

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

**REGULAR MEETING
August 10, 2023**

**Open to the public
1:00 PM Garfield Township Hall – Upstairs Main Hall
3848 Veterans Dr, Traverse City, MI 49684**

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

AGENDA

1. **CALL TO ORDER** – 1:00 p.m. Garfield Township Hall – Cecil McNally, Chair, Grand Traverse County Department of Health and Human Services Board
2. **ROLL CALL** the member must announce his or her physical location by stating the county, city, township, or village and state from which he or she is attending the meeting remotely.
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. GRAND TRAVERSE MEDICAL CARE

- | | | |
|-----|--|--------|
| A. | General Information | |
| (1) | Potential programs and policies to increase market share | Verbal |
| (2) | Admissions | Verbal |
| (3) | Marketing | Verbal |
| (4) | Strategic Planning Update | Verbal |

B. Business
(1) Corporate Compliance Appointment

Verbal

C. General Discussion
(1)

G.T.P. Announcements

(1) Next Board Meeting August 31, 2023

7. SECOND PUBLIC COMMENT

Refer to Rules under First Public Comment above.

8. CLOSED SESSION

9. ADJOURNMENT

Software Subscriptions										
Ability Network (canceled for DSL)	473.32	473.32	681.15	250.00	250.00	250.00	-	-	2,377.79	
Accushield (Kiosk software)	199.00	199.00	199.00	200.00	200.00	200.00	200.00	200.00	1,597.00	
ASCAP (music licensing)	289.03	-	-	-	-	-	-	-	289.03	
Brightly Software, Inc. (maintenance management system)	-	9,547.44	-	-	-	-	-	-	9,547.44	
ESI (Phones)	4,346.00	4,342.90	4,409.32	4,346.00	4,346.00	4,346.00	4,346.00	4,346.00	34,828.22	
Smartlinx Solutions (HR)	4,889.83	10,895.21	5,272.38	4,900.00	4,900.00	4,900.00	4,900.00	4,900.00	45,557.42	
Smart Building Services (HVAC control software)	-	-	1,514.00	-	-	-	-	-	1,514.00	
Relias Learning (Employee Education)	-	-	-	-	-	37,000.00	-	-	37,000.00	
Netsmart (myUnity Electronic Medical Record)	7,257.76	7,257.76	7,257.76	7,300.00	7,300.00	-	-	-	36,373.28	
Upper Peninsula Health Care Solutions (HIE)	-	-	775.00	-	-	-	-	-	775.00	
Waystar (claims clearing house)	1,458.54	1,127.51	1,455.76	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	11,541.81	
Leading Age Michigan Dues (trade association)	-	-	28,780.14	-	-	-	-	-	28,780.14	
The Joint Commission (Accreditation)	-	-	6,590.00	-	-	-	-	-	6,590.00	
Michigan County Medical Care Facility Counsel Dues (MCMCFC) (April)	-	-	-	-	-	-	-	-	-	
State of Michigan--Outstation Worker	-	-	54,113.00	-	-	-	-	-	54,113.00	
Northern Michigan Health Training School (CNA Training)	-	5,550.00	-	-	-	-	-	-	5,550.00	
Point Click Care Implementation and overlap	7,923.38	9,777.32	7,923.38	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	75,624.08	
Compass Communication Group (call light repairs)	570.00	619.00	-	350.00	350.00	350.00	350.00	350.00	2,939.00	
Provinet Solutions (IT Consulting for software conversion)	-	-	2,416.50	-	-	-	-	-	2,416.50	
Ollar Consulting (IT Consulting)	-	893.00	548.00	-	-	-	-	-	1,441.00	
CDW Government, Inc. (computers)	-	-	937.67	-	-	-	-	-	937.67	
C Prime Tech LLC	412.50	125.00	-	500.00	500.00	500.00	500.00	500.00	3,037.50	
Nationwide Insurance (GL/PL/Property/Misc) 4 installments per year	-	59,307.00	-	-	59,307.00	-	-	-	118,614.00	
Westbend Insurance (Worker's Comp Insurance)	9,604.27	9,604.27	11,604.27	9,604.27	9,604.27	9,604.27	9,604.27	9,604.27	78,834.16	
ASU/Eagle--(Worker's Comp Self Ins/ded) ACH	4,333.81	5,834.62	6,129.70	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	36,298.13	
State of Michigan--taxes on self insurance claims (once per year)	-	-	1,878.69	-	-	-	-	-	1,878.69	
Ankle & Foot Associates (resident medical services)	-	45.00	-	-	-	-	-	-	45.00	
Mckesson (Nursing Supplies)	10,600.50	13,700.46	13,779.45	12,000.00	12,000.00	12,000.00	12,000.00	12,000.00	98,080.41	
Medline (Nursing Supplies)	1,853.27	1,342.66	1,716.28	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	14,912.21	
Professional Medical (Nursing Supplies)	-	586.03	-	-	-	-	-	-	586.03	
Carelinc Medical Equipment & Supply	206.08	256.25	125.87	200.00	200.00	200.00	200.00	200.00	1,588.20	
Carelinc (Oxygen Concentrator)	120.00	120.00	-	120.00	120.00	120.00	120.00	120.00	840.00	
Purity Cylinder Gases (resident oxygen and industrial gases)	2,599.45	3,444.30	2,929.34	2,600.00	2,600.00	2,600.00	2,600.00	2,600.00	21,973.09	
Arjo (resident lift service)	2,818.83	855.32	1,229.10	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	14,903.25	
Lawrence Morris (Probes)	125.00	-	-	-	-	-	-	-	125.00	
Performance Health (Rehab/Specialty Resident Supplies)	33.58	-	420.99	200.00	200.00	200.00	200.00	200.00	1,454.57	
Direct Supply (Nursing Equipment)	295.92	3,294.92	1,564.84	500.00	500.00	500.00	500.00	500.00	7,655.68	
Encompass Group (laundry)	1,164.74	-	2,913.12	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	10,077.86	
Engel Mind Body Psychiatry (Consulting Psychiatrist)	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	12,000.00	
Sound Physicians (Medical Director)	3,520.00	3,520.00	3,520.00	3,520.00	3,520.00	3,520.00	3,520.00	3,520.00	28,160.00	
Mary Free Bed (Rehabilitation Medical Consulting)	1,226.31	-	-	-	-	-	-	-	1,226.31	
Home Town Pharmacy	-	42,380.42	49,897.72	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	217,278.14	
Grand Traverse Industries, Inc. (interpreting services)	114.41	200.00	100.00	115.00	115.00	115.00	115.00	115.00	989.41	
Mobilix (Radiology)	819.15	265.89	259.71	800.00	800.00	800.00	800.00	800.00	5,344.75	
Munson Medical Center (Labs)	698.53	656.01	483.51	700.00	700.00	700.00	700.00	700.00	5,338.05	
Munson Home Services (outsourced IV's)	-	930.72	-	-	-	-	-	-	930.72	
Great Lakes Orthopaedic Center	305.25	-	-	300.00	300.00	300.00	300.00	300.00	1,805.25	
JMD Healthcare Solutions LLC (Therapy and MDS Consulting)	17,411.96	8,299.94	-	17,000.00	8,700.00	8,700.00	8,700.00	8,700.00	77,511.90	
NRC Health (Resident Surveys)	1,454.97	-	-	1,500.00	-	-	1,500.00	-	4,454.97	
Serenity (Aviary upkeep)	810.00	810.00	810.00	810.00	810.00	810.00	810.00	810.00	6,480.00	
All Animal Veterinary Center	-	262.62	-	-	-	-	-	-	262.62	
John Denner Music (activities)	150.00	-	-	150.00	150.00	150.00	150.00	150.00	900.00	
Top Shelf Solutions (Pool Maintenance)	622.37	239.92	1,595.62	650.00	650.00	650.00	650.00	650.00	5,707.91	
Munson Medical Center (parking garage and street plowing)	3,466.22	1,617.97	6,314.32	1,700.00	1,700.00	1,700.00	1,700.00	1,700.00	19,898.51	
Munson Occupational Health (employee drug/health testing)	1,057.50	2,207.00	780.00	1,100.00	1,100.00	1,100.00	1,100.00	1,100.00	9,544.50	
Providence Engraving (Badges, Retirement)	297.05	-	-	300.00	300.00	300.00	300.00	300.00	1,797.05	
GJ's Rentals (employee party tent)	-	415.00	810.00	-	-	-	-	-	1,225.00	
Initial IT (Uniforms)	1,690.25	24.00	1,502.00	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	10,716.25	

IPS Drug Testing	-	-	-	-	-	-	-	-	-	-
East Bay Medical	-	460.00	-	-	-	-	-	-	-	460.00
Plamondon Sales & Service (appliance)	-	3,467.15	2,450.91	-	-	2,500.00	-	2,500.00	10,918.06	-
Max's Service	-	-	104.00	-	-	-	-	-	-	104.00
Floor Covering Brokers	-	3,155.16	11,272.35	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	26,927.51	-
Summit Fire Protection	230.00	573.50	1,362.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	14,665.50	-
Alpine Electric	-	4,834.16	3,519.31	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	25,853.47	-
John E Green (Grease Trap Cleaning)	1,035.00	-	390.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	6,425.00	-
Kendall Electric Inc.	58.91	1,097.94	601.51	50.00	50.00	50.00	50.00	50.00	2,008.36	-
Standard Electric Co	295.36	1,054.76	851.86	300.00	300.00	300.00	300.00	300.00	3,701.98	-
Martell Electric	357.00	-	-	-	-	-	-	-	357.00	-
Plumbmaster	644.91	-	-	650.00	650.00	650.00	650.00	650.00	3,894.91	-
ETNA Supply Company	-	-	96.71	-	-	-	-	-	96.71	-
State of Michigan --Elevators	560.00	-	-	-	-	-	-	-	560.00	-
Integrity (Office Supplies and Toner)	4,448.10	4,534.02	5,786.78	4,500.00	4,500.00	4,500.00	4,500.00	7,000.00	39,768.90	-
Kraft Business Solutions (copier maintenance)	1,501.10	1,232.87	930.97	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	11,164.94	-
Laser Printer Technologies (copiers)	2,921.97	1,399.00	1,338.00	1,250.00	1,250.00	1,250.00	1,250.00	1,250.00	11,908.97	-
Gordon Food Service (Nursing, Laundry and Housekeeping) ACH	9,284.87	13,295.73	18,255.22	16,000.00	16,000.00	16,000.00	16,000.00	16,000.00	120,835.82	-
Direct TV	3,987.80	3,446.30	3,452.55	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	28,386.65	-
CC Communications (Direct TV repairs)	-	-	605.00	-	-	-	-	-	605.00	-
Refunds	775.00	20,604.92	6,298.44	775.00	775.00	775.00	775.00	775.00	31,553.36	-
Lowe's	1,046.79	1,509.36	2,310.21	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	12,366.36	-
PNC Bank Credit Card purchases	41,008.02	26,474.39	25,189.54	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	217,671.95	-
Traverse City Light & Power (Electricity)	47,072.44	29,693.58	33,812.56	35,000.00	30,000.00	25,000.00	25,000.00	25,000.00	250,578.58	-
City of Traverse City (Water and Sewer)	9,981.10	11,117.50	12,840.94	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	83,939.54	-
Stericycle, Inc (Medical Waste)	1,863.35	1,863.35	1,863.35	1,900.00	1,900.00	1,900.00	1,900.00	1,900.00	15,090.05	-
GFL (Garbage)	2,854.16	2,854.16	2,854.16	2,900.00	2,900.00	2,900.00	2,900.00	2,900.00	23,062.48	-
Profile (Shredding)	348.90	433.30	2,291.50	350.00	350.00	350.00	350.00	350.00	4,823.70	-
EPS, Inc (Security)	-	859.83	-	-	860.00	-	-	860.00	2,579.83	-
Young Supply	643.92	285.41	267.50	-	-	-	-	-	1,196.83	-
Nichols -Network Services Company (housekeeping supplies)	208.48	6,519.39	483.47	250.00	250.00	250.00	250.00	250.00	8,461.34	-
North Shore Services	963.15	778.15	5,818.15	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	12,559.45	-
Hampel's & Son (Keys)	25.00	72.50	211.80	25.00	25.00	25.00	25.00	25.00	434.30	-
W.W. Grainger (maintenance supplies)	-	535.15	138.82	-	-	-	-	-	673.97	-
Great Lakes Water Quality Lab	-	-	135.00	-	-	-	-	-	135.00	-
Culligan Water Conditioning/McCardel	346.00	146.00	301.75	350.00	350.00	350.00	350.00	350.00	2,543.75	-
Erecycle (recycling of electronics)	240.00	-	380.00	-	-	-	-	-	620.00	-
Great Lakes Lawn & Landscapes	-	4,163.36	-	-	-	-	-	-	4,163.36	-
Parshall Tree Experts (Trimming, Removal, Feeding)	2,750.00	-	-	-	-	-	2,750.00	-	5,500.00	-
Zimmerman Landscaping, Inc.	-	-	280.00	-	-	-	-	-	280.00	-
Constellation New Energy (Gas supplier)	6,290.67	4,713.65	3,621.13	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	44,625.45	-
DTE Energy (Gas Distribution)	-	11,702.68	-	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	36,702.68	-
True North Energy (Vehicle and Generator Fuel)	795.79	935.88	972.56	800.00	800.00	800.00	800.00	800.00	6,704.23	-
AT & T (Cell Phone)	1,579.15	1,119.51	2,044.59	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	12,743.25	-
AT & T Mobility	998.19	953.70	4,229.93	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	11,181.82	-
Verizon Wireless (Cell Phone)	289.15	289.13	63.59	300.00	300.00	300.00	300.00	300.00	2,141.87	-
Frontier US	-	1,100.00	325.00	325.00	325.00	325.00	325.00	325.00	3,050.00	-
Spectrum Reach (internet marketing)	1,280.00	1,280.00	1,280.00	1,280.00	1,280.00	1,280.00	1,280.00	1,280.00	10,240.00	-
Record Eagle (newspapers for the facility)	141.88	132.68	138.32	140.00	140.00	140.00	140.00	140.00	1,112.88	-
DeNoyer Bros (Storage)	129.55	129.55	129.55	800.00	129.55	129.55	129.55	129.55	1,706.85	-
Olesons (Misc Grocery and Supplies, turkeys for employees)	247.45	400.32	697.27	1,000.00	1,000.00	1,000.00	1,000.00	6,000.00	11,345.04	-
Ace Hardware	18.52	598.60	144.50	350.00	350.00	350.00	350.00	350.00	2,511.62	-
Action Industrial Supply Co.	212.78	128.79	-	200.00	200.00	200.00	200.00	200.00	1,341.57	-
AFP Specialties	250.00	-	-	250.00	250.00	250.00	250.00	250.00	1,500.00	-
ALCO Sales & Service Co.	490.84	1,205.31	206.64	500.00	500.00	500.00	500.00	500.00	4,402.79	-
All Rooter Inc.	-	340.00	-	-	-	-	-	-	340.00	-
Home Depot	196.13	-	-	200.00	200.00	200.00	200.00	200.00	1,196.13	-
Blue Star Landscape Supply	480.00	-	-	-	-	-	-	-	480.00	-
Briggs Corporation (IV Bracelets for Medical Records)	-	-	296.05	-	-	-	-	-	296.05	-

Employee business expense reimbursements	915.69	96.03	34.10	100.00	100.00	100.00	100.00	100.00	1,545.82
Byte Productions, LLC (webhosting and site management)	1,030.00	30.00	30.00	50.00	50.00	50.00	50.00	50.00	1,340.00
Catholic Human Services (Volunteer Mileage)	44.80	82.85	37.15	45.00	45.00	45.00	45.00	45.00	389.80
Zonta Dues and Food	242.50	-	-	-	-	-	-	-	242.50
Sherwin Williams (paint)	-	514.70	485.57	250.00	250.00	250.00	250.00	250.00	2,250.27
Tele-Rad (radio batteries and repairs)	-	-	330.00	-	-	-	-	-	330.00
Trend Window (window blind repair)	80.00	-	45.00	100.00	100.00	100.00	100.00	100.00	625.00
Traverse City Business News	35.00	-	-	-	-	-	-	-	35.00
Thomas Master's Design (publications)	650.00	-	-	-	-	-	-	-	650.00
Enterprise Printing	-	-	355.00	-	-	-	-	-	355.00
Thirlby Automotive	50.74	-	87.67	50.00	50.00	50.00	50.00	50.00	388.41
Theresa Mason (Haircare)	547.20	516.20	725.60	550.00	550.00	550.00	550.00	550.00	4,539.00
Tally & Bob Green (Resident Entertainment)	150.00	-	150.00	150.00	150.00	150.00	150.00	150.00	1,050.00
TC Tented Events (employee picnic)	-	-	405.00	-	-	-	-	-	405.00
Up North Photo Booth (employee picnic)	-	200.00	600.00	-	-	-	-	-	800.00
VP Demand Creation Services	-	334.54	-	-	-	-	-	-	334.54
Elmers (yard waste disposal)	90.00	408.83	90.00	90.00	90.00	90.00	90.00	90.00	1,038.83
GNR Service (Laundry Repair)	169.00	-	1,017.50	170.00	170.00	170.00	170.00	170.00	2,036.50
GTP Petty Cash Reimbursement	87.98	31.05	107.15	100.00	100.00	100.00	100.00	100.00	726.18
Liturgical Publications (community awareness)	141.50	141.50	141.50	141.50	141.50	141.50	141.50	141.50	1,132.00
Lux Interactive LLC (Visitor kiosk software)	522.00	-	-	522.00	522.00	522.00	522.00	522.00	3,132.00
Timothy Young (disposal of dietary waste)	310.00	-	-	300.00	300.00	300.00	300.00	300.00	1,810.00
Alliance for Senior Housing (Placement Fees for Cottage)	-	1,525.00	-	-	-	-	-	-	1,525.00
Bank Fees (including payroll account and Flexwage fee) ACH	248.49	5,200.50	14.30	1,850.00	1,850.00	1,850.00	1,850.00	1,850.00	14,713.29
Warner Norcross (Pace North, general counsel)	3,081.00	1,207.00	13,325.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	167,613.00
Rolf Goffman Martin Lang LLP (cost reports, survey)	525.00	-	3,162.50	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	28,687.50
Plante Moran (Cost reports, strategic planning, IRS audit rep)	-	-	12,900.00	10,000.00	15,000.00	15,000.00	5,000.00	5,000.00	62,900.00
Provider Taxes-Current ACH	92,881.25	92,881.25	92,881.25	92,881.00	92,881.00	90,000.00	90,000.00	90,000.00	734,405.75
Maintenance of Effort ACH	7,378.80	6,869.20	6,747.00	6,700.00	6,700.00	6,700.00	6,700.00	6,700.00	54,495.00
Total Operational Outflows	1,954,575.76	2,696,112.39	2,423,287.69	2,277,759.44	2,921,228.32	2,290,880.32	2,239,880.32	2,331,490.32	19,135,214.56
Operational cash (burn)/increase	(126,011.05)	(880,042.49)	(488,297.09)	(430,693.74)	281,181.88	6,766,024.93	(79,580.32)	(96,190.32)	4,946,391.80
Outflows--Capital and Debt									
Cherry Roof		149,100.00							149,100.00
Electrical Transformer								140,000.00	140,000.00
Bay Window Fashions (Resident window valances)				7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	37,500.00
Carpet for Hawthorn (flood secondary loss)				13,000.00					13,000.00
Traverse Architects (child care expansion)		1,450.00	780.00						2,230.00
Hawthorn repairs (insurance has paid GTP)	99,057.00								99,057.00
QAS Settlements for 2022 (net)				455,687.18					455,687.18
QAS Settlements for 2023 (net) estimated at \$300k due in Aug 2024									-
Medicaid 2019 audit settlement (estimated @700k (under appeal))									-
Provider Taxes--Payment Plan ACH	92,881.26	92,881.26	92,881.26	92,881.26	92,881.26				464,406.30
Universal Cabling Systems (wiring for phones)	39,500.00								39,500.00
Medicare Advance Payment Repayment (withholding)	38,636.14	38,636.14	38,636.14	38,636.14	38,636.14	38,636.14	38,636.14	38,636.14	309,089.12
Bond Payments	-		96,806.25	320,708.50		220,183.75			637,698.50
Total Capital and Debt Outflows	270,074.40	282,067.40	229,103.65	928,413.08	139,017.40	266,319.89	46,136.14	186,136.14	2,347,268.10
Total Outflows	2,224,650.16	2,978,179.79	2,652,391.34	3,206,172.52	3,060,245.72	2,557,200.21	2,286,016.46	2,517,626.46	21,482,482.66
Total Cash (burn) increase	(396,085.45)	(1,162,109.89)	(717,400.74)	(1,359,106.82)	142,164.48	6,499,705.04	(125,716.46)	(282,326.46)	2,599,123.70
Projected ending balance	(330,876.72)	(1,492,986.61)	(2,210,387.35)	(3,569,494.17)	(3,427,329.69)	3,072,375.35	2,946,658.89	2,664,332.43	2,664,332.43

GTP Notes

August 3, 2023 – Strategy working group meeting

Overview: The following summarizes notes from our strategy update meeting organized into Overall, PACE, Assisted Living, and Nursing Home groupings of goal alignment, current action items, and future opportunity considerations

	Goal Alignment	Current Action Item	Opportunity (Future Action)
Overall	Willing to subsidize business units that lose month	Management Company structure - Model impact of restructuring Reminder: \$2.1 million of additional costs are allocated away from reimbursable nursing home costs currently (2022 cost report data)	Marketing – Opportunity to approve here? New CRM 9/1
	Timeline – 2023 budget cycle	Detail financial model using per patient day (PPD); staffing/operating assumptions aligned with goals	Unused real estate – Consider alternative uses going forward
		Recognition: The need for operational changes/impact/opportunity are integrated	
		Forefront – Real costs over here, real costs over there – Providing accurate data (get with Jon about this)	
PACE	Alignment of goals unlikely	Pursue collection of outstanding receivables	

Assisted Living	Baseline: Operate at net income, inclusive of allocated cost	Evergreen, Hawthorn – Consolidate into 1 (Efficiency)	Goodwill – Want space for IL – Dedicate one of the buildings?
		Willow – Consider significant rate increase (double)? Aligns with high acuity/staffing	Organize 3 buildings into progressive acuity – 3 levels (One could be IL, for example)
		How much Medicaid waiver direct admits is reasonable	Use of top floor – Investigate opportunities (set up and approved for ADC)
		Reconsider level of scholarship – Example, go where there is a payor source	
Nursing Home	Year 1 – Breakeven budget Year 2 – Budget Net income \$1.5 million	Culture change– Prioritize census growth, converting referrals (Note from meeting: 100 referrals in current month / 25 admissions)	I-SNP - Still an opportunity / To evaluate
		Raise private rates for 10/1	
		Consider changes to operating model through the lense of future reimbursement (i.e., don't lose sight of the cost reimbursement impact	
		Run the model at 135 / 155 census	