

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

**REGULAR MEETING
June 25, 2026**

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

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

AGENDA

1. CALL TO ORDER

2. ROLL CALL

3. FIRST PUBLIC COMMENT

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

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

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

Please be respectful and refrain from personal or political attacks.

4. COUNTY LIAISON REPORT

5. APPROVAL OF AGENDA

6. CONSENT CALENDAR

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

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

	<u>HANDOUT#</u>
A. Review and File	
(1) Draft Minutes of the 5/28/26 Board Meeting	1
(2) May Resident Council Minutes	2

7. ITEMS REMOVED FROM CONSENT CALENDAR

8. **CHAIRMAN REPORT – C. Crawford, Chair** Verbal
 (1) Michigan County Medical Care Facility Council – Spring Management Conference

9. FOUNDATION BOARD REPORT – none

10. **SERVICE EXCELLENCE – C. Crawford, Chair** 3

11. GRAND TRAVERSE MEDICAL CARE

A. General Information	
(1) Director Presentation – Community Engagement	4
Jaime Griffis, Director of Development & Community Relations	
Clayton Wagatha, Community Relations and Volunteer Coordinator	
B. Chief Executive Officer Board Report – D. Lavender, CEO	5
C. Business	
(1) Administrator Appointment – K. Griggs	Verbal
(2) May Financials – K. Hansen, CFO	6
(3) Request to Purchase – Printers	7
(4) Request to Purchase – ThinClients Devices	8
D. Medical Staff	
(1) Bindit Patel, MD, Sound Physician – D. Hautamaki, Administrator	9

G.T.P. Announcements

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

12. SECOND PUBLIC COMMENT

Refer to Rules under First Public Comment above.

13. CLOSED SESSION – None

14. ADJOURNMENT

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

MINUTES OF THE MAY 28, 2026 MEETING

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

ABESENT:

GUESTS: Kristen Semeyn, Wellness Center Director

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

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

First Public Comment – None.

County Liaison Report – County Liaison Andrews provided an update on recent discussions from the County Board of Commissioners (BOC) meetings, including the County’s ongoing due diligence regarding whether to pursue its right of first refusal related to the PACE building. Andrews also shared updates regarding the jail planning process and noted that the County is reviewing the creation of a FOIA Coordinator position.

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 04/23/26 Board Meeting
- (2) Draft Minutes of the 04/27/26 Study Session
- (3) April Resident Council Minutes
- (4) First Quarter 2026 Foundation Financials

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

Items Removed From Consent Calendar – None.

Chairman Report – Crawford shared that Vice Chair Mary Marois was nominated for and received the LeadingAge Michigan Trustee of the Year Award Certificate of Merit in recognition of her longstanding leadership, dedication, and service to Grand Traverse Pavilions and the senior care community. Crawford read the nomination, which highlighted Marois’ service

beginning in 2009 on the DHHS Board, involvement with the PACE North Board, and leadership roles as Board Chair and Vice Chair. The nomination also recognized her commitment during significant organizational challenges, including her extensive involvement in Administrator and CEO interviews, as well as her broader community service and professional background with the Michigan Department of Human Services and other community organizations.

Foundation Board Report – Marois reported on the recent Foundation Board meeting held on May 6, noting it was her first opportunity to attend since assuming the liaison role. Marois shared that the Foundation welcomed a newly appointed board member Joelle Mabey with extensive community and fundraising experience, as well as newly hired Director of Development & Community Relations, Jaime Griffith, who provided an overview of her vision for the organization moving forward. Updates were also provided regarding upcoming Foundation events, including Concerts on the Lawn and the annual golf outing. The Foundation reviewed strategic planning materials and financial updates and discussed the proposed spending policy and incentive-related rate adjustments for the Cottages. Marois noted the Foundation approved funding support for several organizational needs and resident-focused enhancements, including equipment purchases, scholarship support, concert-related items, updates to resident spaces, and other quality-of-life initiatives.

PACE North Board Report – Crawford reported that the next PACE North meeting is scheduled for June 8 and noted there were no significant new updates at this time beyond what Commissioner Andrews referenced earlier on the County's right of first refusal related to the PACE building. Discussion included clarification that, based on information provided to the County, the property is subject to a long-term lease arrangement and that, should the County acquire the building, it would likely assume the role of landlord under the existing lease structure.

Service Excellence Awards – Crawford reviewed April's Service Excellence Awards. Jigz Monte de Ramos, RN, won the Employee of the Month for April.

Director Presentation – Wellness Center - Kristen Semeyn – Wellness Center Director Kristen Semeyn, provided an overview of Wellness Center operations, highlighting positive patient satisfaction survey feedback and continued growth across therapy services. Staffing updates included the addition of three new therapy team members to support increased patient volumes in both the rehabilitation and long-term care units, while also reducing reliance on on-call staff. Semeyn reported that inpatient long-term care therapy participation and Cottage therapy visits have significantly increased, contributing to improved operational performance and revenue growth. Outpatient services and rehabilitation unit census have remained stable. Updates were also shared regarding plans to expand aquatic therapy programming, including development of a Parkinson's-focused class, and continued exploration of new scheduling and reminder software to improve outpatient attendance and efficiency. Financial and operational goals for 2026 were reviewed, including increased referrals, reduced cancellation rates, expanded Cottage therapy services, and improved Medicare billing performance. Semeyn also discussed future plans for dry needling services and ongoing collaboration community relations staff to enhance marketing and branding efforts for outpatient therapy services.

Organization Scorecard – Lavender reviewed the organizational scorecard for "A Grand Mission," reflecting performance through April across the categories of Residents First, Healthcare Team, Quality and Safety, and Operational Performance. Of the 17 identified priorities, 14 were reported as completed or currently in progress toward target goals. Highlights included team retention nearing 98%, completion of two mock surveys in preparation for

upcoming Joint Commission and State surveys, and Cottage occupancy exceeding budgeted levels. Skilled Nursing Facility occupancy was reported slightly below budget for April but is expected to improve in May. Lavender also noted that year-to-date expenses remain approximately \$250,000 favorable despite revenue projections being unfavorable. Additional priorities expected to be completed within the next 30 to 60 days include implementation of resident and employee Great Place to Work surveys and a new incident reporting system.

Administrator Search – Lavender provided an update on the Administrator search process, reporting that six candidates participated in introductory screening interviews that evaluated qualifications in areas including regulatory knowledge, leadership, financial acumen, organizational culture, external relationships, and judgment. Two candidates scored significantly higher and were selected to advance to on-site panel interviews scheduled for early June. Griggs is serving as the Board representative participating in the interview process. Lavender stated that, pending successful interviews, the goal is to bring forward a recommendation to the Board at the June meeting for appointment of the organization’s next Administrator. Board discussion also clarified that the interview process is being conducted through a committee process and does not require an open meeting.

Golf Outing Update – Lavender reported that the annual “Scramble for Seniors” golf outing was a successful event with strong participation and community support. Appreciation was expressed to Clay Wagatha and Jamie Griffiths for their efforts in organizing the outing. All team spots were filled, and engagement from golfers, sponsors, volunteers, and attendees was reported as very positive. Lavender also recognized Forefront, the event’s gold sponsor and culinary partner, for its continued support of the Foundation. The silent auction exceeded the prior year’s totals, with most items sold and additional interest expressed in the remaining items by individuals unable to attend the outing. Overall, the event generated a net profit of just over \$16,000, representing an 18% increase over last year and continued growth from the event’s inaugural year.

Concerts on the Lawn – Lavender provided an update on the upcoming Concerts on the Lawn series, noting strong community support and enthusiasm for the summer program. Nearly all sponsorship opportunities have been secured, with only one remaining sponsorship still available. Lavender reported significant community engagement through promotional efforts, including more than 82,000 combined views on the first two social media posts promoting the series. The concerts continue to serve as an opportunity to bring together residents, families, staff, and community members while supporting music therapy and strengthening community connections. Attendees will also see a new tent this season made possible through Foundation support to further enhance the resident experience during the concerts.

Billing Update – Lavender reviewed highlights from the latest billing update provided by Citrin Cooperman, noting ongoing improvements in billing processes and accounts receivable management. Updates included implementation of an enhanced monthly “triple check” process to improve billing accuracy prior to insurance submission, as well as system updates related to census tracking, payer classifications, and reimbursement processes. Lavender reported that back billing efforts covering February 2025 through January 2026 have resulted in approximately \$2.2 million in collections to date, with the project still ongoing. Current estimated write-offs total approximately \$65,000; however, final figures will not be determined until the back billing review is fully completed later this summer. Lavender also noted that accounts receivable balances have decreased significantly since late 2025, while cash reserves have increased, reflecting positive progress in the organization’s financial position. Board discussion included clarification regarding the tracking and future approval process for any finalized write-

offs, as well as continued efforts to secure retroactive authorizations and resubmit eligible therapy-related claims.

Chief Executive Officer Board Report – Lavender shared updates regarding recent organizational outreach and operations and stated he participated in a virtual introductory meeting with Linda Zeller, CEO of Northern Lakes Community Mental Health Authority, to discuss leadership experiences, organizational challenges, and opportunities for collaboration in serving the community. Lavender also shared details regarding a meeting with Matthew Ross and Winifred Simpson from Friends of the Historic Commons and Leslie Sickterman, Deputy Planning Director of Traverse City to discuss preservation efforts, tree replacement planning, grant opportunities, and ongoing stewardship of the campus grounds and surrounding natural areas.

Operational updates included Skilled Nursing Facility occupancy averaging 185 residents in April, slightly below budget, while Cottage occupancy remained above budget at 63 residents. Lavender reported that year-to-date financial performance remains positive due to favorable expense management despite revenue challenges, with overall net income remaining favorable to budget. Therapy and wellness services were reported as stable, and staffing updates included nine new hires, bringing the organization's total workforce to 385 employees. Lavender also shared plans to schedule a strategic planning session in July involving Board leadership and Foundation representatives.

Andrews out 9:48am

Administrator Hautamaki provided additional operational updates, including progress made following recent mock survey reviews related to regulatory readiness, emergency preparedness procedures, and nursing policy improvements. Hautamaki noted continued focus on fall prevention processes, staff communication, and clinical follow-up procedures. Additional updates included installation of new kitchen equipment, upcoming replacement of aging boilers, and continued facility maintenance efforts as the campus infrastructure ages. Hautamaki also reported that the organization continues preparing for upcoming Joint Commission and annual state surveys expected later this year.

Business

- (1) **April Financial Report** – Hansen reviewed the April financial report, noting that the organization reported total revenue of approximately \$3.08 million, which was unfavorable to budget, while expenses remained favorable to budget overall. Combined operations resulted in a net loss for the month; however, operating cash on hand increased by approximately \$198,000 despite a scheduled Cottage bond payment, largely due to continued improvement in accounts receivable collections. Medical Care Facility revenue was impacted by a lower average census and changes in payer mix, including increased Medicaid utilization, though non-resident revenue remained favorable to budget. Expenses were primarily affected by higher-than-anticipated health insurance claims costs. Cottage operations maintained occupancy levels above budget; however, revenue was negatively impacted by several resident refunds associated with resident moves and passings. Hansen reported that future Cottage revenue improvements are anticipated through implementation of updated contracts, meal plans, and care tier assessments designed to better align rates with resident care needs and resource utilization.

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

Hansen reviewed the Certified Public Expenditure (CPE) reconciliation process related to payments received from the State during 2024. Hansen explained that, following completion of the 2023 cost report reconciliation, the organization is required to repay approximately \$1.9 million to the State. The liability for the repayment had previously been recorded on the organization's balance sheet and therefore will not negatively impact the current income statement. Hansen reported that a repayment plan was requested from the State, resulting in approval of monthly payments over a one-year period. Board discussion clarified that while the reconciliation impacts cash flow and monthly cash outlays, it does not create a new operating expense, as the liability had already been accounted for in prior financial reporting.

- (2) **Resolution 2026-3-Resident Strategic Discounts & Scholarships Policy** – Lavender reviewed Resolution 2026-3 and the accompanying Resident Strategic Discounts and Scholarships Policy for residential services, which were developed following prior Board discussions and the recent study session regarding Cottage occupancy and accessibility. Lavender explained that the policy is intended to align with the organization's mission by expanding access to assisted living services while maintaining financial stability through defined eligibility criteria, parameters, and limitations for strategic discounts and scholarships. Supporting materials included prior worksheets and a sample eligibility calculation to demonstrate how the review process would function. Lavender noted that no units have been discounted to date and that, pending Board approval, future discounts would be implemented in a more structured and intentional manner under the policy guidelines. Board members expressed appreciation for the transparency and detail included in the policy materials.

Motion was made by Marois to approve Resolution 2026-3-Resident Strategic Discounts and Scholarships policy as presented. The motion was seconded by Crawford and carried unanimously. Roll Call - Crawford – yes, Marois – yes, Griggs – yes

Medical Staff

- (1) **Anna LaDouce, NP – Hospice of Michigan**- Hautamaki reviewed the request for Anna LaDouce, NP from Hospice of Michigan, to have consulting privileges for palliative care as recommended by Medical Director Dr. April Kurkowski, DO.

Motion was made by Marois to approve consulting privileges for Anna LaDouce, NP as presented to the board. Seconded by Griggs and carried unanimously.

Grand Traverse Pavilions Announcements

- (1) June 25, 2026 @ 9:00am – Regular Board Meeting @ Garfield Township
(2) June 8-10, 2026 MCMCFC Spring Management Conference – Crawford shared that she, along with Griggs and Lavender, would be attending the upcoming Michigan County Medical Care Facilities Council (MCMCFC) conference. Marois expressed interest in hearing updates and key takeaways from the conference following the event.

**PAVILIONS RESIDENT COUNCIL MEETING
May 21, 2026**

The May 2026 meeting of the Grand Traverse Pavilions Resident Council was called to order at 11:02am in the Multi-Purpose Room by Samantha Mahon.

All residents were welcomed.
The residents waived their right to a closed meeting.

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

Aspen Pavilions: 0 Residents Attended.

Birch Pavilion: 1 Resident Attended.

Cherry Pavilion: 7 Resident Attended.

Dogwood Pavilion: 5 Resident Attended.

Staff members were introduced:

Samantha Mahon - CTRS, Life Enrichment
Courtney Spence, LBSW, Aspen Pavilion Social Work
Regina Kiogima, RN, ADON – Dogwood Pavilion
Lisa Tellings – Administrative Assistance 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: Samantha made the following announcements:

Concerts on the Lawn begin June 18th.

Outings for June 2026:

Pitspitter Baseball Outing – June 4th
Ice Cream Outing (Moomer's or Dairy Lodge)
Pizza Hut Lunch Outing

Special Events for June 2026:

- 6/10 - Music with Karine – 2pm
- 6/12 - Music with Bob & Tally – 10:30am
- 6/14 - Salvation Army – 2pm
- 6/17 - Audiology clinic
- 6/17 - Let's Talk Food – 2pm
- 6/18 - Resident council 11:00am
- 6/18 - First Concert on the Lawn – 7pm
- 6/21 - Nondenominational Church service – 2pm
- 6/24 - Bookmobile – 2pm
- 6/25 - Concert on the Lawn - 7pm

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 Rights.

Rights:

- How do you, or your representative, find out about your rights – such as voting, making an advance directive, getting what you need?

Residents reported that they talk to social workers.

- Are you, or your representative, invited to care conference meetings?

All residents reported that they are invited to attend their care conferences.

- Do you know that you can see a copy of the facility's latest survey inspection results? Where is that report kept here?

Residents stated “no”. Residents were informed that state survey results are located in the lobby. State survey results are available to all residents at any time. Residents reported no concerns and understood where to find state survey results.

- Do you know how to contact the Ombudsman?

One resident reported knowing how to contact the Ombudsman. The rest of the group was informed about the Ombudsman's role and where to find the contact information. Ombudsman information is posted on every pavilion bulletin board.

- Do you know you, or your representative, can look at your medical record?

Residents reported yes to this question.

- Have any of you asked to see your record? What was the facility's response? Did they talk to you about it?

A few residents reported that they had viewed their medical records and had no concerns with the process or the facility's response.

- Tell me about the mail delivery here. Is mail delivery prompt and does it arrive unopened?

All residents in attendance reported no concerns with mail delivery.

1. Discussion regarding food temperature and receipt of HS snacks.

The kitchen will begin a new summer menu on June 1. Residents reported no concerns.

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

Residents reported no concerns about facility cleanliness. One resident reported missing pajama pants, and a concern form was submitted for investigation.

3. Discussion regarding room temperature.

Environmental Services Director Ryan reported that temperatures on Cherry Pavilion are being actively adjusted and monitored as outdoor temperatures continue to fluctuate. He stated that the team will continue monitoring building temperatures until the weather stabilizes and the building is comfortable.

No additional concerns are noted.

4. Discussion regarding nursing care.

One resident asked when the next podiatry clinic would be held. The Dogwood ADON provided the date.

One resident stated that she would like more CNAs to be hired to improve the quality of care.

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

No concerns noted for call light times.

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

One resident reported being happy with receiving two showers each week. Residents reported no problems, and no further concerns were noted.

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

No concerns noted about nighttime noise levels.

The floor was opened for additional comments:

One resident expressed appreciation for the Alexa devices added to each dining room.

The next Pavilions Resident Council meeting will be held on Thursday, June 18, at 11:00 a.m. in the Multi-Purpose Room. Samantha asked for a volunteer to review and sign the May 2026 minutes, and X agreed. The Pavilions Resident Council meeting was adjourned at 12:00 p.m. by Samantha, with X seconding the motion.

Respectfully Submitted,

_____, CTRS
Recreational Therapist

_____, Cherry Resident

Elm Resident Council Minutes
Meeting Held- May 28, 2026

The May meeting of the Grand Traverse Pavilions Elm Resident Council was called to order at 9:56am in the Elm Common Area.

Members Present were: Residents are marked "X" throughout the minutes.
19 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 and X stated "yes." X stated "hopefully."

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

X stated "gosh yes" and X stated "that will be interesting." X and X stated "yes."

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

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

Asked the residents if the food is good here.

X and X stated "yeah." X stated "uh huh" and X stated "yeah its ok- more pasta." X stated "excellent."

Asked the residents if the rooms were getting cleaned.

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

Asked the residents if their clothes are getting cleaned.

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

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

X stated "it's good for me" and X stated "fine." X stated "I'm alright" and X stated "I think so." X stated "yeah."

Asked the residents if they have enough to do.

X stated "mostly" and X stated "yeah." X stated "I do."

Questions, Suggestions, Concerns and Comments:

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

Suggestions for upcoming activities:

- Ice cream socials
- Strawberry Shortcake
- Concerts on the lawn
- Bubbles with the kids
- More patio group and outdoor walks
- Water gun painting

Meeting was closed at 10:15am

Respectfully submitted,

Susan Eldred, CTRS

Emily Tyrrell, LLBSW

GRAND TRAVERSE PAVILIONS
Service Excellence Award Program
May 2026

3

Employee of the month (in yellow)

First Name*	Last Name*	Title of Nominated Employee*	Nominated For*	Nominated By*
Alex	Aylsworth	Administrative Assistant	Treating visitors like family! Everyone at the front desk are fantastic and are angels. I've never been treated with such kindness as I do from the front desk. Thank you for all that you do!	Tex Leatherman SGT US Army Veteran
Erica	Pfriem	Administrative Assistant	Treating visitors like family! Everyone at the front desk are fantastic and are angels. I've never been treated with such kindness as I do from the front desk. Thank you for all that you do!	Tex Leatherman SGT US Army Veteran
Rhonda	Tomlinson	CNA	Rhonda stepped in to support rehab and took care of several showers. She maintained a positive, can-do attitude throughout and was truly a rockstar. Both patients and staff appreciate her dedication and hard work.	Shawna Barnes
Shawna	Barnes	Rehab ADON	Her dedication, leadership, and ability to somehow appear everywhere at once. Between keeping the unit running smoothly, supporting staff, and dining room help during meal times. Her hard work, sense of humor, and constant support does not go unnoticed. Thank you Shawna!	Megan McLain
Niki	Hengartner	CNA	Your kindness and willingness to help never go unnoticed. The compassion and teamwork you show truly reflect the Pavilions core values, and it meant more than you know.	Adrian Reed
Rose	Marinello	RN	Rose is an incredible nurse. Her empathetic nature, close attention to detail, and her ability to maintain professionalism in stressful situations makes her an absolute asset to Elm. Rose is never afraid to roll up her sleeves and help her residents and CNAs anytime she is needed. We appreciate you so very much. Our residents love you, we love you Rose. Thank you for everything you do!	Emily Rice

GRAND TRAVERSE PAVILIONS
Service Excellence Award Program
May 2026
Employee of the month (in yellow)

Katy	Leach	Environmental Services Office Manager	Thank you Katy for coming in to help out in laundry! Thank you for always handling our problems like a rockstar ! You are appreciated!	Michelle Garcia
Matt	Mollette	Custodian	Very quick response and very thorough cleaning of incident on pool deck. Allowed operations to not miss a beat!!!	Kristi Clark



Grand Traverse Pavilions

Center for Rehabilitation

Outpatient Therapy and Aquatic Center



Through June

A GRAND MISSION

24 | 7 | 365

Community Engagement & Volunteers Scorecard FY2026						
Strategy	Measure Name	Metric	+/-	Target	FYTD	NOTES:
Residents First	Improve access to future and current resident information	website redesign	✓	Completed	in progress	Flightpath project
	Improve public facing materials	print & digital materials	✓	Completed	in progress	Flightpath project
	Support resident/family/staff storytelling	Highlight these stories	↑	≥14	9	14 occurrences, about 2/month
Team	Volunteer Recruitment	# new volunteers	↑	≥15	20	
	Support staff engagement with Foundation through <i>Make It Better Grants</i>	Funded	↑	1 Funded Submission	in progress	Concept was approved at May Foundation Board Meeting
	Daily Departmental Huddles & Scorecards	Implemented	✓	Yes	in progress	admin led
Quality Safe Care	Promote 4 Star Quality & 5 Star Staffing	TBD			in progress	
	Promote The Joint Commission General & Memory Care Certification	TBD			in progress	
	Promote New CMS Health Inspection Results	TBD				
Operational Performance	Increase the public's understanding of care options	TBD			in progress	
	Support visibility with targeted meetings	# Attended	↑	5/Month	15/15	Begin Q2 (April/May/June)
	Foundation Concerts on the Lawn	% increase in revenue from 2025	↑	>3%	in progress	Receiving MACC award will meet target
	Foundation Golf Outing Fundraiser	# of teams	↑	>20	24	max 24

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 May 2026

A GRAND MISSION

24 | 7 | 365

GTP Organizational Scorecard FY2026						
Strategy	Measure Name	Metric	+/-	Target	FYTD	NOTES:
Residents First	Evaluate Eden Certification	Achieve	☑	Completed	no activity	by Q3
	SNF Survey- Residents and families kept informed of care	% Positive Responses	⬆	>55%	no activity	Baseline is 46.36% , the lowest score with highest coeff to impact overall rating
	Launch Cottages Resident Satisfaction Survey	Overall Satisfaction Score	☑	Obtain Baseline	June 22nd	Vendor selected. Surveys begin June 22!
Team	Launch New Great Place to Work Survey	% Engagement Score	☑	Obtain Baseline	July	Current process expired April 2026; Relaunch new process in July 2026.
	Team Retention	% Staff Retention	⬆	>74.4%	97.7%	$(350 - 8) / 350 * 100 = 97.7\%$
	Daily <i>Departmental</i> Huddles & Scorecards	Implement	☑	100%	60%	6 of 10 do huddles; new process begins July 1
Quality Safe Care	Conduct a Safety Culture Survey	% Positive Responses	☑	Obtain Baseline	no activity	by Q4; Compare, >90% favorable benchmark
	Incident Reporting Platform	Deploy	☑	Completed	in progress	Vendor selected. Next steps: build and deploy.
	Receive The Joint Commission General & Memory Care Certification	Achieve	☑	Completed	in progress	Survey complete! Good experience. Submitting plan of correction.
	Conduct 2 Mock Surveys	Achieve	☑	Completed	Completed	Life Safety survey + CMS mock survey
	Life Safety Inspection: CMS State Survey	# Citations	⬇	<7	in progress	2025 baseline is 8 citations
	Health Inspection: CMS State Survey	# Citations	⬇	<10	in progress	2025 baseline is 21 citations; fewer citations lead to an increase in Star inspection rating
Operational Performance	Increase SNF Census	Avg. Total # Residents	⬆	>190	194	Baseline is 180 as of FYE25; State Bed Plan is 85% of 223
	Increase Cottages Occupancy	Avg. Total # Residents	⬆	>63	63	Gradual increase from 58 in January to 67 in Sep 2026
	Improve Combined Days Cash On Hand	\$ Cash / (\$Operating Expenses/365)	⬆	>60	43	Aim for 90+ days (best practice 120+) benchmark
	Manage (Combined) Expenses	Total \$ Expenses	⬇	\$ 16,168,244	\$ 16,079,796	Positive var to budget by \$88,448
	Reduce Days Accounts Receivable	net \$ AR / avg daily \$ revenue	⬇	<55	68	Baseline is 79 days; benchmark <45 days

At or better than target

Worse than target

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

BOLD TEXT indicates GTP level priorities



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

Census (Average Daily Census)

	Jun-MTD	May-26	Apr-26	Mar-26	Feb-26	Jan-26	Dec-25
Medical Care Facility (MCF)	188	194	185	184	190	189	175
Cottages	63	64	63	63	61	60	59

Occupancy	May-26	Apr-26	Mar-26	Feb-26	Jan-26	Dec-25
MTD Goal 85% Available beds	85%	83%	83%	86%	85%	79%
YTD Goal 85% Licensed beds	81%	78%	78%	79%	79%	74%

MCF	May-26	Apr-26	Mar-26	Feb-26	Jan-26	Dec-25
Admissions & Re-admits	51	59	61	46	63	62
Discharges	57	54	63	44	57	55
MMC Referrals	203	180	184	204	253	211
MMC Denied	14	15	15	30	30	42
Transfers to LTC	1	0	2	4	6	0

Cottages	May-26	Apr-26	Mar-26	Feb-26	Jan-26	Dec-25
Admissions	2	2	3	4	3	3
Respite	6	4	6	4	3	3
Discharges	1	2	1	1	1	2

Finance

	May-26	Apr-26	Mar-26	Feb-26	Jan-26	Dec-25
Combined Net Income	\$(95,559)	\$(131,162)	\$(3,082)	\$5,267	\$184,724	\$(100,885)
MCF Net Income	\$(78,929)	\$(110,288)	\$(7,376)	\$13,214	\$201,085	\$(20,116)
Cottage Net Income	\$(16,630)	\$(20,873)	\$4,294	\$(7,947)	\$(16,361)	\$(80,769)
Cash Balance	\$3,568,593	\$3,161,363	\$2,962,896	\$2,721,582	\$1,678,393	\$2,263,847
A/R Days Receivable Outstanding	68	70	71	69	76	79

MCF Operating Expenses PPD History

	May-26	Apr-26	Mar-26	Feb-26	Jan-26	Dec-25
MCF Operating Expenses Actual PPD	508	511	503	490	478	510
MCF Operating Expenses Budgeted PPD	489	494	489	506	489	488
Variance (unfavorable)/favorable	\$(19)	\$(17)	\$(14)	16	11	\$(22)

Facility Reported Incidents

	May-26	Apr-26	Mar-26	Feb-26	Jan-26	Dec-25
Medical Care Facility	3	2	4	1	5	2

Wellness Center

	May-26	Apr-26	Mar-26	Feb-26	Jan-26	Dec-25
Inpatient Rehab						
Medicare A	35	32	28	28	34	23
Medicare Advantage Skilled	27	34	32	31	41	45
Private Insurance: Inpatient	16	12	9	8	7	7
Private Pay: Inpatient	1	1	1	1	1	1
Auto: Inpatient	1	1	0	0	0	
Med A/Rehab Inpatient Totals	80	80	70	68	83	76
Medicaid	2	1	3	2	1	1
Medicare B: Inpatient	28	25	24	21	20	16
Medicare B Advantage: Inpatient	30	29	21	25	26	23
Med B Inpatient Totals	60	55	48	48	47	40
Medicare B: Outpatient	33	33	32	24	25	27
Medicare B Advantage: Outpatient	41	38	35	41	41	40
Private Insurance: Outpatient	20	21	19	21	19	19
Work Compensation: Outpatient	0	0	0	0	1	0
Outpatient Totals	94	92	86	86	86	86
Outpatient/Aquatic Center						
Aquatic inpatients therapy visits	9	16	14	21	6	8
Aquatic aftercare visits per month	323	302	244	269	269	232
Aquatic outpatient PT visits	206	210	167	165	135	95
Aquatic group class participants	61	77	74	74	85	76
Land therapy visits (PT, OT, SLP)	136	262	252	253	276	319
Total Outpatient therapy visit	342	472	419	418	411	414
Outpatient aquatic therapy revenue	44,198	53,370	44,773	42,913	42,748	41,686
Aftercare monthly revenue	3,230	3,020	2,440	2,690	2,690	2,320
Aquatic group class revenue	1,420	1,540	1,480	1,480	1,700	1,520
Cottages visits	48	83	104	78	106	127
Total Wellness center revenue	48,848	57,929	48,692	47,083	47,137	45,426

Staffing

	May-26	Apr-26	Mar-26	Feb-26	Jan-26	Dec-25
Hires	8	9	12	9	1	6
Resignations	10	13	7	10	9	4
Referrals	10	8	10	8	5	6
Total # Employees	390	385	355	353	337	358

MELLISSA HILLIARD-JOHNSON



I am a dedicated and compassionate Registered Nurse with 20+ years of success and contributions in diverse healthcare settings and have worked in long term for many years. Working with the Geriatric population is where my heart is at.

- Works well with staff at all levels including entry level to leadership and a host of supportive healthcare personnel to ensure safe and quality patient/resident healthcare services.
- Well versed in regulatory compliance with highest regard to patient/resident health and safety standards.
- Team leader, attentive listener, and expert communicator/presenter.
- Adept in researching and implementing current research to perform at evidence-based practice.
- Committed nursing professional with a high-energy level, works well under pressure, and thrives in a high-stress environment.

EDUCATION

Master's in Nursing	American Sentinel University	2019
Bachelor's in Nursing	Western Governors University	2013
Intensive Care Internship	Munson Medical Center	2009
Registered Nurse Program	West Shore Community College	2008
Certified Nursing Assistant	West Shore Community College	1989

Certifications: CIC, BLS, NAB (*License #4801015677*)

PROFESSIONAL EXPERIENCE

Director of Nursing – Manistee County Medical Care Facility **2022-Present**

Senior leader responsible for planning, organizing, and directing the entire nursing department, ensuring compliance with regulations, high-quality resident care, and staff management.

- Create and update policies and procedures to regulatory standards pertaining to the Nursing Department and Emergency Management.
- Assist in training, hiring, and disciplinary action of personnel.
- Manages the nursing budget and ensures proper resource allocation.
- Hands-on leadership style that develops respect and fairness.
- Significant participation in construction for meetings, planning, purchases, and the moving of residents.
- Lead on after action reviews for drills and real events.
- Launched Admission meetings to ensure acceptance of a new resident aligns with the facility's clinical capabilities and staffing capacity for active collaboration.
- Set in motion Environmental safety rounds started to comply with regulatory standards.
- Initiated best practice by using the Critical Element Pathways from CMS.
- Launched Root Cause Analysis for areas of concern for active collaboration.
- Set in motion mapping for time management of the team and processes that need to be improved upon.
- Launched a weekly Interdisciplinary Team to manage, monitor and tract areas of Infection Prevention, Falls, Wounds, Psychotropic medications, Pain control, ADLS and walking decreases and Eden for collaboration with care partners.
- Timely MiFri's to the State of Michigan.
- Write Plans of Correction for Nursing on State of Michigan Survey Inspections.
- Education to all staff related to Quality Assurance Performance Improvement.
- Lead for monthly Quality Assurance Performance Improvement meetings.
- Lead on the Quality Assessment and Assurance program.

Infection Prevention- Manager at Munson Healthcare Manistee Hospital**2016-2022**

- Responsible for setting the vision and direction of Infection Prevention and Employee Health programs through education on CDC, Joint Commission, Federal and State Regulations (CMS and OSHA).
- Responsible for Infection Prevention and Employee Health yearly budget, including budget projects to eliminate excess spending and decrease overall operating costs.
- Implement ongoing research of best practice models of treatment and integration of bundles including OB/GYN, Ventilator, Central line, Sepsis and best practice model for Employee Health.
- Create and update policies pertaining to Infection Prevention and Employee Health.
- Provide education programs through classroom settings for new employee orientation.
- Keeping employees, from the hospital and outpatient clinics, current to regulations by setting up and implementing a yearly skills fair to exceed internal/external performance standards.
- Involved in construction projects including new construction from initial planning stages (design and planning), during construction (meeting with team and daily walk through with the authority to shut down), through completion.
- Implemented training programs for construction workers to meet standards of regulations through the Facilities Guidelines institute for CMS and The Joint Commission.
- Provides reports to Safety, Physician sections, Senior Leadership, Leadership and Board committees.
- Sepsis program- policy, education, order sets, meetings, and data abstraction. Sepsis percent compliant in 2016 was at 30%, in 2020 Sepsis compliance was at 80%.
- Indwelling foley catheter program – Standardized Utilization Rate (SUR) in 2016 of 1.422, by the end of 2019 the SUR was at 0.837.
- Develop and lead the Water program Team with Plant Engineering according to CMS and The Joint Commission Standards.
- Maintains NHSN, CMS-Quality Net and Michigan Health Association Keystone databases.
- Lead for Hand Hygiene, Sepsis, Environmental of care, Water program, NHSN, MCIR and Infection Prevention.
- Daily rounding focusing on patient, family, and healthcare team discussions and questions.
- Work closely with Risk Manager, with follow ups on patient and employee complaints/incidents.
- Culture of Safety Presenter, MiHan, Daily Safety Huddles, Antibiotic Stewardship, Products, Construction, Leadership Team, Executive Practice Council, Board, Clinical Informatics, Professional Development Team, Emergency Management, and System Infection Prevention.
- Successful accreditation with The Joint Commission survey in 2019, owning the IP, NPSG and EOC chapters.
- Enable policies for Long Term Care at Paul Oliver Memorial Hospital for CMS inspection.
- Participate in operations for Emergency Management on evacuation procedure and drill at Paul Oliver Memorial Hospital.
- Hospital/clinic administrator on call, on a monthly/bimonthly basis.
- New responsibilities in 2020 – COVID19 door screeners and the Munson Manistee Testing Center for COVID19 including education, competencies, daily huddles, hiring and counseling processes.
- Help to organized and set up COVID19 vaccination drive through clinics for Manistee County Residents
- Responsible in Incident Command as the Safety Officer and/or Planning Chief during COVID19 and other emergency situations.
- Participate/plan COVID 19 vaccinations for healthcare workers in Munson Healthcare Southern Region including Cadillac, Manistee and Paul Oliver hospitals.
- On call for Infection Prevention 24/7.

Administrator on call for Hospital and Clinics – Munson Healthcare Manistee Hospital**2020-2022**

- On call for a week at a time 24/7 on a bimonthly basis. Direct, manage and coordinate the overall operation of hospital and clinics programs and services. Ensure the medical facility runs efficiently and delivers quality patient care through current laws and regulations. Responds to emergent situations.

House Supervisor as needed - Munson Healthcare Manistee Hospital**2015-2022**

- Responsible for oversight of hospital with responsibilities including scheduling employees, corrective action, patient transfers with EMS and hospital, triage, scheduling emergency surgeries and daily reports to management.

Infection Prevention/Employee Health Coordinator - West Shore Medical Center **2014-2016**

- Organize the direction of Infection Prevention and Employee Health programs yearly budget, updating policies, providing education programs, Sepsis program, maintaining NHSN, CMS, Quality Net and Michigan Health Association Keystone databases.
- Successfully accomplished a first-time accreditation survey with The Joint Commission in 2016 with only two findings in Infection Prevention.

Registered Nurse/Critical Care & Medical-Surgical - Westshore Medical Center **2008-2014**

- Provided total nursing care and medical management of Critical Care and Medical-Surgical Unit patients. Administered medications, treatments, and IV therapies.
- Ensured compliance with physician orders, recorded, and updated pertinent medical information, performed cardiac monitoring, ventilator/bipap/cpap and took lead position in Code Blue Teams.
- Worked closely with medical staff and specialists as part of a multidisciplinary team providing quality healthcare services.
- Charge Nurse in Critical Care Unit. **2010-2014**

Certified Nurse Assistant/Unit Clerk at West Shore Medical Center **2004-2008**

- Supported RN's and patient care plans/programs within various locations of the hospital that included Same Day Care, Emergency Room, Critical Care, Medical-Surgical, and Obstetrics.
- Recorded medical information, disbursed medications, and applied other treatments as directed.

Certified Nurse Assistant at Manistee County Medical Care Facility **1990 – 2004**

- Supported RN's and patient care plans/programs within a busy long-term facility. Assisted with daily living skills, meals, and personal hygiene.

INVOLVEMENT

- Shared Governance Nursing Representative from Critical Care.
- APIC member.
- Church Council Member from early 2020 on implementation of COVID19 responses, decisions, and policy.
- Community volunteer with food bank and fund-raising dinners.

SKILLS

- Proficient in Microsoft Word, PowerPoint and Excel.
- Extensive experience using electronic medical record programs such as Meditech (Super user), e-Clinical Works and some experience with Power Chart.
- Lean Skills include management concepts and tools.

GRAND TRAVERSE PAVILIONS MEMORANDUM

Financial Operations Report
May 2026

Grand Traverse Pavilions Combined

REVENUE:

The overall revenue for the Pavilions in May was \$3,356,166 resulting in a favorable budget variance of \$73,003.

EXPENSES:

The total overall operating expenses for the Pavilions in May were \$3,451,725 resulting in an unfavorable variance to budget of \$161,829.

NET INCOME/LOSS:

There was a net loss of \$95,559 from the combined programs of the Pavilions in May resulting in an unfavorable budget variance of \$88,827.

OPERATING CASH:

Total cash at month-end was \$3,568,593. There was a net increase in overall cash of \$383,232 for the month. The increase in cash was primarily attributed to collection of outstanding accounts receivable.

VOUCHERS:

Purchase orders, invoices, checks written, and supporting documentation were reviewed for voucher numbers 5762-5770 for the month of May and were in order without exception.

Grand Traverse Medical Care

REVENUE:

Total Revenue was \$3,035,474 which was above the budgeted amount by \$85,461 for a positive variance. The census for May averaged 194 residents which was four above the budgeted census and nine more than the prior month average. Private pay census was equal to budget, Medicare census was equal to budget, Medicaid was three above budgeted census, while Medicaid Hospice was one above the budgeted census. The occupancy for May was 80.7% of licensed beds and 84.8% of available beds. Year-to-date occupancy was 80.7% of licensed bed days and 84.8% of available bed days.

We have an approved non-available bed plan that puts our available/maximum census at 222 until 9/30/26. The state continues to develop a permanent non-available plan would go into effect 10/1/26. We need to have an average census 189 to achieve 85% occupancy.

Resident Revenue was \$2,719,944 which provided a favorable budget variance of \$24,247.

Other revenue was \$315,530 resulting in a positive budget variance of \$61,215. The positive variance was mainly due to a lower QAAP provider tax and higher QAS reimbursement due to higher Medicaid census.

EXPENSES:

Operating Expenses totaled \$3,053,891 resulting in an unfavorable budget variance of \$175,584. The negative budget variance was due to several factors, including insurance settlement and related surety bond cost, health insurance costs, CNA wages, clinical consultant and annual software maintenance agreement.

NET INCOME/LOSS:

Grand Traverse Medical Care produced a net loss of \$78,929 for the month for a negative budget variance of \$88,135.

RECEIVABLES:

Days Receivable Outstanding ("DRO") is 68 days as of 5/31/2026. This is two days less than as of 4/30/2026. Our goal is to reduce that number to 45 days.

The Cottages

REVENUE:

Total revenue of \$330,692 resulted in unfavorable variance of \$12,458 to the budget. PACE revenue was below budget due to a take back of around \$18,000 from a PACE participant who was in the hospital and skilled nursing for several months back in 2025.

The average leased occupancy for the Cottages-Assisted Living was 62 apartments during the month which was two more than the previous month and two above the budgeted amount, representing 84% occupancy. In addition, there were 40 days (average of 1.4 per night) of overnight respite provided during the month (0.1 less than the prior month and 0.4 more than budget). Hawthorn Lofts-Independent Living average census was 1.3 resident per day for 43% occupancy which was 0.3 more than the prior month and 0.7 below budget. Total average census of 64 residents (one more than the prior month).

Occupancy above included an average of 12 PACE North residents in the Cottages, (equal to the prior month) and 0 days of Respite Care were provided for a Pace North participant (4 less than the prior month).

EXPENSES:

Expenses for May (before building depreciation) were \$324,000 which was under the budgeted amount by \$11,539 for a favorable budget variance.

NET INCOME/LOSS:

The program had a net loss for the month of \$16,630 resulting in an unfavorable budget variance of \$691.

Unassigned Fund Balance

Approved 2026 Operating Budget	\$ 39.0M
Unassigned Fund Balance Target Percentage	20%
Unassigned Fund Balance Target Amount	\$7.8M
Current Unassigned Fund Balance*	\$3.5 M
Current Fund Balance as a percentage of Operating Budget	9.0%
Amount Available Above/ (Below) Target	(\$4.3M)

*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: Jun 18, 2026
 Time: 08:56:08 EDT
 User: Kory R. Hansen

Grand Traverse Pavilions - SNF
Combined Income Statement
5/1/2026 to 5/31/2026

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	3,037,183	3,043,031	(5,848)	2,821,097	2,964,609	(143,512)	14,723,841	14,925,465	(201,624)
Other Revenue	318,983	240,132	78,851	259,208	238,632	20,576	1,316,143	1,181,160	134,982
Total Revenue	3,356,166	3,283,163	73,003	3,080,305	3,203,241	(122,936)	16,039,984	16,106,626	(66,641)
Salaries & Wages	2,007,480	1,953,494	(53,986)	1,803,031	1,890,519	87,488	9,312,773	9,510,568	197,795
Benefits	513,694	478,193	(35,501)	553,296	473,398	(79,899)	2,480,953	2,371,885	(109,068)
Other Operating Expenses	808,266	732,358	(75,907)	732,855	730,858	(1,997)	3,674,649	3,656,542	(18,107)
Interest Expense	26,344	26,300	44	26,344	26,300	44	131,719	131,500	219
Depreciation	95,941	99,550	3,609	95,941	99,550	3,609	479,703	497,750	18,047
Total Operating Expenses	3,451,725	3,289,895	(161,829)	3,211,466	3,220,625	9,158	16,079,796	16,168,244	88,448
Net Operating Income	(95,559)	(6,732)	(88,827)	(131,162)	(17,384)	(113,778)	(39,812)	(61,619)	21,807

Date: Jun 18, 2026
 Time: 08:54:51 EDT
 User: Kory R. Hansen

Grand Traverse Pavilions - SNF
 SNF Income Statement
 5/1/2026 to 5/31/2026

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	361,227	276,679	84,547	591.21	595.01	(3.80)	229,165	271,658	(42,493)	548.24	603.68	(55.44)	1,505,774	1,363,310	142,464	599.91	601.90	(1.99)
Medicare Advantage	300,380	368,874	(68,494)	639.11	594.96	44.15	304,602	362,233	(57,630)	721.81	603.72	118.09	1,594,076	1,817,805	(223,730)	642.25	601.92	40.33
Medicaid	1,613,183	1,416,683	196,499	412.79	397.39	15.40	1,555,320	1,371,064	184,255	397.58	397.41	0.17	6,956,104	6,900,940	55,164	398.90	397.41	1.49
Hospice	222,278	213,900	8,378	462.12	460.00	2.12	216,320	207,000	9,320	461.24	460.00	1.24	1,133,181	1,041,900	91,281	460.46	460.00	0.46
Private Pay	179,920	356,944	(177,024)	335.67	460.57	(124.90)	156,631	345,704	(189,073)	495.67	460.94	34.73	1,728,315	1,739,761	(11,446)	489.47	460.86	28.61
Medicare Part B	(5,891)	12,600	(18,491)	(0.98)	2.14	(3.12)	(8,141)	12,600	(20,741)	(1.47)	2.21	(3.68)	(29,357)	63,000	(92,357)	(1.03)	2.20	(3.23)
TOTAL Inpatient Revenue	2,671,096	2,645,681	25,415	444.74	449.18	(4.44)	2,453,897	2,570,259	(116,362)	443.18	450.92	(7.74)	12,888,092	12,926,716	(38,624)	453.45	450.57	2.88
Outpatient																		
Physical Therapy	68,975	65,000	3,975	11.48	11.04	0.44	68,890	65,000	3,890	12.44	11.40	1.04	316,026	325,000	(8,974)	11.12	11.33	(0.21)
Occupational Therapy	3,540	6,000	(2,460)	0.59	1.02	(0.43)	7,455	6,000	1,455	1.35	1.05	0.30	32,715	30,000	2,715	1.15	1.05	0.10
Speech Therapy	4,965	5,000	(35)	0.83	0.85	(0.02)	9,700	5,000	4,700	1.75	0.88	0.87	33,860	25,000	8,860	1.19	0.87	0.32
Wellness	5,530	5,000	530	0.92	0.85	0.07	3,770	5,000	(1,230)	0.68	0.88	(0.20)	19,865	25,000	(5,135)	0.70	0.87	(0.17)
Cont Allow Outpatient	(34,162)	(30,983)	(3,179)	(5.69)	(5.26)	(0.43)	(35,742)	(29,984)	(5,758)	(6.46)	(5.26)	(1.20)	(158,178)	(150,917)	(7,261)	(5.57)	(5.26)	(0.31)
TOTAL Outpatient	48,848	50,017	(1,169)	8.13	8.49	(0.36)	54,073	51,016	3,057	9.77	8.95	0.82	244,288	254,083	(9,795)	8.60	8.86	(0.26)
TOTAL SNF Resident Revenue	2,719,944	2,695,698	24,247	452.87	457.67	(4.80)	2,507,970	2,621,275	(113,305)	452.95	459.87	(6.92)	13,132,380	13,180,799	(48,418)	462.05	459.42	2.63
SNF Other Revenue																		
Revenue - Child Day Care	9,158	10,833	(1,675)	1.52	1.84	(0.31)	8,231	10,833	(2,602)	1.49	1.90	(0.41)	39,613	54,167	(14,554)	1.39	1.89	(0.49)
Childcare Lunches	989	1,250	(261)	0.16	0.21	(0.05)	1,018	1,250	(232)	0.18	0.22	(0.04)	4,637	6,250	(1,613)	0.16	0.22	(0.05)
Vending Machine Sales	913	500	413	0.15	0.08	0.07	1,479	500	979	0.27	0.09	0.18	5,372	2,500	2,872	0.19	0.09	0.10
Rental Income	96	250	(154)	0.02	0.04	(0.03)	377	250	127	0.07	0.04	0.02	1,190	1,250	(60)	0.04	0.04	0.00
Interest Income	4,444	7,500	(3,056)	0.74	1.27	(0.53)	4,072	7,500	(3,428)	0.74	1.32	(0.58)	18,629	37,500	(18,871)	0.66	1.31	(0.65)
Longevity I-SNP Income	20,355	11,000	9,355	3.39	1.87	1.52	18,207	11,000	7,207	3.29	1.93	1.36	84,598	55,000	29,598	2.98	1.92	1.06
Managed Care Shared Savings	5,000	5,000	0	0.83	0.85	(0.02)	5,000	5,000	0	0.90	0.88	0.03	25,000	25,000	0	0.88	0.87	0.01
DCW Wage Reimbursement	96,644	90,000	6,644	16.09	15.28	0.81	91,372	90,000	1,372	16.50	15.79	0.71	458,792	450,000	8,792	16.14	15.68	0.46
Garnishment Fees	35	0	35	0.01	0.00	0.01	35	0	35	0.01	0.00	0.01	175	0	175	0.01	0.00	0.01
Insurance Proceeds and Refunds	3,500	0	3,500	0.58	0.00	0.58	0	0	0	0.00	0.00	0.00	3,500	0	3,500	0.12	0.00	0.12
Misc Income	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	983	0	983	0.03	0.00	0.03
Donation Income	6,037	6,000	37	1.01	1.02	(0.01)	4,435	4,500	(65)	0.80	0.79	0.01	10,472	10,500	(28)	0.37	0.37	0.00
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	0.44	0.00	0.44
QAS Income	241,954	213,900	28,054	40.29	36.32	3.97	212,185	213,900	(1,715)	38.32	37.53	0.80	1,052,543	1,069,500	(16,957)	37.03	37.28	(0.25)
QMI Income	27,442	25,000	2,442	4.57	4.24	0.32	27,442	25,000	2,442	4.96	4.39	0.57	137,210	125,000	12,210	4.83	4.36	0.47
Inter-Company Charges	10,000	10,000	0	1.67	1.70	(0.03)	10,000	10,000	0	1.81	1.75	0.05	50,000	50,000	0	1.76	1.74	0.02
Bad Debt Expenses	(25,000)	(25,000)	0	(4.16)	(4.24)	0.08	(25,000)	(25,000)	0	(4.52)	(4.39)	(0.13)	(125,000)	(125,000)	0	(4.40)	(4.36)	(0.04)
Provider Tax Expense-QAA	(75,721)	(85,918)	10,197	(12.61)	(14.59)	1.98	(75,721)	(85,918)	10,197	(13.68)	(15.07)	1.40	(378,606)	(429,590)	50,983	(13.32)	(14.97)	1.65
Provider Tax Expense-QMIA	(10,316)	(16,000)	5,684	(1.72)	(2.72)	1.00	(10,316)	(16,000)	5,684	(1.86)	(2.81)	0.94	(51,581)	(80,000)	28,419	(1.81)	(2.79)	0.97
TOTAL SNF Other Revenue	315,530	254,315	61,215	52.54	43.18	9.36	272,816	252,815	20,000	49.27	44.35	4.92	1,350,126	1,252,077	98,049	47.50	43.64	3.86
Total Revenue	3,035,474	2,950,013	85,461	505.41	500.85	4.56	2,780,786	2,874,091	(93,305)	502.22	504.23	(2.01)	14,482,506	14,432,876	49,631	509.55	503.06	6.49
SNF Operating Expenses																		
Nursing																		
Nursing																		
Salary & Wages - RN	326,750	307,860	(18,890)	54.40	52.27	(2.14)	274,567	297,929	23,361	49.59	52.27	2.68	1,462,058	1,499,575	37,517	51.44	52.27	0.83
Salary & Wages - LPN	95,752	94,699	(1,054)	15.94	16.08	0.14	101,528	91,644	(9,884)	18.34	16.08	(2.26)	499,216	461,274	(37,943)	17.56	16.08	(1.49)
Salary & Wages - CNA	625,360	567,852	(57,508)	104.12	96.41	(7.71)	556,443	549,534	(6,909)	100.50	96.41	(4.09)	2,875,434	2,765,989	(109,445)	101.17	96.41	(4.76)

Date: Jun 18, 2026
 Time: 08:54:51 EDT
 User: Kory R. Hansen

Grand Traverse Pavilions - SNF
SNF Income Statement
 5/1/2026 to 5/31/2026

Facility #

Page # 2

	CURRENT PERIOD						PRIOR PERIOD						YEAR TO DATE					
	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day
Nursing (con't)																		
Salary & Wages - UW SNF	6,535	10,192	3,656	1.09	1.73	0.64	6,271	9,863	3,592	1.13	1.73	0.60	29,564	49,644	20,080	1.04	1.73	0.69
Longevity - RN	4,657	5,096	439	0.78	0.87	0.09	4,657	4,932	275	0.84	0.87	0.02	23,285	24,822	1,537	0.82	0.87	0.05
Longevity - LPN	2,332	2,038	(294)	0.39	0.35	(0.04)	2,332	1,973	(359)	0.42	0.35	(0.08)	11,660	9,929	(1,731)	0.41	0.35	(0.06)
Longevity - CNA	12,639	13,589	950	2.10	2.31	0.20	12,639	13,151	512	2.28	2.31	0.02	63,195	66,192	2,997	2.22	2.31	0.08
FICA - Nursing	78,771	75,589	(3,182)	13.12	12.83	(0.28)	70,126	73,151	3,024	12.67	12.83	0.17	364,408	368,192	3,784	12.82	12.83	0.01
Workers Comp - Nursing	6,687	6,200	(487)	1.11	1.05	(0.06)	9,623	6,200	(3,423)	1.74	1.09	(0.65)	38,507	31,000	(7,507)	1.35	1.08	(0.27)
Unemployment Expenses	1,000	1,000	0	0.17	0.17	0.00	1,000	1,000	0	0.18	0.18	(0.01)	5,000	5,000	0	0.18	0.17	0.00
MERS DB - Nursing	45,277	45,800	523	7.54	7.78	0.24	45,277	45,800	523	8.18	8.04	(0.14)	226,385	229,000	2,615	7.97	7.98	0.02
MERS DC:Nursing	22,970	21,000	(1,970)	3.82	3.57	(0.26)	22,676	21,000	(1,676)	4.10	3.68	(0.41)	124,473	105,000	(19,473)	4.38	3.66	(0.72)
Health Ins - Nursing	112,344	87,500	(24,844)	18.71	14.86	(3.85)	163,507	87,500	(76,007)	29.53	15.35	(14.18)	550,080	437,500	(112,580)	19.35	15.25	(4.10)
Health Ins - Retirees Nursing	4,620	7,000	2,380	0.77	1.19	0.42	9,891	7,000	(2,891)	1.79	1.23	(0.56)	29,673	35,000	5,327	1.04	1.22	0.18
Dental Ins - Nursing	4,947	4,500	(447)	0.82	0.76	(0.06)	5,449	4,500	(949)	0.98	0.79	(0.19)	28,958	25,650	(3,308)	1.02	0.89	(0.12)
Uniforms - Nursing	0	500	500	0.00	0.08	0.08	0	500	500	0.00	0.09	0.09	4,416	2,500	(1,916)	0.16	0.09	(0.07)
Small Equipment	5,727	7,500	1,773	0.95	1.27	0.32	8,473	7,500	(973)	1.53	1.32	(0.21)	32,089	37,500	5,411	1.13	1.31	0.18
Nursing Supplies	21,800	20,000	(1,800)	3.63	3.40	(0.23)	12,806	20,000	7,194	2.31	3.51	1.20	89,188	100,000	10,812	3.14	3.49	0.35
Briefs	7,756	7,000	(756)	1.29	1.19	(0.10)	7,713	7,000	(713)	1.39	1.23	(0.16)	38,344	35,000	(3,344)	1.35	1.22	(0.13)
Stock Meds	2,739	3,500	761	0.46	0.59	0.14	1,741	3,500	1,759	0.31	0.61	0.30	14,423	17,500	3,077	0.51	0.61	0.10
Flu Vaccine	0	3,500	3,500	0.00	0.59	0.59	0	3,500	3,500	0.00	0.61	0.61	24,771	17,500	(7,271)	0.87	0.61	(0.26)
IV Supplies	56	500	444	0.01	0.08	0.08	27	500	473	0.00	0.09	0.08	1,509	2,500	991	0.05	0.09	0.03
Special Equipment Rental	450	0	(450)	0.07	0.00	(0.07)	843	0	(843)	0.15	0.00	(0.15)	5,502	0	(5,502)	0.19	0.00	(0.19)
Non-Legend Drugs	4,361	4,000	(361)	0.73	0.68	(0.05)	6,216	4,000	(2,216)	1.12	0.70	(0.42)	26,854	20,000	(6,854)	0.94	0.70	(0.25)
Professional Services - Medic	3,626	4,500	874	0.60	0.76	0.16	3,626	4,500	874	0.65	0.79	0.13	18,128	22,500	4,372	0.64	0.78	0.15
Agency Nurse Staffing	10,018	20,000	9,982	1.67	3.40	1.73	4,331	20,000	15,669	0.78	3.51	2.73	55,610	100,000	44,390	1.96	3.49	1.53
Building Repairs-Resident Roo	5,289	5,000	(289)	0.88	0.85	(0.03)	8,309	5,000	(3,309)	1.50	0.88	(0.62)	15,268	25,000	9,732	0.54	0.87	0.33
Equipment Repairs	1,608	3,500	1,892	0.27	0.59	0.33	4,786	3,500	(1,286)	0.86	0.61	(0.25)	9,558	17,500	7,942	0.34	0.61	0.27
Education & Training - Nursing	116	1,000	884	0.02	0.17	0.15	613	1,000	387	0.11	0.18	0.06	2,494	5,000	2,506	0.09	0.17	0.09
Med Waste:Nursing-Medical Care	0	2,100	2,100	0.00	0.36	0.36	1,153	2,100	947	0.21	0.37	0.16	3,844	10,500	6,656	0.14	0.37	0.23
Resident Loss Replacement	180	250	70	0.03	0.04	0.01	130	250	120	0.02	0.04	0.02	740	1,250	510	0.03	0.04	0.02
TOTAL Nursing	1,414,367	1,332,765	(81,603)	235.49	226.28	(9.21)	1,346,754	1,298,025	(48,729)	243.23	227.72	(15.51)	6,674,637	6,528,016	(146,621)	234.84	227.54	(7.30)
Nurse Administration																		
Salary & Wages - Nursing Admin	154,755	169,863	15,108	25.77	28.84	3.07	139,941	164,384	24,443	25.27	28.84	3.57	729,441	827,397	97,956	25.66	28.84	3.17
Longevity-Nursing Admin	2,669	3,058	389	0.44	0.52	0.07	2,669	2,959	290	0.48	0.52	0.04	13,345	14,893	1,548	0.47	0.52	0.05
FICA - Nursing Admin	24,880	12,740	(12,140)	4.14	2.16	(1.98)	10,283	12,329	2,046	1.86	2.16	0.31	67,346	62,055	(5,291)	2.37	2.16	(0.21)
Workers Comp - Nurse Admin	504	500	(4)	0.08	0.08	0.00	504	500	(4)	0.09	0.09	0.00	2,520	2,500	(20)	0.09	0.09	0.00
MERS DB - Nursing Admin	19,586	19,600	14	3.26	3.33	0.07	19,586	19,600	14	3.54	3.44	(0.10)	97,930	98,000	70	3.45	3.42	(0.03)
MERS DC: Nurse Administration	3,320	2,200	(1,120)	0.55	0.37	(0.18)	3,195	2,200	(995)	0.58	0.39	(0.19)	17,532	11,000	(6,532)	0.62	0.38	(0.23)
Nurse Admin Consulting	21,272	5,000	(16,272)	3.54	0.85	(2.69)	13,106	5,000	(8,106)	2.37	0.88	(1.49)	86,191	25,000	(61,191)	3.03	0.87	(2.16)
TOTAL Nurse Administration	226,986	212,960	(14,026)	37.79	36.16	(1.63)	189,284	206,971	17,688	34.19	36.31	2.12	1,014,305	1,040,845	26,540	35.69	36.28	0.59
TOTAL Nursing Administrative	1,641,354	1,545,725	(95,629)	273.29	262.43	(10.86)	1,536,038	1,504,997	(31,041)	277.41	264.03	(13.38)	7,688,942	7,568,861	(120,080)	270.53	263.82	(6.71)
Salary & Wages - Admin	83,224	76,438	(6,786)	13.86	12.98	(0.88)	72,005	73,973	1,967	13.00	12.98	(0.03)	372,918	372,329	(590)	13.12	12.98	(0.14)
Longevity - Admin	1,213	1,019	(194)	0.20	0.17	(0.03)	1,213	986	(227)	0.22	0.17	(0.05)	6,065	4,964	(1,101)	0.21	0.17	(0.04)
FICA - Admin	5,840	5,809	(31)	0.97	0.99	0.01	5,404	5,622	218	0.98	0.99	0.01	27,611	28,298	687	0.97	0.99	0.01
Workers Comp - Admin	280	500	220	0.05	0.08	0.04	280	500	220	0.05	0.09	0.04	1,408	2,500	1,092	0.05	0.09	0.04
MERS - Administration	8,773	8,800	27	1.46	1.49	0.03	8,773	8,800	27	1.58	1.54	(0.04)	49,975	44,000	(5,975)	1.76	1.53	(0.22)
MERS DC:Administration	3,979	1,800	(2,179)	0.66	0.31	(0.36)	3,779	1,800	(1,979)	0.68	0.32	(0.37)	16,835	9,000	(7,835)	0.59	0.31	(0.28)
Health Ins - Administration	1,500	1,500	0	0.25	0.25	0.00	1,378	1,500	122	0.25	0.26	0.01	7,990	7,500	(490)	0.28	0.26	(0.02)

Date: Jun 18, 2026
 Time: 08:54:51 EDT
 User: Kory R. Hansen

Grand Traverse Pavilions - SNF
SNF Income Statement
 5/1/2026 to 5/31/2026

Facility #

Page # 3

	CURRENT PERIOD						PRIOR PERIOD						YEAR TO DATE						
	Actual	Budget	Var	Actual / Day	Budget / Day	Var / Day	Actual	Budget	Var	Actual / Day	Budget / Day	Var / Day	Actual	Budget	Var	Actual / Day	Budget / Day	Var / Day	
Administrative (con't)																			
Dental Ins - Administration	246	250	4	0.04	0.04	0.00	214	250	36	0.04	0.04	0.01	1,210	1,000	(210)	0.04	0.03	(0.01)	
Small Equipment	0	1,000	1,000	0.00	0.17	0.17	536	1,000	464	0.10	0.18	0.08	536	5,000	4,464	0.02	0.17	0.16	
Contract Services	2,484	2,500	16	0.41	0.42	0.01	2,904	2,500	(404)	0.52	0.44	(0.09)	12,835	12,500	(335)	0.45	0.44	(0.02)	
Professional Services - Admin	0	2,000	2,000	0.00	0.34	0.34	0	2,000	2,000	0.00	0.35	0.35	464	10,000	9,536	0.02	0.35	0.33	
Legal Consultants	47,180	10,000	(37,180)	7.86	1.70	(6.16)	4,854	10,000	5,146	0.88	1.75	0.88	93,054	50,000	(43,054)	3.27	1.74	(1.53)	
Dues & Memberships	4,220	4,500	280	0.70	0.76	0.06	4,073	4,500	427	0.74	0.79	0.05	24,813	22,500	(2,313)	0.87	0.78	(0.09)	
License & Fees	920	250	(670)	0.15	0.04	(0.11)	100	250	150	0.02	0.04	0.03	1,440	1,250	(190)	0.05	0.04	(0.01)	
Subscriptions	0	100	100	0.00	0.02	0.02	0	100	100	0.00	0.02	0.02	0	500	500	0.00	0.02	0.02	
Education & Training - Admin	0	600	600	0.00	0.10	0.10	1,095	600	(495)	0.20	0.11	(0.09)	1,350	3,000	1,650	0.05	0.10	0.06	
Travel	1,449	750	(699)	0.24	0.13	(0.11)	1,288	750	(538)	0.23	0.13	(0.10)	5,633	3,750	(1,883)	0.20	0.13	(0.07)	
Board Meeting Expenses	0	50	50	0.00	0.01	0.01	17	50	33	0.00	0.01	0.01	62	250	188	0.00	0.01	0.01	
Miscellaneous Expenses	0	100	100	0.00	0.02	0.02	0	100	100	0.00	0.02	0.02	386	500	114	0.01	0.02	0.00	
TOTAL Administrative	161,308	117,967	(43,341)	26.86	20.03	(6.83)	107,912	115,281	7,369	19.49	20.22	0.73	624,586	578,841	(45,745)	21.98	20.18	(1.80)	
Finance																			
Salary & Wages - Financial Ma	33,996	30,745	(3,251)	5.66	5.22	(0.44)	23,790	29,753	5,964	4.30	5.22	0.92	141,968	149,759	7,791	5.00	5.22	0.22	
Longevity - Financial Mgt	524	600	76	0.09	0.10	0.01	524	600	76	0.09	0.11	0.01	2,620	3,000	380	0.09	0.10	0.01	
FICA - Fin Mgmt	3,525	2,378	(1,147)	0.59	0.40	(0.18)	1,802	2,301	500	0.33	0.40	0.08	11,668	11,584	(84)	0.41	0.40	(0.01)	
Workers Comp - Fin Mgmt	112	250	138	0.02	0.04	0.02	112	250	138	0.02	0.04	0.02	560	1,250	690	0.02	0.04	0.02	
MERS DB - Financial Management	3,552	3,600	48	0.59	0.61	0.02	3,552	3,600	48	0.64	0.63	(0.01)	17,760	18,000	240	0.62	0.63	0.00	
MERS DC:Financial Management	1,725	400	(1,325)	0.29	0.07	(0.22)	635	400	(235)	0.11	0.07	(0.04)	4,897	2,000	(2,897)	0.17	0.07	(0.10)	
Health Ins - Financial Mgmt	1,900	2,000	100	0.32	0.34	0.02	2,282	2,000	(282)	0.41	0.35	(0.06)	9,450	10,000	550	0.33	0.35	0.02	
Dental Ins - Financial Mgmt	128	100	(28)	0.02	0.02	0.00	248	100	(148)	0.04	0.02	(0.03)	612	400	(212)	0.02	0.01	(0.01)	
Office Supplies	1,370	1,500	130	0.23	0.25	0.03	1,378	1,500	122	0.25	0.26	0.01	6,665	7,500	835	0.23	0.26	0.03	
Copy Supplies	535	650	115	0.09	0.11	0.02	581	650	69	0.10	0.11	0.01	2,947	3,250	303	0.10	0.11	0.01	
Computer Supplies	3,600	2,850	(750)	0.60	0.48	(0.12)	3,749	2,850	(899)	0.68	0.50	(0.18)	10,212	14,250	4,038	0.36	0.50	0.14	
Postage	1,048	1,000	(48)	0.17	0.17	0.00	1,296	1,000	(296)	0.23	0.18	(0.06)	4,880	5,000	120	0.17	0.17	0.00	
Small Equipment - IT	7,572	2,750	(4,822)	1.26	0.47	(0.79)	6,332	2,750	(3,582)	1.14	0.48	(0.66)	25,185	13,750	(11,435)	0.89	0.48	(0.41)	
Contract Services - Billing	15,135	2,500	(12,635)	2.52	0.42	(2.10)	16,728	2,500	(14,227)	3.02	0.44	(2.58)	45,185	12,500	(32,685)	1.59	0.44	(1.15)	
Professional Services - Finan	1,000	1,250	250	0.17	0.21	0.05	1,000	1,250	250	0.18	0.22	0.04	5,000	6,250	1,250	0.18	0.22	0.04	
Audit Expenses	(1,000)	600	1,600	(0.17)	0.10	0.27	1,000	600	(400)	0.18	0.11	(0.08)	0	3,000	3,000	0.00	0.10	0.10	
IT Consultants	5,355	1,250	(4,105)	0.89	0.21	(0.68)	7,860	1,250	(6,610)	1.42	0.22	(1.20)	15,578	6,250	(9,327)	0.55	0.22	(0.33)	
Printing & Binding	428	625	197	0.07	0.11	0.03	125	625	500	0.02	0.11	0.09	3,057	3,125	68	0.11	0.11	0.00	
Data Processing	4,117	2,000	(2,117)	0.69	0.34	(0.35)	8,905	2,000	(6,905)	1.61	0.35	(1.26)	18,877	10,000	(8,877)	0.66	0.35	(0.32)	
Maintenance Agreements Softwa	48,869	29,333	(19,535)	8.14	4.98	(3.16)	51,794	29,333	(22,460)	9.35	5.15	(4.21)	199,360	146,667	(52,693)	7.01	5.11	(1.90)	
Communication Equip Repairs	1,213	2,500	1,287	0.20	0.42	0.22	1,890	2,500	610	0.34	0.44	0.10	11,677	12,500	823	0.41	0.44	0.02	
Education & Training - Fin Mgt	325	400	75	0.05	0.07	0.01	0	400	400	0.00	0.07	0.07	325	2,000	1,675	0.01	0.07	0.06	
Travel - Mileage	0	25	25	0.00	0.00	0.00	0	25	25	0.00	0.00	0.00	0	125	125	0.00	0.00	0.00	
Other Insurance	42,629	30,000	(12,629)	7.10	5.09	(2.00)	30,629	30,000	(629)	5.53	5.26	(0.27)	165,145	150,000	(15,145)	5.81	5.23	(0.58)	
Telephone-Snf	6,243	5,700	(543)	1.04	0.97	(0.07)	6,250	5,700	(550)	1.13	1.00	(0.13)	30,880	28,500	(2,380)	1.09	0.99	(0.09)	
Internet	2,494	2,500	6	0.42	0.42	0.01	2,519	2,500	(19)	0.46	0.44	(0.02)	12,468	12,500	32	0.44	0.44	0.00	
Cellular Phone	3,567	3,000	(567)	0.59	0.51	(0.08)	2,690	3,000	310	0.49	0.53	0.04	14,338	15,000	662	0.50	0.52	0.02	
Television - SNF	4,073	2,200	(1,873)	0.68	0.37	(0.30)	2,252	2,200	(52)	0.41	0.39	(0.02)	13,092	11,000	(2,092)	0.46	0.38	(0.08)	
Bond Interest Expense	22,912	23,300	388	3.81	3.96	0.14	22,912	23,300	388	4.14	4.09	(0.05)	114,561	116,500	1,939	4.03	4.06	0.03	
Bank Charges	3,579	2,500	(1,079)	0.60	0.42	(0.17)	2,303	2,500	197	0.42	0.44	0.02	16,000	12,500	(3,500)	0.56	0.44	(0.13)	
TOTAL Finance	220,525	158,507	(62,019)	36.72	26.91	(9.81)	205,135	157,438	(47,697)	37.05	27.62	(9.43)	904,964	788,159	(116,805)	31.84	27.47	(4.37)	
Human Resources																			
Salary & Wages - Human Resour	27,307	35,332	8,025	4.55	6.00	1.45	24,110	34,192	10,082	4.35	6.00	1.64	115,067	172,099	57,031	4.05	6.00	1.95	

Date: Jun 18, 2026
 Time: 08:54:51 EDT
 User: Kory R. Hansen

Grand Traverse Pavilions - SNF
SNF Income Statement
 5/1/2026 to 5/31/2026

Facility #

Page # 4

	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)																		
Longevity - Human Resources	645	815	170	0.11	0.14	0.03	645	789	144	0.12	0.14	0.02	3,225	3,972	747	0.11	0.14	0.02
FICA - Human Res	1,783	2,760	977	0.30	0.47	0.17	1,728	2,671	944	0.31	0.47	0.16	8,062	13,445	5,384	0.28	0.47	0.19
Workers Comp - Human Res	168	250	82	0.03	0.04	0.01	168	250	82	0.03	0.04	0.01	840	1,250	410	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	0.74	0.74	0.00	20,470	21,000	530	0.72	0.73	0.01
MERS DC:Human Resources	869	800	(69)	0.14	0.14	(0.01)	871	800	(71)	0.16	0.14	(0.02)	5,155	4,000	(1,155)	0.18	0.14	(0.04)
Health Ins - Human Resources	1,000	1,000	0	0.17	0.17	0.00	1,187	1,000	(187)	0.21	0.18	(0.04)	3,775	5,000	1,225	0.13	0.17	0.04
Dental Ins - Human Resources	164	100	(64)	0.03	0.02	(0.01)	118	100	(18)	0.02	0.02	0.00	462	400	(61)	0.02	0.01	0.00
Life Insurance	284	300	16	0.05	0.05	0.00	292	300	8	0.05	0.05	0.00	1,443	1,500	57	0.05	0.05	0.00
Employee Recogn	75	2,000	1,925	0.01	0.34	0.33	(194)	2,000	2,194	(0.03)	0.35	0.39	1,986	10,000	8,014	0.07	0.35	0.28
Contract Services - HR	2,323	2,500	177	0.39	0.42	0.04	2,250	2,500	250	0.41	0.44	0.03	35,557	12,500	(23,057)	1.25	0.44	(0.82)
Employee Advertising/Recruti	1,014	4,500	3,486	0.17	0.76	0.60	4,494	4,500	6	0.81	0.79	(0.02)	15,864	22,500	6,636	0.56	0.78	0.23
License & Fees - NAT	0	50	50	0.00	0.01	0.01	0	50	50	0.00	0.01	0.01	0	250	250	0.00	0.01	0.01
CNA Registry Fee	280	125	(155)	0.05	0.02	(0.03)	200	125	(75)	0.04	0.02	(0.01)	1,080	625	(455)	0.04	0.02	(0.02)
Testing Fees	0	1,250	1,250	0.00	0.21	0.21	0	1,250	1,250	0.00	0.22	0.22	4,775	6,250	1,475	0.17	0.22	0.05
Education & Training - Hum Res	3,500	3,750	250	0.58	0.64	0.05	3,500	3,750	250	0.63	0.66	0.03	17,500	18,750	1,250	0.62	0.65	0.04
TOTAL Human Resources	43,505	59,732	16,227	7.24	10.14	2.90	43,463	58,477	15,014	7.85	10.26	2.41	235,261	293,540	58,280	8.28	10.23	1.95
Community Relations and Volunteer Services																		
Salary & Wages - Volunteer &	14,270	13,334	(935)	2.38	2.26	(0.11)	14,831	12,904	(1,927)	2.68	2.26	(0.41)	52,506	64,951	12,445	1.85	2.26	0.42
Longevity - Volunteer & Comm	0	212	212	0.00	0.04	0.04	0	205	205	0.00	0.04	0.04	0	1,034	1,034	0.00	0.04	0.04
FICA - Volunteer & Comm Rel	1,090	1,019	(70)	0.18	0.17	(0.01)	1,134	986	(148)	0.20	0.17	(0.03)	4,013	4,964	952	0.14	0.17	0.03
Workers Comp - Vol & Comm Rel	56	100	44	0.01	0.02	0.01	56	100	44	0.01	0.02	0.01	280	500	220	0.01	0.02	0.01
MERS DB - Volunteer & Comm Rel	1,534	1,600	66	0.26	0.27	0.02	1,534	1,600	66	0.28	0.28	0.00	7,670	8,000	330	0.27	0.28	0.01
MERS DC: Volunteer & Comm Rel	0	300	300	0.00	0.05	0.05	0	300	300	0.00	0.05	0.05	135	1,500	1,365	0.00	0.05	0.05
Volunteer Recognition	0	200	200	0.00	0.03	0.03	0	200	200	0.00	0.04	0.04	0	1,000	1,000	0.00	0.03	0.03
Advertising	745	500	(245)	0.12	0.08	(0.04)	2,067	500	(1,567)	0.37	0.09	(0.29)	5,487	1,500	(3,987)	0.19	0.05	(0.14)
TOTAL Community Relations and Volunteer Services	17,694	17,266	(428)	2.95	2.93	(0.02)	19,623	16,796	(2,827)	3.54	2.95	(0.59)	70,090	83,449	13,359	2.47	2.91	0.44
Maintenance																		
Salary & Wages - ES	85,509	83,233	(2,276)	14.24	14.13	(0.11)	75,654	80,548	4,894	13.66	14.13	0.47	386,920	405,425	18,504	13.61	14.13	0.52
Longevity - Environmental Serv	2,394	2,378	(16)	0.40	0.40	0.01	2,394	2,301	(93)	0.43	0.40	(0.03)	11,970	11,584	(386)	0.42	0.40	(0.02)
FICA - Environ Serv	5,814	6,455	640	0.97	1.10	0.13	5,672	6,247	575	1.02	1.10	0.07	28,463	31,441	2,978	1.00	1.10	0.09
Workers Comp - Plant Ops	476	500	24	0.08	0.08	0.01	2,476	500	(1,976)	0.45	0.09	(0.36)	4,380	2,500	(1,880)	0.15	0.09	(0.07)
MERS DB - Env. Serv.	5,858	6,000	142	0.98	1.02	0.04	5,858	6,000	142	1.06	1.05	(0.01)	29,290	30,000	710	1.03	1.05	0.02
MERS DC:Environmental Services	5,580	5,000	(580)	0.93	0.85	(0.08)	5,470	5,000	(470)	0.99	0.88	(0.11)	28,568	15,400	(13,168)	1.01	0.54	(0.47)
Health Ins - Env Serv	5,200	5,200	0	0.87	0.88	0.02	5,145	5,200	55	0.93	0.91	(0.02)	24,784	26,000	1,216	0.87	0.91	0.03
Health Ins - Retirees - EVS	1,680	2,500	820	0.28	0.42	0.14	3,360	2,500	(860)	0.61	0.44	(0.17)	10,080	12,500	2,420	0.35	0.44	0.08
Dental Ins - Env Serv	698	1,000	302	0.12	0.17	0.05	705	1,000	295	0.13	0.18	0.05	3,142	4,000	858	0.11	0.14	0.03
Uniforms - Plant Ops	0	500	500	0.00	0.08	0.08	0	500	500	0.00	0.09	0.09	1,695	2,500	805	0.06	0.09	0.03
Supplies - Plant Ops	8,662	8,000	(662)	1.44	1.36	(0.08)	5,819	8,000	2,181	1.05	1.40	0.35	30,977	40,000	9,023	1.09	1.39	0.30
Small Equipment	5,438	5,000	(438)	0.91	0.85	(0.06)	4,821	5,000	179	0.87	0.88	0.01	36,033	25,000	(11,033)	1.27	0.87	(0.40)
Building Repairs	12,479	15,000	2,521	2.08	2.55	0.47	6,886	15,000	8,114	1.24	2.63	1.39	41,365	75,000	33,635	1.46	2.61	1.16
Equipment Repairs	5,233	3,500	(1,733)	0.87	0.59	(0.28)	5,813	3,500	(2,313)	1.05	0.61	(0.44)	20,180	17,500	(2,680)	0.71	0.61	(0.10)
Vehicle Repair	626	1,250	624	0.10	0.21	0.11	2,333	1,250	(1,083)	0.42	0.22	(0.20)	6,147	6,250	103	0.22	0.22	0.00
Elevator	1,684	1,250	(434)	0.28	0.21	(0.07)	700	1,250	550	0.13	0.22	0.09	4,484	6,250	1,766	0.16	0.22	0.06
Lawn, Tree and Brush Services	2,975	1,250	(1,725)	0.50	0.21	(0.28)	835	1,250	415	0.15	0.22	0.07	3,810	6,250	2,440	0.13	0.22	0.08
Snow Removal - Contract	0	1,250	1,250	0.00	0.21	0.21	5,635	1,250	(4,385)	1.02	0.22	(0.80)	13,154	6,250	(6,904)	0.46	0.22	(0.24)
Education & Training - ES	0	100	100	0.00	0.02	0.02	0	100	100	0.00	0.02	0.02	390	500	110	0.01	0.02	0.00
Vehicle Fuel	1,592	1,000	(592)	0.27	0.17	(0.10)	1,214	1,000	(214)	0.22	0.18	(0.04)	6,856	5,000	(1,856)	0.24	0.17	(0.07)

Date: Jun 18, 2026
 Time: 08:54:51 EDT
 User: Kory R. Hansen

Grand Traverse Pavilions - SNF
SNF Income Statement
 5/1/2026 to 5/31/2026

Facility #

Page # 5

	CURRENT PERIOD						PRIOR PERIOD						YEAR TO DATE					
	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day
Maintenance (con't)																		
Parking Garage Expenses	1,761	2,000	239	0.29	0.34	0.05	1,732	2,000	268	0.31	0.35	0.04	7,259	10,000	2,741	0.26	0.35	0.09
Water	3,034	4,000	966	0.51	0.68	0.17	3,460	4,000	540	0.62	0.70	0.08	16,412	20,000	3,589	0.58	0.70	0.12
Sewer	7,466	9,000	1,535	1.24	1.53	0.29	8,606	9,000	394	1.55	1.58	0.02	40,652	45,000	4,348	1.43	1.57	0.14
Electric	23,762	25,000	1,238	3.96	4.24	0.29	23,815	25,000	1,185	4.30	4.39	0.08	106,534	125,000	18,466	3.75	4.36	0.61
Natural Gas	10,134	8,500	(1,634)	1.69	1.44	(0.24)	5,072	8,500	3,428	0.92	1.49	0.58	50,603	42,500	(8,103)	1.78	1.48	(0.30)
Refuse Disposal	4,394	3,000	(1,394)	0.73	0.51	(0.22)	2,611	3,000	389	0.47	0.53	0.05	17,456	15,000	(2,456)	0.61	0.52	(0.09)
TOTAL Maintenance	202,446	201,866	(580)	33.71	34.27	0.56	186,087	198,896	12,809	33.61	34.89	1.28	931,604	986,849	55,245	32.78	34.40	1.62
Housekeeping																		
Salary & Wages - Housekeeping	80,572	71,342	(9,230)	13.42	12.11	(1.30)	62,875	69,041	6,166	11.36	12.11	0.76	347,481	347,507	26	12.23	12.11	(0.11)
Longevity - Housekeeping	2,131	2,038	(93)	0.35	0.35	(0.01)	2,131	1,973	(158)	0.38	0.35	(0.04)	10,655	9,929	(726)	0.37	0.35	(0.03)
FICA - Housekeeping	5,670	5,605	(64)	0.94	0.95	0.01	4,659	5,425	766	0.84	0.95	0.11	25,523	27,304	1,781	0.90	0.95	0.05
Workers Comp - Housekeeping	504	750	246	0.08	0.13	0.04	504	750	246	0.09	0.13	0.04	3,220	3,750	530	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	0.59	0.58	(0.01)	16,245	16,500	255	0.57	0.58	0.00
MERS DC:Housekeeping	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	1,342	7,500	6,158	0.05	0.26	0.21
Health Ins - Housekeeping	3,700	4,000	300	0.62	0.68	0.06	4,010	4,000	(10)	0.72	0.70	(0.02)	17,814	20,000	2,186	0.63	0.70	0.07
Dental Ins - Housekeeping	360	400	40	0.06	0.07	0.01	396	400	4	0.07	0.07	0.00	1,585	1,600	15	0.06	0.06	0.00
Uniforms - Housekeeping	0	200	200	0.00	0.03	0.03	0	200	200	0.00	0.04	0.04	201	1,000	799	0.01	0.03	0.03
Supplies - Housekeeping	8,971	9,500	529	1.49	1.61	0.12	11,286	9,500	(1,786)	2.04	1.67	(0.37)	46,461	47,500	1,039	1.63	1.66	0.02
Contract Services-Hskpg	2,493	1,000	(1,493)	0.42	0.17	(0.25)	1,108	1,000	(108)	0.20	0.18	(0.02)	7,356	5,000	(2,356)	0.26	0.17	(0.08)
TOTAL Housekeeping	107,650	98,136	(9,513)	17.92	16.66	(1.26)	90,219	95,588	5,369	16.29	16.77	0.48	477,884	487,590	9,706	16.81	17.00	0.19
Laundry																		
Salary & Wages - Laundry	29,097	34,312	5,215	4.84	5.83	0.98	31,176	33,205	2,030	5.63	5.83	0.20	163,728	167,134	3,406	5.76	5.83	0.06
Longevity - Laundry	1,028	1,019	(9)	0.17	0.17	0.00	1,028	986	(42)	0.19	0.17	(0.01)	5,140	4,964	(176)	0.18	0.17	(0.01)
FICA - Laundry	2,351	2,684	333	0.39	0.46	0.06	2,356	2,597	241	0.43	0.46	0.03	12,543	13,073	530	0.44	0.46	0.01
Workers Comp - Laundry	224	250	26	0.04	0.04	0.01	224	250	26	0.04	0.04	0.00	1,120	1,250	130	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	0.28	0.28	0.00	7,825	8,000	175	0.28	0.28	0.00
MERS DC:Laundry	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	323	2,100	1,777	0.01	0.07	0.06
Health Ins - Laundry	2,100	2,000	(100)	0.35	0.34	(0.01)	2,032	2,000	(32)	0.37	0.35	(0.02)	10,262	10,000	(262)	0.36	0.35	(0.01)
Dental Ins - Laundry	252	300	48	0.04	0.05	0.01	252	300	48	0.05	0.05	0.01	1,110	1,200	90	0.04	0.04	0.00
Supplies - Laundry	3,988	5,500	1,512	0.66	0.93	0.27	4,193	5,500	1,307	0.76	0.96	0.21	23,050	27,500	4,450	0.81	0.96	0.15
Linen Replacements - Laundry	2,417	3,000	583	0.40	0.51	0.11	2,803	3,000	197	0.51	0.53	0.02	11,595	15,000	3,405	0.41	0.52	0.11
TOTAL Laundry	43,022	50,665	7,643	7.16	8.60	1.44	45,629	49,439	3,810	8.24	8.67	0.43	236,696	250,221	13,525	8.33	8.72	0.39
Dietary																		
Small Equipment - Dietary	3,401	1,000	(2,401)	0.57	0.17	(0.40)	2,879	1,000	(1,879)	0.52	0.18	(0.34)	13,170	5,000	(8,170)	0.46	0.17	(0.29)
Contract Svcs-Dining	246,594	249,000	2,406	41.06	42.28	1.22	244,768	249,000	4,232	44.21	43.68	(0.52)	1,214,265	1,245,000	30,735	42.72	43.39	0.67
TOTAL Dietary	249,996	250,000	4	41.62	42.44	0.82	247,647	250,000	2,353	44.73	43.86	(0.87)	1,227,435	1,250,000	22,565	43.19	43.57	0.38
Therapy																		
Salary & Wages - Therapy	159,573	153,743	(5,830)	26.57	26.10	(0.47)	148,694	148,784	89	26.85	26.10	(0.75)	774,424	748,877	(25,546)	27.25	26.10	(1.14)
Longevity-Therapy	2,366	2,718	352	0.39	0.46	0.07	2,366	2,630	264	0.43	0.46	0.03	11,830	13,238	1,408	0.42	0.46	0.05
FICA - Therapy	12,625	11,721	(905)	2.10	1.99	(0.11)	11,003	11,342	339	1.99	1.99	0.00	58,426	57,090	(1,336)	2.06	1.99	(0.07)
Workers Comp - Therapy	672	750	78	0.11	0.13	0.02	672	750	78	0.12	0.13	0.01	3,360	3,750	390	0.12	0.13	0.01
MERS DB - Therapy	17,722	18,000	278	2.95	3.06	0.11	17,722	18,000	278	3.20	3.16	(0.04)	88,610	90,000	1,390	3.12	3.14	0.02
MERS DC:Therapy	3,328	2,700	(628)	0.55	0.46	(0.10)	3,123	2,700	(423)	0.56	0.47	(0.09)	16,488	13,500	(2,988)	0.58	0.47	(0.11)
Health Ins - Therapy Services	6,000	6,000	0	1.00	1.02	0.02	6,244	6,000	(244)	1.13	1.05	(0.08)	29,579	30,000	421	1.04	1.05	0.00
Dental Ins - Therapy	545	500	(45)	0.09	0.08	(0.01)	685	500	(185)	0.12	0.09	(0.04)	2,134	2,000	(134)	0.08	0.07	(0.01)
Supplies - Therapy	243	400	157	0.04	0.07	0.03	244	400	156	0.04	0.07	0.03	1,220	2,000	780	0.04	0.07	0.03
Small Equipment - Therapy	998	500	(498)	0.17	0.08	(0.08)	0	500	500	0.00	0.09	0.09	3,498	2,500	(998)	0.12	0.09	(0.04)

Date: Jun 18, 2026
 Time: 08:54:51 EDT
 User: Kory R. Hansen

Grand Traverse Pavilions - SNF
 SNF Income Statement
 5/1/2026 to 5/31/2026

Facility #

Page # 6

	CURRENT PERIOD						PRIOR PERIOD						YEAR TO DATE						
	Actual	Budget	Var	Actual / Day	Budget / Day	Var / Day	Actual	Budget	Var	Actual / Day	Budget / Day	Var / Day	Actual	Budget	Var	Actual / Day	Budget / Day	Var / Day	
Therapy (con't)																			
Professional Service - Medica	215	1,500	1,285	0.04	0.25	0.22	500	1,500	1,000	0.09	0.26	0.17	2,677	7,500	4,823	0.09	0.26	0.17	
Advertising-Wellness Center	1,960	500	(1,460)	0.33	0.08	(0.24)	510	500	(10)	0.09	0.09	0.00	3,253	3,500	247	0.11	0.12	0.01	
Consultant - Therapy	0	3,500	3,500	0.00	0.59	0.59	3,505	3,500	(5)	0.63	0.61	(0.02)	14,556	17,500	2,944	0.51	0.61	0.10	
Pool Maintenance	148	1,000	852	0.02	0.17	0.15	2,591	1,000	(1,591)	0.47	0.18	(0.29)	5,098	5,000	(98)	0.18	0.17	(0.01)	
Dues & Memberships - Therapy	0	50	50	0.00	0.01	0.01	0	50	50	0.00	0.01	0.01	0	250	250	0.00	0.01	0.01	
Education & Training - Therapy	0	750	750	0.00	0.13	0.13	116	750	634	0.02	0.13	0.11	491	3,750	3,259	0.02	0.13	0.11	
Travel - Therapy	0	50	50	0.00	0.01	0.01	0	50	50	0.00	0.01	0.01	0	250	250	0.00	0.01	0.01	
TOTAL Therapy	206,395	204,381	(2,014)	34.36	34.70	0.34	197,976	198,956	980	35.76	34.90	(0.86)	1,015,643	1,000,706	(14,938)	35.73	34.88	(0.85)	
Ancillary																			
Medical Supplies	3,970	5,000	1,030	0.66	0.85	0.19	2,494	5,000	2,506	0.45	0.88	0.43	24,344	25,000	656	0.86	0.87	0.01	
Tube Feeding Supplies	1,449	1,250	(199)	0.24	0.21	(0.03)	502	1,250	748	0.09	0.22	0.13	4,812	6,250	1,438	0.17	0.22	0.05	
Wound Vac Supplies	0	1,250	1,250	0.00	0.21	0.21	0	1,250	1,250	0.00	0.22	0.22	365	6,250	5,885	0.01	0.22	0.21	
Oxygen	5,660	3,750	(1,910)	0.94	0.64	(0.31)	4,154	3,750	(404)	0.75	0.66	(0.09)	19,752	18,750	(1,002)	0.69	0.65	(0.04)	
Legend Drugs	35,181	31,000	(4,180)	5.86	5.26	(0.59)	23,203	31,000	7,797	4.19	5.44	1.25	140,326	155,000	14,674	4.94	5.40	0.47	
Lab Services	615	1,750	1,135	0.10	0.30	0.19	145	1,750	1,605	0.03	0.31	0.28	2,255	8,750	6,495	0.08	0.30	0.23	
Radiology Services	1,315	1,750	435	0.22	0.30	0.08	798	1,750	952	0.14	0.31	0.16	8,044	8,750	706	0.28	0.30	0.02	
Misc Medical Services	671	300	(371)	0.11	0.05	(0.06)	25	300	275	0.00	0.05	0.05	925	1,500	575	0.03	0.05	0.02	
TOTAL Ancillary	48,860	46,050	(2,810)	8.14	7.82	(0.32)	31,322	46,050	14,728	5.66	8.08	2.42	200,823	230,250	29,427	7.07	8.03	0.96	
Diversional Therapy																			
Salary & Wages - Life Enrichm	24,574	31,595	7,020	4.09	5.36	1.27	30,444	30,575	132	5.50	5.36	(0.13)	116,182	153,896	37,714	4.09	5.36	1.28	
Longevity - Life Enrichment	1,184	1,699	515	0.20	0.29	0.09	1,184	1,644	460	0.21	0.29	0.07	5,920	8,274	2,354	0.21	0.29	0.08	
FICA - Life Enrichment	1,847	2,548	701	0.31	0.43	0.13	2,338	2,466	127	0.42	0.43	0.01	8,809	12,411	3,602	0.31	0.43	0.12	
Workers Comp - Life Enrichme	168	250	82	0.03	0.04	0.01	168	250	82	0.03	0.04	0.01	840	1,250	410	0.03	0.04	0.01	
MERS DB - Life Enrichment	2,622	2,700	78	0.44	0.46	0.02	2,987	2,700	(287)	0.54	0.47	(0.07)	13,475	13,500	25	0.47	0.47	0.00	
MERS DC:Life Enrichment	955	600	(355)	0.16	0.10	(0.06)	364	600	236	0.07	0.11	0.04	3,359	3,000	(359)	0.12	0.10	(0.01)	
Health Ins - Life Enrichment	1,800	1,800	0	0.30	0.31	0.01	1,788	1,800	12	0.32	0.32	(0.01)	9,308	9,000	(308)	0.33	0.31	(0.01)	
Dental Ins - Life Enrichment	(22)	250	272	0.00	0.04	0.05	227	250	23	0.04	0.04	0.00	674	1,000	326	0.02	0.03	0.01	
Supplies - Diversional Therapy	1,495	1,150	(345)	0.25	0.20	(0.05)	1,432	1,150	(282)	0.26	0.20	(0.06)	6,621	5,750	(871)	0.23	0.20	(0.03)	
Activity Supplies - Eden	744	725	(19)	0.12	0.12	0.00	744	725	(19)	0.13	0.13	(0.01)	3,806	3,625	(181)	0.13	0.13	(0.01)	
Special Functions	1,036	700	(336)	0.17	0.12	(0.05)	745	700	(45)	0.13	0.12	(0.01)	3,578	3,500	(77)	0.13	0.12	0.00	
Beauty Shop Services	76	0	(76)	0.01	0.00	(0.01)	41	0	(41)	0.01	0.00	(0.01)	416	0	(416)	0.01	0.00	(0.01)	
TOTAL Diversional Therapy	36,480	44,016	7,536	6.07	7.47	1.40	42,463	42,860	397	7.67	7.52	(0.15)	172,987	215,206	42,219	6.09	7.50	1.41	
Human Services																			
Salary & Wages - Human Serv	30,099	30,575	477	5.01	5.19	0.18	28,830	29,589	759	5.21	5.19	(0.02)	152,554	148,932	(3,623)	5.37	5.19	(0.18)	
Longevity - Human Services	535	650	115	0.09	0.11	0.02	535	650	115	0.10	0.11	0.02	2,675	3,250	575	0.09	0.11	0.02	
FICA - Human Serv	2,082	2,336	254	0.35	0.40	0.05	1,981	2,260	279	0.36	0.40	0.04	10,664	11,377	713	0.38	0.40	0.02	
Workers Comp - Human Serv	168	250	82	0.03	0.04	0.01	168	250	82	0.03	0.04	0.01	840	1,250	410	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	0.64	0.63	(0.01)	17,690	18,000	310	0.62	0.63	0.00	
MERS DC:Human Services	0	800	800	0.00	0.14	0.14	7,335	800	(6,535)	1.32	0.14	(1.18)	8,095	4,000	(4,095)	0.28	0.14	(0.15)	
Health Ins - Human Services	1,000	1,000	0	0.17	0.17	0.00	808	1,000	192	0.15	0.18	0.03	1,228	5,000	3,772	0.04	0.17	0.13	
Dental Ins - Human Services	200	150	(50)	0.03	0.03	(0.01)	164	150	(14)	0.03	0.03	0.00	673	600	(73)	0.02	0.02	0.00	
Consultant Services-Psych.	1,637	1,500	(137)	0.27	0.25	(0.02)	700	1,500	800	0.13	0.26	0.14	6,937	7,500	563	0.24	0.26	0.02	
Education & Training - Hum Ser	0	125	125	0.00	0.02	0.02	196	125	(71)	0.04	0.02	(0.01)	196	625	429	0.01	0.02	0.01	
TOTAL Human Services	39,259	40,986	1,727	6.54	6.96	0.42	44,256	39,924	(4,332)	7.99	7.00	(0.99)	201,551	200,533	(1,018)	7.09	6.99	(0.10)	
Child Care																			
Salary & Wages - CC Asst. CDC	8,833	12,995	4,162	1.47	2.21	0.74	6,971	12,575	5,604	1.26	2.21	0.95	39,292	63,296	24,004	1.38	2.21	0.82	
Salary & Wages - Facilitator	7,427	9,088	1,660	1.24	1.54	0.31	8,219	8,795	576	1.48	1.54	0.06	42,705	44,266	1,561	1.50	1.54	0.04	

Date: Jun 18, 2026
 Time: 08:54:51 EDT
 User: Kory R. Hansen

Grand Traverse Pavilions - SNF
SNF Income Statement
 5/1/2026 to 5/31/2026

Facility #

Page # 7

	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)																		
Longevity - Child Day Care	817	1,019	202	0.14	0.17	0.04	817	986	169	0.15	0.17	0.03	4,085	4,964	879	0.14	0.17	0.03
FICA - CDC	1,322	1,784	462	0.22	0.30	0.08	1,164	1,726	562	0.21	0.30	0.09	6,355	8,688	2,333	0.22	0.30	0.08
Workers Comp - CDC	224	300	76	0.04	0.05	0.01	224	250	26	0.04	0.04	0.00	1,120	1,400	280	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	0.30	0.30	0.00	8,390	8,500	110	0.30	0.30	0.00
MERS DC-Child Care	334	400	66	0.06	0.07	0.01	281	400	119	0.05	0.07	0.02	1,560	2,000	440	0.05	0.07	0.01
Health Ins - CDC	1,500	500	(1,000)	0.25	0.08	(0.16)	326	500	174	0.06	0.09	0.03	4,790	2,500	(2,290)	0.17	0.09	(0.08)
Dental Ins - CDC	72	100	28	0.01	0.02	0.00	72	100	28	0.01	0.02	0.00	187	400	213	0.01	0.01	0.01
Uniforms - CDC	0	25	25	0.00	0.00	0.00	0	25	25	0.00	0.00	0.00	0	125	125	0.00	0.00	0.00
Teaching/Educational Supplies	236	50	(186)	0.04	0.01	(0.03)	0	50	50	0.00	0.01	0.01	236	250	14	0.01	0.01	0.00
Small Equipment - CDC	96	150	54	0.02	0.03	0.01	76	150	74	0.01	0.03	0.01	171	750	579	0.01	0.03	0.02
Meals - CDC	1,612	2,500	888	0.27	0.42	0.16	1,703	2,500	797	0.31	0.44	0.13	8,684	12,500	3,817	0.31	0.44	0.13
Dietary Snacks - CDC	58	75	17	0.01	0.01	0.00	74	75	1	0.01	0.01	0.00	237	375	138	0.01	0.01	0.00
Special Functions - CDC	0	75	75	0.00	0.01	0.01	0	75	75	0.00	0.01	0.01	13	375	362	0.00	0.01	0.01
TOTAL Child Care	24,208	30,760	6,552	4.03	5.22	1.19	21,604	29,907	8,303	3.90	5.25	1.35	117,826	150,389	32,563	4.15	5.24	1.09
Equipment Depreciation																		
Depreciation - Office	2,304	2,500	196	0.38	0.42	0.04	2,304	2,500	196	0.42	0.44	0.02	11,518	12,500	982	0.41	0.44	0.03
Depreciation Exp - Nursing	4,138	4,500	362	0.69	0.76	0.08	4,138	4,500	362	0.75	0.79	0.04	20,688	22,500	1,812	0.73	0.78	0.06
Depreciation - Dietary	1,375	1,250	(125)	0.23	0.21	(0.02)	1,375	1,250	(125)	0.25	0.22	(0.03)	6,874	6,250	(624)	0.24	0.22	(0.02)
Depreciation - Furniture	662	750	88	0.11	0.13	0.02	662	750	88	0.12	0.13	0.01	3,310	3,750	441	0.12	0.13	0.01
Depreciation - Maintenance	1,634	2,000	366	0.27	0.34	0.07	1,634	2,000	366	0.30	0.35	0.06	8,171	10,000	1,829	0.29	0.35	0.06
Depreciation - Vehicle	877	1,000	123	0.15	0.17	0.02	877	1,000	123	0.16	0.18	0.02	4,385	5,000	615	0.15	0.17	0.02
Depreciation-Equip Well. Ctr	200	250	50	0.03	0.04	0.01	200	250	50	0.04	0.04	0.01	1,000	1,250	250	0.04	0.04	0.01
TOTAL Equipment Depreciation	11,189	12,250	1,061	1.86	2.08	0.22	11,189	12,250	1,061	2.02	2.15	0.13	55,946	61,250	5,304	1.97	2.13	0.16
TOTAL SNF Operating Expenses	3,053,891	2,878,307	(175,584)	508.47	488.68	(19.79)	2,830,562	2,816,859	(13,702)	511.21	494.19	(17.02)	14,162,239	14,145,845	(16,394)	498.28	493.06	(5.22)
Net Operating Income	(18,416)	71,707	(90,123)	(3.07)	12.17	(15.24)	(49,776)	57,231	(107,007)	(8.99)	10.04	(19.03)	320,268	287,030	33,237	11.27	10.00	1.27
SNF Building Depreciation																		
Depreciation - Land Improv	1,594	2,000	406	0.27	0.34	0.07	1,594	2,000	406	0.29	0.35	0.06	7,970	10,000	2,030	0.28	0.35	0.07
Depreciation - Building	38,499	38,500	1	6.41	6.54	0.13	38,499	38,500	1	6.95	6.75	(0.20)	192,496	192,500	4	6.77	6.71	(0.06)
Depreciation - Parking Structr	5,437	5,500	63	0.91	0.93	0.03	5,437	5,500	63	0.98	0.96	(0.02)	27,185	27,500	315	0.96	0.96	0.00
Depreciation - Bldg Improv	12,328	13,500	1,172	2.05	2.29	0.24	12,328	13,500	1,172	2.23	2.37	0.14	61,642	67,500	5,859	2.17	2.35	0.18
Depreciation-Bldg Imp WellCtr	2,654	3,000	346	0.44	0.51	0.07	2,654	3,000	346	0.48	0.53	0.05	13,268	15,000	1,732	0.47	0.52	0.06
TOTAL SNF Building Depreciation	60,512	62,500	1,988	10.08	10.61	0.53	60,512	62,500	1,988	10.93	10.96	0.03	302,562	312,500	9,938	10.65	10.89	0.24
Net Income	(78,929)	9,207	(88,135)	(13.14)	1.56	(14.70)	(110,288)	(5,269)	(105,020)	(19.92)	(0.92)	(19.00)	17,706	(25,470)	43,176	0.62	(0.89)	1.51

Date: Jun 17, 2026
 Time: 17:24:54 EDT
 User: Kory R. Hansen

Grand Traverse Pavilions - SNF
Cottage Income Statement
 5/1/2026 to 5/31/2026

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 \$
Cottage Revenue									
Room Rental-Cottage-Private	241,321	240,650	671	214,307	236,650	(22,343)	1,142,631	1,211,250	(68,619)
Room Rental-Cottage-Priv Insur	41,323	62,000	(20,677)	62,085	62,000	85	292,603	310,000	(17,397)
Respite-Cottages	9,050	8,350	700	9,725	8,350	1,375	40,075	41,750	(1,675)
Registration Fee - Cottages	250	250	0	250	250	0	2,250	1,250	1,000
Ancillary Rev - Cottages	784	1,000	(216)	988	1,000	(12)	3,566	5,000	(1,434)
Meal Plan	33,685	30,000	3,685	32,805	30,000	2,805	162,150	150,000	12,150
Personal Care Services- Privat	5,268	8,000	(2,732)	5,119	8,000	(2,881)	24,779	40,000	(15,221)
Contractual Discount-Private	50	0	50	0	0	0	50	0	50
Contractual Allowance PACE	(17,830)	(12,500)	(5,330)	(18,429)	(12,500)	(5,929)	(91,503)	(62,500)	(29,003)
Scholarships Private Pay	(6,809)	(2,500)	(4,309)	(2,972)	(2,500)	(472)	(29,390)	(12,500)	(16,890)
TOTAL Cottage Revenue	307,091	335,250	(28,159)	303,878	331,250	(27,372)	1,547,212	1,684,250	(137,038)
Cottage Other Revenue									
Beauty Shop Income	405	400	5	641	400	241	2,070	2,000	70
Donation Income - Cottages	23,196	7,500	15,696	5,000	7,500	(2,500)	58,196	37,500	20,696
TOTAL Cottage Other Revenue	23,601	7,900	15,701	5,641	7,900	(2,259)	60,266	39,500	20,766
Total Income	330,692	343,150	(12,458)	309,519	339,150	(29,631)	1,607,478	1,723,750	(116,272)
Cottage Operating Expenses									
Salary & Wages - Admin - Cott	16,748	16,477	(272)	16,492	15,945	(546)	82,267	80,258	(2,009)
Salary & Wages - ES Cottages	9,537	9,173	(365)	8,865	8,877	12	46,050	44,679	(1,371)
Salary & Wages - Hskpg Cottage	7,582	7,644	62	7,099	7,397	298	36,136	37,233	1,097
Salary & Wages - RN Cottages	10,047	8,153	(1,894)	7,858	7,890	33	41,466	39,715	(1,750)
Salary & Wages - LPN Cottages	2,826	0	(2,826)	0	0	0	2,826	0	(2,826)
Salary & Wages - CNA Cottages	21,133	38,049	16,917	20,299	36,822	16,523	114,058	185,337	71,279
Salary & Wages - UW Cottages	106,508	98,011	(8,497)	96,605	94,849	(1,756)	491,193	472,408	(18,785)
Longevity - Cottages	3,730	4,077	347	3,730	3,945	215	18,650	19,858	1,208
Longevity - Cottages Admin	600	764	164	600	740	140	3,000	3,723	723
FICA Admin Cottages	1,216	1,274	58	1,198	1,233	35	6,009	6,205	197
FICA - Env Serv Cottages	670	679	9	618	658	39	3,231	3,310	79
FICA - Cottage Housekeeping	573	595	22	536	575	39	2,734	2,896	162
FICA - RN LPN CNA and UW - Co	9,933	11,143	1,211	9,450	10,784	1,333	48,563	54,277	5,714
Workers Comp - Cottages	1,120	1,250	130	1,120	1,250	130	5,600	6,250	650
MERS DB - Cottages	7,855	8,500	645	7,855	8,500	645	39,275	42,500	3,225
MERS DB - Cottages Admin	1,953	2,250	297	1,953	2,250	297	9,765	11,250	1,485
MERS DC-Cottage	3,716	4,000	284	3,930	4,000	70	21,495	20,000	(1,495)
Health Ins - Cottages	12,500	12,500	0	12,163	12,500	337	52,021	62,500	10,479
Dental Ins - Cottages	915	850	(65)	915	850	(65)	4,597	4,250	(347)
Supplies Plant Ops - Cottages	589	500	(89)	388	500	112	2,582	2,500	(82)
Supplies Housekeeping - Cotta	0	0	0	72	0	(72)	72	0	(72)
Supplies Laundry - Cottages	161	300	139	185	300	115	830	1,500	670
Activity Supplies - Cottages	371	600	229	286	600	314	2,211	3,000	789
Small Equipment	0	2,000	2,000	1,959	2,000	41	2,940	10,000	7,060
Nursing Supplies - Cottages	44	500	456	0	500	500	1,079	2,500	1,421
Contract Services-Dining	63,684	64,000	316	63,377	62,500	(877)	315,985	314,000	(1,985)
Contract Svcs:Security-Cottag	0	0	0	0	0	0	540	750	210

Date: Jun 17, 2026
 Time: 17:24:54 EDT
 User: Kory R. Hansen

Grand Traverse Pavilions - SNF
 Cottage Income Statement
 5/1/2026 to 5/31/2026

Facility #

Page # 2

	CURRENT PERIOD			PRIOR PERIOD			YEAR TO DATE		
	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$
Cottage Operating Expenses (con't)									
Advertising - Cottages	7,155	4,000	(3,155)	2,362	4,000	1,638	16,770	20,000	3,230
Referral Fees	2,400	2,500	100	2,400	2,500	100	15,180	12,500	(2,680)
Building Repairs - Cottages	2,500	4,000	1,500	773	4,000	3,227	5,566	20,000	14,434
Equipment Repairs - Cottages	0	750	750	589	750	161	1,243	3,750	2,507
Elevator-Cottages	1,735	750	(985)	700	750	50	4,535	3,750	(785)
Telephone - Cottages	421	400	(21)	422	400	(22)	1,965	2,000	35
Water - Cottages	831	1,500	669	1,077	1,500	423	4,310	7,500	3,190
Sewer - Cottages	1,388	2,000	612	2,065	2,000	(65)	7,429	10,000	2,572
Electric - Cottages	5,748	6,000	252	6,158	6,000	(158)	29,290	30,000	710
Natrual Gas - Cottages	1,938	3,200	1,262	5,124	3,200	(1,924)	25,279	16,000	(9,279)
Refuse Disposal - Cottages	0	625	625	337	625	288	688	3,125	2,437
Television - Cottages	1,027	1,625	598	2,458	1,625	(833)	6,590	8,125	1,535
Special Functions - Cottages	172	400	228	192	400	208	965	2,000	1,035
Beauty Shop Services	325	200	(125)	513	200	(313)	1,661	1,000	(661)
Indirect Costs-Cottages	10,000	10,000	0	10,000	10,000	0	50,000	50,000	0
Bond Interest Expense	3,432	3,000	(432)	3,432	3,000	(432)	17,158	15,000	(2,158)
Miscellaneous Exp - Cottages	0	50	50	0	50	50	0	250	250
Depreciation - Equip Cottages	917	1,250	333	917	1,250	333	4,585	6,250	1,665
TOTAL Cottage Operating Expenses	324,000	335,539	11,539	307,070	327,715	20,645	1,548,386	1,642,149	93,763
Net Operating Income	6,692	7,611	(919)	2,449	11,435	(8,986)	59,092	81,601	(22,509)
Cottage Building Depreciation									
Depreciation Bldg - Cottages	19,018	19,050	32	19,018	19,050	32	95,092	95,250	159
Depreciation-Cottage Bldg Impr	4,304	4,500	196	4,304	4,500	196	21,518	22,500	982
TOTAL Cottage Building Depreciation	23,322	23,550	228	23,322	23,550	228	116,609	117,750	1,141
Net Income	(16,630)	(15,939)	(691)	(20,873)	(12,115)	(8,758)	(57,518)	(36,149)	(21,369)

Date: Jun 18, 2026
 Time: 16:07:00 EDT
 User: Kory R. Hansen

Grand Traverse Pavilions - SNF
 Balance Sheet
 As Of 5/31/2026

Facility #

Page # 1

	CURRENT PERIOD	PRIOR PERIOD	PREVIOUS YEAR
	Actual \$	Actual \$	Actual \$
	0	0	0
Assets			
Current Assets			
Cash			
County Held Cash			
Cash - County	3,322,926	2,933,364	1,221,096
Cash - Deposits (Cottages)	113,386	117,686	138,688
Cash - M.O.E.	40,375	30,214	10,189
TOTAL County Held Cash	3,476,687	3,081,265	1,369,974
Other Cash			
A/P Cash Clearing Account	39,654	44,859	18,152
Cash - Resident Trust	14,319	14,319	14,462
Cash-Payroll	6,636	13,636	579,007
Cash - Advance Pay Funding Ac	31,298	31,284	31,350
TOTAL Other Cash	91,906	104,097	642,970
TOTAL Cash	3,568,593	3,185,361	2,012,944
Accounts Receivable	7,573,084	7,531,267	9,055,208
Other Receivables			
Medicaid QAS Settlement Rec	750,796	690,400	606,043
A/R QMI	0	0	82,326
Interest Receivable	138,000	134,000	120,000
A/R - Other	25,000	20,000	0
Due from Foundation	30,403	12,548	25,626
Due from Foundation - Cottages	58,196	35,000	0
MA Wage Pass Through Receiv	96,644	89,997	178,238
TOTAL Other Receivables	1,099,039	981,945	1,012,233
Inventory	168,229	168,229	168,229
Prepaid Expenses	0	0	0
Other Current Assets			
Prepaid Insurance - General	48,958	79,587	0
Prepaid Insurance - Work Comp.	20,555	18,686	0
TOTAL Other Current Assets	69,513	98,273	0
TOTAL Current Assets	12,478,458	11,965,075	12,248,614
Non-Current Assets			
Property & Equipment	14,252,488	14,327,188	14,630,677
Other Non Current Assets			
Due from PACE North	753,451	785,747	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	2,760,313	2,792,609	2,921,792
TOTAL Non-Current Assets	17,012,800	17,119,797	17,552,470
TOTAL Assets	29,491,258	29,084,872	29,801,084
Liabilities & Equity			
Liabilities			
Current Liabilities			
Accounts Payable	696,425	573,585	590,335
Accrued Expenses	2,274,082	1,933,821	1,940,367
Other Current Liabilities			

Date: Jun 18, 2026
 Time: 16:07:00 EDT
 User: Kory R. Hansen

Grand Traverse Pavilions - SNF
 Balance Sheet
 As Of 5/31/2026

Facility #

Page # 2

	CURRENT PERIOD	PRIOR PERIOD	PREVIOUS YEAR
	Actual \$	Actual \$	Actual \$
Other Current Liabilities (con't)			
Current Portion of Bonds Paya	740,000	740,000	740,000
Interest Payable	85,028	59,227	117,022
Medicaid Cost Settle. Payable	2,291,288	2,278,788	2,511,825
TOTAL Other Current Liabilities	3,116,316	3,078,015	3,368,847
TOTAL Current Liabilities	6,086,824	5,585,420	5,899,548
Non-Current Liabilities			
Long-Term Liabilities			
Net Pension Liabilities	5,471,525	5,471,525	5,471,525
Pension Bonds (Non-Union) Iss	4,140,000	4,140,000	4,140,000
Pension Bonds (Union) Issued	3,730,000	3,730,000	3,960,000
Bonds Payable-Series 2017 Haw	920,000	920,000	1,150,000
Def Los on Adv Refund-'17	(29,825)	(30,367)	(32,536)
TOTAL Long-Term Liabilities	14,231,700	14,231,158	14,688,989
Other Non-Current Liabilities			
Deferred Inflow-OPEB	782,915	782,915	782,915
TOTAL Other Non-Current Liabilities	782,915	782,915	782,915
TOTAL Non-Current Liabilities	15,014,615	15,014,073	15,471,904
TOTAL Liabilities	21,101,439	20,599,493	21,371,452
Equity			
Equity			
RETAINED EARNINGS - PRIOR	8,615,149	8,615,149	8,615,149
Contributed Capital	126,540	126,540	126,540
TOTAL Equity	8,741,689	8,741,689	8,741,689
Net Income (Loss)	(351,869)	(256,310)	(312,057)
TOTAL Equity	8,389,820	8,485,379	8,429,632
TOTAL Liabilities & Equity	29,491,258	29,084,872	29,801,084

Date: Jun 18, 2026
 Time: 16:08:27 EDT
 User: Kory R. Hansen

Grand Traverse Pavilions - SNF
Cash Flow Statement
5/1/2026 to 5/31/2026

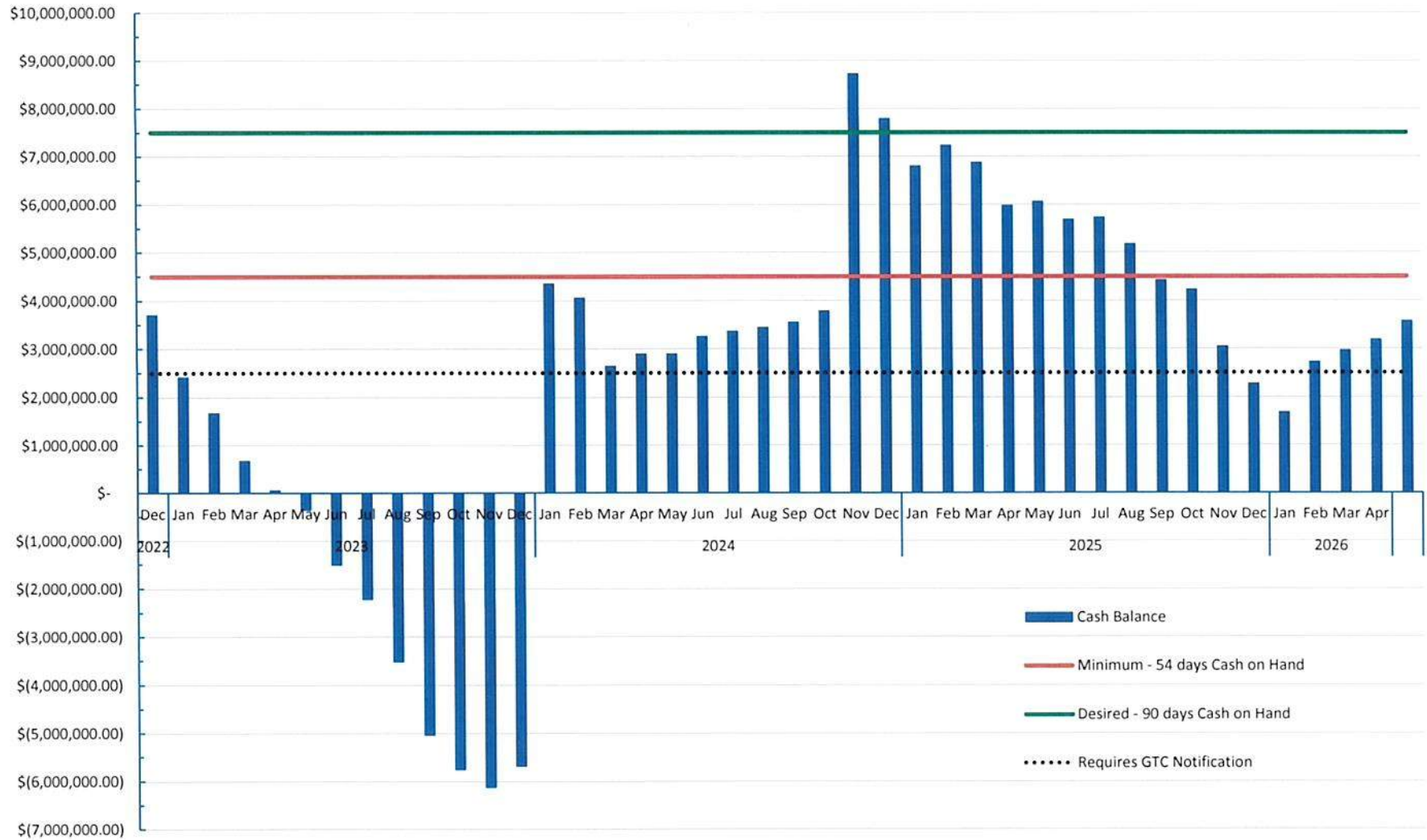
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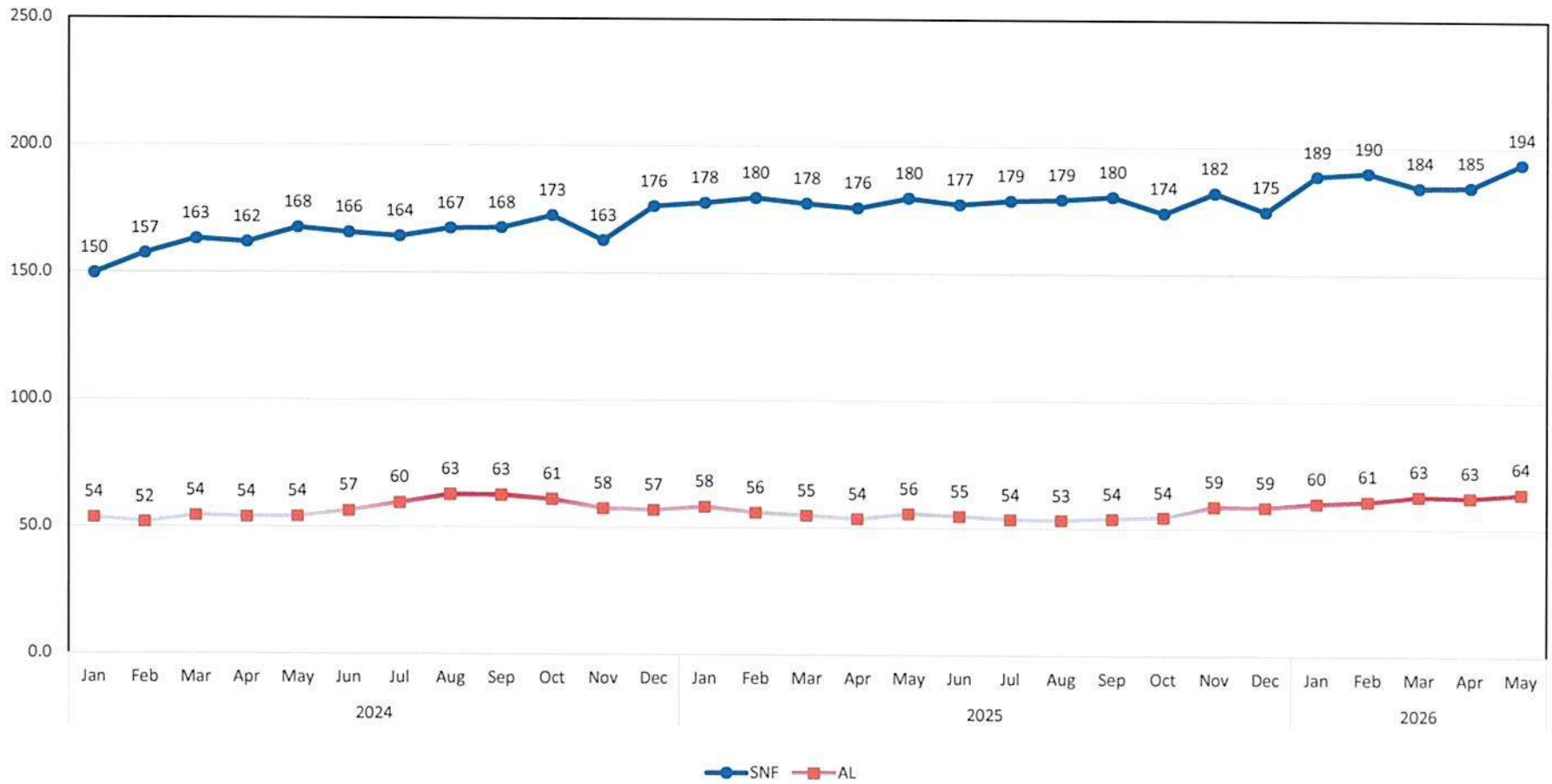
	CURRENT PERIOD	PRIOR PERIOD	YEAR TO DATE
	Actual \$	Actual \$	Actual \$
	0	0	0
Cash from Operating Activity			
Net Income	(95,559)	(131,162)	(39,812)
Net Cash provided by Operating Activities			
Depreciation and Amortization	96,483	96,483	482,414
Changes in Working Capital Items			
Accounts Receivable	(41,817)	437,392	1,482,124
Prepaid Expenses	28,760	28,760	(69,513)
Due to/from	(4,000)	(4,000)	(18,000)
Inventory	0	0	0
Accounts Payable	129,487	(151,864)	114,003
Other Assets			
Medicaid Settlement Receivable	0	0	0
Employee Retention Credit Receivable	(5,000)	2,746	(25,000)
Due From Foundation	(41,050)	9,617	(62,973)
Due From Grants			
TOTAL Due From Grants	0	0	0
Deferred Outflows			
TOTAL Deferred Outflows	0	0	0
Due From Pace North	32,296	44,904	161,480
Medicare Settlements Receivable	0	0	0
Medicaid Wage Pass Through Rec	(6,647)	2,003	81,594
QAS Receivable	(60,396)	(30,627)	(144,753)
QMI Receivable	0	0	82,326
TOTAL Other Assets	(80,798)	28,644	92,674
Accrued Payroll & Other Expenses	359,416	143,543	293,809
Other Liabilities			
TOTAL Other Liabilities	0	0	0
Other Accrued Liabilities			
Medicare Advanced Payment	0	0	0
Deferred Inflows			
TOTAL Deferred Inflows	0	0	0
CPE and Medicaid Audit Reserve	12,500	12,500	(220,537)
QAS Payable	0	0	0
Net Pension Liability	0	0	0
TOTAL Other Accrued Liabilities	12,500	12,500	(220,537)
TOTAL Changes in Working Capital Items	403,548	494,974	1,674,560
TOTAL Net Cash provided by Operating Activities	500,031	591,457	2,156,975
TOTAL Cash from Operating Activity	404,472	460,295	2,117,163
Cash from Investing Activity			
Fixed Asset Purchase	(21,240)	(14,700)	(101,513)
TOTAL Cash from Investing Activity	(21,240)	(14,700)	(101,513)
Cash from Financing Activities			
Long Term Debt	0	(230,000)	(460,000)
Short Term Debt/Notes Payable	0	0	0
TOTAL Cash from Financing Activities	0	(230,000)	(460,000)
Net Cash Activity	383,232	215,595	1,555,649
CASH BEG OF PERIOD	3,185,361	2,969,766	2,012,944
Cash Beginning Balances as of 4/30/2026	3,185,361	2,969,766	2,012,944
Net Cash Activity	383,232	215,595	1,555,649
Cash Ending Balance	3,568,593	3,185,361	3,568,593

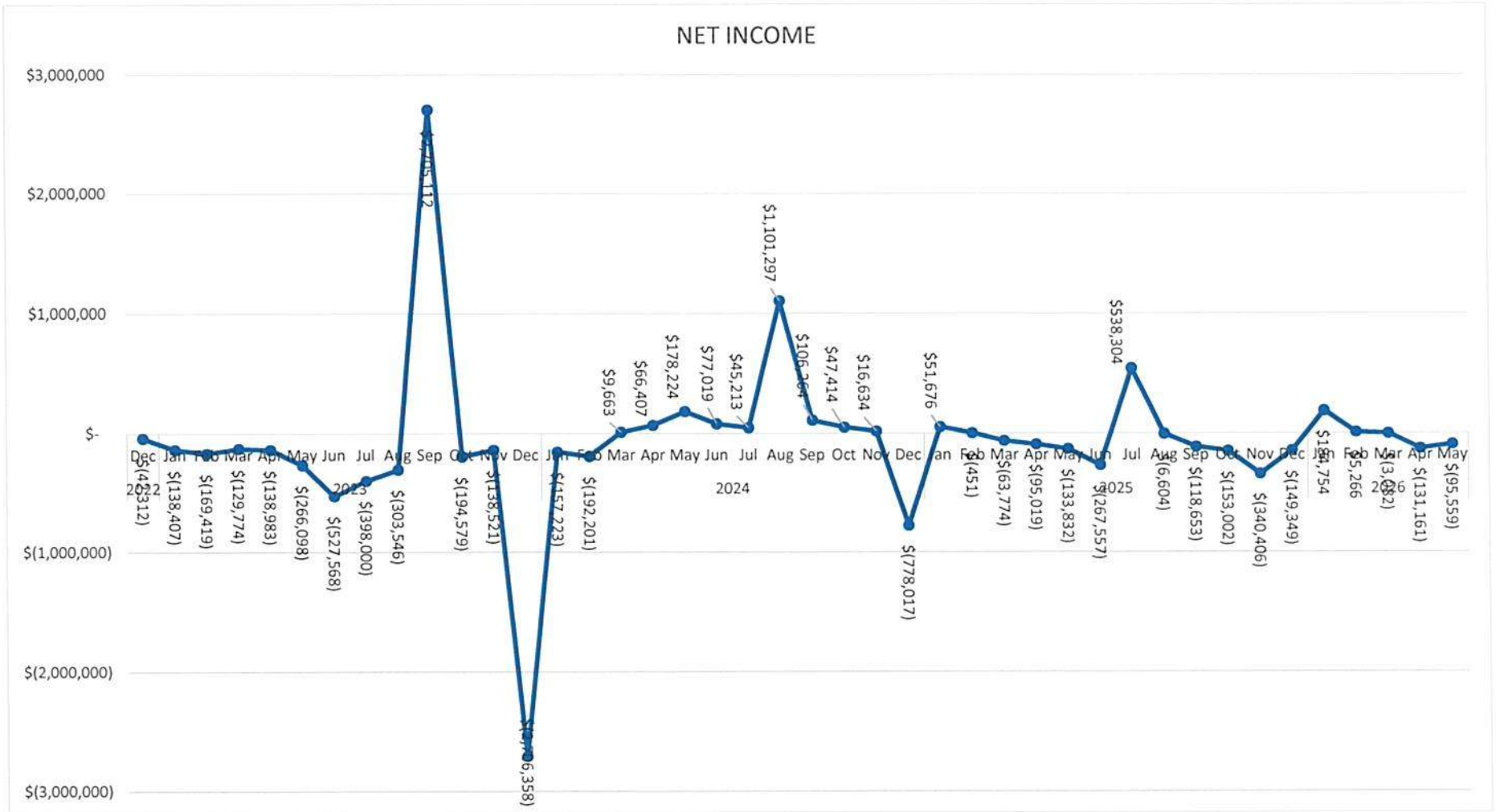
Grand Traverse Pavilions					
Irregular payments					
2026					
Grand Traverse County	union pension bond principal	January	230,000.00	Amortization changes each year	Pmts done in 2039, prin. Gradually inc.
Grand Traverse County	union pension bond interest	January	89,896.25	Amortization changes each year	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		
Projected					
Brightly Software, Inc.	Maintenance management software	June	13,500.00	Annual renewal for software license	
Plante Moran	Cost Report Preparation	June	12,000.00	Medicare & Medicaid Cost Reports-annu.	Benchmarking survey and MA rate projec.
Garstang Group	UV bulb replacement	June	14,700.00	20% down pmt + 5 monthly installments	
State of Michigan	Outstation worker payments per contract	June	37,825.00	1/3 due to be paid back to GTP from Pace	Contract renews 10/1--want decision by 6/3
KONE Elevator	Elevator contracts	June	16,000.00	Annual expense for elevator maintenance	
NetSmart Technologies	Annual Pmt for legacy healthcare record access	June	25,200.00	Annual payment	annual pmt for legacy healthcare record access
Fifth-Third	Insurance Settlement Payment	June	44,444.00		
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	
Fifth-Third	Insurance Settlement Payment	July	44,444.00		
State of Mich.	CPE Repayment	July	154,180.73		
Payroll	3 payrolls in the month (26 per year)	August	835,000.00		
Payroll	Perfect Attendance	August	6,000.00	Quarterly payment-\$100 grossed up for F	for those with perfect attendance
Leading Age	Annual Dues	August	33,000.00	Annual Dues	
Grand Traverse County	union pension bond interest payment	August	89,896.25	Amortization changes each year	Expensed monthly
Garstang Group	UV bulb replacement	August	14,700.00	20% down pmt + 5 monthly installments	
Fifth-Third	Insurance Settlement Payment	August	44,444.00		
State of Mich.	CPE Repayment	August	154,180.73		
Grand Traverse County	non-union pension bond principal	September	275,000.00	Amortization changes each year	Pmts done in 2039, prin. Gradually increase
Grand Traverse County	non-union pension bond interest	September	53,675.00	Amortization changes each year	Expensed monthly
Fifth-Third	Insurance Settlement Payment	September	44,444.00		
State of Mich.	CPE Repayment	September	154,180.73		
Nationwide Insurance	Liability, property and auto insurance	October	81,984.25	Installment payment 3 of 3	Calendar year policy; expensed monthly
MERS	Supplemental Pension Payment	October	30,712.00	Amount varies annually	Expense accrued monthly
Payroll	Perfect Attendance	October	6,500.00	Quarterly payment-\$100 grossed up for F	for those with perfect attendance
Grand Traverse County	Hawthorn cottage bond interest payment	October	19,176.25	Amortization changes each year	Expensed monthly
Fifth-Third	Insurance Settlement Payment	October	44,444.00		
State of Mich.	CPE Repayment	October	154,180.73		
Relias	elearning program	November	42,056.00	Annual expense; billed 10/1 each year	Employee e learning module
Longevity Pay	Annual pay based on seniority and hours	November	85,000.00	Annual payment; expensed monthly	Per union agreement and handbook
Fifth-Third	Insurance Settlement Payment	November	44,444.00		
State of Mich.	CPE Repayment	November	154,180.73		
State of Michigan	Outstation worker payments per contract	December	20,000.00	1/3 due to be paid back to GTP from Pace	Estimate--contract runs 10/1 to 9/30 each year
Retention Pay	Part of union contract and past practice for 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

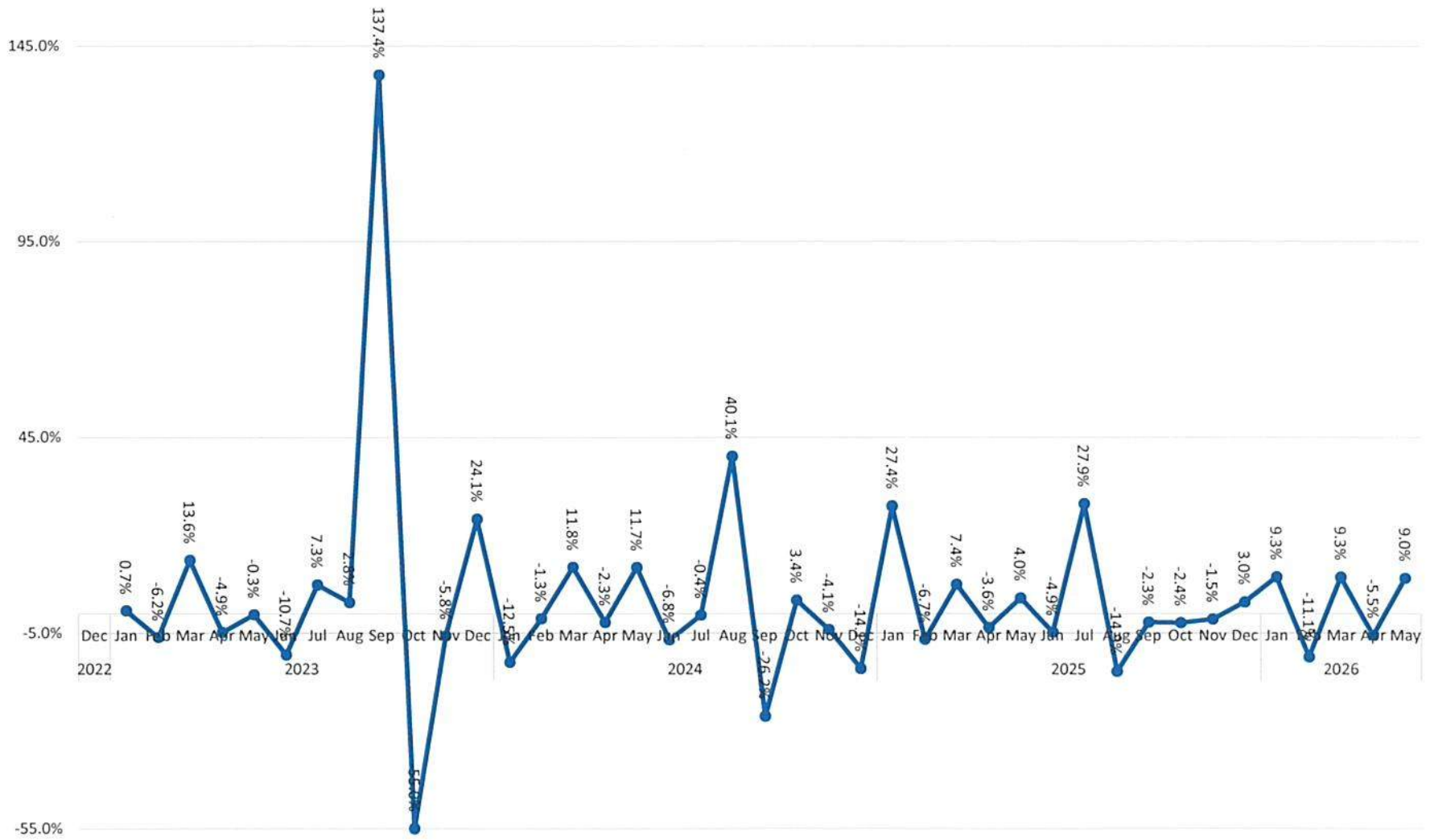


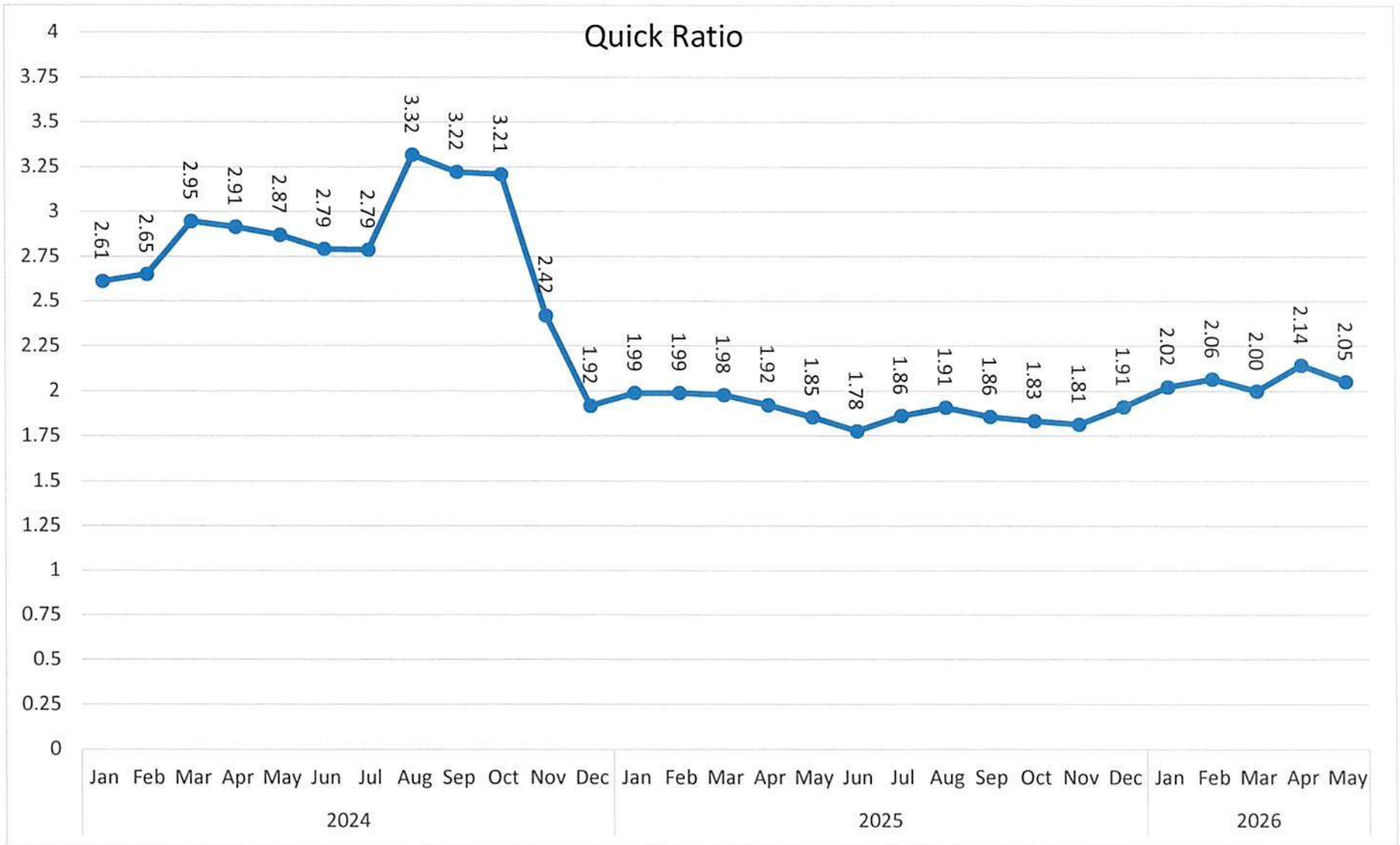
AVG. CENSUS PER DAY





Revenue Growth % from Previous Month





GRAND TRAVERSE PAVILIONS
PURCHASE OF EQUIPMENT AND SERVICES
REQUEST FORM

7

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

A. Requesting Grand Traverse Pavilions Department: Information Systems

B. Item: 2 Lexmark XC8355 Color MFP

C. Specifications: _____

D. Bids Solicited From:

- | | | |
|--|---------------------------|---------------------|
| 1. <u>Kraft Business Systems</u> | City <u>Traverse City</u> | Date <u>5-1-26</u> |
| 2. <u>Insight</u> | City <u>Chandler, AZ</u> | Date <u>5-13-26</u> |
| 3. <u>Braden Business Systems Inc.</u> | City <u>Fishers, IN</u> | Date <u>5-13-26</u> |
| 4. _____ | City _____ | Date _____ |

E. Bids Received:

1. <u>Kraft Business Systems</u>	Date <u>5-11-26</u>	\$ <u>12,700.00</u>
2. <u>Insight</u>	Date <u>5-13-26</u>	\$ <u>13,258.87</u>
3. <u>Braden Business Systems Inc.</u>	Date <u>5-13-26</u>	\$ <u>12,097.56</u>
4. _____	Date _____	\$ _____

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

G. Recommendation: Kraft

H. Justification for Recommendation: Local Support and current provider

I. Purchase Budgeted: Yes _____ No x

How Funded: Capitol

Kay B. Hensen 6/17/26
 Financial Director Date
 (Purchases up to \$1,500.00)

Daniel Zwick 6-18-26
 CEO/Administrator Date
 (Purchases up to \$5,000.00)

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



Grand Traverse Pavilions

A COMMUNITY CARING FOR GENERATIONS

MEMORANDUM

DATE: June 8, 2026
TO: Darrell Lavender
FROM: Dan Butler
RE: Replacement of Two End-of-Life Printers

Situation

Grand Traverse Pavilions must replace two end-of-life multifunction printers that no longer receive manufacturer support or security updates and can no longer be reliably supported with replacement parts.

Background

The existing multifunction printers were purchased more than ten years ago and have provided reliable service. They are heavily used by nursing and administrative staff to print, scan, and fax resident information on a daily basis.

Due to their age and end-of-life status, the printers present increasing risk of operational downtime, security vulnerabilities, and maintenance challenges. Vendor difficulty obtaining replacement parts further limits the ability to maintain dependable long-term service for these critical devices.

Assessment

These printers are part of the organization's daily clinical and business workflow. Because they are unsupported and increasingly difficult to repair, continued use creates avoidable cybersecurity and operational risks, including interruption to printing, scanning, and faxing resident information.

Replacing the printers is a proactive risk-reduction step that supports cybersecurity initiatives, reduces the likelihood of service interruptions, and keeps essential document workflows aligned with current and future technology requirements.

Recommendation

Approve the purchase of two new multifunction printers to replace the outdated end-of-life devices.

The new printers will provide:

- Enhanced security features and ongoing manufacturer support.
- Improved reliability for daily printing, scanning, and faxing.
- Reduced risk of service interruptions and repair delays.
- Compatibility with current and future technology requirements, including cloud migration objectives.

Approval will modernize this portion of the infrastructure, support cybersecurity initiatives, and ensure dependable access to essential clinical and business document workflows.



Lexmark XC8355

Versatile. Simple. Sustainable.



Lexmark XC8355

With the new XC8355 color A4 multifunction printer, you get reassuring versatility, exceptional sustainability, and surprising simplicity from such sophisticated technology. Boost your productivity with vivid prints — up to 55 pages per minute*. Intuitively navigate the 10-inch (25 cm) color touchscreen, and save time with single-pass two-sided scanning. Effortlessly create everything your business requires, and custom configure your multifunction printer with interchangeable options tailored to your needs.

Versatile: Easy to Use

Create everything your business requires and anything you can imagine — from standard office documents to marketing brochures, booklets and posters — with broad media size support, high-volume printing, and exceptional paper handling and finishing capabilities.

Print vivid, colorful visualizations, charts and documents with professional color features (including PANTONE® calibration) and a full range of media sizes so you can effectively communicate your ideas.

Easily incorporate your multifunction printer into your workspace with a versatile, configurable design that saves space without sacrificing performance.

Boost your productivity with our rich suite of cutting-edge software and solutions with broad capabilities including scanning paper files directly into your cloud-based storage systems and automatically translating documents into 100+ languages.

Further your organization's digital transformation with direct integration into your critical workflows and core business systems using these IoT-enabled devices.



Simple: Easy to Manage

Quickly do what you need to do using an intuitive operator panel and easy-to-follow navigation.

Easily maintain your devices with one-handed toner replacement, easy-to-reach serviceable areas, and alerts that are simple to understand.

Enjoy the peace of mind of knowing you are protected by the industry's most comprehensive security portfolio, right out of the box.

Keep your business running with exceptional reliability, industry-leading durability, and long-lasting toner and supplies.

Rest easy that every aspect of your device is made to work together seamlessly thanks to Lexmark's core technology ownership.

Sustainable: Easy to feel good about

Feel good about your purchase and help meet your own sustainability goals with our world-class practices and independent third-party certifications.

Do your part for the planet with our industry-leading use of post-consumer recycled materials and our award-winning cartridge recycling program.

Save energy — and money — with technology that exceeds strict global standards for energy efficiency.

Minimize your impact on the environment with a company that focuses on sustainability throughout the product lifecycle from design through use, end of life and beyond.

This is a Class A device according to international electromagnetic emissions standards (i.e. FCC Rules, EN 55022/EN 55032, etc.). Class A products are intended for use in non-residential/non-domestic environments. Use of a Class A product in residential/domestic environments may cause interference to radio communications and require corrective measures.

* Print speeds measured in accordance with ISO/IEC 24734 (ESAT). For more information see: www.lexmark.com/ISOspeeds.

** Fax icon shown on the operator panel when Fax Server is enabled, Fax Over IP is configured, etherFAX is configured, or an optional Analog Modem is installed.



EQUIPMENT PURCHASE

801 Woodmere Ave
 Traverse City MI 49686
 (231)-946-3344

Account #:	C003843
Sales Rep:	Kendra Saurman-Beckman
Sales Quote:	455372

Bill To Grand Traverse Pavilions	Phone
Billing Address 1000 Pavilions Circle Traverse City MI 49684	Purchase Order
Equipment Location (if not same as above)	Send Invoice Attention To
Contact Person Invoices	Contact Email ap@gtpavilions.org
Contact Phone (231) 932-3061	Contact Fax

Quantity	Equipment/Model	Description	Purchase Price
1	20L9160	LEXMARK XC8355 COLOR MFP	12,700.00
1	20L9160	LEXMARK XC8355 COLOR MFP	

Equipment Trade-In	Yes / No	Model #	Serial #	Allowance
Billing Instructions				
				Network Installation
				Subtotal \$ 12,700.00
				Sales Tax \$ 0.00
				Total \$ 12,700.00
				Amount of Check
				Balance Due

By initialing here, I acknowledge that my equipment will not be ordered until Kraft receives 75% down payment _____

ALL GOODS SOLD F.O.B. SHIPPING POINT UNLESS OTHERWISE SPECIFIED, ORDER SUBJECT TO COMPANY ACCEPTANCE.

It is understood and agreed that title to the above described property shall remain with the seller until the full amount of the purchase price has been paid according to the terms specified above. If default occurs in the payment of said purchase price or any installment due thereon, the seller may repossess said property with or without due process of law, and that upon default in the payment in any installment as specified, the entire purchase price shall become due at the option of the seller.

THERE ARE NO AGREEMENTS OR PRICES OTHER THAN SPECIFIED ON THIS ORDER.

TERMS: NET CASH, SUBJECT TO CREDIT ACCEPTANCE FROM KRAFT. PAST DUE ACCOUNTS ARE SUBJECT TO FINANCE CHARGES.

By signing this agreement, I agree to the Equipment Purchase Terms & Conditions.

Signature	Print Name
Title	Date

Equipment Purchase Terms & Conditions

AGREEMENT. You want us to now provide you the equipment and/or software referenced herein ("Equipment") and you unconditionally agree to pay us the amounts payable under the terms of this agreement ("Agreement") each period by the due date. This Agreement is binding upon our acceptance hereof and will begin on the date the Equipment is delivered to you or any later date we designate. If we designate a later commencement date, you agree to pay us an additional amount equal to the periodic payments due under this Agreement prorated for the period between the date the Equipment is delivered to you and the commencement date. We may charge you a onetime origination fee of \$89.50. If any amount payable to us is past due, you will pay a late charge equal to: 1) the greater of ten (10) cents for each dollar overdue or twenty-six dollars (\$26.00); or 2) the highest lawful charge, if less. Any security deposit will be returned upon full performance.

NET AGREEMENT. THIS AGREEMENT IS NON-CANCELABLE FOR THE ENTIRE AGREEMENT TERM. YOU AGREE THAT YOU ARE UNCONDITIONALLY OBLIGATED TO PAY ALL AMOUNTS DUE UNDER THIS AGREEMENT FOR THE ENTIRE TERM. YOU ARE NOT ENTITLED TO REDUCE OR SET-OFF AGAINST AMOUNTS DUE UNDER THIS AGREEMENT FOR ANY REASON.

EQUIPMENT USE. You will keep the Equipment in good working order, use it for business purposes only and not modify or move it from its initial location without our consent. If we have entered into a separate arrangement with you for maintenance, service, supplies, etc. with respect to the Equipment, payments under this Agreement may include amounts owed under that arrangement, which amounts may be invoiced as one payment for your convenience. We may charge you a Monthly Supply Freight Fee to cover our costs of shipping supplies to you.

SOFTWARE/DATA. Except as provided in this paragraph, references to "Equipment" include any software referenced above or installed on the Equipment. We do not own the software and cannot transfer any interest in it to you. We are not responsible for the software or the obligations of you or the licensor under any license agreement. You are solely responsible for protecting and removing any confidential data/images stored on the Equipment prior to its return for any reason.

LIMITATION OF WARRANTIES. EXCEPT TO THE EXTENT THAT WE HAVE PROVIDED YOU A WARRANTY IN WRITING, WE MAKE NO WARRANTIES, EXPRESS OR IMPLIED, INCLUDING WARRANTIES OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE. YOU CHOSE ANY/ALL THIRD-PARTY SERVICE PROVIDERS BASED ON YOUR JUDGMENT. YOU MAY CONTACT US OR THE MANUFACTURER FOR A STATEMENT OF THE WARRANTIES, IF ANY, THAT THE MANUFACTURER IS PROVIDING. WE ASSIGN TO YOU ANY WARRANTIES GIVEN TO US.

ASSIGNMENT. You may not sell, assign, or sublease the Equipment or this Agreement without our written consent. We may sell or assign this Agreement and our rights in the Equipment, in whole or in part, to a third party without notice to you. You agree that if we do so, our assignee will have our assigned rights under this Agreement but none of our obligations and will not be subject to any claim, defense, or set-off that may be assertible against us or anyone else.

LAW/FORUM. You agree that this Agreement and any claim related to this Agreement shall be governed by the internal laws of the state in which our (or, if we assign this Agreement, our assignee's) principal place of business is located and any dispute concerning this Agreement will be adjudicated in a federal or state court in such state. You hereby consent to personal jurisdiction and venue in such courts and waive transfer of venue. Each party waives any right to a jury trial.

LOSS OR DAMAGE. You are responsible for any damage to or loss of the Equipment. No such loss or damage will relieve you from your payment obligations hereunder. Except for claims, losses, or damages caused by our gross negligence or willful misconduct, you agree to indemnify us and our assignee, if applicable, against any claims, losses, or damages, including attorney fees, in any way relating to the Equipment or data stored on it. In no event will we be liable for any consequential or indirect damages.

INSURANCE. You agree to maintain commercial general liability insurance acceptable to us. You also agree to: 1) keep the Equipment fully insured against loss at its replacement cost, with us named as loss payee; and 2) provide proof of insurance satisfactory to us no later than 30 days following the commencement of this Agreement, and thereafter upon our written request. If you fail to maintain property loss insurance satisfactory to us and/or you fail to timely provide proof of such insurance, we have the option, but not the obligation, to secure property loss insurance on the Equipment from a carrier of our choosing in such forms and amounts as we deem reasonable to protect our interests. If we secure insurance on the Equipment, we will not name you as an insured party, your interests may not be fully protected, and you will reimburse us the premium which may be higher than the premium you would pay if you obtained insurance, and which may result in a profit to us through an investment in reinsurance. If you are current in all of your obligations under the Agreement at the time of loss, any insurance proceeds received will be applied, at our option, to repair or replace the Equipment, or to pay us the remaining payments due or to become due under this Agreement, plus our booked residual, both discounted at 3% per annum.

DEFAULT/REMEDIES. If a payment becomes 10+ days past due, or if you otherwise breach this Agreement, you will be in default, and we may require that you return the Equipment to us at your expense and pay us: 1) all past due amounts and 2) all remaining payments for the unexpired term, plus our booked residual, discounted at 3% per annum; and we may disable or repossess the Equipment and use all other legal remedies available to us. You agree to pay all costs and expenses (including reasonable attorney fees) we incur in any dispute with you related to this Agreement. You agree to pay us 1.5% interest per month on all past due amounts.

PAYMENT: Customer unconditionally guarantees that it will make all payments and all the other charges required under the Agreement and any supplements when they are due. Dealer may cease performance under this Agreement if Customer is in breach under this or any other Agreement with Dealer. If it is necessary for Dealer to proceed legally to enforce this Agreement, Customer agrees to pay, in addition to any award, all costs, including attorney's fees incurred.

RELOCATION: Customer agrees to keep the Equipment at the installation location and not move it from that location without prior written consent of Dealer. Customer agrees to be responsible for all costs associated with relocation. If the Equipment is moved to a new position or location, Dealer shall have the right to charge a new rate for the new position or location and Customer agrees to pay the difference between the old rate and the new rate.

DISCLAIMER OF SERVICES/LIMITATIONS OF LIABILITY: KBS shall not be liable for any lost profits, loss of information or any kind, loss of or damage to revenue, loss of profits or good will, interruption of business, damage to client's computers or networks, damage to or loss of software, data files or other information resulting from any equipment failure or service of equipment. Client is solely responsible for back-ups and archival copies of all software, data, and other information. NOTWITHSTANDING ANY PROVISION IN THIS DOCUMENT TO THE CONTRARY, THESE TERMS AND CONDITIONS ARE MADE WITH THE EXPRESS UNDERSTANDING OF CUSTOMER THAT THEY SHALL APPLY IN CONNECTION WITH THE PERFORMANCE OF MAINTENANCE SERVICES BY KBS AND IS IN LIEU OF ALL OTHER WARRANTIES (EXPRESS, IMPLIED OR STATUTORY) INCLUDING THE SEPARATE WARRANTIES OF MERCHANTABILITY AND FITNESS FOR A PARTICULAR PURPOSE OR USE. IN NO EVENT SHALL KBS BE LIABLE FOR INCIDENTAL OR CONSEQUENTIAL DAMAGES, EVEN IF ADVISED OF THE POSSIBILITY OF SUCH DAMAGES. KBS makes no warranties whatsoever, expressed or implied with regard to the service, the software included with the product, its installation and support, and expressly excluded all implied warranties of merchantability and fitness for a particular purpose, including but not limited to specific networks or applications that may be exercised as a means for product return. KBS shall under no circumstances be liable for any special, exemplary punitive incidental or consequential damages regardless of the cause. The liability of KBS and/or its employees, agents and/or representatives for any claim, cost, damage, loss or expense (regarding the performance of maintenance services pursuant to this document) for which it is, or may be, legally liable, whether arising in negligence, tort, contract or otherwise, shall not exceed (in the aggregate) KBS monthly charges for the preceding 12 months.

TAXES & FEES: Customer shall be responsible for all sales tax, use tax or other taxes (including without limitations personal property taxes accessible on the Equipment) and fees charged relative to this Agreement. (Leasing company) Customer agrees to reimburse Dealer for all amounts paid or payable by Dealer in discharge of the foregoing taxes or fees. Customer shall not be responsible for taxes based on Dealer's gross or net income.

NOTICES: Notices required under this agreement shall be written and sent to Dealer at 4245 Brockton Dr. SE, Grand Rapids MI 49512 and to the Customer at the "bill to address" identified on the front side of this Agreement. All notices will be effective upon date of postmark.

JURISDICTION: This agreement shall be interpreted and enforced according to the laws of the State of Michigan and the County of Kent.

INDEMNITY: With respect to, arising from, or in connection from this agreement, or from manufacture, maintenance, repair or use of any Equipment, Customer agrees to indemnify and hold harmless Dealer and its agents, representatives, and employees from and against any and all claims, liabilities, damages, demands, cost and expenses of every kind and nature (including reasonable attorney's fees) arising from any injury or damage to any person, property, or business, excluding, however, any of the foregoing resulting solely from the gross negligence or misconduct of Dealer or its agents, representatives or employees.

ASSIGNMENT: This contract is for the sole benefit of the Customer whose name appears on the front hereof and cannot be assigned by the customer to any further owners of the covered Equipment

CONFIDENTIALITY CLAUSE: Dealer recognizes that it must conduct its activities in a manner designed to protect any information concerning Customer, its affiliates or clients (such information hereinafter referred to collectively as "Customer Information") from improper use or disclosure. Dealer agrees to use its best efforts to treat Customer Information on a confidential basis. Dealer agrees not to disclose any Customer Information to any person, firm or corporation that does not have a need to know said information

FORCE MAJEURE: neither Party shall be responsible for delays or failure in performance of the agreement (other than the failure to make payment) to the extent that such party was hindered in its performance by any act of God, Civil Commotion, Labor dispute, or any other occurrence beyond its reasonable control.



Customer No.
C003843

Tax ID

MAINTENANCE AGREEMENT

CUSTOMER INFORMATION

LEGAL COMPANY NAME Grand Traverse Pavilions			STREET ADDRESS 1000 Pavilions Circle	
CITY Traverse City	STATE MI	ZIP 49684	PHONE NUMBER	FAX NUMBER
BILLING NAME (IF DIFFERENT FROM ABOVE)			BILLING STREET ADDRESS 1000 Pavilions Circle	
CITY Traverse City	STATE MI	ZIP 49684	E-MAIL	
EQUIPMENT LOCATION (IF DIFFERENT FROM ABOVE)				

Coverage includes all toner, parts, drums/photo-receptors; excludes paper and staples.

CONTRACT ALLOWANCES, FREQUENCIES AND AMOUNTS

Equipment Description	Group	Meter Code	Allowance	Base Freq	Base Amount	Ovg Freq	Overage Rate
LEXMARK XC8355 COLOR MFP	BLK	BLK	0	M	0.00	M	0.012000
LEXMARK XC8355 COLOR MFP	CLR	CLR	0	M	0.00	M	0.055000
LEXMARK XC8355 COLOR MFP							
LEXMARK XC8355 COLOR MFP							

Comments:

Customer declines benefits of maintenance programs _____ (initial)

New Contract Renewal

The additional terms and conditions on the reverse side hereof are incorporated in and made part of this agreement. No change, alteration or amendments of the terms or conditions of this agreement are authorized or effective unless they have been agreed to in writing by an officer of Kraft Business Systems, Inc..

Customer Acceptance _____

Date _____

Kraft Business Systems, Inc.
Representative _____

Sales Manager Approval _____

Corporate Approval _____

Rep # _____

Maintenance Agreement Terms & Conditions

Kraft Business Systems Inc. a Michigan profit corporation (KBS), agrees to provide and the Customer agrees to accept maintenance service on the equipment annual charges indicated in the attached equipment list, in accordance with the following terms and conditions.

TERM: This Agreement is effective from the commencement date and shall continue for an initial minimum term of one (1) year. Thereafter this Agreement shall remain in force until terminated by Client within ninety (90) days but not less than 30 days prior to the normal expiration date. Each monthly obligation required by this Agreement shall be billed in advance. An administration fee of \$15.95 will be added to your bill monthly. This covers shipping, firmware updates, cleaning supplies, fuel surcharge fee and travel. If in the opinion of KBS, at the end of the first year or thereafter, individual items can no longer be properly or economically maintained to KBS' standards, KBS may at its own judgment terminate the Agreement.

MAINTENANCE & SERVICE: KBS agrees to provide maintenance service availability Monday through Friday from 9:00am to 5:00pm and keep the equipment in good working order in accordance with KBS' published specifications while the equipment is located within KBS' area of responsibility. The maintenance provided is based on the specific performance standard needs of individual products as determined by KBS. These needs include preventative maintenance - handled as the discretion of KBS maintenance technician - during a reported service call or at the discretion of the KBS service Coordinator. On-call remedial Maintenance will be provided and will include adjustments, lubrications and replacement of parts deemed necessary by KBS.

CHARGES: All service calls made on equipment not under maintenance contract shall be invoiced immediately at prevailing rates. These rates are subject to change without notice.

INITIAL INSPECTION: If the equipment to be covered by this Agreement is not under a current KBS' maintenance contract, (nor covered by KBS' limited warranty immediately prior to the commencement date of this Agreement) it shall be subject to a chargeable inspection by KBS. KBS shall take such action as may be necessary in its judgment to place the equipment in good operating condition including (without limitation) making repairs, adjustments and making replacing parts. Customer shall pay for all labor and materials used in connection therewith at KBS' then current commercial rates. This paragraph does not apply to equipment sold new at the time of the sale.

KBS PROPERTY: Maintenance software, test equipment and similar property used by KBS at the installation site (even if shipped with the equipment) shall remain the exclusive property of KBS and shall be for the sole use of KBS and under the control of KBS.

ACCESS TO EQUIPMENT: KBS shall have full and free access to the equipment to provide service thereon upon reasonable prior notice to Customer.

MODIFICATIONS: If persons other than KBS representative perform maintenance or repair of a unit of equipment, and as a result further repair by KBS is required, such repairs are not included in the charges set forth in this Agreement, and will be made at KBS' applicable time and material rate and terms then in effect. Maintenance by third parties could be the basis for voiding any existing limited warranties.

ELECTRICAL PROTECTION: No repair or obligations imposed upon KBS will be honored without mandatory, approved electrical protection. Circuit Board Coverage is Excluded on Non-Surge Protected Equipment.

EXCLUSIONS: Maintenance service is contingent upon the proper use of all equipment and does not include:

- Electrical work external to the equipment or maintenance of accessories, attachments, or other devices not furnished by KBS.
- Service caused by supply items that do not meet KBS specifications, software not supplied by KBS, or other alterations in equipment, their connections by mechanical, electrical or network means.
- Repair of damage or increase in service time resulting from: accident, transportation, neglect, theft, fire, water damage, misuse, failure of electrical power, air conditioning or humidity control, relocation to an unsuitable place of installation or unsafe/hazardous environment, alterations which include but are not limited to, any changes in KBS design, installation, removal or KBS features, any other modification whenever any of the foregoing are performed by other than KBS representatives or anything other than ordinary use.

BILLABLE CALLS: If Customer requires KBS to provide support outside normal business hours (i.e. weekends, KBS holidays, and 5:00pm to 8:00am weekdays), client will pay for such services at the rate of 1.5 times the current published rate per hour for a minimum of two hours.

PAYMENT: Customer shall pay the total monthly charge stated (as per this Agreement) by the first day of each month for which service is to be provided. KBS shall only issue invoices for equipment maintenance by the amounts stated on the front of this Agreement or when client has failed to pay by the due date. Any amounts not paid to KBS within thirty (30) days after the applicable due date, KBS will notify Customer of failure to pay providing a (7) day period for Customer to respond following which upon non-payment. KBS shall not be obligated to provide services as called for in this agreement unless the customer is current with all payments due KBS. KBS may at its sole discretion send to client a notice of termination, which shall be effective upon Customer's receipt. All obligations for payment shall survive the termination of this Agreement. Any support services provided will be billed at current published rates.

DISCLAIMER OF SERVICES/LIMITATIONS OF LIABILITY: KBS shall not be liable for any lost profits, loss of information or any kind, loss of or damage to revenue, loss of profits or good will, interruption of business, damage to client's computers or networks, damage to or loss of software, data files or other information resulting from any equipment failure or service of equipment. Client is solely responsible for back-ups and archival copies of all software, data, and other information. NOTWITHSTANDING ANY PROVISION IN THIS DOCUMENT TO THE CONTRARY, THESE TERMS AND CONDITIONS ARE MADE WITH THE EXPRESS UNDERSTANDING OF CUSTOMER THAT THEY SHALL APPLY IN CONNECTION WITH THE PERFORMANCE OF MAINTENANCE SERVICES BY KBS AND IS IN LIEU OF ALL OTHER WARRANTIES (EXPRESS, IMPLIED OR STATUTORY) INCLUDING THE SEPARATE WARRANTIES OF MERCHANTABILITY AND FITNESS FOR A PARTICULAR PURPOSE OR USE. IN NO EVENT SHALL KBS BE LIABLE FOR INCIDENTAL OR CONSEQUENTIAL DAMAGES, EVEN IF ADVISED OF THE POSSIBILITY OF SUCH DAMAGES. KBS makes no warranties whatsoever, expressed or implied with regard to the service, the software included with the product, its installation and support, and expressly excluded all implied warranties of merchantability and fitness for a particular purpose, including but not limited to specific networks or applications that may be exercised as a means for product return. KBS shall under no circumstances be liable for any special, exemplary punitive incidental or consequential damages regardless of the cause. The liability of KBS and/or its employees, agents and/or representatives for any claim, cost, damage, loss or expense (regarding the performance of maintenance services pursuant to this document) for which it is, or may be, legally liable, whether arising in negligence, tort, contract or otherwise, shall not exceed (in the aggregate) KBS monthly charges for the preceding 12 months.

GOVERNING LAW: This Agreement shall be governed by the laws of the State of Michigan. Any action against KBS must be brought within twelve (12) months after discovery of the alleged act or omission giving rise to the action. In the event of litigation or other proceedings by KBS to enforce or defend any term or provision of this Agreement and is successful, Customer agrees to pay all reasonable expenses sustained by KBS (including but not limited to) collections and attorney fees. Customer's exclusive remedy for breach of Agreement shall be replacement or repair of the nonconforming part at the option of KBS. Customer expressly waives its right to consequential, exemplary, incidental, or punitive damages.

INDEMNIFICATION: Customer shall bear all risks of theft, loss or damages not caused by KBS employees or agents, to all equipment. Client agrees to indemnify, defend and hold harmless KBS, its officers, directors, employees and agents from all loss liability, claims or expenses (including reasonable attorney fees) arising out of Customers use of the equipment, including but not limited to liabilities arising from bodily injury, including death or property damage to any person, unless caused solely as a result of a negligent or intentional act or omission by KBS.

ARBITRATION: In the event of any dispute between the parties to this agreement, the dispute shall be submitted to one arbitrator in binding in accordance with the Commercial Arbitration Rules of the American Arbitration Association. Such arbitration shall be held within twenty (20) mile radius of Grand Rapids, Michigan absent an express written agreement by the parties to conduct the arbitration at a different location. Judgment entered upon the award may be entered and enforced in any court of competent jurisdiction.

COMPLETE AGREEMENT: This is the complete understanding of the parties. No oral representation or warranty shall be binding. This Agreement may not be modified except in writing signed by authorized representatives of both parties. If any provision of this Agreement is found to be invalid or unenforceable, such provision shall be deleted from this document and the remaining provisions shall remain in full force and effect.

ASSIGNMENT: This contract is for the sole benefit of the Customer whose name appears on the front hereof and cannot be assigned by the customer to any further owners of the covered Equipment

TAX: The amount of this agreement shall be increased by an amount equal to any applicable tax, now or hereafter assessed, levied, or imposed by any federal, State or local Authority.

FORCE MAJEURE: Neither party shall be responsible for delays or failures in performance of the Agreement (other than the failure to make payment) to the extent that such party was hindered in its performance by any act of God, commotion, labor dispute, or any other occurrence beyond its reasonable control.

RENEWAL: This is an auto-renewable maintenance agreement unless KBS has been notified in writing by the terms and conditions of this document. Payment of invoices constitutes acceptance and renewal of this contract without exception on a month to month basis. Maintenance contracts are subject to annual rate increases up to 11%. "11x17" copies & prints are subject to billing as two clicks.

NOTICE: All communications (request, consents, orders or other) between KBS and Customer shall be written and delivered personally, by voice (but only if followed up with written confirmation), or sent certified mail (return receipt requested) or courier service.

AUTHORIZATION: Each party executing this Agreement has been authorized to do so by resolution or consent.



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

Account name: 10059750

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

SHIP-TO

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

Quotation	
Quotation Number :	0229449328
Document Date :	13-MAY-2026
PO Number :	
PO Release :	
Sales Rep :	Clay Kirk
Email :	CLAY.KIRK@INSIGHT.COM
Phone :	

We deliver according to the following terms:

Payment Terms : Net 30 days
 Ship Via : PERIMETER INTERNATIONAL/LTL
 Terms of Delivery : FOB ORIGIN
 Currency : USD

Material	Material Description	Quantity	Unit Price	Extended Price
20L8400	Lexmark CX833se - multifunction printer - color - laser	2	5,495.12	10,990.24
20L8800	Lexmark - 550-sheet tray	2	333.49	666.98
20L8806	Lexmark - cabinet	2	212.23	424.46
37X6146	Lexmark - fax card	2	315.23	630.46
			Product Subtotal	12,712.14
			Freight	546.73
			TAX	0.00
			Total	13,258.87

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

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

Sincerely,

Clay Kirk

CLAY.KIRK@INSIGHT.COM

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



Quotation Number 229449328

Document Date 13-MAY-2026

Page 2 of 2

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

Pricing and lead times for certain components, including, but not limited to, DRAM, NAND, DIMMs, and other constrained products, as well as any finished goods containing such components, including third-party provided services, are subject to manufacturer driven changes, government-imposed tariffs, component volatility, and other supply chain disruptions outside of Insight's control. If Insight's cost for such components, either separately or as part of finished goods or a third-party provided service, materially increases, or if supply is withdrawn or reallocated by its suppliers after the date of this quote and before shipment, Insight may re quote the affected line items. Client may accept the revised pricing, adjust configuration as proposed by Insight, or cancel the affected items. This provision regarding manufacturer-driven changes, tariffs, and component volatility takes precedence over any conflicting or inconsistent pricing or cancellation terms in any other agreement or purchase order between the parties.

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

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

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



SOLUTION PROPOSAL

PREPARED EXCLUSIVELY FOR:
Grand Traverse Pavilions



Braden Business Systems, Inc
8700 North Street, Suite 400
Fishers, IN 46038
(317) 580-0100



Grant Braden
gbraden@bradenonline.com
Office (317) 522-2112
Cell (317) 580-0100



PROPOSAL ISSUED:
05/19/2026
PROPOSAL GOOD UNTIL:
06/18/2026
PROPOSAL #:
21392

www.bradenonline.com



Lexmark XC8355 Color MFP

KEY FEATURES & BENEFITS

- Up to 55 ppm in monochrome or color
- Up to 1200 X 1200 dpi resolution ensures detailed and high-quality prints
- Easily manage tasks with the 10-inch color touchscreen control panel
- Standard connectivity: Standard 802.11a/b/ g/n/ac + Apple iBeacon
- Single pass duplexing automatic document feeder for effortless two-sided printing
- Base model dimensions: 34H X 23W X26D inches

INCLUDED ACCESSORIES

- 550 Sheet Tray (supports up to 12 x 18)
- Analog Fax Card
- Cabinet



Copier depicted may show additional options

The Lexmark XC8355 is an A4 color multifunction device with the ability to print, copy, scan, and optional fax. It is easily customizable to meet the diverse needs of a busy office environment. It features a large paper capacity and standard wireless technology.



PROPOSED SOLUTION

Qty	Manufacturer	Model	Description
2	Lexmark	XC8355 Color MFP	XC8355 A4 Color MFP
			550 Sheet Tray (supports up to 12 x 18)
			Cabinet
			Analog Fax Card

Service Agreement				
	B/W Images		Color Images	
	Volume	Overage	Volume	Overage
XC8355 Color MFP	2,500	0.01350	500	0.04700
XC8355 Color MFP	2,500	0.01350	500	0.04700
				60 Month
Monthly Lease Investment				\$227.43
				\$105.00
Outright Purchase Price				\$12,097.56
Service Agreement billed Monthly				\$105.00 + overages

Above pricing does not include applicable taxes
 Lease pricing based on FMV residual
 Service Agreement covers all parts, labor, drum, developer & toner



Pricing Valid for 30 Days
 Items & pricing are subject to availability
 Following quote is confidential material and is property of Braden Business Systems, Inc.

GRAND TRAVERSE PAVILIONS

8

PURCHASE OF EQUIPMENT AND SERVICES REQUEST FORM

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

A. Requesting Grand Traverse Pavilions Department: Information Systems

B. Item: 80 NComputing ThinClients

C. Specifications: see attached flyer

D. Bids Solicited From:

1. CDW City Vernon Hills, IL Date 5-1-26

2. Insight City Chandler, AZ Date 5-13-26

3. Southern Computer Warehouse City Marieta, GA Date 5-18-26

4. _____ City _____ Date _____

E. Bids Received:

1. CDW Date 5-1-26 \$ 17,761.53

2. Insight Date 5-13-26 \$ 17,623.30

3. Southern Computer Warehouse Date 5-18-26 \$ 17,645.60

4. _____ Date _____ \$ _____

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

G. Recommendation: CDW

H. Justification for Recommendation: In stock

I. Purchase Budgeted: Yes _____ No x

How Funded: Capitol

Kory B. Hansen 6/17/26
Financial Director Date
(Purchases up to \$1,500.00)

David Zwick 6-18-26
CEO/Administrator Date
(Purchases up to \$5,000.00)

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



Grand Traverse Pavilions

A COMMUNITY CARING FOR GENERATIONS

MEMORANDUM

DATE: June 8, 2026
TO: Darrell Lavender
FROM: Dan Butler
RE: Replacement of End-of-Life Thin Clients

Situation

Grand Traverse Pavilions must replace end-of-life thin client devices that no longer support Windows 11 and are no longer adequate for secure, reliable access to critical clinical and business systems.

Background

The current thin clients were purchased more than ten years ago and supported the organization's transition from Windows 7 to Windows 10 without requiring hardware replacement. These devices are used extensively by nursing staff to document resident care and treatments in PointClickCare and other operational systems.

The devices have now reached end-of-life status and have not received vendor support or firmware updates for several years. Continued reliance on unsupported hardware increases cybersecurity exposure, the likelihood of device failure, and the potential for operational disruption affecting staff productivity and resident care documentation.

Assessment

The current thin clients create a growing operational and cybersecurity risk because they are unsupported, not aligned with current security standards, and unable to

support the Windows 11 environment. Replacing the devices now is a prudent infrastructure investment that supports cloud migration, reduces downtime risk, and protects reliable access to clinical documentation systems.

This request is time-sensitive because delaying replacement increases exposure to preventable technology failures and security vulnerabilities at workstations used for resident care documentation.

Recommendation

Approve the purchase of 80 NComputing thin clients to replace outdated end-of-life devices and add needed workstation locations within the Cottages.

This investment will:

- Replace unsupported hardware with vendor-supported devices.
- Improve cybersecurity through current firmware and security updates.
- Ensure compatibility with Windows 11 and future technology initiatives.
- Provide reliable access to PointClickCare and other cloud-based applications.
- Support Grand Traverse Pavilions' ongoing cloud migration strategy.
- Reduce downtime and maintenance costs associated with aging equipment.
- Improve staff efficiency and the resident care documentation experience.

Approval will modernize endpoint infrastructure, strengthen security, and provide a stable technology foundation for current and future operational needs.

- Compatible with Microsoft RDS, Microsoft AVD, Windows 365 Cloud PC, NComputing VERDE VDI & Remote Access, and vSpace Pro Enterprise
- Local Chromium browser with standalone and productivity mode
- RDP with Microsoft RemoteFX support for improved session performance
- Quadcore Broadcom 2711 (ARM v8) 1.5GHz 64-bit CPU
- Built-in 5GHz and 2.4GHz 802.11 b/g/n/ac Wi-Fi with Personal and Enterprise 802.1x security
- Maximum resolution: 3840x2160 (@60Hz single or @30Hz dual display); NComputing recommends 2560x1600 @60Hz max resolution for Microsoft RDP with RemoteFX
- 2 USB 3.0 and 2 USB 2.0 high-speed ports with transparent USB redirection
- 802.1x (PEAP, EAP-TLS, EAP-TTLS) support
- Integrated VPN support (OpenVPN, OpenConnect and PPTP)
- 16 GB internal Micro SD card and 2GB RAM
- Built-in Kensington security slot and sealed micro SD card for added protection
- National keyboard layout support
- Low power consumption.
- Power button with sleep mode
- VESA mount kit included
- One year of firmware maintenance updates included; subsequent Annual Maintenance Plan available (NC-AMP-RXRDP-1A)

Optional Features

- NComputing SuperRDP Server Pack with vCAST Streaming support. Separate license required (SuperRDP-PREM-VC-P)
- Connecting to vSpace Pro Enterprise requires vSpace Pro Client connection license (vSpacePro-SW-1A)
- PMC Endpoint Manager software to remotely manage RX420(RDP).

DATASHEET

RX-series: RX420(RDP)

Thin clients optimized for business.

+ Support for native dual displays and 5GHz WLAN Deployment

The RX420(RDP) thin client is built on the Raspberry Pi 4 platform to achieve compelling performance and value. Compatible with Microsoft Azure Virtual Desktop (AVD), Windows 365 Cloud PC, Remote Desktop Services (RDS), VERDE VDI, VERDE Remote Access, as well as vSpace Pro, the RX420(RDP) is cloud-ready and provides a rich PC-like experience powered by Quadcore Broadcom 2711 (ARM v8) 64-bit system-on-chip. Integrated local Chromium browser support provides additional flexibility for direct access of web content and web apps without desktop virtualization. RX420(RDP) features native dual display, full-screen, full-motion HD multimedia playback with Microsoft RemoteFX support, dual-band 2.4/5GHz WiFi connectivity and built-in transparent USB redirection for unparalleled peripheral support.



RX420(RDP) configuration and firmware updates can be remotely managed by the IT admin. The RX420(RDP) provides a simple to deploy, centrally managed, high performance virtual desktop, perfect for use in SMB and SME organizations with Microsoft AVD, Microsoft RDS, VERDE VDI or vSpace Pro deployments.

Microsoft RemoteFX session support

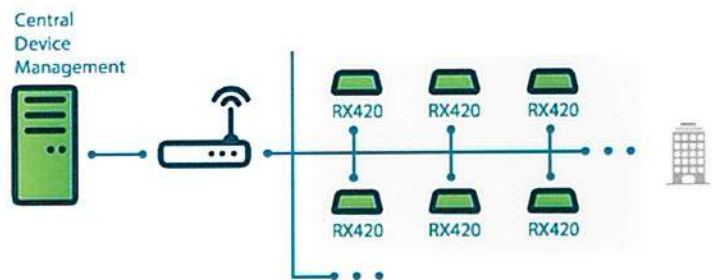
Enabling the RemoteFX feature for Remote Desktop connection greatly enhances the user's visual experience. Especially host systems equipped with supported graphic cards will benefit.

NComputing vCAST Streaming with client-side rendering via SuperRDP

SuperRDP brings the power of our vCAST Streaming technology to RDP - reducing server-side CPU usage for streaming services like YouTube as well as local media content without the need for expensive GPUs. This allows for higher quality media streaming utilizing network bandwidth instead of heavy server CPU usage, thereby supporting more concurrent users. SuperRDP software is available separately and installs on the server.

Central management & express deployment with PMC Endpoint Manager

The RX420(RDP) is easy to configure from our optional PMC Endpoint Manager software. An admin can remotely manage devices over local and wide-area networks, including locations behind firewalls and NAT-routers, through an easy-to-use web-based user interface. Administrators may define multiple device profile configurations, then push to individual or grouped devices through scheduled updates, including firmware. A dashboard summary and detailed event logging provide valuable information about your deployment.



Native Dual Monitor Support



Two micro-HDMI ports support either a single display with resolutions up to 4K @60Hz or dual display configurations of up to 4k@30Hz. NComputing recommends 2560x1600 @60Hz max resolution for Microsoft RDP with RemoteFX.



Supported Operating Systems:

- Windows Server: 2025, 2022, 2019, 2016, 2016 (Multipoint Services), 2012 R2 U1, Multipoint Server 2012, 2008 R2 SP1
- Microsoft Windows Desktops (for 1-1 VDI on Windows 10, 8.1, 7 SP1)

Supported Deployment Infrastructure

- Microsoft Windows Cloud PC
- Microsoft RDS deployment with RD Gateway
- Microsoft Azure Virtual Desktop (AVD) deployment [firmware v. 1.8.8 and higher]
- VERDE VDI with Remote Access and VDI support
- vSpace Pro Enterprise
- Local Chromium browser support

RX420 (RDP) Connections

1. Power button with sleep mode
2. 2 USB 3.0 and 2 USB 2.0 High-Speed ports with full USB redirection support
3. Gigabit Ethernet RJ45 port
4. Kensington security port
5. Power in (USB-C)
6. Dual micro HDMI video output
7. Speaker jack: 16bit/44kHz/Stereo



Licensing

RX420(RDP) comes with RDP, AVD, Windows 365 Cloud PC, VERDE VDI and vSpace Pro connection mode support. Separate software licenses for supported platforms are required. *NComputing* vCAST Streaming for RDP also require separate licenses. Contact *NComputing* for more details. RX420(RDP) comes with one year of firmware maintenance updates from the time of purchase.

Broad USB Peripheral Support

USB devices are transparently redirected, supporting mass storage, printers (local and network), scanners, smart card readers, headsets/speakers, webcams, COM ports, and 3D mice.

HARDWARE	DESCRIPTION
KIT CONTENTS	Each RX420 (RDP) kit includes 1 access device, 1 power supply, 1 internal 16 GB SD card, 1 VESA mount kit and a Quick Installation Guide.
SIZE	Width: 76 mm / 3 inches, Depth: 93 mm / 3.7 inches, Height: 30 mm / 1.2 inches
WEIGHT	105g / 0.23 lbs; Shipping weight including power adapter 0.33kg / 0.72 lbs
POWER SUPPLY	5.0VDC (3A) power supply included
LED INDICATORS	Power, network link, and network activity
DISPLAY	Dual micro-HDMI video ports. Maximum resolution: 3840x2160 (@60Hz single or @30Hz dual display); <i>NComputing</i> recommends 2560x1600 @60Hz max resolution for Microsoft RDP with RemoteFX
VIDEO	<ul style="list-style-type: none"> • Full HD 1080P with H.264 support (client-side rendering with hardware acceleration) • Full HD Flash video 1080P support (server-side rendering)
SOC	Broadcom BCM2711, 1.5GHz 64bit Quad Core Cortex A72 Dual core VideoCore IV, Multimedia Processor
MEMORY	<ul style="list-style-type: none"> • Mass storage: 16 GB internal Micro SD card • RAM: 2GB
MONITOR POWER-SAVE	Sleep mode button to turn off display output for power saving mode
NETWORK AND CONNECTIVITY	<ul style="list-style-type: none"> • Gigabit Ethernet RJ45 port • Wi-Fi (5GHz and 2.4 GHz 802.11 b/g/n/ac)
VPN CLIENTS	The following VPNs are supported: OpenVPN, OpenConnect VPN, PPTP, IPSec (L2TP and IKEv2), FortiClient SSL VPN
AUDIO	16-bit/44kHz/Stereo high quality digital audio with support for USB2.0 audio devices or via 3.5mm stereo audio jacks for headphone
PERIPHERAL SUPPORT	2 USB 3.0 and 2 USB 2.0 high-speed ports with transparent USB redirection
OPERATION MODE	Provisioned by IT admin: <ul style="list-style-type: none"> • Microsoft WVD, Microsoft RDS with RemoteFX support • VERDE VDI and VERDE Remote Access (RDP/UXP protocols) • vSpace Pro Enterprise (UXP protocol) • Local Chromium browser support
FIRMWARE	Firmware maintenance updates are included free for one year from date of purchase.
WARRANTY	1-year hardware warranty included. Optional extended hardware warranty available.
MOUNT	VESA mount included
OPTIONS	RX420 Micro-HDMI cable Kit: (SKU 700-0035) 2 sets of 1.2 M Micro-HDMI cables RX420 Micro-HDMI adapter kit: (SKU 700-0034) 2 sets of 15cm Micro-HDMI to HDMI adapter dongles RX440 (RDP): (SKU 500-0193) contains 4GB of RAM. Only available by request.

RX-series products are RoHS compliant and have been EMI certified according to FCC, CE, BIS and KC standards.



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

Hardware Software Services IT Solutions Brands Research Hub

QUOTE CONFIRMATION

Pricing and Availability Notice

Due to ongoing supply chain challenges, some hardware manufacturers cannot guarantee product availability or pricing until the product is shipped. While we make every effort to honor quoted pricing, if a hardware manufacturer increases its price to CDW after a quote is issued or order is accepted, we may need to update your quoted price to reflect that change irrespective of any timeframes or validity periods set forth in the quote, including up to the date of shipment. In the event of a price adjustment, we will notify you prior to shipment. Any price adjustment would only occur if the hardware manufacturer increases its pricing to CDW.

DAN BUTLER,

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

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

Convert Quote to Order

QUOTE #	QUOTE DATE	QUOTE REFERENCE	CUSTOMER #	GRAND TOTAL
PXDD897	6/9/2026	PWBG587	4259538	\$17,761.53

QUOTE DETAILS

ITEM	QTY	CDW#	UNIT PRICE	EXT. PRICE
NComputing RX-series RX420 (RDP) Thin Client Mfg. Part#: RX420-RDP Contract: MARKET	80	6031787	\$219.70	\$17,576.00

SUBTOTAL	\$17,576.00
SHIPPING	\$185.53
SALES TAX	\$0.00
GRAND TOTAL	\$17,761.53

PURCHASER BILLING INFO

Billing Address:
GRAND TRAVERSE PAVILIONS
ACCTS PAYABLE
1000 PAVILLIONS CIR
TRAVERSE CITY, MI 49684-3098
Phone: (231) 932-3042
Payment Terms: Net 30 Days-Healthcare

DELIVER TO

Shipping Address:
GRAND TRAVERSE PAVILLIONS
1000 PAVILLIONS CIR
TRAVERSE CITY, MI 49684-3098
Shipping Method: DROP SHIP-GROUND

Please remit payments to:

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



Sales Contact Info

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

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For more information, contact a CDW account manager.

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

Account name: 10059750

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

SHIP-TO

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

Quotation	
Quotation Number	: 0229448861
Document Date	: 13-MAY-2026
PO Number	:
PO Release	:
Sales Rep	: Clay Kirk
Email	: CLAY.KIRK@INSIGHT.COM
Phone	:

We deliver according to the following terms:

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

Material	Material Description	Quantity	Unit Price	Extended Price	
RX420-RDP	NComputing RX-series RX420 (RDP) - USFF - no CPU - 2 GB - flash 16 GB	80	218.99	17,519.20	
				Product Subtotal	17,519.20
				Freight	104.10
				TAX	0.00
				Total	17,623.30

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Sincerely,

Clay Kirk

CLAY.KIRK@INSIGHT.COM

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

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



Southern Computer Warehouse

1395 S. Marietta Parkway
 Building 300
 Marietta, Georgia 30067
 United States
<http://www.scw.com>
 (P) 877-GOTOSCW
 (F) 770.579.8937

Quote (Open)

Date
 May 18, 2026 10:47 AM EDT

Modified Date
 May 18, 2026 11:16 AM EDT

Quote #
 1912300 - rev 1 of 1

Description
 NComputing RX-series RX420 [RDP]

SalesRep
 Craig, Eric
 (P) 877-468-6729

Customer Contact
 Butler, Dan
 (P) 231-932-3042
 dbutler@gtpavilions.org

Customer

Grand Traverse Pavilions (GT46921)
 Butler, Dan
 1000 Pavilions Circle
 Traverse City, MI 49684
 United States
 (P) 231]932-3042

Bill To

Grand Traverse Pavilions
 Payable, Accounts
 1000 Pavilions Circle
 Traverse City, MI 49684
 United States
 (P) 231-932-3042
 dbutler@gtpavilions.org

Ship To

Grand Traverse Pavilions
 REF, PO
 1000 Pavilions Circle
 Traverse City, MI 49684
 United States
 (P) 231-932-3042
 dbutler@gtpavilions.org

Customer PO:

Terms:
 Undefined

Ship Via:
 GROUND

Special Instructions:

Carrier Account #:

#	Description	Part #	Qty	Unit Price	Total
1	NComputing - NComputing RX-series RX420 (RDP) USFF - no CPU up to - RAM 2 GB - flash 16 GB - Gigabit Ethernet - 802.11a/b/g/n/ac - monitor: none Note: Direct ship from manufacturer please allow 2-4 weeks for delivery [subject to change].	RX420-RDP	80	\$218.32	\$17,465.60

Quote valid for 30 days unless formal bid provides different term. Promotional pricing is valid only during term of promotion and while supplies last.

Subtotal: \$17,465.60
 Tax (.0000%): \$0.00
 Shipping: \$0.00
Total: \$17,465.60

Due to the current supply chain issues, pricing and availability may change prior to shipment. We will always communicate any updates as they occur.

All returns must be authorized and clearly marked with a valid RMA number. RMA's are subject to restock fees when applicable.

These prices may not include applicable taxes, insurance, shipping, delivery, setup fees, or any cables or cabling services or material unless specifically listed above. Please note that expedited shipping charges are estimated, and could decrease or increase when invoiced. All prices are subject to change without notice. Supply subject to availability.

GRAND TRAVERSE PAVILIONS
1000 Pavilions Circle
Traverse City, MI 49684

APPLICATION FOR ATTENDING OR CONSULTING PRIVILEGES

Please Check One:

Medical Doctor Doctor of Osteopathy ___ Physician Assistant ___ Certified Nurse Practitioner ___

ATTENDING _____ CONSULTING

NAME IN FULL Bindit Savjibhai Patel DATE May 8, 2026

RESIDENCE ADDRESS _____ TELEPHONE _____

OFFICE ADDRESS _____ TELEPHONE _____

Premedical Education: School N/A Date of Graduation _____

Medical Education: School M. P. Shah Medical College Date of Graduation 1995

Internship: Hospital Please see Residency Dates _____

Residency: Hospital Rutgers Robert Wood Johnson Medical School at Muhlenberg Regional Medical Center Dates 6/2005-6/2008

MICHIGAN LICENSE: Date 3/26/2026-3/26/2029 No. 4301517039 UPIN# _____

Hospital Staff Memberships:
Please see addendum

Medical Society Memberships:

Specialty: Internal Medicine

Board Certified: Yes No _____ Date 2008

In making application, I agree to the rules and policies of the Grand Traverse Medical Care which I understand are available upon request. I also agree to verification of my credentials by the Administrator of Munson Medical Center or other hospital where I have been accepted on staff.

DocuSigned by:
SIGNED: BINDIT PATEL **DATE:** May 8, 2026
6842EBBA21C24EB...

APPROVED: [Signature] SIGNED: [Signature] DATE: 6/10/26
DISAPPROVED: _____ Medical Director, Grand Traverse Medical Care

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