

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

**REGULAR MEETING
August 31, 2023**

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

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

AGENDA

1. **CALL TO ORDER** – 9:00 a.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. 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)	Minutes of the 7/27/23 Board Meeting	1
(2)	Closed Minutes of the 7/27/23 Board Meeting	Handout
(3)	Minutes of the 8/10/23 Board Meeting	2
(4)	Resident Council Minutes	3

7. ITEMS REMOVED FROM CONSENT CALENDAR

8. CHAIRMAN REPORT – Cecil McNally 4

9. GRAND TRAVERSE MEDICAL CARE

A.	General Information	
(1)	Strategic Planning Recommendation	Verbal
(2)	Resident Satisfaction Survey	5
(3)	Census	Verbal
(4)	Complaint Survey	6
B.	Chief Executive Officer Board Report – Rose Coleman	7
C.	Business	
(1)	Financials	8
(2)	Travel Reimbursement Policy	9
(3)	Corporate Compliance Officer	Verbal
(4)	Agreement with Grand Traverse County	Handout
D.	General Discussion	
(1)		
	G.T.P. Announcements	
(1)	Next Board Meeting September 14, 2023	
(2)	July Service Excellence Award	10

10. SECOND PUBLIC COMMENT

Refer to Rules under First Public Comment above.

11. CLOSED SESSION

(1)

12. ADJOURNMENT

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

MINUTES OF THE JULY 27, 2023 MEETING

PRESENT: Cecil McNally, Gordie LaPointe, Mary Marois Board
Rose Coleman, Lindsey Dood, Diane Mallory, Darcey Gratton Staff

ABESENT: Penny Morris Commission

GUESTS: TJ Andrews, County Commissioner
Carrie Delk, Admissions Coordinator
Jeffrey Segal of Warner Norcross + Judd (virtual)
Deb Jackson, GTP Foundation Board President (virtual)
Haider Kazim, GTP Foundation Board Vice President (virtual)

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

First Public Comment

Linda Pepper
Claudia Bruce

County Liaison Report – Grand Traverse County Commissioner, TJ Andrews filled in for Penny Morris. Andrews shared discussions of the most recent county board of commissioner meetings.

Approval of Agenda – Chair McNally asked if there were additions, changes or corrections to the agenda. Motion was made by LaPointe to approve the Agenda as presented, seconded by Marios 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) Minutes of the 06/29/23 Board Meeting
- (2) Resident Council Minutes

LaPointe requested to pull (2). Motion was made by Marois to approve the Consent Calendar with the removal of (2). Motion seconded by LaPointe and carried unanimously.

Items Removed From Consent Calendar – LaPointe stated he was impressed with the amount of activities and inquired if the amount of participants could be added regarding the outside events. Motion was made by LaPointe to approve (2) Resident Council Minutes, seconded by Marois and carried unanimously.

Chairman Report – McNally shared he attended the employee appreciation event on July 24 that was well attended by staff, games for kids and food provided by Forefront. McNally acknowledged Human Resources for all of their hard work. McNally shared that a Judge granted a Temporary Restraining Order with PACE.

Staff Presentation – Carrie Delk, Admissions Coordinator - (Verbal) – Coleman introduced Carrie Delk, Admission Coordinator who has been with the Pavilions for over eighteen years. Delk gave an overview on referrals and answered board members questions.

Delk out 10:01am

Second Quarter Overtime Report – Coleman reviewed the report and answered board members questions.

QAPI Quarterly Update – Coleman gave a report on Quality Assurance Performance Improvement (QAPI) for the second quarter and answered board members questions. Coleman shared that the Pavilions has signed on to a project with Leading Age regarding a grant that focuses on retention, recruitment, and education for employees and will be provided training tools. Coleman reported falls and shared that all are investigated and reviewed by the state. Marois shared that she is now attending the quarterly QAPI meetings.

Activities Update – The Board agreed that details on activities were covered in the resident council minutes.

McNally called for a five minute recess.

Joint Commission Report – Coleman reviewed the Joint Commission report and answered board members questions. Coleman shared that this survey is a voluntary accreditation every three years by the Joint Commission on Accreditation of HealthCare Organizations (JCAHO) and noted JCAHO is typically utilized by hospitals. Marois noted that any identified concerns that come out of the Joint commission report are continually reviewed by QAPI and reviewed in the quarterly meetings.

Commissioner Andrews referred back to the QAPI report and inquired if there was a reason there wasn't a written report. Coleman stated the QAPI report is protected under the Michigan legislature and explained a verbal report is given with statistics for that reason but shared Marois is now participating in the QAPI meetings to keep the board involved. Marois and Coleman plan to sort out details for public reporting on the next quarterly review that avoids using information protected by the law.

Chief Executive Officer Report – Coleman reviewed her monthly report for June and answered board member's questions. Coleman shared that a big focus for many departments has been on the implementation the new Electronic Medical Records (EMR) and is due to go live on September 1st. Coleman also shared that the resident satisfaction survey results should be in by the end of July and will be shared with the board once received and that Forefront has hired an Executive Chef and Department Manager.

Segal, Jackson and Kazim in 10:45 am

Financial Report – Dood presented the financial operations and social accountability reports for June 2023 and answered board member's questions. Dood stated he and staff are working

aggressively on a draft budget for 2024 and shared a strategic planning meeting is scheduled for August 3rd with Plante Moran to assess resources in each area. The Board discussed concerns on funds, census and sustainability. Motion made by Marois to accept the financial operations report as presented. Motion seconded by LaPointe and carried unanimously.

Request to Purchase – Hawthorn Chiller Repair – Coleman reviewed the request to repair the Hawthorn Chiller. One bid was received by John E. Green Company based on the urgent need for services and who has provided services in the past. Motion made by LaPointe to approve the bid from John E. Green Company for \$16,585.00 to repair Hawthorn Chiller Motion was seconded by Marois and carried unanimously.

Proposed Rate Changes - Coleman reviewed the proposed changes regarding the private pay rate is lower than the Medicaid reimbursement and explained the losses related to the difference. Motion was made by Marois to approve Proposed Rate Changes - Resolution 2023-1 as presented, seconded by LaPointe and carried unanimously.

Foundation Financials – Coleman shared the Foundation Financials in the packet per the Boards direction.

Grand Traverse Pavilions Announcements

- (1) Next Board Meeting August 10, 2023
- (2) June Service Excellence Award

Second Public Comment – none

Motion was made by Marois seconded by LaPointe to go into Closed Session at 11:09 am for the purpose of Closed session pursuant to section 8(e) of the Open Meetings Act, to consult with our attorney regarding trial or settlement strategy in connection with pending litigation, DHHS and the Grand Traverse Pavilions Foundation Board v PACE North.

Roll Call - McNally - yes, LaPointe – yes, Marois – yes

Motion was made by Marois to come out of Closed Session at 11:42 am, seconded by LaPointe. Motion carried.

Meeting adjourned at 11:42 am

Signatures:

Cecil McNally – Chair
Grand Traverse County Department of Health and Human Services Board

Rose Coleman, Assistant-Secretary

Date: _____ Approved
 _____ Corrected and Approved

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

MINUTES OF THE AUGUST 10, 2023 MEETING

- PRESENT:** Cecil McNally, Gordie LaPointe, Mary Marois Board Staff
Rose Coleman, Darcey Gratton
- ABSENT:** Penny Morris Commission
- GUESTS:** Rob Hentchel, Grand Traverse County Commissioner

The regular meeting of the Grand Traverse County Department of Health and Human Services Board was called to order at 1:00 pm by Board Chair Cecil McNally at the Garfield Township Hall.

First Public Comment – None

County Liaison Report – Grand Traverse County Commissioner, Rob Hentchel filled in for Penny Morris. Hentchel shared discussions from behind the scenes regarding the Pavilions covering losses with a shared interest-bearing account with the County and noted there is talk about scheduling a special meeting to discuss. Hentchel stated the topic came up at the April 18th Board of Commissioner’s (BOC) meeting to which County Administration told commissioners no decisions had been made at that time. Commissioners recently learned from County Administration that \$3.4 million of county funds have been used to cover the Pavilions since April’s meeting. Hentchel stated County Administration failed to update the BOC board. Hentchel wanted to let the DHHS board know there will be future discussions with the BOC regarding this topic. McNally stated he was under the impression it was \$2.5 million but noted that the \$3.4 might be the number before receivables.

Approval of Agenda – Chair McNally asked if there were additions, changes or corrections to the agenda. Motion was made by LaPointe to approve the agenda as presented, seconded by Marios and carried unanimously.

McNally shared a handout on a cash flow projection. LaPointe reviewed the need to discuss the realization on market share and market with nursing homes in the area. LaPointe inquired what would happen if it is found there is no need for six Pavilions or assisted living due to the competition in the area. The board discussed what other MCF’s were doing to adjust. Coleman shared some have a millage or in the process to get one. Coleman asked the board to keep in mind that when evaluating the use of the six pavilions, the current bed plan options are due to expire September of 2024 and that is when facilities can move their offline beds around all while still maintaining the beds. Coleman further reviewed when delicensing beds they go back to the state in the bed pool and are unlikely to receive back. The board discussed the state has already determined the county is over bedded by 50 beds and could take years to go through the certificate of need process to attempt to get the beds back if delicensed. Coleman is not aware of any facilities delicensing their beds but has heard of others adjusting their admissions according to staffing.

Going forward, LaPointe stated he would like to discuss alternative uses for space as an option and suggested the need for child care in the area. Marois disagreed and shared her thoughts

on licensed daycare not being a revenue maker due to state reimbursements not applying to many. Coleman shared she has had conversations with Hospice to see if they have a need for beds as well as with Goodwill about the use of the cottages for senior housing for the homeless population. Coleman stated nothing has been concluded but continues to investigate those two options for additional income. Coleman shared discussions out of the strategic planning with Board Chair McNally, to combine Hawthorn and Evergreen to potentially allow the use of Evergreen cottage for housing options with Goodwill. LaPointe suggested looking into hospitality apartments for either families or traveling nurses and discussed working with Munson. Coleman shared that a contract was drawn up with Munson about a year ago and they decided to back out. LaPointe thought it would be good to check into again.

Coleman shared that the industry keeps indicating as well as Plante Moran who had provided the data to the board of a significant rebound being expected in 2024 in health care. Coleman believes that is the reasoning behind facilities holding off on delicensing their beds. Marois stated she felt the discussion was good for long-term planning but believes there is a real short-term issue. Marois expressed her concern about not getting clear advice from Plante Moran. McNally requested for Coleman to handout the notes from the strategic working group meeting held on August 3, 2023 that included the overall goals to subsidize business units that are losing revenue and to create a timeline for the 2023 budget cycle. McNally reviewed the option of using a management company structure to help with reimbursement and shared the need to improve marketing strategies. LaPointe requested for Financial Director, Lindsey Dood to provide the board with a time frame on restructuring. McNally explained that Dood is going to run two budget cycles with one being at 135 census and another at 155 to see exactly what the Pavilions would look like under those two scenarios and will have Plante Moran validate those numbers. Regarding PACE North, McNally shared that the financial director, John Jacobs, indicated at the last PACE North board that some repayment will be starting in October of this year. McNally shared that from what he can tell from the attorneys, mediation is planned with PACE North on October 6 to pursue collection of outstanding receivables. Regarding Assisted Living, McNally shared options for the cottages which could include consolidating Evergreen and Hawthorn to allow using one of the buildings for Independent Living through Goodwill and a potential to work with Community Mental Health. McNally also reviewed the need of a significant rate increase for willow dementia units. Coleman shared the comparison with other memory care facilities who charge \$5,000-\$7,500 a month and noted that the Pavilions are not even at the baseline of those fees for Willow. Marois stated that the Board needs to put on the table the idea of looking at an alternative to provide assisted living and memory care. Coleman stated she would like to consolidate Evergreen and Hawthorn to move those services into one and would need board action to move in that direction and noted it would provide a short-term impact by decreasing utilities at one cottage and sharing the staff into the one, all while recognizing the time it'll take to go through the process of a move for the residents. McNally continued reviewing senior living options with independent living at Willow based on three levels of progressive acuity, the use of Medicaid waivers and adult day.

Marois stated the process of the strategic planning by Plante Moran has been to slow. Hentchel noted a consultant should be sharing a plan. LaPointe shared that Plante Moran provided data on where the market was going, and noted there is no simple straight forward answer. Hentchel spoke of another local facility who have filled their beds and full of staff with talk of opening another facility. Hentchel noted that some have this figured out. LaPointe inquired if it was skilled facility which is a big difference, but Hentchel was unable to answer and didn't want to name names. McNally stated he thought it would be appropriate for Rob Long from Plante Moran to attend the next Board meeting with Financial Director, Lindsey Dood to discuss the two budget cycles of 135 versus 155 census. Marois would like to hear from Long on what

would make an immediate impact financially and the direction the Board needs to go in now. The board discussed the current options in the community for seniors have changed the need for the cottages.

After much discussion, McNally gave an overview of each goal alignment provided in the handout which shares what Plante Moran is recommending. Coleman shared she believed the first step is to do something with the Assisted Living right away as recommended by Plante Moran. The board agreed to have Plante Moran come back in for recommendations.

Marois inquired who oversaw Marketing and inquired if there was an overall marketing plan. Coleman stated no, there is not and shared Community Relations and Volunteer Assistant, Clayton Wagatha handles some of the marketing. However, Residential Services Director, Shelby Mack handles the cottages and Amy Coneset handles the Therapy department. Coleman gave an overview of advertisements in senior publications, miscellaneous ads, presentations on health and wellness, social media posts, participating in several forums. Coleman noted that for many years advertisements have been place in the record eagle and hasn't brought up a significant amount of referrals. Coleman stated senior publications as well as a strong relationship with Munson on referrals has been successful. Coleman doesn't feel that advertisement is the issue. McNally suggested using local news. Marois would like to see a marketing plan.

Marois suggested to set up a meeting with Long prior to the next board meeting to discuss the strategic plan to find out what he can do for the Pavilions in terms of looking at moving forward with the intent of trying to live within the budget and increase the Pavilions market share.

Corporate Compliance Appointment – Coleman removed the approval of Corporate Compliance Officer until August 31 Board meeting.

Grand Traverse Pavilions Announcements

(1) Next Board Meeting August 31, 2023

Second Public Comment

Claudia Bruce

Meeting adjourned at 2:54 pm

Signatures:

Cecil McNally – Chair
Grand Traverse County Department of Health and Human Services Board

Rose Coleman, Assistant-Secretary

Date: _____ Approved
_____ Corrected and Approved

BIRCH RESIDENT COUNCIL MEETING July 26, 2023

The Birch July 2023 meeting of the Grand Traverse Pavilions Resident Council was called to order at 10:35am in the Birch Activity Room by Kari Belanger, CTRS.

All residents were welcomed.

The residents waived their right to a closed meeting.

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

8 Members present were introduced:

Resident are marked X throughout the minutes.

Staff members were introduced:

Kari Belanger, CTRS, Life Enrichment

Traci Williams, RN, ADON – Birch Pavilion

Sarah Pleva, LLBSW – Birch Pavilion Social Work

The June 2023 minutes were distributed to all in attendance on 07/24/2023, per prior resident suggestion and request; the minutes were also offered to everyone in attendance at the meeting held this day.

Old Business:

Kari provided follow-up from the June 2023 meeting:

- X asked if page numbers could be put on the top pages of the resident council minutes and also the newsletter. *Kari did so for the June minutes and will continue to do so; the page numbers are also on the top right-hand corner of each page of the Pavilions Post. X thanked Kari for doing this.*
- X asked if an activity of playing badminton using fly swatters to hit a balloon over a net or a rope that is in the air like a net. I can even play it and I can't see that well. *Kari purchased fly swatters and this activity group took place on 07/12/2023 and will be happening again in August. X attended the group on 07/12/2023. X said that she had fun at the activity and everyone in the group was laughing; X also said that a net or rope would not be necessary to use.*

New Business:

Kari made the following announcements:

- Please ask Nursing staff to help you out in applying sunscreen whenever going outdoors as the weather continues to be getting warmer out.
- Summer Concerts on the Lawn series will continue on Thursday evenings through August with the last taking place on August 31.

Special Event Activities for August

- Thursday August 3: Concert on the Lawn: *Rebooted featuring Judy Harrison* – 7:00pm – Cherry Tent/Grand Lawn
- Monday August 7, Tuesday 8 & Thursday August 10: Barn Quilt Project Painting – 3:00pm – Cherry Activity Room
- Thursday August 10: Farm Animal Jingo with GTP Kids – 10:30am – Cherry Main Dining Room
- Thursday August 10: Concert on the Lawn: *Bay Area Big Band* – 7:00pm – Cherry Tent/Grand Lawn
- Friday August 11: Make & Enjoy Mini-Elephant Ears – 3:00pm – Cherry Activity Room
- Tuesday August 15: Enjoy Grilled Sweet Corn on the Cob – 3:00pm – Cherry Tent (*resident suggested X, June 2023*)
- Wednesday August 16: Music Sing-along with Tally & Bob Green – 3:00pm – Cherry Tent
- Thursday August 17: Concert on the Lawn: *K Jones & The Benzie Playboys* – 7:00pm – Cherry Tent/Grand Lawn
- Friday August 18: Bingo Store – 10:30am-12:00pm – Multi-Purpose Room
- Thursday August 24: Concert on the Lawn: *Backroom Gang* – 7:00pm – Cherry Tent/Grand Lawn
- Friday August 25: Banana Split Social – 3:00pm – Cherry Tent
- Thursday August 31: Concert on the Lawn: *Age of Aquarius* – 7:00pm – Cherry Tent/Grand Lawn

Summer Picnics before the Concerts on the Lawn

Residents can sign up for one picnic in July and one picnic in August. They can be an alternate for the other picnics that they did not sign up for. Must sign up with either Linda or Kari.

Thursday August 10, Thursday August 24, and Thursday August 31

- *Residents present at the meeting signed up for a picnic(s) of their choosing.*

Outings to sign-up for:

Wednesday August 2: Lunch at La Seniorita (*resident suggested, X, in March 2023*); Board bus at 10:30am, return approximately 2:00pm

Wednesday August 9: Northwestern Michigan Fair (*resident suggested, X, in June 2023*); Board bus at 9:30am, return approximately 3:00pm

Thursday August 17: Fishing at Discovery Center/Pier (*resident suggested, X, in April 2023*); Board bus at 9:30am, return approximately 12:30pm

Thursday August 31: Shopping at Goodwill (*resident suggested, X, in May 2023*); Board bus at 2:00pm, return approximately 4:00pm

Residents present at the meeting signed up for the outing of their choosing as well as an alternate outing if they desired.

Resident Group Interview Questions:

Kari 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 Abuse and Neglect.

Abuse and Neglect:

- We are going to ask about abuse and neglect. If you would prefer to discuss a specific situation privately with your nurse or social worker, we can meet with you today after the meeting.
No comments from any residents present at the meeting.
- Are you aware of any instances in which a resident was abused or neglected? How did you find out about it?
Two residents present commented they have not heard of any; one resident present said, "I'm well taken care of."
- Are you aware of any instances in which a resident had personal property taken from them by a staff member without permission? How did you find out about it?
All residents present said, "no" while shaking their heads no.
- Is there enough staff here to take care of everyone?
One resident said, "No, I don't feel that we have enough. The staff that is working is doing a fantastic job but they don't have enough time to just sit and visit with me. I miss being able to chit chat more with the staff and getting to know them."
One resident said, "Sometimes we have float nurses and CNAs. I don't think so."
One resident said, "Nighttime seems to be the biggest problem."

1. Discussion regarding food temperature and receiving HS snacks.

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

X:

- It is good. I get enough to eat.

X:

- I have a compliment for the chef. I had one meal recently; it was so good. I felt like I was at a famous restaurant.

X:

- It's not bad. It is way better than it was the first time I stayed here a few months ago.
- The dinner rolls are good as long as they are not over-steamed, then they become rock hard.
- I would like to see or have more baked goods offered – cakes, cookies, sweets. It's my downfall.

X:

- The cream soups are really good. The broccoli cheese soup is outstanding.
X agreed with X and her comments about the soup.
- The dinner rolls are excellent.
- I wish they would discontinue the graham cracker crust with the cream pie and use a regular or normal pie crust.

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:

Everyone present at the meeting agreed and said their rooms and bathrooms are clean, and the building is clean. X said, "The laundry is top notch."

3. Discussion regarding room temperature.

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

X:

- I'm staying cool for the most part. I was quite warm for a while, but someone brought me a fan which helps out a lot.

X:

- It is perfect for me, but my visitors tell me that it's too warm for them. Oh well, I'm good.

4. Discussion regarding nursing care.

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

X:

- It is alright.

X:

- It is top notch.

X:

- I don't like it when I ask the staff a question and they don't come back with an answer. I would like them to come back with an answer even if they don't know the answer but tell me that they will find someone who does.

Traci said that she would address this concern at the daily huddle meetings.

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:

X:

- They answer it whenever possible.

X:

- It depends on who your CNA is as to how fast it is answered. I think the staff answered it faster when we had the sound with the call light.

X:

- Mine is on my wrist and it is hard for me to see if I turned it on or not. So, when I'm not sure, I will go out into the hallway without my walker and then everyone comes to see and help me.

X:

- Could a yellow light be used instead of a white light, in the dome light in the hallway outside our rooms? It has been proven that yellow is easier to see than white.

Sarah told X that she would follow up on his suggestion.

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

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

Everyone present at the meeting agreed and said they are receiving their showers as needed and as requested.

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

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

X:

- It is good. I sleep fine.

X:

- I sleep like a rock.

X:

- The biggest noise I hear is the linen carts and bags when the staff are moving them or emptying them.

X:

- It is good.

X:

- I hear what the staff are doing in the hall. I hear them talking, moving the carts.

X:

- I sleep good.

The floor was opened for additional comments:

Sarah brought up a suggestion from X who could not attend the meeting due to an appointment: go to Leelanau Sands Casino.

X suggested: watching the Detroit Tigers on the big screen TV.

X: I want to thank Shelby and Kyle for all they do for me.

X: I want to thank Jessica and Kris too.

Traci told X and X that she would share this with the staff at the daily morning huddles and that she would meet with each of them to help them fill out a service excellence award for the employees they are thanking.

Kari asked all residents on behalf of Traci, Sarah and herself, if the time of the August Resident Council meeting could be moved to 3:00pm on Wednesday August 23 so that Traci, Sarah and Kari could attend a computer training class. All residents present said "yes."

The next Birch Resident Council meeting will be held on Wednesday August 23, 2023, at 3:00pm in the Birch Activity Room. Kari asked for a volunteer to read over and sign the July 2023 minutes, and no one volunteered or said they would like to do this. The Birch Resident Council Meeting was adjourned at 11:55am by X, seconded by X.

Respectfully Submitted,

Kari Belanger, CTRS
Recreational Therapist

Sarah Pleva, LLBSW
Birch Pavilion Social Work

Traci Williams, RN
Birch Pavilion Assistant Director of Nursing

CHERRY RESIDENT COUNCIL MEETING July 27, 2023

The Cherry July 2023 meeting of the Grand Traverse Pavilions Resident Council was called to order at 10:33am in the Cherry Activity Room by Kari Belanger, CTRS. Meeting was moved inside on account of rainy weather.

All residents were welcomed.

The residents waived their right to a closed meeting.

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

7 Members present were introduced:

Residents are marked as X throughout the minutes.

Staff members were introduced:

Kari Belanger, CTRS, Life Enrichment

Marta Pratt, RN, ADON – Cherry Pavilion

Emily Tyrrell, LLBSW – Cherry Pavilion Social Work

The June 2022 minutes were distributed to all in attendance on 07/24/2023, per prior resident suggestion and request; the minutes were also offered to everyone in attendance at the meeting held this day. X made a motion to accept the June 2023 minutes as written; X seconded the motion.

Old Business:

Kari provided follow-up from the June 2023 meeting:

- X suggested having grilled corn on the cob out under the tent again this summer?

Kari told everyone present that Hall Farm's is planning on their sweet corn being ready the first full week of August, and Kari is planning an activity to pull the silks from the corn, soak the corn in water and then grill it up the week of August 14 under the tent.

- X said that she would like to repaint the fawn statue that is in the courtyard.

Kari told X that a Maintenance Request had been submitted and that she had also talked with Cati (ES manager) and Xavier, Kurt & Marty who are the guys working in the courtyard to have them wash up and clean the fawn and brought inside for X to repaint. Kari informed X that when the fawn comes inside, it will be brought in on a cart and that she would need to repaint it while on the cart due to its heavy weight.

New Business:

Kari made the following announcements:

- Please ask Nursing staff to help you out in applying sunscreen whenever going outdoors as the weather continues to be getting warmer out.
- Summer Concerts on the Lawn series will continue on Thursday evenings through August with the last taking place on August 31.

Special Event Activities for August

- Wednesday August 2: Music Sing-along with Tally & Bob Green – 10:30am – Cherry Tent

- Thursday August 3: Concert on the Lawn: *Rebooted featuring Judy Harrison* – 7:00pm – Cherry Tent/Grand Lawn
- Monday August 7, Tuesday 8 & Thursday August 10: Barn Quilt Project Painting – 3:00pm – Cherry Activity Room
- Thursday August 10: Farm Animal Jingo with GTP Kids – 10:30am – Cherry Main Dining Room
- Thursday August 10: Concert on the Lawn: *Bay Area Big Band* – 7:00pm – Cherry Tent/Grand Lawn
- Friday August 11: Make & Enjoy Mini-Elephant Ears – 3:00pm – Cherry Activity Room
- Wednesday August 16: Enjoy Grilled Sweet Corn on the Cob – 3:00pm – Cherry Tent (*resident suggested, X, June 2023*)
- Thursday August 17: Concert on the Lawn: *K Jones & The Benzie Playboys* – 7:00pm – Cherry Tent/Grand Lawn
- Friday August 18: Bingo Store – 10:30am-12:00pm – Multi-Purpose Room
- Thursday August 24: Concert on the Lawn: *Backroom Gang* – 7:00pm – Cherry Tent/Grand Lawn
- Friday August 25: Banana Split Social – 3:00pm – Cherry Tent
- Thursday August 31: Concert on the Lawn: *Age of Aquarius* – 7:00pm – Cherry Tent/Grand Lawn

Summer Picnics before the Concerts on the Lawn

Residents can sign up for one picnic in July and one picnic in August. They can be an alternate for the other picnics that they did not sign up for. Must sign up with either Linda or Kari.

Thursday August 10, Thursday August 24, and Thursday August 31

- *Residents present at the meeting signed up for a picnic(s) of their choosing.*

Outings to sign-up for:

Wednesday August 2: Lunch at La Senorita (*resident suggested X, in March 2023*); Board bus at 10:30am, return approximately 2:00pm

Wednesday August 9: Northwestern Michigan Fair (*resident suggested, X, in June 2023*); Board bus at 9:30am, return approximately 3:00pm

Thursday August 17: Fishing at Discovery Center/Pier (*resident suggested, X, in April 2023*); Board bus at 9:30am, return approximately 12:30pm

Thursday August 31: Shopping at Goodwill (*resident suggested, X, in May 2023*); Board bus at 2:00pm, return approximately 4:00pm

Residents present at the meeting signed up for the outing of their choosing as well as an alternate outing if they desired.

Resident Group Interview Questions:

Kari 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 Abuse and Neglect.

Abuse and Neglect:

- We are going to ask about abuse and neglect. If you would prefer to discuss a specific situation privately with your nurse or social worker, we can meet with you today after the meeting.

No comments from any residents present at the meeting.

- Are you aware of any instances in which a resident was abused or neglected? How did you find out about it?

All residents present said, “no” while shaking their heads no.

- Are you aware of any instances in which a resident had personal property taken from them by a staff member without permission? How did you find out about it?

All residents present said, “no” while shaking their heads no.

- Is there enough staff here to take care of everyone?

One resident said, “sometimes. Sometimes they are a little short staffed.”

One resident present said, “no.”

1. Discussion regarding food temperature and receiving HS snacks.

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

X:

- I don't like the new peanut butter in the small packets. GFS brand. It's oily on the top and you can't mix it in, and if you're not careful in opening the packet up, you'll get oil all over yourself. We need to go back to JIF or Skippy brand.

- We only get about 80% of everything that we ask for when we order our meals.

X:

- The temperature of my meals are good.

X:

- I'm a soup eater and lately the soups have been terrible. The corn chowder was thin and watery, and no corn in it this last time we had it.

X:

- The cream soups have been better, except for the corn chowder, I agree with X.

- The meat three days ago, you couldn't cut it with a fork.

Marta said that she had already contacted the kitchen about the peanut butter and the meat.

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:

All residents present said, “yes” while nodding their heads.

X:

- Can the staff put away the carts and the lifts so they are not cluttering up the hallways? At times throughout the day, the hallways look so cluttered. It would be nice if things got put away.

Marta told X that she would address this concern with the staff at the daily huddle meetings.

3. Discussion regarding room temperature.

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

X:

- My room is boiling hot. I have 3 fans going, the film on the windows to help with the outdoor heat, I don't have an oxygen concentrator and I'm about ready to ask staff to open my windows.

Marta or Kari will submit a request to have the temperature checked in X room at various times throughout the day, and to see what can be adjusted so that it is more comfortable for her.

X:

- My room is perfect.

X:

- My room is good.

4. Discussion regarding nursing care.

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

X:

- They are good. They chase me down when they need me.

Other residents present agreed with X and said, "all very good" and "wonderful."

Marta shared with everyone present that there are three UW's who have changed over to CNA training and will be doing this on Cherry Pavilion.

X:

- Is there a particular time that our beds should be made?

X:

- Who is responsible for making the beds? Michelle, our housekeeper, has made my bed and I wasn't sure if that is part of her job duties.

Marta replied, "Beds should be made and done up as early as possible during the day. UWs, CNAs, Nurses and Housekeeping can make beds. We like the beds to be made up early in the day so that it looks nice and neat, but sometimes that cannot always happen due to other emergent needs on the pavilion with other residents, but I know the staff try their best to get it done quickly."

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:

X:

- Mine is working good, but the wait time varies, especially early in the morning.

X:

- Staff still don't look down my hallway to see if my light is on.

X:

- I don't use mine too much.

X:

- It's fine.

X:

- I don't use mine that often. My roommate waits quite a bit and I help her when I can, so I will turn on my light and will also go out into the hall to get staff to help.

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

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

Everyone present at the meeting agreed and said they are receiving their showers as needed and as requested.

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

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

X:

- The noise at night has changed. It's been a little quieter.

X:

- The noise doesn't bother me. It is the bright lights from the bathroom that wakes me up when staff come in to help my roommate.

Marta told X and all present that she would remind the staff to make sure the divider curtain is pulled closed across the entryway into X room to help lessen the brightness of the light. X told Marta "thank you."

The floor was opened for additional comments:

No additional comments or suggestions given by residents present at the meeting.

The next Cherry Resident Council meeting will be held on Thursday August 24, 2023, at 10:30am under the Cherry Tent or in the Cherry Activity Room. Kari asked for a volunteer to read over and sign the July 2023 minutes, and X said that she would do this. The Cherry Resident Council Meeting was adjourned at 11:33am by X, seconded by X.

Respectfully Submitted,

Kari Belanger, CTRS
Recreational Therapist

X, Cherry Pavilion Resident

Marta Pratt, RN
Cherry Pavilion Assistant Director of Nursing

DOGWOOD RESIDENT COUNCIL MEETING
July 26, 2023

The Dogwood July 2023 meeting of the Grand Traverse Pavilions Resident Council was called to order at 10:45am in the Dogwood Sunroom by Cindi Pobuda.

All residents were welcomed.

The residents waived their right to a closed meeting.

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

7 Members present were introduced:

Residents are marked as "X" throughout the minutes

Staff members were introduced:

Cindi Pobuda, LBSW – Dogwood Pavilion Social Work

Linda Burton, CTRS, Life Enrichment

Naomi Rode, RN, ADON – Dogwood Pavilion

Old Business:

The June 2023 minutes were distributed to all in attendance and reviewed. X made a motion to accept the June 2023 minutes as written; X seconded the motion.

New Business:

Linda made the following announcements:

Special Event Activities for August

- Thursday August 3: Concert on the Lawn: *Rebooted featuring Judy Harrison* – 7:00pm – Cherry Tent/Grand Lawn
- Monday August 7, Tuesday 8 & Thursday August 10: Barn Quilt Project Painting – 3:00pm – Cherry Activity Room
- Thursday August 10: Farm Animal Jingo with GTP Kids – 10:30am – Cherry Main Dining Room
- Thursday August 10: Concert on the Lawn: *Bay Area Big Band* – 7:00pm – Cherry Tent/Grand Lawn
- Friday August 11: Make & Enjoy Mini-Elephant Ears – 3:00pm – Cherry Activity Room
- Tuesday August 15: Enjoy Grilled Sweet Corn on the Cob – 3:00pm – Cherry Tent (*resident suggested, X, June 2023*)
- Wednesday August 16: Music Sing-along with Tally & Bob Green – 3:00pm – Cherry Tent
- Thursday August 17: Concert on the Lawn: *K Jones & The Benzie Playboys* – 7:00pm – Cherry Tent/Grand Lawn
- Friday August 18: Bingo Store – 10:30am-12:00pm – Multi-Purpose Room
- Thursday August 24: Concert on the Lawn: *Backroom Gang* – 7:00pm – Cherry Tent/Grand Lawn
- Friday August 25: Banana Split Social – 3:00pm – Cherry Tent

- Thursday August 31: Concert on the Lawn: *Age of Aquarius* – 7:00pm – Cherry Tent/Grand Lawn

Summer Picnics before the Concerts on the Lawn

Residents can sign up for one picnic in July and one picnic in August. They can be an alternate for the other picnics that they did not sign up for. Must sign up with either Linda or Kari.

Thursday August 10, Thursday August 24, and Thursday August 31

- *Residents present at the meeting signed up for a picnic(s) of their choosing.*

Outings to sign-up for:

Wednesday August 2: Lunch at La Seniorita

Board bus at 10:30am, return approximately 2:00pm
(*resident suggested, X, in March 2023*)

Wednesday August 9: Northwestern Michigan Fair

Board bus at 9:30am, return approximately 3:00pm
(*resident suggested, X, in June 2023*)

Thursday August 17: Fishing at Discovery Center/Pier

Board bus at 9:30am, return approximately 12:30pm
(*resident suggested, X, in April 2023*)

Thursday August 31: Shopping at Goodwill

Board bus at 2:00pm, return approximately 4:00pm
(*resident suggested, X, in May 2023*)

Residents were asked for ideas for future activities:

- X suggested ordering pizza.
- X suggested ordering in Chinese.
- X stated she really liked the Sinatra concert and all three were great.
- X said she really liked the Coke floats or root beer floats and would like to do it again. She liked it when they cleaned the ice cream out of the freezer.
- X said she really likes it when they go outside.
- X suggested going to the Humane Society or having the animals come here. She loves animals and would like to brush them. She stated she has a cat and asked for the reason she cannot have her cat here. Naomi responded that a lot of people are allergic to cats.

Resident Group Interview Questions:

Cindi discussed with the attending residents the twelve resident rights that are reviewed during the group interview with the State Surveyors during our annual survey, and today we will be reviewing Abuse and Neglect.

Abuse and Neglect:

- We are going to ask about abuse and neglect. If you would prefer to discuss a specific situation privately with your nurse or social worker, we can meet with you today after the meeting.

- Are you aware of any instances in which a resident was abused or neglected? How did you find out about it?
 - X said, "X."
 - No other residents responded.

- Are you aware of any instances in which a resident had personal property taken from them by a staff member without permission? How did you find out about it?
 - X said, "Nothing."
 - Others said, "No."

- Are there enough staff here to take care of everyone?
 - X, X, and X said, "Yes."
 - X said, "No."
 - X said, "I suppose."

1. Discussion regarding food temperature and receiving HS snacks.

The floor was opened for residents to respond regarding food temperature:

- X said, "Warm, alright."
- X said, "Little bit warm."
- Naomi explained that the kitchen was now putting the cold items separately from the hot cart to maintain proper temperatures for both hot and cold food.

The floor was opened for residents to respond regarding HS snacks:

- X said, "Yes, Rhonda does."
- X and X said, "No."
- X and X said, "Yes."
- X said, "I never eat snacks at night."

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

The floor was opened for residents to respond to the cleanliness of the facility:

- X said, "Good. Rooms are clean." X, X, and X all agreed.

The floor was opened for residents to respond to the laundry being returned promptly:

- X stated that she had a few things missing: a furry blanket with flowers and bears on it. She stated that staff have looked for it. It was labeled. Cindi will send out

a missing item email and have someone take her down to laundry to look in the lost and found.

- All other residents stated that their laundry is returned promptly.

3. Discussion regarding room temperature.

The floor was opened for residents to respond:

- X and X said the temperature was good.
- X said, "Okay."
- X said, "It's cold at night. Staff get me a warm blanket."

4. Discussion regarding nursing care.

The floor was opened for residents to respond:

- X said, "Yes." All agreed.

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

The floor was opened for residents to respond:

- X said, "I sometimes wait when there's not enough nurse aids. I've waited forty minutes to go to the bathroom at night when there was only two on. I know they are helping other people."
- X said, "Me too."
- X said, "I've waited thirty minutes to go to the bathroom."
- Naomi announced that there are new staff going through the CNA class now so there will be more help soon.

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

The floor was opened for residents to respond:

- X and X both stated they get two showers a week.
- X stated, "I get one, but I would like two a week." Naomi will schedule a second one for her.

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

The floor was opened for residents to respond:

- X laughed and said, "I'm deaf."
- Other residents voiced for concerns.

The floor was opened for additional comments:

- X expressed that she cannot see when the girl comes in and when she asked staff who it is, staff member replied, "It's me." She could not tell who it was and would really like staff to give their names when they entered her room. Cindi responded that they are supposed to announce themselves and will remind them to do so.
- X said that she was scared when she first came here but the staff are wonderful, kind, and caring. "They took the time to sit with me and talk."

- Linda announced that we needed to move the date for the August Resident Council meeting because staff will be in training for the new computer system. The following week, August 30th was offered and agreed upon.

The next Dogwood Resident Council meeting will be held on August 30th at 10:45am in the Dogwood Sunroom. Cindi asked for a volunteer to read over and sign the July 2023 minutes, and X said that she would do this. The Dogwood Resident Council Meeting was adjourned at 11:28am by X, seconded by X.

Respectfully Submitted,

Linda Burton , CTRS
Recreational Therapist

Cindi Pobuda, LBSW
Dogwood Pavilion Social Work

Naomi Rode, RN
Dogwood Pavilion Assistant Director of Nursing

Dogwood Pavilion Resident

ELM RESIDENT COUNCIL MEETING July 27, 2023

The Elm July 2023 meeting of the Grand Traverse Pavilions Resident Council was called to order at 10:30am in the Elm Activity Room by Linda Burton.

8 Members interviewed were:

Residents are marked as X throughout the minutes

Staff members were introduced:

Cindi Pobuda, LBSW – Elm Pavilion Social Work

Linda Burton, CTRS, Life Enrichment

Naomi Rode, RN, ADON – Elm Pavilion

New Business:

Linda made the following announcements:

Special Event Activities for August

- Thursday August 3: Concert on the Lawn: *Rebooted featuring Judy Harrison* – 7:00pm – Cherry Tent/Grand Lawn
- Monday August 7, Tuesday 8 & Thursday August 10: Barn Quilt Project Painting – 3:00pm – Cherry Activity Room
- Thursday August 10: Farm Animal Jingo with GTP Kids – 10:30am – Cherry Main Dining Room
- Thursday August 10: Concert on the Lawn: *Bay Area Big Band* – 7:00pm – Cherry Tent/Grand Lawn
- Friday August 11: Make & Enjoy Mini-Elephant Ears – 3:00pm – Cherry Activity Room
- Tuesday August 15: Enjoy Grilled Sweet Corn on the Cob – 3:00pm – Cherry Tent (*resident suggested, X, June 2023*)
- Wednesday August 16: Music Sing-along with Tally & Bob Green – 3:00pm – Cherry Tent
- Thursday August 17: Concert on the Lawn: *K Jones & The Benzie Playboys* – 7:00pm – Cherry Tent/Grand Lawn
- Friday August 18: Bingo Store – 10:30am-12:00pm – Multi-Purpose Room
- Thursday August 24: Concert on the Lawn: *Backroom Gang* – 7:00pm – Cherry Tent/Grand Lawn
- Friday August 25: Banana Split Social – 3:00pm – Cherry Tent
- Thursday August 31: Concert on the Lawn: *Age of Aquarius* – 7:00pm – Cherry Tent/Grand Lawn

Summer Picnics before the Concerts on the Lawn

Residents can sign up for one picnic in July and one picnic in August. They can be an alternate for the other picnics that they did not sign up for. Must sign up with either Linda or Kari.

Thursday August 10, Thursday August 24, and Thursday August 31

1. *Residents present at the meeting signed up for a picnic(s) of their choosing.*

Outings to sign-up for:

Wednesday August 2: Lunch at La Senorita
Board bus at 10:30am, return approximately 2:00pm
(resident suggested, X, in March 2023)

Wednesday August 9: Northwestern Michigan Fair
Board bus at 9:30am, return approximately 3:00pm
(resident suggested, X, in June 2023)

Thursday August 17: Fishing at Discovery Center/Pier
Board bus at 9:30am, return approximately 12:30pm
(resident suggested, X, in April 2023)

Thursday August 31: Shopping at Goodwill
Board bus at 2:00pm, return approximately 4:00pm
(resident suggested, X, in May 2023)

Residents were asked for ideas for future activities:

No ideas were mentioned.

Resident Group Interview Questions:

1. Asked the residents, "If you need help, do the staff come to help you?" X and X said, "Yes." X said, "No."
2. Asked the residents if they were being offered an evening snack. X and X said, "Yes."
3. Asked the residents if the staff treat them with respect. X and X said, "Yes."
4. Asked the residents if the food is good here. X said, "I don't eat here much." X said, "Hamburgers and hot dogs. I don't cook much. X said, "Good."
5. Asked the residents if their rooms are clean. X said, "I say it is." X said, "I think it is clean."
6. Asked the residents if their clothes came back from the laundry clean. X and X said, "Yes."
7. Asked the residents if the temperature in their rooms was comfortable. X and X said, "Yes." X said, "Yes and no. We have a big window we don't use."
8. Asked the residents if they had enough to do. X said, "Yes. Plenty to do, comfortable."

9. Asked the residents if there is anything we could do to make things better. X said, "I don't know. Everything is okay." X said, "Mostly good."

The floor was opened for additional comments:

No other concerns or complaints were noted. The meeting adjourned at 11:05am.

Respectfully Submitted,

Linda Burton , CTRS
Recreational Therapist

Cindi Pobuda, LBSW
Elm Pavilion Social Work

Naomi Rode, RN
Elm Pavilion Assistant Director of Nursing

As the Health and Human Services Board moves forward toward turning around the current financial position at the Pavilions, we want to ensure that all those who are interested and vested in the success of the Pavilions are informed of the steps that we are taking toward that goal. I will prepare a report to include in the board packets that will update all of you where we are in the process. More detail will be shared during the course of the meetings as the Board deliberates paths and options. The final product will be presented to the County Board of Commissioners on September 20th. All three Board members are committed to the development of a sustainable plan both for now and the future, and open discussions to get there.

What we have accomplished so far:

- Plante Moran has provided a lot of data about the industry, where we are compared to other facilities and what the trends are for the future.
- Retained Plante Moran to help us develop a Strategic Plan, but to also go beyond that original task. This involves helping us develop a sustainable plan toward a healthy financial future, build trust in the community, and be competitive while maintaining high standards of resident care.
- Scheduled a two-day meeting on August 29th and 30th that will include Plante Moran, myself, Rose Coleman, Lindsey Dood (Director of Finance) and Kristen Packard (Director of Nursing). The meetings will include topics like:
 - Census Projections
 - Revenue Projections
 - Services by Type:
 - Independent Living
 - Assisted Living
 - Memory Care
 - Skilled Nursing Care
 - Admission process
 - Marketing
 - Use of space:
 - Adding private rooms?
 - Options?
- Additionally, this and future meetings should include discussions about:
 - Budget adjustments
 - Freeze discretionary expenses where possible.
 - Freeze capital improvements
 - Review how we report finances for clarity.
 - All of this will come to the Board for public input and Board deliberation.

The Pavilions belongs to the people of Grand Traverse County. We believe it is still the wonderful community asset that was the dream of those who built it. The Board is committed to right the ship. We will discuss and deliberate these in the open and be prepared to advise the Board and Community on how we will meet that objective.

Cecil McNally- Board Chair



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Wealth Management.

Grand Traverse Pavilions

Update - Sustainability Planning Support

HANDOUT
General #1

August 31 2023

Project Goals and Objectives

Plante Moran (PM) is assisting Grand Traverse Pavilions in evaluating financial results improvement / sustainability

➤ Background:

- Industry
- Operating / cash losses
- Census recovery has been below desired outcomes

➤ Objectives:

- Improve financial results as measured by net income / cash flows
- Set expectations for deficit reduction plans / Board of Commissioners meeting 9/20

➤ Process:

- Met with management team members / Cecil – 8/29, 8/30
- Develop detail financial model / Assumptions
 - Evaluate business unit – level performance
 - Set baseline census / revenue assumptions
 - Evaluate operational opportunities
 - Iterative

Baseline Revenue Assumptions - Census

Unit	Payor	Pro Forma Average Daily Census
SNF	Medicaid	89.0
	Hospice	13.0
	Auto, PP, PI	18.0
	Medicare Advantage	15.0
	Medicare Advantage	10.0
	Total	145.0
Cottages	Willow - 24 (Dementia)	21.0
	Hawthorn - 26	15.0
	Evergreen - 28	21.0
	Total	57.0
Therapy	Consistent Utilization	

Baseline Revenue Assumptions - Rates

Proposed Rate Increases			Proposed
SNF	Private		410.0
		Current	Proposed
Cottages	Willow - 24 (Dementia)	4,945	52% 7,500
	Hawthorn and Evergreen: Current (average)	2,841	
	Hawthorn		13%
	Evergreen		22%
	Meals	\$ 5	\$ 10
Other Expected Rate Increases 10/1:			
	Medicare		6%
	Medicaid		380.00

Status

Operations assessment - In Progress

- Incorporates Revenue Assumptions outlined
- Detail benchmarks
- Contemplates a variety of operational changes – Not fully detailed
- Net loss – Significantly reduced; continuation of iterations
- Cash flow positive

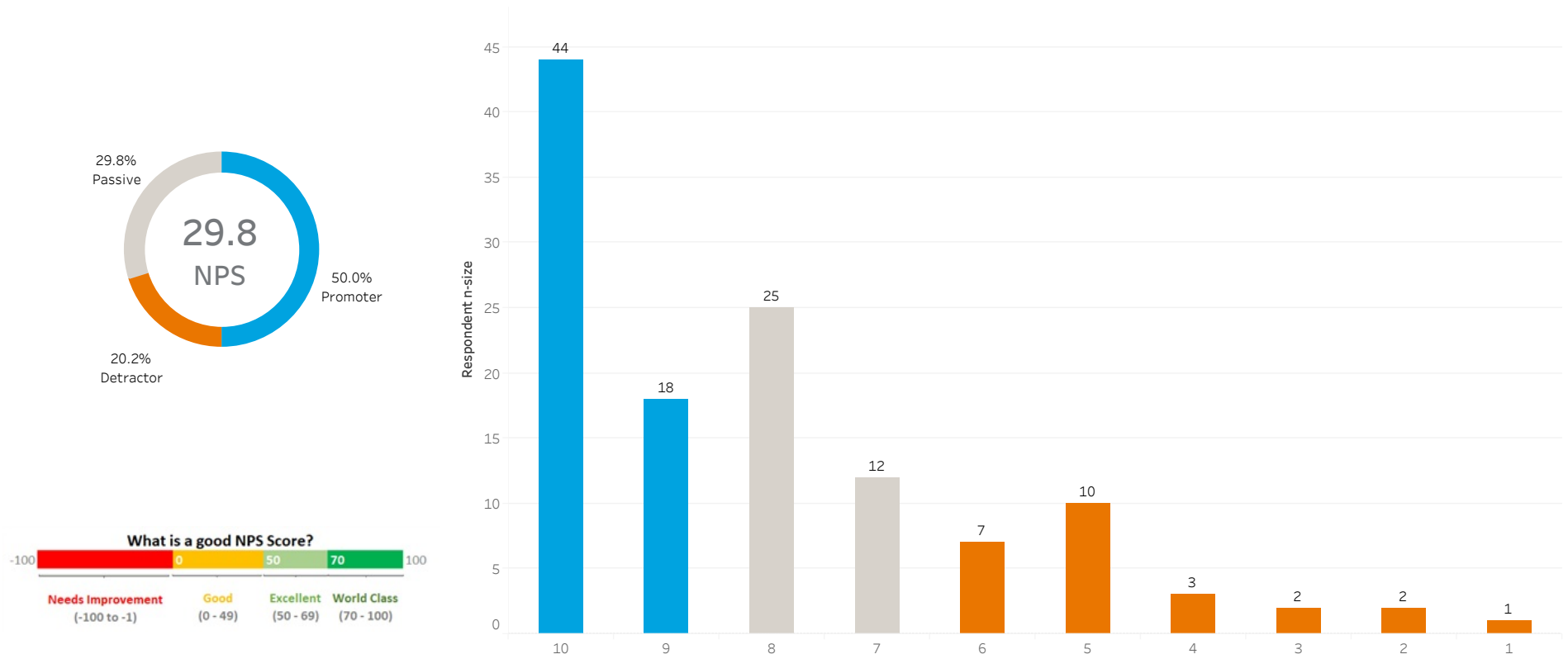
Next Steps

- Evaluate impacts in model / revisit
- Additional assumed changes
- Final proposal

Survey Facility
Grand Traverse Pavilions SNF-R - Grand Traverse PavilionsSNF-R Overall

Time Period
All

How likely would you be to recommend this facility to your family and friends?



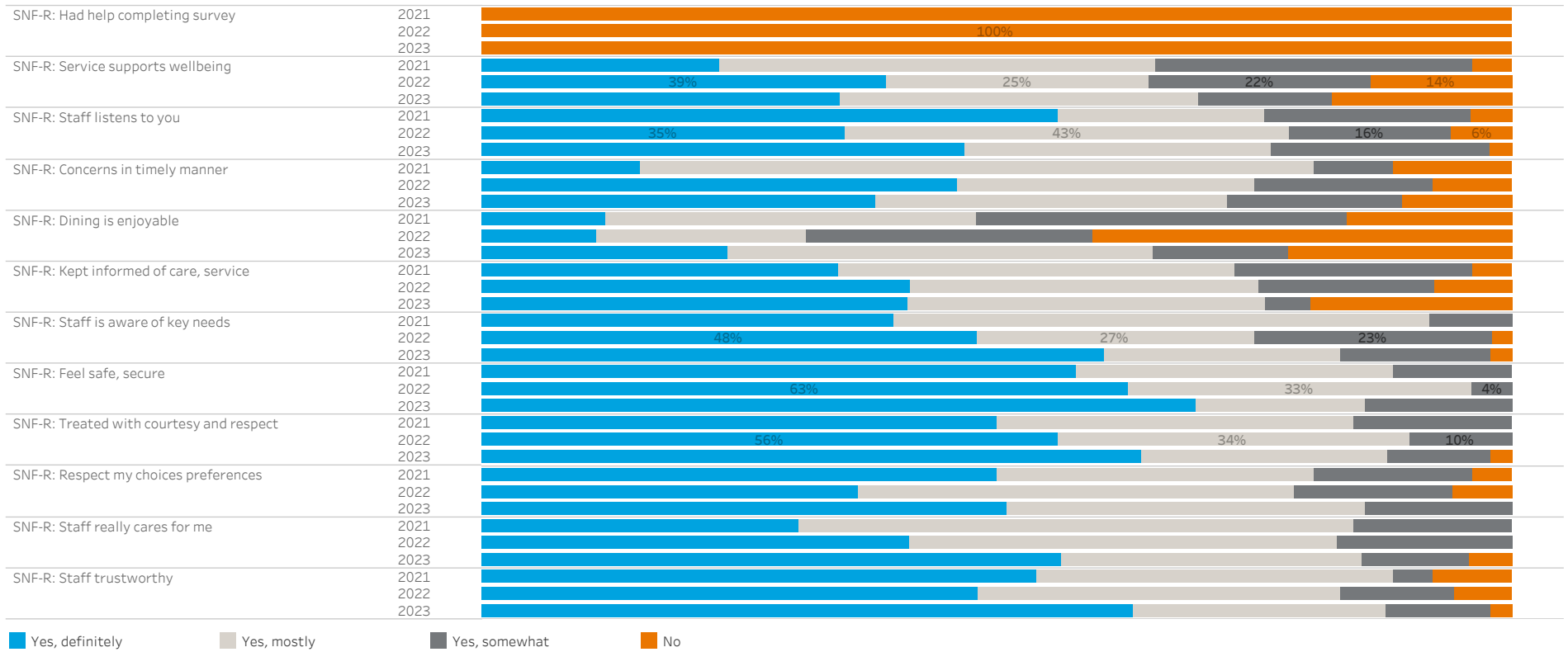
All Questions

Survey Facility

Grand Traverse Pavilions SNF-R - Grand Traverse PavilionsSNF-R Overall

Time Period

All



* all percentages might not total 100% due to rounding

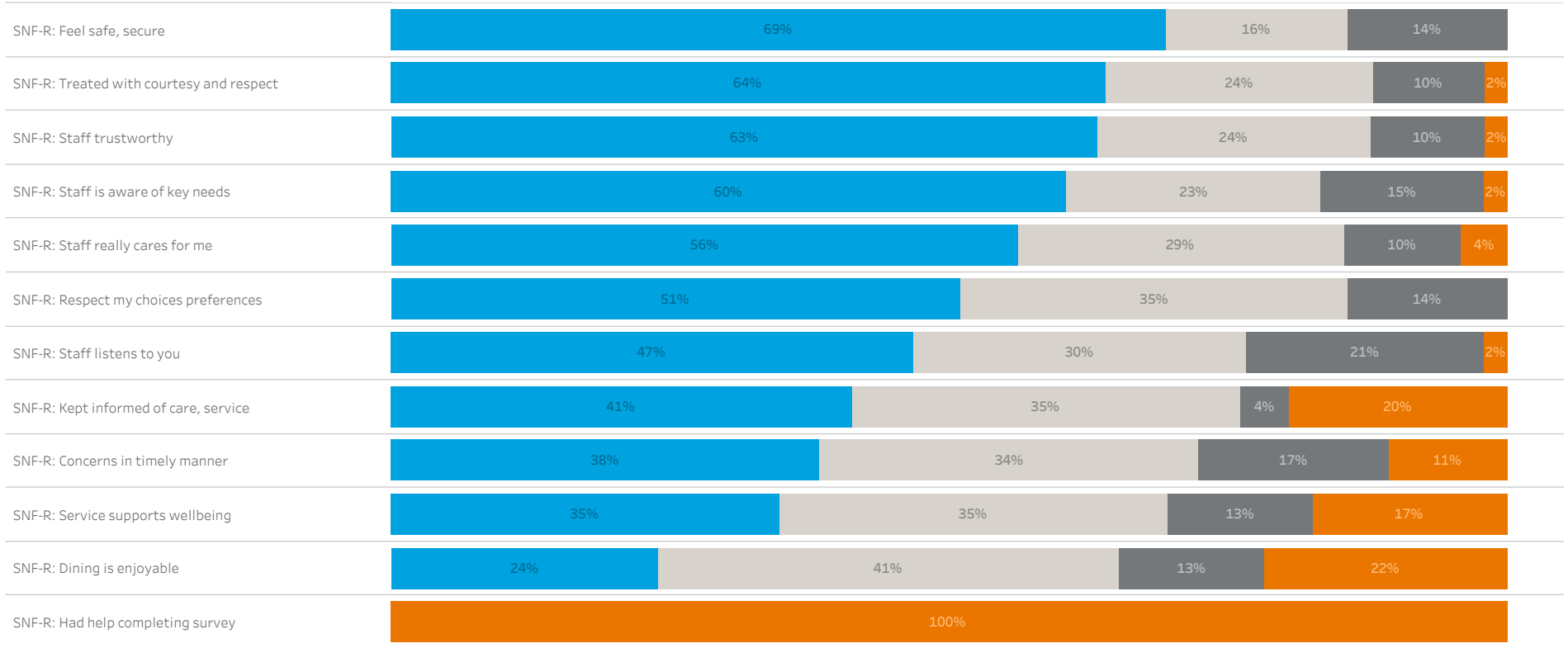
All Questions

Survey Facility

Grand Traverse Pavilions SNF-R - Grand Traverse Pavilions SNF-R Overall

Time Period

Multiple values



■ Yes, definitely
 ■ Yes, mostly
 ■ Yes, somewhat
 ■ No

* all percentages might not total 100% due to rounding

Priority Table

Survey Facility

Grand Traverse Pavilions SNF-R - Grand Traverse PavilionsSNF-R Overall

Time Period

Multiple values

Priority	Question ID	Question ShortText	Positive %	Respondent n-size	Correlation to Overall Rating
Low Positive % and High Correlation	59697	SNF-R: Staff listens to you	35.3%	51	0.46
High Positive % and High Correlation	59685	SNF-R: Treated with courtesy and respect	56.0%	50	0.38
	59716	SNF-R: Feel safe, secure	62.7%	51	0.38
	59710	SNF-R: Kept informed of care, service	41.5%	53	0.44
	59688	SNF-R: Concerns in timely manner	46.2%	52	0.46
	59706	SNF-R: Respect my choices preferences	36.5%	52	0.46
	59700	SNF-R: Staff really cares for me	41.5%	53	0.51
	59680	SNF-R: Staff is aware of key needs	48.1%	52	0.53
Low Positive % and Low Correlation	51740	SNF-R: Had help completing survey	0.0%	38	-0.11
	60770	SNF-R: How person helped	0.0%	3	0.00
	59721	SNF-R: Dining is enjoyable	11.1%	54	0.26
High Positive % and Low Correlation	59692	SNF-R: Service supports wellbeing	39.2%	51	0.21
	59693	SNF-R: Staff trustworthy	48.1%	54	0.24

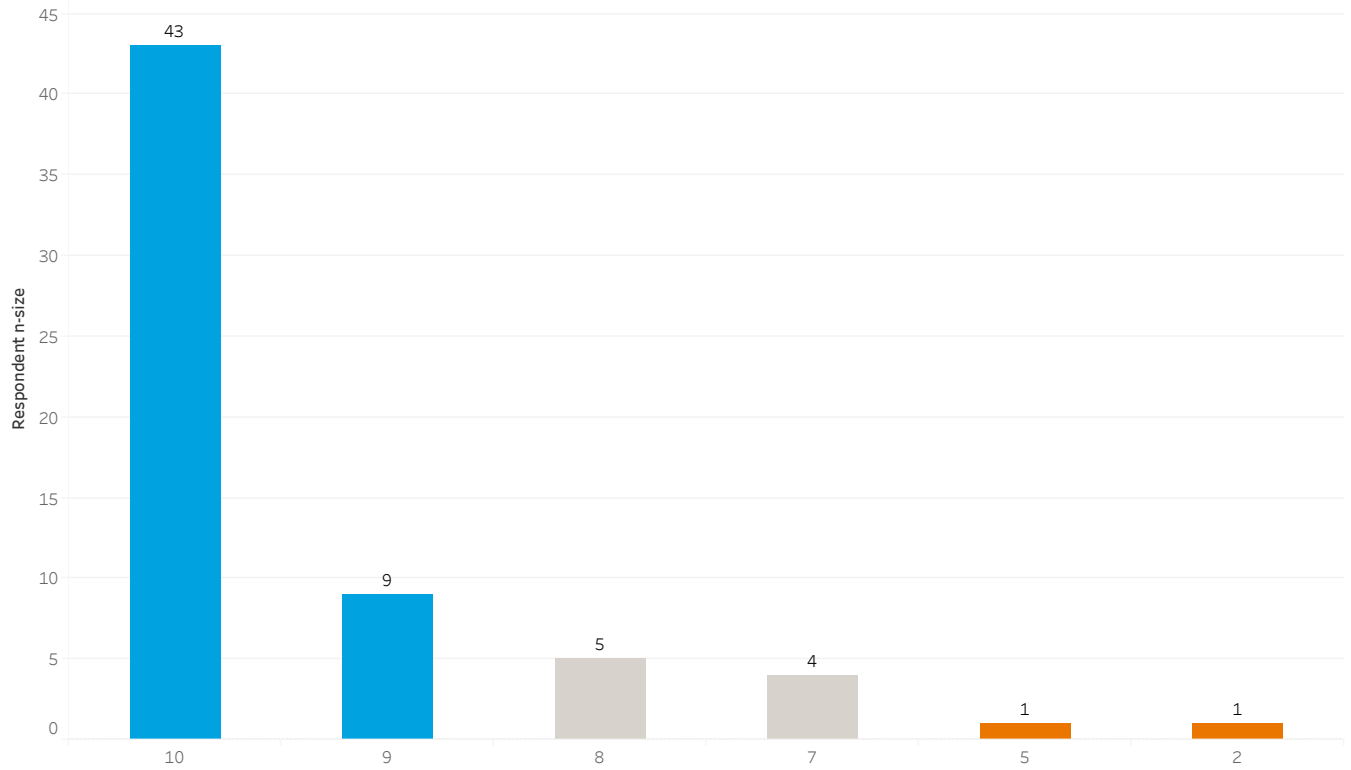
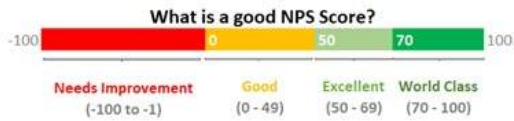
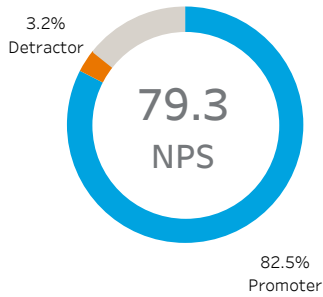
■ Low Positive % and High Correlation

■ High Positive % and High Correlation

■ Low Positive % and Low Correlation

■ High Positive % and Low Correlation

How likely would you be to recommend this facility to your family and friends?



All Questions

Survey Facility

Grand Traverse Pavilions SNF-F - Grand Traverse Pavilions SNF-F Overall

Time Period

All



* all percentages might not total 100% due to rounding

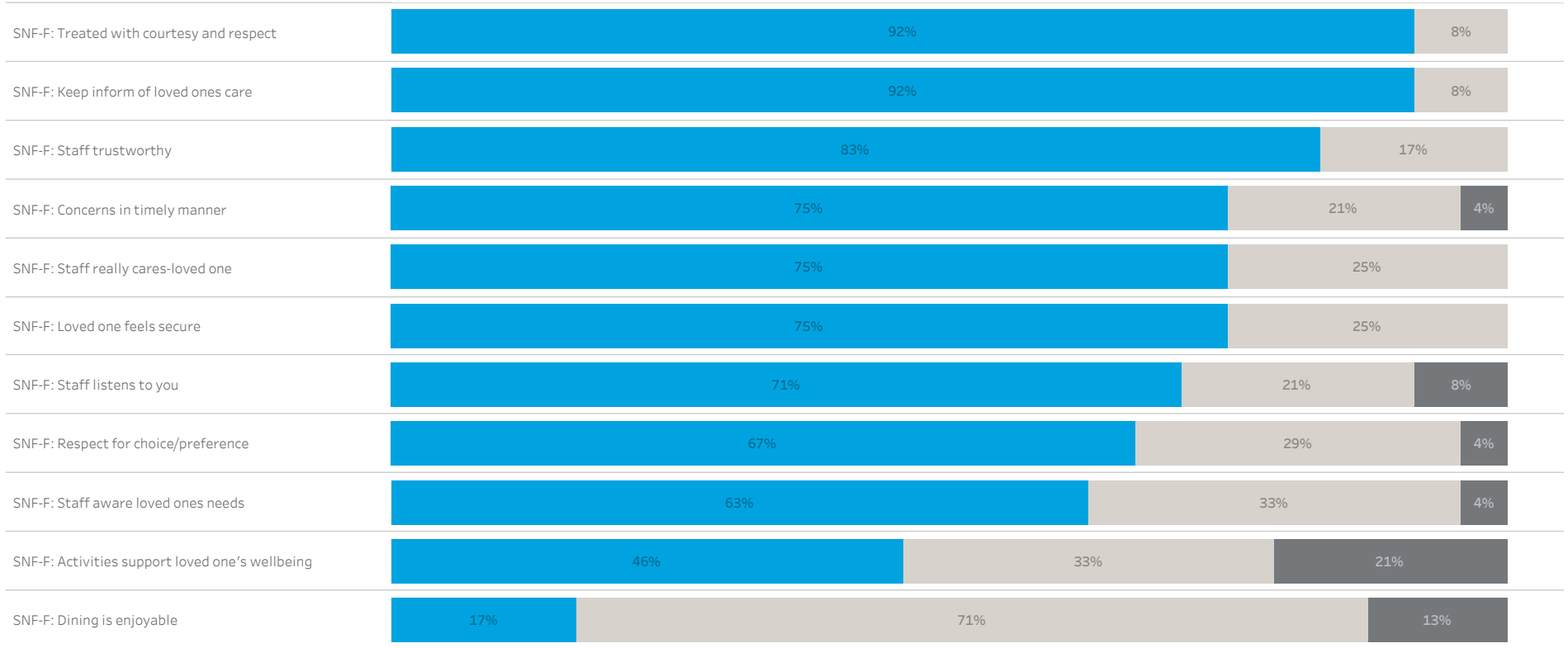
All Questions

Survey Facility

Grand Traverse Pavilions SNF-F - Grand Traverse Pavilions SNF-F Overall

Time Period

Multiple values



■ Yes, definitely
 ■ Yes, mostly
 ■ Yes, somewhat

* all percentages might not total 100% due to rounding

Priority Table

Survey Facility

Grand Traverse Pavilions SNF-F - Grand Traverse Pavilions SNF-F Overall

Time Period

Multiple values

Priority	Question ID	Question ShortText	Positive %	Respondent n-size	Correlation to Overall Rating
Low Positive % and High Correlation	59722	SNF-F: Dining is enjoyable	16.7%	24	0.59
	59704	SNF-F: Respect for choice/preference	66.7%	24	0.59
High Positive % and High Correlation	59686	SNF-F: Treated with courtesy and respect	91.7%	24	0.58
	59694	SNF-F: Staff trustworthy	83.3%	24	0.58
	59702	SNF-F: Staff really cares-loved one	75.0%	24	0.63
	59698	SNF-F: Staff listens to you	70.8%	24	0.75
Low Positive % and Low Correlation	60769	SNF-F: Activities support loved one's wellbeing	45.8%	24	0.23
	59682	SNF-F: Staff aware loved ones needs	62.5%	24	0.23
High Positive % and Low Correlation	59718	SNF-F: Loved one feels secure	75.0%	24	0.15
	59712	SNF-F: Keep inform of loved ones care	91.7%	24	0.33
	59689	SNF-F: Concerns in timely manner	75.0%	24	0.46

■ Low Positive % and High Correlation

■ High Positive % and High Correlation

■ Low Positive % and Low Correlation

■ High Positive % and Low Correlation

DEPARTMENT OF HEALTH AND HUMAN SERVICES
CENTERS FOR MEDICARE & MEDICAID SERVICES

6

PRINTED: 08/28/2023
FORM APPROVED
OMB NO. 0938-0391

STATEMENT OF DEFICIENCIES AND PLAN OF CORRECTION		(X1) PROVIDER/SUPPLIER/CLIA IDENTIFICATION NUMBER: 235088	(X2) MULTIPLE CONSTRUCTION A. BUILDING _____ B. WING _____	(X3) DATE SURVEY COMPLETED C 06/29/2023
NAME OF PROVIDER OR SUPPLIER GRAND TRAVERSE PAVILIONS			STREET ADDRESS, CITY, STATE, ZIP CODE 1000 PAVILIONS CIRCLE TRAVERSE CITY, MI 49684	
(X4) ID PREFIX TAG	SUMMARY STATEMENT OF DEFICIENCIES (EACH DEFICIENCY MUST BE PRECEDED BY FULL REGULATORY OR LSC IDENTIFYING INFORMATION)	ID PREFIX TAG	PROVIDER'S PLAN OF CORRECTION (EACH CORRECTIVE ACTION SHOULD BE CROSS-REFERENCED TO THE APPROPRIATE DEFICIENCY)	(X5) COMPLETE DATE
F000	INITIAL COMMENTS Grand Traverse Pavilions was surveyed for an Abbreviated survey on 6/29/23. Intakes: MI00130626, MI00131340, MI00131633, MI00133344, MI00133346, MI00133489, MI00135068, MI00135071, MI00135074, MI00135077, MI00136642, MI00136810, MI00137164, MI00137165 Census= 132	F000		

LABORATORY DIRECTOR'S OR PROVIDER/SUPPLIER REPRESENTATIVE'S SIGNATURE _____ TITLE _____ (X6) DATE 08/28/2023
Electronically Signed

Any Deficiency statement ending with an asterisk (*) denotes a deficiency which the institution may be excused from correcting providing it is determined that other safeguards provide sufficient protection to the patients. (See instructions.) Except for nursing homes, the findings stated above are disclosable 90 days following the date of the survey whether or not a plan of correction is provided. For nursing homes, the above findings and plans of correction are disclosable 14 days following the date these documents are made available to the facility. If deficiencies are cited, an approved plan of correction is requisite to continued program participation.

This form is a printed electronic version of the CMS 2567L. It contains all the information found on the standard document in much the same form. This electronic form once printed and signed by the facility administrator and appropriately posted will satisfy the CMS requirement to post survey information found on the CMS 2567L.



Grand Traverse Pavilions

A COMMUNITY CARING FOR GENERATIONS

August 23, 2023

TO: Grand Traverse County Department of Health and Human Services Board

FROM: Rose Coleman
CEO/Administrator

RE: July Report

On July 18, Coleman met with the GTP Foundation Advisory/Finance Committee Meeting

On July 24, Coleman, Clayton Wagatha, Volunteer Coordinator and Darcey Gratton, Administrative Services Director, met with the Foundations events committee to discuss the options of an annual event.

On July 25, Coleman attended a Special PACE North Board Meeting to discuss recommendation by Executive Director to submit a non-binding Letter of Intent to Michigan Department of Community Health to expand PACE North services in the Manistee area.

On July 28, Coleman and Tim Coggins, Environmental Services Director, participated in an independent informal dispute resolution regarding the immediate jeopardy citation we were given during the 2022 annual survey relating to the dish machine. We laid out the facts regarding the operation of the dish machine, and the fact that it was functioning properly.

On July 5, Lindsey Dood, Financial Director, participated in a meeting with Meg Fair with Blink Charging to assess the feasibility of creating revenue for the Pavilions in a partnership with Blink. Blink later determined that the site does not fit their criteria for expending their capital to set up the charging stations.

On July 6, Dood met with Jordan Hogg with PNC bank to discuss the implementation of new a new credit card program.

On July 12, 19 and 26, Dood participated in the MDHHS small workgroup webinar to discuss nursing home reimbursement proposals.

On July 19 and 21, Dood met via Teams with Rob Long (Plante Moran) to review the strategic planning objectives and develop next steps.

On July 26, Dood met with Clayton Wagatha, Shelby Mack, Residential Services Director and Carrie Delk, Admissions Coordinator, to discuss the use of professionally printed materials in light of the electronic distribution capabilities of Point Click Care.

Throughout the month of July we had 35 admissions/re-admissions and 34 discharges. One Rehab resident transferred upstairs for long term care.

The Wellness Center saw the following patients this month: Medicare A: 12; Medicare Advantage Skilled: 24; Medicare B: Outpatient: 74; Medicare B: Inpatient: 39; Private Insurance: Outpatient: 12; Private Insurance: Inpatient:4; Work compensation: Outpatient: 1; Private pay: Outpatient: 1; Private pay: Inpatient: 0. Auto: Outpatient: 2; Auto: Inpatient:0.

For the cottages, in the month of July there were 2 admissions, 5 discharges, 1 respite stay, 3 in-house transfers and 2 death.

Kari Belanger and Linda Burton, Recreational Therapists, completed a total of 37 video chats over FaceTime, Google Duo or Zoom.

Activities and special events that occurred in July included: Very Cherry Painting with the GTP Daycare kids, Very Cherry Spelling Bee, Very Cherry Trivia and Cherry Coke Floats for National Cherry Festival week; Red/White/Blue ice cream sundaes for July 4th; jumbo dice games, jumbo crossword puzzle challenge, UNO, Skip-Bo, BUNCO and Bingo; Bingo Store; Breakfast Club; weeding/watering the flower beds; live streaming of various local church services & Catholic Mass and Rosary; music performances with Switchback (bluegrass, Americana and traditional Celtic music duo from Chicago); trivia/fun facts, jokes/funny stories, spelling bee and reminiscing; making & enjoying homemade salsa; rock painting, making Kool-Aid play dough and Noodleball fun with the GTP Daycare kids; watching movies and classic TV shows like Hee Haw and a visit & Catholic Mass with Bishop Jeffrey Walsh of the Diocese of Gaylord on July 27.

During the month of July, residents enjoyed a trip to China Fair for lunch, gambling at Turtle Creek Casino, and a day-game at the Traverse City Pit Spitters.

The Concerts on the Lawn series began in July with the following number of residents who attended the concert, either sitting underneath the large Cherry Tent with family & staff or sitting out amongst the larger audience with family members. On 07/06 (GT Pipes & Drums) – 54 residents; 07/13 (Miriam Pico) – 54 residents; 07/20 (Golden Voices) – 53 residents; and 07/27 (Gordon Lightfoot Tribute) – 58 residents attended. Picnic dinners were also held on 07/06, 07/13 and 07/20 before the evening concert performance.

Resident Council meetings were held on June 28 and 29 respectively.

Recruitment is underway for the following open positions: CNAs; Universal Workers; Environmental Services, and Child Care Assistant.

Four employees were hired in July; 1 NA Class Student, 1 On-call Custodian, 1 Maintenance; and 1 On-Call CNA –We received 38 applications in July.

In July there were 5 resignations; 2 CNAs – 1 violated the attendance policy – 1 violated the on-call policy; 2 RN resignations; 1 Environmental Services – Violated the Attendance policy within probationary period.

In July, 10 employee referrals were received.

There was 1 new and 1 renewed unemployment claim filed in July. Holibaugh responded to 7 questionnaires. We received confirmation of 2 successfully protested claims and received notice of overpayment for 1 claim in the amount of \$3,007.00. Holibaugh responded to 1 questionnaire. There was 1 telephone hearing. No charges were applied to our account for the second quarter of 2023.

In the six weeks between June 18 – July 28, there were 623 CNA hours and 432 Recreational Therapist hours and 48 Universal Worker hours worked in Activities.

In July, there were 46 employees receiving the Perfect Attendance Bonus for the 2nd quarter of 2023; 17 CNAs; 3 UWs; 14 Licensed Nurses; 2 Child Care; and 10 Environmental Services.

July 25, the Employee Recognition Event took place out on the Grand Lawn for Grand Traverse Pavilions and Forefront employees and their family members. Attendees enjoyed a taco bar, novelty ice cream and beverages. The highlight of the day was the “Years of Service” slide show starring 42 employees that were individually celebrated for milestone anniversaries ranging from 5 to 30 years. Directors wrote of their staff’s dedication and commitment to the Pavilions. Activities for the day included a photo booth, waterslide, corn hole and many other games. Since the start of COVID this is the first time we have been able to have family members attend. The event was well attended, and we have received many positive comments on it. Staff were given a Pavilions logo sweatshirt.

On July 10, Modernistic started working on the lower service hall flooring, stripping and resealing it.

On July 10, AFP Specialties installed a fire suppression sprinkler head in the outdoor walk-in freezer, which was cited during the previous month’s Joint Commission survey.

On July 13, Tim Coggins, Environmental Services Director, met with Scott Miller, State of Michigan Elevator Inspector, to go through the inspection of the elevators in the main building. All elevators passed inspection.

On July 18/19, Coggins attended a Life Safety Bootcamp seminar that covered documentation required for life safety surveys, as well as issues looked or during the facility tour version of the life safety survey.

On July 20, Coggins received a proposal from John E. Green, our mechanical contractor, for repairs to the Hawthorn cottage chiller. The chiller has four

compressors, of which only two are operational. Green will replace the two non-functioning compressors and re-configure the controls so our chiller will be running at full capacity.

On July 24, AFP Specialties performed the annual fire suppression inspection for the main building. There were no issues from the inspection.

GRAND TRAVERSE PAVILIONS MEMORANDUM

Financial Operations Report
July 2023

Grand Traverse Pavilions Combined

REVENUE:

The overall revenue for the Pavilions in July was \$2,160,481 resulting in an unfavorable budget variance of \$451,045. Revenue for July included estimated Medicaid reimbursement for the Medical Care facility from the rate reconciliation and the Certified Public Expenditures programs of \$325,000. This estimate is currently being updated by Plante Moran and will again be updated for actual costs, occupancy, costs and charges before the financial statements are audited.

EXPENSES:

The total overall operating expenses for the Pavilions in July were \$2,474,647 resulting in a favorable variance to budget of \$84,506.

NET INCOME/LOSS:

There was a net loss of \$398,000 from the combined programs of the Pavilions in July resulting in an unfavorable budget variance of \$366,539.

OPERATING CASH:

Total unassigned operating cash on hand at month-end was (\$2,212,522). This was a decrease of \$713,236. This compared to April's net use of \$712,087, May's net use of \$388,707 and June's net use of \$1,162,110

Payments made during the month pursuant to the approved Medicare and Medicaid payment plans for past liabilities were approximately \$131,000. A bond payment of \$96,806 was also made in July. Annual dues for Leading Age Michigan of \$28,780, costs related to The Joint Commission survey of \$6,590, payments to the State of Michigan for the Outstation worker of \$54,113 and a payment of \$12,900 related to the IRS audit were the significant non-typical payments for the month.

Other cash inflows and outlays were typical.

Plante Moran's IRS Advocacy Group continues to represent the Pavilions in the IRS audit and responded on July 14 to the latest information request. Our responses have been slowed intentionally to take advantage of the experience Plante Moran is having in the numerous other IRS audits they are handling for other providers. They and Congressman Bergmann's office are reaching out to the IRS in an attempt to expedite the payment process.

We are still waiting for the payment of Certified Public Expenditures and a Medicaid rate reconciliation in September.

VOUCHERS:

Purchase orders, invoices, checks written, and supporting documentation reviewed for voucher numbers 5459-5466 for the month of July and were in order without exception.

Grand Traverse Medical Care

REVENUE:

The census for July averaged 132 residents which was twenty-three below the budgeted census and the same as the prior month. Private pay census was ten below budget, Medicare was five above, Medicaid was nineteen below and Hospice was one above budgeted census. Total resident revenue was \$1,443,113 (excluding the rate adjustments) resulting in a \$142,718 unfavorable budget variance. The occupancy for July was 55% of licensed beds and 84% of available beds.

Other revenue equaled \$491,177, which produced a negative budget variance of \$311,204. Miscellaneous income included payments received and accrued revenue for reimbursement for COVID-related expenses that included wage premiums for direct care workers totaling \$40,752. Total revenue for July was \$1,926,790 which produced an unfavorable budget variance of \$453,922.

EXPENSES:

Operating Expenses for the month equaled \$2,177,653 which was a favorable budget variance of \$145,695.

NET INCOME/LOSS:

Grand Traverse Medical Care produced a net loss of \$311,375 for the month, which resulted in a \$308,365 unfavorable budget variance.

RECEIVABLES:

Total cash collected on accounts receivable in July for Grand Traverse Medical Care was \$1,427,023, an increase of \$166,336 from the prior month and represented 102.9% of the prior month SNF resident revenue.

WELLNESS CENTER

Total revenue for the Wellness Center in July was \$165,045 (down \$7,525 from the prior month) while total expenses equaled \$136,141 down \$2,572. This produced net income from the Wellness Center operations of \$28,904, a decrease of \$10,097 from the prior month. Grand Traverse Medical Care's financial report incorporates these amounts.

The Cottages

REVENUE:

Total revenue of \$233,691 generated a \$2,877 favorable variance to the budget. The average census for the Cottages-Assisted Living was 56 residents during the month (down one from the prior month and six below budget), representing 72% occupancy. There were 5 days of overnight respite provided during the month. Hawthorn Lofts-Independent Living average census was 1 resident per day for 33% occupancy (three vacant as of the end of the month).

EXPENSES:

Expenses for July (before depreciation) were \$296,994, which was above the budgeted amount by \$61,189 for an unfavorable variance. Dietary costs again represent \$48,083 of the variance.

NET INCOME/LOSS:

The program had a net loss for the month of \$86,625 resulting in an unfavorable variance of \$58,312.

RECEIVABLES:

There is one problematic private account receivable totaling \$10,365. There is \$30,515 outstanding from the waiver program. There is also \$54,052 outstanding from Pace North.

Unassigned Fund Balance

Approved 2023 Operating Budget	\$ 30.8M
Unassigned Fund Balance Target Percentage	20%
Unassigned Fund Balance Target Amount	\$6.2M
Current Unassigned Fund Balance* ** *** ****	(\$2.2M)
Current Fund Balance as a percentage of Operating Budget	(7%)
Amount Available Above/ (Below) Target	(\$8.4) M

***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. The policy requires a review of the actual fund balance annually.**

****Excludes \$6.118M receivable (plus interest) from the Internal Revenue Service for the Employee Retention Credit—under audit—timing unknown—should be four weeks from favorable audit resolution or could be significantly longer if IRS appeals or litigation are necessary to secure a favorable outcome.**

*****Also excludes for the year ending 12/31/22 a \$1.15M estimated receivable from the Medicaid rate settlement process due from the State of Michigan expected no later than October 1, 2023.**

******Also excludes \$2.525M estimated receivable from Medicaid rates and CPE for 2023. These amounts should be paid in the fall of 2024.**

Total amounts due from the IRS and MDHHS are \$9.793M (plus interest from the IRS).

**GRAND TRAVERSE PAVILIONS
COMBINED STATEMENTS**

MONTHLY FINANCIAL REPORT

July 2023

<u>PROGRAM REVENUE</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>VARIANCE</u>	<u>Y-T-D ACTUAL</u>	<u>Y-T-D BUDGET</u>	<u>Y-T-D VARIANCE</u>
G.T. Medical Care	\$ 1,926,790	\$ 2,380,712	\$ (453,922)	\$ 13,674,633	\$ 16,385,294	\$ (2,710,661)
Cottages	233,691	230,814	2,877	1,715,082	1,615,698	99,384
TOTAL REVENUE	\$ 2,160,481	\$ 2,611,526	\$ (451,045)	\$ 15,389,715	\$ 18,000,992	\$ (2,611,277)
PROGRAM EXPENSES						
G.T. Medical Care	\$ 2,177,653	\$ 2,323,348	\$ 145,695	\$ 14,725,476	\$ 15,839,490	\$ 1,114,014
Cottages	296,994	235,805	(61,189)	1,845,104	1,638,301	(206,803)
TOTAL EXPENSES	\$ 2,474,647	\$ 2,559,153	\$ 84,506	\$ 16,570,580	\$ 17,477,791	\$ 907,211
DEPRECIATION						
G.T. Medical Care	\$ 60,512	\$ 60,650	\$ 138	\$ 423,584	\$ 424,550	\$ 966
Cottages	23,322	23,450	128	\$ 163,253	\$ 164,150	\$ 897
Total Depreciation	\$ 83,834	\$ 84,100	\$ 266	\$ 586,837	\$ 588,700	\$ 1,863
NET INCOME/(LOSS)						
G.T. Medical Care	\$ (311,375)	\$ (3,286)	\$ (308,227)	\$ (1,474,427)	\$ 121,254	\$ (1,595,681)
Cottages	(86,625)	(28,441)	(58,312)	(293,275)	(186,753)	(106,522)
OVERALL NET INCOME/(LOSS)	\$ (398,000)	\$ (31,727)	\$ (366,539)	\$ (1,767,702)	\$ (65,499)	\$ (1,702,203)

GRAND TRAVERSE PAVILIONS

GRAND TRAVERSE MEDICAL CARE MONTHLY FINANCIAL REPORT

July 2023

<u>RESIDENT REVENUE</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>VARIANCE</u>	<u>Y-T-D ACTUAL</u>	<u>Y-T-D BUDGET</u>	<u>Y-T-D VARIANCE</u>
Private	\$ 220,448	\$ 316,660	\$ (96,212)	\$ 1,958,824	\$ 2,167,570	\$ (208,746)
Medicare	270,797	183,310	87,487	1,790,529	1,259,370	531,159
Medicaid	951,868	1,085,861	(133,993)	6,241,582	7,425,923	(1,184,341)
Total Resident	\$ 1,443,113	\$ 1,585,831	\$ (142,718)	\$ 9,990,935	\$ 10,852,863	\$ (861,928)
<u>OTHER REVENUE & (EXPENSES)</u>						
Donations	\$ -	\$ 20,833	\$ (20,833)	\$ -	\$ 145,831	\$ (145,831)
Pace North	7,500	36,648	(29,148)	52,500	256,536	(204,036)
Child Day Care	9,047	7,750	1,297	65,973	54,250	11,723
Miscellaneous	388,269	634,381	(246,112)	3,096,243	4,440,667	(1,344,424)
QAS / QAAP/QMI - Net	86,361	102,769	(16,408)	521,482	687,647	(166,165)
Total Other Revenue	\$ 491,177	\$ 802,381	\$ (311,204)	\$ 3,736,198	\$ 5,584,931	\$ (1,848,733)
LESS:						
Bad Debts	7,500	7,500	-	52,500	52,500	-
TOTAL REVENUE	\$ 1,926,790	\$ 2,380,712	\$ (453,922)	\$ 13,674,633	\$ 16,385,294	\$ (2,710,661)
<u>OPERATING EXPENSES</u>						
Administration	\$ 186,824	\$ 125,072	\$ (61,752)	\$ 916,676	\$ 717,134	\$ (199,542)
Financial Mgmt.	147,518	142,453	(5,065)	992,411	997,437	5,026
Human Resources	49,146	45,972	(3,174)	250,711	283,258	32,547
Environmental Services	153,808	151,537	(2,271)	1,110,666	1,053,595	(57,071)
Housekeeping	83,306	91,762	8,456	569,494	629,664	60,170
Laundry	42,628	44,629	2,001	269,245	306,637	37,392
Food Services	223,884	250,000	26,116	1,610,762	1,750,000	139,238
Resident Care	1,037,300	1,198,111	160,811	7,372,476	8,216,439	843,963
Therapy	124,142	124,310	168	826,603	852,522	25,919
Ancillaries	23,187	18,800	(4,387)	164,478	131,600	(32,878)
Diversional Therapy	36,881	43,438	6,557	218,102	298,567	80,465
Human Services	26,898	30,806	3,908	166,134	211,206	45,072
Child Care	24,528	26,187	1,659	161,975	180,378	18,403
Volunteer Services	6,414	6,123	(291)	17,420	42,017	24,597
Pace North	-	11,648	11,648	-	81,536	81,536
Depreciation-Equip	11,189	12,500	1,311	78,323	87,500	9,177
OPERATING EXPENSES	\$ 2,177,653	\$ 2,323,348	\$ 145,695	\$ 14,725,476	\$ 15,839,490	\$ 1,114,014
Income/(Loss) before Bldg Depreciation	\$ (250,863)	\$ 57,364	\$ (308,227)	\$ (1,050,843)	\$ 545,804	\$ (1,596,647)
Less Building Depreciation	60,512	60,650	138	423,584	424,550	966
Net Income(Loss)	\$ (311,375)	\$ (3,286)	\$ (308,365)	\$ (1,474,427)	\$ 121,254	\$ (1,597,613)

GRAND TRAVERSE PAVILIONS COTTAGES

MONTHLY FINANCIAL REPORTS

July 2023

<u>REVENUE</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>VARIANCE</u>	<u>Y-T-D ACTUAL</u>	<u>Y-T-D BUDGET</u>	<u>Y-T-D VARIANCE</u>
Cottages Revenue	\$ 232,826	\$ 229,914	\$ 2,912	\$ 1,593,909	\$ 1,609,398	\$ (15,489)
Sub-Total	<u>\$ 232,826</u>	<u>\$ 229,914</u>	<u>\$ 2,912</u>	<u>\$ 1,593,909</u>	<u>\$ 1,609,398</u>	<u>\$ (15,489)</u>
<u>OPERATING EXPENSES</u>						
Operating Expenses	\$ 296,994	\$ 235,805	\$ (61,189)	\$ 1,845,104	\$ 1,638,301	\$ (206,803)
Sub-Total	<u>\$ 296,994</u>	<u>\$ 235,805</u>	<u>\$ (61,189)</u>	<u>\$ 1,845,104</u>	<u>\$ 1,638,301</u>	<u>\$ (206,803)</u>
Operating Income/(Loss)	<u>\$ (64,168)</u>	<u>\$ (5,891)</u>	<u>\$ (58,277)</u>	<u>\$ (251,195)</u>	<u>\$ (28,903)</u>	<u>\$ (222,292)</u>
<u>OTHER INCOME / EXP.</u>						
Miscellaneous Income	\$ 865	\$ 900	\$ (35)	\$ 5,527	\$ 6,300	\$ (773)
Donation Income	-	-	-	115,646	-	115,646
Bad Debt Expense	-	-	-	-	-	-
Total Other Inc./(Exp.)	<u>\$ 865</u>	<u>\$ 900</u>	<u>\$ (35)</u>	<u>\$ 121,173</u>	<u>\$ 6,300</u>	<u>\$ 114,873</u>
Income/(Loss) before Bldg Depreciation	<u>\$ (63,303)</u>	<u>\$ (4,991)</u>	<u>\$ (58,312)</u>	<u>\$ (130,022)</u>	<u>\$ (22,603)</u>	<u>\$ (107,419)</u>
Less Building Depreciation	23,322	23,450	128	163,253	164,150	897
NET INCOME(LOSS)	<u>\$ (86,625)</u>	<u>\$ (28,441)</u>	<u>\$ (58,184)</u>	<u>\$ (293,275)</u>	<u>\$ (186,753)</u>	<u>\$ (108,316)</u>

**GRAND TRAVERSE PAVILIONS
CHILD DAY CARE
MONTHLY FINANCIAL REPORTS**

July 2023

<u>REVENUE</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>VARIANCE</u>	<u>Y-T-D ACTUAL</u>	<u>Y-T-D BUDGET</u>	<u>Y-T-D VARIANCE</u>
Day Care Revenue	\$ 9,047	\$ 7,750	\$ 1,297	\$ 65,973	\$ 54,250	\$ 11,723
Sub-Total	<u>\$ 9,047</u>	<u>\$ 7,750</u>	<u>\$ 1,297</u>	<u>\$ 65,973</u>	<u>\$ 54,250</u>	<u>\$ 11,723</u>
<u>OPERATING EXPENSES</u>						
Operating Expenses	\$ 24,528	\$ 26,187	\$ 1,659	\$ 161,975	\$ 180,378	\$ 18,403
Sub-Total	<u>\$ 24,528</u>	<u>\$ 26,187</u>	<u>\$ 1,659</u>	<u>\$ 161,975</u>	<u>\$ 180,378</u>	<u>\$ 18,403</u>
Operating Income/(Loss)	<u>\$ (15,481)</u>	<u>\$ (18,437)</u>	<u>\$ 2,956</u>	<u>\$ (96,002)</u>	<u>\$ (126,128)</u>	<u>\$ 30,126</u>
<u>OTHER INCOME / EXP.</u>						
Donation/Misc Income	\$ -	\$ -	\$ -	\$ -		\$ -
Grant Income	-	-	-	-	-	-
Bad Debt Expense	-	-	-	-	-	-
Total Other Inc./(Exp.)	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Net Income/(Loss)	<u>\$ (15,481)</u>	<u>\$ (18,437)</u>	<u>\$ 2,956</u>	<u>\$ (96,002)</u>	<u>\$ (126,128)</u>	<u>\$ 30,126</u>

**Grand Traverse Pavilions
Social Accountability Summary
For the month and YTD ending**

7/31/2023

	Total # of Residents/ Participants	Percent of Participants	Monthly Amount	Percent of Revenue	Year to Date Amount	Annual Projections
Grand Traverse Medical Care						
Medicaid - *Contractual Allowance	103	64.4%	215,029	12%	1,461,263	2,600,000
Medicare - *Contractual Allowance	37	23.1%	92,174	5%	610,901	675,000
Total Skilled Nursing	140	87.5%	307,203	17%	2,072,164	3,275,000
Child Day Care						
Employee discounts	33	100%	3,283	36%	27,286	60,000
Assisted Living/Cottages						
Grant Scholarships	6	10%	13,891	6%	106,100	156,000
Total Dollars			<u>324,377</u>		<u>2,205,550</u>	<u>3,491,000</u>

*Contractual Allowance is the difference between the private charges and the third-party reimbursement rates.

	Current Month		YTD	
Volunteer Hours				
Board and committee meetings	3.00		40.50	
Childcare	2.50		67.25	
Cottage Activities	50.00		389.25	
Skilled Nursing Facility	141.25		275.00	
Concerts on the lawn	217.25		217.25	
Adopt a Grandparent	1.00		21.00	
Total hours	415.00		1,010.25	
Prior Year	281.00		714.00	
Change	134.00	48%	296.25	41%

GRAND TRAVERSE PAVILIONS
Travel Reimbursement Policy
Effective August 31, 2023

Policy:

All Hotel accommodations and meals purchased while outside of the Organization at approved Organization-related meetings will be reimbursed to the employee at the dollar amount approved by the Grand Traverse County Department of Health and Human Services Board in each appropriate category. Currently they are:

Meals

Breakfast	\$ 15.00
Lunch	20.00
Dinner	30.00

Lodging

\$ 142.00 (plus taxes)

For pre-established conference meal and lodging rates, employees approved for participation will be covered for such expenses.

Grand Traverse County Department of Health and Human Services Board clarifications.

1. Meal limits include tips.
2. Receipts are required.
3. Meal allowances may be used locally if a designated Grand Traverse Pavilions representative at an officially sanctioned event.
4. Payment of business associate's meal up to limits is allowed in the conduct of official Grand Traverse Pavilions business with prior authorization.
5. If during extended travel (two hours or more) a meal is missed, the value of that meal may be added to another meal, but no more than \$65.00 will be authorized per day.
6. During extended travel, meal allowances are as follows: a) breakfast is allowed if travel commences prior to 7:00 a.m.; b) lunch is allowed if travel commences prior to 11:30 a.m. to 2:00 p.m.; and c) dinner is allowed if travel commences prior to 6:30 p.m. and extends beyond 8:00 p.m.
7. The Organization will not reimburse employees for alcohol purchased with meals or otherwise while on Organizational business.

Procedure:

For reimbursement of above mentioned to occur, an employee must submit receipts with a completed expense report to Administration for authorization to pay. After approval, the expense report will be processed for payment to be reimbursed to the employee.

Policy:

Approved routine mileage incurred while on Organization business will be reimbursed at the amount approved by the Department of Health and Human Services Board

Procedure:

For reimbursement of above mentioned to occur, an employee must submit a completed expense report to Administration for authorization to pay. After approval, the expense report will be processed for payment to be reimbursed to the employee.

Approved _____ Disapproved _____

at the August 31, 2023 meeting of the Grand Traverse County Department of Health and Human Services Board.

Cecil McNally, Chair
Grand Traverse County
Department of Health and Human Services Board

**AGREEMENT
BETWEEN GRAND TRAVERSE COUNTY
AND THE
GRAND TRAVERSE COUNTY
HEALTH AND HUMAN SERVICES BOARD
FOR
REPAYMENT OF ADVANCED FUNDS**

THIS AGREEMENT (hereinafter, the “Agreement”), made this ____ day of ____, 2023, by and between the **COUNTY OF GRAND TRAVERSE**, a municipal corporation and political subdivision of the State of Michigan, 400 Boardman Avenue, Traverse City, Michigan 49684 (hereinafter, “County”), and the **GRAND TRAVERSE COUNTY HEALTH AND HUMAN SERVICES BOARD D/B/A “PAVILIONS”** (hereinafter, “HHSB”).

WHEREAS, the County of Grand Traverse has properly authorized the establishment and continuation of a medical care facility commonly known as the Pavilions, located at 1000 Pavilions Circle, Traverse City, Michigan 49684, which purpose is to provide long term nursing care and medical treatment to individuals suffering or recovering from illness, injury, or infirmity; and

WEHREAS, the HHSB is authorized by statute to operate the Pavilions; and

WHEREAS, the HHSB is authorized by statute to request funds from the County Social Welfare Fund, Fund No. 512 (“SWF”) (MCL 400.73a); and

WHEREAS, the County is required, pursuant to the Michigan Social Welfare Act, to make appropriations as are necessary to maintain the welfare services in the County; and

WHEREAS, the HHSB has withdrawn \$ _____ in excess of the cash balance from the SWF since April 2023; and

WHEREAS, the funds withdrawn from Fund No. 512 must be returned to the County because they were not appropriated/expended in conformance with County practice; and

WHEREAS, the HHSB has a good faith expectation that it will receive approximately \$10,000,000.00 combined from the State of Michigan and the federal government in the near future, from which it can repay the County; and

WHEREAS, to assure stable continued financing for the Pavilions, the HHSB agrees to provide the County with a deficit elimination plan.

NOW, THEREFORE, for good and valuable consideration as set forth herein, the County and the HHSB hereby agree to the following terms and conditions:

I. TERM

The term of this Agreement shall commence on the date of its execution and end upon complete repayment of Advanced Funds, no later than March 31, 2024. As used herein, “Advanced Funds” shall mean the amount of money drawn from the SWF in excess of the cash balance, past, present, or future.

II. SCOPE OF AGREEMENT

1. Continued Borrowing for Expenses

The HHSB may be advanced up to \$ [REDACTED] in additional funds from the SWF, in addition to the funds already advanced. Any advances shall only be allowed after the prior written approval of the County Administrator, who may deny the advance at his sole discretion. The Advanced Funds must be necessary to continue the operation of the Pavilions. The Advanced Funds are not for any other purpose or entity. No additional advances will be allowed after March 31, 2024. Nothing in this Agreement shall, nor shall be construed to, limit the County’s obligation, during this Agreement or following termination of this Agreement, to limit the County’s obligation to fund the Pavilions expense obligations.

2. Repayment of Advanced Funds

The HHSB agrees to refund the County all Advanced Funds. Advanced Funds will be returned at such time as the HHSB receives funds into the Social Welfare fund in excess of its immediate operational needs. It is anticipated by the parties that anticipated state and federal accounts receivables will be used to repay the SWF. After such time as the SWF is no longer in a deficit position, the Treasurer will not allow for withdrawals in excess of the fund balance.

3. Repayment of Lost Interest and Investment Income

In addition to the repayment of Advanced Funds in Section 2 herein, the Pavilions shall repay the County a sum equal to the amount of interest consistent with the manner in which interest income and related investment gains and losses have been computed in the past. The Treasurer will invoice the Pavilions no later than thirty (30) days after the SWF is no longer in a deficit position. This repayment will be made within thirty (30) days of receiving an invoice for same.

4. Monthly Meetings

The parties agree to conduct and participate in monthly meetings to discuss the financial stability of the Pavilions. Participants shall include the County Administrator or his designees, the Executive Director of the Pavilions, and the chairperson of the HHSB.

5. Deficit Elimination Plan

The HHSB shall produce a deficit Elimination plan (“DEP”) for the Pavilions and provide it to the County within thirty (30) days of commencement of this Agreement. This provision shall survive termination of this Agreement for any reason. The DEP will include, at minimum, the following elements:

- a. A detailed explanation of the cause of the current deficit at the Pavilions.

- b. A projected budget approved by the HHSB as evidenced by a resolution itemizing yearly revenues by source, expenditures/expenses by activity, and changes in the fund balance/net position through the year of the deficit's eventual elimination. **A written explanation of how the deficit will be eliminated must accompany the plan.**

III. TERMINATION OF AGREEMENT.

The County, at its sole and unreviewable discretion, may cancel this Agreement effective upon providing written notice to the HHSB.

IV. APPLICABLE LAW/COMPLIANCE WITH THE LAW.

This Agreement shall be construed under and in accordance with the laws of the State of Michigan. County and HHSB agree to comply with all applicable federal, state, and local laws.

V. AMENDMENTS.

No amendment, modification or alteration of the terms contained in this Agreement shall be binding unless the same are in writing, dated subsequent to the dates hereof, and duly executed by the authorized representatives of the parties to this Agreement.

VI. WAIVERS.

No waiver by the parties of any default or breach of any term, condition or covenant of this Agreement shall be deemed to be a waiver of any other breach of the same or any other term, conditions, or covenant. Nothing in this Agreement may be construed as a waiver of any other right or remedy the County may have under law.

VII. ASSIGNMENTS.

This Agreement may not be assigned by either the County or HHSB to a third party without the prior written mutual consent of both parties executed by their authorized representatives.

VIII. BINDING EFFECT OF AGREEMENT.

This Agreement shall be binding upon, and the benefits shall inure to, the successors, representatives, and assigns of the parties.

IX. CONSTRUCTION.

This Agreement shall be construed to have been drafted by both parties to this Agreement.

X. DISREGARDING SECTION TITLES.

The titles of the sections set forth in this Agreement are inserted for the convenience of reference only and shall be disregarded when construing or interpreting any of the provisions of this Agreement.

XI. INVALID PROVISIONS.

If any section, clause, or provision of this Agreement is rendered invalid or unenforceable because of any State or Federal statute or regulation or ruling by any tribunal of competent jurisdiction, that section, clause or provision shall be null and void and to be considered deleted, and the remainder of this Agreement shall not be affected thereby. Where the deletion of the unenforceable or invalid section, clause or provision would result in the illegality and/or unenforceability of this Agreement, this Agreement shall be considered to have terminated as of the date in which the provision was declared invalid or unenforceable.

XII. NOTICES.

All notices under this Agreement shall be in writing and be sent by certified mail addressed to the respective party at the address indicated below or at such other address as the parties shall designate in writing. A change in address may be affected by a certified letter sent by either party to the other.

If to County:

Nate Alger
County Administrator
400 Boardman Avenue
Traverse City, MI 49684

If to HHSB:

Cecil McNally
Chairperson, Board of Health and Human Services
701 S Elmwood, Ste. 19
Traverse City, MI 49684

XIII. CERTIFICATION OF AUTHORITY TO SIGN THIS AGREEMENT.

The persons signing this Agreement on behalf of the parties hereto certify by their signatures that they are duly authorized to sign on behalf of said parties and that this Agreement has been authorized by said parties.

IN WITNESS WHEREOF, the authorized representatives of the parties have signed and executed this Agreement to be effective as of the date executed.

GRAND TRAVERSE COUNTY HEALTH AND HUMAN

SERVICES BOARD

Cecil McNally
Its: Chairperson

Date

COUNTY OF GRAND TRAVERSE

Rob Hentschel
Its: Chairperson, Board of Commissioners

Date

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

1000 Pavilions Circle, Traverse City, MI 49684
Telephone Number: 932-3000

**Resolution 2023-2
Grand Traverse Pavilions/Cottages
November 1, 2023 Rates**

**ADDED
Business #5**

WHEREAS, The governing body requires that an annual operation budget be adopted, and

WHEREAS, sound management practices recognize the value of budget both as a blueprint and an evaluation tool, and

WHEREAS, an operational budget provides the basis for all expenditures levels needed to provide appropriate services, and

**THEREFORE
BE IT RESOLVED,** that the charge for routine services provided on and after November 1, 2023 by the Grand Traverse Pavilions/Cottages is as follows:

Evergreen Cottages - Assisted Living

Rates vary according to size of the apartment, but each room amount will be increased by 22%. After the increase the monthly room rent and included services will range between \$2,209 and \$6,412.

Hawthorn Cottage – Assisted Living

Rates vary according to size of the apartment, but each room amount will be increased by 13%. After the increase the monthly room rent and included services will range between \$2,566 and \$5,900.

Hawthorn Lofts - Independent Living

Rates vary according to size of the apartment, but each room amount will be increased by 13%. After the increase the monthly rent will range between \$3,112 and \$3,801.

Willow Cottage - Assisted Living

Suite \$4,945.00 now; November 1: \$7,500
2 Person Suite \$8,050.00 now; November 1: \$12,250

Meals

Meal prices (including meal plans) will increase from \$5 to \$10 per meal effective November 1, 2023.

APPROVED _____
DISAPPROVED _____

at the August 31, 2023 meeting of the Grand Traverse County Department of Health and Human Services Board.

Cecil McNally, Chair
Grand Traverse County Department of Health and Human Services Board

Date

GRAND TRAVERSE PAVILIONS
Service Excellence Award Program
July 2023

Date:	07/03/2023
Employee:	India Draper-Smith
Awarded for:	Finding an incorrect medication in the cart and properly disposing, preventing the possibility of a future medication error.
Position:	RN
Nominated by:	Christina Kackman

Date:	07/03/2023
Employee:	Samuel Almeter
Awarded for:	Jumping in and helping get things done! You are fun to work with and a great addition to the Dogwood team! Thank you!
Position:	RN
Nominated by:	Erica Harpe

Date:	07/10/2023
Employee:	Clayton Wagatha
Awarded for:	Clay has spent countless hours preparing for the upcoming concerts on the lawn. Thank you for your time and energy to make the concerts memorable for families and our residents. Everyone is so glad they are back.
Position:	Community Relations and Volunteer Assistant
Nominated by:	Elissa Riffle

Date:	07/10/2023
Employee:	Jaemen Winans
Awarded for:	Jaemen finds things to do throughout his entire shift - is always keeping busy and happily does whatever he is asked to do. His exceptional work ethic does not go unnoticed and is greatly appreciated by his coworkers.
Position:	Universal Worker
Nominated by:	Melanie Farmer

Date:	07/17/2023
Employee:	Ali Belanger
Awarded for:	Ali seriously rocks, she does above and beyond with everything she does, does extra duties, has a heart of gold for the residents. Thank you for all the extra help lately.
Position:	CNA
Nominated by:	Mindy Bruning

Date:	07/17/2023
Employee:	Jennifer Hahnenberg
Awarded for:	Jen went above and beyond volunteering her time to assist me on an outing to Dairy Queen for our residents. Thank you for all of your help and making this outing extra special for them.
Position:	Universal Worker
Nominated by:	Keira Long

Date:	07/24/2023
Employee:	Sarah Pleva
Awarded for:	Stepping in for an absent co-worker to help out with a very difficult family situation. Sarah spent hours helping to resolve the issue. She shows remarkable initiative and has much compassion for our residents. Thank you Sarah for being a great addition to our team!
Position:	Social Worker
Nominated by:	Cindi Pobuda

Date:	07/24/2023
Employee:	Abigail Gratton
Awarded for:	Abby always goes above and beyond for the children in Child Care. She genuinely cares for each child under her watch, and it shows. Thank you for all you for the kids it doesn't go unnoticed!
Position:	Child Care Assistant
Nominated by:	Brittany Burley

Date:	07/31/2023
Employee:	Sandra Potrafke
Awarded for:	Thank you for giving an extra shower, your help made the night go much smoother.
Position:	CNA
Nominated by:	Mindy Bruning

Date:	07/31/2023
Employee:	Nichole Wagner
Awarded for:	Stock briefs on her lunch break.
Position:	CNA
Nominated by:	Jaemen Winans