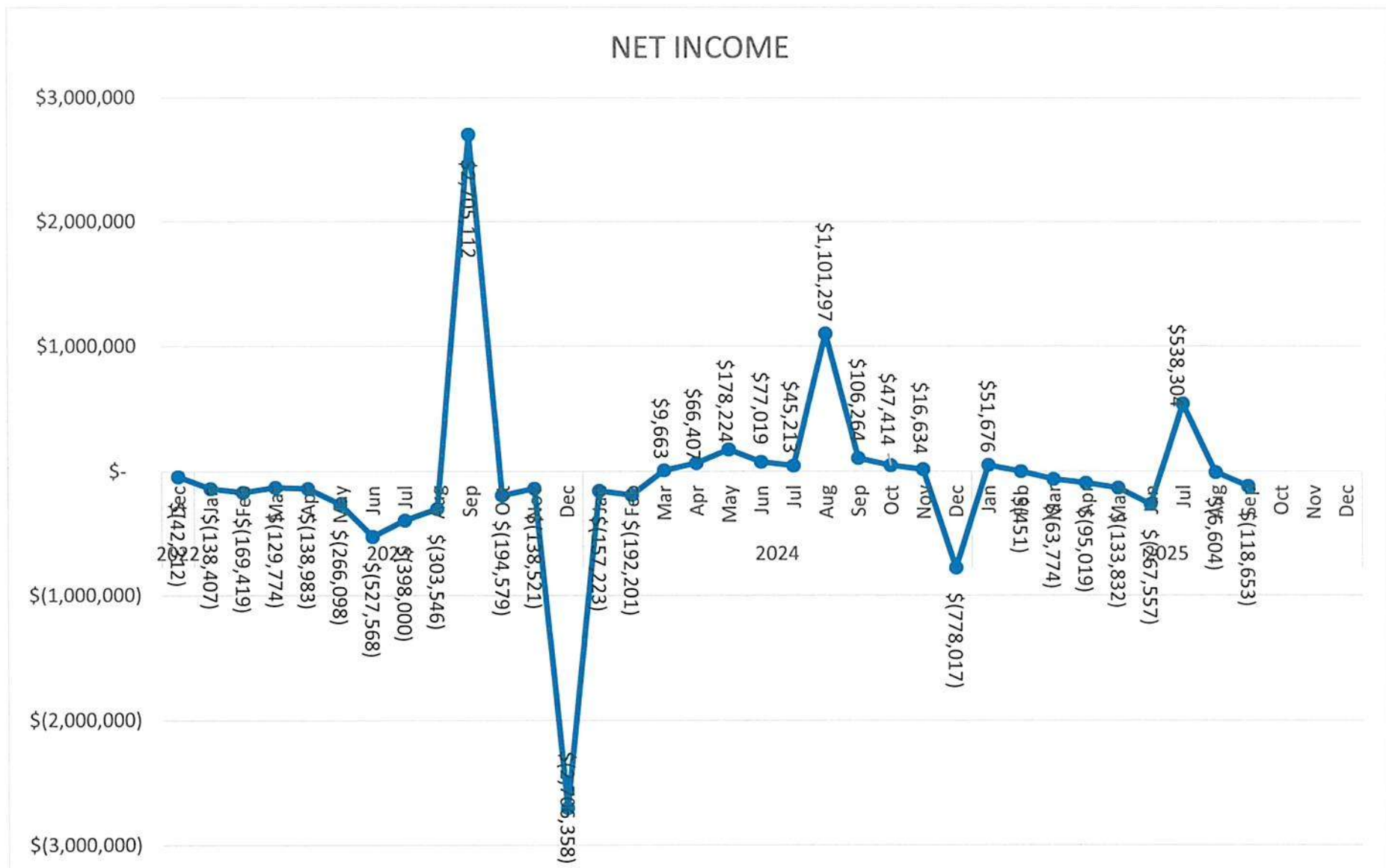
Grand Traverse Pavilions					
Irregular payments					
2025					
Grand Traverse County	union pension bond principal	January	220,000.00	Amortization changes each year	Pmts done in 2039, prin. Gradually inc.
Grand Traverse County	union pension bond interest	January	93,581.25	Amortization changes each year	Expensed monthly
Grand Traverse County	Unemployment claims for 2024	January	11,547.00	We share an unemployment account	Billed by the County annually based on paid claims
AFP Specialty	Fire Panel Testing	January	18,495.54	Older invoices received in late December	Expensed in December; billing information updated
Midwest Pools Inc.	Pool bottom refinishing	January	13,625.00	Capital purchase	
Northern Michigan Glass	Front Doors	January	15,465.00	Capital purchase	
Acrisure	Cyber liability annual premium	January	12,287.50	Expensed monthly	
Warner Norcross	Attorney Fees	January	52,740.22	December fees paid in January	Expensed in December
Brown & Brown	Mgmt Liability annual premium	January	31,860.00	Expensed monthly	
Payroll	3 payrolls in the month (26 per year)	January	750,000.00	Biweekly pay, two 3 pay period months each year	
West Bend Insurance	Insured portion of Workers Compensation Exp	January	34,401.60	Down payment	Followed by 8 payments of \$11,019.80; expensed mo
Grand Traverse County	non-union pension bond interest payment	February	53,675.00	Amortization changes each year	Expensed monthly, Paid twice each year
Otis Elevator	Two service contracts	February	7,031.88	Late billings for part of 2024	Estimate expensed monthly
CMS--Medicare	Penalties related to Survey	February	29,347.50		
State of Michigan	Quality Assurance Supplement Reconciliation	February	(259,721.82)	Annual reconciliation--refund in 2025	
Payroll	Perfect Attendance	February	9,000.00	Quarterly with an annual bonus	for those with perfect attendance
Nationwide Insurance	Liability, property and auto insurance	March	97,900.33	Installment payment 1 of 3	Calendar year policy; expensed monthly
Warner Norcross	Attorney Fees for January	March	28,282.50		
State of Michigan	Outstation worker payments per contract	March	18,725.00	1/2 Paid back to GTP by Pace	Contract renews 10/1--want decision by 6/2 each year
State of Michigan	Quality Assurance Assessment	March	264,677.40	4 months retroactive increase	
State of Michigan	Quality Measures Incentive Assessment	March	22,908.80	4 months retroactive increase	
Ginop Sales	Kubota	March	28,006.00	Board Approved Kubota Utility vehicle	
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	21,907.50	Amortization changes each year	Expensed monthly
Grand Traverse County	Rent--Pace Bond interest	April	41,171.25	Interest decreases each year	Paid by Pace to GTP
Relias	elearning program	April	40,053.40	Annual expense; billed 10/1 each year	Employee e-learning module
NetSmart Technologies	Annual Pmt for legacy healthcare record access	April	25,200.00	Annual payment	annual pmt for legacy healthcare record access
TES Construction	50% down on two roofs (Aspen & Birch)	April	112,500.00	Capital purchase	
Warner Norcross	Attorney Fees for Feb	April	9,750.00	legal fees	
MCMCFC	Annual Dues	April	12,100.00	This is the 2024-25 amount	
CDW	VMWare 1 year license subscription	May	20,622.08	Annual payment	
Various	Aspen Remodel & Reequipped	May	70,889.30		
Brightly Software, Inc.	Maintenance management software	June	13,082.21	Annual renewal for software license	
Plante Moran	Cost Report Preparation	June	11,600.00	Medicare & Medicaid Cost Reports-annual	Benchmarking survey and MA rate projec.
TES Construction	Final 50% down on two roofs (Aspen & Birch)	June	116,000.00	Capital purchase - final 50%	
Nationwide Insurance	Liability, property and auto insurance	June	99,312.99	Installment payment 2 of 3	Calendar year policy; expensed monthly
State of Michigan	Outstation worker payments per contract	June	37,450.00	1/2 due to be paid back to GTP from Pace	Contract renews 10/1--want decision by 6/3
Red Door Design	Aspen - resident room chairs (23)	June	29,803.31	Capitalized	
KONE Elevator	Elevator contracts	June	15,980.02	Annual expense for elevator maintenance	
Warner Norcross	Attorney Fees relating to PACE	June	21,736.79	legal fees	
Payroll	Survey	July	6,500.00	Quarterly payment-\$100 grossed up for F	Reimbursed by grant
Payroll	3 payrolls in the month (26 per year)	August	785,000.00		
GT Sealcoating & Striping	Asphalt repairs and parking lot resealing/stripping	August	23,663.99	Capital purchase	
Payroll	Perfect Attendance	August	5,372.02	Quarterly payment-\$100 grossed up for F	for those with perfect attendance
Leading Age	Annual Dues	August	32,861.52	Annual Dues	Updated for actual 24-25 invoice (higher by \$325.00)
Grand Traverse County	union pension bond interest payment	September	89,896.25	Amortization changes each year	Expensed monthly
A & B Equipment	Commercial Dryer	September	7,026.00	Capital purchase - final 50% payment	
Grand Traverse County	non-union pension bond principal	September	275,000.00	Amortization changes each year	Pmts done in 2039, prin. Gradually increase
Grand Traverse County	non-union pension bond interest	September	53,675.00	Amortization changes each year	Expensed monthly
Nationwide Insurance	Liability, property and auto insurance	September	97,900.33	Installment payment 3 of 3	Calendar year policy; expensed monthly
Projected					
Molan Asphalt	Repalce paved path behind Aspen	October	30,950.00	Capital Purchase	
MERS	Supplemental Pension Payment	October	31,000.00	Amount varies annually	Expense accrued monthly
Grand Traverse County	Hawthorn cottage bond interest payment	October	19,176.25	Amortization changes each year	Expensed monthly
Payroll	Perfect Attendance	October	6,500.00	Quarterly payment-\$100 grossed up for F	for those with perfect attendance
NetSmart Technologies	Annual Pmt for legacy healthcare record access	November	25,200.00	Annual payment	annual pmt for legacy healthcare record access
Relias	elearning program	November	39,000.00	Annual expense; billed 10/1 each year	Employee e learning module
Longevity Pay	Annual pay based on seniority and hours	November	85,000.00	Annual payment; expensed monthly	Per union agreement and handbook
State of Michigan	Outstation worker payments per contract	December	18,912.50	2/3 due to be paid back to GTP from Pace	Estimate--contract runs 10/1 to 9/30 each year
Retention Pay	Part of union contract and past practice for other	December	325,000.00		Includes employer taxes, expensed monthly

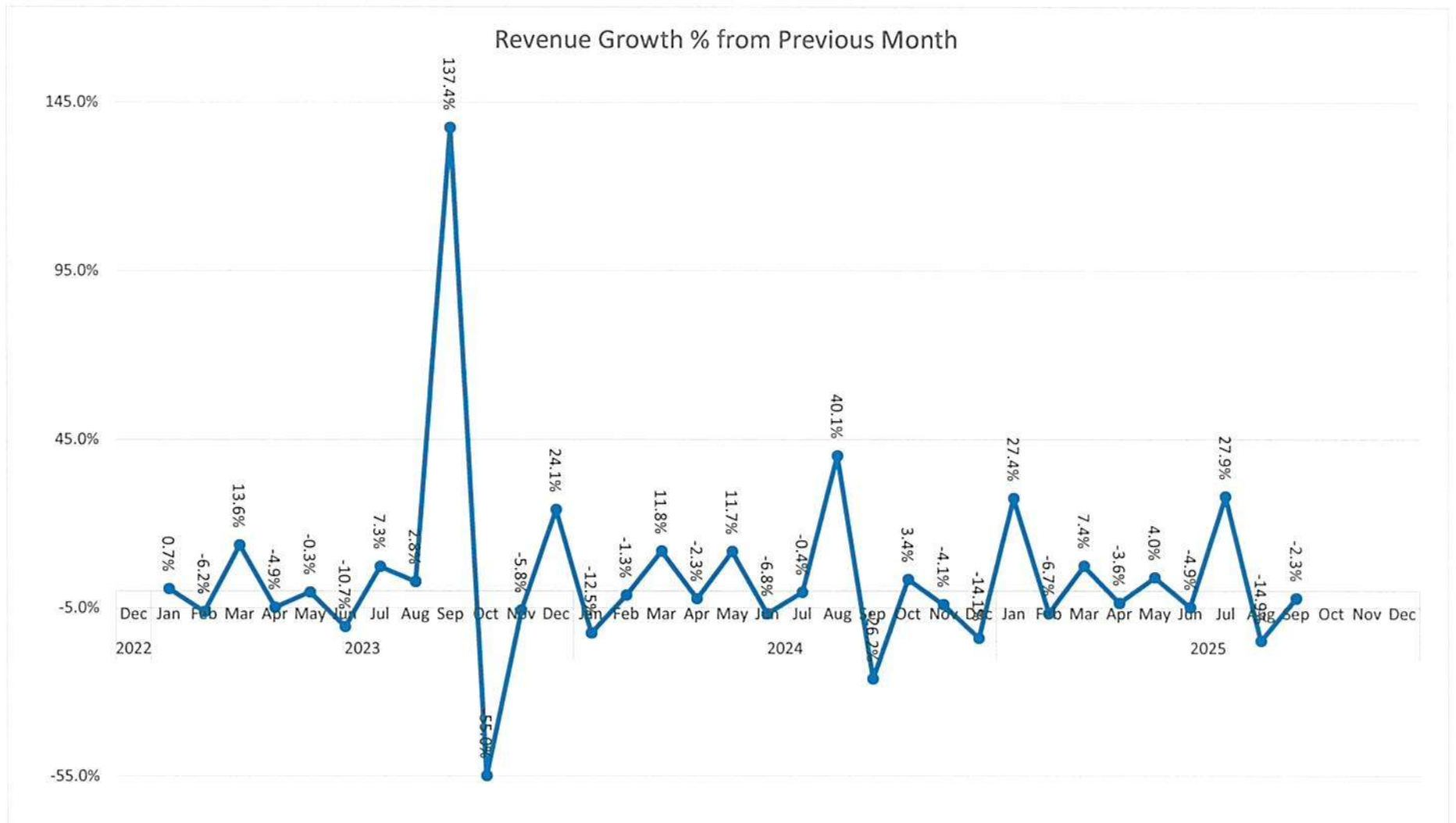
CASH BALANCE

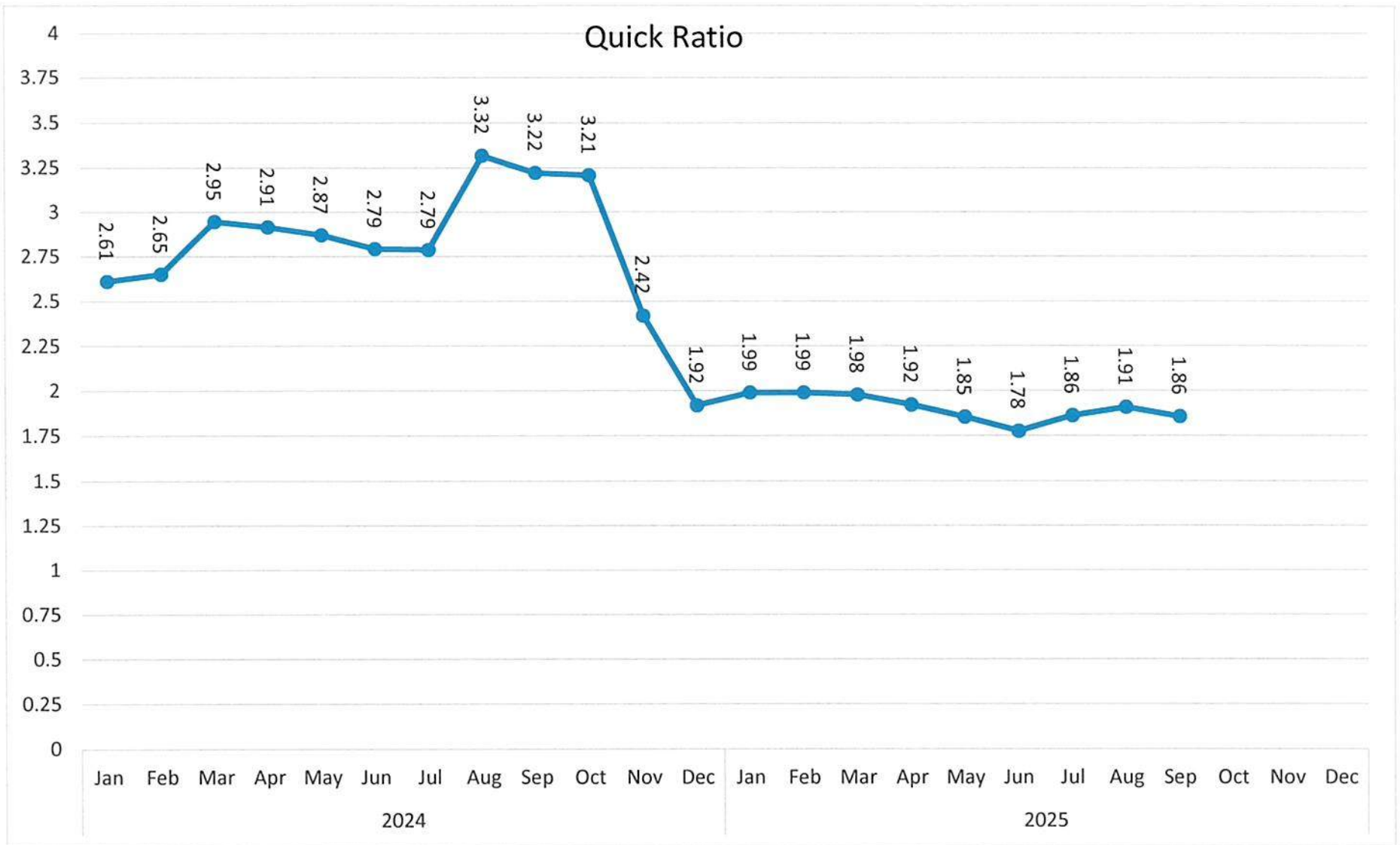


AVG. CENSUS PER DAY









Supplemental Information Regarding Cottages Discussion

SITUATION

Grand Traverse Pavilions is experiencing increasing vacancy pressures in its assisted living apartments, the Cottages, resulting in lost revenue and higher per-resident costs. To better serve the community and protect taxpayer interests, the organization requires a structured pricing flexibility program—including Foundation-supported subsidies/scholarships and time-limited strategic discounts—to improve occupancy, support financial sustainability, and ensure access for local seniors.

BACKGROUND

Grand Traverse Pavilions is a county-owned full-spectrum senior living community with a public mandate to serve residents across all economic levels. A rapidly growing population of “middle-market” seniors do not qualify for Medicaid but cannot afford current private-pay rates. Vacant Cottage apartments are financially detrimental, producing zero revenue while still incurring ongoing operating expenses such as staffing, utilities, maintenance, bond payments, and facility depreciation. Without action, vacancies will continue to weaken financial performance and shifts burden onto taxpayers and remaining residents.

ASSESSMENT

Consider the rationale for discounting vs. vacancy in the context of Grand Traverse Pavilions being county owned:

As a county-owned facility, Grand Traverse Pavilions has a fiduciary mission-driven responsibility to ensure the responsible stewardship of public assets while ensuring that our residential units are productively utilized.

While it may appear counterintuitive to offer discounted rates on taxpayer-owned apartments that might appear to diminish revenue potential, the greater financial risk lies in leaving units vacant.

A vacant unit produces zero revenue while continuing to incur operating costs, capital depreciation, staffing allocation, and utility expenses—costs that ultimately burden Grand Traverse Pavilions and increases the likelihood of future taxpayer subsidy.

By contrast, offering a structured discount or Foundation-supported subsidy converts a nonperforming unit into a revenue-generating asset, spreads fixed costs

over a larger resident base, preserving long-term financial stability, reduces the likelihood of future taxpayer subsidy, and proactively reduces the community's future Medicaid burden.

Therefore, discounting—when done under a board-approved resolution and tied to occupancy and mission fulfillment—is not a loss, but a strategic fiscally responsible stewardship action designed to protect taxpayers, fulfill our public mission, and stabilize our revenue base for years to come.

Financial Analysis:

Assumptions:

- Weighted average of the published rates for all unique 81 units: \$5,028
- Fixed Costs per vacant unit: \$3,914
- Current occupancy 63%
- Average length of stay: 580 days
- Foundation subsidies max at \$50k annually (Note: Community Foundation subsidies (approx. \$50,000 NOT included)
- Average discount for the analysis: 10%

Financial Comparison Table:

Scenario	Revenue to Pavilions	Monthly Cost to Operate	Net Margin vs. Vacancy	Taxpayer Impact
Vacancy	\$0	-\$3,914 (loss)	Baseline (loss)	High
10% Discount Only	\$4,525	-\$3,914	+\$611/month	Reduced
10% Discount + \$500 Foundation Subsidy	\$5,025 (resident + Foundation)	-\$3,914	+\$1,111/month	Lowest

Long-Term Benefit – Per Average Resident Stay (19 months):

Metric	Value
Net Revenue Earned (Discounted Stay)	\$86,428
Vacancy Cost Avoided (19 months)	\$74,758
Total Positive Financial Swing	\$161,186 vs. vacancy

Occupancy Impact on Financial Stability:

Occupancy Level	Annual Revenue @ Discounted Rate	Financial Outcome
63% (Current)	Underperforming	Inefficient fixed cost coverage
93% (Target)	+\$543,000 (for just 10 additional units)	

Foundation Contribution Model (example: max \$50,000 contribution annually):

Residents Supported	Foundation Investment	Revenue Preserved	ROI Leverage
5 Residents	\$30,000	~\$250,000	8:1 return
8 Residents	\$48,000	~\$400,000	8:1 return

Foundation dollars multiply impact, protect access, and reduce reliance on other public subsidies or divestiture. Note: revenue preserved is gross leverage less margin (rate-cost) leverage.

A structured Community Access & Foundation-Supported Scholarship Program addresses both operational and mission-critical needs:

Financial & Strategic Justification:

- Vacancy results in 100% loss of revenue while incurring ongoing fixed costs.
- Subsidized or discounted units generate positive net revenue and are financially superior to vacancy.
- Foundation support ensures philanthropic dollars are deployed directly to promote community access.
- Increased occupancy stabilizes revenue, lowers cost-per-resident, and improves financial ratios.
- A policy would protect taxpayers by reducing future Medicaid conversions and dependence on county financial support.

Program Overview:

- Name: Community Access & Foundation-Supported Scholarship Program
- Incorporate into and complement existing official pricing and occupancy policies.

- Tools Authorized:
 - *Foundation Subsidies* funded by donations
 - *Strategic Discounts* applied on a time-limited basis
- Authority: CEO (or designee) empowered to apply discretionary pricing
- Oversight & Transparency: Annual reporting on utilization, financial impact, and community benefit outcomes to both DHSS Board and GTP Foundation Board.

Expected Outcomes:

- ✓ Improved occupancy and stable operational revenue
- ✓ Increased access for local seniors, including middle-income residents
- ✓ Reduced reliance on taxpayer subsidies and Medicaid dependency
- ✓ Strengthened position as the mission-driven senior living provider of choice in the region

RECOMMENDATION

Two Mechanisms for Pricing Adjustments:

1. Foundation-Supported Subsidy (Preferred Primary Method)

- Funded by philanthropy or designated community benefit dollars. That would include Community Foundation disbursements and Grand Traverse Pavilions Foundation. Consider approx. \$50,000 from each, \$100,000 total?
- Frames support as a mission-driven reinvestment rather than a discount.
- Legally and ethically aligned with public benefit principles.
- Creates donor engagement opportunities and protects optics.
- Overseen and authorized by Grand Traverse Pavilions Foundation

2. Outright Strategic Discounting (Secondary Mechanism – Still Appropriate When Structured Properly)

- Viewed not as a “loss” but as revenue optimization, preventing a greater financial deficit caused by vacancy.
- Can be used independently or in combination with Foundation subsidy.
- Must be governed by a formal Board-approved resolution authorizing CEO to construct a policy for the Community Access & Foundation-Supported Scholarship Program; this is not discretion without limits.

- Discounting is appropriate if and only if it is:
 - Time-limited,
 - Tied to measurable occupancy goals,
 - Applied equitably under published policy guidelines.

Propose a resolution authorizing the Community Access & Foundation-Supported Scholarship Program.

This program is not discounting for charity—it is a strategic occupancy and financial management initiative that:

- Ensures stewardship of a taxpayer-owned asset
- Transforms non-performing units into revenue-generating assets; better to receive 90% of revenue than 0%
- Discounts are financially protective and align with organization’s mission when governed by policy and tied to mission and occupancy goals that serve aging citizens across all income levels
- Utilizes both Foundation subsidies and structured discounts as complementary tools to maintain financial strength and community access

Foundation subsidy and outright discounting are two sides of the same strategy — ensuring the public asset remains productive and financially sustainable. Good Stewardship.

See the resolution on the next page:

GRAND TRAVERSE COUNTY
DEPARTMENT OF HEALTH AND HUMAN SERVICES BOARD

1000 Pavilions Circle, Traverse City, MI 49684

Telephone Number: 932-3000

Resolution 2025 - 5

Grand Traverse Pavilions/Cottages

Cottage Community Access and Foundation - Supported Scholarship Program

WHEREAS, the DHHS Board of Grand Traverse Pavilions authorizes the establishment of the *Community Access & Foundation-Supported Residency Program* to provide discretionary pricing flexibility and Foundation-funded subsidies in support of occupancy growth and mission fulfillment, and

WHEREAS, that the Chief Executive Officer, in collaboration with the Foundation and Finance Department, is authorized to apply temporary or ongoing rate adjustments within approved guidelines and shall report annually to the DHHS Board and Grand Traverse Pavilions Foundation on utilization, financial impact, and community benefit outcomes, and

THEREFORE

BE IT RESOLVED, that this program shall be implemented effective immediately and incorporated into the organization's official pricing and occupancy policy structure for Grand Traverse Pavilions Home for the Aged/The Cottages.

APPROVED _____

DISAPPROVED _____

at the October 30, 2025 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

GRAND TRAVERSE PAVILIONS

6

PURCHASE OF EQUIPMENT AND SERVICES REQUEST FORM

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

A. Requesting Grand Traverse Pavilions Department: Information Systems

B. Item: Firewall Redundancy Equipment

C. Specifications: (see attached paperwork)

D. Bids Solicited From:

1. <u>CDW-G</u>	City <u>Chicago, IL</u>	Date <u>10-15-25</u>
2. <u>Insight Direct</u>	City <u>Chandler, AZ</u>	Date <u>10-15-25</u>
3. <u>Lehman Welsey</u>	City <u>Traverse City, MI</u>	Date <u>10-15-25</u>
4. _____	City _____	Date _____

E. Bids Received:

1. <u>CDW-G</u>	Date <u>10-16-25</u>	\$ <u>11,394.38</u>
2. <u>Insight Direct</u>	Date <u>10-16-25</u>	\$ <u>10,821.63</u>
3. <u>Lehman Wesley</u>	Date <u>10-17-25</u>	\$ <u>11066.70</u>
4. _____	Date _____	\$ _____

F. Variances in Bidder's Equipment or Services Being Offered:
none

G. Recommendation: Insight Direct

H. Justification for Recommendation: Low Bid

I. Purchase Budgeted: Yes x No _____
How Funded: capital

	<u>10/23/25</u>		<u>10.23.25</u>
Financial Director (Purchases up to \$1,500.00)	Date	CEO/Administrator (Purchases up to \$5,000.00)	Date

Board Chair
Grand Traverse County Department of Health & Human Services Board
(Purchases over \$5,000.00)



Grand Traverse Pavilions

A COMMUNITY CARING FOR GENERATIONS

MEMORANDUM

DATE: October 20, 2025
TO: Darrell Lavender
FROM: Dan Butler *DB*
RE: Firewall Redundancy

Situation:

As Grand Traverse Pavilions continues migrating operational data and systems into cloud-based environments, our existing network infrastructure must be capable of supporting higher bandwidth and uninterrupted connectivity. Currently, our network depends on a single Fortigate 200F firewall, which represents a single point of failure.

Background:

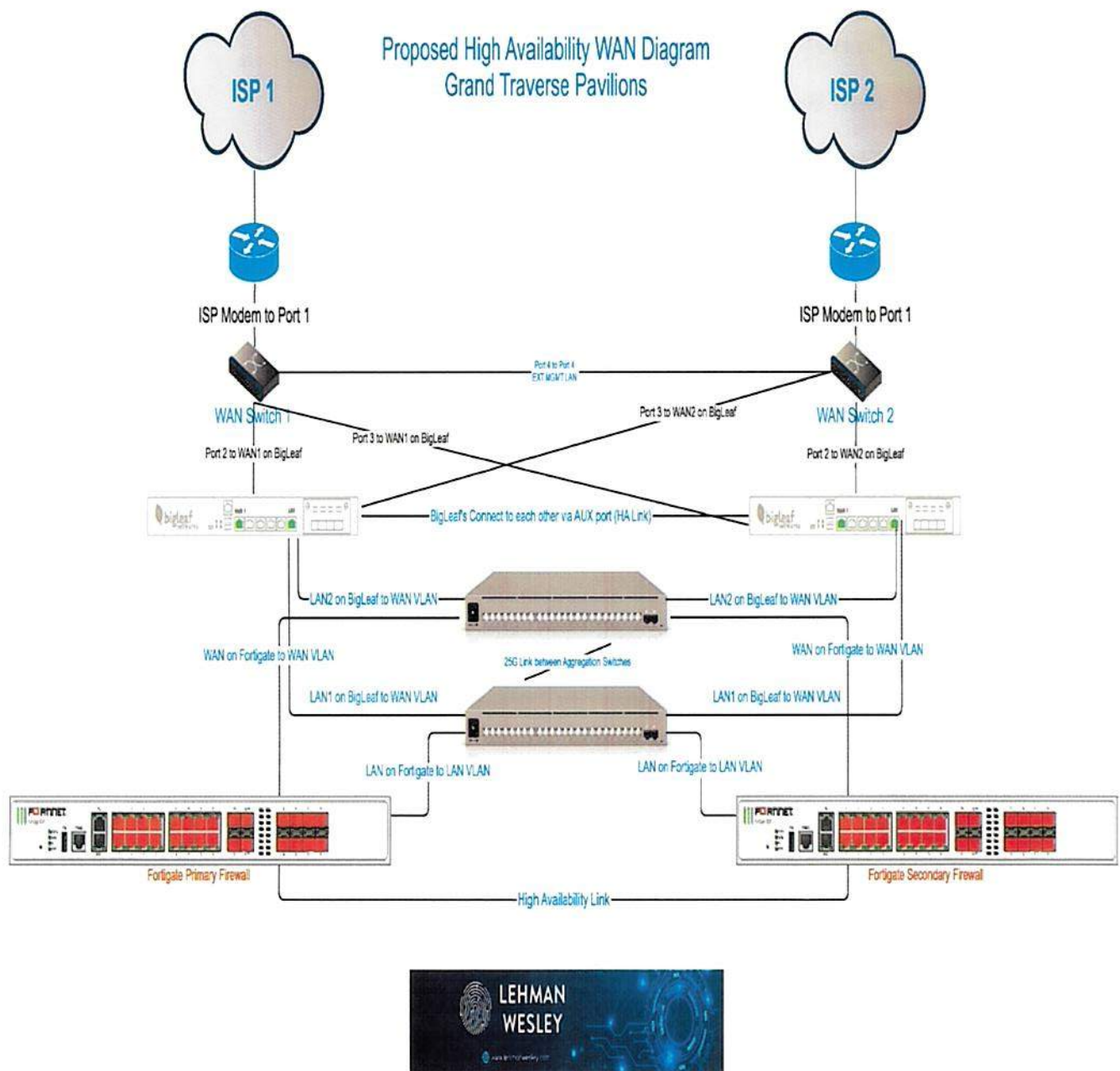
Our facility utilizes multiple fiber internet providers and an SD-WAN device that manages these connections. The SD-WAN provides resiliency by automatically switching to another internet provider if one connection goes down. However, all these connections pass through a single firewall located between the SD-WAN and our internal network. If this firewall fails, the entire system, including email, files, and Electronic Medical Records (EMR)—becomes inaccessible. We experienced this outage in late 2024, which temporarily halted access to critical systems and demonstrated the vulnerability of our current configuration.

Assessment:

While our SD-WAN provides redundancy at the internet-provider level, we lack redundancy at the firewall layer. A single firewall failure could again result in a complete network outage, posing operational and patient-care risks. With increasing reliance on cloud applications and remote data storage, the likelihood and impact of such a failure have grown significantly.

Recommendation:

Approve the purchase of a second Fortigate 200F firewall and additional network switches to establish a fully redundant firewall system. This investment will ensure continuous connectivity, minimize downtime risk, and strengthen our infrastructure to support cloud migration, security, and reliability objectives.



Firewall Redundancy Equipment Specs

Description	SKU	Quantity
Pro XG 24	USW-Pro-XG-24	2
UI care for Pro XG 24 switches		2
25G Direct Attach Cable / 0.5m	UACC-DAC-SFP28-.05m	1
SmartPower Cable	USP-Cable	2
Power Backup	USP-RPS	1
Unifi WAN Switch RJ45 - 5yr	USW-WAN-RJ45	3
UI Care for WAN Switches		3
Fortigate 200f	See Below for specs	1

Fortigate 200f needs to match licensing for this current active Fortigate 200f -- ss# FG200FT922946330



Thank you for choosing CDW. We have received your quote.

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QUOTE CONFIRMATION

DAN BUTLER,

Thank you for considering CDW•G for your technology needs. The details of your quote are below. **If you are an eProcurement or single sign on customer, please log into your system to access the CDW site.** You can search for your quote to retrieve and transfer back into your system for processing.

For all other customers, click below to convert your quote to an order.

[Convert Quote to Order](#)

QUOTE #	QUOTE DATE	QUOTE REFERENCE	CUSTOMER #	GRAND TOTAL
PQNC814	10/16/2025	PQNC814	4259538	\$11,394.38

QUOTE DETAILS

ITEM	QTY	CDW#	UNIT PRICE	EXT. PRICE
Fortinet FortiGate 200F - security appliance - with 1 year 24x7 FortiCare S Mfg. Part#: FG-200F-BDL-950-12 Contract: MARKET	1	6302640	\$6,242.00	\$6,242.00
Ubiquiti 25GBase direct attach cable - 1.6 ft - black Mfg. Part#: UACC-DAC-SFP28-0.5M Contract: MARKET	1	7738549	\$24.65	\$24.65
Ubiquiti UniFi SmartPower - power cable - 1.5 m Mfg. Part#: USP-CABLE Contract: MARKET	2	6067724	\$32.88	\$65.76
Ubiquiti UACC-CM-RJ45-1G - SFP (mini-GBIC) transceiver module - 1GbE, 100Mb Mfg. Part#: UACC-CM-RJ45-1G Contract: MARKET	28	6927364	\$20.78	\$581.84
Ubiquiti Networks UniFi SmartPower Redundant Power System - power supply - Mfg. Part#: USP-RPS Contract: MARKET	1	6067737	\$430.21	\$430.21
Ubiquiti UniFi WAN Switch RJ45 - switch - managed - rack-mountable Mfg. Part#: USW-WAN-RJ45 Contract: MARKET	3	8411456	\$254.83	\$764.49
Ubiquiti UI Care - extended service agreement - 5 years - shipment Mfg. Part#: UICARE-USW-WAN-RJ45-D Electronic distribution - NO MEDIA Contract: MARKET	3	8442987	\$52.04	\$156.12

QUOTE DETAILS (CONT.)

[Ubiquiti UniFi Pro XG 24 - switch - 24 ports - managed - rack-mountable](#)

2

8531548

\$1,090.46

\$2,180.92

Mfg. Part#: USW-PRO-XG-24

Contract: MARKET

[UBIQUITI SYR UI CARE](#)

2

8469655

\$380.19

\$760.38

Mfg. Part#: UICARE-USW-PRO-XG-24-POE-D

Electronic distribution - NO MEDIA

Contract: MARKET

SUBTOTAL \$11,206.37

SHIPPING \$188.01

SALES TAX \$0.00

GRAND TOTAL **\$11,394.38**

PURCHASER BILLING INFO**Billing Address:**

GRAND TRAVERSE PAVILLIONS

ACCTS PAYABLE

1000 PAVILLIONS CIR

TRAVERSE CITY, MI 49684-3098

Phone: (231) 932-3042

Payment Terms: Net 30 Days-Healthcare

DELIVER TO**Shipping Address:**

GRAND TRAVERSE PAVILLIONS

1000 PAVILLIONS CIR

TRAVERSE CITY, MI 49684-3098

Shipping Method: FEDEX Ground

Please remit payments to:

CDW Government
75 Remittance Drive
Suite 1515
Chicago, IL 60675-1515

**Sales Contact Info**

Gavin Porter | (877) 583-8599 | gavin.porter@cdwg.com

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For more information, contact a CDW account manager.

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INSIGHT DIRECT USA INC
2701 E INSIGHT WAY
CHANDLER AZ 85286-1930
Tel: 800-467-4448

Account name: 10059750

GRAND TRAVERSE PAVILIONS
1000 PAVILLIONS CIR
TRAVERSE CITY MI 49684-3198

SHIP-TO

GRAND TRAVERSE PAVILIONS
1000 PAVILLIONS CIR
TRAVERSE CITY MI 49684-3198

Quotation

Quotation Number : [0228894318](#)
Document Date : 16-OCT-2025
PO Number :
PO Release :
Sales Rep : Clay Kirk
Email : CLAY.KIRK@INSIGHT.COM
Phone :

We deliver according to the following terms:

Payment Terms : Net 30 days
Ship Via : Insight Assigned Carrier/Ground
Terms of Delivery : FOB ORIGIN
Currency : USD

Material	Material Description	Quantity	Unit Price	Extended Price
UACCDACSFP2805M	Ubiquiti 25GBase direct attach cable - 1.6 ft - black	1	21.39	21.39
USP-CABLE	Ubiquiti UniFi SmartPower - power cable - 5 ft	2	28.16	56.32
UACC-CM-RJ45-1G	Ubiquiti UACC-CM-RJ45-1G - SFP (mini-GBIC) transceiver module - 10Mb LAN, 100Mb LAN, GigE	28	19.15	536.20
USP-RPS	Ubiquiti Networks UniFi SmartPower Redundant Power System - power supply - redundant - 950 Watt	1	382.94	382.94
USW-WAN-RJ45	Ubiquiti UniFi WAN Switch RJ45 - switch - managed - rack-mountable	3	243.32	729.96
UICAREUSWWANRJ450	Ubiquiti UI Care - extended service agreement - 5 years - shipment	3	44.02	132.06
USW-PRO-XG-24	24-PORT LAYER 3 ETHERLIGHTING SWITCH	2	991.13	1,982.26
UICAREUSWPROXG24R	UBIQUITI SERVICES UI CARE FOR USW-PRO-XG 359.00 US	2	344.32	688.64
Product Subtotal				3,709.07
Services Subtotal				820.70
Freight				48.14
TAX				0.00
Total				4,577.91

Lease & Financing options available from Insight Global Finance for your equipment & software acquisitions. Contact your Insight account executive for a quote.

Thank you for choosing Insight. Please contact us with any questions or for additional information about Insight's complete IT solution offering.

Sincerely,

Clay Kirk

CLAY.KIRK@INSIGHT.COM

Insight Global Finance has a wide variety of flexible financing options and technology refresh solutions. Contact your Insight representative for an innovative approach to maximizing your technology and developing a strategy to manage your financial options.

This purchase is subject to Insight's online Terms of Sale unless you have a separate purchase agreement signed by both your company and Insight, in which case, that separate agreement will govern. Insight's online Terms of Sale can be found at the "terms-and-policies" link below.

SOFTWARE AND CLOUD SERVICES PURCHASES: If your purchase contains any software or cloud computing offerings ("Software and Cloud Offerings"), each offering will be subject to the applicable supplier's end user license and use terms ("Supplier Terms") made available by the supplier or which can be found at the "terms-and-policies" link below. By ordering, paying for, receiving or using Software and Cloud Offerings, you agree to be bound by and accept the Supplier Terms unless you and the applicable supplier have a separate agreement which governs.

Tariffs imposed by the United States government on technology-related products may lead to cost increases for manufacturers and suppliers, who then pass these increases on to partners like Insight. Additionally, supply constraints, production delays, component shortages, and logistical pressures have contributed to cost increases and product shipment delays from manufacturers and suppliers. Insight is actively engaged with its suppliers and partners to address these challenges. While we strive to honor initial price proposals and quotes, the fluid nature of the impact on manufacturer and supplier costs and product availability due to tariffs and supply disruptions could require a requote before finalizing any subsequent or impacted proposals, quotes, and orders.

<https://www.insight.com/terms-and-policies>



INSIGHT DIRECT USA INC
2701 E INSIGHT WAY
CHANDLER AZ 85286-1930
Tel: 800-467-4448

Page 1 of 2

Account name: 10059750

GRAND TRAVERSE PAVILIONS
1000 PAVILLIONS CIR
TRAVERSE CITY MI 49684-3198

SHIP-TO

GRAND TRAVERSE PAVILIONS
1000 PAVILLIONS CIR
TRAVERSE CITY MI 49684-3198

Quotation

Quotation Number : [0228892535](#)
Document Date : 16-OCT-2025
PO Number :
PO Release :
Sales Rep : Clay Kirk
Email : CLAY.KIRK@INSIGHT.COM
Phone :

We deliver according to the following terms:

Payment Terms : Net 30 days
Ship Via : Insight Assigned Carrier/Ground
Terms of Delivery : FOB ORIGIN
Currency : USD

Material	Material Description	Quantity	Unit Price	Extended Price
FG-200F-BDL-950-12	Fortinet FortiGate 200F - security appliance - with 1 year 24x7 FortiCare Support + 1 year FortiGuard Unified Threat Protection (UTP)	1	6,224.45	6,224.45
Product Subtotal				6,224.45
Freight				19.27
TAX				0.00
Total				6,243.72

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Sincerely,

Clay Kirk

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<https://www.insight.com/terms-and-policies>

PURCHASE AGREEMENT



LEHMAN WESLEY
& ASSOCIATES

3333 Cass Road, Suite 2 - Traverse City, MI 49684
(231) 929-7144

Quote Number: 0001199

Quote Date: 10/17/2025

Terms: Due Upon Receipt



Authorized Partner

Quoted To:

Grand Traverse Pavilions
1000 Pavilions Circle
Traverse City, MI 49684

	Quantity	Price	Amount
Firewall & Switch Upgrades - Hardware and Licensing			
Ubiquiti WAN Switch RJ45	3.00	249.00	\$ 747.00
5 Year UI Care for WAN Switch RJ45	3.00	49.00	\$ 147.00
Ubiquiti 24-port Pro XG Switch	2.00	1,099.00	\$ 2,198.00
5 Year UI Care for 24-port Pro XG Switch	2.00	219.00	\$ 438.00
Ubiquiti Networks 25 GBPS Direct Attach Cable 0.5M	1.00	23.17	\$ 23.17
Ubiquiti Networks Unifi SmartPower Cable 1.5M	2.00	51.55	\$ 103.10
Ubiquiti Networks Unifi Redundant Power System	1.00	408.20	\$ 408.20
FortiGate - 200F Fortinet 1 Year Hardware, FC Premium & Enterprise Bundle Service 7.4	1.00	7,002.23	\$ 7,002.23

This quote does not include labor.

Notes:

-All labor is estimated. Actual time to complete installation and training will be charged
-Training and implementation is not included in Sage Software prices
-Please sign and return a copy of this quote and a signed Engagement Agreement as acceptance. Forward software/hardware deposits if required by Terms.

Net Order: \$ 11,066.70

Freight: 0.00

Sales Tax: 0.00

Order Total: \$ 11,066.70

Acceptance Signature: _____

LETTER OF UNDERSTANDING**GRAND TRAVERSE COUNTY DEPARTMENT OF HUMAN SERVICES
(GRAND TRAVERSE PAVILIONS/
GRAND TRAVERSE MEDICAL CARE)
-AND-****TEAMSTERS STATE, COUNTY AND MUNICIPAL WORKERS LOCAL 214
(RN UNIT)**

In consideration of the ongoing desire of the parties to take all steps necessary to retain its employees and recruit new employees, the parties agree that the Appendix B wage incentives will be effective as soon as administratively possible after ratification of the parties' Tentative Agreement. All other provisions of the Tentative Agreement will be effective on November 1, 2025 or as otherwise agreed by the parties.

**Teamsters State, County
And Municipal Workers
Local 214**

**Grand Traverse County
Department of Health and Human
Services Board (Grand Traverse
Pavilions/Grand Traverse/Medical Care)**

Tony Pletscher,
Business Representative

DHHS Board Chairperson

Date: _____

Date: _____

Bargaining Team

Darrell Lavender, CEO

Bargaining Team

Levi Petrone, Human Resources

**GRAND TRAVERSE PAVILIONS
GRAND TRAVERSE MEDICAL CARE
APPENDIX B
RN UNIT WAGE INCENTIVE SCHEDULE**

The following wage incentive schedule shall be in effect for commencing November 1, 2025 and expiring December 31, 2025. The Organization may extend the program beyond December 31, 2025, or discontinue the program prior to that date, by providing seven (7) calendar days' written notice to the Union.

The Organization may, at its sole discretion, offer incentive payments for voluntary shift overage. Incentive amounts shall be:

- **Up to \$100 for a 4-hour shift pickup**
- **Up to \$200 for an 8-hour shift pickup**
- **Up to \$300 for a 12-hour shift pickup**

Incentive opportunities are not guaranteed for every vacant shift and shall be offered only as determined necessary by the Organization.

To be eligible for an incentive payment, an employee must:

- Be an active RN bargaining unit member;
- Have no call-ins during the pay period in which the incentive shift is worked; and,
- Be in good standing, defined as not having received written or final-written disciplinary warning within the preceding ninety (90) calendar days.

Employees who fail to meet these conditions shall not receive payments, even if they pick up additional hours.

When more than one employee volunteers for the same incentive shift, assignment shall be made on the basis of seniority, consistent with the applicable Collective Bargaining Agreement provisions.

Incentive shifts will be awarded only once confirmed by the Organization.

Incentive payments will be added to the employee's regular timecard for the shift worked and processed in the next regular pay cycle. Incentive payments shall not be considered part of the employee's base wage rate and shall not affect the calculation of overtime, shift differential, holiday pay, retirement contributions, or any other wage-based premium or benefit.

Incentive payments shall be administered automatically to eligible employees who work an awarded incentive shift. Employees do not need to apply or opt in separately.

LETTER OF UNDERSTANDING

**GRAND TRAVERSE COUNTY DEPARTMENT OF HUMAN SERVICES
(GRAND TRAVERSE PAVILIONS/
GRAND TRAVERSE MEDICAL CARE)
-AND-**

**TEAMSTERS STATE, COUNTY AND MUNICIPAL WORKERS LOCAL 214
(LPN UNIT)**

In consideration of the ongoing desire of the parties to take all steps necessary to retain its employees and recruit new employees, the parties agree that the Appendix B wage incentives will be effective as soon as administratively possible after ratification of the parties' Tentative Agreement. All other provisions of the Tentative Agreement will be effective on November 1, 2025 or as otherwise agreed by the parties.

**Teamsters State, County
And Municipal Workers
Local 214**

**Grand Traverse County
Department of Health and Human
Services Board (Grand Traverse
Pavilions/Grand Traverse/Medical Care)**

Tony Pletscher,
Business Representative

DHHS Board Chairperson

Date: _____

Date: _____

Bargaining Team

Darrell Lavender, CEO

Bargaining Team

Levi Petrone, Human Resources

**GRAND TRAVERSE PAVILIONS
GRAND TRAVERSE MEDICAL CARE
APPENDIX B
LPN UNIT WAGE INCENTIVE SCHEDULE**

The following wage incentive schedule shall be in effect for commencing November 1, 2025 and expiring December 31, 2025. The Organization may extend the program beyond December 31, 2025, or discontinue the program prior to that date, by providing seven (7) calendar days' written notice to the Union.

The Organization may, at its sole discretion, offer incentive payments for voluntary shift overage. Incentive amounts shall be:

- **Up to \$100 for a 4-hour shift pickup**
- **Up to \$200 for an 8-hour shift pickup**
- **Up to \$300 for a 12-hour shift pickup**

Incentive opportunities are not guaranteed for every vacant shift and shall be offered only as determined necessary by the Organization.

To be eligible for an incentive payment, an employee must:

- Be an active LPN bargaining unit member;
- Have no call-ins during the pay period in which the incentive shift is worked; and,
- Be in good standing, defined as not having received written or final-written disciplinary warning within the preceding ninety (90) calendar days.

Employees who fail to meet these conditions shall not receive payments, even if they pick up additional hours.

When more than one employee volunteers for the same incentive shift, assignment shall be made on the basis of seniority, consistent with the applicable Collective Bargaining Agreement provisions.

Incentive shifts will be awarded only once confirmed by the Organization.

Incentive payments will be added to the employee's regular timecard for the shift worked and processed in the next regular pay cycle. Incentive payments shall not be considered part of the employee's base wage rate and shall not affect the calculation of overtime, shift differential, holiday pay, retirement contributions, or any other wage-based premium or benefit.

Incentive payments shall be administered automatically to eligible employees who work an awarded incentive shift. Employees do not need to apply or opt in separately.

LETTER OF UNDERSTANDING

**GRAND TRAVERSE COUNTY DEPARTMENT OF HUMAN SERVICES
(GRAND TRAVERSE PAVILIONS/
GRAND TRAVERSE MEDICAL CARE)
-AND-**

**TEAMSTERS STATE, COUNTY AND MUNICIPAL WORKERS LOCAL 214
(RN UNIT)**

In consideration of the parties' agreement concerning compensable time for mandatory in-service training completed outside of scheduled work hours. The parties acknowledge that certain employees completed required in-service training off the clock between November 3, 2024, and July 14, 2025, without reporting, grieving, or otherwise notifying management of the issue. In recognition of full satisfaction and settlement of all claims regarding this issue, each eligible employee identified in Appendix C shall receive a one-time payment of \$500.00, subject to all applicable taxes and issued as soon as administratively practicable. Acceptance of this payment constitutes acknowledgment of payment in full and waiver of any further claims related to this matter. Going forward, employees may not complete mandatory in-service training unless on campus and clocked in, unless express written authorization is provided by the Organization. This agreement represents a compromise of disputed matters, does not constitute an admission of wrongdoing by either party, and shall not establish precedent or past practice under the Collective Bargaining Agreement.

**Teamsters State, County
And Municipal Workers
Local 214**

**Grand Traverse County
Department of Health and Human
Services Board (Grand Traverse
Pavilions/Grand Traverse/Medical Care)**

Tony Pletscher,
Business Representative

DHHS Board Chairperson

Date: _____

Date: _____

Bargaining Team

Darrell Lavender, CEO

Bargaining Team

Levi Petrone, Human Resources

LETTER OF UNDERSTANDING

**GRAND TRAVERSE COUNTY DEPARTMENT OF HUMAN SERVICES
(GRAND TRAVERSE PAVILIONS/
GRAND TRAVERSE MEDICAL CARE)
-AND-**

**TEAMSTERS STATE, COUNTY AND MUNICIPAL WORKERS LOCAL 214
(LPN UNIT)**

In consideration of the parties' agreement concerning compensable time for mandatory in-service training completed outside of scheduled work hours. The parties acknowledge that certain employees completed required in-service training off the clock between November 3, 2024, and July 14, 2025, without reporting, grieving, or otherwise notifying management of the issue. In recognition of full satisfaction and settlement of all claims regarding this issue, each eligible employee identified in Appendix A shall receive a one-time payment of \$400.00, subject to all applicable taxes and issued as soon as administratively practicable. Acceptance of this payment constitutes acknowledgment of payment in full and waiver of any further claims related to this matter. Going forward, employees may not complete mandatory in-service training unless on campus and clocked in, unless express written authorization is provided by the Organization. This agreement represents a compromise of disputed matters, does not constitute an admission of wrongdoing by either party, and shall not establish precedent or past practice under the Collective Bargaining Agreement.

**Teamsters State, County
And Municipal Workers
Local 214**

**Grand Traverse County
Department of Health and Human
Services Board (Grand Traverse
Pavilions/Grand Traverse/Medical Care)**

Tony Pletscher,
Business Representative

DHHS Board Chairperson

Date: _____

Date: _____

Bargaining Team

Darrell Lavender, CEO

Bargaining Team

Levi Petrone, Human Resources

LETTER OF UNDERSTANDING

**GRAND TRAVERSE COUNTY DEPARTMENT OF HUMAN SERVICES
(GRAND TRAVERSE PAVILIONS/
GRAND TRAVERSE MEDICAL CARE)
-AND-**

**TEAMSTERS STATE, COUNTY AND MUNICIPAL WORKERS LOCAL 214
(GENERAL UNIT)**

In consideration of the parties' agreement concerning compensable time for mandatory in-service training completed outside of scheduled work hours. The parties acknowledge that certain employees completed required in-service training off the clock between November 3, 2024, and July 14, 2025, without reporting, grieving, or otherwise notifying management of the issue. In recognition of full satisfaction and settlement of all claims regarding this issue, each eligible employee identified in Appendix C shall receive a one-time payment of \$300.00, subject to all applicable taxes and issued as soon as administratively practicable. Acceptance of this payment constitutes acknowledgment of payment in full and waiver of any further claims related to this matter. Going forward, employees may not complete mandatory in-service training unless on campus and clocked in, unless express written authorization is provided by the Organization. This agreement represents a compromise of disputed matters, does not constitute an admission of wrongdoing by either party, and shall not establish precedent or past practice under the Collective Bargaining Agreement.

**Teamsters State, County
And Municipal Workers
Local 214**

**Grand Traverse County
Department of Health and Human
Services Board (Grand Traverse
Pavilions/Grand Traverse/Medical Care)**

Tony Pletscher,
Business Representative

DHHS Board Chairperson

Date: _____

Date: _____

Bargaining Team

Darrell Lavender, CEO

Bargaining Team

Levi Petrone, Human Resources



MEMORANDUM

DATE: 10/27/2025

TO: Darrell Lavender,
CEO

FROM: Levi Petrone,
Human Resources Director

RE: Public Act 152 – Health Insurance Premium Election

S (Situation)

Grand Traverse County DHHS Board of Directors must make an annual Public Act 152 election, setting the required contribution from employees for health insurance.

B (Background)

Insurance is a negotiated benefit, included in the Collective Bargaining Agreement for each of the three units. Annually, at renewal, health insurance contributions are typically taken up with the Union via a Letter of Understanding. Then, to maintain compliance with Public Act 152, the DHHS Board of Directors approves the matrix, making its annual election as required by the Act.

A (Assessment)

Transitioning from a fully insured to a self-funded contract, Grand Traverse Pavilions is able to avoid a 10.90% renewal increase and offer its employees health insurance at the same required contributions for single, double, and family plans as in 2024.

R (Recommendation)

Health insurance coverage is available for all regular full-time employees, effective no later than ninety (90) days from date of hire. Effective January 1, 2026, the Plan(s) available and the Maximum Employer contribution for such plan(s) are as follows:

	HMO 500	HMO 1500	HMO HSA
Single	\$503.39	\$495.73	\$360.50
Double	\$643.13	\$620.77	\$554.22
Family	\$705.16	\$672.21	\$591.52

Employees who select the high-deductible plan with the HSA shall receive a \$300 per month contribution from the Employer into the employee's HSA.

10

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 Kelly Covell, DO DATE July 28, 2025

RESIDENCE ADDRESS _____ TELEPHONE _____

OFFICE ADDRESS _____ TELEPHONE _____

Premedical Education: School Central Michigan University Date of Graduation 5/2004Medical Education: School Michigan State University Date of Graduation 5/2009

Internship: Hospital _____ Dates _____

Residency: Hospital McLaren Macomb Hospital Dates 6/2012MICHIGAN LICENSE: Date 6/5/2028 No. 5101018231 UPIN# _____Hospital Staff Memberships:
Munson Medical

Medical Society Memberships:

Specialty: Internal MedicineBoard Certified: Yes ☒ No ☐ Date 9/13/2012

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:

Kelly Covell, DODATE: July 28, 2025

E205AE9FB453427...

APPROVED: X
DISAPPROVED: _____SIGNED: [Signature]
Medical Director, Grand Traverse Medical CareDATE: 10/7/2025APPROVED: _____
DISAPPROVED: _____SIGNED: _____ DATE: _____
Chairman, Grand Traverse County Department of Human Services Board