

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

**REGULAR MEETING  
December 28, 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**

**2. ROLL CALL**

**3. FIRST PUBLIC COMMENT**

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

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

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

Please be respectful and refrain from personal or political attacks.

**4. COUNTY LIAISON REPORT**

**5. APPROVAL OF AGENDA**

**6. CONSENT CALENDAR**

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

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

A.	Review and File	<u>HANDOUT#</u>
(1)	Minutes of the 11/30/23 Board Meeting	1
(2)	Minutes of the 12/5/23 Special Board Meeting	2
(3)	Closed Minutes of the 12/5/23 Special Board Meeting	Handout
(4)	Minutes of the 12/11/23 Special Board Meeting	3
(5)	Minutes of the 12/13/23 Special Board Meeting	4
(6)	Minutes of the 12/15/23 Special Board Meeting	5
(7)	Resident Council Minutes	6

**7. ITEMS REMOVED FROM CONSENT CALENDAR**

**8. CHAIRMAN REPORT – Mary Marois** 7

**9. GRAND TRAVERSE MEDICAL CARE**

A.	General Information	
(1)	Staff Presentation – Marketing Plan by Clayton Wagatha, Community Relations and Volunteer Assistant and Susan Depky, UpNorth Live	8
(2)	Annual State Survey – November 8, 2023 Revisit	9
(3)	Foundation Board Update	Verbal
B.	Chief Executive Officer Board Report – Dave Hautamaki	10
C.	Business	
(1)	Financials	
	a. October 2023 Financials	11
	b. November 2023 Financials	12
(2)	2024 Proposed Operational Budget	13
(3)	Request to Purchase – Kitchen Tile Grout Repair	14
(4)	Request to Purchase – Fire Suppression Head Replacement	15
(5)	Administrator/CEO Update	Verbal
	a. Administrator Hiring Process	
	b. Decision/Discussion on Administrator Contract	
	c. Authorization to Extend Interim Contract	
D.	General Discussion	
(1)		

**G.T.P. Announcements**

(1)	Next Board Meeting January 25, 2023	
(2)	November Service Excellence Award	16

**10. SECOND PUBLIC COMMENT**

Refer to Rules under First Public Comment above.

**11. CLOSED SESSION**

- (1) 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, Mary John Williams v Grand Traverse Pavilions and the Grand Traverse County Health and Human Services Board.

**12. ADJOURNMENT**

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

**MINUTES OF THE NOVEMBER 30, 2023 MEETING**

**PRESENT:** Mary Marois, Cecil McNally, Haider Kazim Board  
David Hautamaki, Lindsey Dood, Darcey Gratton Staff

**ABESENT:** TJ Andrews Commission

**GUESTS:**

The regular meeting of the Grand Traverse County Department of Health and Human Services Board was called to order at 9:12 am by Board Chair Mary Marois at the Governmental Center.

**First Public Comment** – None

**County Liaison Report** – Andrews shared discussions of the most recent County Board of Commissioner (BOC) meetings and highlighted on the recent ad hoc committee regarding the Pavilions.

**Approval of Agenda** – Board Chair Marois requested to add Marketing under E. General Discussion (1) and to remove Election of Officers under C. Business (2). Motion was made by Kazim to approve the Agenda with presented changes, seconded by McNally 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 10/25/23 Board Meeting
- (2) Minutes of the 11/08/23 Board Meeting
- (3) Resident Council Minutes

Motion was made by McNally to approve the Consent Calendar without #2 pulled for discussion. Motion seconded by Kazim and carried unanimously.

**Items Removed From Consent Calendar** – Kazim pulled #2 to have it state that he had attended the 11/8/23 meeting and not former board member Gordie LaPointe. Motion was made by Kazim to approve the Consent Calendar item #2 pulled for discussion above. Seconded by McNally and unanimously carried.

**Chairman Report** – Marois shared that the other DHHS meeting approved the Election of Officers in their November meeting and voted Marois as Board Chair with McNally as Vice Chair.

**Executive Search Update** – Marois shared six out of the eight candidates chosen by the board at the 11/8/23 Special Board Meeting for pre-screened interviews were completed. Two of the eight candidates chose not to interview for personal reasons. Marois shared her recommendation to give a final public interview to applicant Al R., Amber P. and Gerard B. The full board agreed and reviewed what questions that would be provided ahead of time and separate questions to ask during the live meeting.

Hautamaki in 9:40am

The board agreed to schedule three special board meetings for the interviews and discussed what questions to use in the interviews and the process of drafting a contract. Hautamaki suggested to provide a tour before each interview.

**Medicaid Payment for Prior Services** – Dood reviewed the process of rebilling claims regarding Medicaid payments and answered board members questions. Dood also reviewed the delay of the retention credit funds held up by IRS.

Marois inquired about why the October financials was not able to be provided in the packet. Dood stated that due to a reporting issue with closing multiple modules to create a ledger with the new software Point Click Care, he was unable to pull the information needed for the board in time for the meeting. Dood will forward on the documents to the board as soon as they are available and will include them in the next packet.

**Chief Executive Officer Report** – Hautamaki reviewed the monthly report for October and answered board members' questions. Hautamaki shared the State conducted the Pavilions' revisit on November 8, 2023. The state cleared twelve out of the sixteen citations from the September's annual survey. Hautamaki reviewed the remaining citations and gave an update on the improvements with dietary services. Hautamaki stated the Plan of Correction was submitted to the state and is awaiting approval. The Board also reviewed accounts receivable, census, staffing and updated on media releases.

**Resolution 2023-3 Cottage Rates** – Hautamaki reviewed the need to revise the Willow Cottage rates that were recently approved by the board in August 2023. Hautamaki proposed revising Willow Cottage rates from \$7,500 to \$6,000 a month effective January 1, 2024. Hautamaki also revised the resolution to show that cottage meal rates are not required to be brought to the board for changes and shared his recommendations for Willow. Motion was made by Kazim to approve the proposed Rate Changes in Resolution 2023-3 regarding Willow Cottage rates as presented. Motion seconded by McNally and carried unanimously. Roll Call – McNally – Yes, Marois – Yes, Kazim – Yes.

**Financial Report** – Not available as stated earlier in the meeting.

**Proposed 2024 DHHS Board Meeting Schedule** – The Board reviewed the proposed meeting dates for 2024 and agreed to move the November and December meetings to work around the holidays. Motion was made by McNally to approve the Proposed 2024 DHHS Board Meeting Schedule with the revised date of November 25, 2024 and December 20, 2024. Motion seconded by Kazim and carried unanimously.

**Attending/Consulting Privileges** - The Board reviewed the requests to have consulting privileges for Augustus Meriwether, PA as recommended by Medical Director Dr. April

Kurkowski, D.O. Motion was made by Kazim to approve Augustus Meriwether, PA for consulting privileges as presented, seconded by McNally and carried unanimously.

**Marketing Update** – Dood shared that Community Relations and Volunteer Assistant, Clayton Wagatha, is putting together a marketing plan to achieve the objectives of hiring and increasing occupancy. Wagatha is also researching potential vendors and working directly with Human Resources and Residential Services on the support they need to achieve those objectives.

**Settlement agreement** – Marois requested to discuss a proposed settlement that the board was not involved in prior to reaching a settlement agreement knowing that the board was engaged in the conversation. Kazim suggested scheduling a closed session for discussion on litigation with written legal opinion by legal counsel.

**Grand Traverse Pavilions Announcements**

- (1) Next December 14 will be cancelled. Next Board Meeting December 28, 2023
- (2) October Service Excellence Award

**Second Public Comment**

Linda Pepper

Meeting adjourned at 11:51 am

Signatures:

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

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 DECEMBER 5, 2023  
SPECIAL BOARD MEETING**

**PRESENT:** Mary Marois, Cecil McNally, Haider Kazim Board Staff  
Dave Hautamaki, Lindsey Dood

**ABSENT:**

**GUESTS:** Jeffrey Segal of Warner Norcross + Judd (virtual)  
Steve Wolock of Maddin Hauser (virtual)

The special board 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 in the Board room at Grand Traverse Pavilions.

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

**First Public Comment** - none

Motion was made by Kazim seconded by McNally to go into Closed Session at 9:00 am for the purpose of Closed session to consider a written opinion letter/memorandum of legal counsel.

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

Wolock in 9:30am

Motion was made by Kazim to come out of Closed Session at 10:00 am, seconded by McNally. Motion carried.

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

Motion was made by Haider to move to accept the recommendation of the attorney in regards to a settlement agreement. Seconded by McNally. Motion carried.

Meeting adjourned at 10:30 am

Signatures:

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

Date: December 28, 2023 Approved  
\_\_\_\_\_  
Corrected and Approved



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

1000 Pavilions Circle, Traverse City, MI 49684

**MINUTES OF THE DECEMBER 13, 2023  
SPECIAL BOARD MEETING**

**PRESENT:** Cecil McNally, Mary Marois, Haider Kazim Board  
Darcey Gratton Staff

**ABSENT:** TJ Andrews Commission

**GUESTS:** Amber Phillips

The special board meeting of the Grand Traverse County Department of Health and Human Services Board was called to order at 10:00am by Board Chair Cecil McNally in the Board room at Grand Traverse Pavilions.

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

**First Public Comment** - None

**Administrator Interview – Amber Phillips** – The Board asked applicant Amber Phillips eleven questions. Prior to the meeting, the board gave Phillips four questions. The board followed up with Phillips on her responses. Phillips was given a tour of the Pavilions with Kazim and the Director of Nursing, Kristen Packard, before the meeting.

Five minute recess at 11:15am

Andrews in 11:30am

**Board Discussion** – The board agreed no discussion was needed until after the final interview on December 15, 2023 meeting.

**Second Public Comment**

James Storey  
Sylvia McCullough

Meeting adjourned at 12:20pm

Signatures:

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

Date: December 28, 2023 Approved  
\_\_\_\_\_  
Corrected and Approved

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

1000 Pavilions Circle, Traverse City, MI 49684

**MINUTES OF THE DECEMBER 15, 2023  
SPECIAL BOARD MEETING**

<b>PRESENT:</b>	Cecil McNally, Mary Marois, Haider Kazim Darcey Gratton, Dave Hautamaki	Board Staff
<b>ABSENT:</b>	TJ Andrews	Commission
<b>GUESTS:</b>	Gerard Bodalski	

The special board meeting of the Grand Traverse County Department of Health and Human Services Board was called to order at 10:06am by Board Chair Cecil McNally in the Board room at Grand Traverse Pavilions.

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

**First Public Comment** - None

**Administrator Interview – Gerard Bodalski** – The Board asked applicant Gerard Bodalski eleven questions. Prior to the meeting, the board gave Bodalski four questions. The board followed up with Bodalski on his responses. Bodalski was given a tour of the Pavilions with McNally and the Interim Administrator, Dave Hautamaki, before the meeting.

Ten minute recess at 11:58 am

**Second Public Comment**

Sylvia McCullough  
Linda Pepper

Bodalski out 1:13pm

Lunch recess at 1:13 to 2:03pm

**Board Deliberation – Regarding the Administrator/CEO Position** – The Board unanimously agreed they had three extremely well qualified candidates and felt very fortunate to interview Al Raza, Amber Phillips and Gerard Bodalski and thanked all three for taking the time to meet, tour and for responding to questions prior to the meeting and during the public portion. The board deliberated on each of the interviews and discussed their references. McNally and Marois chose Bodalski as their top choice and Kazim chose Raza. Each board member shared their thoughts and analysis on ranking their number one candidate with all agreeing it was very close. McNally made a motion to appoint Gerard Bodalski as the next Administrator/CEO pending the outcome of the criminal background check and negotiations with a contract. Seconded by Marois. Discussed. Kazim shared he felt Bodalski and Raza were both very close as his top choice but noted that while his decision to have Raza remains unchanged as his top pick, he felt it was important for the board to be unified in their decision. With that said, he also voted for Bodalski. Motion carried unanimously.

The Board reviewed the following steps to draft a contract and salary.



**BIRCH RESIDENT COUNCIL MEETING  
November 29, 2023**

The Birch November 2023 meeting of the Grand Traverse Pavilions Resident Council was called to order at 3:07pm 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.

**7 Members present were introduced:**

Residents are marked X throughout the minutes.

**Staff members were introduced:**

Kari Belanger, CTRS, Life Enrichment

Traci Williams, RN – MDS Coordinator

The October 2023 minutes were distributed to all in attendance on 11/28/2023, per prior resident suggestion and request; the minutes were also offered to everyone in attendance at the meeting held this day.

**Old Business:**

Traci provided the following follow-up from the October meeting:

- Traci passed along information from X to the Dietary Department her food item dislikes and asked for it to be added to her meal card.
- Traci submitted the following work orders to Environmental Services:
  - o Regarding X's room temperature. ES placed a Wi-Fi temperature sensor in X's room and have adjusted the temperature to be warmer.
  - o Regarding the lights in X's room being too bright. X said, "The lights are not any better, and the CNAs are still turning on the big bright lights which still bother my eyes." *Traci said that she will continue to talk with staff about this.*
  - o Regarding cup holders to be placed on 2 wheelchairs and 1 walker.
  - o Regarding X's room and seeing ants and spiders. ES completed a complete check of his room, and nothing was found. X said, "3 or 4 days ago, I killed some spiders and ants in my room." *Traci said that she will submit another work order to Environmental Services.*

**New Business:**

Kari made the following announcements:

Special Event Activities for December:

- Monday December 4: Make Christmas Spritz Cookies (11:00am) and Enjoy Christmas Spritz Cookies & Milk (3:00pm) – Dogwood Sunroom  
(*suggested by resident*)

- Tuesday December 5: Let's Talk Food Committee Meeting – 3:00pm – Birch Main Dining Room
- Tuesday December 5: Holiday Music: Cherry Capital Men's Chorus – 7:15pm – Multi-Purpose Room
- Wednesday December 6: Prayers & Message with Pastor Kent – 11:00am – Multi-Purpose Room
- Wednesday December 6: Popcorn & Now Showing: *A Boy Called Christmas* – 2:30pm – Multi-Purpose Room
- Thursday December 7: Bingo Store – 10:30am-12:00pm – Multi-Purpose Room
- Friday December 8: Happy Hour and Now Showing: *The Grinch* – 2:30pm – Multi-Purpose Room
- Sunday December 10: Holiday Music: The Sunshine String Band – 11:00am - Multi-Purpose Room
- Monday December 11: X's Pasta Angels Ornaments – 3:00pm – Cherry Activity Room
- Tuesday December 12: Holiday Music: The Salvation Army – 11:00am – Multi-Purpose Room
- Wednesday December 13: Holiday Music Performance: John Denner – 11:00am – Multi-Purpose Room
- Thursday December 14: Holiday Sweets & Treats – 2:30pm-4:30pm – Aspen Main Dining Room & Multi-Purpose Room
  - Kelsea (OT) – will be taking photos of residents & their families
- Friday December 15: Catholic Mass with Father Joe – 11:00am – Multi-Purpose Room
- Sunday December 17: Holiday Message & Music with Watershed Church – 3:00pm – Multi-Purpose Room
- Monday December 18: Make Cut-Out Christmas Cookies (11:00am) and Frost & Decorate Cut-Out Christmas Cookies (3:00pm) – Cherry Activity Room  
(suggested by resident)
- Tuesday December 19: Holiday Music Performance: The Locals – 11:00am – Multi-Purpose Room
- Wednesday December 20: Holiday Music Performance: Tally & Bob Green – 10:30am - Multi-Purpose Room
- Wednesday December 20: Christmas Jingo – 3:00pm – Dogwood Sunroom
- Friday December 22: Popcorn & Now Showing: *A Christmas Story* – 10:30am – Multi-Purpose Room
- Friday December 22: Holiday Tea & Treats / Lights of Love – 2:30pm – Birch Main Dining Room
- Saturday December 23: Christmas Jingo – 2:00pm – Cherry Activity Room
- Sunday December 24: Hot Cocoa, Eggnog and Showing: *Gaither's Home for Christmas* – 11:00am – Multi-Purpose Room
- Monday December 25: Merry Christmas!! Santa's Elves

- Tuesday December 26: Make Candy Cane Bark – 3:00pm – Cherry Activity Room
- Wednesday December 27: Dogwood Resident Council Meeting – 10:45am – Dogwood Sunroom
- Thursday December 28: Cherry Resident Council Meeting – 10:30am – Cherry Activity Room
- Friday December 29: Prep & Set-Up for Taco Bar Lunch – 10:30am – Multi-Purpose Room
- Friday December 29: Build Your Own Taco Bar Lunch – 12:00pm-1:30pm – Multi-Purpose Room (*suggested by resident*)

Outings to sign-up for:

Friday December 8: Shopping at Meijer – board bus at 10:00am, return approximately 1:00pm

Tuesday December 19, Wednesday December 20 & Thursday December 21:  
Christmas Light Drive around TC  
(*suggested by residents in August & October RC meetings*)  
Board bus at 6:30pm, return approximately 8:30pm

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

Holiday Themed Weeks

Tree Topper Week: November 26<sup>th</sup> – December 2<sup>nd</sup>

Wear a Santa hat, elf ears, reindeer antlers....

You're a Mean One, Mr. Grinch: December 3<sup>rd</sup> – December 9<sup>th</sup>

Wear Grinch green, grinch shirt....

Let It Snow: December 10<sup>th</sup> – December 16<sup>th</sup>

Wear festive hats, socks, shirts...

Baby It's Cold Outside: December 17<sup>th</sup> – December 23<sup>rd</sup>

Wear your ugly holiday sweaters and shirts

Merry Christmas: December 24<sup>th</sup> & December 25<sup>th</sup>

Be comfy and wear your holiday pajamas

**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 Resident Council.

**Resident Council:**

- Does the facility help you with arrangements for resident council meetings?  
All residents present said, "Yes."

- Do they make sure you have a space to meet?  
All residents present said, "Yes." One resident said, "We always have our meetings in this room we are in right now."
- Can you have meetings without any staff present if you wish?  
All residents present said, "Yes." One resident said, "We cannot have a meeting without the staff, it just wouldn't be right. Staff needs to be here."
- How does the resident council communicate its concerns to the facility?  
One resident said, "Concerns or issues that I have brought up at the meeting, I know that Traci takes care of them because she comes and tells me, or we talk about it at the next meeting to see if it is still a concern."
- How does the staff respond to the resident council's concerns?  
All residents present said, "Good.:"
- If the facility cannot accommodate a resident council request, do they give you a reasonable explanation?  
All residents present said, "Yes."

### **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:

- The meals are very tricky. String beans are not to be pulverized; it changes everything.
- There is no flavor with the macaroni and cheese. It is really dry and sticks to my teeth.
- We used to have a variety of desserts and now it's a big lump of blueberries, strawberries and whatever.
- The dinner rolls are delicious, but they need to be put in a bag or something. They get put on the plate and the bottoms get all mushy from the sauce.

X:

- It's terrible. I don't think they know how to read.
- I talked with Traci, Sarah and the dietician. They sent me corn on the cob, and I don't have any teeth! So, tell me how am I supposed to eat corn on the cob!
- I've only had one banana in the 3 months I have been here, and I used to have on every day. Why can't I get a banana every day, it's not that hard.
- The rice is too thick. I can't stir it or even put sugar on it how I would like because it is too thick.

X:

- The macaroni and cheese is cheap, it is straight out of a box.
- Why can't they fry potatoes sometimes? I'm getting tired of seeing and having the little chunks of potatoes.

- How come I only get ½ of a bagel? I used to get a whole bagel and how come I only get a half.
- The chicken is always undercooked.

X:

- Real macaroni & cheese is supposed to be nice and creamy, not at all what we've been having.

X:

- Do they still make rice oatmeal or cream of rice? I've had it here before and it would be nice to it have again. Same with cream of wheat, it would be nice to have them once in a while.

X:

- I like everything. Everything is good.

X:

- Sometimes things are a little undercooked.

## **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:

X:

- They are doing a good job.

X:

- It's good.

X:

- I like it.

X:

- The housekeeping staff are the happiest staff around. They are always present, they are just wonderful.

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

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

X:

- Mine is pretty good.

X:

- It is good. I am fine.

X:

- I am and always have been cold. I just can't get warm no matter what I do.

X:

- It is about right for me. If I get too cold, I ask for a warm heated blanket and that does the trick.

X:

- It is good. I am warm.

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

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

X:

- When we get a new roommate, we should be properly introduced to our new roommate right away.
- When will the staff be able to stop wearing masks? It is hard for me to hear staff talking when they have the masks on.

*Traci told X and all present that as Birch Pavilion is still in isolation due to some of our friends not feeling well due to Covid, the staff will be continuing to wear masks and we do not have a timeline for when that will end.*

X:

- It is good.

X:

- They are wonderful to me.

X:

- They are good.

#### **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:

- It seems to be getting longer all the time.

X:

- It depends on the time of day. You also tell them what you need when they do answer your call light, but then they leave and never come back.

X:

- It is good for me. The staff help me.

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

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

X:

- My shower is regular and they are good about it.

X:

- I get two showers a week and I know when they are coming. The staff also remind me too.

X:

- Mine are good.

X:

- All is good.

#### **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 quiet for me. 10:00pm and everything is shhhhh...
- X:
- I can hear my neighbor talking or crying at night sometimes.
- X:
- You just get used to it. But does anyone else hear music all night long? I can't figure out where it is coming from, but I hear the green beret song and "We Will Overcome" from Martin Luther King, Jr.

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

- X and X both suggested and asked for someone from Dietary be present at the next meeting.
- X suggested watching The Polar Express movie during Christmas season.
- X suggested watching kids go sledding down the hill behind the building.
  - o *Kari will talk with Lori (childcare coordinator) to let us know when the kids go out to sled so that we can gather in the activity room to watch.*
- Traci informed everyone that she is taking a new position at the Pavilions, where she will be completing resident assessments and not working on Birch Pavilion. Melanie Farmer, RN, is stepping into Traci's role as Assistant Director of Nursing for Birch Pavilion. Traci said that she will miss everyone but will still be in the building and seeing everyone through her day.
- Kari asked everyone present at the meeting how they would feel about changing the Birch Resident Council meeting time to either Monday or Friday at 11:00am so that Melanie and Sarah our social worker would be able to join in at the meeting. All residents present said "Yes" in agreement to make this change, with meetings moving to Mondays starting in January and the December meeting being held on Friday as Christmas Day is on Monday.

The next Birch Resident Council meeting will be held on Friday December 29 at 11:00am in the Birch Activity Room, with January 2024 meeting to be held on Monday January 22, 2024. Kari asked for a volunteer to read over and sign the November 2023 minutes, and no one volunteered or said that they would like to do this. The Birch Resident Council Meeting was adjourned at 4:10pm by X, seconded by X.

Respectfully Submitted,

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Traci Williams, RN  
Birch Pavilion Assistant Director of Nursing

Kari Belanger, CTRS  
Recreational Therapist

## **CHERRY RESIDENT COUNCIL MEETING November 30, 2023**

The Cherry November 2023 meeting of the Grand Traverse Pavilions Resident Council was called to order at 10:32am in the Cherry 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.

### **4 Members present were introduced:**

Residents are marked 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

Melissa Morey, RD – Registered Dietician, Forefront Dining Services

The October 2023 minutes were distributed to all in attendance on 11/28/2023, 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 October 2023 minutes as written; X seconded the motion.

### **Old Business:**

No old business from the October meeting.

### **New Business:**

#### Special Event Activities for December:

- Monday December 4: Make Christmas Spritz Cookies (11:00am) and Enjoy Christmas Spritz Cookies & Milk (3:00pm) – Dogwood Sunroom (*suggested by resident*)
- Tuesday December 5: Let's Talk Food Committee Meeting – 3:00pm – Birch Main Dining Room
- Tuesday December 5: Holiday Music: Cherry Capital Men's Chorus – 7:15pm – Multi-Purpose Room
- Wednesday December 6: Prayers & Message with Pastor Kent – 11:00am – Multi-Purpose Room
- Wednesday December 6: Popcorn & Now Showing: *A Boy Called Christmas* – 2:30pm – Multi-Purpose Room
- Thursday December 7: Bingo Store – 10:30am-12:00pm – Multi-Purpose Room
- Friday December 8: Happy Hour and Now Showing: *The Grinch* – 2:30pm – Multi-Purpose Room

- Sunday December 10: Holiday Music: The Sunshine String Band – 11:00am - Multi-Purpose Room
- Monday December 11: Geri's Pasta Angels Ornaments – 3:00pm – Cherry Activity Room
- Tuesday December 12: Holiday Music: The Salvation Army – 11:00am – Multi-Purpose Room
- Wednesday December 13: Holiday Music Performance: John Denner – 11:00am – Multi-Purpose Room
- Thursday December 14: Holiday Sweets & Treats – 2:30pm-4:30pm – Aspen Main Dining Room & Multi-Purpose Room
  - Kelsea (OT) – will be taking photos of residents & their families
- Friday December 15: Catholic Mass with Father Joe – 11:00am – Multi-Purpose Room
- Sunday December 17: Holiday Message & Music with Watershed Church – 3:00pm – Multi-Purpose Room
- Monday December 18: Make Cut-Out Christmas Cookies (11:00am) and Frost & Decorate Cut-Out Christmas Cookies (3:00pm) – Cherry Activity Room  
(*suggested by resident*)
- Tuesday December 19: Holiday Music Performance: The Locals – 11:00am – Multi-Purpose Room
- Wednesday December 20: Holiday Music Performance: Tally & Bob Green – 10:30am - Multi-Purpose Room
- Wednesday December 20: Christmas Jingo – 3:00pm – Dogwood Sunroom
- Friday December 22: Popcorn & Now Showing: *A Christmas Story* – 10:30am – Multi-Purpose Room
- Friday December 22: Holiday Tea & Treats / Lights of Love – 2:30pm – Birch Main Dining Room
- Saturday December 23: Christmas Jingo – 2:00pm – Cherry Activity Room
- Sunday December 24: Hot Cocoa, Egnog and Showing: *Gaither's Home for Christmas* – 11:00am – Multi-Purpose Room
- Monday December 25: Merry Christmas!! Santa's Elves
- Tuesday December 26: Make Candy Cane Bark – 3:00pm – Cherry Activity Room
- Wednesday December 27: Dogwood Resident Council Meeting – 10:45am – Dogwood Sunroom
- Thursday December 28: Cherry Resident Council Meeting – 10:30am – Cherry Activity Room
- Friday December 29: Prep & Set-Up for Taco Bar Lunch – 10:30am – Multi-Purpose Room
- Friday December 29: Build Your Own Taco Bar Lunch – 12:00pm-1:30pm – Multi-Purpose Room (*suggested by resident*)

Outings to sign-up for:

Friday December 8: Shopping at Meijer – board bus at 10:00am, return approximately 1:00pm

Tuesday December 19, Wednesday December 20 & Thursday December 21:

Christmas Light Drive around TC

*(suggested by residents at August & October RC meetings)*

Board bus at 6:30pm, return approximately 8:30pm

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

Holiday Themed Weeks

Tree Topper Week: November 26<sup>th</sup> – December 2<sup>nd</sup>

Wear a Santa hat, elf ears, reindeer antlers....

You're a Mean One, Mr. Grinch: December 3<sup>rd</sup> – December 9<sup>th</sup>

Wear Grinch green, grinch shirt....

Let It Snow: December 10<sup>th</sup> – December 16<sup>th</sup>

Wear festive hats, socks, shirts...

Baby It's Cold Outside: December 17<sup>th</sup> – December 23<sup>rd</sup>

Wear your ugly holiday sweaters and shirts

Merry Christmas: December 24<sup>th</sup> & December 25<sup>th</sup>

Be comfy and wear your holiday pajamas

**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 Resident Council.

**Resident Council:**

- Does the facility help you with arrangements for resident council meetings?  
All residents present said, "Yes."
  
- Do they make sure you have a space to meet?  
All residents present said, "Yes."
  
- Can you have meetings without any staff present if you wish?  
All residents present said, "Yes."
  
- How does the resident council communicate its concerns to the facility?  
One resident present said, "Good."
  
- How does the staff respond to the resident council's concerns?  
One resident present said, "Very good."

- If the facility cannot accommodate a resident council request, do they give you a reasonable explanation?

One resident present said, "Yes," while another said, "I hope so."

### **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:

- (showing an empty or not filled out meal ticket) This was breakfast this morning. No one asked me what I wanted or filled this out, I had to wait.
  - o *Marta told X that she would follow-up with the nursing staff.*
- I've been getting Fruit Loops at breakfast; I don't like them, and I have never asked for them. I do not like cold cereal, I like oatmeal.
- The soup last night was not Corn Chowder. It was nothing but skim milk and no corn in it. It was not thick like how a chowder is supposed to be. The soups are just liquids with no chunks of anything in them. The cream of mushroom soup is the say way.
- I asked for a ½ of a chef salad one day and all I got was lettuce and nothing else.
- I am not offered snacks at nighttime.
- I am always the last one at night to be served.
  - o *Marta told X that she would follow-up with the nursing staff.*

X:

- I think they are good. I like to dip my toast in my eggs, and they do the eggs right for me.
- I am not offered snacks at night, but I have a lot of snacks in my room so that is okay.

X:

- The Cream of Asparagus soup was delicious. I cannot wait to have it again.
- The timing or service is slowly getting better.
- I am absolutely not being offered snacks at night.

X:

- Everything is pretty good.
- Snacks, I get them sometimes.

### **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:

When asked about the cleanliness of the facility, all residents present responded, "It is good."

X:

- The laundry is finally getting better. X is doing great. I've been getting a little back every day and it's nice.

*Kari reminded all present that with the holidays here and receiving of gifts from family members and friends, that it is really important to have new clothing items, blankets, slippers, socks, etc....all labeled. X thanked Kari for this reminder.*

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

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

X:

- My room is all right.

X:

- My room is warm all the time, but I have a concentrator going. My fan is always going too.

X:

- I've always been cold, especially at night. But I grab my blanket and wrap up in that when I'm watching T.V., and I am okay.

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

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

X:

- The nurses are good. They do a good job and talk with me about my medicines.

X:

- I like the CNAs, they are good.

### **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:

- Not really. It was 10:30pm the other night when my light was finally answered, and I started ringing at 6:30pm.
  - o *Marta said that she would follow-up on X's call light response with X after the meeting.*

X:

- *Shaking her head and nodding her head no.* It's not always me, my neighbor X is looking for someone to help him too.

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

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

All residents present said they are receiving their showers as they would like them.

### **7. Discussion regarding the nighttime noise level on Cherry Pavilion.**

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

X:

- It is not bad.

X:

- I have no complaints.

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

X suggested going shopping at Dollar Tree.

X suggested going shopping at Dollar Tree and out to lunch at China Fair.

X suggested having pizza for lunch.

The next Cherry Resident Council meeting will be held on Wednesday December 27, 2023, at 10:30am in the Cherry Activity Room. Kari asked for a volunteer to read over and sign the November 2023 minutes, and X said that she would do this. The Cherry Resident Council Meeting was adjourned at 11:15am by X, seconded by X.

Respectfully Submitted,

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Kari Belanger, CTRS  
Recreational Therapist

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X, Cherry Pavilion Resident

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Marta Pratt, RN  
Cherry Pavilion Assistant Director of Nursing

**DOGWOOD RESIDENT COUNCIL MEETING**  
**November 29, 2023**

The Dogwood November 2023 meeting of the Grand Traverse Pavilions Resident Council was called to order at 10:47 am 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.

**8 Members present were introduced:**

Residents are marked 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

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

**Old Business: None**

**Resident Group Interview Questions:**

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

**Resident Council:**

- Does the facility help you with arrangements for resident council meetings? Yes.
  
- Do they make sure you have a space to meet? Yes.
  
- Can you have meetings without any staff present if you wish? Yes.
  
- How does the resident council communicate its concerns to the facility? Concerns are passed on to involved departments.
  
- How does the staff respond to the resident council's concerns? Concerns are addressed and resolved if possible. X stated, "They are surprised at the things we say."
  
- If the facility cannot accommodate a resident council request, do they give you a reasonable explanation? Yes.

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

The floor was open for residents to respond:

- X replied, "Food is always cold when I eat in my room." She agreed it was worse during the isolation when it was served in Styrofoam.
- Linda encouraged residents to attend the Let's Talk Food Committee Meeting on December 5<sup>th</sup> at 3:00 pm in the Birch Main Dining Room.
- All residents agreed they receive or are offered snacks.

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

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

- All said, "Yes, very clean."
- X said, "The girls that clean are doing a great job."

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

- All said, "Yes."
- X stated, "I've had clothes missing: A blanket and four pair of sweatpants". She wants to go to the laundry and look for them. Staff will take her.

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

The floor was open for residents to respond:

- X would like it to be a little warmer. He was asked about having plastic put on his windows and said, "Yes."
- X would like plastic put on as well.
- X stated, "Sometimes cold." She declined having plastic put on.
- Other residents felt the temperature was good.

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

The floor was open for residents to respond:

- All said, "Yes." X said, "The nurses are wonderful."

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

The floor was open for residents to respond:

- X said, "No, they don't have enough help, especially at night. I wait thirty minutes for help." Naomi responded that we have a couple of new CNA's working. She informed residents that the administrator is working on hiring new staff. X added, "The help is great, we just do not have enough."

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

The floor was open for residents to respond:

- All residents said, "Yes."

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

The floor was open for residents to respond:

- X and X stated, “Quiet.” Residents noted there is one resident who “prowls up and down the halls at night.”

### **New Business:**

Linda made the following announcements:

#### Special Event Activities for December:

- Monday December 4: Make Christmas Spritz Cookies (11:00am) and Enjoy Christmas Spritz Cookies & Milk (3:00pm) – Dogwood Sunroom (*suggested by resident*)
- Tuesday December 5: Let’s Talk Food Committee Meeting – 3:00pm – Birch Main Dining Room
- Tuesday December 5: Holiday Music: Cherry Capital Men’s Chorus – 7:15pm – Multi-Purpose Room
- Wednesday December 6: Prayers & Message with Pastor Kent – 11:00am – Multi-Purpose Room
- Wednesday December 6: Popcorn & Now Showing: *A Boy Called Christmas* – 2:30pm – Multi-Purpose Room
- Thursday December 7: Bingo Store – 10:30am-12:00pm – Multi-Purpose Room
- Friday December 8: Happy Hour and Now Showing: *The Grinch* – 2:30pm – Multi-Purpose Room
- Sunday December 10: Holiday Music: The Sunshine String Band – 11:00am - Multi-Purpose Room
- Monday December 11: Geri’s Pasta Angels Ornaments – 3:00pm – Cherry Activity Room
- Tuesday December 12: Holiday Music: The Salvation Army – 11:00am – Multi-Purpose Room
- Wednesday December 13: Holiday Music Performance: X Denner – 11:00am – Multi-Purpose Room
- Thursday December 14: Holiday Sweets & Treats – 2:30pm-4:30pm – Aspen Main Dining Room & Multi-Purpose Room
  - Kelsea (OT) – will be taking photos of residents & their families
- Friday December 15: Catholic Mass with Father Joe – 11:00am – Multi-Purpose Room
- Sunday December 17: Holiday Message & Music with Watershed Church – 3:00pm – Multi-Purpose Room
- Monday December 18: Make Cut-Out Christmas Cookies (11:00am) and Frost & Decorate Cut-Out Christmas Cookies (3:00pm) – Cherry Activity Room (*suggested by resident*)
- Tuesday December 19: Holiday Music Performance: The Locals – 11:00am – Multi-Purpose Room
- Wednesday December 20: Holiday Music Performance: Tally & Bob Green – 10:30am - Multi-Purpose Room
- Wednesday December 20: Christmas Jingo – 3:00pm – Dogwood Sunroom

- Friday December 22: Popcorn & Now Showing: *A Christmas Story* – 10:30am – Multi-Purpose Room
- Friday December 22: Holiday Tea & Treats / Lights of Love – 2:30pm – Birch Main Dining Room
- Saturday December 23: Christmas Jingo – 2:00pm – Cherry Activity Room
- Sunday December 24: Hot Cocoa, Eggnog and Showing: *Gaither's Home for Christmas* – 11:00am – Multi-Purpose Room
- Monday December 25: Merry Christmas!! Santa's Elves
- Tuesday December 26: Make Candy Cane Bark – 3:00pm – Cherry Activity Room
- Wednesday December 27: Dogwood Resident Council Meeting – 10:45am – Dogwood Sunroom
- Thursday December 28: Cherry Resident Council Meeting – 10:30am – Cherry Activity Room
- Friday December 29: Prep & Set-Up for Taco Bar Lunch – 10:30am – Multi-Purpose Room
- Friday December 29: Build Your Own Taco Bar Lunch – 12:00pm-1:30pm – Multi-Purpose Room (*suggested by resident*)

Outings to sign-up for:

Friday December 8: Shopping at Meijer – board bus at 10:00am, return approximately 1:00pm

Tuesday December 19, Wednesday December 20 & Thursday December 21:  
 Christmas Light Drive around TC  
*(suggested by residents at August & October RC meetings);*  
 Board bus at 6:30pm, return approximately 8:30pm

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

Holiday Themed Weeks

Tree Topper Week: November 26<sup>th</sup> – December 2<sup>nd</sup>

Wear a Santa hat, elf ears, reindeer antlers....

You're a Mean One, Mr. Grinch: December 3<sup>rd</sup> – December 9<sup>th</sup>

Wear Grinch green, grinch shirt....

Let It Snow: December 10<sup>th</sup> – December 16<sup>th</sup>

Wear festive hats, socks, shirts...

Baby It's Cold Outside: December 17<sup>th</sup> – December 23<sup>rd</sup>

Wear your ugly holiday sweaters and shirts

Merry Christmas: December 24<sup>th</sup> & December 25<sup>th</sup>

Be comfy and wear your holiday pajamas

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

- Tracey asked if the facility looks out for the residents regarding their insurance policies. Cindi responded that the facility is not involved in choosing insurance companies or policies.
- Cindi recommended he call: 1-800-MEDICARE or talk to his family if he has questions.

The next Dogwood Resident Council meeting will be held on December 27<sup>th</sup> at 10:45 am in the Dogwood Sunroom. Cindi asked for a volunteer to read over and sign the November 2023 minutes, and X said that she would do this. The Dogwood Resident Council Meeting was adjourned at 11:25 am by X, seconded by X.

Respectfully Submitted,

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Linda Burton , CTRS  
Recreational Therapist

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Cindi Pobuda, LBSW  
Dogwood Pavilion Social Work

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Naomi Rode, RN  
Dogwood Pavilion Assistant Director of Nursing

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Dogwood Pavilion Resident

## ELM RESIDENT COUNCIL MEETING

November 30, 2023

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

### 9 Members present were introduced:

Residents are marked X throughout the minutes.

### Staff members were introduced:

Linda Burton, CTRS, Life Enrichment

Naomi Rode, RN, ADON – Elm Pavilion

Cindi Pobuda, LBSW – Elm Pavilion Social Work

### New Business:

Linda made the following announcements:

#### Special Event Activities for December:

- Monday December 4: Make Christmas Spritz Cookies (11:00am) and Enjoy Christmas Spritz Cookies & Milk (3:00pm) – Dogwood Sunroom (*suggested by resident, X*)
- Tuesday December 5: Let's Talk Food Committee Meeting – 3:00pm – Birch Main Dining Room
- Tuesday December 5: Holiday Music: Cherry Capital Men's Chorus – 7:15pm – Multi-Purpose Room
- Wednesday December 6: Prayers & Message with Pastor Kent – 11:00am – Multi-Purpose Room
- Wednesday December 6: Popcorn & Now Showing: *A Boy Called Christmas* – 2:30pm – Multi-Purpose Room
- Thursday December 7: Bingo Store – 10:30am-12:00pm – Multi-Purpose Room
- Friday December 8: Happy Hour and Now Showing: *The Grinch* – 2:30pm – Multi-Purpose Room
- Sunday December 10: Holiday Music: The Sunshine String Band – 11:00am - Multi-Purpose Room
- Monday December 11: Geri's Pasta Angels Ornaments – 3:00pm – Cherry Activity Room
- Tuesday December 12: Holiday Music: The Salvation Army – 11:00am – Multi-Purpose Room
- Wednesday December 13: Holiday Music Performance: John Denner – 11:00am – Multi-Purpose Room
- Thursday December 14: Holiday Sweets & Treats – 2:30pm-4:30pm – Aspen Main Dining Room & Multi-Purpose Room
  - Kelsea (OT) – will be taking photos of residents & their families
- Friday December 15: Catholic Mass with Father Joe – 11:00am – Multi-Purpose Room
- Sunday December 17: Holiday Message & Music with Watershed Church – 3:00pm – Multi-Purpose Room

- Monday December 18: Make Cut-Out Christmas Cookies (11:00am) and Frost & Decorate Cut-Out Christmas Cookies (3:00pm) – Cherry Activity Room  
(*suggested by resident*)
- Tuesday December 19: Holiday Music Performance: The Locals – 11:00am – Multi-Purpose Room
- Wednesday December 20: Holiday Music Performance: Tally & Bob Green – 10:30am - Multi-Purpose Room
- Wednesday December 20: Christmas Jingo – 3:00pm – Dogwood Sunroom
- Friday December 22: Popcorn & Now Showing: *A Christmas Story* – 10:30am – Multi-Purpose Room
- Friday December 22: Holiday Tea & Treats / Lights of Love – 2:30pm – Birch Main Dining Room
- Saturday December 23: Christmas Jingo – 2:00pm – Cherry Activity Room
- Sunday December 24: Hot Cocoa, Eggnog and Showing: *Gaither's Home for Christmas* – 11:00am – Multi-Purpose Room
- Monday December 25: Merry Christmas!! Santa's Elves
- Tuesday December 26: Make Candy Cane Bark – 3:00pm – Cherry Activity Room
- Wednesday December 27: Dogwood Resident Council Meeting – 10:45am – Dogwood Sunroom
- Thursday December 28: Cherry Resident Council Meeting – 10:30am – Cherry Activity Room
- Friday December 29: Prep & Set-Up for Taco Bar Lunch – 10:30am – Multi-Purpose Room
- Friday December 29: Build Your Own Taco Bar Lunch – 12:00pm-1:30pm – Multi-Purpose Room (*suggested by resident*)

Outings to sign-up for:

Friday December 8: Shopping at Meijer – board bus at 10:00am, return approximately 1:00pm

Tuesday December 19, Wednesday December 20 & Thursday December 21:

Christmas Light Drive around TC

(*Suggested by residents at August & October RC meetings*);

Board bus at 6:30pm, return approximately 8:30pm

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

Holiday Themed Weeks

Tree Topper Week: November 26<sup>th</sup> – December 2<sup>nd</sup>

Wear a Santa hat, elf ears, reindeer antlers....

You're a Mean One, Mr. Grinch: December 3<sup>rd</sup> – December 9<sup>th</sup>

Wear Grinch green, grinch shirt....

Let It Snow: December 10<sup>th</sup> – December 16<sup>th</sup>

Wear festive hats, socks, shirts...

Baby It's Cold Outside: December 17<sup>th</sup> – December 23<sup>rd</sup>  
Wear your ugly holiday sweaters and shirts  
Merry Christmas: December 24<sup>th</sup> & December 25<sup>th</sup>  
Be comfy and wear your holiday pajamas

**Residents were asked for ideas for future activities:**

- X suggested rides or drives for the residents.
- X suggested having hot chocolate with options for toppings.

**Resident Group Interview Questions:**

1. Asked the residents, "If you need help, do the staff come to help you?" All residents said, "Yes."
2. Asked the residents if they were being offered an evening snack. X said, "Yes."
3. Asked the residents if the staff treat them with respect. X said, "They are good."
4. Asked the residents if the food is good here. X said, "It's been good." X said, "Usually pretty good."
5. Asked the residents if their rooms are clean. X said, "Yes." X said, "In the summer, comfortable."
6. Asked the residents if their clothes came back from the laundry clean. All said, "Yes."
7. Asked the residents if the temperature in their rooms was comfortable. X said, "Okay."
8. Asked the residents if they had enough to do. X said, "No." X said, "I try to catch up on what needs to be done. X said, "There's a pattern of daily activities."
9. Asked the residents if there is anything we could do to make things better. X said, "Keep neighborhoods clean."

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

No other concerns or complaints were noted. The meeting adjourned at 10:50am.  
Respectfully Submitted,

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Linda Burton , CTRS  
Recreational Therapist

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Cindi Pobuda, LBSW  
Elm Pavilion Social Worker

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Naomi Rode, RN Elm Pavilion Assistant Director of Nursing

## BOARD CHAIRPERSON REPORT

Let me begin by expressing thank you to all of the staff for all that they do. This has been a difficult few months as we transition to new leadership. And a special appreciation for all of the long hours and Holiday hours that you worked to insure the safety and well being of our residents. And last, but not least, the work that was done throughout the survery process was remarkable. All of you are to be thanked for the part that you made in our success.

Your MDHHS Board worked really hard in November going over application for the Administrator position. I urge you to go online at the Pavilions website and view the interviews of the final three candidates. The quality of all three of the final candidates was quite remarkable. In the end, Gerard Bodalski was selected as our choice and we are currently in the process of negotiating a contract. In the meantime, we have been very fortunate to have David Hautamaki at the helm in an Interim slot. Our hope is that both of these individuals will have a few days together to make the transition easier.

As we move into 2024, our plan is to continue to be transparent; work to produce financial reports that are meaningful to you, the owners; work toward finalizing a strategic plan, increase the amount of direct care staff; and meet the long term care needs of our residents.

We invite constructive suggestions from you the public how we might better accomplish our goals. Thank you for your support in 2023.

## Marketing Goal

- To increase Assisted Living census by at least 10 residents.
- To Hire 38 employees (23 CNA’s and 15 Licensed Nurses), plus an additional 5 a month to cover turnover.
  - As we hire more direct care staff, the ultimate goal is to increase our census. Once we achieve the hiring of the 38 employees mentioned above and assume we cover our turnover we will be able to reach a census of 194.

To accomplish this we need to raise awareness of services we offer to the elderly in our community, and engage job seekers and sell them on why GTP is a great place to work.

## Digital Marketing/Social Media

Today, hundreds of thousands of businesses engage in digital marketing, as they find it easier—and more cost-effective—to reach a large number of people this way.

- Increase Customer Loyalty with Frequent Communications - Encourage the general public to follow Grand Traverse Pavilions on all of their social media channels. Keep followers engaged with helpful, relevant content or with content that inspires and delights them. (Whenever they need services (whether it be for respite, assisted living, skilled nursing, wellness services, or even employment opportunities, the chances are they’ll be more apt to seek out Grand Traverse Pavilions with this strategy.)

Advantages include: low cost, huge return on investment, easy to measure, and greater engagement. Efforts of digital marketing endeavors included on the following platforms:

Traverse City Ticker	Facebook
Indeed	Instagram
Grand Traverse Senior Center/Lpi	Special issues of Local Newspapers

## Direct Marketing

Direct mail marketing is tangible and personal, it has been determined an effective approach to communicate with the demographics we are seeking to appeal to. That being said, the 2024 plan is:

- Legacy Magazine: The feature publication of the Grand Traverse Pavilions and the Pavilions Foundation is the Legacy Magazine which is published twice annually and posted on our website for viewing.
  - Legacy 2 issues
    - Spring/Summer (April)  
Production Schedule:  
Post/Production: April 1, 2024
    - Fall/Winter (October)  
Production Schedule:  
Post/Production: October 15, 2024

- Donor Appeals: An appeal letter to a targeted prospect list of higher income individuals based on needs identified or parameters set by the CEO/Administrator.
  - Lights of Love end of year appeal completed in conduction with the Neighborhood Newsletters sent to families and promoted in the web based/digital Legacy Magazine, also promoted on the Pavilions Facebook Page.

### Marketing Collateral

Track and report materials inventory, and distribute the marketing/promotional materials as needed. Need to look into whether or not we should keep some in stock with the PCC switch over. Additionally, Marketing retains the approval process for all internal, inter-departmental, and external communications regarding the use of corporate logos and branding materials.

### Advertising

The Pavilions provides products and services that most people will eventually need, but don't shop for until the need is urgent. Recognizing this, an advertising strategy of consistency among all audiences will be important to ensure that the Pavilions remains top of mind when they are ready to make a decision regarding their or a loved one's care. Messages will be designed to reinforce the impact of the Pavilions services in the community, as well as, the fact that the organization is a public nonprofit that benefits the community and complies with state statutes.

Ideally, a well-established broadcast media plan will help provide coverage to regional audiences and promote the Pavilions as an expert resource when it comes to successful aging and be supplemented with other publications including area senior guides, and special editions of other local publications. Ads should focus on one product line, but mention the full-spectrum of care, as well as any upcoming events if possible.

With evolving barriers encountered throughout the pandemic, and with staffing census levels being low, Marketing received the directive to focus their budget spend on increasing census in the Cottages and recruitment of direct care staff to allow the SNF to take on more residents.

**The goal for 2024 will be to continue advertising expenditures and seek creative ways to promote Grand Traverse Pavilions as an employer of choice, with a heavy emphasis on employment opportunities via social media platforms, digital messaging, and free local networking platforms available. The projected budget for 2024 has been set at a level of \$65,000.**

### Advertising

- Prime Time News & Observer: EST. spend of **\$2,900** devoted toward advertising featured on the inside cover of the Senior Directory (to be published in January). Over 25,000 directories are distributed throughout Antrim, Benzie, Grand Traverse, Kalkaska, Leelanau counties.
- Lpi – Senior Care Network: The Lpi/Senior Center Network annual subscription of **\$1,734.96** is renewed April of each corresponding year. This publication is distributed to the Grand Traverse County Commission on Aging and Senior Center participants (roughly 75% of the 4,000 GT County residents who receive it are either seniors or caregivers.)

- UPNORTHLIVE: Proposed Spend of **\$50,100** based on our goal of recruiting 38 employees (plus an additional 5 a month to cover turnover) and increasing the Cottage’s census by at least 10. The \$50,100 averages out to \$4,175 a month. (All plans can be opted out of with a 30-day written notice)

The services we would receive would be...

**-Broadcast Television** commercials for brand awareness and services offered. (Commercial production is included in cost)

**-\$1240/mo** would give us 29 30-second scheduled commercials per month reaching on channels that would reach our demographic who would be making these decisions for themselves or their parents. The commercials would air on NBC and ABC on 7&4 news from 4:30-7AM and again for the 5 o'clock news. They would also air on Judge Judy and Dr Phil creating a “Roadblock” so they air simultaneously and whether they are watching NBC or ABC they would still see our commercial.

**- Targeted Stream Commercials** for recruitment of staff. (Commercial production is included in cost)

**-\$1000/mo** would give us 22,000 targeted commercials per month to an audience that has engaged in online content indicating that they are job seekers. Including users who visit informational sites related to searching for new jobs and career advice, and individuals who are currently seeking jobs based on observed social media behavior.

**-Targeted Email** for recruitment, can also be used for general branding.

**-\$900/mo** includes 25,000 targeted emails to the same audience as the targeted commercials reaching job seekers on another platform keeping us in mind.

-All emails they have access to have double-opted in, with a guaranteed Click Through Rate of 2%, meaning at least 500 emails would have engagement.

-Their database is scrubbed monthly of users who are no longer active, while adding users who go through multiple verification/opt-in processes to ensure no spam.

**-Re-Target on social media** for recruitment.

-An additional **\$500 a month** would piggyback off our targeted email providing another 25,000 impressions to anyone who interacts with that email keeping us front of mind. Anyone who interacts with the email would then be targeted on social media re engaging that user again and again encouraging engagement. Less than 2% of consumers convert on a first-time visit, this would keep our brand in mind and they would be more likely to act upon the re-target.

**-Search Engine Optimization** – for brand awareness/services offered at **\$1000 a month**.

-Much like the Search we have used with Spectrum we would be buying words/phrases that pertain to our services/jobs offered. For example, “assisted living near me”, “CNA jobs near me”, “nursing homes traverse city” and so on. The \$1000 budget would get us roughly 225-250 clicks. Other businesses are also paying for those same words so the more you spend the more clicks you would get. We would have to strategically look at what phrases we are using so we aren’t using something so common that we are getting outbid and not showing up in the top 5.

## Broadcast Advertising

- MidWestern Broadcast: The recommended budgeted amount for broadcasting initiatives amount to **\$11,880**. This would include 66 30-seconds commercials a month at \$990/month for recruitment and services we offer, it can be split anyway we would like. 26 of the 66 commercials would be aired on WTCM reaching demographics of 35-75 on the morning commute from 6-10 AM. The other 40 commercials would air on Z93 reaching the demographic of 18-35 again playing on the morning commute from 6-10 am. IF we wanted to spend \$500 a month we would only receive 16 commercials a month.

# Strategy increase New Hires AND Census 2024





Grand Traverse Pavilions  
A COMMUNITY CARING FOR GENERATIONS

# AGENDA

- About Sinclair
- Campaign Goals
- Insights
- Strategy and tactics
- Investment
- Next Steps

**SINCLAIR**  
BROADCAST GROUP

**SINCLAIR**  
BROADCAST GROUP

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SINCLAIR  
BROADCAST GROUP

# CONNECTING PEOPLE WITH CONTENT EVERYWHERE

SPORTS | NEWS | ENTERTAINMENT | DIGITAL

- Every platform and device
- Premium audiences
- Quality content

# Sinclair Partnerships:

## OUR INTEGRATED SOLUTIONS

We align our solutions with your company's unique marketing needs, helping you reach your targeted audience and drive real results to grow your business.

## WE HAVE YOUR BACK

You receive dedicated support from our team of integrated marketing experts to optimize your impact and maximize your ROI.

## ONE-STOP-SHOP MARKETING

From strategic council and media planning, to research and creative production, execution, performance tracking, we are the only partner that supports you throughout every phase of the campaign.

## DRIVE RESULTS

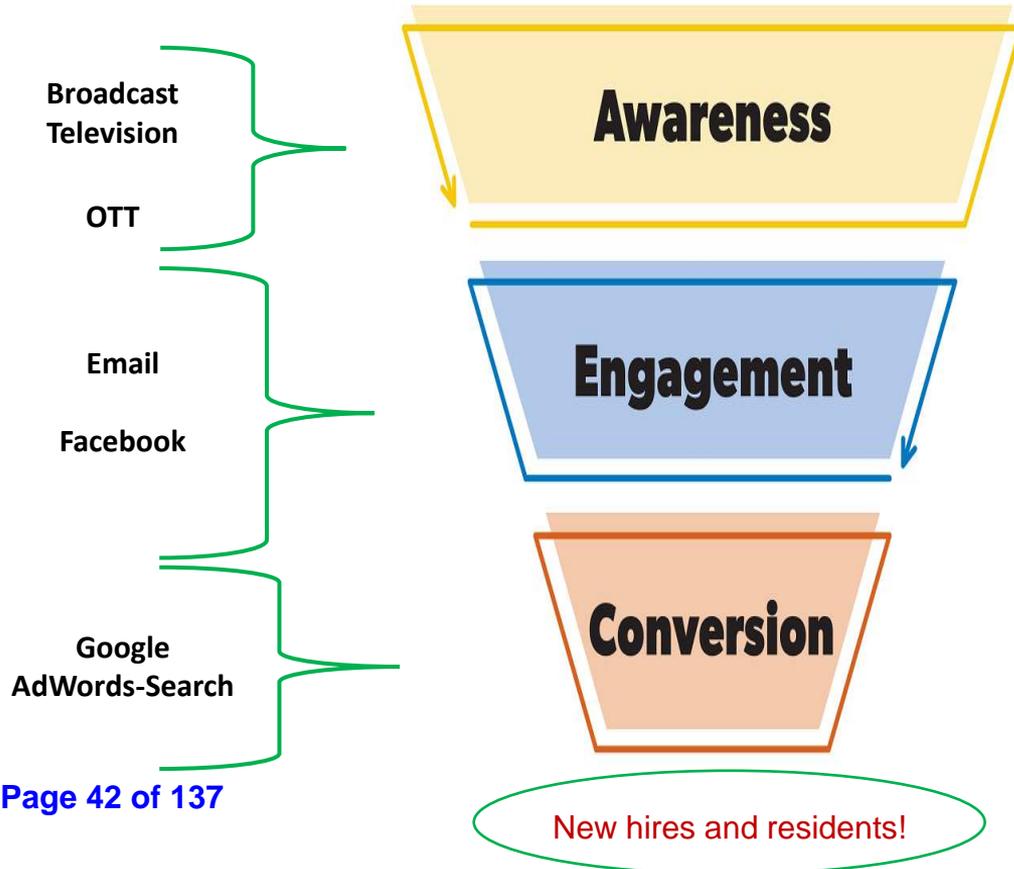
With our sophisticated targeting capabilities, we help you drive brand awareness across your most desired audience, acquire new customers, and grow existing customer loyalty.

# Goals

- Duplicity: Employee and Census
- New hires
  - %
- Census
  - %
- Brand Awareness
  - Re-establish Pavilions Brand



# The Decision-Making Process



The marketing funnel is a model for the process of turning leads into customers

The idea is that, like a funnel, marketers cast a broad net to capture as many leads as possible, and then slowly nurture prospective customers through the purchasing decision

# About Marshall Marketing

- Operating as a Research & Consulting company since 1985
- Based in Pittsburgh with offices in Charlotte, Denver, Los Angeles, Orlando, Raleigh, Knoxville, and Spokane
- Survey over 130 markets annually
- Data collection methods available: telephone, mail, online, polling
- Media clients include: TV & radio stations, cable, newspapers, circular printers, direct mail
- Provide customized research and consulting to various companies including financial institutions, auto dealers, furniture stores, hospitals, restaurants, grocery stores and more

[www.marshallmarketingusa.com](http://www.marshallmarketingusa.com)



# Recommend-Retirement Community

If a family member or friend were investigating senior care, assisted living or retirement communities, which one community would you recommend?

	(Generation X (1965-1980) or Baby Boomers (1946-1964))	
	2021	2023
Grand Traverse Pavilions	8%	5%
The Brooks	3%	4%
Green Acres	1%	2%
American House Senior Living	2%	2%
Bay Ridge Assisted Living	3%	2%
Grand View	2%	1%
Kalkaska Long Term Care	0.3%	2%
Manastee Medical Care Facility	0%	2%
Aspen Ridge	-	0.9%
Curry House	0.3%	0.6%
Glen Eagle	2%	0.6%
Independance Village	1%	1.6%
Meadow Brook	2%	1.9%
Orchard Creek Assisted Living	0%	0.6%
The Village at Bay Ridge	0.9%	1.5%
Cordia at Grand Traverse Commons	2%	2.9%
Munson Medical Center	2%	0.9%
Villa at Traverse Point	0.3%	0.3%
Don't know	47%	50%

# Media Past 7 Days

In the past 7 days, have you...?

	Total Adults	(Generation X (1965-1980) or Baby Boomers (1946-1964))
Watched Television	83%	87%
Watched Television through a streaming service such as Hulu, Netflix, Roku, Voodoo, On-Demand or App	60%	55%
Watched a YouTube Video	55%	52%
Watched a Weathercast, Single News Story or Streaming Newscast	39%	43%
Read a printed/paper copy of the Newspaper	27%	28%

## Newspaper Read Past 7 Days

In the past 7 days, which printed/paper copies of newspapers have you read?

	Total Adults		(Generation X (1965-1980) or Baby Boomers (1946-1964))	
	2021	2023	2021	2023
Traverse City Record Eagle	14%	11%	13%	11%
None	66%	77%	64%	76%

# WPBN/WGTU Programs

In the past 7 days, which of the following programs did you watch at least once?

	Total Adults	(Generation X (1965-1980) or Baby Boomers (1946-1964))
7&4 News WPBN 6PM	26%	30%
7&4 News 5-6PM	26%	25%
Jeopardy 7:30P	24%	27%
Wheel Of Fortune 7P	20%	19%
7&4 News Today 4:30-5am	18%	18%
7&4 News Today 5-6AM	18%	16%
7&4 News Today 6-7AM	16%	18%
Judge Judy 4-5:30P	12%	13%
Dr. Phil 4-5P	10%	7%
Upnorth Live Tonight 6:30-7PM	10%	8%
Hot Bench 3-4PM	10%	5%
Kelly Clarkson 3-4P 7&4	7%	5%
Rachael Ray 12N-1P	7%	5%
The View 11A-12N	7%	5%
The Drew Barrymore Show 2-3P	7%	5%
Entertainment Tonight 7:30P	6%	6%



# ON AIR

BROADCAST Television

- The most cost-effective message platform for reach and frequency
- Broadcast Television reaches more people each day than other traditional media platforms and digital media platforms
- Appointment Television=Highly engaged audience



LIVE LOCAL NOW

UpNorth Live 74 TODAY

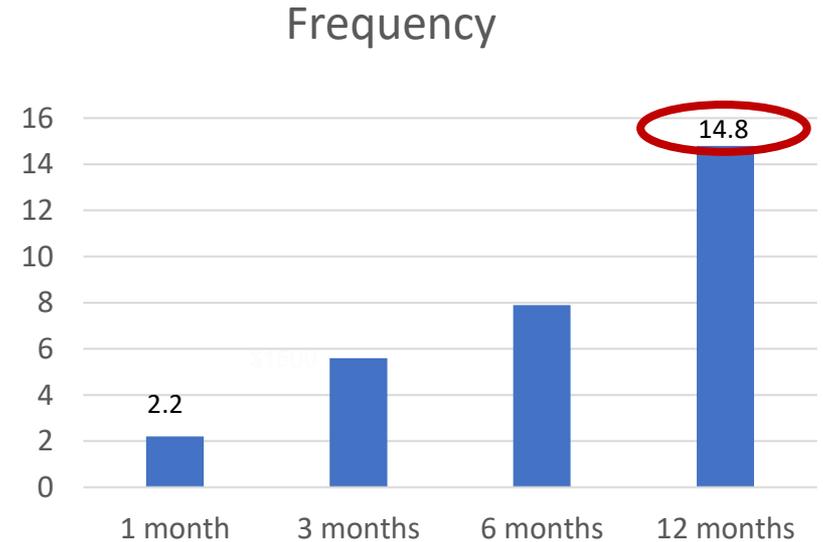
WEEKDAY MORNINGS 4:30-7:00 A.M.

NICOLE LONG MARK WATKINS BRENDAN KINNEY ALLISON BAXTER

# Broadcast TV schedule:

Program	Network	Days	Time	30 sec. spots/ month
7&4 News	NBC	Tues-Thurs	4:30 am-5:00 am	6
7&4 News	NBC	Tues-Thurs	5:00 am-6:00 am	6
7&4 News	NBC	Tues-Thurs	6:00 am-7:00 am	3
Judge Judy	ABC	Tues-Thurs	4:00 pm-5:00 pm	6
Dr. Phil	NBC	Tues-Thurs	4:00 pm-5:00 pm	6
7&4 News	NBC	Tues-Thurs	5:00 pm-6:00 pm	2
Total spots/month				29

# Broadcast TV Women 50+:



OTT | Over The Top

Put your commercial on televisions in homes that fit a specific target profile

While consumers are using a streaming service, your commercial will air around full length programming no matter when or what your target chooses to watch! Accurate and Validated!

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- 95+% in CTV
- 96%+ Verified Completion Rates
- Daily Reporting Dashboards
- Validated by MRC accredited: MOAT
- All Impressions in Non-Skippable
- State, DMA or Zip Code Targeting
- Brand Safe & Fraud Protected
- 1000's of target categories: BITS



Audience that has engaged in online content indicating that they are job seekers. This includes users who visit informational sites related to searching for new jobs and career advice.

**OTT gives you the ability to reach people across paid and free platforms as they stream their favorite shows.**

**Streaming video is gradually overtaking broadcast TV as the media of choice for many viewers, and for good reason. It's convenient and offers much higher levels of interaction and engagement.**

**Streaming video is an increasingly popular and effective way of reaching modern viewers and is the ideal choice for brands that want to engage potential customers.**



Individuals who are currently seeking jobs based on observed social media behavior.

# GROW YOUR BUSINESS WITH EMAIL MARKETING

## TELL YOUR STORY

Send customized messages to a defined target audience and grow new customers, promote events, extend special offers, and generate awareness of your products and services. It is a large format that is suitable for telling a complex story.

### Features Include

- In-house graphic design team
- Templated designs or custom HTML available
- 200 million+ database with **extensive verification and opt-in processes** that is appended monthly; **no spam**
- **2% CTR Guarantee**
- Detailed reporting provided 7-9 business days after deployment

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**Grand Traverse Pavilions**  
A COMMUNITY CARING FOR GENERATIONS

**Certified Nurse Aide (CNA) Training Information**

**A career that loves you back . . .**

Train to become a Certified Nurse Aide with a full time job when you finish.  
**FREE CNA Training for qualified applicants!**

**FREE CNA Training for qualified applicants. Apply Today!**

**If you are interested in employment with Grand Traverse Pavilions, you've taken the first step toward a great career choice! A choice where what you do makes a difference in peoples' lives every single day.**

**Click [here](#) for more information about employment at Grand Traverse Pavilions.**

*A career that loves you back!*

Grand Traverse Pavilions offers free CNA Training for qualified candidates.  
Apply now at gtpavilions.org/jobs or call (231) 932-3000

**Apply Online**

SUCCESSFUL CAMPAIGNS START WITH

# Quality Data

## Database Features:

- We have access to massive email subscriber lists.
- The subscribers have all chosen to double opt-in.
- These email databases are dynamic. We are both acquiring new email addresses while eliminating subscribers who opt out or are inactive.
- Through surveys and behavior, the characteristics of each subscriber is defined.
- The subscriber database is searchable by specific defining characteristics.

## Data Scrubbing Features:

- We ensure deliverable email addresses
- We clean the data internally as well as use secondary partners
- Real-time scanning technology that constantly monitors to remove invalid and/or dormant email addresses
- 100% CAN-Spam, and DMA compliant to ensure delivery to quality email recipients
- No Bots Guarantee

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## Email Target sample:

The screenshot displays a web interface for email targeting. At the top, there is a 'Search Parameters' section with the following fields: 'Count Results' showing '34,798' (circled in red), 'Count Name' with the value 'sdepy20231122102012', and 'Per Household' set to 'One'. Below this is a 'Suppression File' section with a 'Choose Suppression File' button and a 'Download Br...' button. The 'Selected Criteria' section is expanded to show 'Geography' with a dropdown for 'Counties' listing 'Grand Traverse County, MI', 'Leelanau County, MI', 'Benzie County, MI', 'Wexford County, MI', 'Kalkaska County, MI', and 'Antrim County, MI'. Under 'Occupation', a dropdown for 'Job Seeker' is selected, showing 'Job Seeker' as the chosen option.

# Email case study:




## E-mail metrics:



### CAMPAIGN REPORT

#### Campaign Summary

**Name:** 29876 Harmony Senior Services

**From/Brand:** Harmony Senior Services

**Headline:** News

**Broadcast Date:** 01/26/2021

<b>Audience:</b> 75,000	<b>ID:</b> 1372469
<b>Views:</b> 13,617	<b>Clicks:</b> 2,185
<b>View %:</b> 18.16%	<b>Click %:</b> 2.91%

#### Campaign Creative



#### Campaign Stats

**Views | 18.16% | Total Views 13,617**

**Clicks | 2.91% | Total Clicks 2,185**

**CTVR | 16.05%**

#### Clicks by Device

 <b>Desktop</b>	<b>77.25%</b>	<b>1,688</b>
 <b>Mobile</b>	<b>22.75%</b>	<b>497</b>

#### Clicks by Web Browser

 <b>1,635</b>	 <b>106</b>	 <b>92</b>	 <b>286</b>	 <b>66</b>
---	---	--	---	--

## E-mail metrics continued:





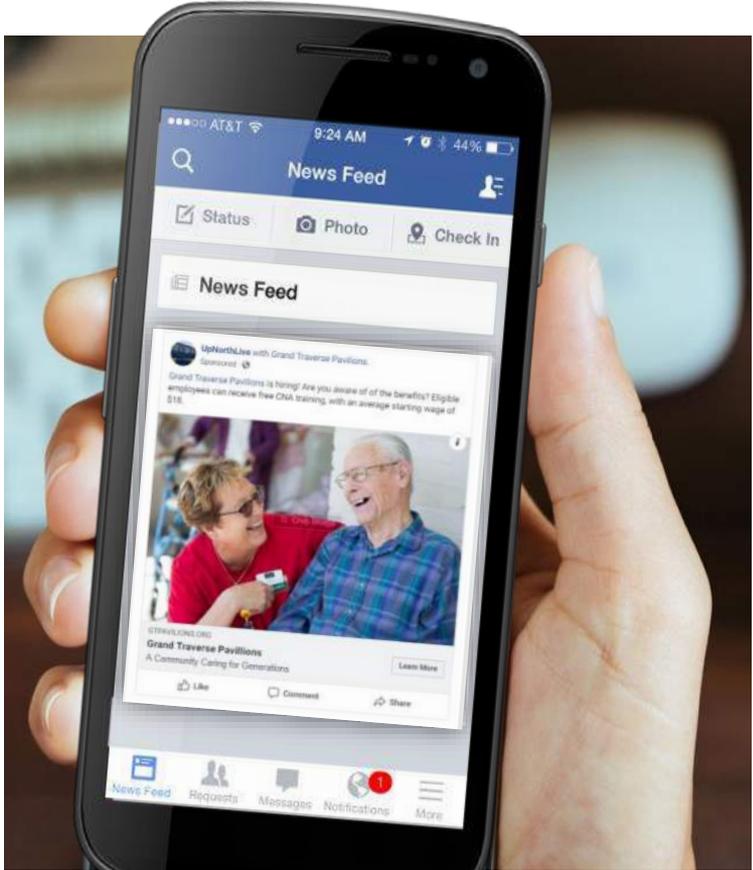
Index	Link URL	Clicks	%
1	<a href="https://www.harmonyseniorservices.com/?utm_source=Compulse&amp;utm_medium=Email&amp;utm_campaign=Harmonyemail&amp;utm_content=">https://www.harmonyseniorservices.com/?utm_source=Compulse&amp;utm_medium=Email&amp;utm_campaign=Harmonyemail&amp;utm_content=</a>	256	11.72%
2	<a href="https://www.harmonyseniorservices.com/senior-living/va/suffolk/harbour-view-blvd/?utm_source=Compulse&amp;utm_medium=Email&amp;utm_campaign=Harmonyemail&amp;utm_content=">https://www.harmonyseniorservices.com/senior-living/va/suffolk/harbour-view-blvd/?utm_source=Compulse&amp;utm_medium=Email&amp;utm_campaign=Harmonyemail&amp;utm_content=</a>	323	14.78%
3	<a href="https://www.harmonyseniorservices.com/senior-living/va/virginia-beach/south-independence-blvd/?utm_source=Compulse&amp;utm_medium=Email&amp;utm_campaign=Harmonyemail&amp;utm_content=">https://www.harmonyseniorservices.com/senior-living/va/virginia-beach/south-independence-blvd/?utm_source=Compulse&amp;utm_medium=Email&amp;utm_campaign=Harmonyemail&amp;utm_content=</a>	279	12.77%
4	<a href="https://www.harmonyseniorservices.com/senior-living/va/chesapeake/clearfield-ave/?utm_source=Compulse&amp;utm_medium=Email&amp;utm_campaign=Harmonyemail&amp;utm_content=">https://www.harmonyseniorservices.com/senior-living/va/chesapeake/clearfield-ave/?utm_source=Compulse&amp;utm_medium=Email&amp;utm_campaign=Harmonyemail&amp;utm_content=</a>	296	13.55%
5	<a href="https://www.harmonyseniorservices.com/senior-living/va/yorktown/victory-blvd/?utm_source=Compulse&amp;utm_medium=Email&amp;utm_campaign=Harmonyemail&amp;utm_content=">https://www.harmonyseniorservices.com/senior-living/va/yorktown/victory-blvd/?utm_source=Compulse&amp;utm_medium=Email&amp;utm_campaign=Harmonyemail&amp;utm_content=</a>	312	14.28%
6	<a href="https://www.harmonyseniorservices.com/?utm_source=Compulse&amp;utm_medium=Email&amp;utm_campaign=Harmonyemail&amp;utm_content=">https://www.harmonyseniorservices.com/?utm_source=Compulse&amp;utm_medium=Email&amp;utm_campaign=Harmonyemail&amp;utm_content=</a>	230	10.53%
7	<a href="https://www.harmonyseniorservices.com/living-options?utm_source=Compulse&amp;utm_medium=Email&amp;utm_campaign=Harmonyemail&amp;utm_content=">https://www.harmonyseniorservices.com/living-options?utm_source=Compulse&amp;utm_medium=Email&amp;utm_campaign=Harmonyemail&amp;utm_content=</a>	131	6.00%
8	<a href="https://www.harmonyseniorservices.com/about-us?utm_source=Compulse&amp;utm_medium=Email&amp;utm_campaign=Harmonyemail&amp;utm_content=">https://www.harmonyseniorservices.com/about-us?utm_source=Compulse&amp;utm_medium=Email&amp;utm_campaign=Harmonyemail&amp;utm_content=</a>	156	7.14%
9	<a href="https://www.harmonyseniorservices.com/our-communities?utm_source=Compulse&amp;utm_medium=Email&amp;utm_campaign=Harmonyemail&amp;utm_content=">https://www.harmonyseniorservices.com/our-communities?utm_source=Compulse&amp;utm_medium=Email&amp;utm_campaign=Harmonyemail&amp;utm_content=</a>	118	5.40%
10	<a href="https://www.facebook.com/HarmonySeniorServices?utm_source=Compulse&amp;utm_medium=Email&amp;utm_campaign=Harmonyemail&amp;utm_content=">https://www.facebook.com/HarmonySeniorServices?utm_source=Compulse&amp;utm_medium=Email&amp;utm_campaign=Harmonyemail&amp;utm_content=</a>	66	3.02%
11	<a href="https://www.harmonyseniorservices.com/?utm_source=Compulse&amp;utm_medium=Email&amp;utm_campaign=Harmonyemail&amp;utm_content=">https://www.harmonyseniorservices.com/?utm_source=Compulse&amp;utm_medium=Email&amp;utm_campaign=Harmonyemail&amp;utm_content=</a>	18	0.82%
		<b>2,185</b>	

# Facebook RETARGETING:

- Reach customers and prospects again and again as they use social media.
- Retarget prospects to aid brand recall, encourage engagement and convert to sales.
- Less than 2% of consumers convert on a first-time visit.
- Conversions can go up as much as 300% with retargeting



STAY TOP OF MIND after THE EMAIL VISITS  
BRING BACK QUALITY TRAFFIC

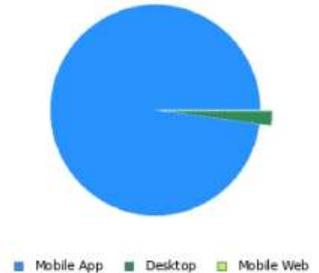


# Local Social retargeting report:

Order ID:	1913865
Campaign Date Range:	10/20/2023 - 11/01/2023
Campaign Type:	Single Image
Reach:	13,089
Impressions:	50,215
Frequency:	3.84
Clicks:	187
CTR:	0.37%

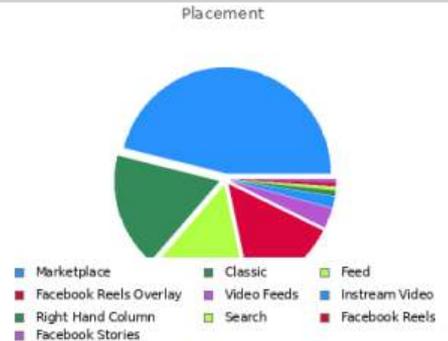
## Device Platform

Mobile App	49,133	97.85%
Desktop	1,070	2.13%
Mobile Web	12	0.02%



## Placement

Facebook: Marketplace	23,181	46.16%
Audience Network: Classic	8,814	17.55%
Facebook: Feed	7,398	14.73%
Facebook: Facebook Reels Overlay	7,165	14.27%
Facebook: Video Feeds	1,618	3.22%
Facebook: Instream Video	736	1.47%
Facebook: Right Hand Column	468	0.93%
Facebook: Search	323	0.64%
Facebook: Facebook Reels	286	0.57%
Facebook: Facebook Stories	226	0.45%



# Google Search\_AdWords:



# Adwords Analysis:

Campaign Budget  
\$ 1000

\$2,500 \$5,000 \$10,000

Date  
Nov 23, 2023 - Dec 23, 2023

Client URL

Geo type  
DMA

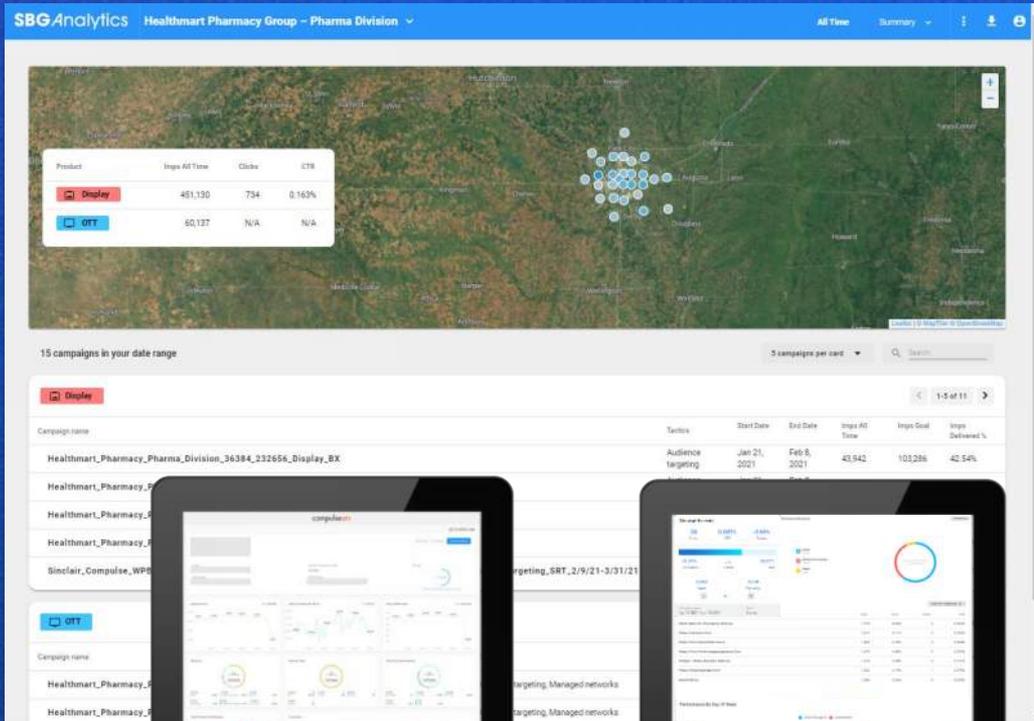
Address

Search to add

Locations: Traverse City-Cadillac

Estimated Gross CPC | \$3.95 - \$5.07 Estimated Clicks | 197 - 253

Keywords	Search volume	Competition	CPC	Recommended
<input checked="" type="checkbox"/> senior living near me	110,000	MEDIUM	\$4.39	<div style="width: 100%;"></div>
<input checked="" type="checkbox"/> assisted living facilities near me	49,500	LOW	\$6.31	<div style="width: 100%;"></div>
<input checked="" type="checkbox"/> senior assisted living near me	110,000	MEDIUM	\$4.39	<div style="width: 100%;"></div>
<input checked="" type="checkbox"/> senior living facilities near me	110,000	MEDIUM	\$4.39	<div style="width: 100%;"></div>
<input checked="" type="checkbox"/> assisted living homes near me	3,600	LOW	\$4.05	<div style="width: 100%;"></div>
<input checked="" type="checkbox"/> retirement living near me	14,800	LOW	\$4.76	<div style="width: 100%;"></div>
<input checked="" type="checkbox"/> senior assisted living facilities near me	110,000	MEDIUM	\$4.39	<div style="width: 100%;"></div>
<input checked="" type="checkbox"/> senior living homes near me	3,600	LOW	\$2.41	<div style="width: 100%;"></div>
<input checked="" type="checkbox"/> senior living community near me	14,800	LOW	\$4.76	<div style="width: 100%;"></div>
<input checked="" type="checkbox"/> assisted living and memory care facilities near me	2,400	MEDIUM	\$5.25	<div style="width: 100%;"></div>
<input type="checkbox"/> assisted living near me	165,000	LOW	\$11.51	<div style="width: 50%;"></div>
<input type="checkbox"/> retirement homes near me	22,200	LOW	\$10.46	<div style="width: 50%;"></div>
<input type="checkbox"/> senior care facilities near me	3,600	LOW	\$9.27	<div style="width: 50%;"></div>
<input type="checkbox"/> assisted living memory care near me	9,900	MEDIUM	\$12.05	<div style="width: 50%;"></div>
<input type="checkbox"/> assisted living places near me	880	LOW	\$18.00	<div style="width: 50%;"></div>
<input type="checkbox"/> assisted care facilities near me	165,000	LOW	\$11.51	<div style="width: 50%;"></div>
<input type="checkbox"/> senior facilities near me	1,000	LOW	\$9.26	<div style="width: 50%;"></div>
<input type="checkbox"/> aff near me	1,600	LOW	\$8.72	<div style="width: 50%;"></div>
<input type="checkbox"/> elder care facilities near me	3,600	LOW	\$9.27	<div style="width: 50%;"></div>
<input type="checkbox"/> senior care homes near me	1,300	MEDIUM	\$7.70	<div style="width: 50%;"></div>
<input type="checkbox"/> Enter custom Keyword				



# Unified Dashboard

## Measure What Matters

SBG Analytics syncs broadcast data and digital data in order to measure attribution for advertising campaigns across any channel. Our detailed metrics shows attribution across website, Display, Pre-roll, TV and OTT.

- One Source for all Metrics
- Transparency
- Efficient
- 24/7 Access from any device
- Fast
- 3<sup>rd</sup> party validated reporting

**Plan Annually**  
**Strategize Quarterly**  
**Review monthly**



# It works!

Senior Living-Out of market testimonial



Northern Michigan Testimonial- Senior Category





kitchen tune-up®



Bluebird CFW  
Foundation Repair & Waterproofing



Sinclair, premium tier products  
Consistently, personally monitored  
Regular reporting and reviews  
Specialized, expert support  
Me! Experienced, Dedicated,  
Thorough and responsive!



Meadow Brook  
Antrim County Medical Care Facility



Comfort Keepers.  
a sodexo® brand



# Northern Michigan Summary by month:

		January	February	March	April	May	June	July	August	September	October	November	December
Branding/Services	Broadcast	Recommended schedule 29 commerials per month											
Recruitment	OTT	22,000 targeted, streaming commerials											
Recruitment	Email	25,000 Targeted emails	25,000 Targeted emails		25,000 Targeted emails	25,000 Targeted emails	50,000 Targeted emails		25,000 Targeted emails	25,000 Targeted emails	50,000 Targeted emails		
Branding/Services		25,000 Re-targeted Facebook ads	25,000 Re-targeted Facebook ads		25,000 Re-targeted Facebook ads	25,000 Re-targeted Facebook ads	25,000 Re-targeted Facebook ads		25,000 Re-targeted Facebook ads	25,000 Re-targeted Facebook ads	25,000 Re-targeted Facebook ads		
Recruitment	Social Retargeting	25,000 Re-targeted Facebook ads	25,000 Re-targeted Facebook ads		25,000 Re-targeted Facebook ads	25,000 Re-targeted Facebook ads	25,000 Re-targeted Facebook ads		25,000 Re-targeted Facebook ads	25,000 Re-targeted Facebook ads	25,000 Re-targeted Facebook ads		
Branding/Services	Social Retargeting	25,000 Re-targeted Facebook ads	25,000 Re-targeted Facebook ads		25,000 Re-targeted Facebook ads	25,000 Re-targeted Facebook ads	25,000 Re-targeted Facebook ads		25,000 Re-targeted Facebook ads	25,000 Re-targeted Facebook ads	25,000 Re-targeted Facebook ads		
Recruitment	Search-AdWords	Estimated 225 monthly clicks											
Branding/Services		Estimated 225 monthly clicks											
	Broadcast	1240	1240	1240	1240	1240	1240	1240	1240	1240	1240	1240	1240
	OTT	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
	Email	900	900		900	900	900		900	900	900		
	Social Retargeting	500	500		500	500	500		500	500	500		
	Search-Adwords	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
		\$4,640	\$4,640	\$3,240	\$4,640	\$4,640	\$4,640	\$3,240	\$4,640	\$4,640	\$4,640	\$3,240	\$3,240

# What's Next?

1. Proceed?

2. Proceed with changes?

3. Stop the Process?



**Grand Traverse Pavilions**  
A COMMUNITY CARING FOR GENERATIONS

## TimeLine:

Complete Agreement:	12/1/2023
Creative Meeting w/Production:	12/8/2023
Meet with staff to launch campaign:	12/29/2023
Campaign start:	1/1/2024
First formal Evaluation of results:	3/31/2024

# AGREEMENT



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Average Monthly multi-platform campaign      \$4,175

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Jan 2024- Dec 2024      12 months

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Total: \$50,100

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Name (print)

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Business Name

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Signature

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Date

### 30 day written notice to cancel

\*This sale of advertising is subject to the Standard Advertiser Terms and Conditions (the "Terms") in effect on the date the advertising order is accepted, which Terms are incorporated by this reference and are available at <http://sbgi.net/?p=1224> (and will also be sent by mail or fax upon written request). The parties intend for the Terms to be part of their agreement and be bound thereby; any additional or different terms in any purchase order or other document are hereby rejected.

*Thank you*

Susan Depky marketing consultant

[sdepky@upnorthlive.com](mailto:sdepky@upnorthlive.com)

231-492-3782



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

STATEMENT OF DEFICIENCIES AND PLAN OF CORRECTION		(X1) PROVIDER/SUPPLIER/CLIA IDENTIFICATION NUMBER:  <b>235088</b>	(X2) MULTIPLE CONSTRUCTION A. BUILDING _____ B. WING _____	(X3) DATE SURVEY COMPLETED  <b>R-C 11/08/2023</b>
NAME OF PROVIDER OR SUPPLIER  <b>GRAND TRAVERSE PAVILIONS</b>			STREET ADDRESS, CITY, STATE, ZIP CODE <b>1000 PAVILIONS CIRCLE TRAVERSE CITY, MI 49684</b>	
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F000	INITIAL COMMENTS  Grand Traverse Pavilions was surveyed for a re-visit survey on 11/8/23 Census= 148	F000		
F550 SS=D	Resident Rights/Exercise of Rights CFR(s): 483.10(a)(1)(2)(b)(1)(2)  483.10(a) Resident Rights. The resident has a right to a dignified existence, self-determination, and communication with and access to persons and services inside and outside the facility, including those specified in this section.  483.10(a)(1) A facility must treat each resident with respect and dignity and care for each resident in a manner and in an environment that promotes maintenance or enhancement of his or her quality of life, recognizing each resident's individuality. The facility must protect and promote the rights of the resident.  483.10(a)(2) The facility must provide equal access to quality care regardless of diagnosis, severity of condition, or payment source. A facility must establish and maintain identical policies and practices regarding transfer, discharge, and the provision of services under the State plan for all residents regardless of payment source.  483.10(b) Exercise of Rights. The resident has the right to exercise his or her rights as a resident of the facility and as a citizen or resident of the United States.  483.10(b)(1) The facility must ensure that the resident can exercise his or her rights without interference, coercion, discrimination, or reprisal	F550	Element 1: A Dietary/Nursing Task Force was created to review and work out meal and tray delivery issues due to the size of the building and needs/desires of the residents. The Task Force met on 11/13/23 as a group including the Dietary General Manager, the Registered Dietician, the DON, Nurses, and multiple Certified Nurse Aides. A Task Force Meeting was held on 11/20/23 between the Registered Dietician and the DON only due to COVID/Staff illness. Task Force meetings will continue to be held weekly to continue to improve the dining/meal delivery process. Element 2: All residents have the potential to be affected. Element 3: A Dietary/Nursing Task Force was created to review and work out meal and tray delivery issues due to the size of the building and needs/desires of the residents. A Committee titled Lets Talk Food took place on 11/28/23 and has been scheduled for 12/5/23 to allow for residents and staff to come together to discuss food likes, dislikes, menu preferences, share meal ideas etc. Additionally, the Resident Council minutes are scheduled to be sent to Department managers so they may see any concerns discussed and follow-up accordingly. The evening meal times have been adjusted to begin with the unit requiring the greatest amount of assistance and ending with the unit most independent. Responsibilities have been shifted to create a more efficient	11/29/23

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TITLE

(X6) DATE

Electronically Signed

11/29/2023

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.

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F550	<p>Continued From page 1 from the facility.</p> <p>483.10(b)(2) The resident has the right to be free of interference, coercion, discrimination, and reprisal from the facility in exercising his or her rights and to be supported by the facility in the exercise of his or her rights as required under this subpart.</p> <p>This REQUIREMENT is not met as evidenced by:</p> <p>Based on observation, interview, and record review, the facility failed to provide a dignified dining experience for three residents (R906, R907, R908) of eight residents reviewed for dignity related to meal service. This deficient practice resulted in a significant delay in mealtimes, feelings of aggravation, and the potential for negative psychosocial outcome for the residents impacting their quality of life. Findings include:</p> <p>An observation was made of the Dogwood dining room on 11/7/23 at approximately 1:00 p.m. It was noted on the side of the refrigerator there were time frames when lunch was to be served, with Dogwood residents having a time frame of 1:00 - 1:15 p.m.</p> <p>On 11/7/23 at approximately 1:20 p.m., an interview was conducted with R907 who was sitting in her wheelchair at a lunch table in the Dogwood dining room. R907 stated that she had been waiting for her lunch meal for a long time and was frustrated with how long it was taking to eat. R907 stated that the residents did not have much of a choice when their meals were delivered, and it can take quite a while before they receive their meals.</p>	F550	<p>workflow of meal delivery. For example, clinical staff will now complete all the orders and dietary staff will be responsible for ensuring pantries are stocked for meal service. The goal is to allow those that know the resident best to take their orders then later assemble and pass the trays quickly providing they have everything they need to do so.</p> <p>Element 4: A QA is being 3-5 days per week by nursing capturing the time of tray delivery and when the final tray is passed. The Dietary General Manager or Designee will continue to audit the delivery of trays to the units. Tray delivery is documented every meal period. The Tray Delivery Log will be audited daily for 4 weeks or until tray delivery issues have been resolved. The Registered Dietitian will continue to complete the following audits:</p> <p style="padding-left: 40px;">Meal Rounds 3x per week. Tray Accuracy Audits 3x per week.</p> <p style="padding-left: 40px;">Test Tray Audits 1x per week.</p> <p>Any issues related to meal service or timing will be reported to the Executive Director.</p> <p>The Life Enrichment staff will invite Dietary/Nutrition staff to the resident council meetings if the residents request or invite them. All issues regarding food and nutrition will be communicated to the Executive Chef and Registered Dietician. The Registered Dietician and Dietary General Manager will initiate a food council in coordination with the life enrichment staff monthly for one hour to review meal timing, palatability, menu items, and other concerns brought up by the residents.</p> <p>Element 5: The Director of Nursing is</p>	

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PRINTED: 12/18/2023  
FORM APPROVED  
OMB NO. 0938-0391

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F550	<p>Continued From page 2</p> <p>On 11/7/23 at 1:25 p.m., the Dogwood dining room had approximately 15 residents still waiting for their lunch meal to be served. It was noted that four residents had fallen asleep at the table waiting for their meals.</p> <p>On 11/7/23 at approximately 1:27 p.m., an interview was conducted with R906 who was sitting in her wheelchair at a lunch table in the Dogwood dining room. R906 stated that she waits way too long to receive her meals, especially lunch and this was almost a daily occurrence. R906 stated she had changed her daily schedule to arrive at the main dining room at 1:00 p.m., only to continue to wait longer than what is scheduled and when asked how this made her feel stated it was very aggravating. R906 pointed to the four residents who were asleep at their table and stated these residents often fall asleep because they wait for so long, and staff bring them down here around 12:30 p.m. R906 stated it was not fair they had to wait so long for their meals when the facility promised to deliver them during a specific time.</p> <p>On 11/8/23 at approximately 8:50 p.m. an observation was made of R908, sitting in the Cherry main dining room by herself. An interview was conducted with R908 who stated she was waiting for her breakfast meal and was lonely because she was the only resident in the main dining room. R908 was asked if she waits a long time for her meals to be delivered and she stated she did wait, and while breakfast is not normally a long wait time, lunch and supper can be very late. R908 expressed frustration she was at the dining room by herself without anything to drink or anyone to keep her company.</p> <p>On 11/8/23 at 9:35 a.m., an observation was</p>	F550	responsible for compliance from the nursing aspect and Dietary General Manager is responsible for compliance from the dietary aspect.	

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F550	<p>Continued From page 3</p> <p>made of the Dogwood main dining area, where the breakfast meal was sitting in a covered cart. Certified Nurse Aide (CNA) "RRR" was observed passing out drinks to the residents. CNA "RRR" did not begin to start the meal service until 9:45 a.m.</p> <p>On 11/8/23 at 9:50 a.m., another interview was conducted with R907 who was sitting at a table in the main Dogwood dining room. R907 again expressed her frustration with waiting so long for the meal service and stated "...we are at the will of the kitchen."</p> <p>An interview was conducted with General Kitchen Manager/Staff "EEE" and Registered Dietitian (RD) "Y" on 11/8/23 at 9:52 a.m. Staff "EEE" and RD "Y" stated the kitchen was responsible for delivering the meal carts to the designated areas within the time frames posted, but were not responsible for passing the meals out to the residents as the dietary staff have not been trained for resident assistance with meals and set-up. Staff "EEE" explained hallway trays were delivered first with dining room trays delivered second. When asked about yesterday's lunch (11/7/23) being delayed in the Dogwood dining area, Staff "EEE" confirmed Dogwood's dining room cart was not delivered during the parameter of 1:00 to 1:15 p.m. When asked about today's breakfast (11/8/23) being delayed in the Dogwood dining area, Staff "EEE" stated both the hallway and main dining carts were not delivered during the parameter of 9:00-9:15 a.m. and explained there were various interruptions during the meal service this morning. Staff "EEE" stated Dogwood was the last hallway to receive all three meals from the kitchen, and if the kitchen became delayed, Dogwood hallway was the most affected. When asked if Staff "EEE" or RD "Y" had been in</p>	F550		

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F550	<p>Continued From page 4</p> <p>attendance of any resident council meetings to hear the concerns of the residents and their dining experiences, both stated they had not been in attendance and had not been invited.</p> <p>An interview was conducted with Recreational Therapist/Staff "GGG" on 11/8/23 at 10:31 a.m. When asked if during the October Dogwood Resident Council meeting residents expressed frustration of the mealtimes. Staff "GGG" stated residents indeed had expressed frustration with the meal service. When asked if Staff "GGG" sent these concerns to the dietary department she stated she had not but the Social Worker on the unit did. When asked if the dietary department had been invited to any resident councils to discuss the mealtime concerns residents discussed, Staff "GGG" stated she sent an email to the dietary department with the dates and times the meetings were going to be held. When asked if any dietary staff members were present at the meetings, Staff "GGG" stated no. A request was made for the October 2023 resident council meeting minutes for Dogwood.</p> <p>Review of the facility's "Meal Delivery Times" revealed the following: "Breakfast ...Dogwood 9:00 AM- 9:15 AM" "Lunch ...Dogwood 1:00 PM-1:15 PM"</p> <p>Review of the facility's "Cart Completed-Ready for Delivery Log" documents as part of their plan of correction revealed the following: "11/7/23 Dogwood Lunch Delivery 1:00 p.m. Cart 2 delivered 1:22 p.m." "11/8/23 Dogwood Breakfast Delivery 9:00 a.m. Cart 1 delivered 9:18 a.m., Cart 2 delivered 9:25 a.m."</p> <p>Review of the "Dogwood Resident Council</p>	F550		

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F550	Continued From page 5 Meeting, October 26th, 2022 [sic]" with eight residents present and no dietary staff in attendance revealed the following: "At what time do you receive your breakfast, lunch, and dinner? Are the meals serves [sic] within the scheduled meal delivery times?" It was noted that two residents stated their meals were late.	F550		
F554 SS=D	Resident Self-Admin Meds-Clinically Approp CFR(s): 483.10(c)(7)  483.10(c)(7) The right to self-administer medications if the interdisciplinary team, as defined by 483.21(b)(2)(ii), has determined that this practice is clinically appropriate.  This REQUIREMENT is not met as evidenced by:  Based on observation, interview, and record review the facility failed to ensure three medication creams were properly stored for one Resident (R1-72) of three residents reviewed for self-administration of medications. This deficient practice had the potential for application of medication creams by unqualified personnel with the potential for adverse associated effects of inaccurate application. Findings include:  Resident R1-72 was admitted to the facility on 1/22/2019 with diagnoses including stroke, diabetes, heart failure, vaginal fungal infection, and pruritus (itchiness). The Minimal Data Set (MDS) assessment dated 9/7/23 indicated R1-72 was cognitively intact.  During an interview on 11/7/23 at 1:05 PM, R1-72 was in her bed and was noted to have a vaginal cream and a tooth and gum ointment	F554	Element 1: All medications have been removed from Resident R1-72s room. Her room has been thoroughly searched to ensure there is not medication hidden. The husband of resident R1-72 has been called and asked not to bring in medication from without giving it to the nurse. Element 2: All residents have the potential to be affected. Element 3: Staff have been educated that they cannot give or apply medication to a resident that does not have an order, nor can they leave medications in the room for a resident that does not have an order. Additional education was provided on how to complete the process when a resident wants to self-administer their medication. This was completed 11/27/23. All residents currently self-administering medication were reviewed to ensure a care plan and order are in place. The Self-Administration of Medication Policy has been updated to reflect recent changes. Element 4: An immediate sweep was completed on all resident rooms checking for medications. A weekly QA will be completed auditing 3-5 resident rooms for medications. Element 5: The Director of Nursing is responsible for compliance.	11/29/23

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F554	<p>Continued From page 6</p> <p>stored in a ripped empty tissue box along with a used q-tip, several cough drops, dental flossing picks, and a harmonica. When asked about the topical creams which had been used, R1-72 stated she did not apply them herself, the nurses did that.</p> <p>On 11/08/23 at 8:37, Registered Nurse (RN) "NN" was at her medication cart and reviewed the orders for R1-72. One order was found for a topical skin pain gel, but no other topical creams were on the current orders. RN "NN" found no orders for mouth/gum pain preparations or vaginal creams.</p> <p>On 11/8/23 at 8:40 AM, RN "NN" was asked to observe the room of R1-72 because several tubes of topical creams were present. On the way to the room, RN "NN" asked if the creams were in a tissue box near her bed. When entering the room, the tissue box was observed to have the two topical creams. There was an additional tube of zinc paste on R1-72's bedside table hand-dated as opened on 7/23/23 and to be used by 7/23/24. RN "NN" stated the zinc paste was the facility cream and R1-72 used to have this applied to a spot on her bottom, but it was no longer used. RN "NN" said she did not know why it was still at the bedside. The tubes had been used and were all noticeably squeezed. R1-72 again stated she did not apply these only the nurses did, and she added she does get "itchy down there".</p> <p>On 11/8/23 at 8:50 AM, the plan of correction audit log titled "F554 Resident Self-Administer" was reviewed. The entry on 10/20/23 noted R1-72 "Room Checked for medication" and indicated: "monostat cream" was found, was not on the care plan, and was not ordered. The log indicated "Education/Remediation" for the</p>	F554		

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F554	<p>Continued From page 7</p> <p>monostat cream was listed as "removed and notified husband on OTC (over the counter) meds (medications)".</p> <p>During an interview on 11/8/23 at 9:26 AM, the Director of Nursing (DON) stated she had been made aware of the bedside topical creams found in R1-72's room. The DON stated she wouldn't expect anything (over the counter medications) to be in the facility resident rooms.</p> <p>On 11/8/23 at 9:36 AM, a telephone call was made to the husband (the Durable Power of Attorney) for R1-72 and a message was left. No return call was received.</p> <p>During an interview on 11/8/23 at 10:40 AM, the DON stated the zinc paste was from the facility and should not be at the bedside.</p> <p>The facility policy "Storing Medications" was received via an email dated 11/8/23 and read in part, "Medications and biologicals will be stored in a safe, secure and orderly manner, at proper temperatures and accessible only to licensed nursing and pharmacy personnel or others authorized by law to administer medications."</p>	F554		
F697 SS=D	<p>Pain Management CFR(s): 483.25(k)</p> <p>483.25(k) Pain Management. The facility must ensure that pain management is provided to residents who require such services, consistent with professional standards of practice, the comprehensive person-centered care plan, and the residents' goals and preferences.</p> <p>This REQUIREMENT is not met as evidenced</p>	F697	<p>Element 1: A pain care plan had been added for residents R900, R901, and R904.</p> <p>Element 2: All residents have the potential to be affected.</p> <p>Element 3: The nursing clinical team has been learning how to use our new EMR implemented 9/19/23. Care planning has been removed from the nursing staff for the time being and given to the administrative nursing staff. As the nursing staff move through their education and become</p>	11/29/23

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F697	<p>Continued From page 8 by:</p> <p>Based on interview and record review, the facility failed to provide a comprehensive personalized care plan for pain management for three residents (R900, R901, and R904) of three residents reviewed for pain. This deficient practice resulted in the potential for pain to go unrecognized, untreated, and managed ineffectively. Findings include:</p> <p>R900</p> <p>Review of R900's Electronic Medical Record (EMR) revealed admission to the facility on 10/25/18 with diagnoses including dementia, restless legs syndrome, chronic pain, epigastric pain, difficulty in walking, and adult failure to thrive. Review of the 10/19/23 Minimum Data Set (MDS) assessment for R900 revealed he was marked 'yes' for receiving scheduled, PRN (as needed), and non-medication interventions for pain in the last 5 days.</p> <p>Review of R900's Physician Orders for November 2023 revealed the following pain medications: Baclofen 10 mg (milligrams) one tablet orally two times a day related to restless legs syndrome. Oxycontin 10 mg give 1 table orally two times a day related to other chronic pain. Pantoprazole 40 mg dr (delayed release) give 1 tablet orally two times a day related to epigastric pain. Morphine 100mg/5ml (milliliter) give .25 ml orally every 2 hours as needed for comfort measures, EOL (End of Life)."</p> <p>Review of R900's Care Plans located in the EMR revealed no care plan discussing the focus, goals, or interventions regarding his pain.</p>	F697	<p>proficient, care planning will be taught, and they will resume responsibility of ensuring care plans are up to date. The Pain Management Policy has been updated to reflect recent changes. Element 4: A weekly QA will be completed on 3-5 residents to ensure they have appropriate care planning in place and that their pain, if present, is well-managed. Element 5: The Director of Nursing is responsible for compliance.</p>	

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F697	<p>Continued From page 9</p> <p>R901</p> <p>Review of R901's EMR revealed admission to the facility on 11/21/22 with diagnoses including vascular cerebral infarction, dementia, persistent headache, peripheral vascular disease, chronic pain, muscle weakness, and muscle spasm of back. Review of the 8/31/23 MDS assessment for R901 revealed she was marked 'yes' for receiving scheduled, PRN, and non-medication interventions for pain in the last 5 days.</p> <p>Review of R901's Physician Orders for November 2023 revealed the following pain medications: "Baclofen 20 mg give 1 tablet orally one time a day related to spastic hemiplegia affecting left dominate side. Baclofen 20 mg give 1 tablet orally two times a day related to spastic hemiplegia affecting unspecified side. Lidocaine Pain Relief 4% apply to L (left) lower back topically one time a day related to other chronic pain. Methadone HCL 5 mg give .5 tablet by mouth two times a day related to peripheral vascular disease. Morphine Sulfate Oral Solution 20mg/ml give .25 ml by mouth every 1 hours as needed for PRN pain or SOB (shortness of breath)."</p> <p>Review of R901's Care Plans located in the EMR revealed no care plan discussing the focus, goals, or interventions regarding her pain.</p> <p>R904</p> <p>Review of R904's EMR revealed admission to the facility on 5/9/23 with diagnoses including spondylolisthesis (slipping of vertebrae), pain,</p>	F697		

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F697	<p>Continued From page 10 and history of wedge compression fractures. Review of the 8/31/23 MDS assessment for R904 revealed she was marked 'yes' for receiving scheduled, PRN, and non-medication interventions for pain.</p> <p>Review of R904's Physician Orders for November 2023 revealed the following pain medications: "Fentanyl Patch 72-hour 12 mcg/hr apply 1 patch transdermally one time a day every 3 days for pain. Gabapentin 300 mg give 1 capsule by mouth one time a day related to pain. Acetaminophen 500 mg give 1 tablet orally two times a day related to pain. Acetaminophen 500 mg give 1 tablet orally as needed for pain. Lidocaine 5% patch apply to R (right) lower back and R sciatic topically two times a day related to pain. Hydrocodone-Acet 5-325 mg give 1 tablet orally as needed for pain."</p> <p>A review of R904's Care Plans located in the EMR revealed no care plan discussing the focus, goals, or interventions regarding her pain.</p> <p>An interview was conducted with R904 on 11/8/23 at 12:10 p.m. When asked if R904 was in pain she stated "I am constantly in pain. All the time."</p> <p>An interview was conducted with the Director of Nursing (DON) on 11/8/23 at 9:22 a.m. The DON stated that pain management should be addressed on the resident's care plans.</p> <p>Review of the facility's "Pain Management" policy dated 10/9/23 read, in part, "It is the policy of [Facility Name] to promote the best quality of</p>	F697		

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F697	Continued From page 11 life for each resident by managing each resident's pain through person-centered care ...An interdisciplinary team approach care plan will be initiated if indicated. Goals of pain management will be initiated as appropriate, with the following: resident, family members, nurse, physician, and/or social worker. This care plan will be reviewed on a quarterly and as needed (PRN) basis ..."	F697		
F812 SS=F	Food Procurement,Store/Prepare/Serve-Sanitary CFR(s): 483.60(i)(1)(2)  483.60(i) Food safety requirements. The facility must -  483.60(i)(1) - Procure food from sources approved or considered satisfactory by federal, state or local authorities. (i) This may include food items obtained directly from local producers, subject to applicable State and local laws or regulations. (ii) This provision does not prohibit or prevent facilities from using produce grown in facility gardens, subject to compliance with applicable safe growing and food-handling practices. (iii) This provision does not preclude residents from consuming foods not procured by the facility.  483.60(i)(2) - Store, prepare, distribute and serve food in accordance with professional standards for food service safety.  This REQUIREMENT is not met as evidenced by:  Based on observation, interview and record review, the facility failed to store, prepare, distribute, and serve food in accordance with	F812	Element 1: No residents were named in this citation. Element 2: All residents have the potential to be affected by this deficiency. Infection Control surveillance revealed no concerns related to Food Borne Illness or potential outcomes related to the cited issues. Element 3: Improper Cooling - The items that were improperly cooled were immediately removed and disposed of. The Chef was educated immediately regarding the proper cooling procedure. Handwashing - Prep Cook OOO was immediately in-serviced 1:1 on proper handwashing and glove use by the Executive Director. Element 4: Compartment Sink Sanitation - Upon being informed of the issues, the Executive Director educated Dietary Aide QQQ on proper maintenance and testing of the three compartment sink, sanitizer, and entire 3 compartment process to ensure items are properly sanitized. New Sanitizer Strips were ordered as the tests in use had been compromised with moisture. The faucet over the sanitizer sink was shut off on 11/21/23 by Environmental Services to prevent manually adding of water to the sanitizer solution in the 3rd sink leading to potential dilution of the sanitizer.	11/29/23

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F812	<p>Continued From page 12</p> <p>professional standards for food service safety as evidenced by:</p> <ol style="list-style-type: none"> <li>Failing to demonstrate proper cooling procedures were followed for foods prepared in advance and planned to be served at a later date.</li> <li>Failing to ensure staff person washed their hands after being potentially contaminated.</li> <li>Failing to maintain proper concentration of sanitizing chemicals in the three compartment sink</li> <li>Failing to maintain kitchen/food service equipment in a sanitary manner including the walk in cooler, walk in freezer and unit refrigerators.</li> <li>Failing to maintain access to the hand sink in the food preparation/three compartment sink area.</li> <li>Failing to ensure the sanitary condition of a food preparation area was not compromised by the splash from an adjacent hand sink.</li> <li>Failing to properly assign an expiration date to a large container of chicken stock.</li> </ol> <p>These deficient practices have the potential to result in food borne illness among any and all 148 residents of the facility.</p> <p>Findings include:</p> <ol style="list-style-type: none"> <li>On 11/07/23 between 9:30 AM and 10:30 AM, observations were made of the main kitchen and pantry units on each pavilion. A large 3-4 gallon Lexan container, holding a red product was observed in the walk in freezer. A label on the side of the container was illegible concerning the content, but stated "Today's date was 10/18 "and"expiration date 10/25". At this time an interview with Chef LLL was conducted, who identified the product as "tomato bisque". Chef LLL acknowledged the bisque had been cooked prior, on 10/18, then placed in</li> </ol>	F812	<p>General Sanitation &amp; Coolers/Freezer in Clean condition - Chef cleaned the walk in cooler and freezer in the kitchen and the dining services supervisor cleaned the unit pantries and dining rooms to remove the spills and food debris. Environmental Services toured the pantries to determine what items needed to be ordered to replace the rusty shelves and damaged gaskets. Gaskets were received 11/15/23 and installation began immediately. Shelves for the rehab refrigerator were received 11/17/23 and installation occurred 11/21/23.</p> <p>Access to the hand Sink - The Garbage can blocking the hand sink was relocated. Hand sink splash guard - The Environmental Services Director received the Splash guard and it is scheduled to be installed on 11/24/23. FSW MMM was educated 1:1 on safe preparation of foods and instructed to prepare foods on the right side of the table.</p> <p>Dating and Labeling - The incorrectly dated chicken stock was immediately discarded. The Chef was educated 1:1 on proper dating and labeling procedures. An inservice was held by the Registered Dietitian and the Executive Director on 11/8/23 regarding proper cooling procedures and use of the cooling logs, handwashing procedures, sanitizer filling and testing for the 3 compartment sink, maintaining the cooler/freezer and kitchen in sanitary condition, the plan to install a splash guard at the handwashing sink, handwashing/glove use, and the policy and procedure for dating and labeling all food items.</p> <p>The Dietary General Manager discussed the topics discussed in the 11/8/23 in-</p>	

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F812	Continued From page 13 the freezer. Dietary Manager (DM) EEE was requested to produce documentation which demonstrated the proper cooling of the large quantity of the bisque. DM EEE stated it was in his office, proceeded to go to his office, returned 3 minutes later stating "chef must have it". Approximately three minutes later DM EEE returned with a clip board with a sheet attached titled "cooling log". At the bottom of the "cooling log" form was written an entry dated 10/20 for "tomato bisque soup". DM EEE stated this was the documentation for the product in the freezer. When asked if the entry had just been placed on the cooling log, DM EEE stated "No." Returning to the walk in freezer, and observing the container of bisque, DM EEE was asked to explain why the cooling log for the bisque was dated 10/20, when the date on the container was written 10/18. DM EEE refused to answer the question. Further review of the cooling log provided by DM EEE revealed that none of the nine previous entries demonstrated proper cooling and included the following: (all temperatures in F) 10/13 Beef tips (starting temp 125, no end temperature) 10/13 Diced Pot (starting temp 150, no end temp) 10/13 Wild Rice (starting temp 100, end temp 49) 10/15 Fish (starting temp 195, no end temp) 10/17 Sausage links (starting temp 190, no end temp) 10/18 Bacon (starting temp 170, no end temp) 10/18 Oatmeal (starting temp 180, no end temp) 10/19 Scrambled eggs (starting temp 162, end temp 100) 10/19 Oatmeal (starting temp 100, end temp 60)	F812	service huddle again in the pre-meal huddle on 11/9/23. The Registered Dietitian held a second in-service regarding dating and labeling procedures, sanitation of the kitchen, and a review of the above concerns on 10/31/23. Element 4: The Dietary General Manager/Designee will complete Kitchen Sanitation audits 3x per week x 6 weeks or until compliance is achieved on the following items: Dating and labeling of stored food items as well as proper cooling procedure and maintenance of the cooling logs. Sanitation and cleanliness of the walk in cooling/freezing units. 3 compartment sink use, testing of PPM, and monitoring 3-compartment sanitation logs. Handwashing/glove use Preparation of food near the handwashing sink/splash guard.  The Dietary General Manager/Designee will complete Pantry and Dining Room audits 2x per week x 6 weeks or until compliance is achieved on the following items: Dating/labeling and storage of food in the pantry and dining room refrigerators. Condition of shelves, gaskets, or other items that need to be reported to Environmental Services for repair. Cleanliness and sanitation of the pantry and dining room fridges.  The Executive Director will communicate issues that are the responsibilities of Environmental Services or Nursing via email respectively. The Assistant Directors	

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F812	<p>Continued From page 14</p> <p>None of the above documented products being cooled, were cooled in an approved manner as indicated in the food code reference below. The only entry on the form demonstrating proper cooling was for the bisque, dated two days after the product was labeled and placed in the freezer.</p> <p>The FDA Food Code states: 3-501.14 Cooling. (A) Cooked TIME/TEMPERATURE CONTROL FOR SAFETY FOOD shall be cooled: (1) Within 2 hours from 57C (135F) to 21C (70F); P and (2) Within a total of 6 hours from 57C (135F) to 5C (41F) or less.</p> <p>2. On 11/07/23 between 11:20 AM and 12:10 PM, observations of the lunch meal preparation and service were conducted. Prep cook (PC) OOO was observed wearing blue single use gloves, handling plates, grill spatulas, and other food contact surfaces, while wiping her hands on her apron and touching knobs and other surfaces, which could potentially cross contaminate food contact surfaces.</p> <p>The FDA Food Code states: 2-301.14 When to Wash. FOOD EMPLOYEES shall clean their hands and exposed portions of their arms as specified under 2-301.12 immediately before engaging in FOOD preparation including working with exposed FOOD, clean EQUIPMENT and UTENSILS, and unwrapped SINGLE-SERVICE and SINGLE-USE ARTICLES (E) After handling soiled EQUIPMENT or UTENSILS; (F) During FOOD preparation, as often as necessary to remove soil and contamination and to prevent cross contamination when changing tasks;</p>	F812	<p>of Nursing for each respective unit will be responsible for providing education to nursing staff re: improperly dating or storing items in the pantry/dining room refrigerators.</p> <p>The Registered Dietitian will increase the weekly Kitchen Sanitation Audits to Twice per week and communicate all identified concerns with the Executive Director. Element 5: The Dietary General Manager will be responsible for ensuring Compliance. Results of all Dietary audits will be communicated with the QAPI committee.</p>	

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F812	<p>Continued From page 15</p> <p>(G) When switching between working with raw FOOD and working with READY-TO-EAT FOOD;</p> <p>(H) Before donning gloves to initiate a task that involves working with FOOD;</p> <p>3. On 11/07/23 at approximately 1:40 PM, it was observed the three compartment sink was being used to wash, rinse and sanitize food preparation equipment, including large stainless steel bowls and other utensils. These items were wet and draining on the connected drain board on the left side of the sanitizing compartment sink. An interview was conducted with Dietary Aide (DA) QQQ who was requested to demonstrate how the concentration of sanitizer was verified to be adequate. DA QQQ properly demonstrated the process of testing, using the QAC (Quaternary Ammonium Compounds) strips the facility provided. However, when the concentration of sanitizing chemical was read from the colorimetric comparison chart on the test strip container, DA QQQ properly read the concentration at 100-150 parts per million (PPM). When asked if the concentration was appropriate, DA QQQ correctly responded "at least 200". A review of the chemical sanitizer container revealed the minimum concentration for proper sanitizing was 200 PPM. When asked what should be done with the bowls draining on the sink drain boards, DA QQQ stated they would be allowed to dry and then put away. It was explained the food preparation equipment must be sanitized in an approved solution containing the appropriate concentration of sanitizing chemical.</p> <p>The FDA Food Code states: 4-501.11 Manual and Mechanical Warewashing Equipment, Chemical Sanitization - Temperature, pH, Concentration, and Hardness.</p>	F812		

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F812	<p>Continued From page 16</p> <p>A chemical SANITIZER used in a SANITIZING solution for a manual or mechanical operation at contact times specified under 4-703.11(C) shall meet the criteria specified under 7-204.11 Sanitizers, Criteria, shall be used in accordance with the EPA-registered label use instructions, and shall be used as follows:</p> <p>(C) A quaternary ammonium compound solution shall:</p> <p>(1) Have a minimum temperature of 24C (75F),</p> <p>(2) Have a concentration as specified under 7-204.11 and as indicated by the manufacturer's use directions included in the labeling,</p> <p>4. On 11/07/23 between 9:30 AM and 2:30 PM, the following observations were made related to food service equipment being unclean or in poor condition:</p> <p>a. The wire rack shelves in the pantry refrigerator in the rehab unit pantry were rusted. The bottom of the refrigerator door was broken with the plastic and gasket hanging toward the floor.</p> <p>b. The floor in the walk in cooler and walk in freezer had excessive amounts of food debris, with the floor/wall juncture being neglected.</p> <p>c. The refrigerator in the birch unit dining room had remnants of spilled juice on the bottom and other food debris on the tray holding the carton milk.</p> <p>d. The refrigerators in the Birch, Cherry and Dogwood unit pantries were dirty with excessive food debris, broken and cracked door gaskets.</p> <p>The FDA Food Code states: 4-601.11 Equipment, Food-Contact Surfaces, Nonfood Contact Surfaces, and Utensils. (A) EQUIPMENT FOOD-CONTACT</p>	F812		

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F812	<p>Continued From page 17</p> <p>SURFACES and UTENSILS shall be clean to sight and touch.</p> <p>(B) The FOOD-CONTACT SURFACES of cooking EQUIPMENT and pans shall be kept free of encrusted grease deposits and other soil accumulations.</p> <p>(C) NonFOOD-CONTACT SURFACES of EQUIPMENT shall be kept free of an accumulation of dust, dirt, FOOD residue, and other debris.</p> <p>5. On 11/07/23 at 9:50 AM, again at 11:30 AM and 1:30 PM, the only hand sink in the area for the three compartment sink and food preparation area was blocked by a garbage can, making it inaccessible to staff.</p> <p>The FDA Food Code states: 5-205.11 Using a Handwashing Sink.</p> <p>(A) A HANDWASHING SINK shall be maintained so that it is accessible at all times for EMPLOYEE use.</p> <p>6. On 11/07/23 at approximately 9:40 AM, Food Service Worker (FSW) MMM was observed scooping ice cream on a food preparation table directly adjacent to the hand sink, located next to the door exiting into the dining room. The preparation table was subject to splash and contamination as staff and visitors were washing their hands and the food preparation was ongoing. No protective device separated the sink washing area from the food preparation area. An interview with DM EEE was conducted at this time and asked if he observed anything wrong with the configuration of the food preparation table. DM EEE replied that nothing seemed out of the ordinary. When the issue of separation between open food and hand sink splash was identified, DM EEE stated "I see." At 12:20 PM, FSW MMM was observed at the</p>	F812		

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NAME OF PROVIDER OR SUPPLIER  <b>GRAND TRAVERSE PAVILIONS</b>			STREET ADDRESS, CITY, STATE, ZIP CODE <b>1000 PAVILIONS CIRCLE TRAVERSE CITY, MI 49684</b>	
(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
F812	<p>Continued From page 18 same table, next to the hand sink, preparing fruit dishes, with grapes and other fruits lying on the table in close proximity to the hand sink. Staff were using the sink for hand washing duties.</p> <p>The FDA Food Code 2017 states: 3-305.14 Food Preparation. During preparation, unPACKAGED FOOD shall be protected from environmental sources of contamination.</p> <p>7. On 11/07/23 at approximately 9:45 AM, a large Lexan container was observed in the walk in cooler. The label on the container identified the product as "Chicken Stock" with dates: 11/5 - 12/5. Suspended chicken fat and meat were observed in the stock. An interview with DM EEE was conducted at this time and confirmed the product was a stock made from cooking chicken and further stated it should not have an expiration date 30 days from the date it was made and placed in the walk in cooler.</p> <p>The FDA Food Code 2017 states: 3-501.17 Ready-to-Eat, Time/Temperature Control for Safety Food, Date Marking. (A) Except when PACKAGING FOOD using a REDUCED OXYGEN PACKAGING method as specified under 3-502.12, and except as specified in (E) and (F) of this section, refrigerated, READY-TOEAT, TIME/TEMPERATURE CONTROL FOR SAFETY FOOD prepared and held in a FOOD ESTABLISHMENT for more than 24 hours shall be clearly marked to indicate the date or day by which the FOOD shall be consumed on the PREMISES, sold, or discarded when held at a temperature of 5C (41F) or less for a maximum of 7 days. The day of preparation shall be counted as Day 1.</p>	F812		

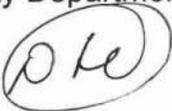
LABORATORY DIRECTOR'S OR PROVIDER/SUPPLIER REPRESENTATIVE'S SIGNATURE



## Grand Traverse Pavilions

A COMMUNITY CARING FOR GENERATIONS

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

**FROM:** David Hautamaki   
Interim Administrator

**RE:** November Administrator/CEO Report

### Census

146 as of December 19, 2023 with the average of 147.9 in the month of November.

Throughout the month of November we had 46 admissions/re-admissions and 46 discharges (19 moved home). Four Rehab residents transferred upstairs for long term care. Forty-one of these admissions were admitted from MMC (re-admissions included)

For the Cottages, in the month of November for Residential Services there were 2 admissions, 2 respite stays, and 7 discharges.

### Nursing

There was six facility reported incidents in November and all have been cleared.

### Staffing

Recruitment is underway for the following open positions: CNAs; Universal Workers; Environmental Services, and Licensed Nurses.

Five employees were hired in November: 1 Childcare Assistant; 1 Environmental Services; 1 CNA; 1 Universal Worker and 1 Occupational Therapist. We received 14 applications in November.

In November, there were 5 resignations, 2 of which were direct care employees.

In November, 4 employee referrals were received.

As of December 20, we have 292 employees.

### Dietary

In November, a dietary task force was created to meet weekly to discuss food tray delivery and any updated dietary needs.

### **Accounts Receivable**

Our gross DSO (before allowances) is 54 days as of 11/30/2023. This is down 1 day from 10/31/23.

The total receivables were up \$367,174 during November due to two issues: \$345,000 of our Medicaid claims were not approved due to changes in the claim formatting and had to be resubmitted. In addition, the software transition for both the new therapy software and PCC has resulted in only 8% of the Outpatient revenue being collected (a shortfall of \$33,000).

The intense focus on rebilling old Medicaid claims so our settlements for 2021 and 2022 could be processed has resulted in less time being spent on current claim problem resolution but we are at a point now where we will be able to refocus on problem claims.

The son of our significant non-paying customer has filed a Medicaid application and his mother should transition to a paying customer in December.

### **Environmental Services**

On November 3, Martell Electric (formerly Alpine Electric) completed the annual fire alarm testing. The only corrections required were replacing three heat detectors in the boiler room that were functioning properly but had gotten brittle due to age.

On November 5, Tim Coggins, Environmental services Director, received a call from EPS Security regarding a fire alarm at Hawthorn. There was a leak into the Residential Services Director's office, causing the alarm.

On November 9, Coggins attended a webinar on strategies for active shooter threat mitigation.

On November 9, the kitchen notified ES that the dish machine was barely making temps. The Hobart tech came in and determined that there were high limit temperature probes that had failed. The failed parts were replaced, and a spare set of the parts were provided so we have them on hand in the event of another failure.

On November 17, Coggins contacted Jeff Lasko of Fountain Construction Company, to discuss the future maintenance and upkeep of our fountain. There has been a fair amount of employee turnover since the fountain was installed, and some of the knowledge and experience is gone. We will discuss getting the fountain back up to peak performance, and what maintenance should be done in-house vs. contracted by the experts. Coggins will meet with Lasko in April 2024.

On November 17, Coggins scheduled the annual pool cleaning and service through Top Shelf Solutions (formerly Pool Doctor). At the same time the pool is down for cleaning and service, the ES department will deep clean the locker rooms.

On November 20, Chris Bouwer from Smart Building Services replaced the Elm Jace

controller and upgraded the HVAC server, as the old Elm Jace had failed, and the old HVAC software was no longer supported.

### **Wellness Center**

The Wellness Center saw the following patients this month: Medicare A: 25; Medicare Advantage Skilled: 27; Medicare B: Outpatient: 2731; Medicare B: Inpatient: 42; Medicare Advantage B: Outpatient 31; Inpatient 9 ;Private Insurance: Outpatient: 18; Private Insurance: Inpatient:2; Work compensation: Outpatient: 0; Private pay: Outpatient: 0; Private pay: Inpatient: 0.

Kristi Clark, Physical Therapist Assistant, screened Cottage residents for therapy needs on November 16<sup>th</sup> and 20<sup>th</sup>.

### **Activities**

Kari Belanger and Linda Burton, Recreational Therapists, completed a total of 46 video chats over FaceTime or Google Duo. Three dogs were also registered to come in and visit their loved ones staying at the Pavilions.

Activities, special events and outings that occurred in November included: Catholic Mass, Rosary and live streaming various local church services; lunch at China Fair; making Red/White/Blue Sundaes to honor and celebrate our Veterans; making & enjoying homemade chocolate chip cookies, homemade chili (a resident recipe), homemade banana bread, and no bake pumpkin pie bites; bird care; playing various card games, Bingo and holding Bingo Store; resident council meetings; having a pickle taste test, Thanksgiving crafts with the GTP daycare kids; and watching movies, classic TV shows, college and NFL football games on Thanksgiving Day.

Resident Council meetings were held on November 29 and 30 respectively.

Date: Dec 21, 2023  
 Time: 13:50:10 EST  
 User: Lindsey Dood

Grand Traverse Pavilions  
 Balance Sheet  
 As Of 10/31/2023

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Include Adjustment Periods: NO      Include Closing Periods: NO  
 Included: Grand Traverse Pavilions - AL, Grand Traverse Pavilions - Outpatient, Grand Traverse Pavilions - SNF

	CURRENT PERIOD	PRIOR PERIOD	PREVIOUS YEAR
	Actual \$	Actual \$	Actual \$
<b>Assets</b>			
<b>Current Assets</b>			
<b>Cash</b>			
<b>County Held Cash</b>			
Cash - General	(5,753,071)	(5,037,959)	2,066,169
Cash - Deposits (Cottages)	0	0	124,360
Cash - Capital Improvements F	0	0	1,000,000
Cash - PACE Reserve	0	0	518,573
Cash - M.O.E.	2,803	2,798	16,452
<b>TOTAL County Held Cash</b>	<b>(5,750,268)</b>	<b>(5,035,161)</b>	<b>3,725,554</b>
<b>Other Cash</b>			
A/P Cash Clearing Account	7,782	7,309	6,493
Credit Card Bank	0	19,366	0
Cash - Resident Trust	14,676	14,676	14,676
Cash-Payroll	4,975	5,336	6,529
Cash - Advance Pay Funding Ac	31,391	31,012	21,327
<b>TOTAL Other Cash</b>	<b>58,823</b>	<b>77,699</b>	<b>49,025</b>
<b>TOTAL Cash</b>	<b>(5,691,445)</b>	<b>(4,957,462)</b>	<b>3,774,579</b>
<b>Accounts Receivable</b>	<b>3,420,708</b>	<b>2,999,549</b>	<b>3,149,898</b>
<b>Allowance for Doubtful Accounts</b>	<b>(286,016)</b>	<b>(278,516)</b>	<b>(1,250,000)</b>
<b>Other Receivables</b>			
A/R QMI Assessment	25,000	0	(109,162)
Due from PACE North	1,466,691	1,261,676	1,189,349
Interest Receivable	6,000	9,000	0
Retention Credit Receivable	6,832,232	6,832,232	6,100,000
Due from Foundation	12,734	144,727	0
Medicaid Cost Settlement Rec.	3,782,080	2,341,024	1,293,488
<b>TOTAL Other Receivables</b>	<b>12,124,738</b>	<b>10,588,660</b>	<b>8,473,675</b>
<b>Inventory</b>	<b>164,011</b>	<b>180,304</b>	<b>122,931</b>
<b>Prepaid Expenses</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Current Assets</b>			
Prepaid Expenses	303,215	303,215	32,194
Prepaid Insurance - General	50,557	13,613	5,880
Prepaid Insurance - Work Comp.	6,060	15,058	0
<b>TOTAL Other Current Assets</b>	<b>359,831</b>	<b>331,886</b>	<b>38,074</b>
<b>TOTAL Current Assets</b>	<b>10,091,827</b>	<b>8,864,420</b>	<b>14,309,157</b>
<b>Non-Current Assets</b>			
<b>Property &amp; Equipment</b>	<b>16,034,352</b>	<b>16,130,293</b>	<b>16,673,292</b>
<b>Other Non Current Assets</b>			
Medicaid Settlements Rec	2,957,863	4,313,346	0
Deferred Outflows-Pension Plan	6,243,789	6,243,789	6,243,789
<b>TOTAL Other Non Current Assets</b>	<b>9,201,652</b>	<b>10,557,135</b>	<b>6,243,789</b>
<b>TOTAL Non-Current Assets</b>	<b>25,236,004</b>	<b>26,687,428</b>	<b>22,917,081</b>
<b>TOTAL Assets</b>	<b>35,327,831</b>	<b>35,551,848</b>	<b>37,226,238</b>

Grand Traverse Pavilions  
 Balance Sheet  
 As Of 10/31/2023

	CURRENT PERIOD	PRIOR PERIOD	PREVIOUS YEAR
	Actual \$	Actual \$	Actual \$
<b>Liabilities &amp; Equity</b>			
<b>Liabilities</b>			
<b>Current Liabilities</b>			
<b>Accounts Payable</b>	599,539	404,757	641,642
<b>Accrued Expenses</b>	1,713,405	1,863,054	2,015,233
<b>Other Current Liabilities</b>			
Current Portion of Bonds Paya	700,000	700,000	700,000
Interest Payable	66,210	61,031	129,115
Medicare Cost Settle. Payable	0	148,819	397,510
Medicaid Cost Settle. Payable	850,249	1,036,106	1,667,636
QAS Payable	197,203	0	0
Provider Tax Liabilities:MA	57,181	0	278,644
Deferred Revenue - SNF	15,000	15,000	15,000
<b>TOTAL Other Current Liabilities</b>	<b>1,885,843</b>	<b>1,960,956</b>	<b>3,187,905</b>
<b>TOTAL Current Liabilities</b>	<b>4,198,786</b>	<b>4,228,767</b>	<b>5,844,780</b>
<b>Non-Current Liabilities</b>			
<b>Long-Term Liabilities</b>			
Net Pension Liabilities	5,814,318	5,814,318	5,814,318
Pension Bonds (Non-Union) Iss	4,715,000	4,715,000	9,595,000
Pension Bonds (Union) Issued	4,410,000	4,410,000	0
Bonds Payable-Series 2017 Haw	1,610,000	1,610,000	1,840,000
Def Los on Adv Refund-'17	(46,636)	(47,178)	(52,058)
<b>TOTAL Long-Term Liabilities</b>	<b>16,502,682</b>	<b>16,502,140</b>	<b>17,197,260</b>
<b>Other Non-Current Liabilities</b>			
Deferred Inflows-Pension Plan	140,016	140,016	140,016
Deferred Inflow-OPEB	1,015,658	1,015,658	1,015,658
<b>TOTAL Other Non-Current Liabilities</b>	<b>1,155,674</b>	<b>1,155,674</b>	<b>1,155,674</b>
<b>TOTAL Non-Current Liabilities</b>	<b>17,658,356</b>	<b>17,657,814</b>	<b>18,352,934</b>
<b>TOTAL Liabilities</b>	<b>21,857,143</b>	<b>21,886,581</b>	<b>24,197,714</b>
<b>Equity</b>			
<b>Equity</b>			
RETAINED EARNINGS - PRIOR	12,901,984	12,901,984	12,901,984
Contributed Capital	126,540	126,540	126,540
<b>TOTAL Equity</b>	<b>13,028,524</b>	<b>13,028,524</b>	<b>13,028,524</b>
<b>Net Income (Loss)</b>	<b>442,164</b>	<b>636,742</b>	<b>0</b>
<b>TOTAL Equity</b>	<b>13,470,688</b>	<b>13,665,267</b>	<b>13,028,524</b>
<b>TOTAL Liabilities &amp; Equity</b>	<b>35,327,831</b>	<b>35,551,848</b>	<b>37,226,238</b>

Date: Dec 21, 2023  
 Time: 13:49:16 EST  
 User: Lindsey Dood

**Grand Traverse Pavilions**  
**Cash Flow Statement**  
**10/1/2023 to 10/31/2023**

Page # 1

Include Adjustment Periods: NO      Include Closing Periods: NO  
 Included: Grand Traverse Pavilions - AL, Grand Traverse Pavilions - Outpatient, Grand Traverse Pavilions - SNF

	CURRENT PERIOD	PRIOR PERIOD	YEAR TO DATE
	Actual \$	Actual \$	Actual \$
<b>Cash from Operating Activity</b>			
Net Income	(194,578)	2,705,112	442,164
<b>Net Cash provided by Operating Activities</b>			
Depreciation and Amortization	96,483	96,483	964,828
<b>Changes in Working Capital Items</b>			
Accounts Receivable	(438,659)	(434,710)	(1,368,956)
Prepaid Expenses	(27,945)	21,787	(321,757)
Due to/from	3,000	(1,000)	(6,000)
Inventory	16,293	0	(41,080)
Accounts Payable	194,782	257,608	(42,104)
<b>Other Assets</b>			
Medicaid Settlement Receivable	(85,573)	(2,533,015)	(5,446,455)
Employee Retention Credit Receivable	0	(732,232)	(732,232)
Due From Foundation	131,992	(120,400)	(12,734)
Medicare Settlements Receivable	0	0	0
Due From Pace North	(205,015)	(8,034)	(277,342)
<b>TOTAL Other Assets</b>	<b>(158,595)</b>	<b>(3,393,681)</b>	<b>(6,468,764)</b>
Accrued Payroll & Other Expenses	(144,590)	38,554	(364,853)
<b>Other Liabilities</b>			
<b>TOTAL Other Liabilities</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Accrued Liabilities</b>			
Medicare Advanced Payment	(148,819)	0	(397,510)
Provider Taxes Payable	57,181	(185,763)	(221,463)
Medicaid Audit Reserve	(185,856)	(427,186)	(817,387)
QAS Payable	197,203	455,687	197,203
Net Pension Liability	0	0	0
<b>TOTAL Other Accrued Liabilities</b>	<b>(80,292)</b>	<b>(157,261)</b>	<b>(1,239,157)</b>
<b>TOTAL Changes in Working Capital Items</b>	<b>(636,008)</b>	<b>(3,668,702)</b>	<b>(9,852,670)</b>
<b>TOTAL Net Cash provided by Operating Activities</b>	<b>(539,525)</b>	<b>(3,572,219)</b>	<b>(8,887,842)</b>
<b>TOTAL Cash from Operating Activity</b>	<b>(734,103)</b>	<b>(867,107)</b>	<b>(8,445,678)</b>
<b>Cash from Investing Activity</b>			
Fixed Asset Purchase	0	(24,085)	(320,466)
<b>TOTAL Cash from Investing Activity</b>	<b>0</b>	<b>(24,085)</b>	<b>(320,466)</b>
<b>Cash from Financing Activities</b>			
Long Term Debt	0	0	(700,000)
Short Term Debt/Notes Payable	0	0	0
<b>TOTAL Cash from Financing Activities</b>	<b>0</b>	<b>0</b>	<b>(700,000)</b>
<b>Net Cash Activity</b>	<b>(734,103)</b>	<b>(891,192)</b>	<b>(9,466,144)</b>
CASH BEG OF PERIOD	(4,972,137)	(4,080,946)	3,759,903
Cash Beginning Balances as of 9/30/2023	(4,972,137)	(4,080,946)	3,759,903
Net Cash Activity	(734,103)	(891,192)	(9,466,144)
<b>Cash Ending Balance</b>	<b>(5,706,240)</b>	<b>(4,972,137)</b>	<b>(5,706,240)</b>

Date: Dec 21, 2023  
 Time: 13:50:51 EST  
 User: Lindsey Dood

**Grand Traverse Pavilions  
 Combined Income Statement  
 10/1/2023 to 10/31/2023**

Include Adjustment Periods: NO      Include Closing Periods: NO  
 Included: Grand Traverse Pavilions - AL, Grand Traverse Pavilions - Outpatient, Grand Traverse Pavilions - SNF

	CURRENT PERIOD			PRIOR PERIOD			YEAR TO DATE		
	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$
Service Revenue	2,142,391	1,832,774	309,617	1,758,839	1,778,884	(20,045)	17,298,505	18,004,403	(705,898)
Other Revenue	233,388	766,632	(533,243)	3,515,094	760,284	2,754,809	7,791,367	7,628,233	163,134
Total Revenue	2,375,779	2,599,406	(223,626)	5,273,933	2,539,169	2,734,764	25,089,872	25,632,636	(542,763)
Salaries & Wages	1,319,072	1,502,649	183,577	1,360,019	1,454,310	94,291	13,623,307	14,736,454	1,113,148
Benefits	356,241	386,171	29,929	385,897	378,550	(7,347)	3,381,711	3,817,684	435,973
Other Operating Expenses	763,604	570,485	(193,119)	696,804	570,985	(125,819)	6,376,351	5,779,740	(596,611)
Interest Expense	35,500	32,500	3,000	30,159	32,500	(2,341)	306,933	325,000	(18,067)
Depreciation	95,941	97,520	1,579	95,941	97,520	1,579	959,406	975,200	15,794
Total Operating Expenses	2,570,358	2,589,325	18,967	2,568,821	2,533,865	(34,956)	24,647,708	25,634,078	986,370
Net Operating Income	(194,578)	10,081	(204,659)	2,705,112	5,304	2,699,809	442,164	(1,443)	443,607

Date: Dec 21, 2023  
 Time: 13:51:26 EST  
 User: Lindsey Dood

**Grand Traverse Pavilions  
 Cottage Income Statement  
 10/1/2023 to 10/31/2023**

Include Adjustment Periods: NO      Include Closing Periods: NO  
 Included: Grand Traverse Pavilions - AL, Grand Traverse Pavilions - Outpatient, Grand Traverse Pavilions - SNF

	CURRENT PERIOD			PRIOR PERIOD			YEAR TO DATE		
	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$
<b>Cottage Revenue</b>									
Room Rental-Cottage-Private	178,384	193,131	(14,747)	185,412	186,901	(1,489)	1,883,143	1,893,932	(10,788)
Room Rental-Cottage-MA Waiver	30,384	0	30,384	30,384	0	30,384	60,768	0	60,768
Room Rental-Cottage-Priv Insur	23,851	0	23,851	27,341	0	27,341	51,192	0	51,192
Respite-Cottages	235	1,187	(952)	0	1,187	(1,187)	15,150	11,870	3,280
Scholarships Private Pay	(11,370)	16,000	(27,370)	(11,360)	16,000	(27,360)	96,749	160,000	(63,251)
Registration Fee - Cottages	250	580	(330)	0	580	(580)	2,250	5,800	(3,550)
Ancillary Rev - Cottages	44	650	(606)	37	650	(613)	6,204	6,500	(296)
Meal Plan	1,975	18,000	(16,025)	(450)	18,000	(18,450)	148,054	180,000	(31,946)
Personal Care Services- Privat	22,358	20,000	2,358	22,845	20,000	2,845	186,109	200,000	(13,891)
Contractual-Charity Care	(2,864)	(16,000)	13,136	(7,303)	(16,000)	8,697	(129,646)	(160,000)	30,354
Contractual Allow MA Waiver	(25,726)	0	(25,726)	(15,160)	0	(15,160)	(40,886)	0	(40,886)
Contractual Allowance PACE	155	0	155	(1,850)	0	(1,850)	(1,695)	0	(1,695)
<b>TOTAL Cottage Revenue</b>	<b>217,677</b>	<b>233,548</b>	<b>(15,871)</b>	<b>229,896</b>	<b>227,318</b>	<b>2,578</b>	<b>2,277,393</b>	<b>2,298,102</b>	<b>(20,709)</b>
<b>Cottage Other Revenue</b>									
Beauty Shop Income	765	900	(135)	578	900	(322)	7,422	9,000	(1,578)
Misc Income-Cottage DCW Wage R	886	0	886	6,473	0	6,473	7,359	0	7,359
Donation Income - Cottages	0	0	0	106,100	0	106,100	221,746	0	221,746
<b>TOTAL Cottage Other Revenue</b>	<b>1,651</b>	<b>900</b>	<b>751</b>	<b>113,151</b>	<b>900</b>	<b>112,251</b>	<b>236,527</b>	<b>9,000</b>	<b>227,527</b>
Total Income	219,328	234,448	(15,121)	343,047	228,218	114,829	2,513,920	2,307,102	206,818
<b>Cottage Operating Expenses</b>									
Salary & Wages - Admin - Cott	10,635	20,117	9,482	17,987	19,468	1,481	175,787	197,275	21,488
Salary & Wages - ES Cottages	4,569	4,627	58	5,154	4,478	(676)	47,824	45,376	(2,448)
Salary & Wages - Hskpg Cottage	3,732	7,679	3,947	3,553	7,431	3,879	40,524	75,306	34,781
Salary & Wages - RN Cottages	7,260	9,345	2,085	6,809	9,044	2,235	89,488	91,643	2,155
Salary & Wages - LPN Cottages	2,353	4,933	2,580	2,902	4,774	1,872	47,285	48,377	1,092
Salary & Wages - CNA Cottages	61,208	49,663	(11,545)	56,750	48,061	(8,689)	587,672	487,015	(100,657)
Salary & Wages - UW Cottages	59,037	40,863	(18,174)	42,430	39,545	(2,885)	521,137	400,720	(120,417)
Longevity - Cottages	0	3,523	3,523	0	3,523	3,523	0	35,232	35,232
Longevity - Cottages Admin	250	511	261	250	511	261	2,500	5,113	2,613
FICA Admin Cottages	734	1,523	789	1,174	1,523	349	12,744	15,226	2,482
FICA - Env Serv Cottages	338	353	15	385	353	(32)	3,548	3,533	(15)
FICA - Cottage Housekeeping	273	289	16	262	289	27	2,986	2,893	(93)
FICA - RN LPN CNA and UW - Co	9,256	8,665	(590)	8,242	8,665	424	90,817	86,654	(4,163)
Workers Comp - Cottages	890	1,363	472	672	1,363	691	10,760	13,625	2,865
Workers Comp - Cottage Admin	6	6	0	6	6	0	60	60	0
MERS DB - Cottages	4,854	8,712	3,858	4,854	8,712	3,858	48,975	87,123	38,149
MERS DB - Cottages Admin	1,794	1,434	(360)	1,794	1,434	(360)	17,944	14,343	(3,600)
MERS DC-Cottage	2,013	1,150	(863)	1,637	1,150	(488)	13,195	11,496	(1,699)
MERS DC:Admin Cottages	0	0	0	266	0	(266)	3,159	0	(3,159)
Health Ins - Cottages	15,460	14,803	(657)	17,811	14,803	(3,008)	112,778	148,030	35,252
Dental Ins - Cottages	0	1,000	1,000	1,221	1,000	(221)	6,489	10,000	3,511
Supplies - Cottages	0	200	200	0	200	200	0	2,000	2,000

**Grand Traverse Pavilions  
 Cottage Income Statement  
 10/1/2023 to 10/31/2023**

	CURRENT PERIOD			PRIOR PERIOD			YEAR TO DATE		
	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$
<b>Cottage Operating Expenses (con't)</b>									
Supplies Laundry - Cottages	412	0	(412)	0	0	0	638	0	(638)
Activity Supplies - Cottages	392	250	(142)	366	250	(116)	3,643	2,500	(1,143)
Nursing Supplies - Cottages	134	400	266	678	400	(278)	4,059	4,000	(59)
Contract Services-Dining	60,378	12,000	(48,378)	61,043	12,000	(49,043)	427,091	120,000	(307,091)
Contract Svcs:Security-Cottag	0	500	500	0	0	0	1,930	2,000	70
Advertising - Cottages	1,425	3,000	1,575	2,215	3,000	785	22,914	30,000	7,086
Referral Fees	0	1,500	1,500	0	1,500	1,500	3,675	15,000	11,325
Printing & Binding - Comm Rel	0	0	0	0	0	0	970	0	(970)
Elevator-Cottages	0	0	0	0	0	0	0	9,250	9,250
Dues & Memberships - Cottages	0	0	0	0	0	0	0	700	700
Telephone - Cottages	0	325	325	320	325	5	2,559	3,250	691
Water - Cottages	2,873	500	(2,373)	3,000	500	(2,500)	13,549	5,000	(8,549)
Sewer - Cottages	6,172	850	(5,322)	4,000	850	(3,150)	26,330	8,500	(17,830)
Electric - Cottages	5,610	5,000	(610)	6,962	5,000	(1,962)	47,120	52,000	4,880
Natrual Gas - Cottages	1,773	2,000	227	844	2,000	1,156	23,525	28,200	4,675
Refuse Disposal - Cottages	548	500	(48)	548	500	(48)	5,476	5,000	(475)
Television - Cottages	1,449	1,500	51	2,602	1,500	(1,102)	14,429	15,000	571
Special Functions - Cottages	104	300	196	48	300	252	1,329	3,000	1,671
Beauty Shop Services	623	750	127	467	750	283	5,307	7,500	2,193
Indirect Costs-Cottages	20,000	20,000	0	20,000	20,000	0	200,000	200,000	0
Bond Interest Expenses	4,743	5,000	257	4,743	5,000	257	47,430	50,000	2,570
Miscellaneous Exp - Cottages	29	100	71	0	100	100	1,163	1,000	(163)
Depreciation - Equip Cottages	917	920	3	917	920	3	9,171	9,200	29
<b>TOTAL Cottage Operating Expenses</b>	<b>292,244</b>	<b>236,155</b>	<b>(56,089)</b>	<b>282,910</b>	<b>231,228</b>	<b>(51,682)</b>	<b>2,697,977</b>	<b>2,352,139</b>	<b>(345,838)</b>
Net Operating Income	(72,916)	(1,707)	(71,210)	60,137	(3,010)	63,147	(184,058)	(45,038)	(139,020)
<b>Cottage Building Depreciation</b>									
Depreciation Bldg - Cottages	19,018	19,100	82	19,018	19,100	82	190,183	191,000	817
Depreciation-Cottage Bldg Impr	4,304	4,350	46	4,304	4,350	46	43,036	43,500	464
<b>TOTAL Cottage Building Depreciation</b>	<b>23,322</b>	<b>23,450</b>	<b>128</b>	<b>23,322</b>	<b>23,450</b>	<b>128</b>	<b>233,219</b>	<b>234,500</b>	<b>1,281</b>
Net Income	(96,238)	(25,157)	(71,082)	36,815	(26,460)	63,275	(417,276)	(279,538)	(137,739)

**Grand Traverse Pavilions  
 SNF Income Statement  
 10/1/2023 to 10/31/2023**

Include Adjustment Periods: NO      Include Closing Periods: NO  
 Included: Grand Traverse Pavilions - AL, Grand Traverse Pavilions - Outpatient, Grand Traverse Pavilions - SNF

	CURRENT PERIOD						YEAR TO DATE					
	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day
	0	0	0	-	-	-	0	0	0	-	-	-
	0	0	0	-	-	-	0	0	0	-	-	-
	0	0	0	-	-	-	0	0	0	-	-	-
<b>SNF Resident Revenue</b>												
<b>Inpatient Revenue</b>												
Medicare Part A	178,688	146,510	32,178	580.16	590.77	(10.61)	2,093,998	1,447,340	646,658	542.77	595.12	(52.36)
Medicare Advantage	186,903	0	186,903	474.37	-	-	374,442	0	374,442	478.21	-	-
Medicaid	1,086,169	1,032,594	53,575	379.12	294.77	84.34	7,880,162	10,128,210	(2,248,049)	299.11	294.84	4.28
Hospice	195,699	59,962	135,738	485.61	322.37	163.23	1,491,321	588,011	903,310	354.82	322.37	32.45
Private Pay	198,719	306,160	(107,441)	422.81	352.72	70.09	2,399,126	3,002,740	(603,614)	383.92	352.77	31.16
Medicare Part B	14,549	(11,250)	25,799	3.28	(2.34)	5.62	50,333	(112,500)	162,833	1.21	(2.39)	3.60
<b>TOTAL Inpatient Revenue</b>	<b>1,860,727</b>	<b>1,533,976</b>	<b>326,752</b>	<b>419.08</b>	<b>319.25</b>	<b>99.84</b>	<b>14,289,382</b>	<b>15,053,801</b>	<b>(764,419)</b>	<b>344.84</b>	<b>319.48</b>	<b>25.36</b>
<b>Outpatient</b>												
Physical Therapy	36,634	50,500	(13,866)	8.25	10.51	(2.26)	532,904	505,000	27,904	12.86	10.72	2.14
Occupational Therapy	7,388	1,500	5,888	1.66	0.31	1.35	26,818	15,000	11,818	0.65	0.32	0.33
Speech Therapy	7,440	3,000	4,440	1.68	0.62	1.05	40,735	30,000	10,735	0.98	0.64	0.35
Wellness	4,075	2,500	1,575	0.92	0.52	0.40	37,991	25,000	12,991	0.92	0.53	0.39
<b>TOTAL Outpatient</b>	<b>55,537</b>	<b>57,500</b>	<b>(1,963)</b>	<b>12.51</b>	<b>11.97</b>	<b>0.54</b>	<b>638,448</b>	<b>575,000</b>	<b>63,448</b>	<b>15.41</b>	<b>12.20</b>	<b>3.20</b>
<b>TOTAL SNF Resident Revenue</b>	<b>1,916,264</b>	<b>1,591,476</b>	<b>324,789</b>	<b>431.59</b>	<b>331.21</b>	<b>100.38</b>	<b>14,927,830</b>	<b>15,628,801</b>	<b>(700,971)</b>	<b>360.24</b>	<b>331.68</b>	<b>28.56</b>
<b>SNF Other Revenue</b>												
Revenue - Child Day Care	8,164	7,500	664	1.84	1.56	0.28	89,875	75,000	14,875	2.17	1.59	0.58
Childcare Lunches	286	250	36	0.06	0.05	0.01	3,407	2,500	907	0.08	0.05	0.03
Vending Machine Sales	771	0	771	0.17	0.00	0.17	2,193	0	2,193	0.05	0.00	0.05
Rental Income	389	250	139	0.09	0.05	0.04	2,188	2,500	(312)	0.05	0.05	0.00
Interest Income	(3,000)	1,000	(4,000)	(0.68)	0.21	(0.88)	718,497	10,000	708,497	17.34	0.21	17.13
DCW Wage Reimbursement	61,031	0	61,031	13.75	0.00	13.75	423,461	0	423,461	10.22	0.00	10.22
Copy Revenue	246	0	246	0.06	0.00	0.06	252	0	252	0.01	0.00	0.01
Pace North Management Fees	0	7,500	(7,500)	0.00	1.56	(1.56)	67,500	75,000	(7,500)	1.63	1.59	0.04
Insurance Proceeds and Refunds	467	0	467	0.11	0.00	0.11	467	0	467	0.01	0.00	0.01
Exp Reimbursements	35	0	35	0.01	0.00	0.01	35	0	35	0.00	0.00	0.00
Medicaid Settlement Revenue	63,646	0	63,646	14.33	0.00	14.33	5,447,557	0	5,447,557	131.46	0.00	131.46
Misc Income	808	640,879	(640,071)	0.18	133.38	(133.20)	145,284	6,408,790	(6,263,506)	3.51	136.01	(132.50)
Donation Income	0	20,833	(20,833)	0.00	4.34	(4.34)	0	208,333	(208,333)	0.00	4.42	(4.42)
QAS Income	147,024	196,769	(49,746)	33.11	40.95	(7.84)	1,363,969	1,929,610	(565,640)	32.92	40.95	(8.04)
QMI Income	25,000	31,000	(6,000)	5.63	6.45	(0.82)	351,549	310,000	41,549	8.48	6.58	1.90
Inter-Company Charges	21,400	21,400	0	4.82	4.45	0.37	214,000	214,000	0	5.16	4.54	0.62
Bad Debt Expenses	(7,500)	(7,500)	0	(1.69)	(1.56)	(0.13)	(75,000)	(75,000)	0	(1.81)	(1.59)	(0.22)
Provider Tax Expenses-QAS	(51,069)	(125,000)	73,931	(11.50)	(26.01)	14.51	(876,606)	(1,250,000)	373,394	(21.15)	(26.53)	5.37
Provider Tax Expenses-QMI	(6,112)	0	(6,112)	(1.38)	0.00	(1.38)	(16,506)	0	(16,506)	(0.40)	0.00	(0.40)
<b>TOTAL SNF Other Revenue</b>	<b>261,587</b>	<b>794,882</b>	<b>(533,294)</b>	<b>58.92</b>	<b>165.43</b>	<b>(106.51)</b>	<b>7,862,123</b>	<b>7,910,733</b>	<b>(48,610)</b>	<b>189.73</b>	<b>167.88</b>	<b>21.85</b>
<b>Total Revenue</b>	<b>2,177,852</b>	<b>2,386,357</b>	<b>(208,506)</b>	<b>490.51</b>	<b>496.64</b>	<b>(43.39)</b>	<b>22,789,953</b>	<b>23,539,534</b>	<b>(749,581)</b>	<b>549.98</b>	<b>499.57</b>	<b>(15.91)</b>
<b>SNF Operating Expenses</b>												
<b>Nursing</b>												

Grand Traverse Pavilions  
 SNF Income Statement  
 10/1/2023 to 10/31/2023

	CURRENT PERIOD						YEAR TO DATE						
	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	
<b>Nursing (cont)</b>													
<b>Nursing</b>													
Salary & Wages - RN	166,797	204,768	37,971	37.57	42.62	5.05	1,730,658	2,008,047	277,389	41.77	42.62	0.85	
Salary & Wages - LPN	103,473	61,764	(41,709)	23.30	12.85	(10.45)	927,258	605,689	(321,569)	22.38	12.85	(9.52)	
Salary & Wages - CNA	366,153	464,637	98,484	82.47	96.70	14.23	3,535,540	4,556,441	1,020,901	85.32	96.70	11.38	
Salary & Wages - UW SNF	5,957	11,532	5,575	1.34	2.40	1.06	173,344	113,086	(60,258)	4.18	2.40	(1.78)	
Longevity - RN	725	2,916	2,191	0.16	0.61	0.44	7,250	28,593	21,343	0.17	0.61	0.43	
Longevity - LPN	450	1,177	727	0.10	0.24	0.14	4,500	11,538	7,038	0.11	0.24	0.14	
Longevity - CNA	1,625	7,735	6,110	0.37	1.61	1.24	16,250	75,854	59,604	0.39	1.61	1.22	
FICA - Nursing	46,440	57,281	10,841	10.46	11.92	1.46	435,343	561,719	126,377	10.51	11.92	1.42	
Workers Comp - Nursing	8,070	8,519	449	1.82	1.77	(0.04)	86,178	83,538	(2,640)	2.08	1.77	(0.31)	
Unemployment Expensess	0	250	250	0.00	0.05	0.05	0	2,500	2,500	0.00	0.05	0.05	
MERS DB - Nursing	25,871	35,533	9,662	5.83	7.39	1.57	258,712	355,329	96,617	6.24	7.54	1.30	
MERS DC:Nursing	8,981	9,673	691	2.02	2.01	(0.01)	118,098	96,728	(21,370)	2.85	2.05	(0.80)	
Health Ins - Nursing	63,476	73,274	9,798	14.30	15.25	0.95	653,532	718,555	65,023	15.77	15.25	(0.52)	
Health Ins - Retirees Nursing	6,583	5,800	(783)	1.48	1.21	(0.28)	59,125	58,000	(1,124)	1.43	1.23	(0.20)	
Dental Ins - Nursing	0	5,071	5,071	0.00	1.06	1.06	42,546	49,732	7,187	1.03	1.06	0.03	
Uniforms - Nursing	708	500	(208)	0.16	0.10	(0.06)	7,867	5,000	(2,867)	0.19	0.11	(0.08)	
Small Equipment	495	5,000	4,505	0.11	1.04	0.93	42,215	50,000	7,785	1.02	1.06	0.04	
Nursing Supplies	21,094	18,750	(2,344)	4.75	3.90	(0.85)	166,200	187,500	21,300	4.01	3.98	(0.03)	
Briefs	4,135	7,083	2,948	0.93	1.47	0.54	50,961	70,833	19,872	1.23	1.50	0.27	
Stock Meds	1,252	2,250	998	0.28	0.47	0.19	16,229	22,500	6,271	0.39	0.48	0.09	
Hep B Vaccine	0	500	500	0.00	0.10	0.10	0	5,000	5,000	0.00	0.11	0.11	
Flu Vaccine	0	0	0	0.00	0.00	0.00	9,902	0	(9,902)	0.24	0.00	(0.24)	
IV Supplies	1,254	2,500	1,246	0.28	0.52	0.24	35,196	25,000	(10,196)	0.85	0.53	(0.32)	
Special Equipment Rental	0	0	0	0.00	0.00	0.00	1,575	0	(1,575)	0.04	0.00	(0.04)	
Non-Legend Drugs	1,109	500	(609)	0.25	0.10	(0.15)	6,456	5,000	(1,456)	0.16	0.11	(0.05)	
Professional Services - Medic	3,520	3,600	80	0.79	0.75	(0.04)	35,200	36,000	800	0.85	0.76	(0.09)	
Agency Nurse Staffing	51,084	32,500	(18,584)	11.51	6.76	(4.74)	377,945	325,000	(52,945)	9.12	6.90	(2.22)	
Building Repairs-Resident Roo	3,348	0	(3,348)	0.75	0.00	(0.75)	24,754	0	(24,754)	0.60	0.00	(0.60)	
Equipment Repairs	1,792	1,500	(292)	0.40	0.31	(0.09)	22,264	15,000	(7,264)	0.54	0.32	(0.22)	
Education & Training - Nursing	0	1,000	1,000	0.00	0.21	0.21	276	10,000	9,724	0.01	0.21	0.21	
Med Waste:Nursing-Medical Care	1,863	3,000	1,137	0.42	0.62	0.20	16,770	30,000	13,230	0.40	0.64	0.23	
Resident Loss Replacement	0	100	100	0.00	0.02	0.02	109	1,000	891	0.00	0.02	0.02	
<b>TOTAL Nursing</b>	<b>896,255</b>	<b>1,028,712</b>	<b>132,457</b>	<b>201.86</b>	<b>214.09</b>	<b>12.23</b>	<b>8,862,252</b>	<b>10,113,183</b>	<b>1,250,931</b>	<b>213.87</b>	<b>214.63</b>	<b>0.76</b>	
<b>Nurse Administration</b>													
Salary & Wages - Nursing Admin	133,277	143,548	10,271	30.02	29.87	(0.14)	1,426,145	1,407,700	(18,445)	34.42	29.87	(4.54)	
Longevity-Nursing Admin	1,115	2,672	1,557	0.25	0.56	0.30	11,150	26,198	15,048	0.27	0.56	0.29	
FICA - Nursing Admin	10,174	11,186	1,012	2.29	2.33	0.04	140,311	109,693	(30,618)	3.39	2.33	(1.06)	
Workers Comp - Nurse Admin	60	0	(60)	0.01	0.00	(0.01)	600	0	(600)	0.01	0.00	(0.01)	
MERS DB - Nursing Admin	11,643	11,705	62	2.62	2.44	(0.19)	116,430	117,047	616	2.81	2.48	(0.33)	
MERS DC: Nurse Administration	298	288	(9)	0.07	0.06	(0.01)	5,588	2,883	(2,705)	0.13	0.06	(0.07)	
Nurse Admin Consulting	5,560	0	(5,560)	1.25	0.00	(1.25)	7,611	0	(7,611)	0.18	0.00	(0.18)	
<b>TOTAL Nurse Administration</b>	<b>162,126</b>	<b>169,399</b>	<b>7,273</b>	<b>36.51</b>	<b>35.25</b>	<b>(1.26)</b>	<b>1,707,835</b>	<b>1,663,520</b>	<b>(44,314)</b>	<b>41.21</b>	<b>35.30</b>	<b>(5.91)</b>	
<b>TOTAL Nursing Administrative</b>	<b>1,058,381</b>	<b>1,198,111</b>	<b>139,730</b>	<b>238.37</b>	<b>249.35</b>	<b>10.97</b>	<b>10,570,087</b>	<b>11,776,703</b>	<b>1,206,617</b>	<b>255.08</b>	<b>249.93</b>	<b>(5.15)</b>	
Salary & Wages - Admin	28,518	71,994	43,476	6.42	14.98	8.56	685,575	706,002	20,427	16.54	14.98	(1.56)	
Longevity - Admin	390	1,175	785	0.09	0.24	0.16	3,900	11,520	7,620	0.09	0.24	0.15	

Grand Traverse Pavilions  
 SNF Income Statement  
 10/1/2023 to 10/31/2023

	CURRENT PERIOD						YEAR TO DATE					
	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day
<b>Administrative (con't)</b>												
FICA - Admin	3,853	5,597	1,744	0.87	1.16	0.30	51,579	54,890	3,311	1.24	1.16	(0.08)
Workers Comp - Admin	40	100	60	0.01	0.02	0.01	400	1,000	600	0.01	0.02	0.01
MERS - Administration	37,567	8,644	(28,923)	8.46	1.80	(6.66)	120,499	86,440	(34,059)	2.91	1.83	(1.07)
MERS DC:Administration	367	624	257	0.08	0.13	0.05	14,106	6,239	(7,867)	0.34	0.13	(0.21)
Health Ins - Administration	7,952	8,327	375	1.79	1.73	(0.06)	77,474	81,660	4,185	1.87	1.73	(0.14)
Dental Ins - Administration	0	335	335	0.00	0.07	0.07	2,784	3,281	497	0.07	0.07	0.00
Small Equipment	275	417	142	0.06	0.09	0.02	275	4,167	3,892	0.01	0.09	0.08
Contract Services	19,466	4,000	(15,466)	4.38	0.83	(3.55)	48,182	40,000	(8,182)	1.16	0.85	(0.31)
Contract Svcs-Security	0	100	100	0.00	0.02	0.02	649	1,000	351	0.02	0.02	0.01
Professional Services - Admin	5,400	3,000	(2,400)	1.22	0.62	(0.59)	47,900	30,000	(17,900)	1.16	0.64	(0.52)
Community Education	0	360	360	0.00	0.07	0.07	0	3,600	3,600	0.00	0.08	0.08
Legal Consultants	32,646	3,000	(29,646)	7.35	0.62	(6.73)	221,746	30,000	(191,746)	5.35	0.64	(4.71)
Dues & Memberships	0	4,000	4,000	0.00	0.83	0.83	39,882	40,000	118	0.96	0.85	(0.11)
License & Fees	0	0	0	0.00	0.00	0.00	13,645	6,000	(7,645)	0.33	0.13	(0.20)
County Fees	0	0	0	0.00	0.00	0.00	4,102	4,000	(102)	0.10	0.08	(0.01)
Subscriptions	0	125	125	0.00	0.03	0.03	35	1,250	1,215	0.00	0.03	0.03
Education & Training - Admin	0	80	80	0.00	0.02	0.02	0	5,840	5,840	0.00	0.12	0.12
Board Meeting Expenses	0	0	0	0.00	0.00	0.00	25	0	(25)	0.00	0.00	0.00
Miscellaneous Expenses	75	125	50	0.02	0.03	0.01	37,055	1,250	(35,805)	0.89	0.03	(0.87)
<b>TOTAL Administrative</b>	<b>136,549</b>	<b>112,002</b>	<b>(24,547)</b>	<b>30.75</b>	<b>23.31</b>	<b>(7.44)</b>	<b>1,369,815</b>	<b>1,118,139</b>	<b>(251,675)</b>	<b>33.06</b>	<b>23.73</b>	<b>(9.33)</b>
<b>Finance</b>												
Salary & Wages - Financial Ma	32,349	31,724	(625)	7.29	6.60	(0.68)	312,269	311,100	(1,168)	7.54	6.60	(0.93)
Longevity - Financial Mgt	235	593	358	0.05	0.12	0.07	2,350	5,816	3,466	0.06	0.12	0.07
FICA - Fin Mgmt	1,440	2,472	1,033	0.32	0.51	0.19	24,140	24,244	104	0.58	0.51	(0.07)
Workers Comp - Fin Mgmt	15	17	2	0.00	0.00	0.00	150	167	17	0.00	0.00	0.00
MERS DB - Financial Management	2,029	2,223	194	0.46	0.46	0.01	20,294	22,234	1,941	0.49	0.47	(0.02)
MERS DC-Medical Care	0	0	0	0.00	0.00	0.00	137	0	(137)	0.00	0.00	0.00
MERS DC:Financial Management	374	278	(96)	0.08	0.06	(0.03)	2,457	2,776	319	0.06	0.06	0.00
Health Ins - Financial Mgmt	1,081	2,724	1,643	0.24	0.57	0.32	10,809	26,717	15,907	0.26	0.57	0.31
Dental Ins - Financial Mgmt	0	177	177	0.00	0.04	0.04	1,153	1,740	587	0.03	0.04	0.01
Office Supplies	654	1,500	846	0.15	0.31	0.16	11,097	15,000	3,903	0.27	0.32	0.05
Copy Supplies	545	500	(45)	0.12	0.10	(0.02)	6,200	5,000	(1,200)	0.15	0.11	(0.04)
Computer Supplies	3,367	2,667	(700)	0.76	0.55	(0.20)	30,806	26,667	(4,139)	0.74	0.57	(0.18)
Postage	754	750	(4)	0.17	0.16	(0.01)	6,484	7,500	1,016	0.16	0.16	0.00
Small Equipment - IT	3,184	3,000	(184)	0.72	0.62	(0.09)	14,924	30,000	15,076	0.36	0.64	0.28
Audit Expenses	0	0	0	0.00	0.00	0.00	5,800	6,000	200	0.14	0.13	(0.01)
IT Consultants	3,947	3,000	(947)	0.89	0.62	(0.26)	29,372	30,000	629	0.71	0.64	(0.07)
Printing & Binding	645	1,000	355	0.15	0.21	0.06	5,089	10,000	4,911	0.12	0.21	0.09
Data Processing	43,907	5,000	(38,907)	9.89	1.04	(8.85)	77,327	50,000	(27,327)	1.87	1.06	(0.80)
Maintenance Agreements Softwa	86,287	23,000	(63,287)	19.43	4.79	(14.65)	353,669	230,000	(123,669)	8.53	4.88	(3.65)
Communication Equip Repairs	728	2,500	1,772	0.16	0.52	0.36	26,941	25,000	(1,941)	0.65	0.53	(0.12)
Education & Training - Fin Mgt	590	0	(590)	0.13	0.00	(0.13)	590	6,000	5,410	0.01	0.13	0.11
Travel - Mileage	0	10	10	0.00	0.00	0.00	155	100	(55)	0.00	0.00	0.00
Other Insurance	22,393	21,000	(1,393)	5.04	4.37	(0.67)	223,933	210,000	(13,933)	5.40	4.46	(0.95)
Telephone-Snf	5,892	5,000	(892)	1.33	1.04	(0.29)	61,048	50,000	(11,048)	1.47	1.06	(0.41)
Internet Meeting Services	0	250	250	0.00	0.05	0.05	0	2,500	2,500	0.00	0.05	0.05
Internet	2,519	0	(2,519)	0.57	0.00	(0.57)	8,567	0	(8,567)	0.21	0.00	(0.21)

Grand Traverse Pavilions  
 SNF Income Statement  
 10/1/2023 to 10/31/2023

	CURRENT PERIOD						YEAR TO DATE					
	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day
<b>Finance (con't)</b>												
Cellular Phone	2,757	1,667	(1,090)	0.62	0.35	(0.27)	22,554	16,667	(5,888)	0.54	0.35	(0.19)
Television - SNF	0	2,000	2,000	0.00	0.42	0.42	20,079	20,000	(79)	0.48	0.42	(0.06)
Bond Interest Expenses	30,757	27,500	(3,257)	6.93	5.72	(1.20)	259,504	275,000	15,496	6.26	5.84	(0.43)
Bank Charges	1,757	1,500	(257)	0.40	0.31	(0.08)	20,885	15,000	(5,885)	0.50	0.32	(0.19)
<b>TOTAL Finance</b>	<b>248,206</b>	<b>142,053</b>	<b>(106,153)</b>	<b>55.90</b>	<b>29.56</b>	<b>(26.34)</b>	<b>1,558,781</b>	<b>1,425,228</b>	<b>(133,553)</b>	<b>37.62</b>	<b>30.25</b>	<b>(7.37)</b>
<b>Human Resources</b>												
Salary & Wages - Human Resour	19,189	23,265	4,076	4.32	4.84	0.52	224,751	228,149	3,398	5.42	4.84	(0.58)
Longevity - Human Resources	230	592	362	0.05	0.12	0.07	2,300	5,803	3,503	0.06	0.12	0.07
FICA - Human Res	1,350	1,825	475	0.30	0.38	0.08	16,891	17,897	1,006	0.41	0.38	(0.03)
Workers Comp - Human Res	10	17	7	0.00	0.00	0.00	100	167	67	0.00	0.00	0.00
MERS DB - Human Resources	2,280	1,990	(291)	0.51	0.41	(0.10)	22,803	19,897	(2,906)	0.55	0.42	(0.13)
Health Ins - Human Resources	1,229	1,102	(127)	0.28	0.23	(0.05)	9,738	10,803	1,065	0.24	0.23	(0.01)
Dental Ins - Human Resources	0	157	157	0.00	0.03	0.03	1,567	1,540	(27)	0.04	0.03	(0.01)
Life Insurance	122	175	53	0.03	0.04	0.01	1,253	1,750	497	0.03	0.04	0.01
Employee Wellness Program	0	250	250	0.00	0.05	0.05	0	2,500	2,500	0.00	0.05	0.05
Employee Recogn	0	2,667	2,667	0.00	0.55	0.55	19,496	26,667	7,170	0.47	0.57	0.10
Other Fringe Benefit - Cobra	600	0	(600)	0.14	0.00	(0.14)	2,320	1,500	(820)	0.06	0.03	(0.02)
State Claims Tax	0	0	0	0.00	0.00	0.00	0	200	200	0.00	0.00	0.00
HSA Funding	0	0	0	0.00	0.00	0.00	(1,200)	0	1,200	(0.03)	0.00	0.03
Contract Services - HR	1,303	2,000	697	0.29	0.42	0.12	21,822	25,000	3,178	0.53	0.53	0.00
Employee Advertising/Recruiti	0	5,000	5,000	0.00	1.04	1.04	(768)	50,000	50,768	(0.02)	1.06	1.08
CNA Registry Fee	60	100	40	0.01	0.02	0.01	685	1,000	315	0.02	0.02	0.00
Testing Fees	0	1,500	1,500	0.00	0.31	0.31	20,450	15,000	(5,450)	0.49	0.32	(0.18)
Education & Training - Hum Res	0	0	0	0.00	0.00	0.00	0	1,800	1,800	0.00	0.04	0.04
<b>TOTAL Human Resources</b>	<b>26,374</b>	<b>40,639</b>	<b>14,266</b>	<b>5.94</b>	<b>8.46</b>	<b>2.52</b>	<b>342,210</b>	<b>409,673</b>	<b>67,464</b>	<b>8.26</b>	<b>8.69</b>	<b>0.44</b>
<b>Community Relations and Volunteer Services</b>												
Salary & Wages - Volunteer &	4,779	4,837	57	1.08	1.01	(0.07)	24,669	47,432	22,764	0.60	1.01	0.41
Longevity - Volunteer & Comm	0	87	87	0.00	0.02	0.02	0	867	867	0.00	0.02	0.02
FICA - Volunteer & Comm Rel	350	377	27	0.08	0.08	0.00	1,852	3,695	1,843	0.04	0.08	0.03
Workers Comp - Vol & Comm Rel	5	4	(1)	0.00	0.00	0.00	50	43	(7)	0.00	0.00	0.00
MERS DB - Volunteer & Comm Rel	787	0	(787)	0.18	0.00	(0.18)	7,869	0	(7,869)	0.19	0.00	(0.19)
MERS DC: Volunteer & Comm Rel	207	242	35	0.05	0.05	0.00	827	2,416	1,590	0.02	0.05	0.03
Health Ins - Volunteer & Comm	0	540	540	0.00	0.11	0.11	0	5,405	5,405	0.00	0.11	0.11
Dental Ins - Volunteer and Co	0	36	36	0.00	0.01	0.01	0	360	360	0.00	0.01	0.01
Volunteer Recognition	0	125	125	0.00	0.03	0.03	0	1,250	1,250	0.00	0.03	0.03
Supplies - Volunteer	0	0	0	0.00	0.00	0.00	0	1,200	1,200	0.00	0.03	0.03
Dues & Memberships	0	0	0	0.00	0.00	0.00	0	300	300	0.00	0.01	0.01
<b>TOTAL Community Relations and Volunteer Services</b>	<b>6,128</b>	<b>6,248</b>	<b>120</b>	<b>1.38</b>	<b>1.30</b>	<b>(0.08)</b>	<b>35,266</b>	<b>62,968</b>	<b>27,701</b>	<b>0.85</b>	<b>1.34</b>	<b>0.49</b>
<b>Maintenance</b>												
Salary & Wages - ES	48,749	58,344	9,595	10.98	12.14	1.16	598,822	572,149	(26,673)	14.45	12.14	(2.31)
Longevity - Environmental Serv	330	1,201	871	0.07	0.25	0.18	3,300	11,780	8,480	0.08	0.25	0.17
FICA - Environ Serv	3,981	4,555	574	0.90	0.95	0.05	44,408	44,671	262	1.07	0.95	(0.12)
Workers Comp - Plant Ops	500	454	(46)	0.11	0.09	(0.02)	5,000	4,456	(544)	0.12	0.09	(0.03)
MERS DB - Env. Serv.	3,382	4,666	1,284	0.76	0.97	0.21	33,817	46,660	12,843	0.82	0.99	0.17
MERS DC:Environmental Services	430	200	(230)	0.10	0.04	(0.06)	2,341	2,003	(338)	0.06	0.04	(0.01)
Health Ins - Env Serv	5,894	7,324	1,430	1.33	1.52	0.20	61,375	71,826	10,451	1.48	1.52	0.04
Health Ins - Retirees - EVS	3,081	2,000	(1,081)	0.69	0.42	(0.28)	21,283	20,000	(1,283)	0.51	0.42	(0.09)

Grand Traverse Pavilions  
 SNF Income Statement  
 10/1/2023 to 10/31/2023

	CURRENT PERIOD						YEAR TO DATE					
	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day
<b>Maintenance (con't)</b>												
Dental Ins - Env Serv	0	424	424	0.00	0.09	0.09	2,925	4,161	1,236	0.07	0.09	0.02
Uniforms - Plant Ops	454	167	(288)	0.10	0.03	(0.07)	2,393	1,667	(727)	0.06	0.04	(0.02)
Supplies - Plant Ops	4,431	5,500	1,069	1.00	1.14	0.15	48,913	55,000	6,087	1.18	1.17	(0.01)
Small Equipment	755	3,750	2,995	0.17	0.78	0.61	40,391	37,500	(2,891)	0.97	0.80	(0.18)
Building Repairs	21,023	15,000	(6,023)	4.73	3.12	(1.61)	140,218	150,000	9,782	3.38	3.18	(0.20)
Equipment Repairs	784	5,000	4,216	0.18	1.04	0.86	36,861	50,000	13,139	0.89	1.06	0.17
Vehicle Repair	103	750	647	0.02	0.16	0.13	1,759	7,500	5,741	0.04	0.16	0.12
Elevator	0	0	0	0.00	0.00	0.00	1,785	11,000	9,215	0.04	0.23	0.19
Lawn, Tree and Brush Services	21	1,000	979	0.00	0.21	0.20	13,428	15,000	1,572	0.32	0.32	(0.01)
Snow Removal - Contract	0	0	0	0.00	0.00	0.00	17,830	10,500	(7,330)	0.43	0.22	(0.21)
Education & Training - ES	35	250	215	0.01	0.05	0.04	295	2,500	2,205	0.01	0.05	0.05
Vehicle Fuel	960	1,000	40	0.22	0.21	(0.01)	9,421	10,000	579	0.23	0.21	(0.02)
Parking Garage Expenses	1,500	1,700	200	0.34	0.35	0.02	15,951	17,000	1,049	0.38	0.36	(0.02)
Water	3,386	3,750	364	0.76	0.78	0.02	40,916	37,500	(3,416)	0.99	0.80	(0.19)
Sewer	9,860	750	(9,110)	2.22	0.16	(2.06)	62,630	7,500	(55,130)	1.51	0.16	(1.35)
Electric	24,655	18,500	(6,155)	5.55	3.85	(1.70)	252,190	185,000	(67,190)	6.09	3.93	(2.16)
Natural Gas	8,721	9,000	279	1.96	1.87	(0.09)	83,496	93,000	9,504	2.01	1.97	(0.04)
Refuse Disposal	2,881	2,750	(131)	0.65	0.57	(0.08)	28,876	28,500	(376)	0.70	0.60	(0.09)
<b>TOTAL Maintenance</b>	<b>145,920</b>	<b>148,037</b>	<b>2,117</b>	<b>32.86</b>	<b>30.81</b>	<b>(2.06)</b>	<b>1,570,626</b>	<b>1,496,873</b>	<b>(73,753)</b>	<b>37.90</b>	<b>31.77</b>	<b>(6.14)</b>
<b>Housekeeping</b>												
Salary & Wages - Housekeeping	58,147	63,398	5,252	13.10	13.19	0.10	577,292	621,712	44,420	13.93	13.19	(0.74)
Longevity - Housekeeping	875	1,475	600	0.20	0.31	0.11	8,750	14,464	5,714	0.21	0.31	0.10
FICA - Housekeeping	4,390	4,963	573	0.99	1.03	0.04	41,700	48,667	6,967	1.01	1.03	0.03
Workers Comp - Houskeeping	650	454	(196)	0.15	0.09	(0.05)	6,500	4,456	(2,044)	0.16	0.09	(0.06)
MERS DB - Housekeeping	1,137	2,998	1,861	0.26	0.62	0.37	12,019	29,978	17,958	0.29	0.64	0.35
MERS DC:Housekeeping	1,784	1,550	(234)	0.40	0.32	(0.08)	14,212	15,499	1,286	0.34	0.33	(0.01)
Health Ins - Housekeeping	6,449	7,743	1,294	1.45	1.61	0.16	56,840	75,929	19,089	1.37	1.61	0.24
Dental Ins - Housekeeping	0	514	514	0.00	0.11	0.11	3,675	5,041	1,366	0.09	0.11	0.02
Uniforms - Housekeeping	0	167	167	0.00	0.03	0.03	1,008	1,667	659	0.02	0.04	0.01
Supplies - Housekeeping	11,188	8,000	(3,188)	2.52	1.66	(0.85)	76,761	80,000	3,239	1.85	1.70	(0.15)
Contract Services-Hskpg	1,285	500	(785)	0.29	0.10	(0.19)	17,785	5,000	(12,785)	0.43	0.11	(0.32)
<b>TOTAL Housekeeping</b>	<b>85,904</b>	<b>91,762</b>	<b>5,858</b>	<b>19.35</b>	<b>19.10</b>	<b>(0.25)</b>	<b>816,543</b>	<b>902,412</b>	<b>85,870</b>	<b>19.71</b>	<b>19.15</b>	<b>(0.55)</b>
<b>Laundry</b>												
Salary & Wages - Laundry	25,883	28,450	2,568	5.83	5.92	0.09	265,698	278,998	13,300	6.41	5.92	(0.49)
Longevity - Laundry	200	791	591	0.05	0.16	0.12	2,000	7,752	5,752	0.05	0.16	0.12
FICA - Laundry	2,262	2,237	(25)	0.51	0.47	(0.04)	20,053	21,936	1,884	0.48	0.47	(0.02)
Workers Comp - Laundry	250	170	(80)	0.06	0.04	(0.02)	2,500	1,666	(834)	0.06	0.04	(0.02)
MERS DB - Laundry	1,310	2,028	718	0.30	0.42	0.13	13,101	20,280	7,179	0.32	0.43	0.11
MERS DC:Laundry	467	141	(326)	0.11	0.03	(0.08)	2,863	1,407	(1,456)	0.07	0.03	(0.04)
Health Ins - Laundry	3,243	3,856	613	0.73	0.80	0.07	29,098	37,812	8,715	0.70	0.80	0.10
Dental Ins - Laundry	0	257	257	0.00	0.05	0.05	1,802	2,521	719	0.04	0.05	0.01
Supplies - Laundry	4,103	4,100	(3)	0.92	0.85	(0.07)	43,768	41,500	(2,268)	1.06	0.88	(0.18)
Linen Replacements - Laundry	7,185	2,500	(4,685)	1.62	0.52	(1.10)	18,232	25,000	6,768	0.44	0.53	0.09
<b>TOTAL Laundry</b>	<b>44,902</b>	<b>44,529</b>	<b>(373)</b>	<b>10.11</b>	<b>9.27</b>	<b>(0.85)</b>	<b>399,114</b>	<b>438,872</b>	<b>39,759</b>	<b>9.63</b>	<b>9.31</b>	<b>(0.32)</b>
<b>Dietary</b>												
Small Equipment - Dietary	0	0	0	0.00	0.00	0.00	42,773	0	(42,773)	1.03	0.00	(1.03)
Contract Svcs-Dining	187,907	250,000	62,093	42.32	52.03	9.71	2,198,690	2,500,000	301,310	53.06	53.06	0.00

Grand Traverse Pavilions  
 SNF Income Statement  
 10/1/2023 to 10/31/2023

	CURRENT PERIOD						YEAR TO DATE					
	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day
<b>Dietary (con't)</b>												
<b>TOTAL Dietary</b>	<b>187,907</b>	<b>250,000</b>	<b>62,093</b>	<b>42.32</b>	<b>52.03</b>	<b>9.71</b>	<b>2,241,463</b>	<b>2,500,000</b>	<b>258,537</b>	<b>54.09</b>	<b>53.06</b>	<b>(1.04)</b>
<b>Therapy</b>												
Salary & Wages - Therapy	118,074	96,890	(21,184)	26.59	20.16	(6.43)	992,313	950,144	(42,169)	23.95	20.16	(3.78)
Longevity-Therapy	400	1,441	1,041	0.09	0.30	0.21	4,000	14,132	10,132	0.10	0.30	0.20
FICA - Therapy	8,884	7,522	(1,362)	2.00	1.57	(0.44)	73,433	73,767	334	1.77	1.57	(0.21)
Workers Comp - Therapy	500	972	472	0.11	0.20	0.09	5,000	9,536	4,536	0.12	0.20	0.08
MERS DB - Therapy	6,848	5,675	(1,173)	1.54	1.18	(0.36)	68,483	56,752	(11,730)	1.65	1.20	(0.45)
MERS DC:Therapy	544	592	48	0.12	0.12	0.00	4,927	5,921	994	0.12	0.13	0.01
Health Ins - Therapy Services	6,002	5,590	(412)	1.35	1.16	(0.19)	47,495	54,819	7,324	1.15	1.16	0.02
Dental Ins - Therapy	0	402	402	0.00	0.08	0.08	3,012	3,941	928	0.07	0.08	0.01
Supplies - Therapy	4	500	496	0.00	0.10	0.10	3,638	5,000	1,362	0.09	0.11	0.02
Small Equipment - Therapy	0	500	500	0.00	0.10	0.10	734	5,000	4,266	0.02	0.11	0.09
Professional Service - Medica	0	500	500	0.00	0.10	0.10	2,507	5,000	2,493	0.06	0.11	0.05
Consultant - Therapy	4,851	2,500	(2,351)	1.09	0.52	(0.57)	43,777	25,000	(18,777)	1.06	0.53	(0.53)
Publications-Health & Wellness	0	50	50	0.00	0.01	0.01	209	500	291	0.01	0.01	0.01
Pool Maintenance	126	400	274	0.03	0.08	0.05	2,551	4,000	1,449	0.06	0.08	0.02
Dues & Memberships - Therapy	0	1,000	1,000	0.00	0.21	0.21	475	1,000	525	0.01	0.02	0.01
Education & Training - Therapy	2,295	750	(1,545)	0.52	0.16	(0.36)	2,295	7,500	5,205	0.06	0.16	0.10
Travel - Therapy	0	25	25	0.00	0.01	0.01	0	250	250	0.00	0.01	0.01
<b>TOTAL Therapy</b>	<b>148,528</b>	<b>125,310</b>	<b>(23,219)</b>	<b>33.45</b>	<b>26.08</b>	<b>(7.37)</b>	<b>1,254,850</b>	<b>1,222,262</b>	<b>(32,588)</b>	<b>30.28</b>	<b>25.94</b>	<b>(4.34)</b>
<b>Ancillary</b>												
Medical Supplies	2,753	4,000	1,247	0.62	0.83	0.21	26,894	40,000	13,106	0.65	0.85	0.20
Oxygen	2,560	2,500	(60)	0.58	0.52	(0.06)	30,190	25,000	(5,190)	0.73	0.53	(0.20)
Legend Drugs	36,115	10,000	(26,115)	8.13	2.08	(6.05)	215,463	100,000	(115,463)	5.20	2.12	(3.08)
Lab Services	986	700	(286)	0.22	0.15	(0.08)	6,531	7,000	469	0.16	0.15	(0.01)
Radiology Services	741	600	(141)	0.17	0.12	(0.04)	3,829	6,000	2,171	0.09	0.13	0.03
Misc Medical Services	325	1,000	675	0.07	0.21	0.13	1,550	10,000	8,450	0.04	0.21	0.17
<b>TOTAL Ancillary</b>	<b>43,480</b>	<b>18,800</b>	<b>(24,680)</b>	<b>9.79</b>	<b>3.91</b>	<b>(5.88)</b>	<b>284,458</b>	<b>188,000</b>	<b>(96,458)</b>	<b>6.86</b>	<b>3.99</b>	<b>(2.87)</b>
<b>Diversional Therapy</b>												
Salary & Wages - Life Enrichm	20,589	30,540	9,952	4.64	6.36	1.72	219,507	299,492	79,985	5.30	6.36	1.06
Longevity - Life Enrichment	515	948	433	0.12	0.20	0.08	5,150	9,299	4,149	0.12	0.20	0.07
FICA - Life Enrichment	2,188	2,409	221	0.49	0.50	0.01	22,181	23,623	1,441	0.54	0.50	(0.03)
Workers Comp - Life Enrichme	100	187	87	0.02	0.04	0.02	1,000	1,832	832	0.02	0.04	0.01
MERS DB - Life Enrichment	512	2,728	2,216	0.12	0.57	0.45	5,122	27,278	22,156	0.12	0.58	0.46
MERS DC:Life Enrichment	333	0	(333)	0.08	0.00	(0.08)	987	0	(987)	0.02	0.00	(0.02)
Health Ins - Life Enrichment	3,243	3,243	0	0.73	0.67	(0.06)	32,428	32,428	0	0.78	0.69	(0.09)
Dental Ins - Life Enrichment	0	216	216	0.00	0.04	0.04	1,946	2,162	216	0.05	0.05	0.00
Supplies - Diversional Therapy	640	750	110	0.14	0.16	0.01	3,533	7,500	3,967	0.09	0.16	0.07
Activity Supplies - Eden	680	1,000	320	0.15	0.21	0.05	3,434	10,000	6,566	0.08	0.21	0.13
Educ. & Training- Activities	219	100	(119)	0.05	0.02	(0.03)	498	1,000	502	0.01	0.02	0.01
Special Functions	1,653	1,317	(336)	0.37	0.27	(0.10)	9,618	13,167	3,549	0.23	0.28	0.05
Activity Expenses	14	0	(14)	0.00	0.00	0.00	14	0	(14)	0.00	0.00	0.00
Activity Expenses	31	0	(31)	0.01	0.00	(0.01)	31	0	(31)	0.00	0.00	0.00
<b>TOTAL Diversional Therapy</b>	<b>30,716</b>	<b>43,438</b>	<b>12,721</b>	<b>6.92</b>	<b>9.04</b>	<b>2.12</b>	<b>305,450</b>	<b>427,780</b>	<b>122,330</b>	<b>7.37</b>	<b>9.08</b>	<b>1.71</b>
<b>Human Services</b>												
Salary & Wages - Human Serv	14,299	22,655	8,357	3.22	4.71	1.49	172,754	222,167	49,413	4.17	4.71	0.55
Longevity - Human Services	115	433	318	0.03	0.09	0.06	1,150	4,244	3,094	0.03	0.09	0.06

Grand Traverse Pavilions  
 SNF Income Statement  
 10/1/2023 to 10/31/2023

	CURRENT PERIOD						YEAR TO DATE					
	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day
<b>Human Services (con't)</b>												
FICA - Human Serv	1,426	1,766	340	0.32	0.37	0.05	12,231	17,320	5,089	0.30	0.37	0.07
Workers Comp - Human Serv	20	17	(3)	0.00	0.00	0.00	200	167	(33)	0.00	0.00	0.00
MERS DB - Human Services	909	1,010	100	0.20	0.21	0.01	9,093	10,096	1,003	0.22	0.21	(0.01)
MERS DC:Human Services	301	539	238	0.07	0.11	0.04	3,872	5,388	1,516	0.09	0.11	0.02
Health Ins - Human Services	1,892	2,479	587	0.43	0.52	0.09	18,924	24,315	5,391	0.46	0.52	0.06
Dental Ins - Human Services	0	157	157	0.00	0.03	0.03	1,063	1,540	478	0.03	0.03	0.01
Consultant Services-Psych.	1,500	1,500	0	0.34	0.31	(0.03)	15,000	15,000	0	0.36	0.32	(0.04)
Education & Training - Hum Ser	0	250	250	0.00	0.05	0.05	0	2,500	2,500	0.00	0.05	0.05
<b>TOTAL Human Services</b>	<b>20,462</b>	<b>30,806</b>	<b>10,344</b>	<b>4.61</b>	<b>6.41</b>	<b>1.80</b>	<b>234,286</b>	<b>302,737</b>	<b>68,451</b>	<b>5.65</b>	<b>6.42</b>	<b>0.77</b>
<b>Child Care</b>												
CDC Wages-Supervisor	0	0	0	0.00	0.00	0.00	1,483	0	(1,483)	0.04	0.00	(0.04)
Salary & Wages - CC Asst. CDC	11,769	15,186	3,416	2.65	3.16	0.51	130,298	148,920	18,622	3.14	3.16	0.02
Salary & Wages - Facilitator	4,820	4,161	(659)	1.09	0.87	(0.22)	40,663	40,806	143	0.98	0.87	(0.12)
Longevity - Child Day Care	0	459	459	0.00	0.10	0.10	0	4,504	4,504	0.00	0.10	0.10
FICA - CDC	1,245	1,515	270	0.28	0.32	0.03	12,685	14,859	2,173	0.31	0.32	0.01
Workers Comp - CDC	11	34	23	0.00	0.01	0.00	187	333	146	0.00	0.01	0.00
MERS DB - CDC	445	677	233	0.10	0.14	0.04	4,450	6,775	2,325	0.11	0.14	0.04
MERS DC-Child Care	278	356	78	0.06	0.07	0.01	2,196	3,559	1,363	0.05	0.08	0.02
Health Ins - CDC	1,081	1,653	572	0.24	0.34	0.10	12,883	16,205	3,322	0.31	0.34	0.03
Dental Ins - CDC	0	110	110	0.00	0.02	0.02	793	1,080	288	0.02	0.02	0.00
Uniforms - CDC	236	50	(186)	0.05	0.01	(0.04)	876	500	(376)	0.02	0.01	(0.01)
Teaching/Educational Supplies	0	0	0	0.00	0.00	0.00	76	400	324	0.00	0.01	0.01
Small Equipment - CDC	0	50	50	0.00	0.01	0.01	274	500	226	0.01	0.01	0.00
Meals - CDC	(156)	300	456	(0.04)	0.06	0.10	7,219	3,000	(4,219)	0.17	0.06	(0.11)
Dietary Snacks - CDC	(125)	250	375	(0.03)	0.05	0.08	2,270	2,500	230	0.05	0.05	0.00
Special Functions - CDC	0	0	0	0.00	0.00	0.00	39	0	(39)	0.00	0.00	0.00
Indirect Costs-Childcare	1,400	1,400	0	0.32	0.29	(0.02)	14,000	14,000	0	0.34	0.30	(0.04)
Miscellaneous Exp-Childcare	29	35	6	0.01	0.01	0.00	158	350	192	0.00	0.01	0.00
<b>TOTAL Child Care</b>	<b>21,032</b>	<b>26,237</b>	<b>5,204</b>	<b>4.74</b>	<b>5.46</b>	<b>0.72</b>	<b>230,549</b>	<b>258,291</b>	<b>27,743</b>	<b>5.56</b>	<b>5.48</b>	<b>(0.08)</b>
<b>Equipment Depreciation</b>												
Depreciation - Office	2,304	2,500	196	0.52	0.52	0.00	23,037	25,000	1,963	0.56	0.53	(0.03)
Depreciation Exp - Nursing	4,138	5,000	862	0.93	1.04	0.11	41,376	50,000	8,624	1.00	1.06	0.06
Depreciation - Dietary	1,375	1,250	(125)	0.31	0.26	(0.05)	13,748	12,500	(1,248)	0.33	0.27	(0.07)
Depreciation - Furniture	662	750	88	0.15	0.16	0.01	6,619	7,500	881	0.16	0.16	0.00
Depreciation - Maintenance	1,634	1,500	(134)	0.37	0.31	(0.06)	16,343	15,000	(1,343)	0.39	0.32	(0.08)
Depreciation - Vehicle	877	1,250	373	0.20	0.26	0.06	8,770	12,500	3,730	0.21	0.27	0.05
Depreciation-Equip Well. Ctr	200	250	50	0.05	0.05	0.01	2,000	2,500	500	0.05	0.05	0.00
<b>TOTAL Equipment Depreciation</b>	<b>11,189</b>	<b>12,500</b>	<b>1,311</b>	<b>2.52</b>	<b>2.60</b>	<b>0.08</b>	<b>111,893</b>	<b>125,000</b>	<b>13,107</b>	<b>2.70</b>	<b>2.65</b>	<b>(0.05)</b>
<b>TOTAL SNF Operating Expenses</b>	<b>2,215,679</b>	<b>2,290,470</b>	<b>74,790</b>	<b>499.03</b>	<b>476.68</b>	<b>(22.34)</b>	<b>21,325,389</b>	<b>22,654,939</b>	<b>1,329,550</b>	<b>514.63</b>	<b>480.79</b>	<b>(33.84)</b>
Net Operating Income	(37,828)	95,888	(133,715)	(8.52)	19.96	(27.83)	1,464,564	884,595	579,969	35.34	18.77	12.31
<b>SNF Building Depreciation</b>												
Depreciation - Land Improv	1,594	1,600	6	0.36	0.33	(0.03)	15,940	16,000	60	0.38	0.34	(0.05)
Depreciation - Building	38,499	38,500	1	8.67	8.01	(0.66)	384,993	385,000	7	9.29	8.17	(1.12)
Depreciation - Parking Structr	5,437	5,500	63	1.22	1.14	(0.08)	54,371	55,000	629	1.31	1.17	(0.14)
Depreciation - Bldg Improv	12,328	12,350	22	2.78	2.57	(0.21)	123,283	123,500	217	2.98	2.62	(0.35)

**Grand Traverse Pavilions  
 SNF Income Statement  
 10/1/2023 to 10/31/2023**

	CURRENT PERIOD						YEAR TO DATE					
	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day
SNF Building Depreciation (con't)												
Depreciation-Bldg Imp WellCtr	2,654	2,700	46	0.60	0.56	(0.04)	26,537	27,000	463	0.64	0.57	(0.07)
<b>TOTAL SNF Building Depreciation</b>	<b>60,512</b>	<b>60,650</b>	<b>138</b>	<b>13.63</b>	<b>12.62</b>	<b>(1.01)</b>	<b>605,123</b>	<b>606,500</b>	<b>1,377</b>	<b>14.60</b>	<b>12.87</b>	<b>(1.73)</b>
<b>Net Income</b>	<b>(98,340)</b>	<b>35,238</b>	<b>(133,578)</b>	<b>(22.15)</b>	<b>7.33</b>	<b>(27.80)</b>	<b>859,441</b>	<b>278,095</b>	<b>581,346</b>	<b>20.74</b>	<b>5.90</b>	<b>12.34</b>

Date: Dec 21, 2023  
 Time: 13:35:02 EST  
 User: Lindsey Dood

## Grand Traverse Pavilions Balance Sheet As Of 11/30/2023

Include Adjustment Periods: NO      Include Closing Periods: NO  
 Included: Grand Traverse Pavilions - AL, Grand Traverse Pavilions - Outpatient, Grand Traverse Pavilions - SNF

	CURRENT PERIOD	PRIOR PERIOD	PREVIOUS YEAR
	Actual \$	Actual \$	Actual \$
<b>Assets</b>			
<b>Current Assets</b>			
<b>Cash</b>			
<b>County Held Cash</b>			
Cash - General	(6,122,451)	(5,753,071)	2,066,169
Cash - Deposits (Cottages)	0	0	124,360
Cash - Capital Improvements F	0	0	1,000,000
Cash - PACE Reserve	0	0	518,573
Cash - M.O.E.	2,803	2,803	16,452
<b>TOTAL County Held Cash</b>	<b>(6,119,649)</b>	<b>(5,750,268)</b>	<b>3,725,554</b>
<b>Other Cash</b>			
A/P Cash Clearing Account	7,634	7,782	6,493
Credit Card Bank	24,022	0	0
Cash - Resident Trust	14,676	14,676	14,676
Cash-Payroll	5,336	4,975	6,529
Cash - Advance Pay Funding Ac	31,058	31,391	21,327
<b>TOTAL Other Cash</b>	<b>82,726</b>	<b>58,823</b>	<b>49,025</b>
<b>TOTAL Cash</b>	<b>(6,036,923)</b>	<b>(5,691,445)</b>	<b>3,774,579</b>
<b>Accounts Receivable</b>	<b>3,773,673</b>	<b>3,420,708</b>	<b>3,149,898</b>
<b>Allowance for Doubtful Accounts</b>	<b>(293,516)</b>	<b>(286,016)</b>	<b>(1,250,000)</b>
<b>Other Receivables</b>			
A/R QMI Assessment	50,000	25,000	(109,162)
Due from PACE North	1,498,227	1,466,691	1,189,349
Interest Receivable	3,000	6,000	0
Retention Credit Receivable	6,832,232	6,832,232	6,100,000
Due from Foundation	13,383	12,734	0
Medicaid Cost Settlement Rec.	3,782,327	3,782,080	1,293,488
<b>TOTAL Other Receivables</b>	<b>12,179,170</b>	<b>12,124,738</b>	<b>8,473,675</b>
<b>Inventory</b>	<b>164,011</b>	<b>164,011</b>	<b>122,931</b>
<b>Prepaid Expenses</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Current Assets</b>			
Prepaid Expenses	303,215	303,215	32,194
Prepaid Insurance - General	28,163	50,557	5,880
Prepaid Insurance - Work Comp.	(2,939)	6,060	0
<b>TOTAL Other Current Assets</b>	<b>328,439</b>	<b>359,831</b>	<b>38,074</b>
<b>TOTAL Current Assets</b>	<b>10,114,854</b>	<b>10,091,827</b>	<b>14,309,157</b>
<b>Non-Current Assets</b>			
<b>Property &amp; Equipment</b>	<b>15,945,302</b>	<b>16,034,352</b>	<b>16,673,292</b>
<b>Other Non Current Assets</b>			
Medicaid Settlements Rec	2,957,863	2,957,863	0
Deferred Outflows-Pension Plan	6,243,789	6,243,789	6,243,789
<b>TOTAL Other Non Current Assets</b>	<b>9,201,652</b>	<b>9,201,652</b>	<b>6,243,789</b>
<b>TOTAL Non-Current Assets</b>	<b>25,146,954</b>	<b>25,236,004</b>	<b>22,917,081</b>
<b>TOTAL Assets</b>	<b>35,261,808</b>	<b>35,327,831</b>	<b>37,226,238</b>

Grand Traverse Pavilions  
 Balance Sheet  
 As Of 11/30/2023

	CURRENT PERIOD	PRIOR PERIOD	PREVIOUS YEAR
	Actual \$	Actual \$	Actual \$
<b>Liabilities &amp; Equity</b>			
<b>Liabilities</b>			
<b>Current Liabilities</b>			
<b>Accounts Payable</b>	313,128	599,539	641,642
<b>Accrued Expenses</b>	1,937,961	1,713,405	2,015,233
<b>Other Current Liabilities</b>			
Current Portion of Bonds Paya	700,000	700,000	700,000
Interest Payable	95,827	66,210	129,115
Medicare Cost Settle. Payable	(38)	0	397,510
Medicaid Cost Settle. Payable	860,249	850,249	1,667,636
QAS Payable	195,370	197,203	0
Provider Tax Liabilities:MA	153,245	57,181	278,644
Deferred Revenue - SNF	15,000	15,000	15,000
<b>TOTAL Other Current Liabilities</b>	<b>2,019,653</b>	<b>1,885,843</b>	<b>3,187,905</b>
<b>TOTAL Current Liabilities</b>	<b>4,270,742</b>	<b>4,198,786</b>	<b>5,844,780</b>
<b>Non-Current Liabilities</b>			
<b>Long-Term Liabilities</b>			
Net Pension Liabilities	5,814,318	5,814,318	5,814,318
Pension Bonds (Non-Union) Iss	4,715,000	4,715,000	9,595,000
Pension Bonds (Union) Issued	4,410,000	4,410,000	0
Bonds Payable-Series 2017 Haw	1,610,000	1,610,000	1,840,000
Def Los on Adv Refund-'17	(46,093)	(46,636)	(52,058)
<b>TOTAL Long-Term Liabilities</b>	<b>16,503,225</b>	<b>16,502,682</b>	<b>17,197,260</b>
<b>Other Non-Current Liabilities</b>			
Deferred Inflows-Pension Plan	140,016	140,016	140,016
Deferred Inflow-OPEB	1,015,658	1,015,658	1,015,658
<b>TOTAL Other Non-Current Liabilities</b>	<b>1,155,674</b>	<b>1,155,674</b>	<b>1,155,674</b>
<b>TOTAL Non-Current Liabilities</b>	<b>17,658,899</b>	<b>17,658,356</b>	<b>18,352,934</b>
<b>TOTAL Liabilities</b>	<b>21,929,640</b>	<b>21,857,143</b>	<b>24,197,714</b>
<b>Equity</b>			
<b>Equity</b>			
RETAINED EARNINGS - PRIOR	12,901,984	12,901,984	12,901,984
Contributed Capital	126,540	126,540	126,540
<b>TOTAL Equity</b>	<b>13,028,524</b>	<b>13,028,524</b>	<b>13,028,524</b>
<b>Net Income (Loss)</b>	<b>303,643</b>	<b>442,164</b>	<b>0</b>
<b>TOTAL Equity</b>	<b>13,332,167</b>	<b>13,470,688</b>	<b>13,028,524</b>
<b>TOTAL Liabilities &amp; Equity</b>	<b>35,261,808</b>	<b>35,327,831</b>	<b>37,226,238</b>

Date: Dec 21, 2023  
 Time: 13:40:45 EST  
 User: Lindsey Dood

**Grand Traverse Pavilions**  
**Cash Flow Statement**  
**11/1/2023 to 11/30/2023**

Page # 1

Include Adjustment Periods: NO      Include Closing Periods: NO  
 Included: Grand Traverse Pavilions - AL, Grand Traverse Pavilions - Outpatient, Grand Traverse Pavilions - SNF

	CURRENT PERIOD	PRIOR PERIOD	YEAR TO DATE
	Actual \$	Actual \$	Actual \$
<b>Cash from Operating Activity</b>			
Net Income	(138,521)	(194,578)	303,643
Net Cash provided by Operating Activities			
Depreciation and Amortization	96,483	96,483	1,061,311
Changes in Working Capital Items			
Accounts Receivable	(370,465)	(438,659)	(1,739,421)
Prepaid Expenses	31,392	(27,945)	(290,365)
Due to/from	3,000	3,000	(3,000)
Inventory	0	16,293	(41,080)
Accounts Payable	(286,410)	194,782	(328,514)
Other Assets			
Medicaid Settlement Receivable	(247)	(85,573)	(5,446,702)
Employee Retention Credit Receivable	0	0	(732,232)
Due From Foundation	(649)	131,992	(13,383)
Medicare Settlements Receivable	0	0	0
Due From Pace North	(31,536)	(205,015)	(308,879)
TOTAL Other Assets	(32,433)	(158,595)	(6,501,196)
Accrued Payroll & Other Expenses	253,913	(144,590)	(110,940)
Other Liabilities			
TOTAL Other Liabilities	0	0	0
Other Accrued Liabilities			
Medicare Advanced Payment	(38)	(148,819)	(397,548)
Provider Taxes Payable	96,064	57,181	(125,399)
Medicaid Audit Reserve	10,000	(185,856)	(807,387)
QAS Payable	(1,833)	197,203	195,370
Net Pension Liability	0	0	0
TOTAL Other Accrued Liabilities	104,193	(80,292)	(1,134,965)
TOTAL Changes in Working Capital Items	(296,810)	(636,008)	(10,149,481)
TOTAL Net Cash provided by Operating Activities	(200,328)	(539,525)	(9,088,170)
TOTAL Cash from Operating Activity	(338,849)	(734,103)	(8,784,526)
Cash from Investing Activity			
Fixed Asset Purchase	(6,890)	0	(327,356)
TOTAL Cash from Investing Activity	(6,890)	0	(327,356)
Cash from Financing Activities			
Long Term Debt	0	0	(700,000)
Short Term Debt/Notes Payable	0	0	0
TOTAL Cash from Financing Activities	0	0	(700,000)
<b>Net Cash Activity</b>	<b>(345,738)</b>	<b>(734,103)</b>	<b>(9,811,882)</b>
CASH BEG OF PERIOD	(5,706,120)	(4,972,137)	3,759,903
Cash Beginning Balances as of 10/31/2023	(5,706,120)	(4,972,137)	3,759,903
Net Cash Activity	(345,738)	(734,103)	(9,811,882)
<b>Cash Ending Balance</b>	<b>(6,051,859)</b>	<b>(5,706,240)</b>	<b>(6,051,979)</b>

Date: Dec 21, 2023  
 Time: 13:17:06 EST  
 User: Lindsey Dood

**Grand Traverse Pavilions  
 Combined Income Statement  
 11/1/2023 to 11/30/2023**

**Include Adjustment Periods:** NO      **Include Closing Periods:** NO  
**Included:** Grand Traverse Pavilions - AL, Grand Traverse Pavilions - Outpatient, Grand Traverse Pavilions - SNF

	CURRENT PERIOD			PRIOR PERIOD			YEAR TO DATE		
	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$
Service Revenue	2,107,178	1,778,884	328,293	2,142,391	1,832,774	309,617	19,405,683	19,783,287	(377,604)
Other Revenue	131,610	760,284	(628,674)	233,388	766,632	(533,243)	7,922,977	8,388,517	(465,540)
<b>Total Revenue</b>	<b>2,238,788</b>	<b>2,539,169</b>	<b>(300,381)</b>	<b>2,375,779</b>	<b>2,599,406</b>	<b>(223,626)</b>	<b>27,328,660</b>	<b>28,171,804</b>	<b>(843,144)</b>
Salaries & Wages	1,321,375	1,454,310	132,935	1,319,072	1,502,649	183,577	14,944,681	16,190,764	1,246,083
Benefits	318,932	378,550	59,618	356,241	386,171	29,929	3,700,644	4,196,235	495,591
Other Operating Expenses	610,902	582,885	(28,017)	763,604	570,485	(193,119)	6,987,253	6,362,625	(624,628)
Interest Expense	30,159	32,500	(2,341)	35,500	32,500	3,000	337,093	357,500	(20,407)
Depreciation	95,941	97,520	1,579	95,941	97,520	1,579	1,055,346	1,072,720	17,374
<b>Total Operating Expenses</b>	<b>2,377,309</b>	<b>2,545,765</b>	<b>168,456</b>	<b>2,570,358</b>	<b>2,589,325</b>	<b>18,967</b>	<b>27,025,017</b>	<b>28,179,843</b>	<b>1,154,826</b>
<b>Net Operating Income</b>	<b>(138,521)</b>	<b>(6,596)</b>	<b>(131,925)</b>	<b>(194,578)</b>	<b>10,081</b>	<b>(204,659)</b>	<b>303,643</b>	<b>(8,039)</b>	<b>311,682</b>

Date: Dec 21, 2023  
 Time: 13:24:02 EST  
 User: Lindsey Dood

**Grand Traverse Pavilions  
 Cottage Income Statement  
 11/1/2023 to 11/30/2023**

Include Adjustment Periods: NO      Include Closing Periods: NO  
 Included: Grand Traverse Pavilions - AL, Grand Traverse Pavilions - Outpatient, Grand Traverse Pavilions - SNF

	CURRENT PERIOD			PRIOR PERIOD			YEAR TO DATE		
	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$
<b>Cottage Revenue</b>									
Room Rental-Cottage-Private	169,772	186,901	(17,129)	178,384	193,131	(14,747)	2,052,915	2,080,833	(27,918)
Room Rental-Cottage-MA Waiver	31,160	0	31,160	30,384	0	30,384	91,928	0	91,928
Room Rental-Cottage-Priv Insur	20,768	0	20,768	23,851	0	23,851	71,960	0	71,960
Respite-Cottages	4,475	1,187	3,288	235	1,187	(952)	19,625	13,057	6,568
Scholarships Private Pay	(7,392)	16,000	(23,392)	(11,370)	16,000	(27,370)	89,357	176,000	(86,643)
Registration Fee - Cottages	0	580	(580)	250	580	(330)	2,250	6,380	(4,130)
Ancillary Rev - Cottages	678	650	28	44	650	(606)	6,882	7,150	(268)
Meal Plan	25,526	18,000	7,526	1,975	18,000	(16,025)	173,580	198,000	(24,420)
Personal Care Services- Privat	2,826	20,000	(17,174)	22,358	20,000	2,358	188,935	220,000	(31,065)
Contractual-Charity Care	(8,710)	(16,000)	7,290	(2,864)	(16,000)	13,136	(138,356)	(176,000)	37,644
Contractual Allow MA Waiver	(14,049)	0	(14,049)	(25,726)	0	(25,726)	(54,935)	0	(54,935)
Contractual Allowance PACE	(4,025)	0	(4,025)	155	0	155	(5,719)	0	(5,719)
<b>TOTAL Cottage Revenue</b>	<b>221,030</b>	<b>227,318</b>	<b>(6,288)</b>	<b>217,677</b>	<b>233,548</b>	<b>(15,871)</b>	<b>2,498,423</b>	<b>2,525,420</b>	<b>(26,997)</b>
<b>Cottage Other Revenue</b>									
Beauty Shop Income	734	900	(166)	765	900	(135)	8,156	9,900	(1,744)
Misc Income-Cottage DCW Wage R	0	0	0	886	0	886	7,359	0	7,359
Donation Income - Cottages	0	0	0	0	0	0	221,746	0	221,746
<b>TOTAL Cottage Other Revenue</b>	<b>734</b>	<b>900</b>	<b>(166)</b>	<b>1,651</b>	<b>900</b>	<b>751</b>	<b>237,261</b>	<b>9,900</b>	<b>227,361</b>
Total Income	221,764	228,218	(6,454)	219,328	234,448	(15,121)	2,735,684	2,535,320	200,364
<b>Cottage Operating Expenses</b>									
Salary & Wages - Admin - Cott	10,243	19,468	9,225	10,635	20,117	9,482	186,029	216,743	30,714
Salary & Wages - ES Cottages	4,450	4,478	28	4,569	4,627	58	52,274	49,854	(2,420)
Salary & Wages - Hskpg Cottage	3,682	7,431	3,750	3,732	7,679	3,947	44,206	82,737	38,531
Salary & Wages - RN Cottages	7,105	9,044	1,939	7,260	9,345	2,085	96,593	100,687	4,093
Salary & Wages - LPN Cottages	1,609	4,774	3,165	2,353	4,933	2,580	48,894	53,151	4,257
Salary & Wages - CNA Cottages	51,311	48,061	(3,250)	61,208	49,663	(11,545)	638,983	535,076	(103,907)
Salary & Wages - UW Cottages	58,496	39,545	(18,951)	59,037	40,863	(18,174)	579,632	440,264	(139,368)
Longevity - Cottages	0	3,523	3,523	0	3,523	3,523	0	38,755	38,755
Longevity - Cottages Admin	250	511	261	250	511	261	2,750	5,625	2,875
FICA Admin Cottages	706	1,523	817	734	1,523	789	13,449	16,748	3,299
FICA - Env Serv Cottages	329	353	24	338	353	15	3,877	3,886	9
FICA - Cottage Housekeeping	269	289	20	273	289	16	3,255	3,182	(73)
FICA - RN LPN CNA and UW - Co	9,027	8,665	(362)	9,256	8,665	(590)	99,844	95,320	(4,525)
Workers Comp - Cottages	672	1,363	691	890	1,363	472	11,432	14,988	3,556
Workers Comp - Cottage Admin	6	6	0	6	6	0	66	66	0
MERS DB - Cottages	4,854	8,712	3,858	4,854	8,712	3,858	53,829	95,836	42,007
MERS DB - Cottages Admin	1,794	1,434	(360)	1,794	1,434	(360)	19,738	15,778	(3,960)
MERS DC-Cottage	2,162	1,150	(1,012)	2,013	1,150	(863)	15,356	12,645	(2,711)
MERS DC:Admin Cottages	0	0	0	0	0	0	3,159	0	(3,159)
Health Ins - Cottages	13,656	14,803	1,147	15,460	14,803	(657)	126,434	162,833	36,399
Dental Ins - Cottages	936	1,000	64	0	1,000	1,000	7,425	11,000	3,575
Supplies - Cottages	0	200	200	0	200	200	0	2,200	2,200

**Grand Traverse Pavilions  
Cottage Income Statement  
11/1/2023 to 11/30/2023**

	CURRENT PERIOD			PRIOR PERIOD			YEAR TO DATE		
	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$
<b>Cottage Operating Expenses (con't)</b>									
Supplies Laundry - Cottages	0	0	0	412	0	(412)	638	0	(638)
Activity Supplies - Cottages	167	250	83	392	250	(142)	3,810	2,750	(1,060)
Nursing Supplies - Cottages	642	400	(242)	134	400	266	4,700	4,400	(300)
Contract Services-Dining	60,083	12,000	(48,083)	60,378	12,000	(48,378)	487,174	132,000	(355,174)
Contract Svcs:Security-Cottag	643	0	(643)	0	500	500	2,574	2,000	(574)
Advertising - Cottages	1,704	3,000	1,296	1,425	3,000	1,575	24,618	33,000	8,382
Referral Fees	2,232	1,500	(732)	0	1,500	1,500	5,907	16,500	10,593
Printing & Binding - Comm Rel	450	0	(450)	0	0	0	1,420	0	(1,420)
Elevator-Cottages	0	0	0	0	0	0	0	9,250	9,250
Dues & Memberships - Cottages	0	0	0	0	0	0	0	700	700
Telephone - Cottages	0	325	325	0	325	325	2,559	3,575	1,016
Water - Cottages	864	500	(364)	2,873	500	(2,373)	14,414	5,500	(8,914)
Sewer - Cottages	1,705	850	(855)	6,172	850	(5,322)	28,035	9,350	(18,685)
Electric - Cottages	5,207	5,000	(207)	5,610	5,000	(610)	52,327	57,000	4,673
Natrual Gas - Cottages	2,490	2,000	(490)	1,773	2,000	227	26,015	30,200	4,185
Refuse Disposal - Cottages	548	500	(48)	548	500	(48)	6,023	5,500	(523)
Television - Cottages	1,438	1,500	63	1,449	1,500	51	15,867	16,500	633
Special Functions - Cottages	31	300	269	104	300	196	1,360	3,300	1,940
Beauty Shop Services	592	750	158	623	750	127	5,898	8,250	2,352
Indirect Costs-Cottages	20,000	20,000	0	20,000	20,000	0	220,000	220,000	0
Bond Interest Expenses	4,743	5,000	257	4,743	5,000	257	52,173	55,000	2,827
Miscellaneous Exp - Cottages	0	100	100	29	100	71	1,163	1,100	(63)
Depreciation - Equip Cottages	917	920	3	917	920	3	10,088	10,120	32
<b>TOTAL Cottage Operating Expenses</b>	<b>276,012</b>	<b>231,228</b>	<b>(44,784)</b>	<b>292,244</b>	<b>236,155</b>	<b>(56,089)</b>	<b>2,973,989</b>	<b>2,583,367</b>	<b>(390,621)</b>
Net Operating Income	(54,248)	(3,010)	(51,238)	(72,916)	(1,707)	(71,210)	(238,305)	(48,048)	(190,258)
<b>Cottage Building Depreciation</b>									
Depreciation Bldg - Cottages	19,018	19,100	82	19,018	19,100	82	209,201	210,100	899
Depreciation-Cottage Bldg Impr	4,304	4,350	46	4,304	4,350	46	47,339	47,850	511
<b>TOTAL Cottage Building Depreciation</b>	<b>23,322</b>	<b>23,450</b>	<b>128</b>	<b>23,322</b>	<b>23,450</b>	<b>128</b>	<b>256,541</b>	<b>257,950</b>	<b>1,409</b>
Net Income	(77,570)	(26,460)	(51,110)	(96,238)	(25,157)	(71,082)	(494,846)	(305,998)	(188,848)

**Grand Traverse Pavilions**  
**SNF Income Statement**  
**11/1/2023 to 11/30/2023**

Include Adjustment Periods: NO      Include Closing Periods: NO  
 Included: Grand Traverse Pavilions - AL, Grand Traverse Pavilions - Outpatient, Grand Traverse Pavilions - SNF

	CURRENT PERIOD						YEAR TO DATE					
	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day
	0	0	0	-	-	-	0	0	0	-	-	-
	0	0	0	-	-	-	0	0	0	-	-	-
	0	0	0	-	-	-	0	0	0	-	-	-
<b>SNF Resident Revenue</b>												
<b>Inpatient Revenue</b>												
Medicare Part A	154,196	143,550	10,646	566.90	598.13	(31.23)	2,248,194	1,590,890	657,304	544.36	595.39	(51.04)
Medicare Advantage	185,773	0	185,773	472.71	-	-	560,215	0	560,215	476.37	-	-
Medicaid	1,083,431	999,639	83,792	375.67	294.88	80.79	8,963,593	11,127,849	(2,164,256)	306.67	294.84	11.83
Hospice	163,721	58,027	105,694	436.59	322.37	114.22	1,655,043	646,038	1,009,004	361.52	322.37	39.15
Private Pay	217,269	296,350	(79,081)	424.35	352.80	71.56	2,616,395	3,299,090	(682,695)	386.98	352.77	34.22
Medicare Part B	16,388	(11,250)	27,638	3.69	(2.42)	6.11	66,721	(123,750)	190,471	1.45	(2.39)	3.84
<b>TOTAL Inpatient Revenue</b>	<b>1,820,779</b>	<b>1,486,316</b>	<b>334,462</b>	<b>410.46</b>	<b>319.64</b>	<b>90.82</b>	<b>16,110,161</b>	<b>16,540,117</b>	<b>(429,957)</b>	<b>351.18</b>	<b>319.49</b>	<b>31.69</b>
<b>Outpatient</b>												
Physical Therapy	40,349	50,500	(10,151)	9.10	10.86	(1.76)	573,253	555,500	17,753	12.50	10.73	1.77
Occupational Therapy	8,418	1,500	6,918	1.90	0.32	1.58	35,236	16,500	18,736	0.77	0.32	0.45
Speech Therapy	4,310	3,000	1,310	0.97	0.65	0.33	45,045	33,000	12,045	0.98	0.64	0.34
Wellness	3,640	2,500	1,140	0.82	0.54	0.28	41,631	27,500	14,131	0.91	0.53	0.38
<b>TOTAL Outpatient</b>	<b>56,717</b>	<b>57,500</b>	<b>(783)</b>	<b>12.79</b>	<b>12.37</b>	<b>0.42</b>	<b>695,165</b>	<b>632,500</b>	<b>62,665</b>	<b>15.15</b>	<b>12.22</b>	<b>2.94</b>
<b>TOTAL SNF Resident Revenue</b>	<b>1,877,495</b>	<b>1,543,816</b>	<b>333,679</b>	<b>423.24</b>	<b>332.00</b>	<b>91.24</b>	<b>16,805,326</b>	<b>17,172,617</b>	<b>(367,292)</b>	<b>366.34</b>	<b>331.71</b>	<b>34.63</b>
<b>SNF Other Revenue</b>												
Revenue - Child Day Care	8,321	7,500	821	1.88	1.61	0.26	98,196	82,500	15,696	2.14	1.59	0.55
Childcare Lunches	331	250	81	0.07	0.05	0.02	3,738	2,750	988	0.08	0.05	0.03
Vending Machine Sales	532	0	532	0.12	0.00	0.12	2,725	0	2,725	0.06	0.00	0.06
Rental Income	157	250	(93)	0.04	0.05	(0.02)	2,345	2,750	(405)	0.05	0.05	0.00
Interest Income	(3,000)	1,000	(4,000)	(0.68)	0.22	(0.89)	715,497	11,000	704,497	15.60	0.21	15.38
DCW Wage Reimbursement	61,278	0	61,278	13.81	0.00	13.81	484,740	0	484,740	10.57	0.00	10.57
Copy Revenue	0	0	0	0.00	0.00	0.00	252	0	252	0.01	0.00	0.01
Pace North Management Fees	0	7,500	(7,500)	0.00	1.61	(1.61)	67,500	82,500	(15,000)	1.47	1.59	(0.12)
Insurance Proceeds and Refunds	5	0	5	0.00	0.00	0.00	472	0	472	0.01	0.00	0.01
Product Sales	20	0	20	0.00	0.00	0.00	20	0	20	0.00	0.00	0.00
Exp Reimbursements	245	0	245	0.06	0.00	0.06	280	0	280	0.01	0.00	0.01
Medicaid Settlement Revenue	0	0	0	0.00	0.00	0.00	5,447,557	0	5,447,557	118.75	0.00	118.75
Misc Income	0	640,879	(640,879)	0.00	137.82	(137.82)	145,284	7,049,669	(6,904,385)	3.17	136.17	(133.01)
Donation Income	0	20,833	(20,833)	0.00	4.48	(4.48)	0	229,167	(229,167)	0.00	4.43	(4.43)
QAS Income	150,203	190,422	(40,219)	33.86	40.95	(7.09)	1,514,172	2,120,032	(605,859)	33.01	40.95	(7.94)
QMI Income	25,000	31,000	(6,000)	5.64	6.67	(1.03)	376,549	341,000	35,549	8.21	6.59	1.62
Inter-Company Charges	21,400	21,400	0	4.82	4.60	0.22	235,400	235,400	0	5.13	4.55	0.58
Bad Debt Expenses	(7,500)	(7,500)	0	(1.69)	(1.61)	(0.08)	(82,500)	(82,500)	0	(1.80)	(1.59)	(0.20)
Provider Tax Expenses-QAS	(84,813)	(125,000)	40,187	(19.12)	(26.88)	7.76	(961,419)	(1,375,000)	413,581	(20.96)	(26.56)	5.60
Provider Tax Expenses-QMI	(11,251)	0	(11,251)	(2.54)	0.00	(2.54)	(27,757)	0	(27,757)	(0.61)	0.00	(0.61)
<b>TOTAL SNF Other Revenue</b>	<b>160,928</b>	<b>788,534</b>	<b>(627,606)</b>	<b>36.28</b>	<b>169.58</b>	<b>(133.30)</b>	<b>8,023,051</b>	<b>8,699,267</b>	<b>(676,216)</b>	<b>174.89</b>	<b>168.04</b>	<b>6.86</b>
<b>Total Revenue</b>	<b>2,038,424</b>	<b>2,332,351</b>	<b>(293,927)</b>	<b>459.52</b>	<b>501.58</b>	<b>(63.21)</b>	<b>24,828,377</b>	<b>25,871,885</b>	<b>(1,043,508)</b>	<b>541.23</b>	<b>499.75</b>	<b>(20.16)</b>
<b>SNF Operating Expenses</b>												

Grand Traverse Pavilions  
 SNF Income Statement  
 11/1/2023 to 11/30/2023

	CURRENT PERIOD						YEAR TO DATE					
	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day
<b>SNF Operating Expenses (con't)</b>												
<b>Nursing</b>												
<b>Nursing</b>												
Salary & Wages - RN	176,119	198,163	22,044	39.70	42.62	2.91	1,906,777	2,206,209	299,432	41.57	42.62	1.05
Salary & Wages - LPN	114,426	59,772	(54,654)	25.79	12.85	(12.94)	1,041,684	665,461	(376,223)	22.71	12.85	(9.85)
Salary & Wages - CNA	369,125	449,649	80,524	83.21	96.70	13.49	3,904,665	5,006,090	1,101,424	85.12	96.70	11.58
Salary & Wages - UW SNF	9,677	11,160	1,483	2.18	2.40	0.22	183,021	124,246	(58,775)	3.99	2.40	(1.59)
Longevity - RN	725	2,822	2,097	0.16	0.61	0.44	7,975	31,415	23,440	0.17	0.61	0.43
Longevity - LPN	450	1,139	689	0.10	0.24	0.14	4,950	12,676	7,726	0.11	0.24	0.14
Longevity - CNA	1,625	7,486	5,861	0.37	1.61	1.24	17,875	83,340	65,465	0.39	1.61	1.22
FICA - Nursing	47,894	55,433	7,539	10.80	11.92	1.12	483,237	617,152	133,915	10.53	11.92	1.39
Workers Comp - Nursing	7,468	8,244	776	1.68	1.77	0.09	93,646	91,782	(1,864)	2.04	1.77	(0.27)
Unemployment Expenses	0	250	250	0.00	0.05	0.05	0	2,750	2,750	0.00	0.05	0.05
MERS DB - Nursing	25,871	35,533	9,662	5.83	7.64	1.81	284,583	390,862	106,279	6.20	7.55	1.35
MERS DC:Nursing	6,783	9,673	2,890	1.53	2.08	0.55	124,881	106,400	(18,481)	2.72	2.06	(0.67)
Health Ins - Nursing	57,236	70,910	13,674	12.90	15.25	2.35	710,768	789,465	78,697	15.49	15.25	(0.24)
Health Ins - Retirees Nursing	5,391	5,800	409	1.22	1.25	0.03	64,516	63,800	(716)	1.41	1.23	(0.17)
Dental Ins - Nursing	3,794	4,908	1,114	0.86	1.06	0.20	46,340	54,640	8,300	1.01	1.06	0.05
Uniforms - Nursing	0	500	500	0.00	0.11	0.11	7,867	5,500	(2,367)	0.17	0.11	(0.07)
Small Equipment	1,425	5,000	3,575	0.32	1.08	0.75	43,640	55,000	11,360	0.95	1.06	0.11
Nursing Supplies	15,141	18,750	3,609	3.41	4.03	0.62	181,341	206,250	24,909	3.95	3.98	0.03
Briefs	4,491	7,083	2,592	1.01	1.52	0.51	55,453	77,917	22,464	1.21	1.51	0.30
Stock Meds	1,581	2,250	669	0.36	0.48	0.13	17,810	24,750	6,940	0.39	0.48	0.09
Hep B Vaccine	0	500	500	0.00	0.11	0.11	0	5,500	5,500	0.00	0.11	0.11
Flu Vaccine	0	12,000	12,000	0.00	2.58	2.58	9,902	12,000	2,098	0.22	0.23	0.02
IV Supplies	1,761	2,500	739	0.40	0.54	0.14	36,958	27,500	(9,458)	0.81	0.53	(0.27)
Special Equipment Rental	0	0	0	0.00	0.00	0.00	1,575	0	(1,575)	0.03	0.00	(0.03)
Non-Legend Drugs	0	500	500	0.00	0.11	0.11	6,456	5,500	(956)	0.14	0.11	(0.03)
Professional Services - Medic	3,520	3,600	80	0.79	0.77	(0.02)	38,720	39,600	880	0.84	0.76	(0.08)
Agency Nurse Staffing	25,911	32,500	6,589	5.84	6.99	1.15	403,856	357,500	(46,356)	8.80	6.91	(1.90)
Building Repairs-Resident Roo	0	0	0	0.00	0.00	0.00	24,754	0	(24,754)	0.54	0.00	(0.54)
Equipment Repairs	1,077	1,500	423	0.24	0.32	0.08	23,340	16,500	(6,840)	0.51	0.32	(0.19)
Education & Training - Nursing	0	1,000	1,000	0.00	0.22	0.22	276	11,000	10,724	0.01	0.21	0.21
Med Waste:Nursing-Medical Care	1,863	3,000	1,137	0.42	0.65	0.23	18,634	33,000	14,367	0.41	0.64	0.23
Resident Loss Replacement	0	100	100	0.00	0.02	0.02	109	1,100	991	0.00	0.02	0.02
<b>TOTAL Nursing</b>	<b>883,355</b>	<b>1,011,722</b>	<b>128,368</b>	<b>199.13</b>	<b>217.57</b>	<b>18.44</b>	<b>9,745,607</b>	<b>11,124,905</b>	<b>1,379,298</b>	<b>212.44</b>	<b>214.89</b>	<b>2.45</b>
<b>Nurse Administration</b>												
Salary & Wages - Nursing Admin	106,109	138,918	32,809	23.92	29.87	5.95	1,532,254	1,546,617	14,364	33.40	29.87	(3.53)
Longevity-Nursing Admin	1,115	2,585	1,470	0.25	0.56	0.30	12,265	28,783	16,518	0.27	0.56	0.29
FICA - Nursing Admin	8,112	10,825	2,713	1.83	2.33	0.50	148,423	120,518	(27,905)	3.24	2.33	(0.91)
Workers Comp - Nurse Admin	60	0	(60)	0.01	0.00	(0.01)	660	0	(660)	0.01	0.00	(0.01)
MERS DB - Nursing Admin	11,643	11,705	62	2.62	2.52	(0.11)	128,073	128,751	678	2.79	2.49	(0.30)
MERS DC: Nurse Administration	0	288	288	0.00	0.06	0.06	5,588	3,172	(2,416)	0.12	0.06	(0.06)
Nurse Admin Consulting	5,374	0	(5,374)	1.21	0.00	(1.21)	12,985	0	(12,985)	0.28	0.00	(0.28)
<b>TOTAL Nurse Administration</b>	<b>132,413</b>	<b>164,321</b>	<b>31,908</b>	<b>29.85</b>	<b>35.34</b>	<b>5.49</b>	<b>1,840,248</b>	<b>1,827,842</b>	<b>(12,406)</b>	<b>40.12</b>	<b>35.31</b>	<b>(4.81)</b>
<b>TOTAL Nursing Administrative</b>	<b>1,015,768</b>	<b>1,176,043</b>	<b>160,275</b>	<b>228.98</b>	<b>252.91</b>	<b>23.93</b>	<b>11,585,855</b>	<b>12,952,747</b>	<b>1,366,892</b>	<b>252.56</b>	<b>250.20</b>	<b>(2.36)</b>
Salary & Wages - Admin	53,171	69,671	16,500	11.99	14.98	3.00	738,747	775,673	36,927	16.10	14.98	(1.12)

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	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day
<b>Administrative (con't)</b>												
Longevity - Admin	390	1,137	747	0.09	0.24	0.16	4,290	12,657	8,367	0.09	0.24	0.15
FICA - Admin	2,960	5,417	2,457	0.67	1.16	0.50	54,539	60,307	5,769	1.19	1.16	(0.02)
Workers Comp - Admin	40	100	60	0.01	0.02	0.01	440	1,100	660	0.01	0.02	0.01
MERS - Administration	6,813	8,644	1,831	1.54	1.86	0.32	127,312	95,084	(32,228)	2.78	1.84	(0.94)
MERS DC:Administration	223	624	401	0.05	0.13	0.08	14,329	6,863	(7,466)	0.31	0.13	(0.18)
Health Ins - Administration	7,316	8,059	742	1.65	1.73	0.08	84,791	89,718	4,928	1.85	1.73	(0.12)
Dental Ins - Administration	220	324	104	0.05	0.07	0.02	3,004	3,604	600	0.07	0.07	0.00
Small Equipment	0	417	417	0.00	0.09	0.09	275	4,583	4,309	0.01	0.09	0.08
Contract Services	15,678	4,000	(11,678)	3.53	0.86	(2.67)	63,860	44,000	(19,860)	1.39	0.85	(0.54)
Contract Svcs-Security	216	100	(116)	0.05	0.02	(0.03)	866	1,100	234	0.02	0.02	0.00
Professional Services - Admin	0	3,000	3,000	0.00	0.65	0.65	47,900	33,000	(14,900)	1.04	0.64	(0.41)
Community Education	0	360	360	0.00	0.08	0.08	0	3,960	3,960	0.00	0.08	0.08
Legal Consultants	23,041	3,000	(20,041)	5.19	0.65	(4.55)	244,787	33,000	(211,787)	5.34	0.64	(4.70)
Dues & Memberships	0	4,000	4,000	0.00	0.86	0.86	39,882	44,000	4,118	0.87	0.85	(0.02)
License & Fees	0	0	0	0.00	0.00	0.00	13,645	6,000	(7,645)	0.30	0.12	(0.18)
County Fees	17	0	(16)	0.00	0.00	0.00	4,119	4,000	(118)	0.09	0.08	(0.01)
Subscriptions	325	125	(200)	0.07	0.03	(0.05)	360	1,375	1,015	0.01	0.03	0.02
Education & Training - Admin	0	80	80	0.00	0.02	0.02	0	5,920	5,920	0.00	0.11	0.11
Board Meeting Expenses	0	0	0	0.00	0.00	0.00	25	0	(25)	0.00	0.00	0.00
Miscellaneous Expenses	0	125	125	0.00	0.03	0.03	37,055	1,375	(35,680)	0.81	0.03	(0.78)
<b>TOTAL Administrative</b>	<b>110,410</b>	<b>109,182</b>	<b>(1,228)</b>	<b>24.89</b>	<b>23.48</b>	<b>(1.41)</b>	<b>1,480,224</b>	<b>1,227,321</b>	<b>(252,903)</b>	<b>32.27</b>	<b>23.71</b>	<b>(8.56)</b>
<b>Finance</b>												
Salary & Wages - Financial Ma	31,254	30,701	(554)	7.05	6.60	(0.44)	343,523	341,801	(1,722)	7.49	6.60	(0.89)
Longevity - Financial Mgt	235	574	339	0.05	0.12	0.07	2,585	6,390	3,805	0.06	0.12	0.07
FICA - Fin Mgmt	1,191	2,393	1,201	0.27	0.51	0.25	25,331	26,637	1,305	0.55	0.51	(0.04)
Workers Comp - Fin Mgmt	15	16	1	0.00	0.00	0.00	165	183	18	0.00	0.00	0.00
MERS DB - Financial Management	2,029	2,223	194	0.46	0.48	0.02	22,323	24,457	2,135	0.49	0.47	(0.01)
MERS DC-Medical Care	0	0	0	0.00	0.00	0.00	137	0	(137)	0.00	0.00	0.00
MERS DC:Financial Management	473	278	(195)	0.11	0.06	(0.05)	2,930	3,053	124	0.06	0.06	0.00
Health Ins - Financial Mgmt	1,081	2,637	1,556	0.24	0.57	0.32	11,890	29,353	17,463	0.26	0.57	0.31
Dental Ins - Financial Mgmt	(137)	172	308	(0.03)	0.04	0.07	1,016	1,912	896	0.02	0.04	0.01
Office Supplies	1,391	1,500	109	0.31	0.32	0.01	12,488	16,500	4,012	0.27	0.32	0.05
Copy Supplies	481	500	19	0.11	0.11	0.00	6,681	5,500	(1,181)	0.15	0.11	(0.04)
Computer Supplies	3,936	2,667	(1,269)	0.89	0.57	(0.31)	34,742	29,333	(5,408)	0.76	0.57	(0.19)
Postage	1,083	750	(333)	0.24	0.16	(0.08)	7,567	8,250	683	0.16	0.16	(0.01)
Small Equipment - IT	4,644	3,000	(1,644)	1.05	0.65	(0.40)	19,568	33,000	13,432	0.43	0.64	0.21
Audit Expenses	0	0	0	0.00	0.00	0.00	5,800	6,000	200	0.13	0.12	(0.01)
IT Consultants	188	3,000	2,813	0.04	0.65	0.60	29,559	33,000	3,441	0.64	0.64	(0.01)
Printing & Binding	142	1,000	858	0.03	0.22	0.18	5,231	11,000	5,769	0.11	0.21	0.10
Data Processing	2,773	5,000	2,227	0.63	1.08	0.45	80,100	55,000	(25,100)	1.75	1.06	(0.68)
Maintenance Agreements Softwa	30,266	23,000	(7,266)	6.82	4.95	(1.88)	383,935	253,000	(130,935)	8.37	4.89	(3.48)
Communication Equip Repairs	1,827	2,500	673	0.41	0.54	0.13	28,768	27,500	(1,268)	0.63	0.53	(0.10)
Education & Training - Fin Mgt	0	600	600	0.00	0.13	0.13	590	6,600	6,010	0.01	0.13	0.11
Travel - Mileage	0	10	10	0.00	0.00	0.00	155	110	(45)	0.00	0.00	0.00
Other Insurance	22,393	21,000	(1,393)	5.05	4.52	(0.53)	246,326	231,000	(15,326)	5.37	4.46	(0.91)
Telephone-Snf	4,932	5,000	68	1.11	1.08	(0.04)	65,980	55,000	(10,980)	1.44	1.06	(0.38)
Internet Meeting Services	0	250	250	0.00	0.05	0.05	0	2,750	2,750	0.00	0.05	0.05

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	CURRENT PERIOD						YEAR TO DATE					
	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day
<b>Finance (con't)</b>												
Internet	2,703	0	(2,703)	0.61	0.00	(0.61)	11,270	0	(11,270)	0.25	0.00	(0.25)
Cellular Phone	3,069	1,667	(1,402)	0.69	0.36	(0.33)	25,623	18,333	(7,290)	0.56	0.35	(0.20)
Television - SNF	4,018	2,000	(2,018)	0.91	0.43	(0.48)	24,097	22,000	(2,097)	0.53	0.42	(0.10)
Bond Interest Expenses	25,416	27,500	2,084	5.73	5.91	0.18	284,920	302,500	17,580	6.21	5.84	(0.37)
Bank Charges	1,602	1,500	(102)	0.36	0.32	(0.04)	22,487	16,500	(5,987)	0.49	0.32	(0.17)
<b>TOTAL Finance</b>	<b>147,006</b>	<b>141,436</b>	<b>(5,570)</b>	<b>33.14</b>	<b>30.42</b>	<b>(2.72)</b>	<b>1,705,787</b>	<b>1,566,664</b>	<b>(139,123)</b>	<b>37.18</b>	<b>30.26</b>	<b>(6.92)</b>
<b>Human Resources</b>												
Salary & Wages - Human Resour	19,288	22,515	3,227	4.35	4.84	0.49	244,039	250,663	6,625	5.32	4.84	(0.48)
Longevity - Human Resources	230	573	343	0.05	0.12	0.07	2,530	6,376	3,846	0.06	0.12	0.07
FICA - Human Res	1,290	1,766	476	0.29	0.38	0.09	18,182	19,664	1,482	0.40	0.38	(0.02)
Workers Comp - Human Res	10	16	6	0.00	0.00	0.00	110	183	73	0.00	0.00	0.00
MERS DB - Human Resources	2,280	1,990	(291)	0.51	0.43	(0.09)	25,083	21,886	(3,197)	0.55	0.42	(0.12)
Health Ins - Human Resources	(205)	1,066	1,271	(0.05)	0.23	0.28	9,533	11,870	2,337	0.21	0.23	0.02
Dental Ins - Human Resources	44	152	108	0.01	0.03	0.02	1,611	1,692	81	0.04	0.03	0.00
Life Insurance	120	175	55	0.03	0.04	0.01	1,373	1,925	552	0.03	0.04	0.01
Employee Wellness Program	0	250	250	0.00	0.05	0.05	0	2,750	2,750	0.00	0.05	0.05
Employee Recogn	8,716	2,667	(6,050)	1.96	0.57	(1.39)	28,213	29,333	1,120	0.62	0.57	(0.05)
Other Fringe Benefit - Cobra	0	0	0	0.00	0.00	0.00	2,320	1,500	(820)	0.05	0.03	(0.02)
State Claims Tax	0	0	0	0.00	0.00	0.00	0	200	200	0.00	0.00	0.00
HSA Funding	0	0	0	0.00	0.00	0.00	(1,200)	0	1,200	(0.03)	0.00	0.03
Contract Services - HR	4,599	2,000	(2,599)	1.04	0.43	(0.61)	26,422	27,000	578	0.58	0.52	(0.05)
Employee Advertising/Recruiti	0	5,000	5,000	0.00	1.08	1.08	(768)	55,000	55,768	(0.02)	1.06	1.08
CNA Registry Fee	60	100	40	0.01	0.02	0.01	745	1,100	355	0.02	0.02	0.01
Testing Fees	125	1,500	1,375	0.03	0.32	0.29	20,575	16,500	(4,075)	0.45	0.32	(0.13)
Education & Training - Hum Res	0	0	0	0.00	0.00	0.00	0	1,800	1,800	0.00	0.03	0.03
<b>TOTAL Human Resources</b>	<b>36,558</b>	<b>39,770</b>	<b>3,211</b>	<b>8.24</b>	<b>8.55</b>	<b>0.31</b>	<b>378,768</b>	<b>449,443</b>	<b>70,675</b>	<b>8.26</b>	<b>8.68</b>	<b>0.42</b>
<b>Community Relations and Volunteer Services</b>												
Salary & Wages - Volunteer &	4,678	4,681	3	1.05	1.01	(0.05)	29,347	52,113	22,766	0.64	1.01	0.37
Longevity - Volunteer & Comm	0	87	87	0.00	0.02	0.02	0	953	953	0.00	0.02	0.02
FICA - Volunteer & Comm Rel	339	365	26	0.08	0.08	0.00	2,191	4,059	1,869	0.05	0.08	0.03
Workers Comp - Vol & Comm Rel	5	4	(1)	0.00	0.00	0.00	55	47	(8)	0.00	0.00	0.00
MERS DB - Volunteer & Comm Rel	787	0	(787)	0.18	0.00	(0.18)	8,656	0	(8,656)	0.19	0.00	(0.19)
MERS DC: Volunteer & Comm Rel	207	242	35	0.05	0.05	0.01	1,033	2,658	1,625	0.02	0.05	0.03
Health Ins - Volunteer & Comm	0	540	540	0.00	0.12	0.12	0	5,945	5,945	0.00	0.11	0.11
Dental Ins - Volunteer and Co	0	36	36	0.00	0.01	0.01	0	396	396	0.00	0.01	0.01
Volunteer Recognition	0	125	125	0.00	0.03	0.03	0	1,375	1,375	0.00	0.03	0.03
Supplies - Volunteer	0	0	0	0.00	0.00	0.00	0	1,200	1,200	0.00	0.02	0.02
Dues & Memberships	0	0	0	0.00	0.00	0.00	0	300	300	0.00	0.01	0.01
<b>TOTAL Community Relations and Volunteer Services</b>	<b>6,016</b>	<b>6,079</b>	<b>64</b>	<b>1.36</b>	<b>1.31</b>	<b>(0.05)</b>	<b>41,282</b>	<b>69,047</b>	<b>27,765</b>	<b>0.90</b>	<b>1.33</b>	<b>0.43</b>
<b>Maintenance</b>												
Salary & Wages - ES	52,921	56,462	3,541	11.93	12.14	0.21	651,743	628,611	(23,132)	14.21	12.14	(2.06)
Longevity - Environmental Serv	330	1,163	833	0.07	0.25	0.18	3,630	12,943	9,313	0.08	0.25	0.17
FICA - Environ Serv	3,662	4,408	746	0.83	0.95	0.12	48,071	49,079	1,008	1.05	0.95	(0.10)
Workers Comp - Plant Ops	500	440	(60)	0.11	0.09	(0.02)	5,500	4,896	(604)	0.12	0.09	(0.03)
MERS DB - Env. Serv.	3,382	4,666	1,284	0.76	1.00	0.24	37,199	51,326	14,127	0.81	0.99	0.18
MERS DC:Environmental Services	411	200	(211)	0.09	0.04	(0.05)	2,752	2,203	(549)	0.06	0.04	(0.02)
Health Ins - Env Serv	3,185	7,088	3,903	0.72	1.52	0.81	64,560	78,914	14,355	1.41	1.52	0.12

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	CURRENT PERIOD						YEAR TO DATE					
	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day
<b>Maintenance (con't)</b>												
Health Ins - Retirees - EVS	2,486	2,000	(486)	0.56	0.43	(0.13)	23,769	22,000	(1,769)	0.52	0.42	(0.09)
Dental Ins - Env Serv	154	411	257	0.03	0.09	0.05	3,080	4,572	1,492	0.07	0.09	0.02
Uniforms - Plant Ops	243	167	(77)	0.05	0.04	(0.02)	2,636	1,833	(803)	0.06	0.04	(0.02)
Supplies - Plant Ops	2,836	5,500	2,664	0.64	1.18	0.54	51,749	60,500	8,751	1.13	1.17	0.04
Small Equipment	1,392	3,750	2,358	0.31	0.81	0.49	41,783	41,250	(533)	0.91	0.80	(0.11)
Building Repairs	7,051	15,000	7,949	1.59	3.23	1.64	147,268	165,000	17,732	3.21	3.19	(0.02)
Equipment Repairs	5,678	5,000	(678)	1.28	1.08	(0.20)	42,539	55,000	12,461	0.93	1.06	0.14
Vehicle Repair	19	750	731	0.00	0.16	0.16	1,777	8,250	6,473	0.04	0.16	0.12
Elevator	0	0	0	0.00	0.00	0.00	1,785	11,000	9,215	0.04	0.21	0.17
Lawn, Tree and Brush Services	1,920	1,000	(920)	0.43	0.22	(0.22)	15,348	16,000	652	0.33	0.31	(0.03)
Snow Removal - Contract	0	1,000	1,000	0.00	0.22	0.22	17,830	11,500	(6,330)	0.39	0.22	(0.17)
Education & Training - ES	0	250	250	0.00	0.05	0.05	295	2,750	2,455	0.01	0.05	0.05
Vehicle Fuel	607	1,000	393	0.14	0.22	0.08	10,028	11,000	972	0.22	0.21	(0.01)
Parking Garage Expenses	1,767	1,700	(67)	0.40	0.37	(0.03)	17,718	18,700	982	0.39	0.36	(0.03)
Water	2,924	3,750	826	0.66	0.81	0.15	43,841	41,250	(2,591)	0.96	0.80	(0.16)
Sewer	7,545	750	(6,795)	1.70	0.16	(1.54)	70,175	8,250	(61,925)	1.53	0.16	(1.37)
Electric	19,870	18,500	(1,370)	4.48	3.98	(0.50)	272,059	203,500	(68,559)	5.93	3.93	(2.00)
Natural Gas	8,861	9,000	139	2.00	1.94	(0.06)	92,358	102,000	9,642	2.01	1.97	(0.04)
Refuse Disposal	2,675	2,750	75	0.60	0.59	(0.01)	31,552	31,250	(302)	0.69	0.60	(0.08)
<b>TOTAL Maintenance</b>	<b>130,420</b>	<b>146,704</b>	<b>16,284</b>	<b>29.40</b>	<b>31.55</b>	<b>2.15</b>	<b>1,701,046</b>	<b>1,643,577</b>	<b>(57,468)</b>	<b>37.08</b>	<b>31.75</b>	<b>(5.33)</b>
<b>Housekeeping</b>												
Salary & Wages - Housekeeping	60,550	61,353	803	13.65	13.19	(0.46)	637,842	683,065	45,223	13.90	13.19	(0.71)
Longevity - Housekeeping	875	1,427	552	0.20	0.31	0.11	9,625	15,892	6,267	0.21	0.31	0.10
FICA - Housekeeping	4,386	4,803	417	0.99	1.03	0.04	46,086	53,470	7,384	1.00	1.03	0.03
Workers Comp - Houskeeping	650	440	(210)	0.15	0.09	(0.05)	7,150	4,896	(2,254)	0.16	0.09	(0.06)
MERS DB - Housekeeping	1,137	2,998	1,861	0.26	0.64	0.39	13,156	32,975	19,820	0.29	0.64	0.35
MERS DC:Housekeeping	3,696	1,550	(2,146)	0.83	0.33	(0.50)	17,908	17,048	(859)	0.39	0.33	(0.06)
Health Ins - Housekeeping	6,449	7,493	1,044	1.45	1.61	0.16	63,289	83,422	20,133	1.38	1.61	0.23
Dental Ins - Housekeeping	432	498	65	0.10	0.11	0.01	4,107	5,539	1,432	0.09	0.11	0.02
Uniforms - Housekeeping	0	167	167	0.00	0.04	0.04	1,008	1,833	826	0.02	0.04	0.01
Supplies - Housekeeping	9,345	8,000	(1,345)	2.11	1.72	(0.39)	86,107	88,000	1,893	1.88	1.70	(0.18)
Contract Services-Hskpg	713	500	(213)	0.16	0.11	(0.05)	18,498	5,500	(12,998)	0.40	0.11	(0.30)
<b>TOTAL Housekeeping</b>	<b>88,232</b>	<b>89,228</b>	<b>996</b>	<b>19.89</b>	<b>19.19</b>	<b>(0.70)</b>	<b>904,774</b>	<b>991,640</b>	<b>86,866</b>	<b>19.72</b>	<b>19.15</b>	<b>(0.57)</b>
<b>Laundry</b>												
Salary & Wages - Laundry	30,037	27,533	(2,505)	6.77	5.92	(0.85)	295,735	306,530	10,795	6.45	5.92	(0.53)
Longevity - Laundry	200	765	565	0.05	0.16	0.12	2,200	8,517	6,317	0.05	0.16	0.12
FICA - Laundry	2,287	2,165	(123)	0.52	0.47	(0.05)	22,340	24,101	1,761	0.49	0.47	(0.02)
Workers Comp - Laundry	250	164	(86)	0.06	0.04	(0.02)	2,750	1,830	(920)	0.06	0.04	(0.02)
MERS DB - Laundry	1,310	2,028	718	0.30	0.44	0.14	14,411	22,308	7,897	0.31	0.43	0.12
MERS DC:Laundry	497	141	(356)	0.11	0.03	(0.08)	3,360	1,548	(1,812)	0.07	0.03	(0.04)
Health Ins - Laundry	3,243	3,731	489	0.73	0.80	0.07	32,340	41,544	9,203	0.70	0.80	0.10
Dental Ins - Laundry	216	249	33	0.05	0.05	0.00	2,018	2,770	752	0.04	0.05	0.01
Supplies - Laundry	4,383	4,400	17	0.99	0.95	(0.04)	48,150	45,900	(2,250)	1.05	0.89	(0.16)
Linen Replacements - Laundry	2,222	2,500	278	0.50	0.54	0.04	20,454	27,500	7,046	0.45	0.53	0.09
<b>TOTAL Laundry</b>	<b>44,645</b>	<b>43,676</b>	<b>(969)</b>	<b>10.06</b>	<b>9.39</b>	<b>(0.67)</b>	<b>443,759</b>	<b>482,548</b>	<b>38,789</b>	<b>9.67</b>	<b>9.32</b>	<b>(0.35)</b>
<b>Dietary</b>												
Small Equipment - Dietary	0	0	0	0.00	0.00	0.00	42,773	0	(42,773)	0.93	0.00	(0.93)

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<b>Dietary (con't)</b>												
Contract Svcs-Dining	219,622	250,000	30,378	49.51	53.76	4.25	2,418,312	2,750,000	331,688	52.72	53.12	0.40
<b>TOTAL Dietary</b>	<b>219,622</b>	<b>250,000</b>	<b>30,378</b>	<b>49.51</b>	<b>53.76</b>	<b>4.25</b>	<b>2,461,085</b>	<b>2,750,000</b>	<b>288,915</b>	<b>53.65</b>	<b>53.12</b>	<b>(0.53)</b>
<b>Therapy</b>												
Salary & Wages - Therapy	101,386	93,764	(7,622)	22.86	20.16	(2.69)	1,093,699	1,043,908	(49,792)	23.84	20.16	(3.68)
Longevity-Therapy	400	1,395	995	0.09	0.30	0.21	4,400	15,527	11,127	0.10	0.30	0.20
FICA - Therapy	7,744	7,280	(464)	1.75	1.57	(0.18)	81,177	81,047	(131)	1.77	1.57	(0.20)
Workers Comp - Therapy	500	941	441	0.11	0.20	0.09	5,500	10,478	4,978	0.12	0.20	0.08
MERS DB - Therapy	6,848	5,675	(1,173)	1.54	1.22	(0.32)	75,331	62,427	(12,903)	1.64	1.21	(0.44)
MERS DC:Therapy	409	592	183	0.09	0.13	0.04	5,336	6,513	1,177	0.12	0.13	0.01
Health Ins - Therapy Services	6,238	5,410	(828)	1.41	1.16	(0.24)	53,733	60,229	6,496	1.17	1.16	(0.01)
Dental Ins - Therapy	218	389	171	0.05	0.08	0.03	3,230	4,329	1,099	0.07	0.08	0.01
Supplies - Therapy	406	500	94	0.09	0.11	0.02	4,044	5,500	1,456	0.09	0.11	0.02
Small Equipment - Therapy	0	500	500	0.00	0.11	0.11	734	5,500	4,766	0.02	0.11	0.09
Professional Service - Medica	0	500	500	0.00	0.11	0.11	2,507	5,500	2,993	0.05	0.11	0.05
Consultant - Therapy	4,817	2,500	(2,317)	1.09	0.54	(0.55)	48,594	27,500	(21,094)	1.06	0.53	(0.53)
Publications-Health & Wellness	0	50	50	0.00	0.01	0.01	209	550	341	0.00	0.01	0.01
Pool Maintenance	1,670	400	(1,270)	0.38	0.09	(0.29)	4,220	4,400	180	0.09	0.08	(0.01)
Dues & Memberships - Therapy	0	0	0	0.00	0.00	0.00	475	1,000	525	0.01	0.02	0.01
Education & Training - Therapy	0	750	750	0.00	0.16	0.16	2,295	8,250	5,955	0.05	0.16	0.11
Travel - Therapy	0	25	25	0.00	0.01	0.01	0	275	275	0.00	0.01	0.01
<b>TOTAL Therapy</b>	<b>130,636</b>	<b>120,670</b>	<b>(9,966)</b>	<b>29.45</b>	<b>25.95</b>	<b>(3.50)</b>	<b>1,385,486</b>	<b>1,342,932</b>	<b>(42,554)</b>	<b>30.20</b>	<b>25.94</b>	<b>(4.26)</b>
<b>Ancillary</b>												
Medical Supplies	2,467	4,000	1,533	0.56	0.86	0.30	29,361	44,000	14,639	0.64	0.85	0.21
Oxygen	3,080	2,500	(580)	0.69	0.54	(0.16)	33,270	27,500	(5,770)	0.73	0.53	(0.19)
Legend Drugs	25,718	10,000	(15,718)	5.80	2.15	(3.65)	241,181	110,000	(131,181)	5.26	2.12	(3.13)
Lab Services	51	700	649	0.01	0.15	0.14	6,583	7,700	1,117	0.14	0.15	0.01
Radiology Services	282	600	318	0.06	0.13	0.07	4,111	6,600	2,489	0.09	0.13	0.04
Misc Medical Services	0	1,000	1,000	0.00	0.22	0.22	1,550	11,000	9,450	0.03	0.21	0.18
<b>TOTAL Ancillary</b>	<b>31,599</b>	<b>18,800</b>	<b>(12,799)</b>	<b>7.12</b>	<b>4.04</b>	<b>(3.08)</b>	<b>316,057</b>	<b>206,800</b>	<b>(109,257)</b>	<b>6.89</b>	<b>3.99</b>	<b>(2.90)</b>
<b>Diversional Therapy</b>												
Salary & Wages - Life Enrichm	21,538	29,555	8,017	4.86	6.36	1.50	241,045	329,048	88,002	5.25	6.36	1.10
Longevity - Life Enrichment	515	918	403	0.12	0.20	0.08	5,665	10,216	4,551	0.12	0.20	0.07
FICA - Life Enrichment	2,668	2,331	(337)	0.60	0.50	(0.10)	24,850	25,954	1,104	0.54	0.50	(0.04)
Workers Comp - Life Enrichme	100	181	81	0.02	0.04	0.02	1,100	2,013	913	0.02	0.04	0.01
MERS DB - Life Enrichment	512	2,728	2,216	0.12	0.59	0.47	5,634	30,006	24,372	0.12	0.58	0.46
MERS DC:Life Enrichment	312	0	(312)	0.07	0.00	(0.07)	1,298	0	(1,298)	0.03	0.00	(0.03)
Health Ins - Life Enrichment	3,243	3,243	0	0.73	0.70	(0.03)	35,671	35,671	0	0.78	0.69	(0.09)
Dental Ins - Life Enrichment	216	216	0	0.05	0.05	0.00	2,162	2,378	216	0.05	0.05	0.00
Supplies - Diversional Therapy	262	750	489	0.06	0.16	0.10	3,795	8,250	4,455	0.08	0.16	0.08
Activity Supplies - Eden	680	1,000	320	0.15	0.22	0.06	4,114	11,000	6,886	0.09	0.21	0.12
Educ. & Training- Activities	0	100	100	0.00	0.02	0.02	498	1,100	602	0.01	0.02	0.01
Special Functions	509	1,317	808	0.11	0.28	0.17	10,126	14,483	4,357	0.22	0.28	0.06
Activity Expenses	0	0	0	0.00	0.00	0.00	14	0	(14)	0.00	0.00	0.00
Activity Expenses	0	0	0	0.00	0.00	0.00	31	0	(31)	0.00	0.00	0.00
<b>TOTAL Diversional Therapy</b>	<b>30,554</b>	<b>42,338</b>	<b>11,785</b>	<b>6.89</b>	<b>9.10</b>	<b>2.22</b>	<b>336,004</b>	<b>470,119</b>	<b>134,115</b>	<b>7.32</b>	<b>9.08</b>	<b>1.76</b>
<b>Human Services</b>												
Salary & Wages - Human Serv	11,440	21,924	10,484	2.58	4.71	2.14	184,194	244,091	59,897	4.02	4.71	0.70

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<b>Human Services (con't)</b>												
Longevity - Human Services	115	419	304	0.03	0.09	0.06	1,265	4,663	3,398	0.03	0.09	0.06
FICA - Human Serv	745	1,709	964	0.17	0.37	0.20	12,976	19,030	6,053	0.28	0.37	0.08
Workers Comp - Human Serv	20	16	(4)	0.00	0.00	0.00	220	183	(37)	0.00	0.00	0.00
MERS DB - Human Services	909	1,010	100	0.20	0.22	0.01	10,002	11,105	1,103	0.22	0.21	0.00
MERS DC:Human Services	171	539	368	0.04	0.12	0.08	4,043	5,927	1,884	0.09	0.11	0.03
Health Ins - Human Services	1,892	2,399	507	0.43	0.52	0.09	20,816	26,714	5,899	0.45	0.52	0.06
Dental Ins - Human Services	46	152	106	0.01	0.03	0.02	1,109	1,692	584	0.02	0.03	0.01
Consultant Services-Psych.	0	1,500	1,500	0.00	0.32	0.32	15,000	16,500	1,500	0.33	0.32	(0.01)
Education & Training - Hum Ser	0	250	250	0.00	0.05	0.05	0	2,750	2,750	0.00	0.05	0.05
<b>TOTAL Human Services</b>	<b>15,339</b>	<b>29,919</b>	<b>14,580</b>	<b>3.46</b>	<b>6.43</b>	<b>2.98</b>	<b>249,625</b>	<b>332,656</b>	<b>83,031</b>	<b>5.44</b>	<b>6.43</b>	<b>0.98</b>
<b>Child Care</b>												
CDC Wages-Supervisor	0	0	0	0.00	0.00	0.00	1,483	0	(1,483)	0.03	0.00	(0.03)
Salary & Wages - CC Asst. CDC	11,968	14,696	2,728	2.70	3.16	0.46	142,266	163,616	21,350	3.10	3.16	0.06
Salary & Wages - Facilitator	3,338	4,027	689	0.75	0.87	0.11	44,001	44,833	832	0.96	0.87	(0.09)
Longevity - Child Day Care	0	444	444	0.00	0.10	0.10	0	4,949	4,949	0.00	0.10	0.10
FICA - CDC	1,161	1,466	306	0.26	0.32	0.05	13,846	16,325	2,479	0.30	0.32	0.01
Workers Comp - CDC	0	33	33	0.00	0.01	0.01	187	366	179	0.00	0.01	0.00
MERS DB - CDC	445	677	233	0.10	0.15	0.05	4,894	7,452	2,558	0.11	0.14	0.04
MERS DC-Child Care	322	356	34	0.07	0.08	0.00	2,518	3,915	1,397	0.05	0.08	0.02
Health Ins - CDC	1,081	1,599	518	0.24	0.34	0.10	13,964	17,804	3,840	0.30	0.34	0.04
Dental Ins - CDC	72	107	35	0.02	0.02	0.01	865	1,187	322	0.02	0.02	0.00
Uniforms - CDC	0	50	50	0.00	0.01	0.01	876	550	(326)	0.02	0.01	(0.01)
Teaching/Educational Supplies	0	0	0	0.00	0.00	0.00	76	400	324	0.00	0.01	0.01
Small Equipment - CDC	0	50	50	0.00	0.01	0.01	274	550	276	0.01	0.01	0.00
Meals - CDC	913	300	(613)	0.21	0.06	(0.14)	8,132	3,300	(4,832)	0.18	0.06	(0.11)
Dietary Snacks - CDC	140	250	110	0.03	0.05	0.02	2,410	2,750	340	0.05	0.05	0.00
Special Functions - CDC	0	0	0	0.00	0.00	0.00	39	0	(39)	0.00	0.00	0.00
Indirect Costs-Childcare	1,400	1,400	0	0.32	0.30	(0.01)	15,400	15,400	0	0.34	0.30	(0.04)
Miscellaneous Exp-Childcare	29	35	6	0.01	0.01	0.00	187	385	198	0.00	0.01	0.00
<b>TOTAL Child Care</b>	<b>20,869</b>	<b>25,491</b>	<b>4,622</b>	<b>4.70</b>	<b>5.48</b>	<b>0.78</b>	<b>251,418</b>	<b>283,782</b>	<b>32,364</b>	<b>5.48</b>	<b>5.48</b>	<b>0.00</b>
<b>Equipment Depreciation</b>												
Depreciation - Office	2,304	2,500	196	0.52	0.54	0.02	25,340	27,500	2,160	0.55	0.53	(0.02)
Depreciation Exp - Nursing	4,138	5,000	862	0.93	1.08	0.14	45,513	55,000	9,487	0.99	1.06	0.07
Depreciation - Dietary	1,375	1,250	(125)	0.31	0.27	(0.04)	15,123	13,750	(1,373)	0.33	0.27	(0.06)
Depreciation - Furniture	662	750	88	0.15	0.16	0.01	7,281	8,250	969	0.16	0.16	0.00
Depreciation - Maintenance	1,634	1,500	(134)	0.37	0.32	(0.05)	17,977	16,500	(1,477)	0.39	0.32	(0.07)
Depreciation - Vehicle	877	1,250	373	0.20	0.27	0.07	9,647	13,750	4,103	0.21	0.27	0.06
Depreciation-Equip Well. Ctr	200	250	50	0.05	0.05	0.01	2,200	2,750	550	0.05	0.05	0.01
<b>TOTAL Equipment Depreciation</b>	<b>11,189</b>	<b>12,500</b>	<b>1,311</b>	<b>2.52</b>	<b>2.69</b>	<b>0.17</b>	<b>123,082</b>	<b>137,500</b>	<b>14,418</b>	<b>2.68</b>	<b>2.66</b>	<b>(0.03)</b>
<b>TOTAL SNF Operating Expenses</b>	<b>2,038,863</b>	<b>2,251,837</b>	<b>212,974</b>	<b>459.62</b>	<b>484.27</b>	<b>24.65</b>	<b>23,364,252</b>	<b>24,906,776</b>	<b>1,542,524</b>	<b>509.31</b>	<b>481.10</b>	<b>(28.21)</b>
Net Operating Income	(439)	80,514	(80,953)	(0.10)	17.31	(17.41)	1,464,125	965,109	499,016	31.92	18.64	9.64
<b>SNF Building Depreciation</b>												
Depreciation - Land Improv	1,594	1,600	6	0.36	0.34	(0.02)	17,534	17,600	66	0.38	0.34	(0.04)
Depreciation - Building	38,499	38,500	1	8.68	8.28	(0.40)	423,492	423,500	8	9.23	8.18	(1.05)
Depreciation - Parking Structr	5,437	5,500	63	1.23	1.18	(0.04)	59,808	60,500	692	1.30	1.17	(0.14)

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	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day
<b>SNF Building Depreciation (con't)</b>												
Depreciation - Bldg Improv	12,328	12,350	22	2.78	2.66	(0.12)	135,611	135,850	239	2.96	2.62	(0.33)
Depreciation-Bldg Imp WellCtr	2,654	2,700	46	0.60	0.58	(0.02)	29,190	29,700	510	0.64	0.57	(0.06)
<b>TOTAL SNF Building Depreciation</b>	<b>60,512</b>	<b>60,650</b>	<b>138</b>	<b>13.64</b>	<b>13.04</b>	<b>(0.60)</b>	<b>665,636</b>	<b>667,150</b>	<b>1,514</b>	<b>14.51</b>	<b>12.89</b>	<b>(1.62)</b>
<b>Net Income</b>	<b>(60,951)</b>	<b>19,864</b>	<b>(80,815)</b>	<b>(13.74)</b>	<b>4.27</b>	<b>(17.38)</b>	<b>798,489</b>	<b>297,959</b>	<b>500,530</b>	<b>17.41</b>	<b>5.76</b>	<b>9.67</b>

**Grand Traverse Pavilions Combined Income Statement**  
**Proposed Budget 2024**

	Budget 2024	Budget 2023	Actual Nov 2023 YTD Annualized
Service Revenue	27,072,414	21,616,061	21,169,836
Other Revenue	1,673,103	9,155,149	8,643,248
<b>Total Revenue</b>	<b>28,745,517</b>	<b>30,771,210</b>	<b>29,813,084</b>
Salaries & Wages	15,222,252	17,693,414	16,303,288
Benefits	4,133,327	4,584,946	4,037,066
Other Operating Expenses	7,318,174	6,932,610	7,622,458
Interest Expense	351,267	390,000	367,738
Depreciation	1,151,287	1,170,240	1,151,287
<b>Total Operating Expenses</b>	<b>28,176,306</b>	<b>30,771,210</b>	<b>29,481,837</b>
			-
<b>Net Operating Income</b>	<b>569,211</b>	<b>-</b>	<b>331,247</b>
Plus Depreciation	1,151,287		
Less Capital Purchases	(405,000)		
Less Debt Payments	(700,000)		
<b>Budgeted cash flow</b>	<b>615,498</b>		
<b>Non recurring items</b>			
Plus Employee Retention Credit	7,000,000		
Plus Medicaid Settlements	7,000,000		
Less Deficit to County	(6,400,000)		
<b>Budgeted Ending Cash Position</b>	<b>8,215,498</b>		

<b>Grand Traverse Pavilions</b>						
<b>Proposed 2024 Budget</b>						
			Annualized	Budget	Budget	Actual
	2024 Proposed		Nov-23	2024	2023	2023
	Budget	2023 Budget	YTD	ppd	ppd	ppd
<b>SNF Resident Revenue</b>						
<b>Inpatient Revenue</b>						
Medicare Part A	3,757,710	1,737,400	2,452,575	684.46	595	544.36
Medicare Advantage	1,496,500	0	611,144	408.88		476.37
Medicaid	12,271,786	12,160,443	9,778,465	376.74	294.83	306.67
Hospice	2,040,350	706,000	1,805,501	428.83	322.37	361.52
Private Pay	2,709,880	3,605,250	2,854,249	411.34	352.76	386.98
Medicare Part B	34,718	-135,000	72,787	0.65	-2.39	1.45
<b>TOTAL Inpatient Revenue</b>	<b>22,310,944</b>	<b>18,074,093</b>	<b>17,574,721</b>	<b>420.41</b>	<b>319.47</b>	<b>351.18</b>
<b>Outpatient</b>						
Physical Therapy	719,753	606,000	625,367	13.56	10.71	12.5
Occupational Therapy	0	18,000	38,439	0	0.32	0.77
Speech Therapy	0	36,000	49,140	0	0.64	0.98
Wellness	44,639	30,000	45,416	0.84	0.53	0.91
<b>TOTAL Outpatient</b>	<b>764,392</b>	<b>690,000</b>	<b>758,362</b>	<b>14.4</b>	<b>12.2</b>	<b>15.15</b>
<b>TOTAL SNF Resident Revenue</b>	<b>23,075,336</b>	<b>18,764,093</b>	<b>18,333,083</b>	<b>434.81</b>	<b>331.67</b>	<b>366.34</b>
<b>SNF Other Revenue</b>						
Revenue - Child Day Care	109,911	90,000	107,123	2.07	1.59	2.14
Childcare Lunches	3,940	3,000	4,078	0.07	0.05	0.08
Vending Machine Sales	3,222	0	2,973	0.06	0	0.06
Rental Income	2,472	3,000	2,558	0.05	0.05	0.05
Interest Income	12,000	12,000	780,542	0.23	0.21	15.6
DCW Wage Reimbursement	480,000	0	528,807	9.04	0	10.57
Copy Revenue	120	0	275	0	0	0.01
Garnishment Fees	360	0	0	0.01	0	0
Pace North Management Fees	0	90,000	73,636	0	1.59	1.47
Scrap Sales	360	0	0	0.01	0	0
Insurance Proceeds and Refunds	0	0	515	0	0	0.01
Product Sales	0	0	22	0	0	0
Exp Reimbursements	0	0	305	0	0	0.01
Medicaid Settlement Revenue	0	0	5,942,789	0	0	118.75
Misc Income	8,184	7,690,548	158,492	0.15	135.94	3.17
Donation Income	0	250,000	0	0	4.42	0
QAS Income	1,832,570	2,316,801	1,651,824	34.53	40.95	33.01
QMI Income	435,712	372,000	410,781	8.21	6.58	8.21
Inter-Company Charges	0	256,800	256,800	0	4.54	5.13
Bad Debt Expenses	-90,000	-90,000	-90,000	-1.7	-1.59	-1.8
Provider Tax Expenses-QAS	-1,136,867	-1,500,000	-1,048,821	-21.42	-26.51	-20.96
Provider Tax Expenses-QMI	0	0	-30,280	0	0	-0.61
<b>TOTAL SNF Other Revenue</b>	<b>1,661,984</b>	<b>9,494,149</b>	<b>8,752,419</b>	<b>31.32</b>	<b>167.82</b>	<b>174.89</b>
<b>Total Revenue</b>	<b>24,737,321</b>	<b>28,258,242</b>	<b>27,085,502</b>	<b>466.13</b>	<b>499.48</b>	<b>541.23</b>
<b>SNF Operating Expenses</b>						
<b>Nursing</b>						
Salary & Wages - RN	2,154,939	2,410,977	2,080,120	40.61	42.62	41.57
Salary & Wages - LPN	1,082,013	727,225	1,136,383	20.39	12.85	22.71
Salary & Wages - CNA	4,349,616	5,470,727	4,259,635	81.96	96.7	85.12
Salary & Wages - UW SNF	142,894	135,777	199,659	2.69	2.4	3.99
Longevity - RN	8,700	34,330	8,700	0.16	0.61	0.17
Longevity - LPN	5,400	13,853	5,400	0.1	0.24	0.11
Longevity - CNA	19,500	91,075	19,500	0.37	1.61	0.39
FICA - Nursing	579,710	674,433	527,168	10.92	11.92	10.53
Workers Comp - Nursing	83,916	100,301	102,159	1.58	1.77	2.04
Unemployment Expenses	101,360	3,000	0	1.91	0.05	0
MERS DB - Nursing	384,161	426,395	310,454	7.24	7.54	6.2

MERS DC:Nursing	139,638	116,073	136,234	2.63	2.05	2.72
Health Ins - Nursing	729,836	862,739	775,383	13.75	15.25	15.49
Health Ins - Retirees Nursing	70,153	69,600	70,381	1.32	1.23	1.41
Dental Ins - Nursing	51,506	59,712	50,553	0.97	1.06	1.01
Uniforms - Nursing	14,604	6,000	8,582	0.28	0.11	0.17
Small Equipment	63,837	60,000	47,607	1.2	1.06	0.95
Nursing Supplies	188,839	225,000	197,827	3.56	3.98	3.95
Briefs	60,055	85,000	60,494	1.13	1.5	1.21
Stock Meds	16,770	27,000	19,429	0.32	0.48	0.39
Hep B Vaccine	0	6,000	0	0	0.11	0
Flu Vaccine	0	12,000	10,802	0	0.21	0.22
IV Supplies	27,426	30,000	40,318	0.52	0.53	0.81
Special Equipment Rental	1,697	0	1,718	0.03	0	0.03
Non-Legend Drugs	5,572	6,000	7,043	0.1	0.11	0.14
Professional Services - Medic	43,085	43,200	42,240	0.81	0.76	0.84
Agency Nurse Staffing	0	390,000	440,570	0	6.89	8.8
Building Repairs-Resident Roo	42,323	0	27,004	0.8	0	0.54
Equipment Repairs	17,392	18,000	25,462	0.33	0.32	0.51
Education & Training - Nursing	3,187	12,000	301	0.06	0.21	0.01
Med Waste:Nursing-Medical Care	19,006	36,000	20,328	0.36	0.64	0.41
Resident Loss Replacement	222	1,200	119	0	0.02	0
<b>TOTAL Nursing</b>	<b>10,407,353</b>	<b>12,153,617</b>	<b>10,631,571</b>	<b>196.11</b>	<b>214.82</b>	<b>212.44</b>
<b>Nurse Administration</b>						
Salary & Wages - Nursing Admin	1,051,151	1,690,166	1,671,550	19.81	29.87	33.4
Longevity-Nursing Admin	13,380	31,455	13,380	0.25	0.56	0.27
FICA - Nursing Admin	78,836	131,704	161,916	1.49	2.33	3.24
Workers Comp - Nurse Admin	734	0	720	0.01	0	0.01
MERS DB - Nursing Admin	172,887	140,456	139,716	3.26	2.48	2.79
MERS DC: Nurse Administration	13,349	3,460	6,096	0.25	0.06	0.12
Nurse Admin Consulting	133,200	0	14,165	2.51	0	0.28
<b>TOTAL Nurse Administration</b>	<b>1,463,538</b>	<b>1,997,240</b>	<b>2,007,543</b>	<b>27.58</b>	<b>35.3</b>	<b>40.12</b>
<b>TOTAL Nursing</b>	<b>11,870,891</b>	<b>14,150,857</b>	<b>12,639,115</b>	<b>223.68</b>	<b>250.13</b>	<b>252.56</b>
<b>Administrative</b>						
Salary & Wages - Admin	531,921	847,667	805,906	10.02	14.98	16.1
Longevity - Admin	4,680	13,832	4,680	0.09	0.24	0.09
FICA - Admin	39,894	65,905	59,497	0.75	1.16	1.19
Workers Comp - Admin	490	1,200	480	0.01	0.02	0.01
MERS - Administration	109,913	103,728	138,886	2.07	1.83	2.78
MERS DC:Administration	11,830	7,487	15,632	0.22	0.13	0.31
Health Ins - Administration	86,774	98,046	92,499	1.64	1.73	1.85
Dental Ins - Administration	3,744	3,939	3,277	0.07	0.07	0.07
Small Equipment	0	5,000	300	0	0.09	0.01
Contract Services	38,620	48,000	69,665	0.73	0.85	1.39
Contract Svcs-Security	883	1,200	945	0.02	0.02	0.02
Professional Services - Admin	40,800	36,000	52,255	0.77	0.64	1.04
Community Education	0	4,320	0	0	0.08	0
Legal Consultants	150,000	36,000	267,040	2.83	0.64	5.34
Dues & Memberships	40,000	48,000	43,508	0.75	0.85	0.87
License & Fees	7,000	6,000	14,885	0.13	0.11	0.3
County Fees	0	4,000	4,493	0	0.07	0.09
Subscriptions	71	1,500	393	0	0.03	0.01
Education & Training - Admin	1,204	6,000	0	0.02	0.11	0
Travel	316	0	0	0.01	0	0
Board Meeting Expenses	51	0	27	0	0	0
Miscellaneous Expenses	577	1,500	40,424	0.01	0.03	0.81
<b>TOTAL Administrative</b>	<b>1,068,768</b>	<b>1,339,323</b>	<b>1,614,790</b>	<b>20.14</b>	<b>23.67</b>	<b>32.27</b>
<b>Finance</b>						
Salary & Wages - Financial Ma	265,773	373,525	374,752	5.01	6.6	7.49
Longevity - Financial Mgt	2,820	6,984	2,820	0.05	0.12	0.06
FICA - Fin Mgmt	19,933	29,109	27,634	0.38	0.51	0.55
Workers Comp - Fin Mgmt	184	200	180	0	0	0

MERS DB - Financial Management	30,134	26,681	24,352	0.57	0.47	0.49
MERS DC-Medical Care	0	0	149	0	0	0
MERS DC:Financial Management	5,562	3,331	3,196	0.1	0.06	0.06
Health Ins - Financial Mgmt	12,063	32,078	12,971	0.23	0.57	0.26
Dental Ins - Financial Mgmt	1,568	2,089	1,108	0.03	0.04	0.02
Office Supplies	16,778	18,000	13,623	0.32	0.32	0.27
Copy Supplies	7,731	6,000	7,288	0.15	0.11	0.15
Computer Supplies	42,895	32,000	37,900	0.81	0.57	0.76
Postage	10,637	9,000	8,255	0.2	0.16	0.16
Small Equipment - IT	18,396	36,000	21,347	0.35	0.64	0.43
Audit Expenses	2,900	6,000	6,327	0.05	0.11	0.13
IT Consultants	41,487	36,000	32,246	0.78	0.64	0.64
Printing & Binding	5,369	12,000	5,707	0.1	0.21	0.11
Data Processing	49,660	60,000	87,382	0.94	1.06	1.75
Maintenance Agreements Softwa	291,720	276,000	418,838	5.5	4.88	8.37
Communication Equip Repairs	31,158	30,000	31,383	0.59	0.53	0.63
Education & Training - Fin Mgt	1,864	6,600	644	0.04	0.12	0.01
Travel - Mileage	0	120	169	0	0	0
Other Insurance	300,000	252,000	268,719	5.65	4.45	5.37
Telephone-Snf	60,000	60,000	71,978	1.13	1.06	1.44
Internet Meeting Services	0	3,000	0	0	0.05	0
Internet	0	0	12,295	0	0	0.25
Cellular Phone	13,511	20,000	27,952	0.25	0.35	0.56
Television - SNF	28,642	24,000	26,288	0.54	0.42	0.53
Bond Interest Expenses	300,267	330,000	310,822	5.66	5.83	6.21
Bank Charges	29,181	18,000	24,531	0.55	0.32	0.49
<b>TOTAL Finance</b>	<b>1,590,231</b>	<b>1,708,717</b>	<b>1,860,859</b>	<b>29.96</b>	<b>30.2</b>	<b>37.18</b>
<b>Human Resouces</b>						
Salary & Wages - Human Resour	190,994	273,929	266,224	3.6	4.84	5.32
Longevity - Human Resources	2,760	6,968	2,760	0.05	0.12	0.06
FICA - Human Res	14,325	21,489	19,835	0.27	0.38	0.4
Workers Comp - Human Res	122	200	120	0	0	0
MERS DB - Human Resources	33,860	23,876	27,363	0.64	0.42	0.55
Health Ins - Human Resources	10,365	12,971	10,400	0.2	0.23	0.21
Dental Ins - Human Resources	2,131	1,849	1,757	0.04	0.03	0.04
Life Insurance	1,530	2,100	1,498	0.03	0.04	0.03
Employee Wellness Program	0	5,540	0	0	0.1	0
Employee Recogn	20,000	32,000	30,778	0.38	0.57	0.62
Other Fringe Benefit - Cobra	1,874	1,500	2,531	0.04	0.03	0.05
State Claims Tax	0	200	0	0	0	0
HSA Funding	0	0	-1,309	0	0	-0.03
Contract Services - HR	30,897	29,000	28,824	0.58	0.51	0.58
Employee Advertising/Recruiti	0	60,000	-838	0	1.06	-0.02
CNA Registry Fee	745	1,200	813	0.01	0.02	0.02
Testing Fees	30,243	18,000	22,445	0.57	0.32	0.45
Education & Training - Hum Res	1,746	1,800	0	0.03	0.03	0
<b>TOTAL Human Resouces</b>	<b>341,593</b>	<b>492,622</b>	<b>413,201</b>	<b>6.44</b>	<b>8.71</b>	<b>8.26</b>
<b>Com. Rel and Vol Services</b>						
Salary & Wages - Volunteer &	0	56,950	32,015	0	1.01	0.64
Longevity - Volunteer & Comm	0	1,040	0	0	0.02	0
FICA - Volunteer & Comm Rel	0	4,436	2,390	0	0.08	0.05
Workers Comp - Vol & Comm Rel	61	51	60	0	0	0
MERS DB - Volunteer & Comm Rel	11,685	0	9,443	0.22	0	0.19
MERS DC: Volunteer & Comm Rel	620	2,900	1,127	0.01	0.05	0.02
Health Ins - Volunteer & Comm	0	6,486	0	0	0.11	0
Dental Ins - Volunteer and Co	0	432	0	0	0.01	0
Volunteer Recognition	0	1,500	0	0	0.03	0
Supplies - Volunteer	0	1,200	0	0	0.02	0
Dues & Memberships	0	300	0	0	0.01	0
Marketing tbd	95,000	0	0	1.79	0	0
<b>TOTAL Com. Rel and Vol Services</b>	<b>107,366</b>	<b>75,295</b>	<b>45,035</b>	<b>2.02</b>	<b>1.33</b>	<b>0.9</b>

<b>Maintenance</b>						
Salary & Wages - ES	651,268	686,955	710,992	12.27	12.14	14.21
Longevity - Environmental Serv	3,960	14,144	3,960	0.07	0.25	0.08
FICA - Environ Serv	48,845	53,634	52,441	0.92	0.95	1.05
Workers Comp - Plant Ops	6,120	5,350	6,000	0.12	0.09	0.12
MERS DB - Env. Serv.	50,215	55,992	40,581	0.95	0.99	0.81
MERS DC:Environmental Services	3,335	2,404	3,002	0.06	0.04	0.06
Health Ins - Env Serv	70,766	86,239	70,429	1.33	1.52	1.41
Health Ins - Retirees - EVS	24,349	24,000	25,930	0.46	0.42	0.52
Dental Ins - Env Serv	4,018	4,996	3,360	0.08	0.09	0.07
Uniforms - Plant Ops	3,478	2,000	2,876	0.07	0.04	0.06
Supplies - Plant Ops	70,229	66,000	56,453	1.32	1.17	1.13
Small Equipment	54,503	45,000	45,581	1.03	0.8	0.91
Building Repairs	182,805	180,000	160,656	3.44	3.18	3.21
Equipment Repairs	55,393	60,000	46,406	1.04	1.06	0.93
Vehicle Repair	1,995	9,000	1,939	0.04	0.16	0.04
Elevator	1,142	11,000	1,947	0.02	0.19	0.04
Lawn, Tree and Brush Services	20,358	17,000	16,743	0.38	0.3	0.33
Snow Removal - Contract	18,187	12,500	19,451	0.34	0.22	0.39
Education & Training - ES	1,894	3,000	322	0.04	0.05	0.01
Vehicle Fuel	10,594	12,000	10,940	0.2	0.21	0.22
Parking Garage Expenses	20,606	20,400	19,329	0.39	0.36	0.39
Water	39,752	45,000	47,827	0.75	0.8	0.96
Sewer	70,897	9,000	76,555	1.34	0.16	1.53
Electric	276,451	222,000	296,792	5.21	3.92	5.93
Natural Gas	109,359	111,000	100,754	2.06	1.96	2.01
Refuse Disposal	37,393	34,000	34,420	0.7	0.6	0.69
<b>TOTAL Maintenance</b>	<b>1,837,912</b>	<b>1,792,614</b>	<b>1,855,687</b>	<b>34.63</b>	<b>31.69</b>	<b>37.08</b>
<b>Housekeeping</b>						
Salary & Wages - Housekeeping	677,628	746,463	695,828	12.77	13.19	13.9
Longevity - Housekeeping	10,500	17,367	10,500	0.2	0.31	0.21
FICA - Housekeeping	50,822	58,433	50,276	0.96	1.03	1
Workers Comp - Houskeeping	7,956	5,350	7,800	0.15	0.09	0.16
MERS DB - Housekeeping	18,494	35,973	14,352	0.35	0.64	0.29
MERS DC:Housekeeping	27,770	18,598	19,536	0.52	0.33	0.39
Health Ins - Housekeeping	59,812	91,165	69,043	1.13	1.61	1.38
Dental Ins - Housekeeping	4,998	6,053	4,480	0.09	0.11	0.09
Uniforms - Housekeeping	1,770	2,000	1,100	0.03	0.04	0.02
Supplies - Housekeeping	78,823	96,000	93,935	1.49	1.7	1.88
Contract Services-Hskpg	24,121	6,000	20,180	0.45	0.11	0.4
<b>TOTAL Housekeeping</b>	<b>962,694</b>	<b>1,083,402</b>	<b>987,026</b>	<b>18.14</b>	<b>19.15</b>	<b>19.72</b>
<b>Laundry</b>						
Salary & Wages - Laundry	301,056	334,981	322,620	5.67	5.92	6.45
Longevity - Laundry	2,400	9,308	2,400	0.05	0.16	0.05
FICA - Laundry	22,579	26,338	24,371	0.43	0.47	0.49
Workers Comp - Laundry	3,060	2,000	3,000	0.06	0.04	0.06
MERS DB - Laundry	19,454	24,336	15,721	0.37	0.43	0.31
MERS DC:Laundry	4,651	1,688	3,665	0.09	0.03	0.07
Health Ins - Laundry	29,995	45,399	35,280	0.57	0.8	0.7
Dental Ins - Laundry	2,352	3,027	2,201	0.04	0.05	0.04
Supplies - Laundry	48,347	50,000	52,527	0.91	0.88	1.05
Linen Replacements - Laundry	19,208	30,000	22,313	0.36	0.53	0.45
<b>TOTAL Laundry</b>	<b>453,101</b>	<b>527,078</b>	<b>484,101</b>	<b>8.54</b>	<b>9.32</b>	<b>9.67</b>
<b>Dietary</b>						
Small Equipment - Dietary	0	0	46,661	0	0	0.93
Contract Svcs-Dining	2,597,351	3,000,000	2,638,159	48.94	53.03	52.72
<b>TOTAL Dietary</b>	<b>2,597,351</b>	<b>3,000,000</b>	<b>2,684,820</b>	<b>48.94</b>	<b>53.03</b>	<b>53.65</b>
<b>Therapy</b>						
Salary & Wages - Therapy	1,332,918	1,140,797	1,193,126	25.12	20.16	23.84
Longevity-Therapy	4,800	16,968	4,800	0.09	0.3	0.1
FICA - Therapy	99,969	88,569	88,557	1.88	1.57	1.77

Workers Comp - Therapy	6,120	11,450	6,000	0.12	0.2	0.12
MERS DB - Therapy	101,690	68,103	82,179	1.92	1.2	1.64
MERS DC:Therapy	9,450	7,105	5,821	0.18	0.13	0.12
Health Ins - Therapy Services	47,870	65,819	58,618	0.9	1.16	1.17
Dental Ins - Therapy	4,104	4,731	3,524	0.08	0.08	0.07
Supplies - Therapy	4,958	6,000	4,412	0.09	0.11	0.09
Small Equipment - Therapy	442	6,000	801	0.01	0.11	0.02
Professional Service - Medica	5,115	6,000	2,735	0.1	0.11	0.05
Consultant - Therapy	52,118	30,000	53,012	0.98	0.53	1.06
Publications-Health & Wellness	0	600	228	0	0.01	0
Pool Maintenance	4,947	4,800	4,604	0.09	0.08	0.09
Dues & Memberships - Therapy	475	1,000	518	0.01	0.02	0.01
Education & Training - Therapy	0	9,000	2,504	0	0.16	0.05
Travel - Therapy	0	300	0	0	0.01	0
<b>TOTAL Therapy</b>	<b>1,674,976</b>	<b>1,467,242</b>	<b>1,511,439</b>	<b>31.56</b>	<b>25.93</b>	<b>30.2</b>
<b>Ancillary</b>						
Medical Supplies	28,857	48,000	32,030	0.54	0.85	0.64
Oxygen	36,616	30,000	36,295	0.69	0.53	0.73
Legend Drugs	410,000	120,000	263,107	7.73	2.12	5.26
Lab Services	14,362	8,400	7,181	0.27	0.15	0.14
Radiology Services	10,040	7,200	4,485	0.19	0.13	0.09
Misc Medical Services	2,729	12,000	1,691	0.05	0.21	0.03
<b>TOTAL Ancillary</b>	<b>502,604</b>	<b>225,600</b>	<b>344,789</b>	<b>9.47</b>	<b>3.99</b>	<b>6.89</b>
<b>Diversional Therapy</b>						
Salary & Wages - Life Enrichm	367,232	359,588	262,958	6.92	6.36	5.25
Longevity - Life Enrichment	6,180	11,164	6,180	0.12	0.2	0.12
FICA - Life Enrichment	27,542	28,363	27,109	0.52	0.5	0.54
Workers Comp - Life Enrichme	1,224	2,200	1,200	0.02	0.04	0.02
MERS DB - Life Enrichment	7,605	32,734	6,146	0.14	0.58	0.12
MERS DC:Life Enrichment	0	0	1,416	0	0	0.03
Health Ins - Life Enrichment	36,190	38,914	38,914	0.68	0.69	0.78
Dental Ins - Life Enrichment	2,646	2,594	2,359	0.05	0.05	0.05
Supplies - Diversional Therapy	4,814	9,000	4,140	0.09	0.16	0.08
Activity Supplies - Eden	11,050	12,000	4,488	0.21	0.21	0.09
Educ. & Training- Activities	737	1,200	543	0.01	0.02	0.01
Special Functions	11,206	15,800	11,047	0.21	0.28	0.22
Activity Expenses	0	0	15	0	0	0
Activity Expenses	0	0	34	0	0	0
<b>TOTAL Diversional Therapy</b>	<b>476,426</b>	<b>513,556</b>	<b>366,550</b>	<b>8.98</b>	<b>9.08</b>	<b>7.32</b>
<b>Human Services</b>						
Salary & Wages - Human Serv	180,347	266,746	200,939	3.4	4.71	4.02
Longevity - Human Services	1,380	5,096	1,380	0.03	0.09	0.03
FICA - Human Serv	13,526	20,796	14,156	0.25	0.37	0.28
Workers Comp - Human Serv	245	200	240	0	0	0
MERS DB - Human Services	13,502	12,115	10,911	0.25	0.21	0.22
MERS DC:Human Services	8,923	6,466	4,411	0.17	0.11	0.09
Health Ins - Human Services	21,119	29,194	22,708	0.4	0.52	0.45
Dental Ins - Human Services	1,445	1,849	1,210	0.03	0.03	0.02
Consultant Services-Psych.	18,360	18,000	16,364	0.35	0.32	0.33
Education & Training - Hum Ser	1,102	3,000	0	0.02	0.05	0
<b>TOTAL Human Services</b>	<b>259,949</b>	<b>363,462</b>	<b>272,318</b>	<b>4.9</b>	<b>6.42</b>	<b>5.44</b>
<b>Child Care</b>						
CDC Wages-Supervisor	208,242	0	1,618	3.92	0	0.03
Salary & Wages - CC Asst. CDC	0	178,802	155,199	0	3.16	3.1
Salary & Wages - Facilitator	0	48,994	48,001	0	0.87	0.96
Longevity - Child Day Care	0	5,408	0	0	0.1	0
FICA - CDC	15,618	17,840	15,105	0.29	0.32	0.3
Workers Comp - CDC	0	400	204	0	0.01	0
MERS DB - CDC	6,607	8,130	5,339	0.12	0.14	0.11
MERS DC-Child Care	4,313	4,271	2,747	0.08	0.08	0.05
Health Ins - CDC	15,921	19,457	15,233	0.3	0.34	0.3

Dental Ins - CDC	1,176	1,297	944	0.02	0.02	0.02
Uniforms - CDC	1,069	600	956	0.02	0.01	0.02
Teaching/Educational Supplies	154	400	83	0	0.01	0
Small Equipment - CDC	506	600	299	0.01	0.01	0.01
Meals - CDC	5,232	3,600	8,871	0.1	0.06	0.18
Dietary Snacks - CDC	1,721	3,000	2,629	0.03	0.05	0.05
Special Functions - CDC	80	0	43	0	0	0
Indirect Costs-Childcare	0	16,800	16,800	0	0.3	0.34
Miscellaneous Exp-Childcare	189	420	204	0	0.01	0
<b>TOTAL Child Care</b>	<b>260,829</b>	<b>310,019</b>	<b>274,274</b>	<b>4.91</b>	<b>5.48</b>	<b>5.48</b>
<b>Equipment Depreciation</b>						
Depreciation - Office	27,644	30,000	27,644	0.52	0.53	0.55
Depreciation Exp - Nursing	49,651	60,000	49,651	0.94	1.06	0.99
Depreciation - Dietary	16,498	15,000	16,498	0.31	0.27	0.33
Depreciation - Furniture	7,943	9,000	7,943	0.15	0.16	0.16
Depreciation - Maintenance	19,611	18,000	19,611	0.37	0.32	0.39
Depreciation - Vehicle	10,524	15,000	10,524	0.2	0.27	0.21
Depreciation-Equip Well. Ctr	2,400	3,000	2,400	0.05	0.05	0.05
<b>TOTAL Equipment Depreciation</b>	<b>134,271</b>	<b>150,000</b>	<b>134,271</b>	<b>2.53</b>	<b>2.65</b>	<b>2.68</b>
<b>TOTAL SNF Operating Expenses</b>	<b>24,138,962</b>	<b>27,199,787</b>	<b>25,488,275</b>	<b>454.85</b>	<b>480.77</b>	<b>509.31</b>
<b>Net Operating Income</b>	<b>598,359</b>	<b>1,058,455</b>	<b>1,597,227</b>	<b>11.27</b>	<b>18.71</b>	<b>31.92</b>
<b>SNF Building Depreciation</b>						
Depreciation - Land Improv	19,128	19,200	19,128	0.36	0.34	0.38
Depreciation - Building	461,991	462,000	461,991	8.71	8.17	9.23
Depreciation - Parking Structr	65,245	66,000	65,245	1.23	1.17	1.3
Depreciation - Bldg Improv	147,940	148,200	147,939	2.79	2.62	2.96
Depreciation-Bldg Imp WellCtr	31,844	32,400	31,844	0.6	0.57	0.64
<b>TOTAL SNF Building Depreciation</b>	<b>726,148</b>	<b>727,800</b>	<b>726,148</b>	<b>13.68</b>	<b>12.86</b>	<b>14.51</b>
<b>Net Income</b>	<b>-127,789</b>	<b>330,655</b>	<b>871,079</b>	<b>-2.41</b>	<b>5.84</b>	<b>17.41</b>

**Grand Traverse Pavilions Cottages  
Proposed Budget 2024**

	Budget 2024	Budget 2023	Actual Nov-23 Annualized
<b>Cottage Revenue</b>			
Room Rental-Cottage-Private	3,341,139	2,273,964	2,239,544
Room Rental-Cottage-MA Waiver	-	-	100,285
Room Rental-Cottage-Priv Insur	-	-	78,502
Respite-Cottages	22,790	14,244	21,409
Scholarships Private Pay	184,418	192,000	97,480
Registration Fee - Cottages	2,000	6,960	2,455
Ancillary Rev - Cottages	9,593	7,800	7,508
Meal Plan	330,855	216,000	189,360
Personal Care Services- Privat	176,850	240,000	206,111
Contractual-Charity Care	(184,418)	(192,000)	(150,934)
Contractual Allow MA Waiver	-	-	(59,929)
Contractual Allowance PACE	-	-	(6,239)
<b>TOTAL Cottage Revenue</b>	<b>3,883,227</b>	<b>2,758,968</b>	<b>2,725,552</b>
<b>Cottage Other Revenue</b>			
Beauty Shop Income	9,324	10,800	8,897
Misc Income-Cottage DCW Wage R	-	-	8,028
Donation Income - Cottages	115,646	-	241,905
<b>TOTAL Cottage Other Revenue</b>	<b>124,970</b>	<b>10,800</b>	<b>258,830</b>
<b>Total Income</b>	<b>4,008,197</b>	<b>2,769,768</b>	<b>2,984,383</b>
<b>Cottage Operating Expenses</b>			
Salary & Wages - Admin - Cott	110,695	236,860	202,941
Salary & Wages - ES Cottages	110,087	54,481	57,026
Salary & Wages - Hskpg Cottage	-	90,416	48,225
Salary & Wages - RN Cottages	-	110,032	105,374
Salary & Wages - LPN Cottages	113,865	58,084	53,339
Salary & Wages - CNA Cottages	541,390	584,739	697,072
Salary & Wages - UW Cottages	768,761	481,127	632,326
Longevity - Cottages	-	42,279	-
Longevity - Cottages Admin	3,000	6,136	3,000
FICA Admin Cottages	8,302	18,271	14,672
FICA - Env Serv Cottages	8,257	4,239	4,229
FICA - Cottage Housekeeping	-	3,471	3,551
FICA - RN LPN CNA and UW - Co	106,801	103,985	108,921
Workers Comp - Cottages	8,225	16,350	12,471
Workers Comp - Cottage Admin	73	72	72
MERS DB - Cottages	73,148	104,548	58,723
MERS DB - Cottages Admin	26,644	17,212	21,532
MERS DC-Cottage	22,592	13,795	16,752
MERS DC:Admin Cottages	8,136	-	3,446

Health Ins - Cottages	111,024	177,636	137,928
Dental Ins - Cottages	8,061	12,000	8,100
Supplies - Cottages	-	2,400	-
Supplies Laundry - Cottages	-	-	696
Activity Supplies - Cottages	4,411	3,000	4,156
Nursing Supplies - Cottages	4,646	4,800	5,127
Contract Services-Dining	720,996	144,000	531,463
Contract Svcs:Security-Cottag	2,625	2,000	2,808
Advertising - Cottages	40,206	36,000	26,856
Referral Fees	7,497	18,000	6,444
Printing & Binding - Comm Rel	1,326	-	1,549
Elevator-Cottages	-	9,250	-
Dues & Memberships - Cottages	-	700	-
Telephone - Cottages	3,263	3,900	2,792
Water - Cottages	8,303	6,000	15,724
Sewer - Cottages	15,492	10,200	30,584
Electric - Cottages	53,032	62,000	57,084
Natrual Gas - Cottages	40,256	32,200	28,380
Refuse Disposal - Cottages	6,702	6,000	6,571
Resident Loss Repl.- Cottages	-	-	-
Television - Cottages	20,525	18,000	17,309
Special Functions - Cottages	2,303	3,600	1,484
Beauty Shop Services	7,689	9,000	6,434
Indirect Costs-Cottages	-	240,000	240,000
Bond Interest Expenses	51,000	60,000	56,916
Miscellaneous Exp - Cottages	995	1,200	1,269
Depreciation - Equip Cottages	11,005	11,040	11,005
<b>TOTAL Cottage Operating Expenses</b>	<b>3,031,334</b>	<b>2,819,023</b>	<b>3,244,352</b>
<b>Net Operating Income</b>	<b>976,863</b>	<b>(49,255)</b>	<b>(259,969)</b>
<b>Cottage Building Depreciation</b>			
Depreciation Bldg - Cottages	228,220	229,200	228,219
Depreciation-Cottage Bldg Impr	51,643	52,200	51,643
<b>TOTAL Cottage Building Depreciation</b>	<b>279,863</b>	<b>281,400</b>	<b>279,863</b>
<b>Net Income</b>	<b>697,001</b>	<b>(330,655)</b>	<b>(539,832)</b>





# Grand Traverse Pavilions

A COMMUNITY CARING FOR GENERATIONS

## MEMORANDUM

December 21, 2023

**TO:** Lindsey Dood  
**FROM:** Tim Coggins  
Environmental Services Director  
**RE:** Kitchen Grout Repair Request

Lindsey,

Attached please find the request to repair the grout in the kitchen in the main building. The grout is the original grout installed when the building was built. There are areas that are loose and coming out, and overall it is difficult to keep clean. When the state surveyor was here recently, she indicated that if it were not completed soon, it would result in a sanitation citation. Floor Covering Brokers can get started by January 16.

I am recommending Floor Covering Brokers perform this work. They are our preferred contractor for flooring. The cost for this repair is \$14,973.36.

Thank you.

A handwritten signature in black ink, appearing to read 'Tim Coggins', written in a cursive style.

Tim Coggins  
Environmental Services Director

ES302730

**ESTIMATE**

Sold To	Ship To
GRAND TRAVERSE PAVILIONS 1100 PAVILIONS CIRCLE TRAVERSE CITY, MI 49684	KITCHEN GROUT REPLACEMENT

Quote Date	Tele #1	PO Number	Quote Number
12/14/23	231-932-3130		ES302730

Inventory	Style/Item	Color/Description	Quantity	Extension
MAPEI ULTRACOLOR PLUS FA 10 LBS SANDED GROUT	MAPEI ULTRACOLOR PLUS FA 10 LBS SANDED GROUT	BLACK	16.00	834.88
MAPEI ULTRACARE GROUT REFRESH 8 OZ	QUARRY TILE GROUT LABOR MAPEI ULTRACARE GROUT REFRESH 8 OZ	BAHAMA BEIGE	1,650.00 4.00	14,025.00 113.48

— 12/14/23 — 3:54PM —

Sales Representative(s):  
MIKE

Subtotal: 14,973.36  
 Sales Tax: 0.00  
 Misc. Tax: 0.00

Acknowledgment and Acceptance: I have carefully read and understand the terms on the reverse side of this contract, which are hereby accepted.

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**ESTIMATE TOTAL: \$14,973.36**

ES302764

**QUOTE**

Sold To	Ship To
GRAND TRAVERSE PAVILIONS 1100 PAVILIONS CIRCLE TRAVERSE CITY, MI 49684	GROUT REPAIR/REPLACE

Quote Date	Tele #1	PO Number	Quote Number
12/21/23	231-932-3130		ES302764

Inventory	Style/Item	Color/Description	Quantity	Units	Price	Extension
5001	GROUT KITCHEN TILE-NIGHT WORK MAPEI ULTRA COLOR	CHAMOIS	1,650.00	EA	8.75	14,437.50
			19.00	EA	56.99	1,082.81

— 12/21/23 — 9:18AM —

Sales Representative(s):  
 JUDI

Subtotal: 15,520.31  
 Sales Tax: 0.00  
 Misc. Tax: 0.00

Acknowledgment and Acceptance: I have carefully read and understand the terms on the reverse side of this contract, which are hereby accepted.

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**QUOTE TOTAL: \$15,520.31**

# ESTIMATE

## Prepared For

Grand Traverse Pavilions  
1000 Pavilion Cir , Kitchen Regrout  
Traverse City , MI 49684  
(231) 932-3000

### Joshua King

dba Royal Flooring, 3036 Pineview Dr  
Traverse City, Mi 49684  
Phone: (231) 633-4327  
Email: josh@royalfloor.net

Estimate # 90262  
Date 12/21/2023  
Business / Tax # 81-0736491

Description	Rate	Quantity	Total
Mapei F/A Grout-Chamois High performance fast setting grout	\$64.99	18	\$1,169.82
Tile Labor Cost to cut/remove existing grout and replace with new grout. 8"x8" tile. Premium charge for overnight work.	\$9.50	1,650	\$15,675.00
<b>Subtotal</b>			\$16,844.82
<b>Total</b>			<b>\$16,844.82</b>
<b>Deposit Due</b>			<b>\$8,422.41</b>

### Notes:

50% down and balance upon completion. We are not responsible for broken tiles or tiles not adhered to concrete properly.

GRAND TRAVERSE PAVILIONS  
Grand Traverse Medical Care

15

PURCHASE OF EQUIPMENT AND SERVICES REQUEST FORM

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

- A. Requesting Grand Traverse Pavilions Department: Environmental Services
- B. Item: Fire Suppression Head Replacement
- C. Specifications: Replace all rapid-response fire suppression heads facility wide
- D. Bids Solicited From:

- 1. AFP Specialties City Traverse City Date 11/15/23
- 2. \_\_\_\_\_ City \_\_\_\_\_ Date \_\_\_\_\_
- 3. \_\_\_\_\_ City \_\_\_\_\_ Date \_\_\_\_\_
- 4. \_\_\_\_\_ City \_\_\_\_\_ Date \_\_\_\_\_

E. Bids Received:

- 1. AFP Specialties Date 12/19/23 \$ 59,605.00
- 2. \_\_\_\_\_ Date \_\_\_\_\_ \$ \_\_\_\_\_
- 3. \_\_\_\_\_ Date \_\_\_\_\_ \$ \_\_\_\_\_
- 4. \_\_\_\_\_ Date \_\_\_\_\_ \$ \_\_\_\_\_

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

\_\_\_\_\_  
\_\_\_\_\_

G. Recommendation: AFP Specialties

H. Justification for Recommendation: Preferred contractor

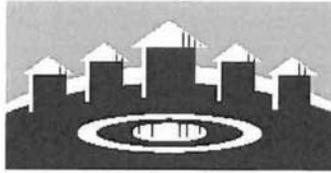
\_\_\_\_\_

I. Purchase Budgeted: Yes  No

How Funded: Capital Budget

Jeffrey Dav 12/20/23 D. Pastar 12/20/23  
Finance Director Date Administrator/CEO Date  
(Purchase up to \$1,500.00) (Purchase up to \$5000.00)

\_\_\_\_\_  
Mary Marois, Chair Date  
Grand Traverse County Department of Health & Human Services Board  
(Purchase over \$5000.00)



# Grand Traverse Pavilions

A COMMUNITY CARING FOR GENERATIONS

## MEMORANDUM

December 19, 2023

**TO:** Lindsey Dood

**FROM:** Tim Coggins  
Environmental Services Director

**RE:** Fire Suppression Head Replacement Request

Lindsey,

Attached please find the request to replace the quick response fire suppression heads throughout the facility. These heads are 20 years old, and according to NFPA 25, paragraph 5.3.1.1.1.3, sprinklers that have been manufactured using fast-response elements that have been in service for 20 years, shall be replaced or representative samples shall be tested and then retested at 10-year intervals.

According to NFPA 25, paragraph 5.3.1.3, where one sprinkler within a representative sample fails to meet the test requirement, all sprinklers within the area represented by that sample shall be replaced.

I am recommending AFP Specialties perform this work. They are our preferred contractor for all the fire suppression work. The cost for this changeover is \$59,605.00.

Thank you.

Tim Coggins  
Environmental Services Director

AFP Specialties, Inc

Office Phone: (231) 267-5947

Address: P.O. Box 146 Rapid City, MI 49676

Prepared for: Tim Coggins Date: 12/11/2023

Prepared by: Tony Carson Date: 12/11/2023

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Thank you for the opportunity to provide you with this proposal. We hereby propose to furnish the material and to provide the labor necessary for the servicing/repair of the Fire Sprinkler system at the above-mentioned location. All work shall be performed in accordance with NFPA Standards. All material shall be UL listed or FM Approved.

**Description of work to be done:**

Grand traverse Pavilions. Heads throughout the building are out of date and need replaced. price includes changing of 917 heads

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Proposal total not to exceed (Labor & Material) \$ 59,605.00

We hope you find this proposal satisfactory. Please call or email for any questions or concerns.

Sincerely, AFP Specialties.



Issue Date: October 2, 2023

Afp specialties  
Tony Carson  
790 Spring Hill Rd.  
Traverse city, MI 49696

Subject: Report on Sprinklers Sampled from the Following Location:

GRAND TRAVERSE PAVILIONS  
1000 Pavilions Circle  
Traverse City, MI 49684

UL Reference Number: **86874**

Dear Tony Carson,

UL has completed the sensitivity and functionality testing on samples installed in the referenced location. The results of this testing are intended to assist interested parties such as property owners and the local Authorities Having Jurisdiction (AHJ) in assessing the operating characteristics of the sprinklers.

Please consult the local AHJ regarding the interpretation of the test results described in the attached Test Summary Table(s).

This report is issued for the exclusive use of the client to whom it is addressed. In no event shall UL be responsible for whatever use or nonuse is made of the information contained herein and in no event shall UL, its employees, or its agents incur any obligation or liability for any consequential, incidental or punitive damages arising out of or in connection with the use or the inability to use information contained herein.

Thank you for your continued interest in UL's services and we appreciate your business. We look forward to serving your future sprinkler submittals in accordance with the Standard for Inspection, Testing and Maintenance of Water-Based Fire Protection Systems, NFPA 25.

Should you have any questions or comments, please feel free to contact the undersigned.

Very Truly Yours,

Jason Muellemann  
Field Sprinkler Coordinator  
T: 847-664-1337  
E: Jason.E.Muellemann@ul.com



Issue Date: October 2, 2023

Reference Number: 86874  
Total Number of Sprinklers Received: 7

(7) sprinklers were submitted consisting of the following characteristics:								
Manufacturer:		GLOBE		Releasing Mechanism Type:		Glass Bulb		
Model / Sprinkler Identification Number:		JN		Sprinkler Orientation:		Pendent (P)		
Sprinkler Type:		Standard Spray (SS)		Special Sprinkler Features:		None		
Water Seal Configuration:		Gasket O-Ring		Response Type:		Quick		
TEST SUMMARY TABLE 1								
Sprinkler Number	Location of Sprinkler in System	Room Environment	Temperature Rating, °F	Year Marking	Nominal K-Factor	Sprinkler Condition	Nominal Response Time Index (RTI), m-s <sup>1/2</sup>	Operation Classification
441946-1	None Given	Senior Living Facility	155	1997	5.6	Lightly corroded or loaded	30	Normal
441947-2	None Given	Senior Living Facility	155	1997	5.6	Lightly corroded or loaded	34	Normal
441948-3	None Given	Senior Living Facility	155	1997	5.6	Lightly corroded or loaded	37	Normal
441949-4	None Given	Senior Living Facility	155	1997	5.6	Lightly corroded or loaded	36	Normal
441950-5	None Given	Senior Living Facility	155	1997	5.6	Lightly corroded or loaded	33	Normal
441951-6	None Given	Senior Living Facility	155	1997	5.6	Lightly corroded or loaded	32	Normal
441952-7	None Given	Senior Living Facility	155	1997	5.6	Lightly corroded or loaded	32	Abnormal - No Waterflow

Sprinkler Condition: Please refer to the *Standard for Inspection and Maintenance of Water-Based Fire Protection Systems, NFPA 25* for requirements and information related to determining when sprinklers are to be replaced. The Authority Having Jurisdiction (AHJ) should be consulted to determine when sprinklers need to be replaced due to their condition. The referenced sprinkler condition is UL's visual observation of the received sample sprinkler.

Operation Classification:

**Normal** - Sprinkler operation was within the applicable Response Time Index (RTI) limit for the sprinkler type.

**Abnormal - No Waterflow** - The release mechanism (heat responsive element) operated, but the sprinkler water seal assembly did not release at the applied test water pressure of 7 psig to allow discharge of water.

**GRAND TRAVERSE PAVILIONS**  
**Service Excellence Award Program**  
**November 2023**

<b>Date:</b>	11/6/2023
<b>Employee:</b>	Mckaylee Hiscock
<b>Awarded for:</b>	"For always answering my light even when I am not her responsibility. She is always very accommodating."
<b>Position:</b>	CNA
<b>Nominated by:</b>	Cherry Resident

<b>Date:</b>	11/06/2023
<b>Employee:</b>	Jessica Cobb
<b>Awarded for:</b>	Recognized by a short term rehab client "the therapists understood my limitations and adjusted the program to my needs. I love that I can continue therapy at home. I appreciate the communication with my son on the home-setup and equipment I need.
<b>Position:</b>	Occupational Therapist
<b>Nominated by:</b>	Amy Coneset

<b>Date:</b>	11/13/2023
<b>Employee:</b>	Tracy Thompson
<b>Awarded for:</b>	Tracy went above and beyond to find a recliner for a resident that had been requesting one since he had arrived on our unit. This resident was beyond happy to receive it. Tracy is always willing to help the night shift on any unit at any point in time. Thank you for all you do not only for the workers but for the residents as well. You truly made this resident feel more welcomed and comfortable here.
<b>Position:</b>	Custodian
<b>Nominated by:</b>	Jamie Clark

<b>Date:</b>	11/13/2023
<b>Employee:</b>	Connie Allen
<b>Awarded for:</b>	Thank you for your teamwork--we appreciate you!
<b>Position:</b>	CNA
<b>Nominated by:</b>	Tara Send

<b>Date:</b>	11/20/2023
<b>Employee:</b>	Jamie Wilson
<b>Awarded for:</b>	Jamie jumped in to help on a CRAZY day for Dogwood! We really appreciated it!
<b>Awarded for:</b>	Thank you!

<b>Position:</b> Staff Development Coordinator
<b>Nominated by:</b> Erica Harpe

<b>Date:</b> 11/20/2023
<b>Employee:</b> Jeff Valentine
<b>Awarded for:</b> Positive attitude and willingness to always help. Thanks for being a great CNA!
<b>Position:</b> CNA
<b>Nominated by:</b> Sam Stinson

<b>Date:</b> 11/27/2023
<b>Employee:</b> Ashley Tarras
<b>Awarded for:</b> The therapy team worked on some areas that I didn't know I needed help with beside the areas I knew I needed. Very satisfied!
<b>Position:</b> Occupational Therapist
<b>Nominated by:</b> Myla Dinger

<b>Date:</b> 11/27/2023
<b>Employee:</b> Denise Councilor
<b>Awarded for:</b> Always going above and beyond and has a great Can Do attitude! Thank you for helping out with serving our guests all while balancing your own busy job! Your help and years of knowledge is greatly appreciated!
<b>Position:</b> Administrative Assistant
<b>Nominated by:</b> Darcey Gratton