

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

**REGULAR MEETING  
September 30, 2025**

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

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

**AGENDA**

**1. CALL TO ORDER**

**2. ROLL CALL**

**3. FIRST PUBLIC COMMENT**

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

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

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

Please be respectful and refrain from personal or political attacks.

**4. COUNTY LIAISON REPORT**

**5. APPROVAL OF AGENDA**

**6. CONSENT CALENDAR**

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

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

A.	Review and File	<u>HANDOUT#</u>
(1)	Draft Minutes of the 8/28/25 Board Meeting	1
(2)	August Resident Council Minutes	2

**7. ITEMS REMOVED FROM CONSENT CALENDAR**

**8. CHAIRMAN REPORT** – *M. Marois, Board Chair* Verbal

**9. FOUNDATION BOARD REPORT** – *None*

**10. PACE North BOARD REPORT** – *None*

**11. SERVICE EXCELLANCE AWARDS** – *M. Marois, Board Chair* 3

**12. GRAND TRAVERSE MEDICAL CARE**

A.	General Information	
(1)	Staff Presentation – <i>K. Semeyn, Wellness Center Director</i>	Verbal
B.	Chief Executive Officer Board Report – <i>D. Lavender, CEO</i>	4
C.	Business	
(1)	Financials – <i>K. Hansen, CFO</i>	5
(2)	Resident Care Policies and Facility Assessment – <i>D. Hautamaki, Administrator</i>	6

**13. Medical Staff**

(1)	Kathryn Bazzett, AuD – Mobile Medical Support	7
(2)	Guiselly Erazo-Romero, NP – Sound Physicians	8
(3)	Patrick Washington, NP – Sound Physicians	9

**G.T.P. Announcements**

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

**14. SECOND PUBLIC COMMENT**

Refer to Rules under First Public Comment above.

**15. CLOSED SESSION** - None

**16. ADJOURNMENT**

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

**MINUTES OF THE AUGUST 28, 2025 MEETING**

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

**ABESENT:** None

**GUESTS:** Dan Butler, Information Systems Director

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

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

**First Public Comment** – None.

**County Liaison Report** – County Liaison Andrews provided an update on recent discussions from the County Board of Commissioners (BOC) meetings. The update included information regarding marijuana program funds distributed through the county, noting that the application process is expected to go live on the county's website in September.

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

**Motion** was made by Griggs to approve the agenda as presented. Seconded by Crawford 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 7/31/25 Board Meeting
- (2) July Resident Council Minutes

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

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

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

**Foundation Board Report** – As the newly appointed Foundation Board member by the DHHS Board, Griggs reported that she attended the Grand Traverse Pavilions Foundation Board meeting on August 5th. She provided a summary of the discussions held during the meeting.

**PACE North Board Report** – As the newly appointed PACE North Board member by the DHHS Board, under the new structure, Crawford reported that she attended the PACE North Board meeting held at the beginning of August and shared key points from their discussions.

**Service Excellence Awards** – Marois reviewed July's Service Excellence Awards and a letter of recognition to Clayton Wagatha for his work on the Concert on the Lawn Series.

**Guest Presentation – Dan Butler, Information Systems Director** – Butler presented an overview of the Information Systems Department, outlining experience with his team, services, updates, projects, cyber security and back-up. And answered board members questions.

**Chief Executive Officer Report** – Lavender expressed his appreciation to Dan Butler, Information Systems Director for his presentation, with additional recognition of the important contributions to the organization made by both Butler and Bob Wild, Information Systems Technician.

Lavender highlighted key organizational metrics and financial updates included in the Board packet. Lavender stated that he and Hansen are developing visual tools to track the organization's financial performance over time. These graphs will highlight leading and lagging indicators to improve understanding of GTP's financial health and long-term sustainability.

Clayton Wagatha has been promoted from Life Enrichment Coordinator to Community Relations & Volunteer Coordinator. This role marks the beginning of a broader strategy to enhance marketing, community engagement, Cottages' sales, Foundation visibility, and social media presence. Lavender presented a handout outlining the vision for this expanded focus. As part of this new role, Wagatha will now report directly to the CEO.

Lavender also shared a handout with a professional biography of Ann McMann who has accepted the Residential Services Director, replacing Melissa Gomez. Ann brings over 30 years of leadership experience in assisted living, pharmacy, and long-term care. Most recently, she served as Executive Director at Boardman Lake Glens in Traverse City. She was selected by a panel of internal leaders from a pool of internal and external applicants.

The Open House for the Aspen wing is scheduled for September 23rd at 11:00 AM, featuring a short program and ceremonial ribbon cutting with Traverse Connect. A planning subcommittee is organizing the event. The CEO will be on vacation during this time and has asked Dave Hautamaki and Mary Marois to lead the ceremony. Clinical partners may tour the wing between September 23–25. Questions should be directed to the CEO or Clay Wagatha.

A group is actively exploring opportunities to apply for the Grand Traverse County Marijuana Funds program. GTP is registered for a virtual information session and intends to engage the DHHS Board and County Liaison for input before finalizing its application.

The CEO continues to evaluate the operational and market conditions of the Cottages. Board planning sessions originally targeted for September will be rescheduled for later this fall to allow time for further analysis and onboarding of the new Residential Services Director. Proposals have been requested from two consultants to provide operational and market assessments. These findings, along with data from Plante & Moran, will guide future planning efforts.

The 2025 “Concerts on the Lawn” series concluded with nine performances, netting \$29,755 in proceeds. Comparable to the \$29,613 generated in 2024.

Administrator Hautamaki presented the Administrator’s Report. He highlighted the successful completion of a follow-up survey, noting that only one outstanding citation remains regarding fire doors, which are currently pending delivery. Hautamaki also provided an update on ongoing work related to the Aspen Pavilion project, as well as efforts to refresh and update vacant rooms throughout the facility. In his role as Administrator, Hautamaki emphasized his responsibility for ensuring organizational effectiveness and efficiency.

## **BUSINESS**

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

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

- (2) **Audit Report** – Hansen shared the Pavilions portion of the 2024 Financial County audit and reviewed and answered board member’s questions. No need for Board approval.

- (3) **Authorized Bank Signers** – Hansen reviewed the need to update the authorized signers on the Organization’s Resident Trust Fund account at Huntington Bank. It was recommended that CEO Darrell Lavender, Director of Nursing Holly Edmondson, and Staff Development Coordinator Jamie Wilson be appointed as authorized signers. Darcey Gratton will remain as a back-up signer on the account.

**Motion** made by Crawford to approve the addition of Darrell Lavender, Holly Edmondson, and Jamie Wilson as authorized signers for the Resident Trust Fund account at Huntington Bank. Seconded by Griggs and carried unanimously. Roll call Marois – yes, Crawford – yes, Griggs – yes.

- (4) **Organizational Structure** – Lavender presented the proposed organizational structure reflecting the recent change in leadership roles, where the CEO/Administrator position has been separated into two distinct positions: CEO and Administrator. The updated organizational chart was reviewed and discussed. Marois highlighted the future need to consider the addition of a Fund Developer position for the Foundation, to align with and support the organization’s strategic plan.

**Motion** made by Crawford to approve the updated organizational chart, formalizing the split of the CEO and Administrator into two separate positions. Seconded by Griggs and carried unanimously. Roll call Marois – yes, Crawford – yes, Griggs – yes.

## **Grand Traverse Pavilions Announcements**

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

## **Second Public Comment**

McKenzie Beeman

Meeting adjourned at 10:12 am

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

Date: September 30, 2025 Approved \_\_\_\_\_  
 \_\_\_\_\_ Corrected and Approved \_\_\_\_\_

4

**PAVILIONS RESIDENT COUNCIL MEETING**  
**August 21, 2025**

The August 2025 meeting of the Grand Traverse Pavilions Resident Council was called to order at 11:00am in the Multi-Purpose Room by Samantha Mahon

All residents were welcomed.

The residents waived their right to a closed meeting.

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

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

**Birch Pavilion:**

2 Residents attended

**Cherry Pavilion:**

4 Residents attended

**Dogwood Pavilion:**

5 Residents attended

**Staff members were introduced:**

Samantha Mahon, CTRS, Life Enrichment

Ashley Walters, Social Services Designee

Lisa Tellings, Administrative Assistant - Forefront Dining Services

Darren Eggleston Forefront Dining Services

**Guest:** American Sign Language Interpreter (ASL)

**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:**

Sam, Life Enrichment, made the following announcements:

How would residents feel about switching and have both sessions of bingo in the same day?

Majority of residents liked the idea. One resident stating "I think that is a great idea".

**Outings for September 2025:**

Dollar Tree – Thursday 9/4 10:30am – 12:00pm  
Olive Garden – Thursday 9/18 11:30am – 1:30pm  
Pumpkin Patch – Thursday 9/25 1:30pm – 3:30pm

**Special Events for September 2025:**

Wednesday 9/10 – John Denner Performance – 11am  
Friday 9/12 – Papa Hoot and Patty Performance – 2pm  
Sunday 9/14 – Salvation Army – 2pm  
Wednesday 9/17 – Let's Talk Food – 2pm  
Thursday 9/18 – Resident Council – 11am

**Resident Group Interview Questions:**

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

**Costs:**

- Are you, or your representative, informed by the facility about which items and services are available and related changes?
  - No, but I have no concerns
  - Very good, everything is kept updated
- If there was any change in these items that you must pay for, were you or your representative informed?
  - No, but I haven't had any issues
  - Yes, my brother John takes care of everything
  - My guardian handles all that stuff

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

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

- Food service is too slow, I want my food at 4:00pm.
  - Sam, Life Enrichment – Meal service for your pavilion starts at 5:15, that is the scheduled time. Resident was receptive to the reminder.
- Veggies can be over cooked
- It can be hard to eat when they are over cooked
  - Darren Eggleston, We do our best not to overcook them but when they are removed from the heat and placed in the warmer they can continue cooking. We try our best to take them off the heat to account for that.
  - I will bring this note back to the kitchen.



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

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

- One resident requested to have her carpet cleaned and that her roommate has vinyl flooring and she would be interested in that.
- No concerns for laundry services
- The outdoor trashcans are always full and rarely get dumped in the courtyards
  - o Sam, Life Enrichment, I will let Cati and Ryan know in ES and see if that can be checked on a regular basis
  - o Outdoor trashcans are now checked on a regular basis

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

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

- Always warm
- So – so, it is inconsistent and can be hot or cold
- Perfect

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

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

- Very good
- Good, but too slow when I need to go to the bathroom
- Great

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

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

- Too slow when I need the bathroom
- Two days a week at 4:00am I waited too long to go to the bathroom.
  - o Ashley, Social Services Designee, I will fill out a grievance report to ensure proper follow-up.
- It's not certain times of the day, it's inconsistent
- Can take a while
- What about Emergency situations?
  - o Sam, Life Enrichment & Ashley Social Services Designee, in an emergency it would be appropriate to shout out for help to get immediate attention. If we hear shouting for help many people will come running.

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

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

- Good
- No concerns
- I would like 3 showers
  - o Ashley, Social Services Designee, currently 2 showers is our standard to ensure that all residents get a shower.

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

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

- I need headphones, I think my tv is very loud at night and I don't want to disturb anyone.
  - Headphones have been provided

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

- No additional comments made

The next Pavilions Resident Council meeting will be held on Thursday September 18th at 11:00am in the Multi-Purpose Room. Sam asked for a volunteer to read over and sign the August 2025 minutes, and X said that she would do this. The Pavilions Resident Council Meeting was adjourned at 11:40 am by Sam Mahon seconded by X.

Respectfully Submitted,

---

Sam Mahon, CTRS  
Recreational Therapist

---

Clayton Wagatha  
Marketing/Life Enrichment

---

X, Cherry Resident

**Elm Resident Council Minutes**  
**Meeting Held- August 20th, 2025**

The August meeting of the Grand Traverse Pavilions Elm Resident Council was called to order at 2:20pm in the Elm Common Area.

**Members Present were:** Residents are marked “X” throughout the minutes.  
12 Residents attended.

**Staff Present:**

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

**Old Business:**

None

**New Business:**

Asked the residents if they need help do the staff help them.  
X, X and X stated “yes.”

Asked the residents if they were being offered a snack before bed.  
X stated “yeah”, and X stated “yeah, sometimes.”

Asked the residents if the staff were respectful to the residents.  
X stated “mostly,” and X stated “of course.” X stated “yes.”

Asked the residents if the food is good here.  
X stated, “pretty good” and X stated, “could be better.” X and X stated “yes.” X stated, “most of it.”  
Staff asked what things residents thought could be better, but residents could not remember.

Asked the residents if the rooms were getting cleaned.  
X stated, “I keep it clean.” X stated “yes, I clean mine.” X stated “yeah, whether I’m there or not.”

Asked the residents if their clothes are getting cleaned.  
X, X and X stated “yeah.”

Asked the residents if the Temperature in the rooms is good.  
X, X and X stated “yeah.”

Asked the residents if they have enough to do.  
X, X and X stated “yes.”

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

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

Suggestions for upcoming activities:

Go to apple orchard

Animals at GTP

Go outside

Make bread

Make Apple Cobbler

Meeting was closed at 2:41pm

Respectfully submitted,

Susan Eldred, CTRS

Naomi Rode, BSN, RN

Emily Tyrrell, LLBSW

# GRAND TRAVERSE PAVILIONS

## Service Excellence Award Program

### August 2025

3

<b>Employee:</b>	Jake Dean
<b>Awarded for:</b>	Thank you for staying over last minute to help the team. You are always looking out for others and additional ways that you can assist, thank you for your dedication!
<b>Position:</b>	RN
<b>Nominated by:</b>	Naomi Rode, ADON Elm

<b>Employee:</b>	Karleen Romatz
<b>Awarded for:</b>	A family recounted visiting recently and how active you & their sister (our resident) were during a musical activity. They shared how she smiled, laughed, and danced with you, which they haven't seen in years! They were tearful when they shared how thankful they are for the care and compassion you provide our residents. Thank you!
<b>Position:</b>	CNA
<b>Nominated by:</b>	Elm Resident Family

<b>Employee:</b>	Rick Harner
<b>Awarded for:</b>	Thank you, Rick, for always being so on top of things! You noticed this morning that we had a pool basketball set in a box and before we could even submit a work order, you asked if you could put it together for us. Thank you for noticing things and getting them done before even being asked. You consistently go above and beyond. And thank you for all you do to keep our pool sparkling clean and running smoothly. You are the best!
<b>Position:</b>	Skilled Maintenance Technician
<b>Nominated by:</b>	Carrie Baldwin, PT

<b>Employee:</b>	Kathryn Leach
<b>Awarded for:</b>	<p>I would like to recognize Katie for her exceptional dedication and thoughtful care in going above and beyond for our residents. Katie noticed that a plant on one of the pavilions was not thriving. Rather than simply discarding it, she took the initiative to replant and create multiple healthy plants that were then distributed throughout the pavilion.</p> <p>Katie's small act of kindness has made a big impact by enhancing the environment and bringing more greenery and joy to the spaces our residents call home. Her attention to detail and commitment to creating a warm, homelike atmosphere is truly commendable.</p> <p>Thank you, Katie, for your compassion, creativity, and for always putting our residents' well-being and comfort first. Your efforts do not go unnoticed!</p>
<b>Position:</b>	Environmental Services Office Manager
<b>Nominated by:</b>	Darcey Gratton, Admin Svc Director



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

### **Census** (Average Daily Census)

	Sept-MTD	Aug-25	July-25	Jun-25	May-25	Apr-25	Mar-25
Medical Care Facility (MCF)	181	179	177	177	180	176	178
Cottages	54	53	55	55	56	54	55

<b>Occupancy</b>	Aug-25	July-25	June-25	May-25	Apr-25	Mar-25
MTD Goal 85% Available beds	90%	90%	89%	90%	88%	89%
YTD Goal 85% Licensed beds	74%	74%	74%	74%	73%	74%

<b>MCF</b>	Aug-25	July-25	June-25	May-25	Apr-25	Mar-25
Admissions & Re-admits	60	56	56	61	62	75
Discharges	55	55	58	59	61	72
MMC Referrals	217	237	200	207	200	227
MMC Denied	45	55	46	28	36	34
Transfers to LTC	3	3	4	5	3	0

<b>Cottages</b>	Aug-25	July-25	June-25	May-25	Apr-25	Mar-25
Admissions	6	0	1	1	2	2
Respite	8	8	5	9	7	7
Discharges	2	2	1	0	1	2

### **Finance**

	Aug-25	July-25	June-25	May-25	Apr-25	Mar-25
Combined Net Income	\$(6,604)	\$538,304	\$(267,557)	\$(133,832)	\$(95,019)	\$(63,773)
MCF Net Income	\$88,504	\$572,354	*\$(193,338)	\$(22,548)	\$(19,617)	\$6,197
Cottage Net Income	\$(95,108)	\$(34,050)	\$(74,219)	\$(111,284)	\$(75,402)	\$(69,971)
Cash Balance	\$5,171,423	\$5,715,117	\$5,672,193	\$5,998,786	\$5,949,413	\$6,946,116
A/R Days Receivable Outstanding	68	61	66	61	56	53

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

### **MCF Operating Expenses PPD History**

	Aug-25	July-25	June-25	May-25	Apr-25	Mar-25
MCF Operating Expenses Actual PPD	\$504	\$507	\$527	\$501	\$504	\$495
MCF Operating Expenses Budgeted PPD	\$488	\$488	\$487	\$485	\$487	\$486
Variance (unfavorable)/favorable	\$(13)	\$(19)	\$(40)	\$(16)	\$(17)	\$(9)

## Facility Reported Incidents

	Aug-25	July-25	June-25	May-25	Apr-25	Mar-25
Medical Care Facility	2	4	9	5	9	11

## Wellness Center

	Aug-25	July-25	June-25	May-25	Apr-25	Mar-25
Inpatient Rehab						
Medicare A	31	32	30	28	27	31
Medicare Advantage Skilled	37	38	39	50	42	43
Private Insurance: Inpatient	7	10	11	9	10	9
Private Pay: Inpatient	1	1	0	0	0	1
Auto: Inpatient	0	81	0	0	0	0
Med A/Rehab Inpatient Totals	76	32	80	87	79	84
Medicaid	4	4	3	3	2	3
Medicare B: Inpatient	25	20	23	22	21	22
Medicare B Advantage: Inpatient	21	21	17	21	29	29
Med B Inpatient Totals	50	45	43	46	52	54
Medicare B: Outpatient	30	24	28	32	23	34
Medicare B Advantage: Outpatient	43	49	47	44	42	39
Private Insurance: Outpatient	20	19	12	19	21	20
Work Compensation: Outpatient	0	0	0	0	0	0
Outpatient Totals	93	92	87	95	86	93
Outpatient/Aquatic Center	7					
Aquatic inpatients therapy visits	352	13	14	16	10	16
Aquatic aftercare visits per month	180	365	345	329	363	335
Aquatic outpatient PT visits	102	201	142	141	153	144
Aquatic group class participants	212	131	115	136	131	95
Land therapy visits (PT, OT, SLP)	7	255	308	280	254	199
Total Outpatient therapy visit	352	456	450	421	407	343
Outpatient aquatic therapy revenue	42,758.73	51,416.05	45,797.97	43,724.84	45,223.10	36,916.97
Aftercare monthly revenue	3520	3,560	3,450	3,290	3,630	3,350
Aquatic group class revenue	2040	2,620	2,300	2,720	2620	1,900
Cottages visits	58	71	80	69	55	35
Total Wellness center revenue	48,318.73	57,686.05	51,547.97	49,734.84	51,473.10	42,166.97

## Staffing

	Aug-25	July-25	June-25	May-25	Apr-25	Mar-25
Hires	11	14	13	13	8	12
Resignations	4	0	4	3	4	6
Referrals	2	8	6	8	13	11
Total # Employees	361	358	337	341	348	339

September 2025 MDT # 362 employees

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

## **Environmental Services**

- Aspen remodel final touches getting completed. Ordered items arriving and room setup almost done.
- New Commercial Dryer for Laundry installed and working great.
- Parking Garage cleaning and striping scheduled for mid-September.
- Fall clean-up around campus starting mid-September
- Aspen concrete sidewalk replacement is scheduled for late September.



# GRAND TRAVERSE PAVILIONS MEMORANDUM

Financial Operations Report  
August 2025

## Grand Traverse Pavilions Combined

### REVENUE:

The overall revenue for the Pavilions in August was \$3,173,086 resulting in a favorable budget variance of \$37,387.

### EXPENSES:

The total overall operating expenses for the Pavilions in August were \$3,179,690 resulting in an unfavorable variance to budget of \$68,178.

### NET INCOME/LOSS:

There was a net loss of \$6,604 from the combined programs of the Pavilions in August resulting in an unfavorable budget variance of \$30,791.

### OPERATING CASH:

Total cash at month-end was \$5,171,423. There was a net decrease in overall cash of \$546,782 for the month. The decrease was due to three payrolls paid out within the month of August which is an additional \$785,000.

### VOUCHERS:

Purchase orders, invoices, checks written, and supporting documentation were reviewed for voucher numbers 5677-5684 for the month of August and were in order without exception.

## Grand Traverse Medical Care

### REVENUE:

Total Revenue was \$2,931,353 which was above the budgeted amount by \$112,955 for a positive variance. The census for August averaged 179 residents which was one below the budgeted census and equal to the prior month average. Private pay census was eleven above budget, Medicare was five below budget, Medicaid was thirteen below budget, while Medicaid Hospice was six above the budgeted census. The occupancy for August was 74.7% of licensed beds and 90.1% of available beds. Year-to-date occupancy is 74.3% of licensed bed days and 89.6% of available bed days.

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

Resident Revenue was \$2,711,899 which was over the budgeted amount for a positive variance of \$73,565.

Other revenue was \$219,454 resulting in a positive budget variance of \$39,390, primarily due to continued higher Direct Care Worker reimbursement, higher QAS recognized income and higher accrued interest income to budget.

Although the state has prepared new Medicaid rate letters, they will not send them out until the state budget has been approved, in case there is any changes or cuts to provider reimbursement rates. Providers will continue to be paid at their current FY 25 rates until a budget is passed with a retroactive rate settlement occurring at a later date. Although we do not have the official rate letters, based on our 2024 filed cost report, our 2026 Medicaid rate is projected to be around \$400/day which is significantly less than our current rate of \$444/day, or about \$44/day less. This translates to a revenue reduction of about \$2M annually. This reduction is due to higher occupancy from 2023 to 2024, with relatively fixed costs (like the pension plan contributions) per resident day declined. Also contributing to lower costs per day is the end of the 3-year amortization of the 2021 pension plan contributions from the bond proceeds.

On September 15, the second Internal Conference occurred between the provider and the state with both sides explaining their positions regarding two audit adjustments from the 2022 cost report audit. The Appeals Review Officer will write a report of his decision within the next two weeks.

#### EXPENSES:

Operating Expenses totaled \$2,782,337 resulting in an unfavorable budget variance of \$57,197. Contributing to the negative variance: prior month's bills for nurse agency costs (\$22,000); Employer contribution to DC pension for third payroll (\$15,000); vaccine expense (\$10,000); and lawn and tree costs-sprinkler repairs and tree removal (\$8,000).



**NET INCOME/LOSS:**

Grand Traverse Medical Care produced net income of \$88,504 for the month, which produced a positive budget variance of \$55,758.

**RECEIVABLES:**

Days Receivable Outstanding ("DRO") is 68 days as of 8/31/2025. This is seven more than as of 7/31/2025. Our goal is to reduce that number to 45 days.

Throughout the month of August, we had five residents who had filed a Medicaid application and were awaiting determination. All five applicants were approved during the month of August and billed.

We currently have five private pay residents who have not paid their current bill, totaling \$78,825.00, but have indicated that they are in the process of filing a Medicaid application with an Elder Law Attorney.

**The Cottages**

**REVENUE:**

Total revenue of \$263,133 resulted in unfavorable variance of \$75,568 to the budget.

The average leased occupancy for the Cottages-Assisted Living was 51 apartments during the month which was equal to the previous month and 10 below the budgeted amount, representing 65% occupancy. In addition, there were 29 days (average of 0.9 per night) of overnight respite provided during the month (0.3 less than the prior month and 1 day below budget). Hawthorn Lofts-Independent Living average census was 1 resident per day for 33% occupancy which was the same as the prior month and one below budget. Total average census of 53 residents (same as the prior month).

Occupancy above included an average of 13 PACE North residents in the Cottages, (equal to the prior month) and 0 days of Respite Care were provided for a Pace North participant (same as the prior month).

**EXPENSES:**

Expenses for August (before building depreciation) were \$334,919 which was over the budgeted amount by \$10,981 for an unfavorable variance.

**NET INCOME/LOSS:**

The program had a net loss for the month of \$95,108 resulting in an unfavorable variance of \$86,549.

### Unassigned Fund Balance

Approved 2025 Operating Budget	\$ 36.5M
Unassigned Fund Balance Target Percentage	20%
Unassigned Fund Balance Target Amount	\$7.3M
Current Unassigned Fund Balance*	\$5.2M
Current Fund Balance as a percentage of Operating Budget	14.2%
Amount Available Above/ (Below) Target	(\$2.1M)

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

Date: Sep 18, 2025  
 Time: 14:25:37 EDT  
 User: Kory R. Hansen

**Grand Traverse Pavilions - SNF**  
**Combined Income Statement**  
**8/1/2025 to 8/31/2025**

Facility #

Page # 1

Include Adjustment Periods: NO Include Closing Periods: NO

	CURRENT PERIOD			PRIOR PERIOD			YEAR TO DATE		
	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$
Service Revenue	2,987,167	2,982,712	4,455	3,541,149	2,982,712	558,437	23,463,003	23,379,696	83,307
Other Revenue	185,919	152,987	32,932	186,593	152,987	33,606	1,305,632	1,179,697	125,935
Total Revenue	3,173,086	3,135,699	37,387	3,727,742	3,135,699	592,043	24,768,635	24,559,393	209,242
Salaries & Wages	1,817,213	1,829,456	12,243	1,803,001	1,829,456	26,455	14,038,760	14,216,949	178,189
Benefits	466,364	455,276	(11,088)	455,544	455,276	(268)	3,666,941	3,589,213	(77,727)
Other Operating Expenses	772,765	703,972	(68,793)	807,544	703,972	(103,572)	6,060,791	5,577,260	(483,531)
Interest Expense	27,408	26,867	541	27,408	26,867	541	219,266	214,924	4,342
Depreciation	95,941	95,941	0	95,941	95,941	0	767,524	767,522	(2)
Total Operating Expenses	3,179,690	3,111,512	(68,178)	3,189,438	3,111,512	(77,926)	24,753,283	24,365,868	(387,414)
Net Operating Income	(6,604)	24,187	(30,791)	538,304	24,187	514,117	15,352	193,525	(178,173)



Date: Sep 18, 2025  
Time: 14:25:03 EDT  
User: Kory R. Hansen

Grand Traverse Pavilions - SNF  
SNF Income Statement  
8/1/2025 to 8/31/2025

Facility #

Page # 1

Include Adjustment Periods: NO Include Closing Periods: NO

	CURRENT PERIOD						PRIOR PERIOD						YEAR TO DATE					
	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day
<b>SNF Resident Revenue</b>																		
Inpatient Revenue																		
Medicare Part A	301,865	338,675	(36,810)	618.58	575.00	43.58	610,585	338,675	271,910	1,413.39	575.00	838.39	2,344,480	2,654,775	(310,295)	644.26	575.00	69.26
Medicare Advantage	340,643	338,675	1,968	639.11	575.00	64.11	602,739	338,675	264,064	970.59	575.00	395.59	2,904,150	2,654,775	249,375	625.22	575.00	50.22
Medicaid	1,522,091	1,585,145	(63,054)	435.75	419.13	16.63	1,438,122	1,585,145	(147,023)	432.65	419.13	13.52	11,980,241	12,425,493	(445,252)	433.22	419.13	14.09
Hospice	202,930	106,026	96,904	501.06	488.60	12.46	186,032	106,026	80,006	502.79	488.60	14.19	1,341,246	831,103	510,143	502.53	488.60	13.93
Private Pay	315,799	181,858	133,941	494.98	451.26	43.72	373,117	181,858	191,259	469.33	451.26	18.07	2,183,407	1,425,530	757,877	464.75	451.26	13.49
Medicare Part B	(167)	13,453	(13,620)	(0.03)	2.41	(2.44)	6,735	13,453	(6,718)	1.22	2.41	(1.20)	73,123	105,456	(32,333)	1.69	2.41	(0.72)
<b>TOTAL Inpatient Revenue</b>	<b>2,683,161</b>	<b>2,563,832</b>	<b>119,329</b>	<b>482.84</b>	<b>459.47</b>	<b>23.38</b>	<b>3,217,330</b>	<b>2,563,832</b>	<b>653,498</b>	<b>580.54</b>	<b>459.47</b>	<b>121.07</b>	<b>20,826,647</b>	<b>20,097,132</b>	<b>729,515</b>	<b>480.93</b>	<b>459.47</b>	<b>21.46</b>
Outpatient																		
Physical Therapy	50,549	99,064	(48,515)	9.10	17.75	(8.66)	69,991	99,064	(29,073)	12.63	17.75	(5.12)	497,333	776,536	(279,203)	11.48	17.75	(6.27)
Occupational Therapy	3,988	5,096	(1,108)	0.72	0.91	(0.20)	6,119	5,096	1,023	1.10	0.91	0.19	46,531	39,944	6,587	1.07	0.91	0.16
Speech Therapy	2,633	4,077	(1,444)	0.47	0.73	(0.26)	5,825	4,077	1,748	1.05	0.73	0.32	44,694	31,956	12,738	1.03	0.73	0.30
Wellness	3,985	3,975	10	0.72	0.71	0.00	5,150	3,975	1,175	0.93	0.71	0.22	38,030	31,156	6,874	0.88	0.71	0.17
Cont Allow Outpatient	(32,417)	(37,710)	5,293	(5.83)	(6.76)	0.92	(40,637)	(37,710)	(2,927)	(7.33)	(6.76)	(0.57)	(253,602)	(295,594)	41,992	(5.86)	(6.76)	0.90
<b>TOTAL Outpatient</b>	<b>28,738</b>	<b>74,502</b>	<b>(45,764)</b>	<b>5.17</b>	<b>13.35</b>	<b>(8.18)</b>	<b>46,448</b>	<b>74,502</b>	<b>(28,054)</b>	<b>8.38</b>	<b>13.35</b>	<b>(4.97)</b>	<b>372,986</b>	<b>583,998</b>	<b>(211,012)</b>	<b>8.61</b>	<b>13.35</b>	<b>(4.74)</b>
<b>TOTAL SNF Resident Revenue</b>	<b>2,711,899</b>	<b>2,638,334</b>	<b>73,565</b>	<b>488.01</b>	<b>472.82</b>	<b>15.20</b>	<b>3,263,778</b>	<b>2,638,334</b>	<b>625,444</b>	<b>588.92</b>	<b>472.82</b>	<b>116.10</b>	<b>21,199,633</b>	<b>20,681,130</b>	<b>518,503</b>	<b>489.54</b>	<b>472.82</b>	<b>16.72</b>
<b>SNF Other Revenue</b>																		
Revenue - Child Day Care	11,074	10,180	894	1.99	1.82	0.17	10,087	10,180	(93)	1.82	1.82	0.00	86,345	79,801	6,544	1.99	1.82	0.17
Childcare Lunches	1,462	768	694	0.26	0.14	0.13	1,300	768	532	0.23	0.14	0.10	10,121	6,021	4,100	0.23	0.14	0.10
Vending Machine Sales	433	323	110	0.08	0.06	0.02	726	323	403	0.13	0.06	0.07	4,748	2,530	2,218	0.11	0.06	0.05
Rental Income	(287)	212	(499)	(0.05)	0.04	(0.09)	(47)	212	(259)	(0.01)	0.04	(0.05)	933	1,666	(733)	0.02	0.04	(0.02)
Interest Income	10,386	1,000	9,386	1.87	0.18	1.69	10,016	1,000	9,016	1.81	0.18	1.63	80,560	8,000	72,560	1.86	0.18	1.68
DCW Wage Reimbursement	86,925	71,898	15,027	15.64	12.88	2.76	86,000	71,898	14,102	15.52	12.88	2.63	683,911	563,585	120,326	15.79	12.88	2.91
Copy Revenue	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	72	0	72	0.00	0.00	0.00
Garnishment Fees	35	0	35	0.01	0.00	0.01	35	0	35	0.01	0.00	0.01	245	0	245	0.01	0.00	0.01
Insurance Proceeds and Refunds	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	1,470	0	1,470	0.03	0.00	0.03
Misc Income	94	0	94	0.02	0.00	0.02	0	0	0	0.00	0.00	0.00	130	0	130	0.00	0.00	0.00
Donation Income	0	0	0	0.00	0.00	0.00	26,700	0	26,700	4.82	0.00	4.82	26,700	0	26,700	0.62	0.00	0.62
Recruitment Grant Income	0	0	0	0.00	0.00	0.00	14,500	0	14,500	2.62	0.00	2.62	17,400	0	17,400	0.40	0.00	0.40
QAS Income	237,382	222,005	15,377	42.72	39.79	2.93	160,130	222,005	(61,875)	28.89	39.79	(10.89)	1,645,256	1,740,233	(94,977)	37.99	39.79	(1.79)
QMI Income	24,070	26,500	(2,430)	4.33	4.75	(0.42)	24,070	26,500	(2,430)	4.34	4.75	(0.41)	192,229	212,000	(19,771)	4.44	4.85	(0.41)
Inter-Company Charges	21,400	21,400	0	3.85	3.84	0.02	21,400	21,400	0	3.86	3.84	0.03	171,200	171,200	0	3.95	3.91	0.04
Bad Debt Expenses	(25,000)	(25,703)	703	(4.50)	(4.61)	0.11	(25,000)	(25,703)	703	(4.51)	(4.61)	0.10	(200,000)	(201,483)	1,483	(4.62)	(4.61)	(0.01)
Provider Tax Expense-QAA	(134,110)	(134,110)	0	(24.13)	(24.03)	(0.10)	(134,110)	(134,110)	0	(24.20)	(24.03)	(0.16)	(1,072,883)	(1,072,884)	1	(24.78)	(24.53)	(0.25)
Provider Tax Expense-QMIA	(14,409)	(14,409)	0	(2.59)	(2.58)	(0.01)	(14,409)	(14,409)	0	(2.60)	(2.58)	(0.02)	(115,268)	(115,267)	(1)	(2.66)	(2.64)	(0.03)
<b>TOTAL SNF Other Revenue</b>	<b>219,454</b>	<b>180,064</b>	<b>39,390</b>	<b>39.49</b>	<b>32.27</b>	<b>7.22</b>	<b>181,398</b>	<b>180,064</b>	<b>1,334</b>	<b>32.73</b>	<b>32.27</b>	<b>0.46</b>	<b>1,533,168</b>	<b>1,395,402</b>	<b>137,766</b>	<b>35.40</b>	<b>31.90</b>	<b>3.50</b>
<b>Total Revenue</b>	<b>2,931,353</b>	<b>2,818,398</b>	<b>112,955</b>	<b>527.51</b>	<b>505.09</b>	<b>20.24</b>	<b>3,445,176</b>	<b>2,818,398</b>	<b>626,778</b>	<b>621.65</b>	<b>505.09</b>	<b>112.33</b>	<b>22,732,801</b>	<b>22,076,532</b>	<b>656,269</b>	<b>524.95</b>	<b>504.72</b>	<b>15.00</b>
<b>SNF Operating Expenses</b>																		
Nursing																		
Nursing																		
Salary & Wages - RN	279,278	303,717	24,439	50.26	54.43	4.17	261,134	303,717	42,583	47.12	54.43	7.31	2,197,547	2,380,748	183,201	50.75	54.43	3.68
Salary & Wages - LPN	85,979	126,704	40,725	15.47	22.71	7.23	98,532	126,704	28,172	17.78	22.71	4.93	728,646	993,196	264,550	16.83	22.71	5.88
Salary & Wages - CNA	562,128	530,760	31,368	101.16	95.12	(6.04)	535,631	530,760	(4,871)	96.65	95.12	(1.53)	4,172,159	4,160,477	(11,682)	96.34	95.12	(1.23)
Salary & Wages - UW SNF	5,815	14,112	8,297	1.05	2.53	1.48	18,254	14,112	(4,141)	3.29	2.53	(0.76)	63,125	110,623	47,498	1.46	2.53	1.07

Date: Sep 18, 2025  
Time: 14:25:03 EDT  
User: Kory R. Hansen

Grand Traverse Pavilions - SNF  
SNF Income Statement  
8/1/2025 to 8/31/2025

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 \$
<b>Nursing (con't)</b>															
Longevity - RN	4,777	739	(4,038)	0.86	0.13	(0.73)	4,777	739	(4,038)	0.86	0.13	(0.73)	38,216	5,792	(32,424)
Longevity - LPN	2,422	459	(1,963)	0.44	0.08	(0.35)	2,422	459	(1,963)	0.44	0.08	(0.35)	19,376	3,594	(15,782)
Longevity - CNA	12,607	1,656	(10,951)	2.27	0.30	(1.97)	12,607	1,656	(10,951)	2.27	0.30	(1.98)	100,856	12,982	(87,874)
FICA - Nursing	71,872	74,828	2,956	12.93	13.41	0.48	67,438	74,828	7,390	12.17	13.41	1.24	528,465	586,559	58,094
Workers Comp - Nursing	7,081	8,270	1,189	1.27	1.48	0.21	9,776	8,270	(1,506)	1.76	1.48	(0.28)	69,548	64,824	(4,724)
MERS DB - Nursing	38,126	38,127	1	6.86	6.83	(0.03)	38,126	38,127	1	6.88	6.83	(0.05)	305,050	305,010	(40)
MERS DC:Nursing	29,464	16,352	(13,111)	5.30	2.93	(2.37)	17,767	16,352	(1,415)	3.21	2.93	(0.28)	142,423	128,179	(14,244)
Health Ins - Nursing	75,367	81,168	5,801	13.56	14.55	0.98	81,137	81,168	31	14.64	14.55	(0.09)	647,215	636,255	(10,960)
Health Ins - Retirees Nursing	218	8,105	7,887	0.04	1.45	1.41	4,620	8,105	3,485	0.83	1.45	0.62	45,132	63,528	18,396
Dental Ins - Nursing	4,720	5,787	1,067	0.85	1.04	0.19	4,839	5,787	948	0.87	1.04	0.16	46,380	45,365	(1,015)
Uniforms - Nursing	0	248	248	0.00	0.04	0.04	975	248	(727)	0.18	0.04	(0.13)	2,748	1,948	(800)
Small Equipment	4,885	5,971	1,086	0.88	1.07	0.19	12,527	5,971	(6,556)	2.26	1.07	(1.19)	127,006	46,801	(80,205)
Nursing Supplies	18,591	22,341	3,750	3.35	4.00	0.66	55,040	22,341	(32,699)	9.93	4.00	(5.93)	212,944	175,121	(37,823)
Briefs	6,134	5,844	(290)	1.10	1.05	(0.06)	8,830	5,844	(2,986)	1.59	1.05	(0.55)	51,458	45,811	(5,647)
Stock Meds	1,838	2,293	455	0.33	0.41	0.08	3,439	2,293	(1,146)	0.62	0.41	(0.21)	36,536	17,979	(18,557)
Flu Vaccine	10,062	3,037	(7,025)	1.81	0.54	(1.27)	14,479	3,037	(11,442)	2.61	0.54	(2.07)	24,541	23,809	(732)
IV Supplies	545	1,198	653	0.10	0.21	0.12	407	1,198	791	0.07	0.21	0.14	4,729	9,394	4,665
Special Equipment Rental	0	0	0	0.00	0.00	0.00	200	0	(200)	0.04	0.00	(0.04)	200	0	(200)
Non-Legend Drugs	4,593	4,127	(466)	0.83	0.74	(0.09)	5,943	4,127	(1,816)	1.07	0.74	(0.33)	36,090	32,349	(3,741)
Professional Services - Medic	3,520	3,520	0	0.63	0.63	0.00	3,520	3,520	0	0.64	0.63	0.00	28,660	28,160	(500)
Agency Nurse Staffing	50,056	0	(50,056)	9.01	0.00	(9.01)	29,755	0	(29,755)	5.37	0.00	(5.37)	181,101	0	(181,101)
Building Repairs-Resident Roo	3,922	2,096	(1,826)	0.71	0.38	(0.33)	2,048	2,096	48	0.37	0.38	0.01	79,878	16,431	(63,447)
Equipment Repairs	960	3,020	2,060	0.17	0.54	0.37	3,336	3,020	(316)	0.60	0.54	(0.06)	25,791	23,672	(2,119)
Education & Training - Nursing	54	527	473	0.01	0.09	0.08	405	527	122	0.07	0.09	0.02	22,290	4,130	(18,160)
Vehicle Travel	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	3	0	(2)
Med Waste:Nursing-Medical Care	2,054	1,994	(60)	0.37	0.36	(0.01)	2,054	1,994	(60)	0.37	0.36	(0.01)	16,435	15,951	(484)
Resident Loss Replacement	40	0	(40)	0.01	0.00	(0.01)	0	0	0	0.00	0.00	0.00	1,993	0	(1,993)
<b>TOTAL Nursing</b>	<b>1,287,109</b>	<b>1,267,000</b>	<b>(20,109)</b>	<b>231.62</b>	<b>227.06</b>	<b>(4.56)</b>	<b>1,300,019</b>	<b>1,267,000</b>	<b>(33,019)</b>	<b>234.58</b>	<b>227.06</b>	<b>(7.51)</b>	<b>9,956,539</b>	<b>9,938,688</b>	<b>(17,851)</b>
<b>Nurse Administration</b>															
Salary & Wages - Nursing Admin	137,598	135,656	(1,942)	24.76	24.31	(0.45)	139,302	135,656	(3,646)	25.14	24.31	(0.82)	1,133,888	1,063,370	(70,518)
Longevity-Nursing Admin	2,854	1,136	(1,718)	0.51	0.20	(0.31)	2,854	1,136	(1,718)	0.51	0.20	(0.31)	22,832	8,908	(13,924)
FICA - Nursing Admin	9,047	10,465	1,418	1.63	1.88	0.25	10,838	10,465	(373)	1.96	1.88	(0.08)	81,594	82,029	435
Workers Comp - Nurse Admin	37	63	26	0.01	0.01	0.00	37	63	26	0.01	0.01	0.00	296	494	198
MERS DB - Nursing Admin	18,711	18,711	0	3.37	3.35	(0.01)	18,711	18,711	0	3.38	3.35	(0.02)	149,685	149,684	(1)
MERS DC: Nurse Administration	2,958	88	(2,870)	0.53	0.02	(0.52)	2,479	88	(2,391)	0.45	0.02	(0.43)	18,157	685	(17,472)
Nurse Admin Consulting	5,303	6,051	748	0.95	1.08	0.13	5,282	6,051	769	0.95	1.08	0.13	44,876	47,429	2,553
<b>TOTAL Nurse Administration</b>	<b>176,508</b>	<b>172,170</b>	<b>(4,338)</b>	<b>31.76</b>	<b>30.85</b>	<b>(0.91)</b>	<b>179,502</b>	<b>172,170</b>	<b>(7,332)</b>	<b>32.39</b>	<b>30.85</b>	<b>(1.53)</b>	<b>1,451,329</b>	<b>1,352,599</b>	<b>(98,730)</b>
<b>TOTAL Nursing Administrative</b>	<b>1,463,617</b>	<b>1,439,170</b>	<b>(24,447)</b>	<b>263.38</b>	<b>257.92</b>	<b>(5.47)</b>	<b>1,479,521</b>	<b>1,439,170</b>	<b>(40,351)</b>	<b>266.97</b>	<b>257.92</b>	<b>(9.05)</b>	<b>11,407,868</b>	<b>11,291,287</b>	<b>(116,581)</b>
<b>Administrative</b>															
Salary & Wages - Admin	78,003	80,535	2,532	14.04	14.43	0.40	65,922	80,535	14,613	11.90	14.43	2.54	458,805	507,676	48,871
Longevity - Admin	1,313	397	(916)	0.24	0.07	(0.17)	1,313	397	(916)	0.24	0.07	(0.17)	10,504	3,116	(7,388)
FICA - Admin	5,626	5,397	(229)	1.01	0.97	(0.05)	5,008	5,397	389	0.90	0.97	0.06	34,314	42,305	7,991
Workers Comp - Admin	19	42	23	0.00	0.01	0.00	19	42	23	0.00	0.01	0.00	152	328	176
MERS - Administration	6,757	6,757	0	1.22	1.21	(0.01)	6,757	6,757	0	1.22	1.21	(0.01)	54,056	54,056	0
MERS DC:Administration	3,708	3,882	174	0.67	0.70	0.03	3,115	3,882	767	0.56	0.70	0.13	27,249	30,427	3,178
Health Ins - Administration	4,084	6,013	1,929	0.73	1.08	0.34	4,084	6,013	1,929	0.74	1.08	0.34	36,385	47,135	10,751
Dental Ins - Administration	144	251	107	0.03	0.04	0.02	144	251	107	0.03	0.04	0.02	1,507	1,964	457



Date: Sep 18, 2025  
Time: 14:25:03 EDT  
User: Kory R. Hansen

**Grand Traverse Pavilions - SNF**  
**SNF Income Statement**  
**8/1/2025 to 8/31/2025**

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 \$
<b>Administrative (con't)</b>																		
Small Equipment	0	0	0	0.00	0.00	0.00	0.00	604	0	(604)	0.11	0.00	(0.11)	1,245	0	(1,245)	0.03	0.00
Contract Services	2,760	7,695	4,935	0.50	1.38	0.88	0.88	3,237	7,695	4,458	0.58	1.38	0.79	25,942	60,322	34,380	0.60	1.38
Contract Svcs-Security	0	78	78	0.00	0.01	0.01	0.01	0	78	78	0.00	0.01	0.01	223	612	389	0.01	0.01
Professional Services - Admin	0	3,482	3,482	0.00	0.62	0.62	0.62	0	3,482	3,482	0.00	0.62	0.62	4,750	27,296	22,546	0.11	0.62
Legal Consultants	3,661	33,973	30,312	0.66	6.09	5.43	5.43	11,929	33,973	22,044	2.15	6.09	3.94	95,978	266,300	170,322	2.22	6.09
Dues & Memberships	4,063	4,039	(24)	0.73	0.72	(0.01)	(0.01)	3,770	4,039	269	0.68	0.72	0.04	33,190	31,658	(1,532)	0.77	0.72
License & Fees	460	459	(1)	0.08	0.08	0.00	0.00	0	459	459	0.00	0.08	0.08	1,801	3,596	1,795	0.04	0.08
Subscriptions	399	0	(399)	0.07	0.00	(0.07)	(0.07)	0	0	0	0.00	0.00	0.00	399	0	(399)	0.01	0.00
Education & Training - Admin	0	574	574	0.00	0.10	0.10	0.10	0	574	574	0.00	0.10	0.10	619	4,499	3,880	0.01	0.10
Travel	1,243	0	(1,243)	0.22	0.00	(0.22)	(0.22)	1,088	0	(1,088)	0.20	0.00	(0.20)	8,852	0	(8,852)	0.20	0.00
Board Meeting Expenses	70	18	(52)	0.01	0.00	(0.01)	(0.01)	0	18	18	0.00	0.00	0.00	266	139	(127)	0.01	0.00
Miscellaneous Expenses	0	124	124	0.00	0.02	0.02	0.02	0	124	124	0.00	0.02	0.02	47	967	920	0.00	0.02
<b>TOTAL Administrative</b>	<b>112,311</b>	<b>153,716</b>	<b>41,405</b>	<b>20.21</b>	<b>27.55</b>	<b>7.34</b>	<b>7.34</b>	<b>106,991</b>	<b>153,716</b>	<b>46,725</b>	<b>19.31</b>	<b>27.55</b>	<b>8.24</b>	<b>796,281</b>	<b>1,082,396</b>	<b>286,115</b>	<b>18.39</b>	<b>24.75</b>
<b>Finance</b>																		
Salary & Wages - Financial Ma	30,812	26,831	(3,981)	5.54	4.81	(0.74)	(0.74)	25,602	26,831	1,229	4.62	4.81	0.19	236,300	210,316	(25,984)	5.46	4.81
Longevity - Financial Mgt	499	240	(259)	0.09	0.04	(0.05)	(0.05)	499	240	(259)	0.09	0.04	(0.05)	3,992	1,876	(2,116)	0.09	0.04
FICA - Fin Mgmt	1,921	2,071	150	0.35	0.37	0.03	0.03	1,924	2,071	147	0.35	0.37	0.02	17,315	16,233	(1,082)	0.40	0.37
Workers Comp - Fin Mgmt	8	16	8	0.00	0.00	0.00	0.00	8	16	8	0.00	0.00	0.00	64	123	59	0.00	0.00
MERS DB - Financial Management	5,053	5,053	0	0.91	0.91	0.00	0.00	5,053	5,053	0	0.91	0.91	(0.01)	40,421	40,420	(1)	0.93	0.92
MERS DC:Financial Management	952	303	(649)	0.17	0.05	(0.12)	(0.12)	0	303	303	0.00	0.05	0.05	952	2,377	1,425	0.02	0.05
Health Ins - Financial Mgmt	4,659	1,627	(3,032)	0.84	0.29	(0.55)	(0.55)	(1,690)	1,627	3,317	(0.30)	0.29	0.60	16,039	12,754	(3,285)	0.37	0.29
Dental Ins - Financial Mgmt	108	84	(24)	0.02	0.02	0.00	0.00	72	84	12	0.01	0.02	0.00	1,006	655	(351)	0.02	0.01
Office Supplies	1,360	1,511	151	0.24	0.27	0.03	0.03	2,577	1,511	(1,066)	0.47	0.27	(0.19)	15,873	11,844	(4,029)	0.37	0.27
Copy Supplies	427	1,417	990	0.08	0.25	0.18	0.18	612	1,417	805	0.11	0.25	0.14	6,574	11,107	4,533	0.15	0.25
Computer Supplies	5,048	2,340	(2,708)	0.91	0.42	(0.49)	(0.49)	2,607	2,340	(267)	0.47	0.42	(0.05)	24,685	18,340	(6,345)	0.57	0.42
Postage	931	647	(284)	0.17	0.12	(0.05)	(0.05)	1,488	647	(841)	0.27	0.12	(0.15)	10,517	5,070	(5,447)	0.24	0.12
Small Equipment - IT	4,008	3,099	(909)	0.72	0.56	(0.17)	(0.17)	2,595	3,099	504	0.47	0.56	0.09	48,631	24,296	(24,335)	1.12	0.56
Contract Services - Billing	0	0	0	0.00	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	1,544	0	(1,544)	0.04	0.00
Professional Services - Finan	1,000	0	(1,000)	0.18	0.00	(0.18)	(0.18)	1,000	0	(1,000)	0.18	0.00	(0.18)	17,685	0	(17,685)	0.41	0.00
Audit Expenses	0	0	0	0.00	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	6,100	6,000	(100)	0.14	0.00
IT Consultants	1,498	1,618	121	0.27	0.29	0.02	0.02	0	1,618	1,618	0.00	0.29	0.29	7,813	12,681	4,868	0.18	0.29
Printing & Binding	479	597	118	0.09	0.11	0.02	0.02	494	597	103	0.09	0.11	0.02	5,724	4,678	(1,046)	0.13	0.11
Data Processing	1,661	4,086	2,425	0.30	0.73	0.43	0.43	5,740	4,086	(1,654)	1.04	0.73	(0.30)	32,198	32,028	(170)	0.74	0.73
Maintenance Agreements Softwa	29,912	27,383	(2,529)	5.38	4.91	(0.48)	(0.48)	28,387	27,383	(1,004)	5.12	4.91	(0.21)	276,810	214,645	(62,165)	6.39	4.91
Equipment Repairs	0	29	29	0.00	0.01	0.01	0.01	0	29	29	0.00	0.01	0.01	0	228	228	0.00	0.01
Communication Equip Repairs	553	2,115	1,562	0.10	0.38	0.28	0.28	604	2,115	1,511	0.11	0.38	0.27	18,928	16,577	(2,351)	0.44	0.38
Education & Training - Fin Mgt	1,334	156	(1,178)	0.24	0.03	(0.21)	(0.21)	650	156	(494)	0.12	0.03	(0.09)	5,772	1,219	(4,553)	0.13	0.03
Travel - Mileage	0	24	24	0.00	0.00	0.00	0.00	0	24	24	0.00	0.00	0.00	0	186	186	0.00	0.00
Other Insurance	28,154	28,694	540	5.07	5.14	0.08	0.08	28,154	28,694	540	5.08	5.14	0.06	225,232	224,925	(307)	5.20	5.14
Telephone-Snf	14,638	5,733	(8,905)	2.63	1.03	(1.61)	(1.61)	3,161	5,733	2,572	0.57	1.03	0.46	52,941	44,935	(8,006)	1.22	1.03
Internet	2,508	2,871	363	0.45	0.51	0.06	0.06	(2,753)	2,871	5,624	(0.50)	0.51	1.01	15,831	22,964	7,133	0.37	0.53
Cellular Phone	2,800	2,968	168	0.50	0.53	0.03	0.03	2,630	2,968	338	0.47	0.53	0.06	22,075	23,740	1,665	0.51	0.54
Television - SNF	2,195	2,194	(1)	0.40	0.39	0.00	0.00	2,207	2,194	(13)	0.40	0.39	(0.01)	17,397	17,199	(198)	0.40	0.39
Bond Interest Expense	23,588	23,589	1	4.24	4.23	(0.02)	(0.02)	23,588	23,589	1	4.26	4.23	(0.03)	188,708	188,706	(2)	4.36	4.31
Bank Charges	3,208	2,414	(794)	0.58	0.43	(0.14)	(0.14)	2,093	2,414	321	0.38	0.43	0.05	22,218	19,310	(2,908)	0.51	0.44
<b>TOTAL Finance</b>	<b>169,314</b>	<b>149,710</b>	<b>(19,604)</b>	<b>30.47</b>	<b>26.83</b>	<b>(3.64)</b>	<b>(3.64)</b>	<b>137,302</b>	<b>149,710</b>	<b>12,408</b>	<b>24.77</b>	<b>26.83</b>	<b>2.05</b>	<b>1,339,348</b>	<b>1,185,432</b>	<b>(153,916)</b>	<b>30.93</b>	<b>27.10</b>
<b>Human Resources</b>																		



Date: Sep 18, 2025  
Time: 14:25:03 EDT  
User: Kory R. Hansen

**Grand Traverse Pavilions - SNF**  
**SNF Income Statement**  
**8/1/2025 to 8/31/2025**

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 \$
<b>Human Resources (con't)</b>															
Salary & Wages - Human Resour	25,934	22,344	(3,590)	4.67	4.00	(0.66)	26,979	22,344	(4,635)	4.87	4.00	(0.86)	204,557	175,144	(29,413)
Longevity - Human Resources	595	234	(361)	0.11	0.04	(0.07)	595	234	(361)	0.11	0.04	(0.07)	4,760	1,838	(2,922)
FICA - Human Res	1,955	1,727	(228)	0.35	0.31	(0.04)	2,034	1,727	(307)	0.37	0.31	(0.06)	15,240	13,539	(1,701)
Workers Comp - Human Res	7	11	4	0.00	0.00	0.00	7	11	4	0.00	0.00	0.00	56	82	26
MERS DB - Human Resources	3,018	3,018	0	0.54	0.54	0.00	3,018	3,018	0	0.54	0.54	0.00	24,143	24,143	0
MERS DC:Human Resources	1,347	507	(840)	0.24	0.09	(0.15)	1,498	507	(991)	0.27	0.09	(0.18)	8,120	3,972	(4,148)
Health Ins - Human Resources	1,903	1,334	(569)	0.34	0.24	(0.10)	1,903	1,334	(569)	0.34	0.24	(0.10)	12,911	10,458	(2,453)
Dental Ins - Human Resources	144	131	(13)	0.03	0.02	0.00	144	131	(13)	0.03	0.02	0.00	1,832	1,023	(809)
Life Insurance	280	163	(117)	0.05	0.03	(0.02)	285	163	(122)	0.05	0.03	(0.02)	1,993	1,279	(714)
Employee Recogn	648	3,073	2,425	0.12	0.55	0.43	3,100	3,073	(27)	0.56	0.55	(0.01)	46,700	24,086	(22,614)
Other Fringe Benefit - Cobra	0	117	117	0.00	0.02	0.02	0	117	117	0.00	0.02	0.02	0	916	916
Contract Services - HR	3,064	3,652	588	0.55	0.65	0.10	3,731	3,652	(79)	0.67	0.65	(0.02)	26,655	28,630	1,975
Employee Advertising/Recruti	10,333	1,921	(8,412)	1.86	0.34	(1.52)	11,702	1,921	(9,781)	2.11	0.34	(1.77)	55,060	15,054	(40,006)
CNA Registry Fee	400	173	(227)	0.07	0.03	(0.04)	80	173	93	0.01	0.03	0.02	1,160	1,353	193
Testing Fees	3,485	2,922	(563)	0.63	0.52	(0.10)	5,300	2,922	(2,378)	0.96	0.52	(0.43)	10,085	22,902	12,817
Education & Training - Hum Res	48	356	308	0.01	0.06	0.06	0	356	356	0.00	0.06	0.06	647	2,791	2,144
<b>TOTAL Human Resources</b>	<b>53,162</b>	<b>41,683</b>	<b>(11,479)</b>	<b>9.57</b>	<b>7.47</b>	<b>(2.10)</b>	<b>60,376</b>	<b>41,683</b>	<b>(18,693)</b>	<b>10.89</b>	<b>7.47</b>	<b>(3.42)</b>	<b>413,920</b>	<b>327,210</b>	<b>(86,710)</b>
<b>Community Relations and Volunteer Services</b>															
Salary & Wages - Volunteer &	4,231	0	(4,231)	0.76	0.00	(0.76)	0	0	0	0.00	0.00	0.00	4,231	0	(4,231)
FICA - Volunteer & Comm Rel	324	0	(324)	0.06	0.00	(0.06)	0	0	0	0.00	0.00	0.00	324	0	(324)
Workers Comp - Vol & Comm Rel	(10)	0	10	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	0	0	0
Marketing and Fund Raising	1,115	2,038	923	0.20	0.37	0.16	377	2,038	1,661	0.07	0.37	0.30	14,394	15,978	1,584
<b>TOTAL Community Relations and Volunteer Services</b>	<b>5,660</b>	<b>2,038</b>	<b>(3,622)</b>	<b>1.02</b>	<b>0.37</b>	<b>(0.65)</b>	<b>377</b>	<b>2,038</b>	<b>1,661</b>	<b>0.07</b>	<b>0.37</b>	<b>0.30</b>	<b>18,948</b>	<b>15,978</b>	<b>(2,970)</b>
<b>Maintenance</b>															
Salary & Wages - ES	78,366	69,917	(8,449)	14.10	12.53	(1.57)	81,181	69,917	(11,264)	14.65	12.53	(2.12)	632,478	548,060	(84,418)
Longevity - Environmental Serv	2,319	336	(1,983)	0.42	0.06	(0.36)	2,319	336	(1,983)	0.42	0.06	(0.36)	18,552	2,638	(15,914)
FICA - Environ Serv	6,333	5,374	(959)	1.14	0.96	(0.18)	6,069	5,374	(695)	1.10	0.96	(0.13)	46,490	42,129	(4,361)
Workers Comp - Plant Ops	457	566	109	0.08	0.10	0.02	2,457	566	(1,891)	0.44	0.10	(0.34)	6,104	4,435	(1,669)
MERS DB - Env. Serv.	6,110	6,110	0	1.10	1.09	0.00	6,110	6,110	0	1.10	1.09	(0.01)	48,881	48,882	1
MERS DC:Environmental Services	2,682	966	(1,716)	0.48	0.17	(0.31)	1,583	966	(617)	0.29	0.17	(0.11)	12,947	7,576	(5,371)
Health Ins - Env Serv	10,044	6,370	(3,674)	1.81	1.14	(0.67)	9,666	6,370	(3,296)	1.74	1.14	(0.60)	70,328	49,932	(20,396)
Health Ins - Retirees - EVS	73	2,222	2,149	0.01	0.40	0.39	1,680	2,222	542	0.30	0.40	0.10	16,905	17,416	511
Dental Ins - Env Serv	576	377	(199)	0.10	0.07	(0.04)	576	377	(199)	0.10	0.07	(0.04)	5,916	2,956	(2,960)
Uniforms - Plant Ops	0	943	943	0.00	0.17	0.17	418	943	525	0.08	0.17	0.09	2,955	7,395	4,440
Supplies - Plant Ops	14,436	8,014	(6,422)	2.60	1.44	(1.16)	10,499	8,014	(2,485)	1.89	1.44	(0.46)	93,013	62,820	(30,193)
Small Equipment	5,258	6,480	1,222	0.95	1.16	0.22	8,312	6,480	(1,831)	1.50	1.16	(0.34)	47,717	50,799	3,082
Building Repairs	12,138	16,039	3,901	2.18	2.87	0.69	22,653	16,039	(6,614)	4.09	2.87	(1.21)	143,736	125,728	(18,008)
Equipment Repairs	4,668	5,006	338	0.84	0.90	0.06	1,264	5,006	3,742	0.23	0.90	0.67	22,995	39,241	16,246
Vehicle Repair	1,075	1,109	34	0.19	0.20	0.01	2,817	1,109	(1,708)	0.51	0.20	(0.31)	16,217	8,691	(7,526)
Elevator	4,058	1,181	(2,877)	0.73	0.21	(0.52)	1,000	1,181	181	0.18	0.21	0.03	12,042	9,260	(2,782)
Lawn, Tree and Brush Services	8,662	1,029	(7,633)	1.56	0.18	(1.37)	2,120	1,029	(1,091)	0.38	0.18	(0.20)	18,692	8,068	(10,624)
Snow Removal - Contract	0	1,070	1,070	0.00	0.19	0.19	0	1,070	1,070	0.00	0.19	0.19	7,525	8,392	868
Building Rental	(320)	0	320	(0.06)	0.00	0.06	0	0	0	0.00	0.00	0.00	0	0	0
Education & Training - ES	80	114	34	0.01	0.02	0.01	0	114	114	0.00	0.02	0.02	921	896	(25)
Vehicle Fuel	2,030	1,152	(878)	0.37	0.21	(0.16)	489	1,152	663	0.09	0.21	0.12	9,674	9,035	(639)
Parking Garage Expenses	3,069	1,814	(1,255)	0.55	0.33	(0.23)	1,800	1,814	14	0.32	0.33	0.00	13,498	14,224	726
Water	6,246	3,754	(2,492)	1.12	0.67	(0.45)	7,025	3,754	(3,271)	1.27	0.67	(0.59)	33,047	29,423	(3,624)

Date: Sep 18, 2025  
Time: 14:25:03 EDT  
User: Kory R. Hansen

Grand Traverse Pavilions - SNF  
SNF Income Statement  
8/1/2025 to 8/31/2025

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
<b>Maintenance (con't)</b>																		
Sewer	10,522	8,265	(2,257)	1.89	1.48	(0.41)	9,882	8,265	(1,617)	1.78	1.48	(0.30)	71,165	64,790	(6,375)	1.64	1.48	(0.16)
Electric	34,933	24,916	(10,017)	6.29	4.47	(1.82)	33,320	24,916	(8,404)	6.01	4.47	(1.55)	203,253	195,305	(7,948)	4.69	4.47	(0.23)
Natural Gas	5,543	8,583	3,040	1.00	1.54	0.54	4,251	8,583	4,332	0.77	1.54	0.77	69,377	67,282	(2,095)	1.60	1.54	(0.06)
Refuse Disposal	4,901	3,381	(1,520)	0.88	0.61	(0.28)	4,533	3,381	(1,152)	0.82	0.61	(0.21)	34,385	26,505	(7,880)	0.79	0.61	(0.19)
<b>TOTAL Maintenance</b>	<b>224,258</b>	<b>185,088</b>	<b>(39,170)</b>	<b>40.36</b>	<b>33.17</b>	<b>(7.19)</b>	<b>222,023</b>	<b>185,088</b>	<b>(36,935)</b>	<b>40.06</b>	<b>33.17</b>	<b>(6.89)</b>	<b>1,658,812</b>	<b>1,451,878</b>	<b>(206,934)</b>	<b>38.31</b>	<b>33.19</b>	<b>(5.11)</b>
<b>Housekeeping</b>																		
Salary & Wages - Housekeeping	66,720	73,205	6,485	12.01	13.12	1.11	72,267	73,205	938	13.04	13.12	0.08	506,326	573,831	67,505	11.69	13.12	1.43
Longevity - Housekeeping	2,081	892	(1,189)	0.37	0.16	(0.21)	2,081	892	(1,189)	0.38	0.16	(0.22)	16,648	6,990	(9,658)	0.38	0.16	(0.22)
FICA - Housekeeping	5,256	5,668	412	0.95	1.02	0.07	5,387	5,668	281	0.97	1.02	0.04	37,248	44,433	7,185	0.86	1.02	0.16
Workers Comp - Housekeeping	671	718	47	0.12	0.13	0.01	671	718	47	0.12	0.13	0.01	5,368	5,633	265	0.12	0.13	0.00
MERS DB - Housekeeping	947	947	0	0.17	0.17	0.00	947	947	0	0.17	0.17	0.00	7,588	7,578	(10)	0.18	0.17	0.00
MERS DC:Housekeeping	3,743	2,026	(1,717)	0.67	0.36	(0.31)	2,655	2,026	(629)	0.48	0.36	(0.12)	17,815	15,880	(1,935)	0.41	0.36	(0.05)
Health Ins - Housekeeping	8,007	9,023	1,016	1.44	1.62	0.18	10,037	9,023	(1,014)	1.81	1.62	(0.19)	70,327	70,726	399	1.62	1.62	(0.01)
Dental Ins - Housekeeping	468	591	123	0.08	0.11	0.02	468	591	123	0.08	0.11	0.02	3,798	4,634	836	0.09	0.11	0.02
Uniforms - Housekeeping	0	136	136	0.00	0.02	0.02	242	136	(106)	0.04	0.02	(0.02)	1,156	1,062	(94)	0.03	0.02	0.00
Supplies - Housekeeping	11,584	9,304	(2,280)	2.08	1.67	(0.42)	11,342	9,304	(2,038)	2.05	1.67	(0.38)	80,661	72,934	(7,727)	1.86	1.67	(0.20)
Contract Services-Hskpg	3,327	724	(2,603)	0.60	0.13	(0.47)	98	724	626	0.02	0.13	0.11	5,282	5,676	394	0.12	0.13	0.01
<b>TOTAL Housekeeping</b>	<b>102,805</b>	<b>103,234</b>	<b>429</b>	<b>18.50</b>	<b>18.50</b>	<b>0.00</b>	<b>106,196</b>	<b>103,234</b>	<b>(2,962)</b>	<b>19.16</b>	<b>18.50</b>	<b>(0.66)</b>	<b>752,216</b>	<b>809,377</b>	<b>57,161</b>	<b>17.37</b>	<b>18.50</b>	<b>1.13</b>
<b>Laundry</b>																		
Salary & Wages - Laundry	34,853	30,598	(4,255)	6.27	5.48	(0.79)	32,768	30,598	(2,170)	5.91	5.48	(0.43)	263,753	239,845	(23,908)	6.09	5.48	(0.61)
Longevity - Laundry	1,058	204	(854)	0.19	0.04	(0.15)	1,058	204	(854)	0.19	0.04	(0.15)	8,464	1,598	(6,866)	0.20	0.04	(0.16)
FICA - Laundry	2,607	2,356	(251)	0.47	0.42	(0.05)	2,466	2,356	(110)	0.45	0.42	(0.02)	20,518	18,472	(2,046)	0.47	0.42	(0.05)
Workers Comp - Laundry	215	262	47	0.04	0.05	0.01	215	262	47	0.04	0.05	0.01	1,720	2,058	338	0.04	0.05	0.01
MERS DB - Laundry	2,210	2,210	0	0.40	0.40	0.00	2,210	2,210	0	0.40	0.40	0.00	17,680	17,680	0	0.41	0.40	0.00
MERS DC:Laundry	975	350	(625)	0.18	0.06	(0.11)	640	350	(290)	0.12	0.06	(0.05)	4,982	2,742	(2,240)	0.12	0.06	(0.05)
Health Ins - Laundry	5,977	2,539	(3,438)	1.08	0.46	(0.62)	3,756	2,539	(1,217)	0.68	0.46	(0.22)	31,544	19,900	(11,644)	0.73	0.45	(0.27)
Dental Ins - Laundry	288	183	(105)	0.05	0.03	(0.02)	252	183	(69)	0.05	0.03	(0.01)	1,849	1,438	(411)	0.04	0.03	(0.01)
Supplies - Laundry	5,856	4,833	(1,023)	1.05	0.87	(0.19)	5,108	4,833	(275)	0.92	0.87	(0.06)	44,030	37,888	(6,142)	1.02	0.87	(0.15)
Linen Replacements - Laundry	4,145	1,833	(2,312)	0.75	0.33	(0.42)	8,163	1,833	(6,330)	1.47	0.33	(1.14)	25,241	14,368	(10,873)	0.58	0.33	(0.25)
<b>TOTAL Laundry</b>	<b>58,186</b>	<b>45,368</b>	<b>(12,818)</b>	<b>10.47</b>	<b>8.13</b>	<b>(2.34)</b>	<b>56,638</b>	<b>45,368</b>	<b>(11,270)</b>	<b>10.22</b>	<b>8.13</b>	<b>(2.09)</b>	<b>419,781</b>	<b>355,989</b>	<b>(63,792)</b>	<b>9.69</b>	<b>8.14</b>	<b>(1.55)</b>
<b>Dietary</b>																		
Small Equipment - Dietary	1,329	1,108	(221)	0.24	0.20	(0.04)	2,188	1,108	(1,080)	0.39	0.20	(0.20)	8,937	8,688	(249)	0.21	0.20	(0.01)
Contract Svcs-Dining	240,450	235,569	(4,881)	43.27	42.22	(1.05)	244,544	235,569	(8,975)	44.13	42.22	(1.91)	1,913,813	1,884,551	(29,262)	44.19	43.09	(1.11)
<b>TOTAL Dietary</b>	<b>241,779</b>	<b>236,677</b>	<b>(5,102)</b>	<b>43.51</b>	<b>42.42</b>	<b>(1.09)</b>	<b>246,732</b>	<b>236,677</b>	<b>(10,055)</b>	<b>44.52</b>	<b>42.42</b>	<b>(2.11)</b>	<b>1,922,750</b>	<b>1,893,239</b>	<b>(29,511)</b>	<b>44.40</b>	<b>43.28</b>	<b>(1.12)</b>
<b>Therapy</b>																		
Salary & Wages - Therapy	145,602	148,554	2,952	26.20	26.62	0.42	172,148	148,554	(23,594)	31.06	26.62	(4.44)	1,225,286	1,164,473	(60,813)	28.29	26.62	(1.67)
Longevity-Therapy	2,591	408	(2,183)	0.47	0.07	(0.39)	2,591	408	(2,183)	0.47	0.07	(0.39)	20,728	3,194	(17,534)	0.48	0.07	(0.41)
FICA - Therapy	11,568	11,396	(172)	2.08	2.04	(0.04)	12,910	11,396	(1,514)	2.33	2.04	(0.29)	89,977	89,326	(651)	2.08	2.04	(0.04)
Workers Comp - Therapy	359	525	166	0.06	0.09	0.03	359	525	166	0.06	0.09	0.03	2,872	4,114	1,242	0.07	0.09	0.03
MERS DB - Therapy	20,628	20,628	0	3.71	3.70	(0.02)	20,628	20,628	0	3.72	3.70	(0.03)	165,026	165,028	2	3.81	3.77	(0.04)
MERS DC:Therapy	3,080	154	(2,926)	0.55	0.03	(0.53)	1,839	154	(1,685)	0.33	0.03	(0.30)	15,390	1,211	(14,179)	0.36	0.03	(0.33)
Health Ins - Therapy Services	10,730	9,542	(1,188)	1.93	1.71	(0.22)	11,219	9,542	(1,677)	2.02	1.71	(0.31)	93,717	74,792	(18,925)	2.16	1.71	(0.45)
Dental Ins - Therapy	504	508	4	0.09	0.09	0.00	504	508	4	0.09	0.09	0.00	5,393	3,978	(1,415)	0.12	0.09	(0.03)
Supplies - Therapy	982	537	(445)	0.18	0.10	(0.08)	344	537	193	0.06	0.10	0.03	3,808	4,207	399	0.09	0.10	0.01
Small Equipment - Therapy	0	296	296	0.00	0.05	0.05	580	296	(284)	0.10	0.05	(0.05)	4,802	2,319	(2,483)	0.11	0.05	(0.06)
Professional Service - Medica	2,091	942	(1,149)	0.38	0.17	(0.21)	0	942	942	0.00	0.17	0.17	11,000	7,380	(3,620)	0.25	0.17	(0.09)
Advertising-Wellness Center	0	67	67	0.00	0.01	0.01	0	67	67	0.00	0.01	0.01	0	528	528	0.00	0.01	0.01



Date: Sep 18, 2025  
Time: 14:25:03 EDT  
User: Kory R. Hansen

Grand Traverse Pavilions - SNF  
SNF Income Statement  
8/1/2025 to 8/31/2025

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
<b>Therapy (con't)</b>																		
Consultant - Therapy	4,324	5,048	724	0.78	0.90	0.13	4,522	5,048	526	0.82	0.90	0.09	33,578	39,565	5,987	0.78	0.90	0.13
Pool Maintenance	171	872	701	0.03	0.16	0.13	1,090	872	(218)	0.20	0.16	(0.04)	7,075	6,835	(240)	0.16	0.16	(0.01)
Dues & Memberships - Therapy	0	42	42	0.00	0.01	0.01	0	42	42	0.00	0.01	0.01	0	325	325	0.00	0.01	0.01
Education & Training - Therapy	0	45	45	0.00	0.01	0.01	65	45	(20)	0.01	0.01	0.00	665	354	(311)	0.02	0.01	(0.01)
Travel - Therapy	0	9	9	0.00	0.00	0.00	0	9	9	0.00	0.00	0.00	0	67	67	0.00	0.00	0.00
<b>TOTAL Therapy</b>	<b>202,630</b>	<b>199,573</b>	<b>(3,057)</b>	<b>36.46</b>	<b>35.77</b>	<b>(0.70)</b>	<b>228,800</b>	<b>199,573</b>	<b>(29,227)</b>	<b>41.28</b>	<b>35.77</b>	<b>(5.52)</b>	<b>1,679,318</b>	<b>1,567,696</b>	<b>(111,622)</b>	<b>38.78</b>	<b>35.84</b>	<b>(2.94)</b>
<b>Ancillary</b>																		
Medical Supplies	7,942	3,273	(4,669)	1.43	0.59	(0.84)	7,445	3,273	(4,172)	1.34	0.59	(0.76)	45,310	25,658	(19,652)	1.05	0.59	(0.46)
Oxygen	2,510	3,265	755	0.45	0.59	0.13	2,464	3,265	801	0.44	0.59	0.14	27,786	25,595	(2,191)	0.64	0.59	(0.06)
Legend Drugs	26,701	37,558	10,857	4.80	6.73	1.93	39,650	37,558	(2,092)	7.15	6.73	(0.42)	243,493	294,407	50,914	5.62	6.73	1.11
Lab Services	619	1,812	1,193	0.11	0.32	0.21	710	1,812	1,102	0.13	0.32	0.20	13,383	14,208	825	0.31	0.32	0.02
Radiology Services	2,010	1,309	(701)	0.36	0.23	(0.13)	3,254	1,309	(1,945)	0.59	0.23	(0.35)	13,495	10,261	(3,234)	0.31	0.23	(0.08)
Misc Medical Services	1,329	265	(1,064)	0.24	0.05	(0.19)	0	265	265	0.00	0.05	0.05	1,703	2,078	375	0.04	0.05	0.01
<b>TOTAL Ancillary</b>	<b>41,111</b>	<b>47,482</b>	<b>6,371</b>	<b>7.40</b>	<b>8.51</b>	<b>1.11</b>	<b>53,524</b>	<b>47,482</b>	<b>(6,042)</b>	<b>9.66</b>	<b>8.51</b>	<b>(1.15)</b>	<b>345,170</b>	<b>372,207</b>	<b>27,037</b>	<b>7.97</b>	<b>8.51</b>	<b>0.54</b>
<b>Diversional Therapy</b>																		
Salary & Wages - Life Enrichm	23,444	39,006	15,562	4.22	6.99	2.77	29,449	39,006	9,557	5.31	6.99	1.68	224,819	305,758	80,939	5.19	6.99	1.80
Longevity - Life Enrichment	1,214	0	(1,214)	0.22	0.00	(0.22)	1,214	0	(1,214)	0.22	0.00	(0.22)	9,712	0	(9,712)	0.22	0.00	(0.22)
FICA - Life Enrichment	2,434	2,984	550	0.44	0.53	0.10	2,198	2,984	786	0.40	0.53	0.14	21,687	23,390	1,703	0.50	0.53	0.03
Workers Comp - Life Enrichme	94	105	11	0.02	0.02	0.00	94	105	11	0.02	0.02	0.00	752	822	70	0.02	0.02	0.00
MERS DB - Life Enrichment	2,204	2,204	0	0.40	0.39	0.00	2,204	2,204	0	0.40	0.39	0.00	17,634	17,634	0	0.41	0.40	0.00
MERS DC:Life Enrichment	1,326	933	(393)	0.24	0.17	(0.07)	1,046	933	(113)	0.19	0.17	(0.02)	8,418	7,310	(1,108)	0.19	0.17	(0.03)
Health Ins - Life Enrichment	3,237	2,529	(708)	0.58	0.45	(0.13)	3,237	2,529	(708)	0.58	0.45	(0.13)	30,633	19,820	(10,813)	0.71	0.45	(0.25)
Dental Ins - Life Enrichment	288	220	(68)	0.05	0.04	(0.01)	288	220	(68)	0.05	0.04	(0.01)	2,442	1,726	(716)	0.06	0.04	(0.02)
Supplies - Diversional Therapy	804	747	(57)	0.14	0.13	(0.01)	1,313	747	(566)	0.24	0.13	(0.10)	8,973	5,851	(3,122)	0.21	0.13	(0.07)
Activity Supplies - Eden	709	688	(21)	0.13	0.12	0.00	709	688	(21)	0.13	0.12	0.00	5,680	5,394	(286)	0.13	0.12	(0.01)
Educ. & Training- Activities	0	15	15	0.00	0.00	0.00	0	15	15	0.00	0.00	0.00	0	120	120	0.00	0.00	0.00
Special Functions	228	856	628	0.04	0.15	0.11	772	856	84	0.14	0.15	0.01	4,686	6,711	2,025	0.11	0.15	0.05
Beauty Shop Services	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	57	0	(57)	0.00	0.00	0.00
Activity Expenses	0	47	47	0.00	0.01	0.01	0	47	47	0.00	0.01	0.01	282	373	91	0.01	0.01	0.00
<b>TOTAL Diversional Therapy</b>	<b>35,983</b>	<b>50,334</b>	<b>14,351</b>	<b>6.48</b>	<b>9.02</b>	<b>2.55</b>	<b>42,525</b>	<b>50,334</b>	<b>7,809</b>	<b>7.67</b>	<b>9.02</b>	<b>1.35</b>	<b>335,774</b>	<b>394,909</b>	<b>59,135</b>	<b>7.75</b>	<b>9.03</b>	<b>1.27</b>
<b>Human Services</b>																		
Salary & Wages - Human Serv	18,754	21,220	2,466	3.37	3.80	0.43	20,273	21,220	947	3.66	3.80	0.14	165,209	166,338	1,129	3.82	3.80	(0.01)
Longevity - Human Services	600	0	(600)	0.11	0.00	(0.11)	600	0	(600)	0.11	0.00	(0.11)	4,800	0	(4,800)	0.11	0.00	(0.11)
FICA - Human Serv	1,527	1,623	96	0.27	0.29	0.02	1,344	1,623	279	0.24	0.29	0.05	10,807	12,725	1,918	0.25	0.29	0.04
Workers Comp - Human Serv	7	21	14	0.00	0.00	0.00	7	21	14	0.00	0.00	0.00	56	165	109	0.00	0.00	0.00
MERS DB - Human Services	757	757	0	0.14	0.14	0.00	757	757	0	0.14	0.14	0.00	6,059	6,060	1	0.14	0.14	0.00
MERS DC:Human Services	1,053	793	(260)	0.19	0.14	(0.05)	687	793	106	0.12	0.14	0.02	5,716	6,212	496	0.13	0.14	0.01
Health Ins - Human Services	1,410	2,643	1,233	0.25	0.47	0.22	1,410	2,643	1,233	0.25	0.47	0.22	17,358	20,716	3,358	0.40	0.47	0.07
Dental Ins - Human Services	72	94	22	0.01	0.02	0.00	72	94	22	0.01	0.02	0.00	1,081	735	(346)	0.02	0.02	(0.01)
Education & Training - Hum Ser	(48)	102	150	(0.01)	0.02	0.03	0	102	102	0.00	0.02	0.02	0	798	798	0.00	0.02	0.02
<b>TOTAL Human Services</b>	<b>24,134</b>	<b>27,253</b>	<b>3,119</b>	<b>4.34</b>	<b>4.88</b>	<b>0.54</b>	<b>25,151</b>	<b>27,253</b>	<b>2,102</b>	<b>4.54</b>	<b>4.88</b>	<b>0.35</b>	<b>211,085</b>	<b>213,749</b>	<b>2,664</b>	<b>4.87</b>	<b>4.89</b>	<b>0.01</b>
<b>Child Care</b>																		
Salary & Wages - CC Asst. CDC	16,817	15,698	(1,119)	3.03	2.81	(0.21)	15,459	15,698	239	2.79	2.81	0.02	107,523	123,050	15,527	2.48	2.81	0.33
Salary & Wages - Facilitator	8,465	8,358	(107)	1.52	1.50	(0.03)	8,972	8,358	(614)	1.62	1.50	(0.12)	70,778	65,515	(5,263)	1.63	1.50	(0.14)
Longevity - Child Day Care	817	0	(817)	0.15	0.00	(0.15)	817	0	(817)	0.15	0.00	(0.15)	6,536	0	(6,536)	0.15	0.00	(0.15)
FICA - CDC	1,964	1,840	(124)	0.35	0.33	(0.02)	1,849	1,840	(9)	0.33	0.33	0.00	13,517	14,426	909	0.31	0.33	0.02
Workers Comp - CDC	43	0	(43)	0.01	0.00	(0.01)	43	0	(43)	0.01	0.00	(0.01)	344	0	(344)	0.01	0.00	(0.01)

Date: Sep 18, 2025  
Time: 14:25:03 EDT  
User: Kory R. Hansen

Grand Traverse Pavilions - SNF  
SNF Income Statement  
8/1/2025 to 8/31/2025

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	
<b>Child Care (con't)</b>																					
MERS DB - CDC	1,123	1,123	0	0.20	0.20	0.00		1,123	1,123	0	0.20	0.20	0.00		9,274	8,986	(287)	0.21	0.21	(0.01)	
MERS DC-Child Care	875	623	(252)	0.16	0.11	(0.05)		517	623	106	0.09	0.11	0.02		3,968	4,886	918	0.09	0.11	0.02	
Health Ins - CDC	1,483	2,067	584	0.27	0.37	0.10		1,483	2,067	584	0.27	0.37	0.10		13,541	16,204	2,663	0.31	0.37	0.06	
Dental Ins - CDC	108	147	39	0.02	0.03	0.01		108	147	39	0.02	0.03	0.01		1,350	1,150	(200)	0.03	0.03	0.00	
Uniforms - CDC	0	0	0	0.00	0.00	0.00		0	0	0	0.00	0.00	0.00		293	0	(293)	0.01	0.00	(0.01)	
Teaching/Educational Supplies	0	18	18	0.00	0.00	0.00		0	18	18	0.00	0.00	0.00		0	141	141	0.00	0.00	0.00	
Small Equipment - CDC	0	102	102	0.00	0.02	0.02		230	102	(128)	0.04	0.02	(0.02)		1,447	798	(649)	0.03	0.02	(0.02)	
Meals - CDC	2,984	662	(2,321)	0.54	0.12	(0.42)		2,821	662	(2,159)	0.51	0.12	(0.39)		21,073	5,194	(15,879)	0.49	0.12	(0.37)	
Dietary Snacks - CDC	71	510	439	0.01	0.09	0.08		0	510	510	0.00	0.09	0.09		71	3,994	3,923	0.00	0.09	0.09	
Special Functions - CDC	0	7	7	0.00	0.00	0.00		0	7	7	0.00	0.00	0.00		558	52	(506)	0.01	0.00	(0.01)	
Indirect Costs-Childcare	1,400	1,400	0	0.25	0.25	0.00		1,400	1,400	0	0.25	0.25	0.00		11,200	11,200	0	0.26	0.26	0.00	
Miscellaneous Exp-Childcare	48	68	20	0.01	0.01	0.00		141	68	(73)	0.03	0.01	(0.01)		527	532	5	0.01	0.01	0.00	
<b>TOTAL Child Care</b>	<b>36,198</b>	<b>32,623</b>	<b>(3,575)</b>	<b>6.51</b>	<b>5.85</b>	<b>(0.67)</b>		<b>34,965</b>	<b>32,623</b>	<b>(2,341)</b>	<b>6.31</b>	<b>5.85</b>	<b>(0.46)</b>		<b>261,998</b>	<b>256,128</b>	<b>(5,870)</b>	<b>6.05</b>	<b>5.86</b>	<b>(0.19)</b>	
<b>Equipment Depreciation</b>																					
Depreciation - Office	2,304	2,304	0	0.41	0.41	0.00		2,304	2,304	0	0.42	0.41	0.00		18,429	18,428	(1)	0.43	0.42	0.00	
Depreciation Exp - Nursing	4,138	4,138	0	0.74	0.74	0.00		4,138	4,138	0	0.75	0.74	(0.01)		33,101	33,099	(2)	0.76	0.76	(0.01)	
Depreciation - Dietary	1,375	1,375	0	0.25	0.25	0.00		1,375	1,375	0	0.25	0.25	0.00		10,999	10,998	(1)	0.25	0.25	0.00	
Depreciation - Furniture	662	662	0	0.12	0.12	0.00		662	662	0	0.12	0.12	0.00		5,295	5,295	0	0.12	0.12	0.00	
Depreciation - Maintenance	1,634	1,634	0	0.29	0.29	0.00		1,634	1,634	0	0.29	0.29	0.00		13,074	13,075	1	0.30	0.30	0.00	
Depreciation - Vehicle	877	877	0	0.16	0.16	0.00		877	877	0	0.16	0.16	0.00		7,016	7,016	0	0.16	0.16	0.00	
Depreciation-Equip Well, Ctr	200	200	0	0.04	0.04	0.00		200	200	0	0.04	0.04	0.00		1,600	1,600	0	0.04	0.04	0.00	
<b>TOTAL Equipment Depreciation</b>	<b>11,189</b>	<b>11,190</b>	<b>1</b>	<b>2.01</b>	<b>2.01</b>	<b>(0.01)</b>		<b>11,189</b>	<b>11,190</b>	<b>1</b>	<b>2.02</b>	<b>2.01</b>	<b>(0.01)</b>		<b>89,514</b>	<b>89,511</b>	<b>(3)</b>	<b>2.07</b>	<b>2.05</b>	<b>(0.02)</b>	
<b>TOTAL SNF Operating Expenses</b>	<b>2,782,337</b>	<b>2,725,139</b>	<b>(57,197)</b>	<b>500.69</b>	<b>488.38</b>	<b>(12.31)</b>		<b>2,812,309</b>	<b>2,725,139</b>	<b>(87,170)</b>	<b>507.45</b>	<b>488.38</b>	<b>(19.08)</b>		<b>21,652,786</b>	<b>21,306,986</b>	<b>(345,800)</b>	<b>500.01</b>	<b>487.13</b>	<b>(12.88)</b>	
<b>Net Operating Income</b>	<b>149,016</b>	<b>93,259</b>	<b>55,758</b>	<b>26.82</b>	<b>16.71</b>	<b>9.99</b>		<b>632,866</b>	<b>93,259</b>	<b>539,608</b>	<b>114.19</b>	<b>16.71</b>	<b>96.70</b>		<b>1,080,015</b>	<b>769,546</b>	<b>310,469</b>	<b>24.94</b>	<b>17.59</b>	<b>7.10</b>	
<b>SNF Building Depreciation</b>																					
Depreciation - Land Improv	1,594	1,594	0	0.29	0.29	0.00		1,594	1,594	0	0.29	0.29	0.00		12,752	12,752	0	0.29	0.29	0.00	
Depreciation - Building	38,499	38,499	0	6.93	6.90	(0.03)		38,499	38,499	0	6.95	6.90	(0.05)		307,994	307,995	1	7.11	7.04	(0.07)	
Depreciation - Parking Structr	5,437	5,437	0	0.98	0.97	0.00		5,437	5,437	0	0.98	0.97	(0.01)		43,497	43,497	0	1.00	0.99	(0.01)	
Depreciation - Bldg Improv	12,328	12,328	0	2.22	2.21	(0.01)		12,328	12,328	0	2.22	2.21	(0.02)		98,626	98,628	2	2.28	2.25	(0.02)	
Depreciation-Bldg Imp WellCtr	2,654	2,654	0	0.48	0.48	0.00		2,654	2,654	0	0.48	0.48	0.00		21,229	21,228	(1)	0.49	0.49	0.00	
<b>TOTAL SNF Building Depreciation</b>	<b>60,512</b>	<b>60,512</b>	<b>0</b>	<b>10.89</b>	<b>10.84</b>	<b>(0.04)</b>		<b>60,512</b>	<b>60,512</b>	<b>0</b>	<b>10.92</b>	<b>10.84</b>	<b>(0.07)</b>		<b>484,099</b>	<b>484,100</b>	<b>1</b>	<b>11.18</b>	<b>11.07</b>	<b>(0.11)</b>	
<b>Net Income</b>	<b>88,504</b>	<b>32,747</b>	<b>55,758</b>	<b>15.93</b>	<b>5.87</b>	<b>9.99</b>		<b>572,354</b>	<b>32,747</b>	<b>539,608</b>	<b>103.28</b>	<b>5.87</b>	<b>96.70</b>		<b>595,916</b>	<b>285,446</b>	<b>310,470</b>	<b>13.76</b>	<b>6.53</b>	<b>7.10</b>	



Date: Sep 17, 2025  
Time: 20:01:07 EDT  
User: Kory R. Hansen

**Grand Traverse Pavilions - SNF**  
**Cottage Income Statement**  
**8/1/2025 to 8/31/2025**

Facility #

Page # 1

Include Adjustment Periods: NO Include Closing Periods: NO

	CURRENT PERIOD			PRIOR PERIOD			YEAR TO DATE		
	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$
<b>Cottage Revenue</b>									
Room Rental-Cottage-Private	186,102	273,544	(87,442)	191,217	273,544	(82,326)	1,558,079	2,144,230	(586,151)
Room Rental-Cottage-Priv Insur	67,935	27,311	40,624	63,686	27,311	36,375	504,217	214,081	290,136
Respite-Cottages	5,950	2,976	2,974	9,850	2,976	6,874	112,775	23,328	89,447
Registration Fee - Cottages	750	170	580	0	170	(170)	1,500	1,332	168
Ancillary Rev - Cottages	656	10,192	(9,536)	1,808	10,192	(8,384)	5,858	79,890	(74,032)
Meal Plan	28,245	28,252	(7)	25,335	28,252	(2,917)	209,423	221,456	(12,033)
Personal Care Services- Privat	2,380	1,359	1,021	1,398	1,359	39	14,060	10,652	3,408
Contractual Discount-Private	(8,379)	0	(8,379)	(8,379)	0	(8,379)	(86,512)	0	(86,512)
Contractual Allow MA Waiver	0	0	0	0	0	0	4,844	0	4,844
Contractual Allowance PACE	(18,256)	(5,602)	(12,654)	(16,251)	(5,602)	(10,649)	(135,225)	(44,821)	(90,404)
Scholarships Private Pay	(2,650)	(4,772)	2,122	(2,679)	(4,772)	2,093	(22,114)	(37,404)	15,290
<b>TOTAL Cottage Revenue</b>	<b>262,733</b>	<b>333,430</b>	<b>(70,697)</b>	<b>265,984</b>	<b>333,430</b>	<b>(67,446)</b>	<b>2,166,904</b>	<b>2,612,744</b>	<b>(445,840)</b>
<b>Cottage Other Revenue</b>									
Beauty Shop Income	400	499	(99)	423	499	(76)	2,570	3,913	(1,343)
Donation Income - Cottages	0	4,772	(4,772)	37,559	4,772	32,787	37,559	37,404	155
<b>TOTAL Cottage Other Revenue</b>	<b>400</b>	<b>5,271</b>	<b>(4,871)</b>	<b>37,982</b>	<b>5,271</b>	<b>32,711</b>	<b>40,129</b>	<b>41,317</b>	<b>(1,188)</b>
<b>Total Income</b>	<b>263,133</b>	<b>338,701</b>	<b>(75,568)</b>	<b>303,966</b>	<b>338,701</b>	<b>(34,735)</b>	<b>2,207,034</b>	<b>2,654,061</b>	<b>(447,027)</b>
<b>Cottage Operating Expenses</b>									
Salary & Wages - Admin - Cott	11,513	17,030	5,517	9,589	17,030	7,441	117,464	133,489	16,025
Salary & Wages - ES Cottages	8,641	8,606	(35)	8,587	8,606	19	72,911	67,461	(5,450)
Salary & Wages - Hskpg Cottage	7,371	7,560	189	7,446	7,560	114	47,747	59,262	11,515
Salary & Wages - RN Cottages	8,876	7,687	(1,189)	8,091	7,687	(404)	65,490	60,260	(5,230)
Salary & Wages - LPN Cottages	0	1,624	1,624	0	1,624	1,624	9,416	12,733	3,317
Salary & Wages - CNA Cottages	33,998	76,101	42,103	36,100	76,101	40,001	296,719	596,531	299,812
Salary & Wages - UW Cottages	103,597	56,677	(46,920)	88,897	56,677	(32,220)	710,250	444,271	(265,979)
Longevity - Cottages	3,730	0	(3,730)	3,730	0	(3,730)	29,840	0	(29,840)
Longevity - Cottages Admin	940	255	(685)	940	255	(685)	7,520	1,996	(5,524)
FICA Admin Cottages	933	1,303	370	756	1,303	547	9,042	10,211	1,169
FICA - Env Serv Cottages	606	658	52	600	658	59	5,289	5,161	(128)
FICA - Cottage Housekeeping	562	578	16	563	578	15	3,608	4,534	926
FICA - RN LPN CNA and UW - Co	10,943	10,870	(73)	10,195	10,870	675	80,372	85,205	4,833
Workers Comp - Cottages	1,076	939	(137)	1,076	939	(137)	10,260	7,363	(2,896)
Workers Comp - Cottage Admin	0	6	6	0	6	6	0	50	50
MERS DB - Cottages	7,182	7,182	0	7,182	7,182	0	59,238	57,452	(1,786)
MERS DB - Cottages Admin	2,166	2,166	0	2,166	2,166	0	17,331	17,333	2
MERS DC-Cottage	4,731	2,477	(2,254)	3,098	2,477	(621)	24,515	19,415	(5,100)
Health Ins - Cottages	12,708	11,183	(1,525)	11,598	11,183	(415)	103,510	89,461	(14,049)
Dental Ins - Cottages	685	728	43	649	728	79	6,882	5,820	(1,062)
Supplies - Cottages	0	14	14	0	14	14	229	109	(120)
Supplies Plant Ops - Cottages	235	37	(198)	1,026	37	(989)	9,515	293	(9,222)
Supplies Laundry - Cottages	0	62	62	286	62	(224)	2,606	485	(2,121)
Activity Supplies - Cottages	364	526	162	428	526	98	4,552	4,126	(426)
Office Supplies - Cottages	40	0	(40)	0	0	0	40	0	(40)
Small Equipment	55	0	(55)	2,226	0	(2,226)	11,217	0	(11,217)

Date: Sep 17, 2025  
Time: 20:01:07 EDT  
User: Kory R. Hansen

**Grand Traverse Pavilions - SNF**  
**Cottage Income Statement**  
**8/1/2025 to 8/31/2025**

Facility #

Page # 2

	CURRENT PERIOD			PRIOR PERIOD			YEAR TO DATE		
	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$
<b>Cottage Operating Expenses (con't)</b>									
Nursing Supplies - Cottages	0	330	330	0	330	330	3,670	2,582	(1,088)
Contract Services-Dining	62,975	63,084	109	62,975	63,084	109	505,820	504,669	(1,151)
Contract Svcs;Security-Cottag	0	228	228	0	228	228	663	1,818	1,155
Advertising - Cottages	146	5,472	5,326	284	5,472	5,188	8,610	42,890	34,280
Referral Fees	0	729	729	0	729	729	2,400	5,835	3,435
Printing & Binding - Comm Rel	0	52	52	0	52	52	0	410	410
Building Repairs - Cottages	8,020	842	(7,178)	6,601	842	(5,758)	33,823	6,731	(27,092)
Equipment Repairs - Cottages	0	137	137	0	137	137	10,119	1,101	(9,018)
Elevator-Cottages	200	351	151	1,345	351	(994)	7,545	2,811	(4,734)
Telephone - Cottages	320	357	37	200	357	157	2,560	2,855	295
Water - Cottages	3,027	1,736	(1,291)	1,237	1,736	499	9,556	13,887	4,331
Sewer - Cottages	2,907	1,668	(1,239)	2,699	1,668	(1,031)	15,818	13,344	(2,474)
Electric - Cottages	6,927	5,726	(1,201)	6,895	5,726	(1,169)	47,574	45,812	(1,762)
Natrual Gas - Cottages	659	1,974	1,315	799	1,974	1,175	30,147	15,795	(14,352)
Refuse Disposal - Cottages	623	657	34	623	657	34	4,361	5,254	893
Television - Cottages	2,844	1,570	(1,274)	999	1,570	571	11,828	12,557	729
Special Functions - Cottages	585	106	(479)	73	106	33	1,257	842	(415)
Beauty Shop Services	0	403	403	0	403	403	1,339	3,225	1,886
Indirect Costs-Cottages	20,000	20,000	0	20,000	20,000	0	160,000	160,000	0
Bond Interest Expense	3,820	3,278	(542)	3,820	3,278	(542)	30,558	26,218	(4,340)
Miscellaneous Exp - Cottages	0	52	52	0	52	52	479	414	(65)
Depreciation - Equip Cottages	917	917	0	917	917	0	7,336	7,337	1
<b>TOTAL Cottage Operating Expenses</b>	<b>334,919</b>	<b>323,938</b>	<b>(10,981)</b>	<b>314,694</b>	<b>323,938</b>	<b>9,244</b>	<b>2,601,022</b>	<b>2,559,408</b>	<b>(41,615)</b>
Net Operating Income	(71,787)	14,762	(86,549)	(10,728)	14,762	(25,491)	(393,989)	94,653	(488,642)
<b>Cottage Building Depreciation</b>									
Depreciation Bldg - Cottages	19,018	19,018	0	19,018	19,018	0	152,146	152,147	1
Depreciation-Cottage Bldg Impr	4,304	4,304	0	4,304	4,304	0	34,429	34,427	(2)
<b>TOTAL Cottage Building Depreciation</b>	<b>23,322</b>	<b>23,322</b>	<b>0</b>	<b>23,322</b>	<b>23,322</b>	<b>0</b>	<b>186,575</b>	<b>186,574</b>	<b>(1)</b>
Net Income	(95,108)	(8,560)	(86,549)	(34,050)	(8,560)	(25,491)	(580,564)	(91,921)	(488,643)



Date: Sep 18, 2025  
 Time: 14:28:56 EDT  
 User: Kory R. Hansen

**Grand Traverse Pavilions - SNF**  
**Balance Sheet**  
**As Of 8/31/2025**

Facility #

Page # 1

	CURRENT PERIOD	PRIOR PERIOD	PREVIOUS YEAR
	Actual \$	Actual \$	Actual \$
<b>Assets</b>	0	0	0
<b>Current Assets</b>			
<b>Cash</b>			
County Held Cash			
Cash - County	4,976,230	5,597,166	7,701,794
Cash - Deposits (Cottages)	71,802	71,802	87,767
Cash - M.O.E.	3,319	3,319	3,319
<b>TOTAL County Held Cash</b>	<b>5,051,351</b>	<b>5,672,287</b>	<b>7,792,881</b>
<b>Other Cash</b>			
A/P Cash Clearing Account	16,644	15,378	15,228
Credit Card Bank	50,862	3,088	0
Cash - Resident Trust	14,443	14,443	14,626
Cash-Payroll	6,705	6,705	6,705
Cash - Advance Pay Funding Ac	31,419	6,303	31,398
<b>TOTAL Other Cash</b>	<b>120,072</b>	<b>45,918</b>	<b>67,956</b>
<b>TOTAL Cash</b>	<b>5,171,423</b>	<b>5,718,205</b>	<b>7,860,837</b>
<b>Accounts Receivable</b>	<b>7,208,168</b>	<b>6,760,502</b>	<b>4,040,893</b>
<b>Other Receivables</b>			
Medicaid QAS Settlement Rec	758,541	715,359	824,570
Interest Receivable	80,000	70,000	0
Due From Other Funds	108	69	0
Grants Receivable	(2,700)	(2,700)	36,048
Due from Foundation	4,244	13,194	6,944
MA Wage Pass Through Receiv	85,000	170,723	83,696
<b>TOTAL Other Receivables</b>	<b>925,193</b>	<b>966,644</b>	<b>951,257</b>
<b>Inventory</b>	<b>173,266</b>	<b>173,266</b>	<b>173,266</b>
<b>Prepaid Expenses</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Current Assets</b>			
Prepaid Insurance - General	23,903	52,057	6,300
Prepaid Insurance - Work Comp.	44,122	32,020	0
<b>TOTAL Other Current Assets</b>	<b>68,026</b>	<b>84,077</b>	<b>6,300</b>
<b>TOTAL Current Assets</b>	<b>13,546,077</b>	<b>13,702,695</b>	<b>13,032,553</b>
<b>Non-Current Assets</b>			
<b>Property &amp; Equipment</b>	<b>14,897,087</b>	<b>14,962,338</b>	<b>15,306,973</b>
<b>Other Non Current Assets</b>			
Due from PACE North	1,044,114	1,076,410	1,307,535
Deferred Outflows-Pension Plan	1,784,863	1,784,863	1,784,863
Deferred Outflows-OPEB	221,999	221,999	221,999
<b>TOTAL Other Non Current Assets</b>	<b>3,050,976</b>	<b>3,083,272</b>	<b>3,314,397</b>
<b>TOTAL Non-Current Assets</b>	<b>17,948,063</b>	<b>18,045,610</b>	<b>18,621,371</b>
<b>TOTAL Assets</b>	<b>31,494,140</b>	<b>31,748,305</b>	<b>31,653,924</b>
<b>Liabilities &amp; Equity</b>			
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Accounts Payable	1,047,226	761,653	1,129,756
Accrued Expenses	1,843,207	2,436,749	1,799,915
<b>Other Current Liabilities</b>			

Date: Sep 18, 2025  
 Time: 14:28:56 EDT  
 User: Kory R. Hansen

**Grand Traverse Pavilions - SNF**  
**Balance Sheet**  
**As Of 8/31/2025**

Facility #

Page # 2

	CURRENT PERIOD	PRIOR PERIOD	PREVIOUS YEAR
	Actual \$	Actual \$	Actual \$
<b>Other Current Liabilities (con't)</b>			
Current Portion of Bonds Paya	725,000	725,000	725,000
Interest Payable	167,931	141,065	122,167
Medicaid Cost Settle. Payable	3,194,000	3,161,000	2,930,000
<b>TOTAL Other Current Liabilities</b>	<b>4,086,931</b>	<b>4,027,065</b>	<b>3,777,167</b>
<b>TOTAL Current Liabilities</b>	<b>6,977,365</b>	<b>7,225,467</b>	<b>6,706,839</b>
<b>Non-Current Liabilities</b>			
<b>Long-Term Liabilities</b>			
Net Pension Liabilities	5,471,525	5,471,525	5,471,525
Pension Bonds (Non-Union) Iss	4,420,000	4,420,000	4,420,000
Pension Bonds (Union) Issued	3,970,000	3,970,000	4,190,000
Bonds Payable-Series 2017 Haw	1,150,000	1,150,000	1,380,000
Def Los on Adv Refund-'17	(34,705)	(35,248)	(39,044)
<b>TOTAL Long-Term Liabilities</b>	<b>14,976,820</b>	<b>14,976,277</b>	<b>15,422,481</b>
<b>Other Non-Current Liabilities</b>			
Deferred Inflow-OPEB	782,915	782,915	782,915
<b>TOTAL Other Non-Current Liabilities</b>	<b>782,915</b>	<b>782,915</b>	<b>782,915</b>
<b>TOTAL Non-Current Liabilities</b>	<b>15,759,735</b>	<b>15,759,192</b>	<b>16,205,396</b>
<b>TOTAL Liabilities</b>	<b>22,737,099</b>	<b>22,984,660</b>	<b>22,912,235</b>
<b>Equity</b>			
<b>Equity</b>			
RETAINED EARNINGS - PRIOR	10,499,269	10,499,269	10,499,269
Contributed Capital	126,540	126,540	126,540
<b>TOTAL Equity</b>	<b>10,625,809</b>	<b>10,625,809</b>	<b>10,625,809</b>
<b>Net Income (Loss)</b>	<b>(1,868,769)</b>	<b>(1,862,164)</b>	<b>(1,884,121)</b>
<b>TOTAL Equity</b>	<b>8,757,041</b>	<b>8,763,645</b>	<b>8,741,689</b>
<b>TOTAL Liabilities &amp; Equity</b>	<b>31,494,140</b>	<b>31,748,305</b>	<b>31,653,924</b>



Date: Sep 18, 2025  
 Time: 14:30:19 EDT  
 User: Kory R. Hansen

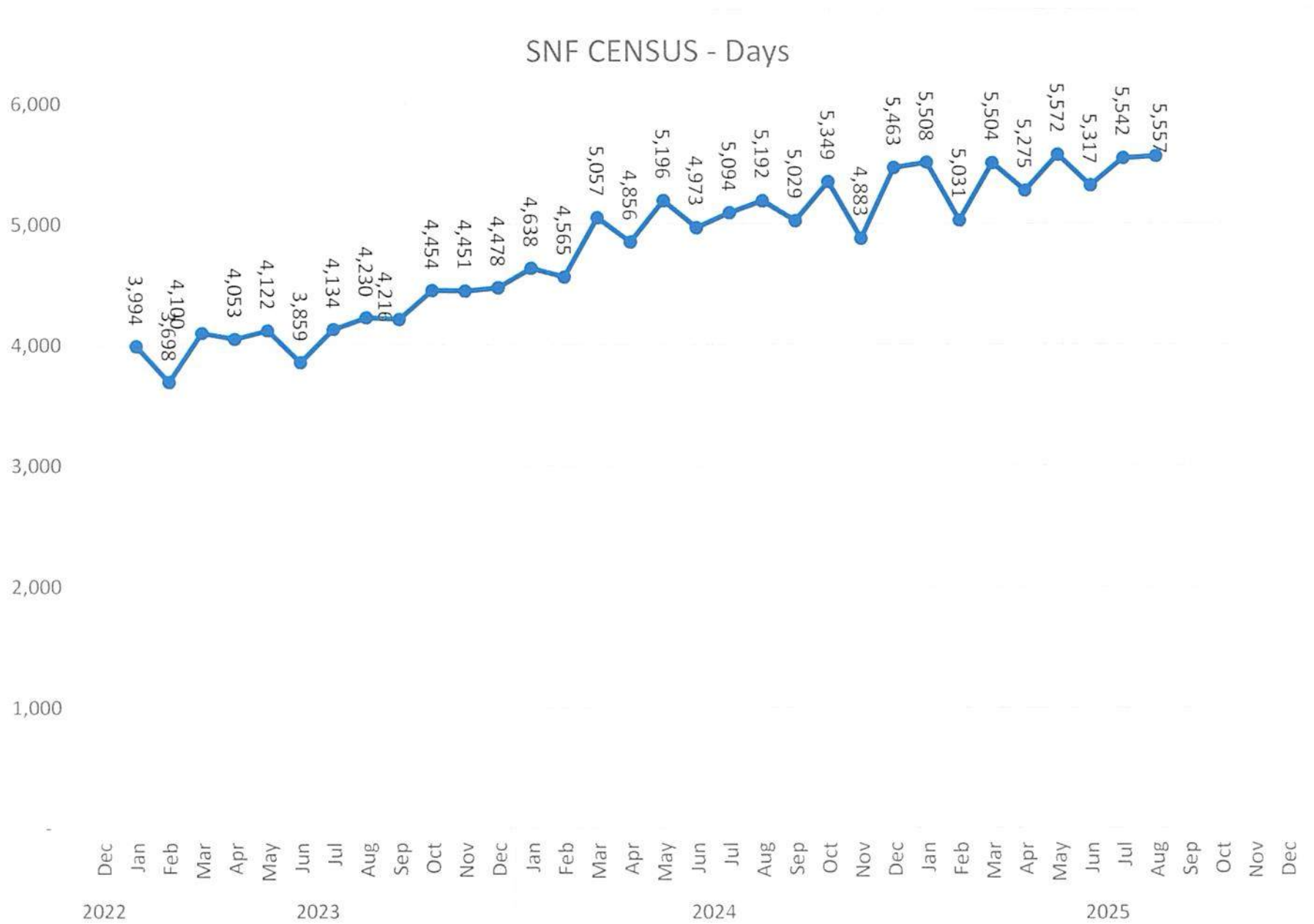
**Grand Traverse Pavilions - SNF**  
**Cash Flow Statement**  
**8/1/2025 to 8/31/2025**

Facility #

Page # 1

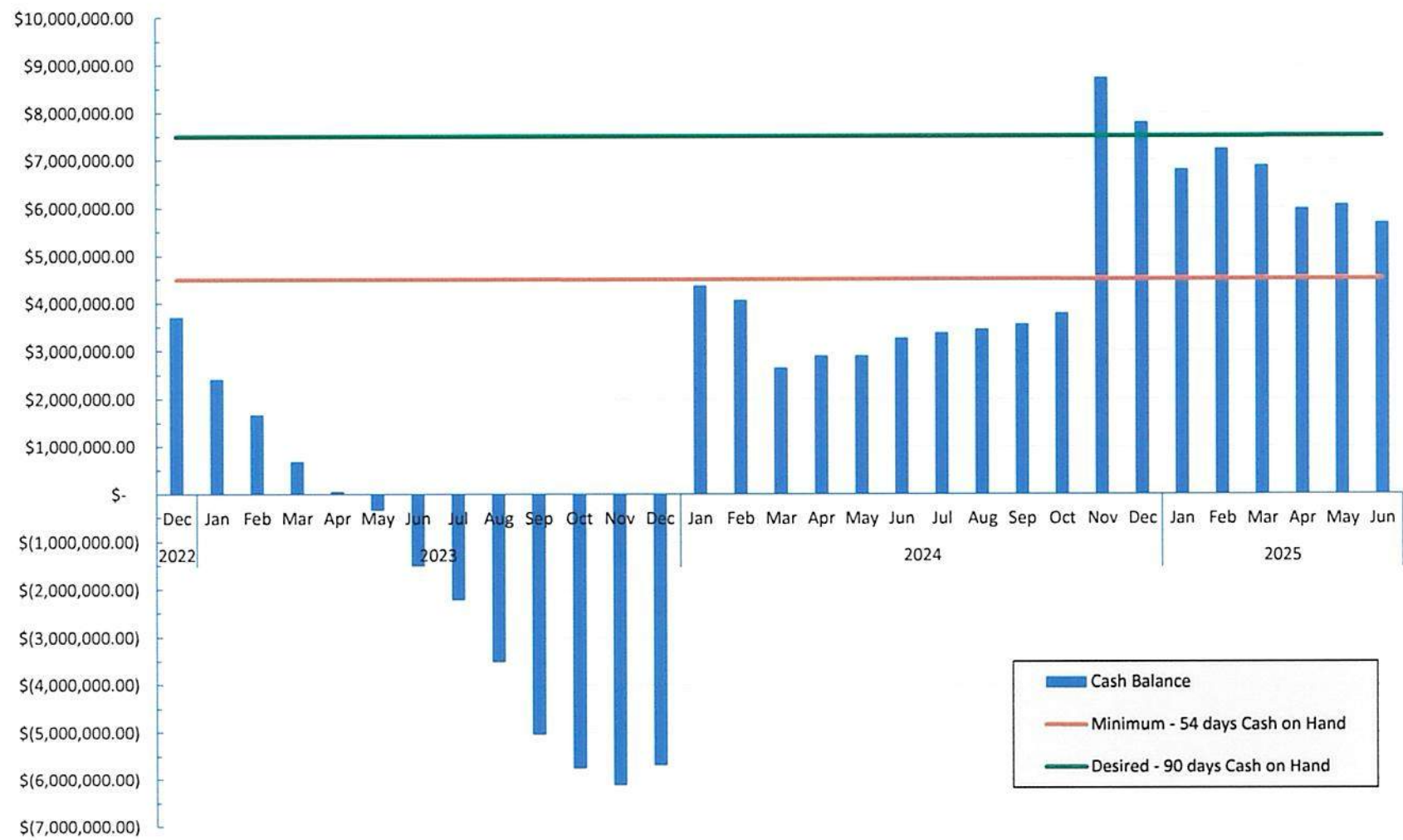
	CURRENT PERIOD	PRIOR PERIOD	YEAR TO DATE
	Actual \$	Actual \$	Actual \$
Cash from Operating Activity	0	0	0
Net Income	(6,604)	538,304	15,352
Net Cash provided by Operating Activities			
Depreciation and Amortization	96,483	96,483	771,863
Changes in Working Capital Items			
Accounts Receivable	(447,666)	(913,380)	(3,167,276)
Prepaid Expenses	16,051	38,094	(61,726)
Due to/from	(10,000)	(10,000)	(80,000)
Inventory	0	0	0
Accounts Payable	285,539	(269,846)	(85,141)
Other Assets			
Medicaid Settlement Receivable	0	0	0
Employee Retention Credit Receivable	0	0	0
Due From Foundation	8,910	(69)	2,591
Due From Grants			
Grants Receivable	0	(11,800)	38,748
TOTAL Due From Grants	0	(11,800)	38,748
Deferred Outflows			
TOTAL Deferred Outflows	0	0	0
Due From Pace North	32,296	86,770	263,421
Medicare Settlements Receivable	0	0	0
Medicaid Wage Pass Through Rec	85,723	2,908	(1,304)
QAS Receivable	(43,182)	34,070	66,029
QMI Receivable	0	(30)	0
TOTAL Other Assets	83,747	111,850	369,485
Accrued Payroll & Other Expenses	(566,642)	418,419	91,667
Other Liabilities			
TOTAL Other Liabilities	0	0	0
Other Accrued Liabilities			
Medicare Advanced Payment	0	0	0
Deferred Inflows			
TOTAL Deferred Inflows	0	0	0
CPE and Medicaid Audit Reserve	33,000	33,000	264,000
QAS Payable	0	0	0
Net Pension Liability	0	0	0
TOTAL Other Accrued Liabilities	33,000	33,000	264,000
TOTAL Changes in Working Capital Items	(605,970)	(591,863)	(2,668,990)
TOTAL Net Cash provided by Operating Activities	(509,487)	(495,381)	(1,897,127)
Cash from Investing Activity	(516,092)	42,923	(1,881,775)
Fixed Asset Purchase	(30,690)	0	(357,639)
TOTAL Cash from Investing Activity	(30,690)	0	(357,639)
Cash from Financing Activities			
Long Term Debt	0	0	(450,000)
Short Term Debt/Notes Payable	0	0	0
TOTAL Cash from Financing Activities	0	0	(450,000)
Net Cash Activity	(546,782)	42,923	(2,689,414)
CASH BEG OF PERIOD	5,718,205	5,675,282	7,860,837
Cash Beginning Balances as of 7/31/2025	5,718,205	5,675,282	7,860,837
Net Cash Activity	(546,782)	42,923	(2,689,414)
Cash Ending Balance	5,171,423	5,718,205	5,171,423

<b>Grand Traverse Pavilions</b>					
<b>Irregular payments</b>					
<b>2025</b>					
Grand Traverse County	union pension bond principal	January	220,000.00	Amortization changes each year	Pmts done in 2039, prin. Gradually inc.
Grand Traverse County	union pension bond interest	January	93,581.25	Amortization changes each year	Expensed monthly
Grand Traverse County	Unemployment claims for 2024	January	11,547.00	We share an unemployment account	Billed by the County annually based on paid claims
AFP Specialty	Fire Panel Testing	January	18,495.54	Older invoices received in late December	Expensed in December; billing information updated
Midwest Pools Inc.	Pool bottom refinishing	January	13,625.00	Capital purchase	
Northern Michigan Glass	Front Doors	January	15,465.00	Capital purchase	
Acrisure	Cyber liability annual premium	January	12,287.50	Expensed monthly	
Warner Norcross	Attorney Fees	January	52,740.22	December fees paid in January	Expensed in December
Brown & Brown	Mgmt Liability annual premium	January	31,860.00	Expensed monthly	
Payroll	3 payrolls in the month (26 per year)	January	750,000.00	Biweekly pay, two 3 pay period months each year	
West Bend Insurance	Insured portion of Workers Compensation Exp	January	34,401.60	Down payment	Followed by 8 payments of \$11,019.80; expensed monthly
Grand Traverse County	non-union pension bond interest payment	February	53,675.00	Amortization changes each year	Expensed monthly, Paid twice each year
Otis Elevator	Two service contracts	February	7,031.88	Late billings for part of 2024	Estimate expensed monthly
CMS-Medicare	Penalties related to Survey	February	29,347.50		
State of Michigan	Quality Assurance Supplement Reconciliation	February	(259,721.82)	Annual reconciliation-- <b>refund</b> in 2025	
Payroll	Perfect Attendance	February	9,000.00	Quarterly with an annual bonus	for those with perfect attendance
Nationwide Insurance	Liability, property and auto insurance	March	97,900.33	Installment payment 1 of 3	Calendar year policy; expensed monthly
Warner Norcross	Attorney Fees for January	March	28,282.50		
State of Michigan	Outstation worker payments per contract	March	18,725.00	1/2 Paid back to GTP by Pace	Contract renews 10/1--want decision by 6/2 each year
State of Michigan	Quality Assurance Assessment	March	264,677.40	4 months retroactive increase	
State of Michigan	Quality Measures Incentive Assessment	March	22,908.80	4 months retroactive increase	
Ginop Sales	Kubota	March	28,006.00	Board Approved Kubota Utility vehicle	
Grand Traverse County	Hawthorn cottage bond principal payment	April	230,000.00	Level principle payments	Pmts done in 2031-level principle pmts
Grand Traverse County	Hawthorn cottage bond interest payment	April	21,907.50	Amortization changes each year	Expensed monthly
Grand Traverse County	Rent--Pace Bond Interest	April	41,171.25	Interest decreases each year	Paid by Pace to GTP
Relias	elearning program	April	40,053.40	Annual expense; billed 10/1 each year	Employee e-learning module
NetSmart Technologies	Annual Pmt for legacy healthcare record access	April	25,200.00	Annual payment	annual pmt for legacy healthcare record access
TES Construction	50% down on two roofs (Aspen & Birch)	April	112,500.00	Capital purchase	
Warner Norcross	Attorney Fees for Feb	April	9,750.00	legal fees	
MCMCFC	Annual Dues	April	12,100.00	This is the 2024-25 amount	
CDW	VMWare 1 year license subscription	May	20,622.08	Annual payment	
Various	Aspen Remodel & Reequipped	May	70,889.30		
Brightly Software, Inc.	Maintenance management software	June	13,082.21	Annual renewal for software license	
Plante Moran	Cost Report Preparation	June	11,600.00	Medicare & Medicaid Cost Reports-annual	Benchmarking survey and MA rate projec.
TES Construction	Final 50% down on two roofs (Aspen & Birch)	June	116,000.00	Capital purchase - final 50%	
Nationwide Insurance	Liability, property and auto insurance	June	99,312.99	Installment payment 2 of 3	Calendar year policy; expensed monthly
State of Michigan	Outstation worker payments per contract	June	37,450.00	1/2 due to be paid back to GTP from Pace	Contract renews 10/1--want decision by 6/3
Red Door Design	Aspen - resident room chairs (23)	June	29,803.31	Capitalized	
KONE Elevator	Elevator contracts	June	15,980.02	Annual expense for elevator maintenance	
Warner Norcross	Attorney Fees relating to PACE	June	21,736.79	legal fees	
Payroll	Survey	July	6,500.00	Quarterly payment-\$100 grossed up for FICA	reimbursed by grant
Payroll	3 payrolls in the month (26 per year)	August	785,000.00		
GT Sealcoating & Striping	Asphalt repairs and parking lot resealing/stripping	August	23,663.99	Capital purchase	
Payroll	Perfect Attendance	August	5,372.02	Quarterly payment-\$100 grossed up for FICA	for those with perfect attendance
Leading Age	Annual Dues	August	32,861.52	Annual Dues	Updated for actual 24-25 invoice (higher by \$325.00)
<b>Projected</b>					
A & B Equipment	Commercial Dryer	September	7,026.00	Capital purchase - final 50%	
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
Grand Traverse County	union pension bond interest payment	September	89,896.25	Amortization changes each year	Expensed monthly
Nationwide Insurance	Liability, property and auto insurance	September	97,900.33	Installment payment 3 of 3	Calendar year policy; expensed monthly
Molan Asphalt	Repalce paved path behind Aspen	October	30,950.00	Capital Purchase	
MERS	Supplemental Pension Payment	October	31,000.00	Amount varies annually	Expense accrued monthly
Grand Traverse County	Hawthorn cottage bond interest payment	October	19,176.25	Amortization changes each year	Expensed monthly
Payroll	Perfect Attendance	October	6,000.00	Quarterly payment-\$100 grossed up for FICA	for those with perfect attendance
Relias	elearning program	October	39,000.00	Annual expense; billed 10/1 each year	Employee e learning module
NetSmart Technologies	Annual Pmt for legacy healthcare record access	October	25,200.00	Annual payment	annual pmt for legacy healthcare record access
Longevity Pay	Annual pay based on seniority and hours	November	85,000.00	Annual payment; expensed monthly	Per union agreement and handbook
State of Michigan	Outstation worker payments per contract	December	18,912.50	2/3 due to be paid back to GTP from Pace	Estimate--contract runs 10/1 to 9/30 each year
Retention Pay	Part of union contract and past practice for others	December	325,000.00		Includes employer taxes, expensed monthly

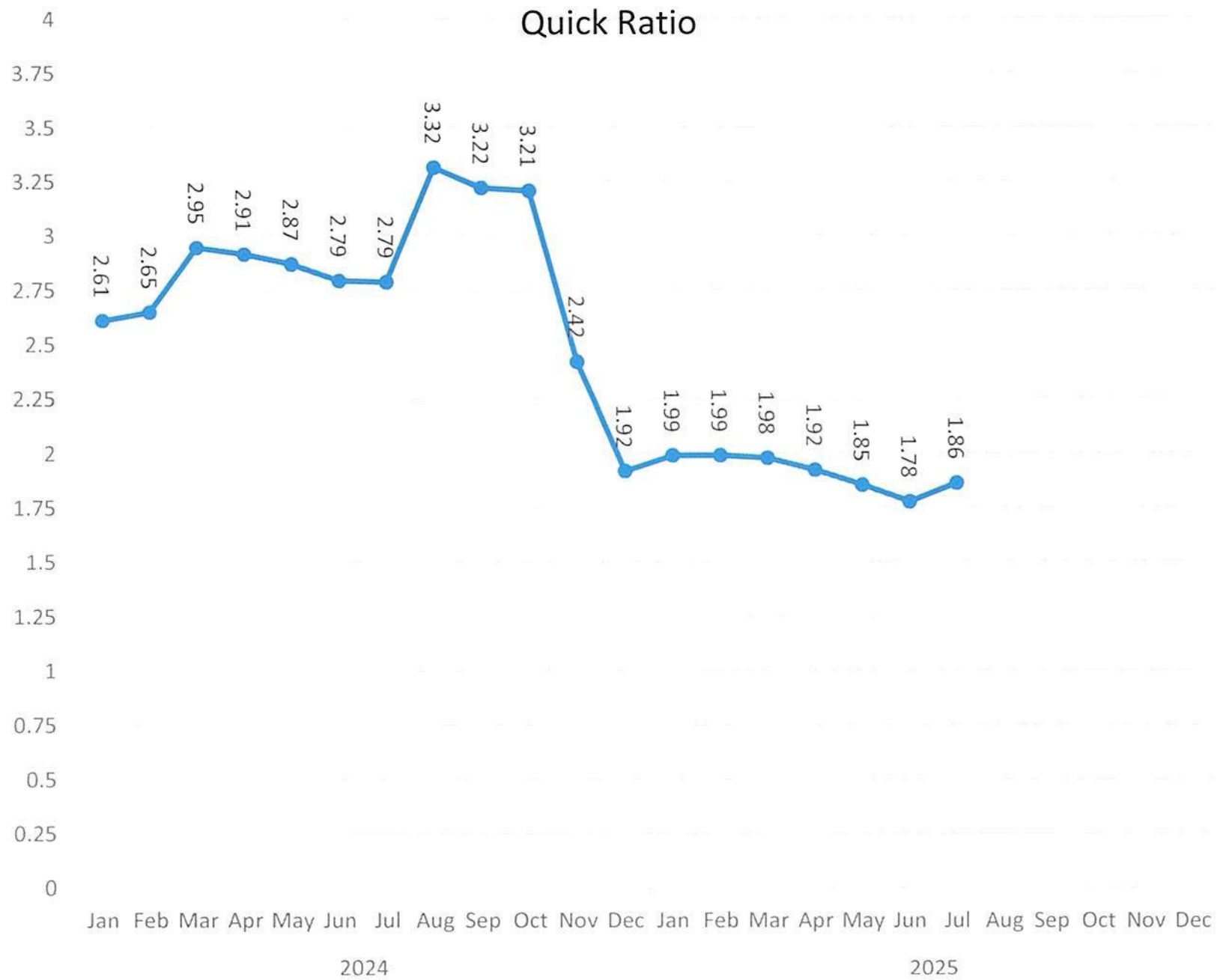


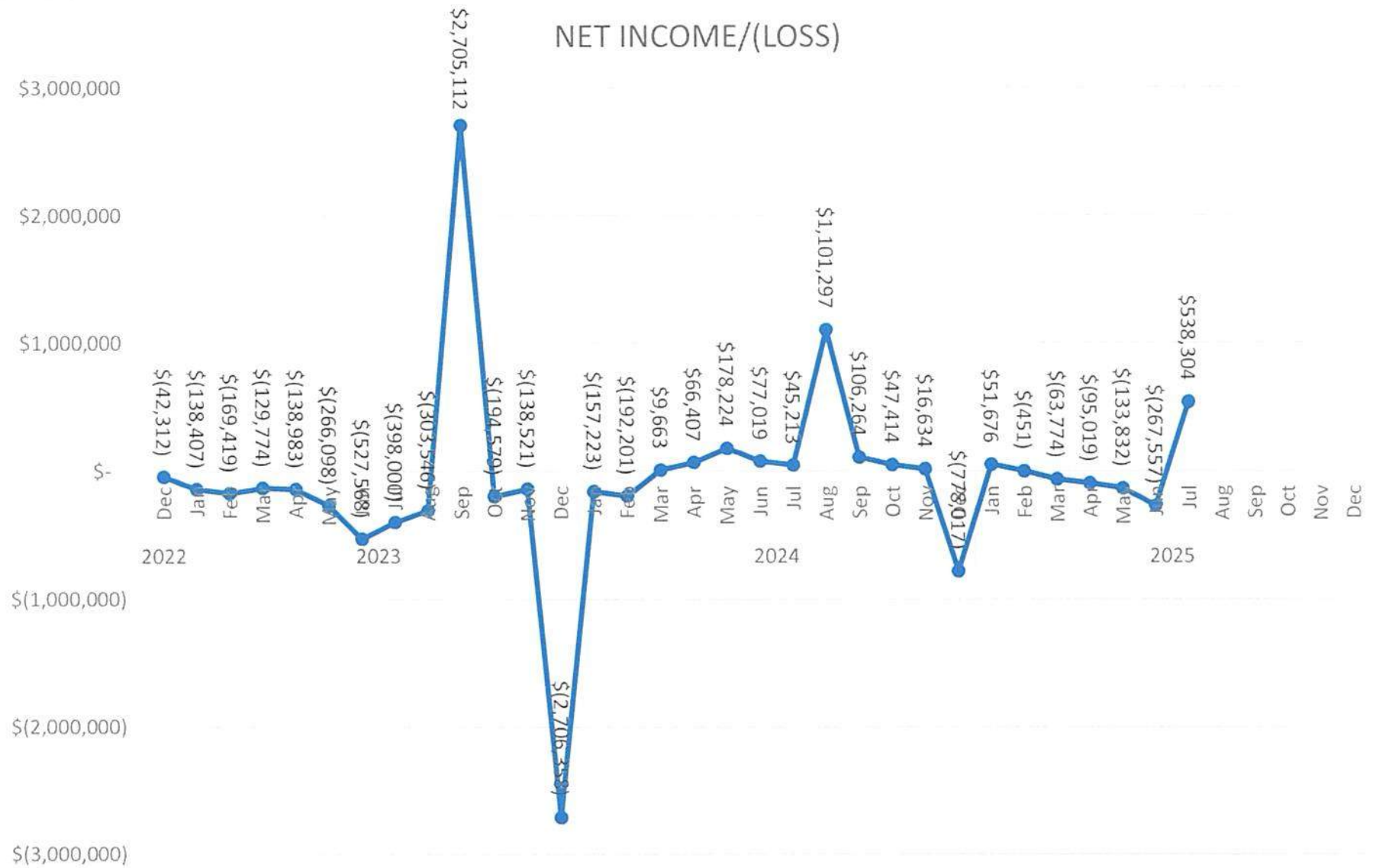


CASH BALANCE









## **GRAND TRAVERSE PAVILIONS**

### **Resident Care Policies and Facility Assessment**

#### Resident Care Policies

Grand Traverse Pavilions have standard Resident Care Policies that cover topics ranging from the admission criteria, Resident Rights, discharge planning to quality of life. These policies are in addition to the interdisciplinary core department policies within Grand Traverse Pavilions. These Resident Care Policies were fully reviewed by the governing board on July 2024. There have been no changes to date. These policies are available upon request.

#### Facility Assessment

The facility assessment requested by CMS to determine what resources are necessary to care for the residents. This involves a review of the services and care that are offered by the facility, staffing needs and the resources required for daily care. This assessment is updated yearly to reflect our population and their needs. This assessment is reviewed yearly during our annual survey, with other accreditation bodies periodically and was endorsed by the governing board in 2024. The updated facility assessment was reviewed by Mary Marois, Board Chair on September 12, 2025. Annual updates from 2024 to 2025 were addressed. This assessment is available to the governing board as requested.

GRAND TRAVERSE PAVILIONS

POLICY AND PROCEDURE MANUAL

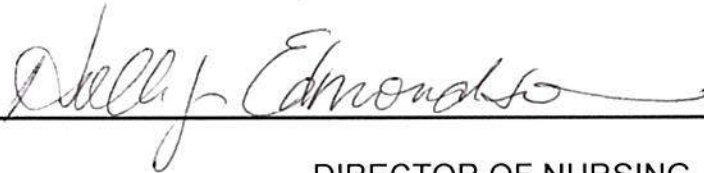
APPROVED BY:



ADMINISTRATOR



MEDICAL DIRECTOR



DIRECTOR OF NURSING

DATE



Facility Assessment Tool:

Grand Traverse Pavilions

1000 Pavilions Circle

Traverse City, MI 49684

CEO: Darrell Lavender

Administrator: David Hautamaki



Director of Nursing: Holly Edmondson, RN- BD, DNS-CT, IP-BC

Medical Director: April Kurkowski, DO

Team Members: Darrell Lavender, David Hautamaki, Holly Edmondson, Jamie Wilson, Ryan Hutchins, Christian Andersen

Date of assessment update:

Reviewed and approved by:

 \_\_\_\_\_

 \_\_\_\_\_

# GRAND TRAVERSE PAVILIONS

1000 Pavilions Circle  
Traverse City, MI 49684

7

## APPLICATION FOR ATTENDING OR CONSULTING PRIVILEGES

Please Check One:

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

ATTENDING Audiologist CONSULTING ✓

NAME IN FULL Kathryn M. Bazzett, AuD DATE Aug 18, 2025

RESIDENCE ADDRESS \_\_\_\_\_ TELEPHONE \_\_\_\_\_

OFFICE ADDRESS \_\_\_\_\_ TELEPHONE \_\_\_\_\_

Premedical Education: School Western Michigan University Date of Graduation May 09, 2009

Medical Education: School Idaho State University Date of Graduation May 11, 2014

Internship: Hospital Henry Ford Hospital Dates Aug 20, 2013

Residency: Hospital \_\_\_\_\_ Dates \_\_\_\_\_

MICHIGAN LICENSE: Date Oct 13, 2014 No. 1601000692  
NPI# 1962806083

Hospital Staff Memberships:

Mobile Medical Audiology

Mobile Medical Audiology

Mobile Medical Audiology

Medical Society Memberships:

Specialty: \_\_\_\_\_

Board Certified: Yes ☒ No \_\_\_\_\_ Date \_\_\_\_\_

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

SIGNED: Kathryn Bazzett, AuD DATE: Aug 18, 2025

APPROVED: \_\_\_\_\_ SIGNED: \_\_\_\_\_ DATE: \_\_\_\_\_  
DISAPPROVED: \_\_\_\_\_ Medical Director, Grand Traverse Medical Care

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

L:\Administration Support\Forms\Administration-HR\Approved\Application For Attending Or Consulting Privileges  
05/10/17 Previous Version Obsolete

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 Guiselly Erazo-Romero **DATE** September 8, 2025

RESIDENCE ADDRESS \_\_\_\_\_ TELEPHONE \_\_\_\_\_

OFFICE ADDRESS \_\_\_\_\_ TELEPHONE \_\_\_\_\_

Premedical Education: School \_\_\_\_\_ Date of Graduation \_\_\_\_\_

Medical Education: School Chamberlain College of Nursing Date of Graduation 5/2018

Internship: Hospital \_\_\_\_\_ Dates \_\_\_\_\_

Residency: Hospital \_\_\_\_\_ Dates \_\_\_\_\_

MICHIGAN LICENSE: Date 7/15/2021-7/15/2027 No. 4704376480 UPIN# \_\_\_\_\_

Hospital Staff Memberships:  
See addendum

Medical Society Memberships:

Specialty: Family Medicine

Board Certified: Yes ☒ No ☐ Date 7/13/2018-7/12/2028

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

**SIGNED:**


Docusign by:

Guiselly Erazo-Romero

C0509CD022B14BF...

**DATE:**

September 8, 2025

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

SIGNED:   
Medical Director, Grand Traverse Medical Care

DATE: 9/19/25

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

SIGNED: \_\_\_\_\_ DATE: \_\_\_\_\_  
Chairman, Grand Traverse County Department of Human Services Board



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 Patrick Washington **DATE** September 8, 2025

RESIDENCE ADDRESS  TELEPHONE

OFFICE ADDRESS  TELEPHONE

Premedical Education: School  Date of Graduation

Medical Education: School Kennesaw State University Date of Graduation 12/2007

Internship: Hospital  Dates

Residency: Hospital  Dates

MICHIGAN LICENSE: Date 9/24/2021-9/23/2027 No. 4704258267 UPIN#

Hospital Staff Memberships:

See addendum

Medical Society Memberships:

Specialty: Family Medicine

Board Certified: Yes ☒ No ☐ Date 2/25/2023-2/24/2028

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

**SIGNED:**

DocuSigned by:  
Patrick Washington

440FA59343E8429...

**DATE:**

September 8, 2025

APPROVED:   
DISAPPROVED:

SIGNED:   
Medical Director, Grand Traverse Medical Care

DATE: 9/19/25

APPROVED:   
DISAPPROVED:

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