

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

**REGULAR MEETING
September 24, 2026**

**Open to the public
9:00 AM Grand Traverse Pavilions – Board Room
1000 Pavilions Circle, Traverse City, MI 49684**

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

AGENDA

1. CALL TO ORDER

2. ROLL CALL

3. FIRST PUBLIC COMMENT

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

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

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

Please be respectful and refrain from personal or political attacks.

4. COUNTY LIAISON REPORT

5. APPROVAL OF AGENDA

6. CONSENT CALENDAR

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

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

A.	Review and File	<u>HANDOUT#</u>
(1)	Draft Minutes of the 8/28/26 Board Meeting	1
(2)	August Resident Council Minutes	2
(3)	August Let's Talk Food Minutes	3

7. ITEMS REMOVED FROM CONSENT CALENDAR

8. CHAIRMAN REPORT – C. Crawford, Chair

A.	PACE Press Release	4
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9. FOUNDATION BOARD REPORT – None

10. SERVICE EXCELLENCE – C. Crawford, Chair 5

11. GRAND TRAVERSE MEDICAL CARE

A.	General Information	
(1)	Infection Prevention & Staff Development – Ty Antkoviak, Director of Quality, Safety, Compliance, Risk & Jamie Wilson, Staff Development Coordinator	6
B.	Chief Executive Officer Board Report – D. Lavender, CEO	7
C.	Administrator Report – M. Hilliard-Johnson, Administrator	8
D.	Business	
(1)	August Financials – K. Hansen, CFO	9

G.T.P. Announcements

- (1) October 29, 2026 @ 9:00am Board Meeting @ Garfield Township

12. SECOND PUBLIC COMMENT

Refer to Rules under First Public Comment above.

13. CLOSED SESSION

- (1) Closed session under section 8(a) of the Open Meetings Act, to consider the periodic personnel evaluation of Pavilions CEO Darrell Lavender, who has requested a closed session for this purpose.

14. ADJOURNMENT

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

MINUTES OF THE AUGUST 28, 2026 MEETING

PRESENT: Carol Crawford, Mary Marois, Karen Griggs Board
Darrell Lavender, Mellissa Hilliard-Johnson, Kory Hansen Staff
Darcey Gratton
TJ Andrews Commission

ABESENT:

GUESTS: Ty Antkoviak, Director of Quality, Safety, Compliance & Risk

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

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

First Public Comment – None.

County Liaison Report – Commissioner Andrews provided an update on several matters currently facing Grand Traverse County. She discussed ongoing external infrastructure challenges, including road and sewer conditions, as well as internal infrastructure concerns involving the historic courthouse, Governmental Center, and jail.

Commissioner Andrews also reported that the County Treasurer is scheduled to provide a report under oath to the Board of Commissioners regarding outstanding IRS civil penalties related to untimely tax payments. She noted that the matter remains ongoing and expressed hope that additional review and transparency will help clarify and resolve the concerns.

Commissioner Andrews further reported that the County is moving forward with the purchase of the PACE building, with closing anticipated during the month. She explained that the County is expected to assume the role of landlord and that the existing lease will continue, with any necessary amendments made to reflect the change in ownership. No operational changes are anticipated as a result of the transaction.

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

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

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

REVIEW AND FILE

- (1) Draft Minutes of the 07/30/26 Board Meeting
- (2) July Resident Council Minutes

(3) July Let's Talk Food Minutes

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

Items Removed From Consent Calendar – None.

Chairman Report – No report

Foundation Board Report – Lavender reviewed the Foundation's financial report and performance dashboard, noting that the Foundation remains financially strong and actively supporting its mission. Revenue growth has allowed approximately \$70,000 to be directed toward programs and initiatives, including senior housing, televisions, the pet fund and campus beautification. Operations remain positive prior to investment gains, with investments also performing well.

Major revenue sources included support from the Community Foundation, the Agnes Hayden gift, MACC grant funding, concert, and golf outing sponsorships. Lavender also reviewed fundraising costs and discussed the Foundation's goal of reducing the overall cost to raise a dollar. Future priorities include growing charitable gifts, maximizing sponsorship opportunities, continuing to evaluate the net return of fundraising events, and encouraging Foundation Board members to help identify potential donors and community partnerships. Lavender reported that the Foundation's 2025 audit was completed with no significant discrepancies or observations noted.

In response to a Board question, it was confirmed that the Foundation Board officers remain unchanged. Marois expressed appreciation for Lavender's involvement with the Foundation and commented positively on the strengthened relationship between the Foundation Board and the DHHS Board.

Service Excellence Awards – Crawford reviewed July's Service Excellence Awards. Krissie Kackman, RN won the Employee of the Month for July.

Director Presentation – Ty Antkoviak, Director of Quality, Safety, Compliance & Risk – Antkoviak provided an overview of the organization's compliance and risk management program, noting an increased focus in 2026 on being proactive rather than reactive through early risk identification, root cause analysis, monitoring, auditing, and collaboration among leadership, clinical staff, insurance carriers, the Medical Director, and the interdisciplinary team. The organization is also reviewing and strengthening its QAPI processes to better identify trends and opportunities for improvement.

Antkoviak reviewed ongoing compliance initiatives, including staff compliance education, confidential reporting processes, regulatory and survey readiness, development of a more formal ethics program, enhanced claims management, and increased oversight of vendor and contract risks. Current resident quality and safety efforts include a focus on falls, pressure injuries, and wounds. The organization's recent survey findings and submitted Plan of Correction will also help guide quality improvement efforts through the remainder of 2026.

A new electronic incident reporting system is scheduled to go live October 1, with staff training beginning September 15. The system will consolidate existing reporting processes into one platform and provide improved tracking, trending, follow-up, and closed-loop communication.

Leadership noted that the system will also enhance the reporting of near misses, allowing potential risks to be identified and addressed before they result in resident harm or larger compliance concerns.

Board discussion focused on how compliance and risk initiatives will be measured and incorporated into departmental and organizational scorecards. Leadership emphasized the importance of encouraging staff to report incidents and near misses without fear of retaliation and discussed the organization's continued movement toward a "Just Culture" focused on learning from unintentional mistakes and improving systems.

Board members expressed support for the increased attention being given to corporate compliance, proactive risk management, and the development of the ethics program.

Chief Executive Officer Board Report – Lavender reviewed the July organizational scorecard and critical statistics. Under Residents First, resident and family survey results exceeded both organizational goals and peer benchmarks for keeping residents and families informed about care. A resident satisfaction survey was also launched for the Cottages, establishing a baseline with an overall recommendation score of 96.6%, exceeding the benchmark.

Under Quality and Safety, the Pavilions achieved Joint Commission certifications for both general and memory care. The recent state survey met the established health inspection goal; however, the life safety goal was not met. Improvement efforts resulting from the surveys will continue throughout the remainder of the year.

Census remained strong during July, with both the Medical Care Facility and Cottages meeting established census goals. Financially, July resulted in an operating loss, with year-to-date performance remaining behind budget. Lavender explained that the unfavorable variance is primarily related to higher-than-budgeted health insurance costs and several unbudgeted or higher-than-anticipated expenses, including legal costs, consulting services, and other contracted services. Leadership is reviewing controllable expenses and identifying opportunities to reduce costs through the remainder of the year, with a goal of moving operations closer to break-even by year-end.

Rehabilitation activity remained strong, including increased utilization of outpatient therapy. Lavender also reported on a recent community open house highlighting rehabilitation services and introducing attendees to the Pavilions' Center for Rehabilitation.

Lavender further reviewed resident satisfaction survey results for both the Medical Care Facility and Cottages. Results compared favorably with peer benchmarks, with residents reporting strong satisfaction with care and staff. Food and dining, along with activities and engagement, were identified as primary opportunities for improvement and will be incorporated into the 2027 organizational and departmental scorecards.

Results of the recent Staff Voice Survey were also presented. Employees identified resident care, meaningful relationships, communication, and teamwork as organizational strengths, while opportunities included staffing, employee recognition, accountability, training, communication across departments and shifts, and more efficient work processes. Leadership will continue using employee feedback to support workforce engagement, retention, and organizational culture.

Two additional employee surveys are planned: a Great Place to Work survey focused on staff engagement and a Safety Culture Survey through the Center for Patient Safety. Results from these surveys will be used to establish measurable improvement plans and leadership accountability.

Administrator Report – Hilliard-Johnson reported that Grand Traverse Pavilions successfully achieved Joint Commission accreditation for both the Nursing Care Center and Memory Care programs. She recognized staff for their dedication and efforts throughout consecutive survey processes and completion of the required corrective actions.

The Board discussed the potential impact of recent survey results on the facility's CMS star rating. Leadership indicated that improvements may begin to be reflected in upcoming rating cycles, with a clearer picture anticipated in 2027.

Hilliard-Johnson also reviewed the recent state health, life safety, and emergency preparedness survey findings. Plans of Correction have been submitted for all identified deficiencies and are currently under review.

Hilliard-Johnson emphasized the continued focus on building a culture of safety and proactively addressing concerns before they develop into larger issues. Quality improvement efforts will focus on evaluating and improving processes and systems while promoting accountability and continuous improvement.

Board members congratulated leadership and staff on the Joint Commission accreditation and recognized the significant improvements demonstrated through the recent survey process.

Business

- (1) **July Financial Report** – Hansen presented the July 2026 financial operations and reported that combined Pavilions operations generated approximately \$3.3 million in revenue, a favorable variance of \$62,000, while expenses totaled approximately \$3.4 million, resulting in a net loss of \$94,000 for July. Cash decreased primarily due to three payrolls occurring during the month.

Medical Care census averaged 196 residents, six above the budgeted census of 190, with occupancy remaining strong at approximately 88% for July and above 85% year-to-date. Medical Care resident revenue totaled approximately \$2.7 million, with other revenue also continuing to perform favorably. Medical Care expenses were approximately \$3.05 million, resulting in a net loss of \$110,000.

Cottage revenue totaled approximately \$226,000, with census slightly lower than the previous month. Expenses continued to perform favorably to budget, resulting in a net loss of approximately \$14,000 for July.

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

- (2) **Resolution 2026-4-Supporting Modification of FY 2027 Medicaid Rate Calculations**
2027 Medicaid Rate Calculation to Address Direct Care worker (DCW) and Non-Clinical Wage Funding Changes – Hansen reviewed a resolution regarding proposed

changes to the State's Direct Care Worker (DCW) wage program. Beginning with the FY 2027 State budget, reimbursement for the program will be limited to Medicaid residents rather than covering 100% of the costs. This change is expected to leave the Pavilions responsible for approximately \$350,000–\$400,000 annually, creating an immediate cash-flow concern.

Hansen explained that a proposal supported by healthcare trade associations and the County Medical Care Facilities group would adjust Medicaid rates beginning October 1 to help offset these costs and provide a financial bridge as the new reimbursement structure is implemented.

The resolution expresses the Board's support for this proposed approach and will be forwarded to the State and Governor's Office. The Board unanimously adopted Resolution 2026-04 and agreed to seek support from the Grand Traverse County Board of Commissioners, with the matter anticipated to be placed on a September consent calendar.

Motion was made by Marois to approve Resolution 2026-4 - Supporting Modification of FY 2027 Medicaid Rate Calculations 2027 Medicaid Rate Calculation to Address Direct Care worker (DCW) and Non-Clinical Wage Funding Changes as presented. The motion was seconded by Griggs and carried unanimously. Roll Call - Crawford – yes, Marois – yes, Griggs – yes

- (3) **Request for Purchase – Outdoor Walk-In Freezer** – Lavender presented a request to replace the approximately 15-year-old outdoor walk-in freezer, which has significantly deteriorated due to roof runoff, freezing and thawing, and foundation issues. The replacement was included in the current capital budget and will also address concerns identified during the State survey. The new freezer will be slightly larger and positioned farther under the existing roof to better protect it from weather-related damage. Three bids were obtained, with Stafford Smith recommended at a total cost of \$67,643.46, including installation and service.

Motion was made by Marois to approve the purchase of a new outdoor walk-in freezer as presented for \$67,643.46. Motion was seconded by Crawford and carried unanimously. Roll call Crawford– yes, Marois – yes, Griggs – yes.

- (4) **Request for Purchase – Concrete Pad for Outdoor Walk-in Freezer** – Lavender presented a separate, unbudgeted request for \$7,820 from A+ Concrete to install a new concrete pad for the replacement walk-in freezer. The existing foundation was identified as one of the factors contributing to deterioration of the current freezer. The new pad, combined with improvements to address roof runoff, is expected to provide a more stable foundation and extend the life of the new freezer.

Three bids were attempted, with one received. Staff determined the proposal from A+ Concrete was reasonable based on the size and thickness required.

Griggs inquired whether the Foundation Board could provide reimbursement toward the purchase. Marois expressed concern that the expense may not fall within the Foundation's intended funding role. Following discussion, it was agreed that staff would explore the possibility with the Foundation Executive Team to determine whether the request would be appropriate for Foundation consideration.

Motion was made by Marois approve a new concrete pad for the replacement walk-in freezer.as presented for \$7,820. Motion was seconded by Griggs and carried unanimously. Roll call Crawford– yes, Marois – yes, Griggs – yes.

Medical Staff

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

Motion was made by Crawford to approve consulting privileges for Amanda Smith, MD as presented to the board. Motion was seconded by Griggs and carried unanimously.

- (2) **Shannon Snider, PA – Sound Physician** - Crawford reviewed the request for Shannon Snider, PA from Sound Physician, to have consulting privileges as recommended by Medical Director Dr. April Kurkowski, DO.

Motion was made by Crawford to approve consulting privileges for Shannon Snider, PA as presented to the board. Motion was seconded by Griggs and carried unanimously.

- (3) **Mohammed Saif Siddiqui, MD – Sound Physician** - Crawford reviewed the request for Mohammed Saif Siddiqui, MD from Sound Physician, to have consulting privileges as recommended by Medical Director Dr. April Kurkowski, DO.

Motion was made by Crawford to approve consulting privileges for Mohammed Saif Siddiqui, MD as presented to the board. Motion was seconded by Griggs and carried unanimously.

Grand Traverse Pavilions Announcements

- (1) September 24, 2026 @ 9:00am Board Meeting @ Garfield Township
(2) Upcoming Concerts on the Lawn:
September 3, 2026 @ 7:00pm – Re-scheduled Elvis Tribute Artist – Jake Slater

Second Public Comment – None

Meeting adjourned at 10:23 a.m.

Signatures:

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

Date: September 24, 2026 Approved
_____ Corrected and Approved

PAVILIONS RESIDENT COUNCIL MEETING
August 20, 2026

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

All residents were welcomed.

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

Aspen Pavilion: 1 Resident attended.

Birch Pavilion: 3 Residents attended.

Cherry Pavilion: 8 Residents attended.

Dogwood Pavilion: 7 Residents attended.

Staff members were introduced:

Samantha Mahon, CTRS, Life Enrichment

Ashley Walters, Social Services Designee

Regina Kiogima, RN, ADON – Dogwood Pavilion

Lisa Tellings, Administrative Assistance - Forefront Dining Services

Christian Anderson – Director of Culinary Services – Forefront Dining Services

Ryan Hutchins – Environmental Services Director

Catherine Jasso – Environmental Services Assistant 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:

No new business to be informed of.

Outings for September 2026:

Olive Garden: Thursday, September 24th

11:00am – 1:15pm

Walmart: Thursday, September 17th

10:30am – 12:15pm

Special Events for September 2026:

9/8 - DJ Paul Widlund 2pm
9/9 - Smoothie Bar 2pm
9/10 - Bible Study with Pastor Jenn 10am
9/13 - Salvation Army 2pm
9/16 - Let's Talk Food 2pm
9/17 - Resident Council 11am
9/17 - Music with Rebekah 2pm
9/20 - Nondenominational Church 2pm
9/24 - Bible Study with Pastor Jenn 10am
9/24 - Bookmobile 2pm

Resident Group Interview Questions:

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

Costs:

- Are you, or your representative, informed by the facility about which items and services are available and related charges?

A few residents did not understand the question. Social Services Designee provided more of an explanation. After understanding the question, residents reported no issues or concerns.

- If there was any change in these items that you must pay for, were you or your representative informed?

No residents reported any issues or concerns.

1. Discussion regarding food temperature and receiving HS snacks.

- The kitchen is working on improving efficiency. Christian reported that they will be serving omelets certain days of the week to help with kitchen flow.
- X asked about his portion sizes, Christian looking into what his sizes are.

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

- A resident reported concerns about the dogwood dining room, refrigerator and microwave. Cati reported that the refrigerator replacement is coming in soon, and the microwave would be replaced that day.

- Ryan reported that the courtyard swing would be delivered this week or next week.
- A resident reported that the laundry was great, and his housekeeper was great.
- A resident asked about getting an ADA greenhouse. Resident was informed that Environmental services and life enrichment would need to discuss the logistics.

3. Discussion regarding room temperature.

- One resident reported that her room was warm. Ryan went to her room after the meeting to investigate.
- No further concerns are noted.

4. Discussion regarding nursing care.

- Two residents reported that they would like to see more floor staff. The residents were informed by ADON that we are constantly hiring and training new staff.
- One resident reported that the cna's do a great job.

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

- No residents reported any issues.

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

- One resident reported that she would like clarification on the shower time guidelines and rules. She would also like to try a different shower chair option. A concern form was submitted to the resident's ADON.

7. Discussion regarding the night time noise level on your Pavilion.

- One resident reported that his neighbor can be loud at times.

The floor was opened for additional comments:

- A few residents reported that they are very appreciative of the facility.

Elm Resident Council Minutes
Meeting Held- August 17,2026

The August meeting of the Grand Traverse Pavilions Elm Resident Council was called to order at 10:15am in the Elm Common Area.

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

Staff Present:

Susan Eldred, Recreation Therapist

Emily Tyrrell, Social Worker

Old Business:

None

New Business:

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

X stated, "of course." X and X stated, "yes."

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

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

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

X, X, X and X stated, "yes."

Asked the residents if the food is good here.

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

Asked the residents if the rooms were getting cleaned.

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

Asked the residents if their clothes are getting cleaned.

X, X and X stated, "yes." X stated certainly and X stated, "yes, immediately."

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

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

Asked the residents if they have enough to do.

X and X stated, "yeah." X stated, "yes, I usually do."

Questions, Suggestions, Concerns and Comments:

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

Suggestions for upcoming activities:

- Apple Crisp
- Chocolate Chip Cookies
- Sept 4th- Wildlife Day
- Sept 16th Play Doh with the kids
- Sept 22nd Ice Cream Cone Day

Meeting was closed at 10:32am

Respectfully submitted,

Susan Eldred, CTRS

Emily Tyrrell, LLBSW

Let's Talk Food

8-19-2026

Forefront representatives in attendance: Lisa Telling

Residents in attendance 12 residents (marked by "X")

X started the meeting by saying sometimes the menu listed in the Pavilions Post doesn't match the menu that is served. He says the Hawaiian Chicken on the menu has never been Hawaiian Chicken on his plate. He says the cheese on the Beef and Cheddar sandwich was not real cheddar, and there was not enough beef. He also says the turkey and cheese croissant does not have enough turkey. He says he ordered 2 bratwurst and got only one, and on that one, the bun was not soft. He also says he ordered onion rings and never got them. He likes the spaghetti but hates the meatballs.

X would like deep fried pickles. She also says we should serve more corn.

X likes the fresh sliced apples...but sometimes there is too much lemon juice on them, leaving a strong taste. She also says the chicken and wild rice soup is delicious, but has too many mushrooms, in her opinion.

X says the lettuce in the salads has been really good lately.

X enjoyed today's stuffed peppers and pineapple upside down cake. X also loved the stuffed peppers.

X said there should be more beef and less rice in the stuffed peppers, and that the slice of pineapple upside down cake he was served was way too small. He also says sometimes the food carts are 15-20 minutes late...other times when they do arrive on time, there are no CNA's to serve.

X suggested stocking styrofoam cups on Aspen, for use when needed, especially during Mocktails events.

X asked whether we are using the Aspen Dining Room, and said he would like to take the microwave from there and trade it with the one in Dogwood.

X says she appreciates the variety we serve, but would like more fruits and vegetables. She also says she liked the pineapple upside down cake, but would have liked a bigger piece.

X wants to know why we put carrots in everything.

X loves the brats and would like them more often. She also asked for a second one last time we served them, but did not get it.

Lisa closed the meeting by saying if there were any other food related concerns that came up, they could be discussed in resident council tomorrow.

FOR IMMEDIATE RELEASE



One Senior Care Acquires PACE North in Michigan

Partnership will support continued growth of the PACE program in rural Michigan

Erie, Pennsylvania (September 1, 2026) – [One Senior Care](#)—a leading rural PACE provider—today announced its acquisition of [PACE North](#) in Traverse City, Michigan. The partnership strengthens One Senior Care’s commitment to expanding the Program of All-Inclusive Care for the Elderly (PACE) in rural areas, allowing older adults eligible for both Medicare & Medicaid to receive medical and support services.

One Senior Care currently serves more than 1,200 participants across Pennsylvania, Ohio, and Kentucky, with a focus on rural and medically underserved communities. With this partnership, the organization’s footprint will expand to Michigan and include Benzie, Grand Traverse, Kalkaska, Leelanau, and Wexford counties, as well as parts of Antrim and Manistee counties.

“One Senior Care is thrilled to mark this milestone in our continued mission to bring the benefits of the PACE program to rural communities, where access to preventative care is too often limited,” said Craig Worland, CEO of One Senior Care. “PACE North has created an exceptional program, and we look forward to building on that strong foundation to serve even more older adults across Northern Michigan.”

“Since 2019, PACE North has enabled Northern Michiganders to age independently at home,” said Nicole Farkas, Executive Director of PACE North. “By partnering with One Senior Care, we are enhancing the support and resources available to participants while remaining focused on the mission that has guided our work from the beginning.”

As part of the acquisition, a new independent foundation will be established to support initiatives that benefit older adults throughout the region. “This partnership with One Senior Care creates an exciting opportunity to establish an independent, locally governed foundation that supports opportunities for seniors across Northern Michigan and helps them thrive and flourish with dignity,” said Betsy Aderholdt, Chair of the PACE North Board of Directors. “Together with community partners, the foundation will remove barriers to well-being by investing in access to care, mental health services, safe housing, reliable transportation, and other essential supports for older adults.”

GRAND TRAVERSE PAVILIONS
Service Excellence Award Program
August 2026

Employee of the month (in yellow)

5

First Name*	Last Name*	Title of Nominated Employee*	Nominated For*	Nominated By*
Jacob	Dean	Midnight RN Campus Coordinator	I would like to recognize Jacob for his outstanding response during a challenging situation. He demonstrated strong leadership, remained calm and composed under pressure, and effectively took control of the situation. He showed a clear understanding of the policy and executed the required procedures efficiently and appropriately. His ability to lead the response, communicate effectively, and maintain control during a high-pressure situation reflects a high level of professionalism and commitment to resident safety. His response was a great example of teamwork, preparedness, and strong clinical leadership.	Ann McMann
Luke	Johnson	Maintenance	Luke consistently demonstrates excellent attention to detail and a genuine commitment to resident safety. Recently, he was observed carefully monitoring doors to ensure they were latching properly, recognizing the importance this has for the safety and security of our residents. I have also witnessed Luke being very personable with residents, always maintaining a great sense of humor and a positive attitude. He often goes above and beyond to ensure their needs, safety, and best interests remain a priority. His dedication, attention to detail, and resident-first approach are wonderful examples of Service Excellence.	Darcey Gratton
Liz	Vernam	RN	I would like to recognize Liz for being so helpful during a very busy night. Even with her own workload, she kept checking on me and asking if there was anything she could do to help. She even volunteered to do my labs and checked on the other units to see if they needed anything. I really appreciate Liz. Nights like this remind me how important teamwork is, and I'm very thankful to have a coworker like her. Thank you, Liz!	Reyvie Carabido

GRAND TRAVERSE PAVILIONS
Service Excellence Award Program
August 2026

Employee of the month (in yellow)

Beth	Riffle	CNA	Beth caught a resident when his wheelchair backrest failed while in the tipped-back position. Her quick reaction (and muscles) saved him from injury and, with help, get him safely to bed. Great work!	Erica Harpe
Janet	VanWingerden	RN	Janet is a valued member of the Birch team. Recently, Janet volunteered to stay over- even after an incredibly difficult and busy day. Not only does Janet provide exceptional nursing care, she connects and engages with residents- often seen dancing and singing and giving hugs- anything to brighten their day. She is a STAR!	Melanie Farmer, RN
Linda	Smith	RN	Linda assisted with a difficult wound treatment that was on a different unit than she was assigned to. Linda also shared her wound expertise with nursing staff on that unit. Linda brings a vast amount of nursing experience and knowledge, and GTP is fortunate to have her on our nursing team.	Melanie Farmer, RN
Carrie	Delk	Admissions Coordinator	Carrie is dependable, dedicated, and hard working. Her efforts do not go unnoticed, as she has played a key role in boosting and maintaining census number. Her commitment to excellence is something we can all admire. Great work, as always!	Kathryn Holibaugh
Sam	Zeller	Admissions Asst.	Sam has been a great help with bringing in new admissions!	Kathryn Holibaugh



Through August

A GRAND MISSION**24 | 7 | 365**

Infection Prevention & Staff Development Scorecard FY2026						
Strategy	Measure Name	Metric	+/-	Target	FYTD	NOTES:
Residents First	SNF Survey - Residents and families kept informed of care	Percentage	↑	>55%	93.7%	
Team	Launch Great Place to Work Survey	Index Engagement Score	↑	Obtain Baseline	In Progress	Currently in process with Activated Insights- Kim Weckesser (HR Director) has been spearheading this project and there team is working on creating the template for the Survey.
	Reestablish Preceptor Program	% Staff Retention	✓	≥74.4%	In progress	Revamping program from "mentorship" program to "preceptor" program. Plan is to have implemented by end of Q4.
Quality Safe Care	Conduct a Safety Culture Survey	% Positive Responses	✓	Obtain Baseline	In progress	To be completed by the Center for Patient Safety. Contract currently under review prior to implementation. Current scheduled role out time is 11/1 and will run for four weeks. >70% favorable benchmark
	Incident Reporting Platform	Implement	✓	Completed	Go live 10/1	Validation training / Testing call scheduled for 9/17/2026. Live follow-up training for management scheduled for 9/29/2026.
	Transition to PCC Infection Prevention Tracking Module	Implement	✓	Completed	In progress	Q4 as we transition roles
	Receive The Joint Commission General & Memory Care Certification	Achieve	✓	Completed	Completed	Certification received 8-13-26, POC of correction accepted. Continuing to work on QA initiatives that were highlighted during the survey.
	Conduct 2 Mock Surveys	Achieve	✓	Completed	Completed	Jun-26
	Life Safety Inspection: CMS State Survey	# Citations	↓	≤7	11	
	Health Inspection: CMS State Survey	# Citations	↓	≤10	10	2025 baseline is 21 citations; fewer citations lead to an increase in 1-Star inspection rating
Operational Performance	placeholder					
	placeholder					

At or better than target

Worse than target

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

BOLD TEXT indicates GTP level priorities



Through Aug

A GRAND MISSION

24 | 7 | 365

GTP Organizational Scorecard FY2026						
Strategy	Measure Name	Metric	+/-	Target	FYTD / Month	NOTES:
Residents First	Evaluate Eden Certification	Achieve	✓	Completed	no activity	Q3
	SNF Survey- Residents and families kept informed of care	% Positive Responses	↑	>55%	93.7%	Good+Great responses. Benchmark=85.6%. Action needed-more responses from good to excellent. 2025 rate was 46.36%.
	Launch Cottages Resident Satisfaction Survey	Overall Recommendation Satisfaction Score	✓	Obtain Baseline	96.6%	Good + Great responses. Benchmark= 93.5. Action needed-move more responses from good to excellent.
Team	Launch New Great Place to Work Survey	% Engagement Score	✓	Obtain Baseline	Deploy Sept.	Current process expired April 2026; relaunch as an annual survey.
	Team Retention	% Staff Retention	↑	≥74.4%	79.7%	Resolved reporting discrepancies; month vs. YTD cohort retention is calculated differently.
	Daily Departmental Huddles & Scorecards	Implement	✓	100%	100%	Fully deployed July 7.
Quality Safe Care	Conduct a Safety Culture Survey	% Positive Responses	✓	Obtain Baseline	Deploy Nov.	Q4; Compare >90% favorable benchmark
	Incident Reporting Platform	Deploy	✓	Completed	Go Live Oct. 1st	Vendor selected. Build and deploy.
	Receive The Joint Commission General & Memory Care Certification	Achieve	✓	Completed	Completed	Survey complete! Good experience. Submitting plan of correction.
	Conduct 2 Mock Surveys	Achieve	✓	Completed	Completed	Life Safety survey + CMS mock survey
	Life Safety Inspection: CMS State Survey	# Citations	↓	≤7	11	2026 POC in progress. 2025 baseline is 7 citations
	Health Inspection: CMS State Survey	# Citations	↓	≤10	10	2026 POC in progress. 2025 baseline is 20 citations; fewer citations lead to an increase in Star inspection rating
Operational Performance	Increase SNF Census	Avg. Total # Residents	↑	≥190	194	Baseline is 180 as of FYE25; State Bed Plan is 85% of 223
	Increase Cottages Occupancy	Avg. Total # Residents	↑	≥66	65	Gradual increase from 58 in January to 67 in Sep-Dec 2026
	Improve Combined Days Cash On Hand	\$ Cash / (\$Operating Expenses/365)	↑	≥60	35	Aim for 90+ days (best practice 120+) benchmark
	Manage (Combined) Expenses	Total \$ Expenses	↓	\$ 25,970,910	\$ 26,308,555	Negative variance to budget by (\$338k) YTD
	Reduce Days Accounts Receivable	net \$ AR / avg daily \$ revenue	↓	≤55	62	Positive trajectory! Baseline is 79 days; benchmark <45 days

At or better than target

Worse than target

BOLD TEXT indicates GTP level priorities



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

Census (Average Daily Census)

	Sept-MTD	Aug-26	July-26	Jun-26	May-26	Apr-26	Mar-26
Medical Care Facility (MCF)	193	194	196	187	194	185	184
Cottages	65	65	63	65	64	63	63

Occupancy	August-26	July-26	June-26	May-26	Apr-26	Mar-26
MTD Goal 85% <i>Available beds</i>	88%	88%	84%	85%	83%	83%
YTD Goal 85% <i>Licensed beds</i>	79%	79%	78%	81%	78%	78%

MCF	August-26	July-26	June-26	May-26	Apr-26	Mar-26
Admissions & Re-admits	57	56	58	58	51	59
Discharges	61	51	54	54	57	54
MMC Referrals	220	224	207	207	203	180
MMC Denied	28	37	23	23	14	15
Transfers to LTC	0	1	1	1	1	0

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

Finance

	August-26	July-26	June-26	May-26	Apr-26	Mar-26
Combined Net Income	\$(10,819)	\$(93,912)	\$(130,738)	\$(95,559)	\$(131,162)	\$(3,082)
MCF Net Income	\$(30,478)	\$(109,932)	\$(156,872)	\$(78,929)	\$(110,288)	\$(7,376)
Cottage Net Income	\$(6,252)	\$(13,800)	\$1,319	\$(16,630)	\$(20,873)	\$4,294
Cash Balance	\$2,925,896	\$2,853,791	\$3,982,001	\$3,568,593	\$3,161,363	\$2,962,896
A/R Days Receivable Outstanding	62	65	66	68	70	71

MCF Operating Expenses PPD History

	August-26	July-26	June-26	May-26	Apr-26	Mar-26
MCF Operating Expenses Actual PPD	504	504	528	508	511	503
MCF Operating Expenses Budgeted PPD	489	487	494	489	494	489
Variance (unfavorable)/favorable	\$(15)	\$(15)	\$(33)	\$(19)	\$(17)	\$(14)

Facility Reported Incidents

	August-26	July-26	June-26	May-26	Apr-26	Mar-26
Medical Care Facility	1	1	1	3	2	4

Wellness Center

	August-26	July-26	June-26	May-26	Apr-26	Mar-26
Inpatient Rehab						
Medicare A	36	33	28	35	32	28
Medicare Advantage Skilled	31	31	29	27	34	32
Private Insurance: Inpatient	10	11	16	16	12	9
Private Pay: Inpatient	0	1	1	1	1	1
Auto: Inpatient	0	0	0	1	1	0
Med A/Rehab Inpatient Totals	77	76	74	80	80	70
Medicaid	1	3	5	2	1	3
Medicare B: Inpatient	33	37	25	28	25	24
Medicare B Advantage: Inpatient	24	34	29	30	29	21
Med B Inpatient Totals	58	74	59	60	55	48
Medicare B: Outpatient	33	32	30	33	33	32
Medicare B Advantage: Outpatient	44	48	43	41	38	35
Private Insurance: Outpatient	18	14	14	20	21	19
Work Compensation: Outpatient	0	0	0	0	0	0
Outpatient Totals	95	94	87	94	92	86
Outpatient/Aquatic Center						
Aquatic inpatients therapy visits	15	24	9	9	16	14
Aquatic aftercare visits per month	318	328	342	323	302	244
Aquatic outpatient PT visits	200	223	205	206	210	167
Aquatic group class participants	89	94	63	61	77	74
Land therapy visits (PT, OT, SLP)	272	303	292	136	262	252
Total Outpatient therapy visit	472	526	497	342	472	419
Outpatient aquatic therapy revenue	53,786.68	56,900.87	54,407.52	44,198	53,370	44,773
Aftercare monthly revenue	3,180	3,280	3,420	3,230	3,020	2,440
Aquatic group class revenue	1780	1,880	1260	1,420	1,540	1,480
Cottages visits	71	73	50	48	83	104
Total Wellness center revenue	58,746.68	62,060.87	59,087.52	48,848	57,929	48,692

Staffing

	August-26	July-26	June-26	May-26	Apr-26	Mar-26
Hires/Rehires	11	10	12	9	9	12
Resignations / Terminations	9	12	12	12	16	11
Referrals	11	4	5	10	8	10
Total # Employees Month's End	347	345	347	347	350	357

Environmental Services

- All major landscaping cleanup has been completed.
- Both Wheelchair swings are in and getting installed.
- Final State inspections for both new boilers is complete.
- The new outside freezer project is underway. Middle of Oct should be final installation.

MDS 3.0 Facility-Level Quality Measure (QM) Report

8

Report Period: 08/01/2026 - 08/31/2026
Comparison Group: 01/01/2026 - 06/30/2026

Report Run Date: 09/14/2026
Data Calculation Date: 09/14/2026
Report Version Number: 3.06

Legend

Note: Dashes represent a value that could not be computed
 Note: S = short stay, L = long stay
 Note: C = complete; data available for all days selected, I = incomplete; data not available for all days selected
 Note: * is an indicator used to identify that the measure is flagged

Facility ID:
 288510

Facility Name:
 Grand Traverse Pavilions

CCN:
 235088

City/State:
 Traverse City, MI

MDS Measures

Measure Description	CMS ID	Data	Num	Denom	Facility Observed Percent	Facility Adjusted Percent	Comparison Group State Average	Comparison Group National Average	Comparison Group National Percentile
Pressure Ulcers (L)	N045.02	C	10	144	6.9%	7.8%	6.0%	5.5%	78*
Phys restraints (L)	N027.02	C	0	144	0.0%	0.0%	0.2%	0.1%	0
Falls (L)	N032.02	C	79	144	54.9%	54.9%	44.7%	44.1%	78*
Falls w/Maj Injury (L)	N013.02	C	6	144	4.2%	4.2%	3.3%	3.3%	69
Antipsych Med (S)	N011.03	C	0	35	0.0%	0.0%	1.5%	1.7%	0
Antianxiety/Hypnotic Prev (L)	N033.03	C	3	63	4.8%	4.8%	7.6%	7.4%	44
Antianxiety/Hypnotic % (L)	N036.03	C	20	127	15.7%	15.7%	19.2%	19.5%	40
Behav Sx affect Others (L)	N034.02	C	43	139	30.9%	30.9%	19.3%	18.1%	83*
Depress Sx (L)	N030.03	C	8	136	5.9%	5.9%	4.7%	14.4%	58
UTI (L)	N024.02	C	2	144	1.4%	1.4%	1.8%	1.7%	63
Cath Insert/Left Bladder (L)	N026.03	C	0	128	0.0%	0.0%	1.0%	1.0%	0
New or Worsened B/B (L)	N046.02	C	32	134	23.9%	21.5%	21.3%	19.2%	58
Excess Wt Loss (L)	N029.03	C	3	127	2.4%	2.4%	6.3%	5.5%	27
Incr ADL Help (L)	N028.04	C	17	117	14.5%	14.5%	11.5%	13.6%	62
Move Indep Worsens (L)	N035.06	C	9	65	13.8%	11.7%	13.2%	14.3%	50

MDS Hybrid Measures

Measure Description	CMS ID	Numerator	Denominator	Facility Observed Percent	State Average	National Average	National Percentile
Antipsych Med (L) ¹	N047.01	17	116	14.7%	14.9%	15.5%	55

¹ The Percent of Long-Stay Residents Who Received an Antipsychotic Medication measure is based on 3 months of data (01/01/2026 - 03/31/2026) and is calculated using MDS and Medicare/Medicaid claims and encounter data.

SNF Measures

Measure Description	CMS ID	Numerator	Denominator	Facility Observed Percent	Facility Adjusted Percent	National Average
Pressure Ulcer/Injury ²	S038.02	7	166	4.2%	5.1%	2.5%

² The Changes in Skin Integrity Post-Acute Care: Pressure Ulcer/Injury measure is calculated using the SNF QRP measure specifications and is based on 12 months of data (10/01/2025 - 09/30/2026).

Measure Description	CMS ID	Numerator	Denominator	Facility Observed Percent	National Average
Discharge Function Score ³	S042.03	89	134	66.42%	55.93%

³ The Discharge Function Score measure is calculated using the SNF QRP measure specifications and is based on 12 months of data (10/01/2025 - 09/30/2026).

GRAND TRAVERSE PAVILIONS MEMORANDUM

Financial Operations Report
August 2026

Grand Traverse Pavilions Combined

REVENUE:

The overall revenue for the Pavilions in August was \$3,423,038 resulting in a favorable budget variance of \$135,875.

EXPENSES:

The total overall operating expenses for the Pavilions in August were \$3,433,857 resulting in an unfavorable variance to budget of \$143,962.

NET INCOME/LOSS:

There was a net loss of \$10,819 from the combined programs of the Pavilions in August resulting in an unfavorable budget variance of \$8,087.

OPERATING CASH:

Total cash at month-end was \$2,924,070. There was a net increase in overall cash of \$18,397 for the month.

VOUCHERS:

Purchase orders, invoices, checks written, and supporting documentation were reviewed for voucher numbers 5791-5798 for the month of August and were in order without exception.

Grand Traverse Medical Care

REVENUE:

Total Revenue was \$3,067,297 which was above the budgeted amount by \$117,284 for a positive variance. The census for August averaged 194 residents which was four above the budgeted census but two less than the prior month average. Private pay census was four below budget, Medicare census was one above budget, Medicaid was nine above budgeted census, while Medicaid Hospice was two below the budgeted census. The occupancy for August was 81.0% of licensed beds and 87.6% of available beds. Year-to-date occupancy was 79.1% of licensed bed days and 85.5% of available bed days.

We have an approved non-available bed plan that puts our available/maximum census at 222 until 9/30/26 which was recently extended to 12/31/26. The state has developed a permanent non-available plan going forward which goes into effect 1/1/27. We need to have an average census in 2026 of 189 to achieve 85% occupancy which we have maintained.

Resident Revenue was \$2,743,132 which provided a favorable budget variance of \$47,434.

Other revenue was \$324,165 resulting in a positive budget variance of \$69,849. The positive variance was mainly due to a lower QAAP provider tax and higher QAS reimbursement due to higher Medicaid census. Additionally, we received a semi-annual shared savings distribution from Longevity, our I-SNP partner, of about \$19,000.

EXPENSES:

Operating Expenses totaled \$3,037,263 resulting in an unfavorable budget variance of \$158,956. The negative budget variance was due to several factors, including insurance settlement payment, health insurance costs and electricity costs.

NET INCOME/LOSS:

Grand Traverse Medical Care produced a net loss of \$30,478 for the month for a negative budget variance of \$39,685.

RECEIVABLES:

Days Receivable Outstanding ("DRO") is 62 days as of 8/31/2026. This is three days less than as of 7/31/2026. Our goal is to reduce that number to 45 days.

The Cottages

REVENUE:

Total revenue of \$339,830 resulted in unfavorable variance of \$7,320 to the budget.

The average leased occupancy for the Cottages-Assisted Living was 63 apartments during the month which was two more than the previous month and two above the budgeted amount, representing 87% occupancy. In addition, there were 14 days (average of 0.5 per night) of overnight respite provided during the month (0.7 less than the prior month and 0.5 less than budget). Hawthorn Lofts-Independent Living average census was 2 residents per day for 67% occupancy which was the same as the prior month and equal to budget. Total average census of 65.5 residents (two more than the prior month).

Occupancy above included an average of 11 PACE North residents in the Cottages, (same as the prior month) and 0 days of Respite Care were provided for a Pace North participant (equal to the prior month).

EXPENSES:

Expenses for August (before building depreciation) were \$322,760 which was under the budgeted amount by \$12,779 for a favorable budget variance.

NET INCOME/LOSS:

The program had a net loss for the month of \$6,252 resulting in a favorable budget variance of \$5,687.

Unassigned Fund Balance

Approved 2026 Operating Budget	\$ 39.0M
Unassigned Fund Balance Target Percentage	20%
Unassigned Fund Balance Target Amount	\$7.8M
Current Unassigned Fund Balance*	\$2.9 M
Current Fund Balance as a percentage of Operating Budget	7.4%
Amount Available Above/ (Below) Target	(\$4.9M)

*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.

Date: Sep 17, 2026
 Time: 14:49:27 EDT
 User: Kory R. Hansen

Grand Traverse Pavilions - SNF
Combined Income Statement
8/1/2026 to 8/31/2026

Facility #

Page # 1

Include Adjustment Periods: NO Include Closing Periods: NO

	CURRENT PERIOD			PRIOR PERIOD			YEAR TO DATE		
	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$
Service Revenue	3,109,701	3,047,031	62,670	3,073,450	3,047,031	26,419	23,851,462	23,988,136	(136,674)
Other Revenue	313,336	240,132	73,204	276,092	240,132	35,960	2,181,857	1,901,557	280,301
Total Revenue	3,423,038	3,287,163	135,875	3,349,542	3,287,163	62,379	26,033,319	25,889,692	143,627
Salaries & Wages	1,876,508	1,953,494	76,987	1,941,206	1,953,494	12,288	15,018,547	15,308,075	289,528
Benefits	579,059	478,193	(100,866)	554,104	478,193	(75,911)	4,139,329	3,801,669	(337,661)
Other Operating Expenses	856,007	732,358	(123,648)	826,162	732,358	(93,804)	6,172,404	5,854,367	(318,038)
Interest Expense	26,344	26,300	44	26,344	26,300	44	210,750	210,400	350
Depreciation	95,941	99,550	3,609	95,941	99,550	3,609	767,524	796,400	28,876
Total Operating Expenses	3,433,857	3,289,895	(143,962)	3,443,757	3,289,895	(153,861)	26,308,555	25,970,910	(337,645)
Net Operating Income	(10,819)	(2,732)	(8,087)	(94,215)	(2,732)	(91,483)	(275,236)	(81,217)	(194,019)

Date: Sep 17, 2026
 Time: 14:53:53 EDT
 User: Kory R. Hansen

Grand Traverse Pavilions - SNF
 SNF Income Statement
 8/1/2026 to 8/31/2026

Facility #

Page # 1

Include Adjustment Periods: NO Include Closing Periods: NO

	CURRENT PERIOD						PRIOR PERIOD						YEAR TO DATE					
	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day
SNF Resident Revenue																		
Inpatient Revenue																		
Medicare Part A	373,176	276,679	96,496	606.79	595.01	11.78	296,491	276,679	19,812	521.07	595.01	(73.94)	2,432,480	2,188,326	244,154	593.72	600.36	(6.64)
Medicare Advantage	305,344	368,874	(63,530)	589.47	594.96	(5.49)	304,172	368,874	(64,702)	568.55	594.96	(26.41)	2,444,371	2,917,786	(473,415)	615.56	600.37	15.19
Medicaid	1,538,137	1,416,683	121,454	395.71	397.39	(1.68)	1,546,436	1,416,683	129,753	390.12	397.39	(7.27)	11,763,194	11,105,370	657,824	399.12	397.40	1.72
Hospice	190,531	213,900	(23,369)	460.22	460.00	0.22	216,443	213,900	2,543	470.53	460.00	10.53	1,790,306	1,676,700	113,606	465.86	460.00	5.86
Private Pay	284,013	356,944	(72,931)	478.94	460.57	18.37	272,953	356,944	(83,991)	514.04	460.57	53.47	2,333,458	2,799,353	(465,895)	491.56	460.80	30.76
Medicare Part B	7,330	12,600	(5,270)	1.22	2.14	(0.92)	15,119	12,600	2,519	2.50	2.14	0.36	4,123	100,800	(96,677)	0.09	2.18	(2.09)
TOTAL Inpatient Revenue	2,698,531	2,645,681	52,850	447.74	449.18	(1.44)	2,651,614	2,645,681	5,934	437.63	449.18	(11.55)	20,767,933	20,788,336	(20,403)	450.19	450.26	(0.07)
Outpatient																		
Physical Therapy	61,114	65,000	(3,886)	10.14	11.04	(0.90)	78,490	65,000	13,490	12.95	11.04	1.91	525,264	520,000	5,264	11.39	11.26	0.13
Occupational Therapy	9,750	6,000	3,750	1.62	1.02	0.60	11,155	6,000	5,155	1.84	1.02	0.82	61,020	48,000	13,020	1.32	1.04	0.28
Speech Therapy	8,070	5,000	3,070	1.34	0.85	0.49	6,605	5,000	1,605	1.09	0.85	0.24	54,920	40,000	14,920	1.19	0.87	0.32
Wellness	4,720	5,000	(280)	0.78	0.85	(0.07)	5,345	5,000	345	0.88	0.85	0.03	34,445	40,000	(5,555)	0.75	0.87	(0.12)
Cont Allow Outpatient	(39,052)	(30,983)	(8,069)	(6.48)	(5.26)	(1.22)	(40,003)	(30,983)	(9,020)	(6.60)	(5.26)	(1.34)	(274,479)	(242,867)	(31,612)	(5.95)	(5.26)	(0.69)
TOTAL Outpatient	44,601	50,017	(5,415)	7.40	8.49	(1.09)	61,592	50,017	11,575	10.17	8.49	1.68	401,170	405,133	(3,964)	8.70	8.77	(0.07)
TOTAL SNF Resident Revenue	2,743,132	2,695,698	47,434	455.14	457.67	(2.53)	2,713,206	2,695,698	17,508	447.80	457.67	(9.87)	21,169,102	21,193,469	(24,367)	458.89	459.03	(0.14)
SNF Other Revenue																		
Revenue - Child Day Care	10,849	10,833	16	1.80	1.84	(0.04)	8,879	10,833	(1,954)	1.47	1.84	(0.37)	68,022	86,667	(18,644)	1.47	1.88	(0.40)
Childcare Lunches	960	1,250	(290)	0.16	0.21	(0.05)	996	1,250	(254)	0.16	0.21	(0.05)	7,536	10,000	(2,464)	0.16	0.22	(0.05)
Vending Machine Sales	978	500	478	0.16	0.08	0.08	1,589	500	1,089	0.26	0.08	0.18	9,298	4,000	5,298	0.20	0.09	0.11
Rental Income	325	250	75	0.05	0.04	0.01	168	250	(82)	0.04	0.04	(0.01)	1,885	2,000	(115)	0.04	0.04	0.00
Interest Income	7,512	7,500	12	1.25	1.27	(0.03)	7,512	7,500	12	1.2	1.27	(0.03)	41,168	60,000	(18,832)	0.89	1.30	(0.41)
Longevity I-SNP Income	33,899	11,000	22,899	5.62	1.87	3.76	21,983	11,000	10,983	3.63	1.87	1.76	155,496	88,000	67,496	3.37	1.91	1.46
Managed Care Shared Savings	5,000	5,000	0	0.83	0.85	(0.02)	5,000	5,000	0	0.83	0.85	(0.02)	0,000	40,000	0	0.87	0.87	0.00
DCW Wage Reimbursement	92,162	90,000	2,162	15.29	15.28	0.01	93,882	90,000	3,882	15.49	15.28	0.21	737,432	720,000	17,432	15.99	15.59	0.39
Copy Revenue	0	0	0	0.00	0.00	0.00	122	0	122	0.02	0.00	0.02	431	0	431	0.01	0.00	0.01
Gamishment Fees	35	0	35	0.01	0.00	0.01	0	0	0	0.00	0.00	0.00	210	0	210	0.00	0.00	0.00
Insurance Proceeds and Refunds	1,000	0	1,000	0.17	0.00	0.17	0	0	0	0.00	0.00	0.00	4,500	0	4,500	0.10	0.00	0.10
Misc Income	117	0	117	0.02	0.00	0.02	0	0	0	0.00	0.00	0.00	2,544	0	2,544	0.06	0.00	0.06
Donation Income	5,000	6,000	(1,000)	0.83	1.02	(0.19)	5,000	6,000	(1,000)	0.83	1.02	(0.19)	34,157	28,500	5,657	0.74	0.62	0.12
Recruitment Grant Income	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	12,600	0	12,600	0.27	0.00	0.27
QAS Income	239,924	213,900	26,024	39.81	36.32	3.49	218,926	213,900	5,026	36.13	36.32	(0.18)	1,728,648	1,711,200	17,448	37.47	37.06	0.41
QMI Income	27,442	25,000	2,442	4.55	4.24	0.31	27,442	25,000	2,442	4.53	4.24	0.28	219,537	200,000	19,537	4.76	4.33	0.43
Inter-Company Charges	10,000	10,000	0	1.66	1.70	(0.04)	10,000	10,000	0	1.65	1.70	(0.05)	80,000	80,000	0	1.73	1.73	0.00
Bad Debt Expenses	(25,000)	(25,000)	0	(4.15)	(4.24)	0.10	(25,000)	(25,000)	0	(4.13)	(4.24)	0.12	(200,000)	(200,000)	0	(4.34)	(4.33)	0.00
Provider Tax Expense-QAA	(75,721)	(85,918)	10,197	(12.56)	(14.59)	2.02	(75,721)	(85,918)	10,197	(12.50)	(14.59)	2.09	(605,770)	(687,343)	81,573	(13.13)	(14.89)	1.76
er Tax Expense-QMIA	(10,316)	(16,000)	5,684	(1.71)	(2.72)	1.00	(10,316)	(16,000)	5,684	(1.70)	(2.72)	1.01	(82,530)	(128,000)	45,470	(1.79)	(2.77)	0.98
TOTAL SNF Other Revenue	324,165	254,315	69,849	53.79	43.18	10.61	290,463	254,315	36,147	47.94	43.18	4.76	2,255,164	2,015,023	240,140	48.89	43.64	5.25
Total Revenue	3,067,297	2,950,013	117,284	508.93	500.85	8.08	3,003,669	2,950,013	53,655	495.74	500.85	(5.11)	23,424,266	23,208,492	215,773	507.78	502.67	5.11
SNF Operating Expenses																		
Nursing																		
Nursing																		
Salary & Wages - RN	307,327	307,860	532	50.99	52.27	1.28	313,359	307,860	(5,499)	51.72	52.27	0.55	2,375,204	2,413,223	38,019	51.49	52.27	0.78
Salary & Wages - LPN	94,090	94,699	608	15.61	16.08	0.47	97,974	94,699	(3,275)	16.17	16.08	(0.09)	786,974	742,315	(44,659)	17.06	16.08	(0.98)

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	CURRENT PERIOD						PRIOR PERIOD						YEAR TO DATE					
	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day
Nursing (con't)																		
Salary & Wages - CNA	565,358	567,852	2,494	93.80	96.41	2.61	597,809	567,852	(29,956)	98.66	96.41	(2.26)	4,619,750	4,451,227	(168,523)	100.14	96.41	(3.73)
Salary & Wages - UW SNF	6,162	10,192	4,030	1.02	1.73	0.71	7,416	10,192	2,776	1.22	1.73	0.51	50,145	79,890	29,746	1.09	1.73	0.64
Longevity - RN	4,657	5,096	439	0.77	0.87	0.09	4,657	5,096	439	0.77	0.87	0.10	37,256	39,945	2,689	0.81	0.87	0.06
Longevity - LPN	2,332	2,038	(294)	0.39	0.35	(0.04)	2,332	2,038	(294)	0.38	0.35	(0.04)	18,656	15,978	(2,678)	0.40	0.35	(0.06)
Longevity - CNA	12,639	13,589	950	2.10	2.31	0.21	12,639	13,589	950	2.09	2.31	0.22	101,112	106,521	5,409	2.19	2.31	0.12
FICA - Nursing	72,349	75,589	3,240	12.00	12.83	0.83	76,767	75,589	(1,178)	12.67	12.83	0.16	586,487	592,521	6,034	12.71	12.83	0.12
Workers Comp - Nursing	7,216	6,200	(1,016)	1.20	1.05	(0.14)	6,046	6,200	154	1.00	1.05	0.05	83,804	49,600	(14,204)	1.38	1.07	(0.31)
Unemployment Expenses	1,000	1,000	0	0.17	0.17	0.00	1,000	1,000	0	0.17	0.17	0.00	8,000	8,000	0	0.17	0.17	0.00
MERS DB - Nursing	45,277	45,800	523	7.51	7.78	0.26	45,277	45,800	523	7.47	7.78	0.30	366,878	366,400	(478)	7.95	7.94	(0.02)
MERS DC: Nursing	22,439	21,000	(1,439)	3.72	3.57	(0.16)	37,207	21,000	(16,207)	6.14	3.57	(2.58)	203,390	168,000	(35,390)	4.41	3.64	(0.77)
Health Ins - Nursing	197,484	87,500	(109,984)	32.77	14.86	(17.91)	140,175	87,500	(52,675)	23.13	14.86	(8.28)	1,013,187	700,000	(313,187)	21.96	15.16	(6.80)
Health Ins - Retirees Nursing	5,061	7,000	1,939	0.84	1.19	0.35	5,061	7,000	1,939	0.84	1.19	0.35	45,216	56,000	10,784	0.98	1.21	0.23
Dental Ins - Nursing	4,263	4,500	237	0.71	0.76	0.06	4,777	4,500	(277)	0.79	0.76	(0.02)	43,241	39,150	(4,091)	0.94	0.85	(0.09)
Uniforms - Nursing	1,288	500	(787)	0.21	0.08	(0.13)	0	500	500	0.00	0.08	0.08	7,855	4,000	(3,855)	0.17	0.09	(0.08)
Small Equipment	10,955	7,500	(3,455)	1.82	1.27	(0.54)	8,095	7,500	(595)	1.34	1.27	(0.06)	54,611	60,000	5,389	1.18	1.30	0.12
Nursing Supplies	28,143	20,000	(8,143)	4.67	3.40	(1.27)	25,353	20,000	(5,353)	4.18	3.40	(0.79)	162,475	160,000	(2,475)	3.52	3.47	(0.06)
Briefs	7,289	7,000	(289)	1.21	1.19	(0.02)	9,635	7,000	(2,635)	1.59	1.19	(0.40)	62,157	56,000	(6,157)	1.35	1.21	(0.13)
Stock Meds	3,573	3,500	(73)	0.59	0.59	0.00	2,883	3,500	617	0.48	0.59	0.12	22,803	28,000	5,197	0.49	0.61	0.11
Flu Vaccine	12,494	3,500	(8,994)	2.07	0.59	(1.48)	11,101	3,500	(7,601)	1.83	0.59	(1.24)	72,086	28,000	(44,086)	1.56	0.61	(0.96)
IV Supplies	429	500	71	0.07	0.08	0.01	28	500	472	0.00	0.08	0.08	2,076	4,000	1,924	0.05	0.09	0.04
Special Equipment Rental	2,529	0	(2,529)	0.42	0.00	(0.42)	0	0	0	0.00	0.00	0.00	8,087	0	(8,087)	0.18	0.00	(0.18)
Non-Legend Drugs	5,322	4,000	(1,322)	0.88	0.68	(0.20)	5,860	4,000	(1,860)	0.97	0.68	(0.29)	43,158	32,000	(11,158)	0.94	0.69	(0.24)
Professional Services - Medic	3,626	4,500	874	0.60	0.76	0.16	3,626	4,500	874	0.60	0.76	0.17	29,005	36,000	6,995	0.63	0.78	0.15
Agency Nurse Staffing	10,816	20,000	9,184	1.79	3.40	1.60	15,117	20,000	4,883	2.49	3.40	0.90	92,601	160,000	67,399	2.01	3.47	1.46
Building Repairs-Resident Roo	1,432	5,000	3,568	0.24	0.85	0.61	2,148	5,000	2,852	0.35	0.85	0.49	22,951	40,000	17,049	0.50	0.87	0.37
Equipment Repairs	4,313	3,500	(813)	0.72	0.59	(0.12)	825	3,500	2,675	0.14	0.59	0.46	17,397	28,000	10,603	0.38	0.61	0.23
Education & Training - Nursing	2,700	1,000	(1,700)	0.45	0.17	(0.28)	262	1,000	738	0.04	0.17	0.13	8,244	8,000	(244)	0.18	0.17	(0.01)
Med Waste:Nursing-Medical Care	592	2,100	1,508	0.10	0.36	0.26	595	2,100	1,505	0.10	0.36	0.26	4,651	16,800	12,149	0.10	0.36	0.26
Resident Loss Replacement	55	250	195	0.01	0.04	0.03	57	250	193	0.01	0.04	0.03	918	2,000	1,082	0.02	0.04	0.02
TOTAL Nursing	1,443,210	1,332,765	(110,445)	239.46	226.28	(13.18)	1,438,080	1,332,765	(105,315)	237.35	226.28	(11.07)	10,930,375	10,491,570	(438,805)	236.94	227.24	(9.70)
Nurse Administration																		
Salary & Wages - Nursing Admin	144,218	169,863	25,645	23.93	28.84	4.91	149,972	169,863	19,891	24.75	28.84	4.09	1,185,819	1,331,507	145,688	25.71	28.84	3.13
Longevity-Nursing Admin	2,669	3,058	389	0.44	0.52	0.08	2,669	3,058	389	0.44	0.52	0.08	21,352	23,967	2,615	0.46	0.52	0.06
FICA - Nursing Admin	10,448	12,740	2,292	1.73	2.16	0.43	11,125	12,740	1,614	1.84	2.16	0.33	99,994	99,863	(131)	2.17	2.16	0.00
Workers Comp - Nurse Admin	504	500	(4)	0.08	0.08	0.00	504	500	(4)	0.08	0.08	0.00	4,032	4,000	(32)	0.09	0.09	0.00
MERS DB - Nursing Admin	19,586	19,600	14	3.25	3.33	0.08	19,586	19,600	14	3.23	3.33	0.10	156,688	156,800	112	3.40	3.40	0.00
MERS DC: Nurse Administration	3,722	2,200	(1,522)	0.62	0.37	(0.24)	3,946	2,200	(1,746)	0.65	0.37	(0.28)	28,702	17,600	(11,102)	0.62	0.38	(0.24)
Nurse Admin Consulting	8,852	5,000	(3,852)	1.47	0.85	(0.62)	16,921	5,000	(11,921)	2.79	0.85	(1.94)	122,996	40,000	(82,996)	2.67	0.87	(1.80)
TOTAL Nurse Administration	189,998	212,960	22,962	31.52	36.16	4.64	204,723	212,960	8,237	33.79	36.16	2.37	1,619,583	1,673,737	54,154	35.11	36.25	1.14
TOTAL Nursing Administrative	1,633,208	1,545,725	(87,483)	270.98	262.43	(8.55)	1,642,803	1,545,725	(97,079)	271.13	262.43	(8.70)	12,549,958	12,165,307	(384,651)	272.05	263.49	(8.56)
Salary & Wages - Admin	65,252	76,438	11,187	10.83	12.98	2.15	78,102	76,438	(1,663)	12.89	12.98	0.09	592,318	599,178	6,860	12.84	12.98	0.14
Longevity - Admin	1,213	1,019	(194)	0.20	0.17	(0.03)	1,213	1,019	(194)	0.20	0.17	(0.03)	9,704	7,989	(1,715)	0.21	0.17	(0.04)
FICA - Admin	6,004	5,809	(195)	0.00	0.99	(0.01)	5,366	5,809	443	0.89	0.99	0.10	44,194	45,538	1,344	0.96	0.99	0.03
Workers Comp - Admin	280	500	220	0.05	0.08	0.04	280	500	220	0.05	0.08	0.04	2,248	4,000	1,752	0.05	0.09	0.04
MERS - Administration	8,773	8,800	27	1.46	1.49	0.04	8,773	8,800	27	1.45	1.49	0.05	76,400	70,400	(6,000)	1.66	1.52	(0.13)
MERS DC:Administration	4,134	1,800	(2,334)	0.69	0.31	(0.38)	5,197	1,800	(3,397)	0.86	0.31	(0.55)	29,837	14,400	(15,437)	0.65	0.31	(0.33)

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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 (cont)																		
Health Ins - Administration	1,447	1,500	53	0.24	0.25	0.01	1,478	1,500	22	0.24	0.25	0.01	12,230	12,000	(230)	0.27	0.26	(0.01)
Dental Ins - Administration	144	250	106	0.02	0.04	0.02	409	250	(159)	0.07	0.04	(0.03)	1,956	1,750	(206)	0.04	0.04	0.00
Small Equipment	426	1,000	574	0.07	0.17	0.10	865	1,000	135	0.14	0.17	0.03	1,827	8,000	6,173	0.04	0.17	0.13
Contract Services	7,964	2,500	(5,464)	1.32	0.42	(0.90)	9,656	2,500	(7,156)	1.59	0.42	(1.17)	32,877	20,000	(12,877)	0.71	0.43	(0.28)
Professional Services - Admin	880	2,000	1,120	0.15	0.34	0.19	5,875	2,000	(3,875)	0.97	0.34	(0.63)	7,219	16,000	8,781	0.16	0.35	0.19
Legal Consultants	44,694	10,000	(34,694)	7.42	1.70	(5.72)	48,003	10,000	(38,003)	7.92	1.70	(6.22)	257,535	80,000	(177,535)	5.58	1.73	(3.85)
Dues & Memberships	3,850	4,500	650	0.64	0.76	0.13	4,733	4,500	(232)	0.78	0.76	0.02	42,128	36,000	(6,128)	0.91	0.78	(0.13)
License & Fees	248	250	2	0.04	0.04	0.00	20	250	230	0.00	0.04	0.04	1,708	2,000	292	0.04	0.04	0.01
Subscriptions	0	100	100	0.00	0.02	0.02	0	100	100	0.00	0.02	0.02	0	800	800	0.00	0.02	0.02
Education & Training - Admin	1,629	600	(1,029)	0.27	0.10	(0.17)	0	600	600	0.00	0.10	0.10	3,371	4,800	1,429	0.07	0.10	0.03
Travel	3,966	750	(3,216)	0.66	0.13	(0.53)	4,203	750	(3,453)	0.69	0.13	(0.57)	12,515	6,000	(6,515)	0.27	0.13	(0.14)
Board Meeting Expenses	577	50	(527)	0.10	0.01	(0.09)	529	50	(479)	0.09	0.01	(0.08)	1,298	400	(898)	0.03	0.01	(0.02)
Miscellaneous Expenses	113	100	(13)	0.02	0.02	0.00	0	100	100	0.00	0.02	0.02	577	800	223	0.01	0.02	0.00
TOTAL Administrative	151,593	117,967	(33,626)	25.15	20.03	(5.12)	174,701	117,967	(56,735)	28.83	20.03	(8.80)	1,129,851	930,055	(199,796)	24.49	20.14	(4.35)
Finance																		
Salary & Wages - Financial Ma	25,739	30,745	5,006	4.27	5.22	0.95	22,003	30,745	8,742	3.63	5.22	1.59	215,321	241,003	25,682	4.67	5.22	0.55
Longevity - Financial Mgt	524	600	76	0.09	0.10	0.01	524	600	76	0.09	0.10	0.01	4,192	4,800	608	0.09	0.10	0.01
FICA - Fin Mgmt	1,851	2,378	527	0.31	0.40	0.09	1,878	2,378	500	0.31	0.40	0.09	17,298	18,641	1,344	0.37	0.40	0.03
Workers Comp - Fin Mgmt	112	250	138	0.02	0.04	0.02	112	250	138	0.02	0.04	0.02	896	2,000	1,104	0.02	0.04	0.02
MERS DB - Financial Manag	3,552	3,600	48	0.59	0.61	(0.04)	3,552	3,600	48	0.59	0.61	(0.09)	28,416	28,800	384	0.62	0.62	0.01
MERS DC-Financial Management	635	400	(235)	0.11	0.07	0.00	952	400	(552)	0.16	0.07	0.00	7,118	3,200	(3,918)	0.15	0.07	(0.08)
Health Ins - Financial Mgmt	2,032	2,000	(32)	0.34	0.34	0.00	2,032	2,000	(32)	0.34	0.34	0.00	15,546	16,000	454	0.34	0.35	0.01
Dental Ins - Financial Mgmt	108	100	(8)	0.02	0.02	0.00	201	100	(101)	0.03	0.02	(0.10)	1,066	700	(366)	0.02	0.02	(0.01)
Office Supplies	2,156	1,500	(656)	0.36	0.25	(0.11)	953	1,500	547	0.16	0.25	0.01	10,975	12,000	1,025	0.24	0.26	0.02
Copy Supplies	594	650	56	0.10	0.11	0.01	594	650	56	0.10	0.11	0.02	4,892	5,200	308	0.11	0.11	0.01
Computer Supplies	7,458	2,850	(4,608)	1.24	0.48	(0.76)	2,796	2,850	54	0.46	0.48	0.02	22,454	22,800	346	0.49	0.49	0.01
Postage	1,035	1,000	(35)	0.17	0.17	0.00	543	1,000	457	0.09	0.17	0.06	7,658	8,000	342	0.17	0.17	0.01
Small Equipment - IT	830	2,750	1,920	0.14	0.47	0.33	2,490	2,750	260	0.41	0.47	2.35	28,772	22,000	(6,772)	0.62	0.48	(0.15)
Contract Services - Billing	16,335	2,500	(13,835)	2.71	0.42	(2.29)	16,810	2,500	(14,310)	2.77	0.42	(2.35)	93,848	20,000	(73,847)	2.03	0.43	(1.60)
Professional Services - Finan	1,000	1,250	250	0.17	0.21	0.05	1,000	1,250	250	0.17	0.21	0.04	8,000	10,000	2,000	0.17	0.22	0.04
Audit Expenses	2,000	600	(1,400)	0.33	0.10	(0.23)	0	600	600	0.00	0.10	0.15	2,000	4,800	2,800	0.04	0.10	0.06
IT Consultants	1,867	1,250	(617)	0.31	0.21	(0.10)	350	1,250	900	0.06	0.21	0.00	18,407	10,000	(8,407)	0.40	0.22	(0.18)
Printing & Binding	1,685	625	(1,060)	0.28	0.11	(0.17)	0	625	625	0.00	0.11	0.11	4,742	5,000	258	0.10	0.11	0.01
Data Processing	1,964	2,000	36	0.33	0.34	0.01	1,897	2,000	103	0.31	0.34	0.03	25,990	16,000	(9,990)	0.56	0.35	(0.22)
Maintenance Agreements Softwa	46,644	29,333	(17,310)	7.74	4.98	(2.76)	27,436	29,333	1,897	4.53	4.98	0.45	312,541	234,667	(77,874)	6.78	5.08	(1.69)
Communication Equip Repairs	353	2,500	2,147	0.06	0.42	0.37	4,692	2,500	(2,192)	0.77	0.42	(0.35)	21,407	20,000	(1,407)	0.46	0.43	(0.03)
Education & Training - Fin Mgt	863	400	(463)	0.14	0.07	(0.08)	645	400	(245)	0.11	0.07	(0.04)	1,946	3,200	1,254	0.04	0.07	0.03
Travel - Mileage	0	25	25	0.00	0.00	0.00	0	25	25	0.00	0.00	0.00	0	200	200	0.00	0.00	0.00
Other Insurance	30,629	30,000	(629)	5.08	5.09	0.01	30,629	30,000	(629)	5.06	5.09	0.04	257,032	240,000	(17,032)	5.57	5.20	(0.37)
Telephone-Snf	8,752	5,700	(3,052)	1.45	0.97	(0.48)	6,454	5,700	(754)	1.07	0.97	(0.10)	52,330	45,600	(6,730)	1.13	0.99	(0.15)
Internet	999	2,500	1,501	0.17	0.42	0.26	2,824	2,500	(324)	0.47	0.42	(0.04)	18,202	20,000	1,798	0.39	0.43	0.04
Cellular Phone	4,228	3,000	(1,228)	0.70	0.51	(0.19)	2,885	3,000	115	0.48	0.51	0.03	24,654	24,000	(654)	0.53	0.52	(0.01)
Television - SNF	1,952	2,200	248	0.32	0.37	0.05	1,879	2,200	321	0.31	0.37	0.06	18,823	19,000	177	0.37	0.38	0.01
Bond Interest Expense	22,899	22,500	(399)	8.66	8.48	(0.18)	22,834	22,500	(334)	8.78	8.48	(0.30)	124,263	20,000	(4,263)	0.53	4.04	0.06
Bank Charges	1						161,878	158,507	(3,371)	26.72	26.91	0.19	1,430,185	1,262,610	(167,575)	31.00	0.43	(0.09)
TOTAL Finance	91,717	158,507	(33,210)	31.81													27.35	(3.65)
Human Resources																		

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	CURRENT PERIOD						PRIOR PERIOD						YEAR TO DATE					
	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day
Human Resources (con't)																		
Salary & Wages - Human Resour	23,140	35,332	12,191	3.84	6.00	2.16	21,368	35,332	13,964	3.53	6.00	2.47	185,298	276,953	91,656	4.02	6.00	1.98
Longevity - Human Resources	645	815	170	0.11	0.14	0.03	645	815	170	0.11	0.14	0.03	5,160	6,391	1,231	0.11	0.14	0.03
FICA - Human Res	1,744	2,760	1,017	0.29	0.47	0.18	1,570	2,760	1,191	0.26	0.47	0.21	13,362	21,637	8,275	0.29	0.47	0.18
Workers Comp - Human Res	168	250	82	0.03	0.04	0.01	168	250	82	0.03	0.04	0.01	1,344	2,000	656	0.03	0.04	0.01
MERS DB - Human Resources	4,094	4,200	106	0.68	0.71	0.03	4,094	4,200	106	0.68	0.71	0.04	32,752	33,600	848	0.71	0.73	0.02
MERS DC: Human Resources	750	800	50	0.12	0.14	0.01	1,225	800	(425)	0.20	0.14	(0.07)	8,002	6,400	(1,602)	0.17	0.14	(0.03)
Health Ins - Human Resources	1,006	1,000	(6)	0.17	0.17	0.00	937	1,000	63	0.15	0.17	0.02	6,656	8,000	1,344	0.14	0.17	0.03
Dental Ins - Human Resources	72	100	28	0.01	0.02	0.01	256	100	(156)	0.04	0.02	(0.03)	1,045	700	(345)	0.02	0.02	(0.01)
Life Insurance	288	300	12	0.05	0.05	0.00	287	300	13	0.05	0.05	0.00	2,303	2,400	97	0.05	0.05	0.00
Employee Recogn	1,454	2,000	546	0.24	0.34	0.10	1,468	2,000	532	0.24	0.34	0.10	14,896	16,000	1,104	0.32	0.35	0.02
Contract Services - HR	4,599	2,500	(2,099)	0.76	0.42	(0.34)	3,059	2,500	(559)	0.50	0.42	(0.08)	46,485	20,000	(26,485)	1.01	0.43	(0.57)
Employee Advertising/Recruti	0	4,500	4,500	0.00	0.76	0.76	1,890	4,500	2,610	0.31	0.76	0.45	18,019	36,000	17,981	0.39	0.78	0.39
License & Fees - NAT	0	50	50	0.00	0.01	0.01	0	50	50	0.00	0.01	0.01	0	400	400	0.00	0.01	0.01
CNA Registry Fee	120	125	5	0.02	0.02	0.00	120	125	5	0.02	0.02	0.00	1,600	1,000	(600)	0.03	0.02	(0.01)
Testing Fees	3,500	1,250	1,250	0.00	0.21	0.21	0	1,250	1,250	0.00	0.21	0.21	5,900	10,000	4,100	0.13	0.22	0.09
Education & Training - Hum Res	0	3,750	250	0.58	0.64	0.06	3,500	3,750	250	0.58	0.64	0.06	28,000	30,000	2,000	0.61	0.65	0.04
TOTAL Human Resources	41,580	59,732	18,152	6.90	10.14	3.24	40,587	59,732	19,146	6.70	10.14	3.44	370,822	471,482	100,660	8.04	10.21	2.17
Community Relations and Volunteer Services																		
Salary & Wages - Volunteer &	15,605	13,334	(2,271)	2.59	2.26	(0.33)	18,769	13,334	(5,435)	3.10	2.26	(0.83)	103,560	104,523	964	2.24	2.26	0.02
Longevity - Volunteer & Comm	0	212	212	0.00	0.04	0.04	0	212	212	0.00	0.04	0.04	0	1,664	1,664	0.00	0.04	0.04
FICA - Volunteer & Comm Rel	1,192	1,019	(173)	0.20	0.17	(0.02)	1,435	1,019	(416)	0.24	0.17	(0.06)	7,914	7,989	75	0.17	0.17	0.00
Workers Comp - Vol & Comm Rel	56	100	44	0.01	0.02	0.01	56	100	44	0.01	0.02	0.01	448	800	352	0.01	0.02	0.01
MERS DB - Volunteer & Comm Rel	1,534	1,600	66	0.25	0.27	0.02	1,534	1,600	66	0.25	0.27	0.02	12,272	12,800	528	0.27	0.28	0.01
MERS DC: Volunteer & Comm Rel	0	300	300	0.00	0.05	0.05	0	300	300	0.00	0.05	0.05	135	2,400	2,265	0.00	0.05	0.05
Volunteer Recognition	500	200	200	0.00	0.03	0.03	0	200	200	0.00	0.03	0.03	0	1,600	1,600	0.00	0.03	0.03
Advertising	18,887	500	0	0.08	0.08	0.00	625	500	(125)	0.10	0.08	(0.02)	7,360	3,000	(4,360)	0.16	0.06	(0.09)
TOTAL Community Relations and Volunteer Service	18,887	17,266	(1,621)	3.13	2.93	(0.20)	22,419	17,266	(5,154)	3.70	2.93	(0.77)	131,688	134,777	3,089	2.85	2.92	0.07
Maintenance																		
Salary & Wages - ES	78,726	83,233	4,506	13.06	14.13	1.07	79,510	83,233	3,723	13.12	14.13	1.01	622,596	652,438	29,842	13.50	14.13	0.63
Longevity - Environmental Serv	2,394	2,378	(16)	0.40	0.40	0.01	2,394	2,378	(16)	0.40	0.40	0.01	19,152	18,641	(511)	0.42	0.40	(0.01)
FICA - Environ Serv	6,072	6,455	383	1.01	1.10	0.09	6,239	6,455	215	1.03	1.10	0.07	46,758	50,597	3,839	1.01	1.10	0.08
Workers Comp - Plant Ops	484	500	16	0.08	0.08	0.00	740	500	(240)	0.12	0.08	(0.04)	6,080	4,000	(2,080)	0.13	0.09	(0.05)
MERS DB - Env. Serv.	5,858	6,000	142	0.97	1.02	0.05	8,639	6,000	(2,639)	1.43	1.02	(0.41)	49,845	48,000	(1,845)	1.08	1.04	(0.04)
MERS DC: Environmental Services	6,106	5,000	(1,106)	1.01	0.85	(0.16)	6,007	5,000	(1,007)	0.99	0.85	(0.14)	46,246	30,400	(15,846)	1.00	0.66	(0.34)
Health Ins - Environ Serv	5,236	5,200	(36)	0.87	0.88	0.01	5,130	5,200	70	0.85	0.88	0.04	40,290	41,600	1,310	0.87	0.90	0.03
Health Ins - EVS	1,680	2,500	820	0.28	0.42	0.15	1,680	2,500	820	0.28	0.42	0.15	15,120	20,000	4,880	0.33	0.43	0.11
Dental Ins - Env Serv	396	1,000	604	0.07	0.17	0.10	970	1,000	30	0.16	0.17	0.01	5,293	7,000	1,707	0.11	0.15	0.04
Uniforms - Plant Ops	704	500	(204)	0.12	0.08	(0.03)	286	500	214	0.05	0.08	0.04	2,851	4,000	1,149	0.06	0.09	0.02
Supplies - Plant Ops	6,076	8,000	1,924	1.01	1.36	0.35	6,313	8,000	1,687	1.04	1.36	0.32	50,030	64,000	13,970	1.01	1.39	0.30
Small Equipment	2,279	5,000	2,721	0.38	0.85	0.47	7,172	5,000	(2,172)	1.18	0.85	(0.33)	51,005	40,000	(11,005)	1.1	0.87	(0.24)
Building Repairs	14,430	15,000	570	2.39	2.55	0.15	13,114	15,000	1,886	2.16	2.55	0.38	95,074	120,000	24,926	2.06	2.60	0.54
Equipment Repairs	10,850	3,500	(7,350)	1.80	0.59	(1.21)	4,328	3,500	(828)	0.71	0.59	(0.12)	41,488	28,000	(13,488)	0.90	0.61	(0.29)
Vehicle Repair	150	1,250	1,100	0.02	0.21	0.19	150	1,250	1,100	0.02	0.21	0.19	8,359	10,000	1,641	0.18	0.22	0.04
Elevator	700	1,250	550	0.12	0.21	0.10	700	1,250	550	0.12	0.21	0.10	6,584	10,000	3,416	0.14	0.22	0.07
Law, Fees and Brush Services	722	1,250	528	0.12	0.21	0.09	4,260	1,250	(3,010)	0.70	0.21	(0.49)	14,696	10,000	(4,696)	0.32	0.22	(0.10)
S Contract	0	1,250	1,250	0.00	0.21	0.21	0	1,250	1,250	0.00	0.21	0.21	13,154	10,000	(3,154)	0.29	0.22	(0.07)
Education & Training - ES	0	100	100	0.00	0.02	0.02	0	100	100	0.00	0.02	0.02	390	800	410	0.01	0.02	0.01

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	Actual	Budget	Var	Actual	Day Budget	Day Var	Actual	Budget	Var	Actual	Day Budget	Day Var	Actual	Budget	Var	Actual	Day Budget	Day Var
Maintenance (con't)																		
Vehicle Fuel	549	1,000	451	0.09	0.17	0.08	2,147	1,000	(1,147)	0.35	0.17	(0.18)	11,265	8,000	(3,265)	0.24	0.17	(0.07)
Parking Garage Expenses	(62)	2,000	2,062	(0.01)	0.34	0.35	1,720	2,000	280	0.28	0.34	0.06	10,667	16,000	5,333	0.23	0.35	0.12
Water	4,203	4,000	(203)	0.70	0.68	(0.02)	4,360	4,000	(360)	0.72	0.68	(0.04)	28,241	32,000	3,759	0.61	0.69	0.08
Sewer	6,837	9,000	2,163	1.13	1.53	0.39	7,578	9,000	1,422	1.25	1.53	0.28	61,550	72,000	10,450	1.33	1.56	0.23
Electric	33,254	25,000	(8,254)	5.52	4.24	(1.27)	35,663	25,000	(10,663)	5.89	4.24	(1.64)	203,892	200,000	(3,892)	4.42	4.33	(0.09)
Natural Gas	7,888	8,500	612	1.31	1.44	0.13	8,543	8,500	(43)	1.41	1.44	0.03	74,165	68,000	(6,165)	1.61	1.47	(0.13)
Refuse Disposal	2,872	3,000	128	0.48	0.51	0.03	5,710	3,000	(2,710)	0.94	0.51	(0.43)	31,586	24,000	(7,586)	0.68	0.52	(0.16)
TOTAL Maintenance	198,406	201,866	3,460	32.92	34.27	1.35	213,353	201,866	(11,487)	35.21	34.27	(0.94)	1,556,177	1,589,477	33,300	33.73	34.43	0.70
Housekeeping																		
Salary & Wages - Housekeeping	78,409	71,342	(7,066)	13.01	12.11	(0.90)	75,612	71,342	(4,269)	12.48	12.11	(0.37)	568,678	559,233	(9,445)	12.33	12.11	(0.21)
Longevity - Housekeeping	2,131	2,038	(93)	0.35	0.35	(0.01)	2,131	2,038	(93)	0.35	0.35	(0.01)	17,048	15,978	(1,070)	0.37	0.35	(0.02)
FICA - Housekeeping	5,730	5,605	(125)	0.95	0.95	0.00	5,805	5,605	(199)	0.96	0.95	(0.01)	42,147	43,940	1,793	0.91	0.95	0.04
Workers Comp - Housekeeping	514	750	236	0.09	0.13	0.04	630	750	120	0.10	0.13	0.02	4,868	6,000	1,132	0.11	0.13	0.02
MERS DB - Housekeeping	3,249	3,300	51	0.54	0.56	0.02	3,249	3,300	51	0.54	0.56	0.02	25,992	26,400	408	0.56	0.57	0.01
MERS DC:Housekeeping	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	1,342	7,500	6,158	0.03	0.16	0.13
Health Ins - Housekeeping	3,934	4,000	66	0.65	0.68	0.03	3,807	4,000	193	0.63	0.68	0.05	29,542	32,000	2,458	0.64	0.69	0.05
Dental Ins - Housekeeping	613	400	(213)	0.10	0.07	(0.03)	427	400	(27)	0.07	0.07	0.00	2,974	2,800	(173)	0.06	0.06	0.00
Uniforms - Housekeeping	0	200	200	0.00	0.03	0.03	0	200	200	0.00	0.03	0.03	201	1,600	1,399	0.00	0.03	0.03
Supplies - Housekeeping	10,392	9,500	(892)	1.72	1.61	(0.11)	11,193	9,500	(1,693)	1.85	1.61	(0.23)	75,258	76,000	742	1.63	1.65	0.01
Contract Services-Hskpg	6,356	1,000	(5,356)	1.05	0.17	(0.88)	775	0	225	0.13	0.17	0.04	15,832	8,000	(7,832)	0.34	0.17	(0.17)
TOTAL Housekeeping	111,328	98,136	(13,191)	18.47	16.66	(1.81)	103,629	98,136	(5,493)	17.10	16.66	(0.44)	783,882	779,451	(4,432)	16.99	16.88	(0.11)
Laundry																		
Salary & Wages - Laundry	29,735	34,312	4,577	4.93	5.83	0.89	30,609	34,312	3,704	5.05	5.83	0.77	255,410	268,964	13,555	5.54	5.83	0.29
Longevity - Laundry	1,028	1,019	(9)	0.17	0.17	0.00	2,028	1,019	(9)	0.17	0.17	0.00	8,224	7,989	(235)	0.18	0.17	(0.01)
FICA - Laundry	2,246	2,684	437	0.37	0.46	0.08	496	2,684	188	0.41	0.46	0.04	19,878	21,038	1,160	0.43	0.46	0.02
Workers Comp - Laundry	224	250	26	0.04	0.04	0.01	224	250	26	0.04	0.04	0.01	1,792	2,000	208	0.04	0.04	0.00
MERS DB - Laundry	1,565	1,600	35	0.26	0.27	0.01	1,565	1,600	35	0.26	0.27	0.01	12,520	12,800	280	0.27	0.28	0.01
MERS DC:Laundry	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	323	2,100	1,777	0.01	0.05	0.04
Health Ins - Laundry	1,656	2,000	344	0.27	0.34	0.06	1,801	2,000	199	0.30	0.34	0.04	15,735	16,000	265	0.34	0.35	0.01
Dental Ins - Laundry	216	300	84	0.04	0.05	0.02	124	300	176	0.02	0.05	0.03	1,694	2,100	406	0.04	0.05	0.01
Supplies - Laundry	5,611	5,500	(111)	0.93	0.93	0.00	5,196	5,500	305	0.86	0.93	0.08	39,618	44,000	4,382	0.86	0.95	0.09
Linen Replacements - Laundry	1,835	3,000	1,165	0.30	0.51	0.20	2,280	3,000	720	0.38	0.51	0.13	18,142	24,000	5,858	0.39	0.52	0.13
TOTAL Laundry	44,117	50,665	6,549	7.32	8.60	1.28	45,323	50,665	5,343	7.48	8.60	1.12	373,337	400,991	27,654	8.09	8.69	0.60
Dietary																		
Small Equipment - Dietary	5,545	1,000	(4,545)	0.92	0.17	(0.75)	1,714	1,000	(714)	0.28	0.17	(0.11)	23,523	8,000	(15,523)	0.51	0.17	(0.34)
Contract Svcs-Dining	248,919	249,000	81	41.30	42.28	0.97	249,177	249,000	(177)	41.13	42.28	1.15	1,962,232	1,992,000	29,768	42.54	43.14	0.61
TOTAL Dietary	254,464	250,000	(4,464)	42.22	42.44	0.22	250,891	250,000	(891)	41.41	42.44	1.03	1,985,755	2,000,000	14,245	43.05	43.32	0.27
Therapy																		
Salary & Wages - Therapy	162,765	153,743	(9,022)	27.01	26.10	(0.90)	170,276	153,743	(16,533)	28.10	26.10	(2.00)	1,258,663	1,205,147	(53,516)	27.28	26.10	(1.18)
Longevity-Therapy	2,366	8	352	0.39	0.46	0.07	2,366	2,718	352	0.39	0.46	0.07	18,928	21,304	2,376	0.41	0.46	0.05
FICA - Therapy	11,753	11,721	(33)	1.95	1.99	0.04	12,721	11,721	(1,000)	2.10	1.99	(0.11)	94,533	91,874	(2,659)	2.05	1.99	(0.06)
Workers Comp - Therapy	672	750	78	0.11	0.13	0.02	672	750	78	0.11	0.13	0.02	5,376	6,000	624	0.12	0.13	0.01
MERS DB - Therapy	17,722	18,000	278	2.94	3.06	0.12	17,722	18,000	278	2.92	3.06	0.13	141,776	144,000	2,224	3.07	3.12	0.05
MERS DC:Therapy	3,298	2,700	(598)	0.55	0.46	(0.09)	4,991	2,700	(2,291)	0.82	0.46	(0.37)	28,051	21,600	(6,451)	0.61	0.47	(0.14)
Health Ins - Therapy Services	6,213	6,000	(213)	1.03	1.02	(0.01)	5,801	6,000	199	0.96	1.02	0.06	47,531	48,000	469	1.03	1.04	0.01
Dental Ins - Therapy	432	500	68	0.07	0.08	0.01	685	500	(185)	0.11	0.08	(0.03)	3,696	3,500	(196)	0.08	0.08	0.00
Supplies - Therapy	512	400	(112)	0.08	0.07	(0.02)	378	400	22	0.06	0.07	0.01	2,701	3,200	499	0.06	0.07	0.01

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Therapy (cont')																		
Small Equipment - Therapy	0	500	500	0.00	0.08	0.08	0	500	500	0.00	0.08	0.08	3,498	4,000	502	0.08	0.09	0.01
Professional Service - Medica	(405)	1,500	1,905	(0.07)	0.25	0.32	550	1,500	950	0.09	0.25	0.16	3,471	12,000	8,529	0.08	0.26	0.18
Advertising-Wellness Center	1,302	500	(802)	0.22	0.08	(0.13)	1,233	500	(733)	0.20	0.08	(0.12)	6,289	5,000	(1,289)	0.14	0.11	(0.03)
Consultant - Therapy	3,866	3,500	(366)	0.64	0.59	(0.05)	3,782	3,500	(282)	0.62	0.59	(0.03)	29,510	28,000	(1,510)	0.64	0.61	(0.03)
Pool Maintenance	761	1,000	239	0.13	0.17	0.04	435	1,000	565	0.07	0.17	0.10	7,297	8,000	704	0.16	0.17	0.02
Dues & Memberships - Therapy	0	50	50	0.00	0.01	0.01	0	50	50	0.00	0.01	0.01	0	400	400	0.00	0.01	0.01
Education & Training - Therapy	217	750	533	0.04	0.13	0.09	634	750	116	0.10	0.13	0.02	1,342	6,000	4,658	0.03	0.13	0.10
Travel - Therapy	0	50	50	0.00	0.01	0.01	0	50	50	0.00	0.01	0.01	44	400	357	0.00	0.01	0.01
TOTAL Therapy	211,475	204,381	(7,094)	35.09	34.70	(0.39)	222,247	204,381	(17,866)	36.68	34.70	(1.98)	1,652,705	1,608,425	(44,280)	35.83	34.84	(0.99)
Ancillary																		
Medical Supplies	1,711	5,000	3,289	0.28	0.85	0.57	2,024	5,000	2,976	0.33	0.85	0.51	30,318	40,000	9,682	0.66	0.87	0.21
Tube Feeding Supplies	2,385	1,250	(1,135)	0.40	0.21	(0.18)	2,429	1,250	(1,179)	0.40	0.21	(0.19)	10,543	10,000	(543)	0.23	0.22	(0.01)
Wound Vac Supplies	9,418	1,250	(8,168)	1.56	0.21	(1.35)	0	1,250	1,250	0.00	0.21	0.21	9,782	10,000	218	0.21	0.22	0.00
Oxygen	9,227	3,750	(5,477)	1.53	0.64	(0.89)	6,352	3,750	(2,602)	1.05	0.64	(0.41)	36,118	30,000	(6,118)	0.78	0.65	(0.13)
Legend Drugs	41,721	31,000	(10,721)	6.92	5.26	(1.66)	35,296	31,000	(4,296)	5.83	5.26	(0.56)	241,998	248,000	6,002	5.25	5.37	0.13
Lab Services	3,285	1,750	(1,535)	0.55	0.30	(0.25)	5,994	1,750	(4,244)	0.86	0.30	(0.54)	12,882	14,000	1,118	0.28	0.30	0.02
Radiology Services	2,995	300	(755)	0.44	0.05	(0.39)	2,364	1,300	(1,064)	0.06	0.05	(0.06)	14,052	14,000	(52)	0.30	0.30	0.00
Misc Medical Services	70,477	46,050	(24,427)	11.69	7.82	(3.87)	53,699	46,050	(7,649)	8.86	7.82	(1.04)	2,112	2,400	288	0.05	0.05	0.01
TOTAL Ancillary	70,477	46,050	(24,427)	11.69	7.82	(3.87)	53,699	46,050	(7,649)	8.86	7.82	(1.04)	357,804	368,400	10,596	7.76	7.98	0.22
Diversional Therapy																		
Salary & Wages - Life Enrichm	22,410	31,595	9,185	3.72	5.36	1.65	27,154	31,595	4,441	4.48	5.36	0.88	193,268	247,660	54,392	4.19	5.36	1.17
Longevity - Life Enrichment	1,184	1,699	515	0.20	0.29	0.09	1,184	1,699	515	0.20	0.29	0.09	9,472	13,315	3,843	0.21	0.29	0.08
FICA - Life Enrichment	2,260	2,548	288	0.37	0.43	0.06	1,986	2,548	562	0.33	0.43	0.10	15,196	19,973	4,777	0.33	0.43	0.10
Workers Comp - Life Enrichme	168	250	82	0.03	0.04	0.01	168	250	82	0.03	0.04	0.01	1,344	2,000	656	0.03	0.04	0.01
MERS DB - Life Enrichment	2,622	2,700	78	0.44	0.46	0.02	2,622	2,700	78	0.43	0.46	0.03	21,341	21,600	259	0.46	0.47	0.01
MERS DC:Life Enrichment	882	600	(282)	0.15	0.10	(0.05)	1,471	600	(871)	0.24	0.10	(0.14)	6,490	4,800	(1,690)	0.14	0.10	(0.04)
Health Ins - Life Enrichment	1,719	1,800	81	0.29	0.31	0.02	1,988	1,800	(188)	0.33	0.31	(0.02)	14,803	14,400	(403)	0.32	0.31	(0.01)
Dental Ins - Life Enrichment	144	250	106	0.02	0.04	0.01	78	250	173	0.01	0.04	0.03	973	1,750	777	0.02	0.04	0.02
Supplies - Diversional Therapy	1,118	1,150	32	0.19	0.20	0.01	1,555	1,150	(405)	0.26	0.20	(0.06)	10,493	9,200	(1,293)	0.23	0.20	(0.03)
Activity Supplies - Eden	1,191	725	(466)	0.20	0.12	(0.08)	744	725	(19)	0.12	0.12	0.00	6,486	5,800	(686)	0.14	0.13	(0.01)
Special Functions	1,041	700	(342)	0.07	0.08	(0.01)	1,170	700	(473)	0.19	0.12	(0.07)	6,311	5,600	(711)	0.14	0.12	(0.02)
Beauty Shop Services	102	0	(102)	0.00	0.00	(0.00)	0	0	(0)	0.00	0.00	0.00	561	0	(561)	0.01	0.00	(0.01)
TOTAL Diversional Therapy	34,840	44,016	9,176	5.78	7.47	1.69	40,123	44,016	3,894	6.62	7.47	0.85	286,738	346,098	59,360	6.22	7.50	1.28
Human Services																		
Salary & Wages - Human Serv	30,581	30,575	(6)	5.07	5.19	0.02	31,370	30,575	(794)	5.18	5.19	0.01	247,266	239,671	(7,594)	5.36	5.19	(0.17)
Longevity - Human Services	535	650	115	0.09	0.11	0.06	535	650	115	0.09	0.11	0.02	4,280	5,200	920	0.09	0.11	0.02
FICA - Human Serv	2,029	2,336	306	0.34	0.40	0.06	2,385	2,336	(49)	0.39	0.40	0.00	17,255	18,308	1,054	0.37	0.40	0.02
Workers Comp - Human Serv	168	250	82	0.03	0.04	0.01	168	250	82	0.03	0.04	0.01	1,344	2,000	656	0.03	0.04	0.01
MERS DB - Human Services	3,538	3,600	62	0.59	0.61	0.02	3,538	3,600	62	0.58	0.61	0.03	28,304	28,800	496	0.61	0.62	0.01
MERS DC:Human Services	0	800	800	0.00	0.14	0.14	0	800	800	0.00	0.14	0.14	8,095	6,400	(1,695)	0.18	0.14	(0.04)
Health Ins - Human Services	1,508	1,000	(508)	0.25	0.17	(0.08)	808	1,000	192	0.13	0.17	0.04	4,852	8,000	3,148	0.11	0.17	0.07
Dental Ins - Human Services	1,180	150	(1,030)	0.03	0.03	0.00	333	150	(183)	0.06	0.03	(0.03)	1,438	1,050	(388)	0.03	0.02	(0.01)
Consultant Services-Psych. Ser	500	1,580	1,080	0.08	0.28	0.20	2,308	1,500	(808)	0.38	0.25	(0.13)	12,445	12,000	(445)	0.27	0.26	(0.01)
Education & Training - Hum							125	125	0	0.00	0.02	0.02	196	1,000	804	0.00	0.02	0.02
TOTAL Human Services	40,039	40,986	947	6.64	6.96	0.32	41,444	40,986	(458)	6.84	6.96	0.12	325,473	322,429	(3,044)	7.06	6.98	(0.08)
Child Care																		
Salary & Wages - CC Asst.	8,818	12,995	4,177	1.46	2.21	0.74	8,450	12,995	4,544	1.39	2.21	0.81	64,091	101,860	37,769	1.39	2.21	0.82

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	CURRENT PERIOD						PRIOR PERIOD						YEAR TO DATE					
	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day
Child Care (con't)																		
Salary & Wages - Facilitator	8,369	9,088	719	1.39	1.54	0.15	8,784	9,088	303	1.45	1.54	0.09	68,916	71,236	2,320	1.49	1.54	0.05
Longevity - Child Day Care	817	1,019	202	0.14	0.17	0.04	817	1,019	202	0.13	0.17	0.04	6,536	7,989	1,453	0.14	0.17	0.03
FICA - CDC	1,321	1,784	462	0.22	0.30	0.08	1,352	1,784	432	0.22	0.30	0.08	10,229	13,981	3,752	0.22	0.30	0.08
Workers Comp - CDC	224	300	76	0.04	0.05	0.01	224	300	76	0.04	0.05	0.01	1,792	2,250	458	0.04	0.05	0.01
MERS DB - CDC	1,678	1,700	22	0.28	0.29	0.01	1,678	1,700	22	0.28	0.29	0.01	13,424	13,600	176	0.29	0.29	0.00
MERS DC-Child Care	181	400	219	0.03	0.07	0.04	2,021	400	(1,621)	0.33	0.07	(0.27)	3,942	3,200	(742)	0.09	0.07	(0.02)
Health Ins - CDC	328	500	174	0.05	0.08	0.03	3,672	500	(3,172)	0.61	0.08	(0.52)	11,048	4,000	(7,048)	0.24	0.09	(0.15)
Dental Ins - CDC	72	100	28	0.01	0.02	0.01	83	100	17	0.01	0.02	0.00	425	700	275	0.01	0.02	0.01
Uniforms - CDC	0	25	25	0.00	0.00	0.00	0	25	25	0.00	0.00	0.00	0	200	200	0.00	0.00	0.00
Teaching/Educational Supplies	47	50	3	0.01	0.01	0.00	0	50	50	0.00	0.01	0.01	294	400	106	0.01	0.01	0.00
Small Equipment - CDC	0	150	150	0.00	0.03	0.03	0	150	150	0.00	0.03	0.03	171	1,200	1,029	0.00	0.03	0.02
Meals - CDC	2,000	2,500	500	0.33	0.42	0.09	1,963	2,500	537	0.32	0.42	0.10	14,460	20,000	5,540	0.31	0.43	0.12
Dietary Snacks - CDC	78	75	52	0.01	0.01	0.00	61	75	14	0.01	0.01	0.00	448	600	152	0.01	0.01	0.00
Special Functions - CDC													31	600	569	0.00	0.01	0.01
TOTAL Child Care	23,943	30,760	6,817	3.97	5.22	1.25	29,105	30,760	1,655	4.80	5.22	0.42	195,808	241,816	46,007	4.24	5.24	1.00
Equipment Depreciation																		
Deprec - Office	2,304	2,500	196	0.38	0.42	0.04	2,304	2,500	196	0.38	0.42	0.04	18,429	20,000	1,571	0.40	0.43	0.03
Depreciation Exp - Nursing	4,138	4,500	362	0.69	0.76	0.08	4,138	4,500	362	0.68	0.76	0.08	33,101	36,000	2,899	0.72	0.78	0.06
Depreciation - Dietary	1,375	1,250	(125)	0.23	0.21	(0.02)	1,375	1,250	(125)	0.23	0.21	(0.01)	10,999	10,000	(999)	0.24	0.22	(0.02)
Depreciation - Furniture	662	750	88	0.11	0.13	0.02	662	750	88	0.11	0.13	0.02	5,295	6,000	705	0.11	0.13	0.02
Depreciation - Maintenance	1,634	2,000	366	0.27	0.34	0.07	1,634	2,000	366	0.27	0.34	0.07	13,074	16,000	2,926	0.28	0.35	0.06
Depreciation - Vehicle	877	1,000	123	0.14	0.17	0.03	877	1,000	123	0.14	0.17	0.03	7,016	8,000	984	0.15	0.17	0.02
Depreciation-Equip Well. Ctr													1,600	2,000	400	0.03	0.04	0.01
TOTAL Equipment Deprec	11,189	12,250	1,061	1.85	2.08	0.23	11,189	12,250	1,061	1.85	2.08	0.23	89,514	98,000	8,486	1.94	2.12	0.18
TOTAL SNF Operating Expenses	3,037,263	2,878,307	(158,956)	5	488.68	(15.26)	3,053	2,878,307	(175,085)	503.94	488.68	(15.26)	23,219,698	22,719,318	(500,380)	503.34	492.08	(11.26)
Net Operating Income	30,034	71,707	(41,672)	4.98	12.17	(7.19)	(49,723)	71,707	(121,429)	(8.21)	12.17	(20.38)	204,568	489,175	(284,607)	4.43	10.60	(6.17)
SNF Building Depreciation																		
Depreciation - Land Improv	1,594	2,000	406	0.26	0.34	0.08	1,594	2,000	406	0.26	0.34	0.08	12,752	16,000	3,248	0.28	0.35	0.07
Depreciation - Building	38,499	38,500	1	6.39	6.54	0.15	38,499	38,500	1	6.35	6.54	0.18	307,994	308,000	6	6.68	6.67	(0.01)
Depreciation - Parking Structr	5,437	5,500	63	0.90	0.93	0.03	5,437	5,500	63	0.90	0.93	0.04	43,497	44,000	503	0.94	0.95	0.01
Depreciation - Bldg Improv	12,888	13,500	1,312	2.05	2.39	0.28	12,888	13,500	1,312	2.05	2.39	0.26	98,626	108,000	9,374	2.14	2.34	0.20
Depreciation-Bldg Imp WellCtr													21,229	24,000	2,771	0.46	0.52	0.06
TOTAL SNF Building Depreciation	60,512	62,500	1,988	10.04	10.61	(8062)	60,512	62,500	1,988	9.99	10.51	0.07	484,099	500,000	15,901	10.49	10.83	0.34
Net Income	(30,478)	9,207	(39,685)	(5.06)	1.56		(110,235)	9,207	(119,442)	(18)	1.56	(19.75)	(279,531)	(10,825)	(268,706)	(6.06)	(0.23)	(5.83)

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Grand Traverse Pavilions - SNF
Cottage Income Statement
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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	248,037	244,650	3,387	240,924	244,650	(3,726)	1,875,490	1,941,200	(65,710)
Room Rental-Cottage-Priv Insur	57,470	62,000	(4,530)	51,470	62,000	(10,530)	455,933	496,000	(40,067)
Respite-Cottages	3,150	8,350	(5,200)	8,325	8,350	(25)	65,950	66,800	(850)
Registration Fee - Cottages	300	250	50	0	250	(250)	2,800	2,000	800
Ancillary Rev - Cottages	1,290	1,000	290	924	1,000	(76)	6,250	8,000	(1,750)
Meal Plan	35,545	30,000	5,545	34,073	30,000	4,073	265,180	240,000	25,180
Personal Care Services- Privat	4,498	8,000	(3,502)	4,397	8,000	(3,603)	36,746	64,000	(27,254)
Contractual Discount-Private	29	0	29	50	0	50	179	0	179
Contractual Allowance PACE	(13,254)	(12,500)	(754)	(13,197)	(12,500)	(697)	(131,858)	(100,000)	(31,858)
Scholarships Private Pay	(8,215)	(2,500)	(5,715)	(6,416)	(2,500)	(3,916)	(50,412)	(20,000)	(30,412)
TOTAL Cottage Revenue	328,850	339,250	(10,400)	320,550	339,250	(18,700)	2,526,257	2,698,000	(171,743)
Cottage Other Revenue									
Beauty Shop Income	569	400	169	504	400	104	3,644	3,200	444
Donation Income - Cottages	10,412	7,500	2,912	5,000	7,500	(2,500)	78,608	60,000	18,608
TOTAL Cottage Other Revenue	10,981	7,900	3,081	5,504	7,900	(2,396)	82,252	63,200	19,052
Total Income	339,830	347,150	(7,320)	326,054	347,150	(21,096)	2,608,509	2,761,200	(152,691)
Cottage Operating Expenses									
Salary & Wages - Admin - Cott	16,762	16,477	(285)	16,939	16,477	(462)	132,140	129,156	(2,984)
Salary & Wages - ES Cottages	11,155	9,173	(1,982)	9,090	9,173	82	75,212	71,901	(3,310)
Salary & Wages - Hskpg Cottage	7,388	7,644	256	7,412	7,644	232	58,102	59,918	1,816
Salary & Wages - RN Cottages	7,307	8,153	846	10,700	153	(2,546)	68,998	63,912	(5,086)
Salary & Wages - LPN Cottages	3,390	0	(3,390)	3,614	0	(3,614)	13,346	0	(13,346)
Salary & Wages - CNA Cottages	23,133	38,049	14,916	20,453	38,049	17,596	177,542	298,258	120,716
Salary & Wages - UW Cottages	101,203	98,011	(3,192)	95,000	98,011	3,011	784,218	763,279	(20,939)
Longevity - Cottages	3,730	4,077	347	3,730	4,077	347	29,840	31,956	2,116
Longevity - Cottages Admin	600	764	164	600	764	164	4,800	5,992	1,192
FICA Admin Cottages	1,202	1,274	72	1,279	1,274	(5)	9,664	9,986	323
FICA - Env Serv Cottages	844	679	(164)	693	679	(13)	5,443	5,326	(117)
FICA - Cottage Housekeeping-	557	595	38	565	595	30	4,396	4,660	264
FICA - RN LPN CNA and UW Co	10,158	11,143	985	10,089	11,143	1,054	78,587	87,347	8,760
Workers Comp - Cottages	1,120	1,250	130	1,120	1,250	130	8,960	10,000	1,040
MERS DB - Cottages	7,855	8,500	645	7,855	8,500	645	62,840	68,000	5,160
MERS DB - Cottages Admin	1,953	2,250	297	1,953	2,250	297	15,624	18,000	2,376
MERS DC-Cottage	3,728	4,000	272	3,346	4,000	654	32,135	32,000	(135)
Health Ins - Cottages	13,396	12,500	(896)	15,000	12,500	(2,500)	94,817	100,000	5,183
Dental Ins - Cottages	587	850	263	488	850	362	6,509	6,800	291
Supplies Plant Ops - Cottages	810	500	(310)	742	500	(242)	4,517	4,000	(517)
Supplies Housekeeping - Cotta	0	0	0	0	0	0	72	0	(72)
Supplies Laundry - Cottages	165	300	135	210	300	90	1,391	2,400	1,009
Activity Supplies - Cottages	553	600	47	178	600	422	3,414	4,800	1,386
Small Equipment	706	2,000	1,294	352	2,000	1,648	4,526	16,000	11,474
Nursing Supplies - Cottages	0	500	500	0	500	500	1,586	4,000	2,414
Contract Services-Dining	63,684	64,000	316	63,684	64,000	316	507,037	506,000	(1,037)
Contract Svcs:Security-Cottag	180	0	(180)	180	0	(180)	1,440	1,500	60

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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)									
Advertising - Cottages	3,848	4,000	152	2,798	4,000	1,202	27,417	32,000	4,583
Referral Fees	0	2,500	2,500	0	2,500	2,500	15,180	20,000	4,820
Building Repairs - Cottages	2,567	4,000	1,433	3,645	4,000	355	12,383	32,000	19,617
Equipment Repairs - Cottages	0	750	750	0	750	750	1,359	6,000	4,641
Elevator-Cottages	880	750	(130)	700	750	50	6,815	6,000	(815)
Education & Training - Cottage	378	0	(378)	0	0	0	378	0	(378)
Telephone - Cottages	393	400	7	422	400	(22)	3,201	3,200	(1)
Water - Cottages	3,725	1,500	(2,225)	3,840	1,500	(2,340)	14,101	12,000	(2,101)
Sewer - Cottages	3,582	2,000	(1,582)	3,697	2,000	(1,697)	17,249	16,000	(1,249)
Electric - Cottages	7,815	6,000	(1,815)	7,971	6,000	(1,971)	51,748	48,000	(3,748)
Natural Gas - Cottages	340	3,200	2,860	757	3,200	2,443	28,169	25,600	(2,569)
Refuse Disposal - Cottages	369	625	256	484	625	141	2,289	5,000	2,711
Television - Cottages	1,238	1,625	387	1,613	1,625	12	11,179	13,000	1,821
Special Functions - Cottages	400	400	0	175	400	225	1,576	3,200	1,624
Beauty Shop Services	458	200	(258)	808	200	(608)	2,926	1,600	(1,326)
Indirect Costs-Cottages	10,000	10,000	0	10,000	10,000	0	80,000	80,000	0
Bond Interest Expense	3,432	3,000	(432)	3,432	3,000	(432)	27,453	24,000	(3,453)
Miscellaneous Exp - Cottages	255	50	(205)	0	50	50	268	400	132
Depreciation - Equip Cottages	917	1,250	333	917	1,250	333	7,336	10,000	2,664
TOTAL Cottage Operating Expenses	322,760	335,539	12,779	316,531	335,539	19,008	2,498,184	2,643,192	145,008
Net Operating Income	17,070	11,611	5,459	9,522	11,611	(2,089)	110,325	118,008	(7,683)
Cottage Building Depreciation									
Depreciation Bldg - Cottages	19,018	19,050	32	19,018	19,050	32	152,146	152,400	254
Depreciation-Cottage Bldg Impr	4,304	4,500	196	4,304	4,500	196	34,429	36,000	1,571
TOTAL Cottage Building Depreciation	23,322	23,550	228	23,322	23,550	228	186,575	188,400	1,825
Net Income	(6,252)	(11,939)	5,687	(13,800)	(11,939)	(1,861)	(76,250)	(70,392)	(5,858)

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Grand Traverse Pavilions - SNF
Balance Sheet
As Of 8/31/2026

Facility #

Page # 1

	CURRENT PERIOD	PRIOR PERIOD	PREVIOUS YEAR
	Actual \$	Actual \$	Actual \$
Assets	0	0	0
Current Assets			
Cash			
County Held Cash			
Cash - County	2,734,276	2,710,410	1,096,877
Cash - Deposits (Cottages)	111,663	111,663	138,688
Cash - M.O.E.	3,125	12,841	10,189
TOTAL County Held Cash	2,849,064	2,834,914	1,245,754
Other Cash			
A/P Cash Clearing Account	22,880	18,652	364,528
Cash - Resident Trust	14,319	14,335	14,462
Cash-Payroll	6,636	6,636	579,007
Cash - Advance Pay Funding Ac	31,172	31,137	31,350
TOTAL Other Cash	75,006	70,760	989,346
TOTAL Cash	2,924,070	2,905,673	2,235,100
Accounts Receivable	7,274,880	7,407,217	9,055,208
Other Receivables			
Medicaid QAS Settlement Rec	831,227	789,861	606,043
A/R QMI	0	0	82,326
Interest Receivable	40,500	33,000	0
A/R - Other	40,000	35,000	0
Due from Foundation	28,318	63,375	25,626
Due from Foundation - Cottages	14,632	20,391	0
MA Wage Pass Through Receiv	92,039	93,882	178,238
TOTAL Other Receivables	1,046,717	1,035,509	892,233
Inventory	168,229	168,229	168,229
Prepaid Expenses	0	0	0
Other Current Assets			
Prepaid Insurance - General	39,070	69,699	0
Prepaid Insurance - Work Comp.	24,660	22,790	0
TOTAL Other Current Assets	63,730	92,490	0
TOTAL Current Assets	11,477,626	11,609,118	12,350,770
Non-Current Assets			
Property & Equipment	14,104,994	14,186,235	14,630,677
Other Non Current Assets			
Due from PACE North	624,267	688,859	914,930
Deferred Outflows-Pension Plan	1,784,863	1,784,863	1,784,863
Deferred Outflows-OPEB	221,999	221,999	221,999
TOTAL Other Non Current Assets	2,631,129	2,695,721	2,921,792
TOTAL Non-Current Assets	16,736,123	16,881,956	17,552,470
TOTAL Assets	28,213,749	28,491,074	29,903,240
Liabilities & Equity			
Liabilities			
Current Liabilities			
Accounts Payable	871,657	704,560	590,335
Accrued Expenses	1,946,931	1,738,757	1,940,367
Other Current Liabilities			

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Grand Traverse Pavilions - SNF
Balance Sheet
As Of 8/31/2026

Facility #

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	CURRENT PERIOD	PRIOR PERIOD	PREVIOUS YEAR
	Actual \$	Actual \$	Actual \$
Other Current Liabilities (con't)			
Current Portion of Bonds Paya	745,000	740,000	740,000
Interest Payable	24,633	50,760	117,022
Medicaid Cost Settle. Payable	1,637,735	1,973,926	2,511,825
TOTAL Other Current Liabilities	2,407,368	2,764,686	3,368,847
TOTAL Current Liabilities	5,225,955	5,208,003	5,899,548
Non-Current Liabilities			
Long-Term Liabilities			
Net Pension Liabilities	5,471,525	5,471,525	5,471,525
Pension Bonds (Non-Union) Iss	3,860,000	4,140,000	4,140,000
Pension Bonds (Union) Issued	3,725,000	3,730,000	3,960,000
Bonds Payable-Series 2017 Haw	920,000	920,000	1,150,000
Def Los on Adv Refund-'17	(28,198)	(28,740)	(32,536)
TOTAL Long-Term Liabilities	13,948,327	14,232,785	14,688,989
Other Non-Current Liabilities			
Deferred Inflow-OPEB	782,915	782,915	782,915
TOTAL Other Non-Current Liabilities	782,915	782,915	782,915
TOTAL Non-Current Liabilities	14,731,242	15,015,700	15,471,904
TOTAL Liabilities	19,957,197	20,223,703	21,371,452
Equity			
Equity			
RETAINED EARNINGS - PRIOR	8,615,449	8,615,149	8,615,149
Contributed Capital	12,400	126,540	126,540
TOTAL Equity	8,741,689	8,741,689	8,741,689
Net Income (Loss)	(485,159)	(474,318)	(209,901)
TOTAL Equity	8,256,552	8,267,371	8,531,788
TOTAL Liabilities & Equity	28,213,749	28,491,074	29,903,240

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Grand Traverse Pavilions - SNF
Cash Flow Statement
8/1/2026 to 8/31/2026

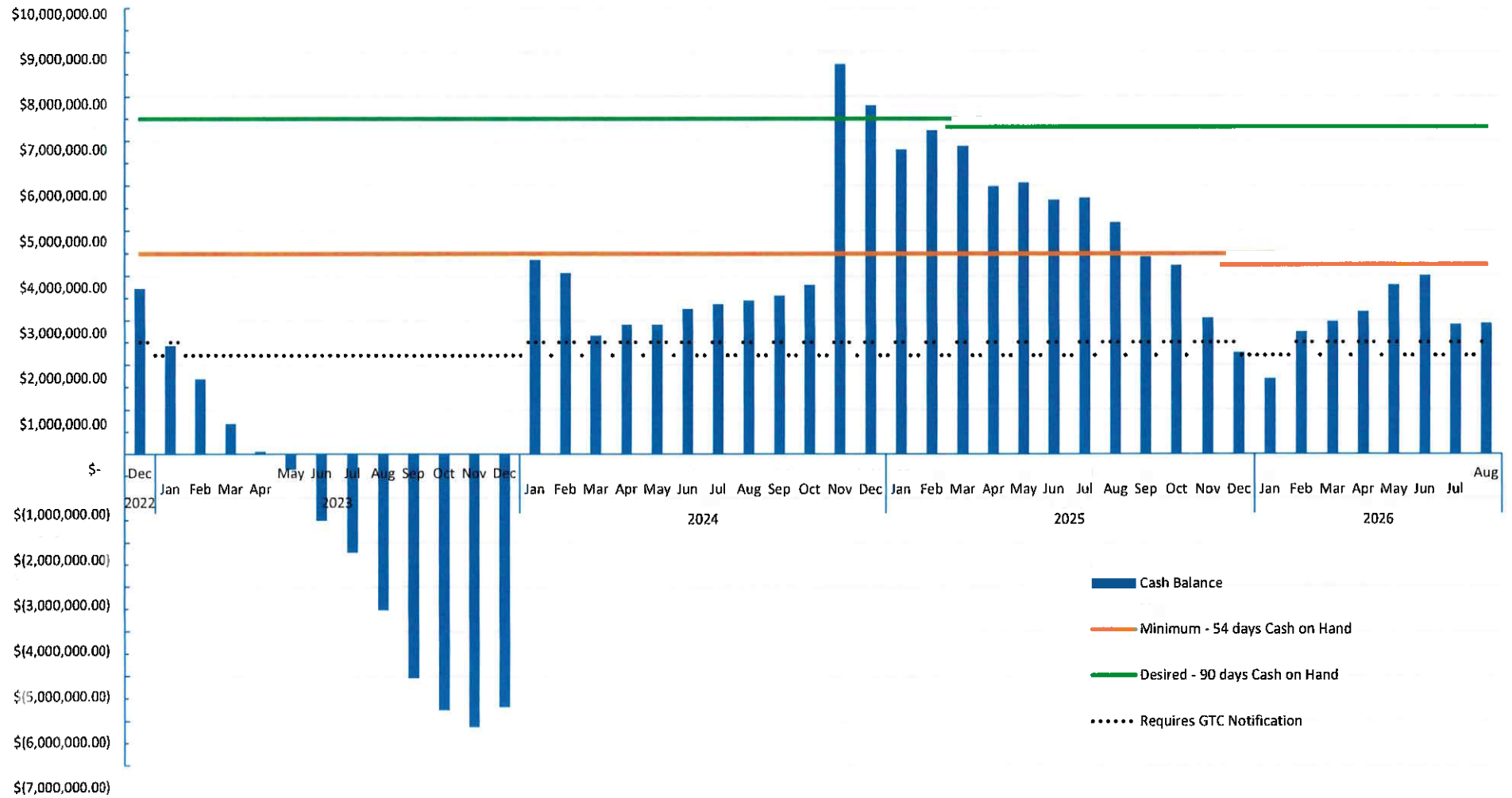
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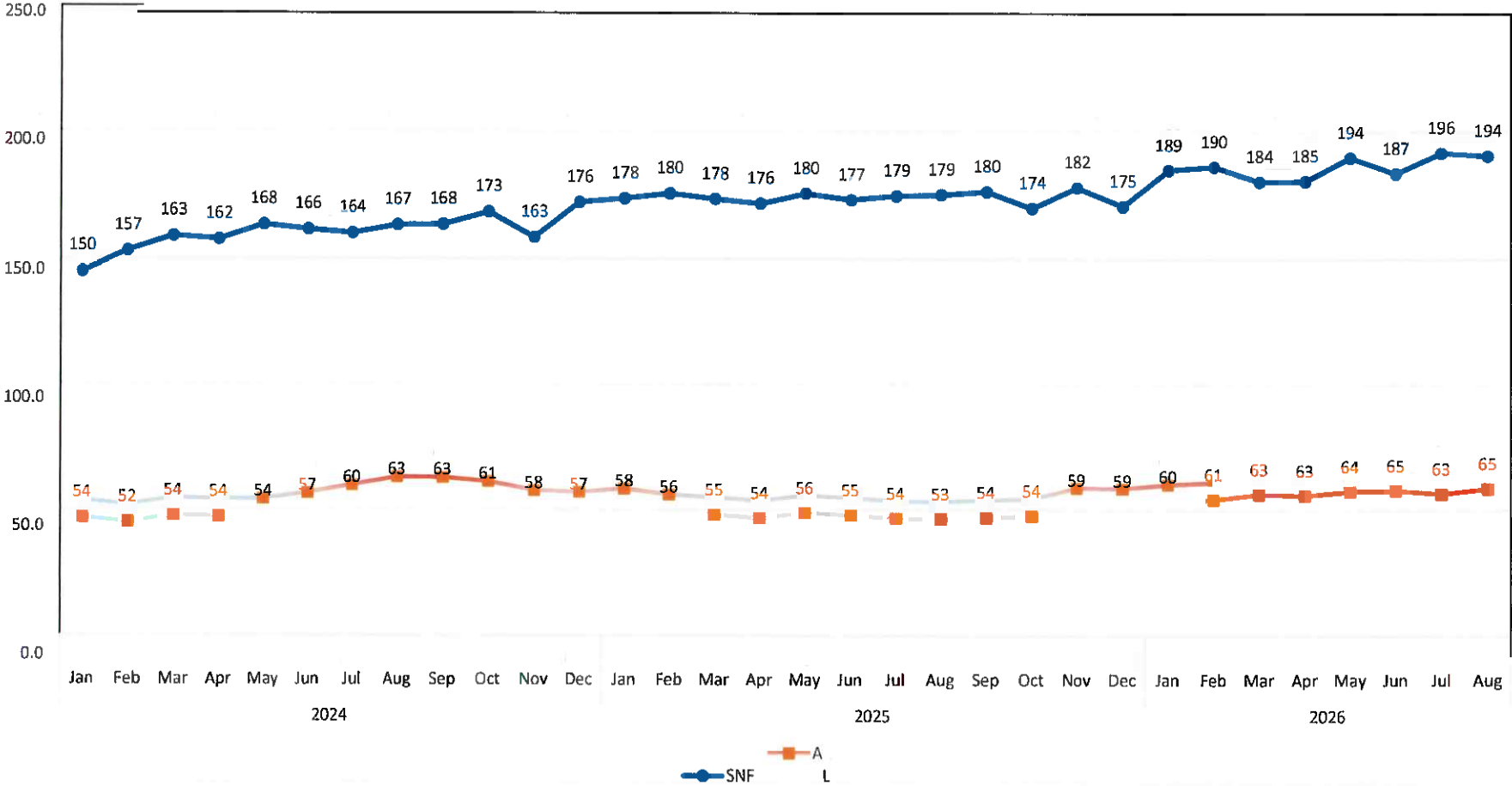
	CURRENT PERIOD	PRIOR PERIOD	YEAR TO DATE
	Actual \$	Actual \$	Actual \$
Cash from Operating Activity	0	0	0
Net Income	(10,819)	(94,215)	(275,236)
Net Cash provided by Operating Activities			
Depreciation and Amortization	96,483	96,483	771,863
Changes in Working Capital Items			
Accounts Receivable	134,163	(71,093)	1,715,324
Prepaid Expenses	28,760	28,760	(63,730)
Due to/from	(7,500)	(7,500)	(40,500)
Inventory	0	0	0
Accounts Payable	164,898	(194,406)	286,736
Other Assets			
Medicaid Settlement Receivable	0	0	0
Employee Retention Credit Receivable	(5,000)	(5,000)	(40,000)
Due From Foundation	40,815	(26,647)	(17,325)
Due From Grants			
TOTAL Due From Grants	0	0	0
Deferred Outflows			
TOTAL Deferred Outflows	0	0	0
Due From Pace North	64,592	57,513	290,664
Medicare Settlements Receivable	0	0	0
Medicaid Wage Pass Through Rec	1,843	(1,287)	86,199
QAS Receivable	(41,366)	(3,368)	(225,184)
QMI Receivable	0	0	82,326
TOTAL Other Assets	60,884	21,212	176,680
Accrued Payroll & Other Expenses	184,246	(704,591)	(91,239)
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	(336,191)	(175,681)	(874,090)
QAS Payable	0	0	0
Net Pension Liability	0	0	0
TOTAL Other Accrued Liabilities	(336,191)	(175,681)	(874,090)
TOTAL Changes in Working Capital Items	229,259	(1,103,300)	1,109,181
TOTAL Net Cash provided by Operating Activities	325,742	(1,006,817)	1,881,044
Cash from Investing Activity	314,923	(1,101,032)	1,605,808
Fixed Asset Purchase	(14,700)	(42,398)	(241,842)
TOTAL Cash from Investing Activity	(14,700)	(42,398)	(241,842)
Cash from Financing Activities			
Long Term Debt	(280,000)	0	(740,000)
Short Term Debt/Notes Payable	0	0	0
TOTAL Cash from Financing Activities	(280,000)	0	(740,000)
Net Cash Activity	20,223	(1,143,430)	623,966
CASH BEG OF PERIOD	2,905,673	3,997,596	2,235,100
Cash Beginning Balances as of 7/31/2026	2,905,673	3,997,596	2,235,100
Net Cash Activity	20,223	(1,143,430)	623,966
Cash Ending Balance	2,925,896	2,854,166	2,859,066

Grand Traverse Pavilions					
Irregular payments					
2026					
Grand Traverse County	union pension bond principal	January	230,000.00	Amortization changes each year	Pmts done in 2039, prin. Gradually inc.
Grand Traverse County	union pension bond interest	January	89,896.25	Amortization changes each year	Expensed monthly
Acrisure	Cyber liability annual premium	January	10,795.00	Expensed monthly	
Brown & Brown	Mgmt Liability annual premium	January	27,325.00	Expensed monthly	
West Bend Insurance	Insured portion of Workers Compensation Exp	January	22,424.00	Down payment	Followed by 8 payments of \$11,215; exp'd monthly
Ginop Sales	Kubota Tractor Repairs	January	9,055.90	Capital purchase	
Maddin Hauser	Attorney Fees	January	8,495.00	December fees paid in January	Expensed in December
Payroll	3 payrolls in the month (26 per year)	January	823,338.71	Biweekly pay, two 3 pay period months each year	
Nationwide Insurance	Liability, property and auto insurance	February	81,984.25	Qtrly. Installment payment 1 of 4	Calendar year policy; expensed monthly
Grand Traverse County	non-union pension bond interest payment	February	51,928.75	Amortization changes each year	Expensed monthly, Paid twice each year
Payroll - extra	Perfect Attendance	February	8,177.54	Quarterly with an annual bonus	for those with perfect attendance
Grand Traverse County	Unemployment claims for 2025	February	5,247.15	We share an unemployment account	Billed by the County annually based on paid claims
MERS - DC	Retro payment for January	February	41,790.40	Jan pmt not made due to change in payroll software issues	
Insight Direct	Thin client device replacements	February	22,056.11	Capital purchase	
State of Michigan	Outstation worker payments per contract	March	18,912.50	1/3 Paid back to GTP by Pace-\$12,608	Contract renews 10/1
Maddin Hauser	Attorney Fees	March	27,739.00	January fees paid in March	Expensed in Jan and Feb
Grand Traverse Refrige	Walk-in Freezer Repair-new compressor	March	14,061.60	Capital	
Payroll extra	Survey	March	18,343.72	Quarterly payment-\$100 grossed up for F	Reimbursed by grant
Garstang Group	UV bulb replacement	March	18,523.19	20% down pmt + 5 monthly installments	
Grand Traverse County	Hawthorn cottage bond principal payment	April	230,000.00	Level principle payments	Pmts done in 2031-level principle pmts
Grand Traverse County	Hawthorn cottage bond interest payment	April	19,175.00	Amortization changes each year	Expensed monthly
Nationwide Insurance	Liability, property and auto insurance	April	81,984.25	Installment payment 1 of 3	Calendar year policy; expensed monthly
Garstang Group	UV bulb replacement	April	14,700.00	20% down pmt + 5 monthly installments	
MCMCFC	Annual Dues	April	12,100.00	This is the 2025-26 amount	
CDW	VMWare 1 year license subscription	May	15,279.84	Annual payment	
Garstang Group	UV bulb replacement	May	14,700.00	20% down pmt + 5 monthly installments	
HUB International	Surety Bond for settlement payments	May	12,000.00		
Fifth-Third	Insurance Settlement Payment	May	44,444.00		
Garstang Group	UV bulb replacement	June	14,700.00	20% down pmt + 5 monthly installments	
State of Michigan	Outstation worker payments per contract	June	37,825.00	1/3 due to be paid back to GTP from Pace	Contract renews 10/1--want decision by 6/3
KONE Elevator	Elevator contracts	June	18,138.24	Annual expense for elevator maintenance	
NetSmart Technologies	Annual Pmt for legacy healthcare record access	June	25,200.00	Annual payment	annual pmt for legacy healthcare record access
Fifth-Third	Insurance Settlement Payment	June	44,444.00		
State of Mich.	CPE Repayment	June	154,180.73		
Nationwide Insurance	Liability, property and auto insurance	July	81,984.25	Installment payment 2 of 3	Calendar year policy; expensed monthly
Garstang Group	UV bulb replacement	July	14,700.00	20% down pmt + 5 monthly installments	
Brightly Software, Inc.	Maintenance management software	July	16,634.32	Annual renewal for software license	
Fifth-Third	Insurance Settlement Payment	July	44,444.00		
State of Mich.	CPE Repayment	July	154,180.73		
Nationwide Insurance	deductible	July	25,000.00	insurance claim	
Moore Mechanical	Replace Domestic Water Boiler	July	58,440.00	Capital Expenditure	
Kraft	Two new Printers	July	12,700.00		
Plante Moran	Cost Report Preparation	July	12,000.00	Medicare & Medicaid Cost Reports-annu.	Benchmarking survey and MA rate projec.
Grand Traverse County	union pension bond interest payment	July	85,871.25	Interest-only payment	Expensed monthly
Payroll	3 payrolls in the month (26 per year)	July	855,000.00		
Payroll	Perfect Attendance	August	4,909.00	Quarterly payment-\$100 grossed up for F	for those with perfect attendance
Grand Traverse County	non-union pension bond principal	August	275,000.00	Amortization changes each year	Pmts done in 2039, prin. Gradually increase
Grand Traverse County	non-union pension bond interest	August	53,675.00	Amortization changes each year	Expensed monthly
Garstang Group	UV bulb replacement	August	14,700.00	20% down pmt + 5 monthly installments	
Fifth-Third	Insurance Settlement Payment	August	44,444.00		
State of Mich.	CPE Repayment	August	154,180.73		
Projected					
Fifth-Third	Insurance Settlement Payment	September	44,444.00		
State of Mich.	CPE Repayment	September	154,180.73		
Leading Age	Annual Dues	September	31,000.00	Annual Dues	
Nationwide Insurance	Liability, property and auto insurance	October	81,984.25	Installment payment 3 of 3	Calendar year policy; expensed monthly
Payroll	Perfect Attendance	October	6,500.00	Quarterly payment-\$100 grossed up for F	for those with perfect attendance
Grand Traverse County	Hawthorn cottage bond interest payment	October	19,176.25	Amortization changes each year	Expensed monthly
Fifth-Third	Insurance Settlement Payment	October	44,444.00		
State of Mich.	CPE Repayment	October	154,180.73		
MERS	Supplemental Pension Payment	November	15,500.00	Amount varies annually	Expense accrued monthly
Relias	elearning program	November	42,056.00	Annual expense; billed 10/1 each year	Employee e learning module
Longevity Pay	Annual pay based on seniority and hours	November	85,000.00	Annual payment; expensed monthly	Per union agreement and handbook
Fifth-Third	Insurance Settlement Payment	November	44,444.00		
State of Mich.	CPE Repayment	November	154,180.73		
State of Michigan	Outstation worker payments per contract	December	20,000.00	1/3 due to be paid back to GTP from Pace	Estimate--contract runs 10/1 to 9/30 each year
Retention Pay	Part of union contract and past practice for othe	December	360,000.00	Annual payment during union contract	Includes employer taxes, expensed monthly
Fifth-Third	Insurance Settlement Payment	December	44,444.00		
State of Mich.	CPE Repayment	December	154,180.73		

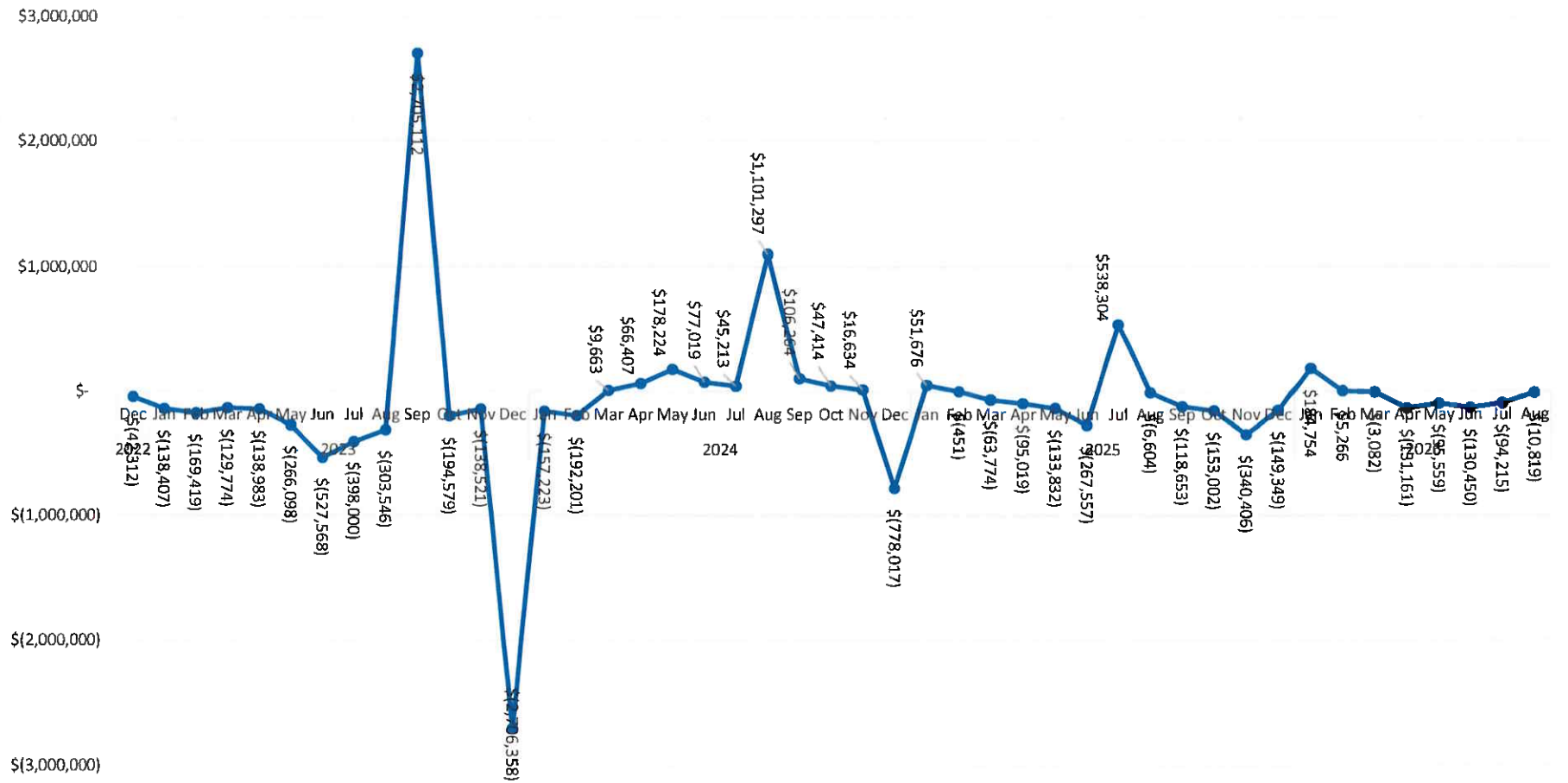
CASH BALANCE



AVG. CENSUS PER DAY



NET INCOME



Revenue Growth % from Previous Month

