

**INGHAM COUNTY  
DEPARTMENT OF HEALTH AND HUMAN SERVICES BOARD MEETING**

**July 28, 2023**

**AGENDA**

- I. Public Comment - 2-5 Minutes**
- II. Approval of minutes of DHS/ICMCF regular session – June 2023**
- III. Meeting Agenda, Minutes, and postings to the website(s)**
- IV. DHS Director Report - SuAlyn Holbrook**
- V. Child Welfare Director Report - Chad Hannahs**
- VI. Financial Report - Chad Hannahs**
- VII. Recess**
- VIII. Ingham County Medical Care Facility Updates – Leslie Shanlian**
  - a. Operations update
  - b. Legal updates
  - c. Regulatory Updated
  - d. PACE Program Update
  - e. Questions and discussion
- IX. ICMCF Financials update - AnnMarie Hornak – June 2023**
- X. Public comment – 2-5 minutes**

**Meeting to be held:**

Ingham County Medical Care Facility  
3860 Dobie Rd., Okemos, MI 48864  
(517) 381-6100  
On Friday, July 28, 2023, at 8:30 a.m.

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The County of Ingham will provide necessary reasonable auxiliary aids and services, such as interpreters for the hearing impaired and audio tapes of printed materials being considered at the meeting for the visually impaired, for individuals with disabilities at the meeting upon five (5) working days notice to the County of Ingham. Individuals with disabilities requiring auxiliary aids or services should contact the County of Ingham in writing or by calling the following:

Ingham County Department of Health and Human Services  
5303 South Cedar  
P.O. Box 30088  
Lansing, Michigan 48909  
(517) 887-9791

INGHAM COUNTY MEDICAL CARE  
DEPARTMENT OF HEALTH AND HUMAN SERVICES BOARD MEETING MINUTES  
June 23, 2023

Chairman Matthew Wilczek called the Ingham County Medical Care Facility (ICMCF) portion of the DHHS Boarding Meeting to order at 9:21 a.m. at the Ingham County Medical Care Facility, Rehabilitation Conference Room.

Those present:

Matthew Wilczek, Chairman  
Bruce Bragg, Member

Leslie Shanlian, Chief Executive Officer  
Mark Sutton, Systems and Strategic Project Manager

Guests: Family representatives Scott Moles and Gretchen Wagner. Residents Sandy Moles and Katherine Robinson. Twenty-four members of the ICMCF Staff were present.

Absent: AnnMarie Hornek, CFO

Public Comment

Scott Moles & Sandy Moles, and Gretchen Wagner made comments to the board. COO Josie Hewitt, Unit Manager Jennette Weaver, Quality & Life Enrichment Manager Cassie Weston, CCO Char Murphy, HR Assistant Miranda Florian, and DON Becki Krismer made comments to the board.

Minutes of May 2023, Regular Sessions

Motion by Board member Bruce Bragg to approve the regular ICMCF session minutes of May 2023. Motion carried.

The board heard a presentation by Longevity representative Betsy via ZOOM.

The meeting adjourned at 10:40 am.

**Dobie Road  
Board of Directors Meeting  
Operations Report  
July 28, 2023**

- I. Operations
  - a. Plante Moran audit results-representatives from Plante Moran to present (about 20-30 minutes)
  - b. South blue hall renovated and residents moved, Red River Road renovations beginning
  - c. Introduce nurse leadership team-Tina Brindley, Beckie Krismer, Katie Leonhardt, Mindy Kinney, Dawn Fuller, Jennette Weaver, Frances Duncker, Brandi Eshelman-update from Tina
  
- II. Legal Updates
  - a. Sentencing update
  
- III. Regulatory
  - a. Abbreviated survey in process for self reported incidents/complaints
  
- IV. PACE
  - a. Billing offices working together to clean up communication, erroneous rates of pay-good system established now
  
- V. Finance
  - a. Financials
  - b. ISNP pro forma, discussion, recommendation and vote

**Ingham County Medical Care Facility**  
**Balance Sheet - Summary**  
**As Of 6/30/2023**

	CURRENT PERIOD	PRIOR PERIOD
	Actual \$	Actual \$
<b>Assets</b>		
<b>Current Assets</b>		
<b>Cash</b>		
Petty Cash	992	1,250
Operating Cash	7,585,376	8,401,587
Cash on Deposit with Agent	900,173	900,173
<b>TOTAL Cash</b>	<b>8,486,541</b>	<b>9,303,010</b>
<b>Residents Accounts Receivable</b>		
Gross Accounts Receivable	2,232,125	2,394,290
Allowance for Uncollectible Accounts	(155,000)	(152,000)
<b>TOTAL Residents Accounts Receivable</b>	<b>2,077,125</b>	<b>2,242,290</b>
Other Current Assets	7,908,171	7,982,991
<b>TOTAL Current Assets</b>	<b>18,471,837</b>	<b>19,528,290</b>
<b>Investments</b>		
Investment in PACE	1,063,794	1,121,045
Allowance for Uncollectible Investment	(620,000)	(620,000)
<b>TOTAL Investments</b>	<b>443,794</b>	<b>501,045</b>
<b>Fixed Assets</b>		
Property and Equipment	44,570,654	44,250,789
Accumulated Depreciation	(20,102,261)	(19,969,313)
<b>TOTAL Fixed Assets</b>	<b>24,468,393</b>	<b>24,281,476</b>
<b>Other Assets</b>		
Net Pension Asset	2,719,618	2,719,618
Net OPEB Asset	144,057	144,057
Deposits Held by Vendors	56,099	56,099
<b>TOTAL Other Assets</b>	<b>2,919,774</b>	<b>2,919,774</b>
<b>Deferred Outflows</b>		
Deferred Outflows - Pension	2,686,118	2,686,118
Deferred Outflows - OPEB	1,544,931	1,544,931
<b>TOTAL Deferred Outflows</b>	<b>4,231,049</b>	<b>4,231,049</b>
<b>TOTAL Assets</b>	<b>50,534,847</b>	<b>51,461,634</b>
<b>Liabilities And Net Assets</b>		
<b>Current Liabilities</b>		
Accounts Payable	13,911	(17,650)
Third Party Settlements	643,234	1,871,924
Other Accrued Liabilities	1,222,597	632,634
<b>TOTAL Current Liabilities</b>	<b>1,879,742</b>	<b>2,486,908</b>
<b>Long-term Debt</b>	<b>7,156,118</b>	<b>7,161,311</b>
<b>Other Liabilities</b>		
Net Pension Liability	-	-
Net OPEB Liability	-	-
<b>TOTAL Other Liabilities</b>	<b>-</b>	<b>-</b>
<b>Deferred Inflows of Resources</b>		
Deferred Inflows Related to Pension	3,229,611	3,229,611
Deferred Inflows Related to OPEB	1,273,672	1,273,672
<b>TOTAL Deferred Inflows of Resources</b>	<b>4,503,283</b>	<b>4,503,283</b>
<b>Net Assets</b>		
Previous Net Assets	37,330,427	37,330,427
Current Year Net Income (Loss)	(334,723)	(20,295)
<b>TOTAL Net Assets</b>	<b>36,995,704</b>	<b>37,310,132</b>
<b>TOTAL Liabilities And Net Assets</b>	<b>50,534,847</b>	<b>51,461,634</b>

**Ingham County Medical Care Facility**  
**Income Statement - Summary**  
**6/1/2023 to 6/30/2023**

	CURRENT PERIOD		YEAR TO DATE	
	Actual \$	Actual / Day	Actual \$	Actual / Day
<b>Revenue</b>				
<b>Net Resident Service Revenue</b>				
Medicare Part A	180,411	660.85	1,703,581	641.65
Managed Medicare	192,314	525.45	908,480	540.12
Medicare Part B	72,577	15.14	397,017	14.00
Medicaid	1,205,762	342.35	6,957,078	341.72
PACE	85,815	357.56	522,131	376.45
Private	73,693	377.91	486,325	363.20
Hospice	61,135	368.28	311,333	382.00
Other Insurance	23,735	741.72	152,841	1,252.80
QAS & QMI Program Revenue	255,139	72.44	1,402,995	68.91
Prior Year Settlements	(4,007)	(0.84)	(4,007)	(0.14)
<b>TOTAL Net Resident Service Revenue</b>	<b>2,146,574</b>	<b>447.76</b>	<b>12,837,774</b>	<b>452.69</b>
Grant Revenue	55,601	11.60	357,939	12.62
Other Operating Revenue	(29,853)	(6.23)	(22,898)	(0.81)
<b>TOTAL Revenue</b>	<b>2,172,321</b>	<b>453.13</b>	<b>13,172,814</b>	<b>464.50</b>
<b>Operating Expenses</b>				
Nursing	1,168,535	243.75	6,112,886	215.55
Therapy	109,540	22.85	645,871	22.77
Dining Services	171,745	35.83	1,068,965	37.69
Social Services	19,962	4.16	129,118	4.55
Activities	37,408	7.80	171,939	6.06
Laundry	12,069	2.52	89,716	3.16
Housekeeping	65,338	13.63	350,966	12.38
Maintenance	85,418	17.82	511,444	18.03
Admissions	10,980	2.29	61,152	2.16
Human Resources	51,457	10.73	296,269	10.45
Administration	256,115	53.42	1,183,886	41.75
Employee Benefits	283,843	59.21	1,596,651	56.30
QAS & QMI Program Expense	105,226	29.88	644,451	31.65
Depreciation	132,948	27.73	770,629	27.17
<b>TOTAL Operating Expenses</b>	<b>2,510,585</b>	<b>523.69</b>	<b>13,633,942</b>	<b>480.76</b>
<b>Net Operating Income (Loss)</b>	<b>(338,264)</b>	<b>(70.56)</b>	<b>(461,128)</b>	<b>(16.26)</b>
<b>Non-Operating Income</b>				
Investment Income	23,836	4.97	126,405	4.46
Donations	-	-	-	-
Noncapital Grants & Contributions	-	-	-	-
<b>TOTAL Noncapital Grants &amp; Contributions</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL Non-Operating Income</b>	<b>23,836</b>	<b>4.97</b>	<b>126,405</b>	<b>4.46</b>
<b>Net Income (Loss)</b>	<b>(314,428)</b>	<b>(65.59)</b>	<b>(334,723)</b>	<b>(11.80)</b>

**Ingham County Medical Care Facility**  
**Monthly Budget - Summary**  
**6/1/2023 to 6/30/2023**

	CURRENT PERIOD				
	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day
<b>Revenue</b>					
<b>Net Resident Service Revenue</b>					
Medicare Part A	180,411	217,465	(37,054)	660.85	604.07
Managed Medicare	192,314	143,219	49,095	525.45	530.44
Medicare Part B	72,577	42,778	29,799	15.14	8.91
Medicaid	1,205,762	1,173,428	32,334	342.35	334.31
PACE	85,815	66,951	18,864	357.56	371.95
Private	73,693	117,810	(44,117)	377.91	357.00
Hospice	61,135	44,657	16,478	368.28	372.14
Other Insurance	23,735	16,121	7,614	741.72	537.37
QAS & QMI Program Revenue	255,139	226,730	28,408	72.44	64.60
Prior Year Settlements	(4,007)	-	(4,007)	(0.84)	-
<b>TOTAL Net Resident Service Revenue</b>	<b>2,146,574</b>	<b>2,049,159</b>	<b>97,414</b>	<b>447.76</b>	<b>426.91</b>
Grant Revenue	55,601	-	55,601	11.60	-
Other Operating Revenue	(29,853)	2,239	(32,092)	(6.23)	0.47
<b>TOTAL Revenue</b>	<b>2,172,321</b>	<b>2,051,399</b>	<b>120,922</b>	<b>453.13</b>	<b>427.37</b>
<b>Operating Expenses</b>					
Nursing	1,168,535	780,921	(387,613)	243.75	162.69
Therapy	109,540	91,979	(17,561)	22.85	19.16
Dining Services	171,745	189,784	18,038	35.83	39.54
Social Services	19,962	25,832	5,871	4.16	5.38
Activities	37,408	23,845	(13,562)	7.80	4.97
Laundry	12,069	25,070	13,000	2.52	5.22
Housekeeping	65,338	50,609	(14,729)	13.63	10.54
Maintenance	85,418	95,621	10,202	17.82	19.92
Admissions	10,980	9,872	(1,108)	2.29	2.06
Human Resources	51,457	48,575	(2,881)	10.73	10.12
Administration	256,115	206,590	(49,525)	53.42	43.04
Employee Benefits	283,843	282,863	(980)	59.21	58.93
QAS & QMI Program Expense	105,226	102,877	(2,349)	29.88	29.31
Depreciation	132,948	141,667	8,719	27.73	29.51
<b>TOTAL Operating Expenses</b>	<b>2,510,585</b>	<b>2,076,106</b>	<b>(434,479)</b>	<b>523.69</b>	<b>432.52</b>
<b>Net Operating Income (Loss)</b>	<b>(338,264)</b>	<b>(24,707)</b>	<b>(313,557)</b>	<b>(70.56)</b>	<b>(5.15)</b>
<b>Non-Operating Income</b>					
Investment Income	23,836	7,872	15,964	4.97	1.64
Donations	-	-	-	-	-
Noncapital Grants & Contributions					
<b>TOTAL Noncapital Grants &amp; Contributions</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL Non-Operating Income</b>	<b>23,836</b>	<b>7,872</b>	<b>15,964</b>	<b>4.97</b>	<b>1.64</b>
<b>Net Income (Loss)</b>	<b>(314,428)</b>	<b>(16,835)</b>	<b>(297,593)</b>	<b>(65.59)</b>	<b>(3.51)</b>

**Ingham County Medical Care Facility**  
**Year-to-Date Budget - Summary**  
**6/1/2023 to 6/30/2023**

	YEAR TO DATE				
	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day
<b>Revenue</b>					
<b>Net Resident Service Revenue</b>					
Medicare Part A	1,703,581	1,312,040	391,541	641.65	604.07
Managed Medicare	908,480	864,088	44,392	540.12	530.44
Medicare Part B	397,017	256,668	140,350	14.00	8.86
Medicaid	6,957,078	7,079,682	(122,604)	341.72	334.31
PACE	522,131	403,939	118,192	376.45	371.95
Private	486,325	710,787	(224,462)	363.20	357.00
Hospice	311,333	269,429	41,904	382.00	372.14
Other Insurance	152,841	97,262	55,579	1,252.80	537.36
QAS & QMI Program Revenue	1,402,995	1,360,383	42,612	68.91	64.24
Prior Year Settlements	(4,007)	-	(4,007)	(0.14)	-
<b>TOTAL Net Resident Service Revenue</b>	<b>12,837,774</b>	<b>12,354,277</b>	<b>483,497</b>	<b>452.69</b>	<b>426.60</b>
Grant Revenue	357,939	-	357,939	12.62	-
Other Operating Revenue	(22,898)	12,166	(35,065)	(0.81)	0.42
<b>TOTAL Revenue</b>	<b>13,172,814</b>	<b>12,366,444</b>	<b>806,370</b>	<b>464.50</b>	<b>427.02</b>
<b>Operating Expenses</b>					
Nursing	6,112,886	4,710,698	(1,402,188)	215.55	162.66
Therapy	645,871	552,406	(93,464)	22.77	19.07
Dining Services	1,068,965	1,143,263	74,297	37.69	39.48
Social Services	129,118	155,595	26,476	4.55	5.37
Activities	171,939	143,782	(28,158)	6.06	4.96
Laundry	89,716	151,225	61,509	3.16	5.22
Housekeeping	350,966	305,284	(45,683)	12.38	10.54
Maintenance	511,444	585,157	73,713	18.03	20.21
Admissions	61,152	59,553	(1,598)	2.16	2.06
Human Resources	296,269	292,365	(3,904)	10.45	10.10
Administration	1,183,886	1,136,488	(47,398)	41.75	39.24
Employee Benefits	1,596,651	1,704,019	107,368	56.30	58.84
QAS & QMI Program Expense	644,451	617,263	(27,188)	31.65	29.15
Depreciation	770,629	850,000	79,371	27.17	29.35
<b>TOTAL Operating Expenses</b>	<b>13,633,942</b>	<b>12,407,097</b>	<b>(1,226,845)</b>	<b>480.76</b>	<b>428.42</b>
<b>Net Operating Income (Loss)</b>	<b>(461,128)</b>	<b>(40,653)</b>	<b>(420,475)</b>	<b>(16.26)</b>	<b>(1.40)</b>
<b>Non-Operating Income</b>					
Investment Income	126,405	47,229	79,176	4.46	1.63
Donations	-	-	-	-	-
Noncapital Grants & Contributions	-	-	-	-	-
<b>TOTAL Noncapital Grants &amp; Contributions</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL Non-Operating Income</b>	<b>126,405</b>	<b>47,229</b>	<b>79,176</b>	<b>4.46</b>	<b>1.63</b>
<b>Net Income (Loss)</b>	<b>(334,723)</b>	<b>6,576</b>	<b>(341,299)</b>	<b>(11.80)</b>	<b>0.23</b>

**Ingham County Medical Care Facility**

**Cash Flow Statement**

**6/1/2023 to 6/30/2023**

CURRENT PERIOD  
6/1/2023 to 6/30/2023

YEAR TO DATE  
1/1/2023 to 6/30/2023

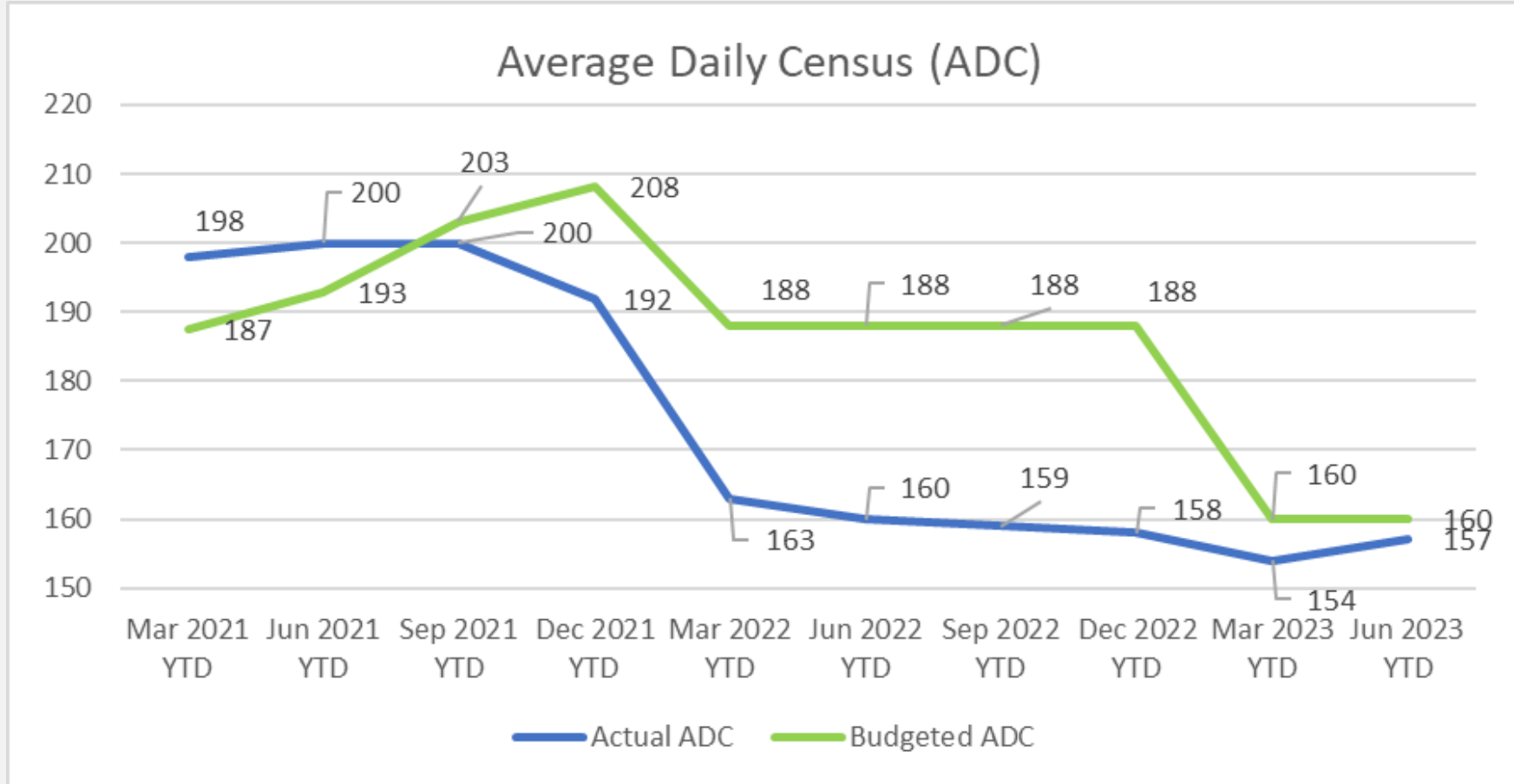
	Actual \$	Actual \$
<b>Cash Flows from Operating Activities</b>		
Operating income (loss)	(338,264)	(461,128)
Depreciation	132,948	770,629
Allowance for bad debt	3,000	16,000
Amortization of issuance premium	(5,193)	(31,160)
Changes in assets and liabilities:		
Resident accounts receivable	162,165	(13,120)
Other assets	74,820	(95,256)
Third-party payor settlements	(91,504)	(1,043,242)
Accounts payable	31,561	(467,586)
Other accrued liabilities	23,381	215,899
Net pension benefit	-	-
Net OPEB benefit	-	-
Deferred outflows of resources	-	-
Deferred inflows of resources	-	-
<b>TOTAL Changes in assets and liabilities:</b>	<b>200,422</b>	<b>(1,403,304)</b>
<b>TOTAL Cash Flows from Operating Activities</b>	<b>(7,086)</b>	<b>(1,108,963)</b>
<b>Cash Flows from Financing Activities</b>		
Purchase of property and equipment	(319,865)	(1,061,317)
Donations received	-	-
Principal payments on notes payable	-	-
Allowance for PACE investment	-	-
<b>TOTAL Cash Flows from Financing Activities</b>	<b>(319,865)</b>	<b>(1,061,317)</b>
<b>Cash Flows from Investing Activities</b>		
Investment income	21,086	109,176
Loan repayments related to investment	60,000	200,000
<b>TOTAL Cash Flows from Investing Activities</b>	<b>81,086</b>	<b>309,176</b>
<b>Net Cash Flows from All Activities</b>	<b>(245,865)</b>	<b>(1,861,105)</b>
<b>Beginning Cash Balances as of 5/31/2023</b>	<b>9,303,010</b>	<b>10,918,249</b>
<b>Ending Cash Balances</b>	<b>9,057,145</b>	<b>9,057,145</b>



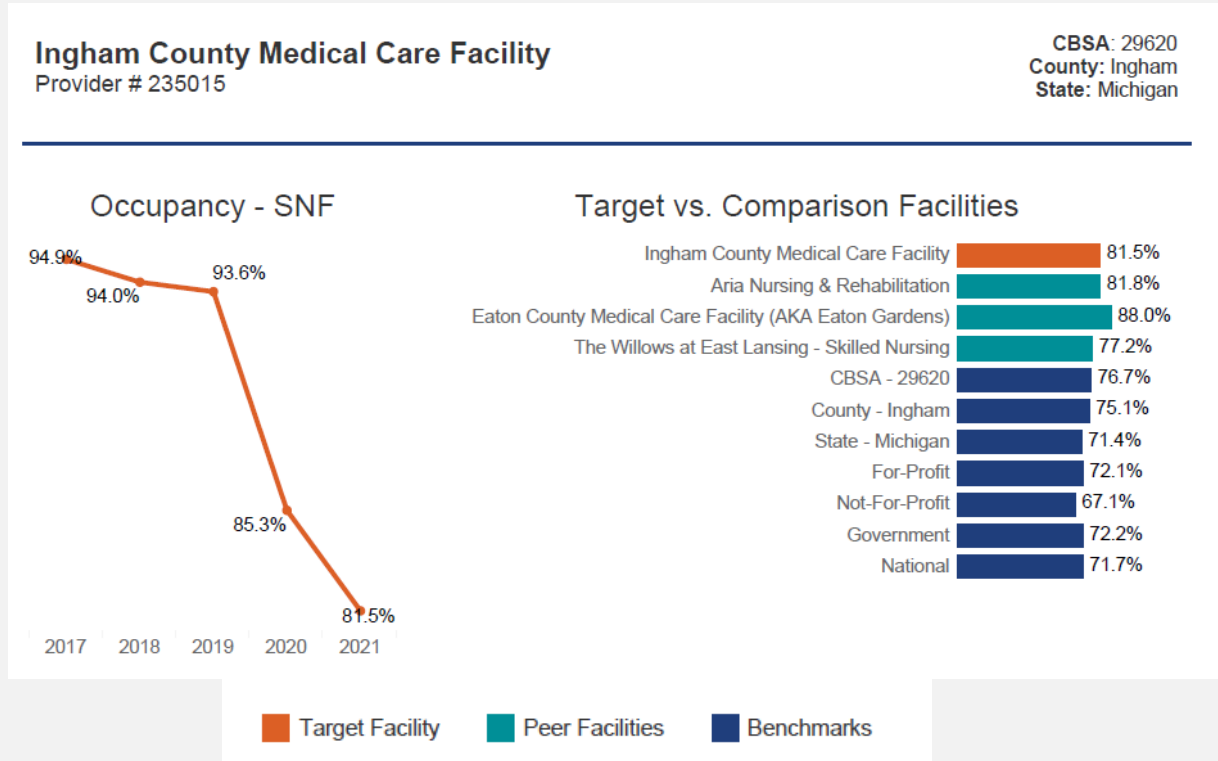
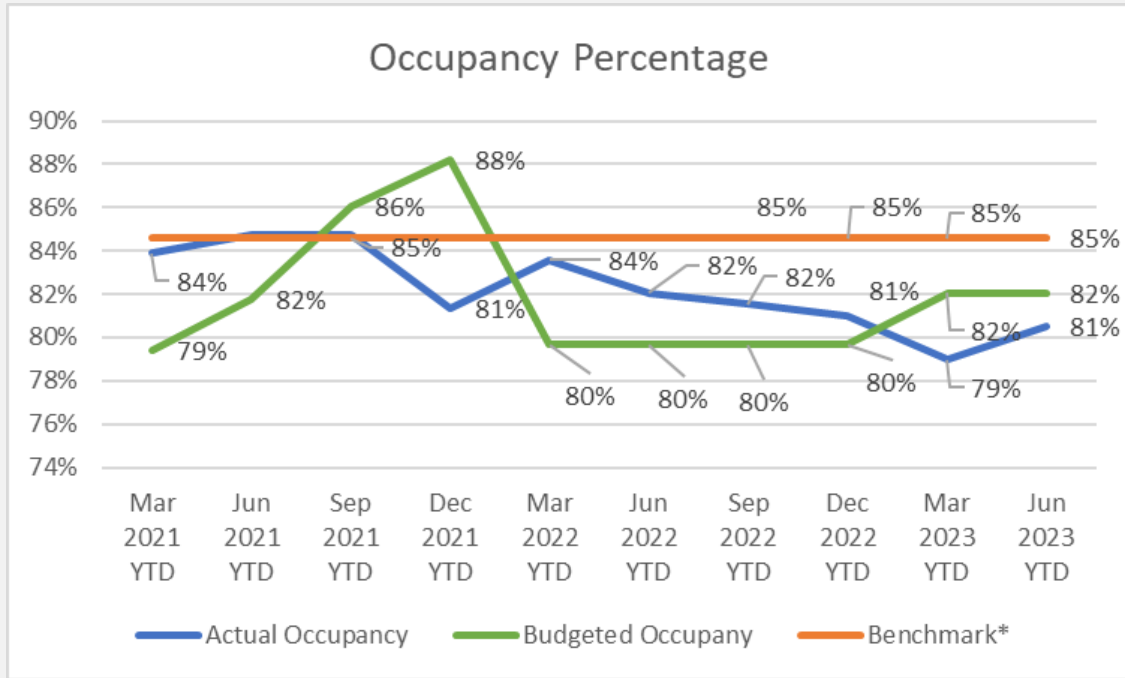
Ingham County Medical Care Facility  
Cash Flow Statement w-PM and PY  
6/1/2023 to 6/30/2023

	CURRENT PERIOD	PRIOR PERIOD	SAME PERIOD PRIOR YEAR	YEAR TO DATE	PREVIOUS YEAR
	6/1/2023 to 6/30/2023	5/1/2023 to 5/31/2023	6/1/2022 to 6/30/2022	1/1/2023 to 6/30/2023	1/1/2022 to 12/31/2022
	Actual \$	Actual \$	Actual \$	Actual \$	Actual \$
<b>Cash Flows from Operating Activities</b>					
Operating income (loss)	(338,264)	212,694	(202,452)	(461,128)	(254,111)
Depreciation	132,948	127,219	132,822	770,629	1,549,116
Allowance for bad debt	3,000	7,000	19,000	16,000	33,000
Amortization of issuance premium	(5,193)	(5,193)	(6,034)	(31,160)	(67,123)
Changes in assets and liabilities:					
Resident accounts receivable	162,165	(77,765)	258,032	(13,120)	(277,369)
Other assets	74,820	(47,349)	279,307	(95,256)	436,183
Third-party payor settlements	(91,504)	(84,443)	260,222	(1,043,242)	(406,176)
Accounts payable	31,561	(24,174)	(149,002)	(467,586)	297,156
Other accrued liabilities	23,381	(564,591)	(610,601)	215,899	(501,917)
Net pension benefit	-	-	-	-	(2,587,091)
Net OPEB benefit	-	-	-	-	1,409,627
Deferred outflows of resources	-	-	-	-	(1,086,553)
Deferred inflows of resources	-	-	-	-	752,182
<b>TOTAL Changes in assets and liabilities:</b>	<b>200,422</b>	<b>(798,322)</b>	<b>37,958</b>	<b>(1,403,304)</b>	<b>(1,963,959)</b>
<b>TOTAL Cash Flows from Operating Activities</b>	<b>(7,086)</b>	<b>(456,601)</b>	<b>(18,706)</b>	<b>(1,108,963)</b>	<b>(703,077)</b>
<b>Cash Flows from Financing Activities</b>					
Purchase of property and equipment	(319,865)	(599,394)	(78,099)	(1,061,317)	(578,863)
Donations received	-	-	-	-	-
Principal payments on notes payable	-	-	-	-	(580,000)
Allowance for PACE investment	-	-	-	-	(130,000)
<b>TOTAL Cash Flows from Financing Activities</b>	<b>(319,865)</b>	<b>(599,394)</b>	<b>(78,099)</b>	<b>(1,061,317)</b>	<b>(1,288,863)</b>
<b>Cash Flows from Investing Activities</b>					
Investment income	21,086	26,765	3,628	109,176	110,404
Loan repayments related to investment	60,000	-	-	200,000	150,000
<b>TOTAL Cash Flows from Investing Activities</b>	<b>81,086</b>	<b>26,765</b>	<b>3,628</b>	<b>309,176</b>	<b>260,404</b>
<b>Net Cash Flows from All Activities</b>	<b>(245,865)</b>	<b>(1,029,231)</b>	<b>(93,177)</b>	<b>(1,861,105)</b>	<b>(1,731,536)</b>
Beginning Cash Balances as of 5/31/2023	9,303,010	10,332,240	12,120,779	10,918,249	11,150,109
<b>Ending Cash Balances</b>	<b>9,057,145</b>	<b>9,303,010</b>	<b>12,027,602</b>	<b>9,057,145</b>	<b>9,418,573</b>

# AVERAGE DAILY CENSUS JAN 2021 – JUN 2023



# OCCUPANCY PERCENTAGE JAN 2021 – JUN 2023

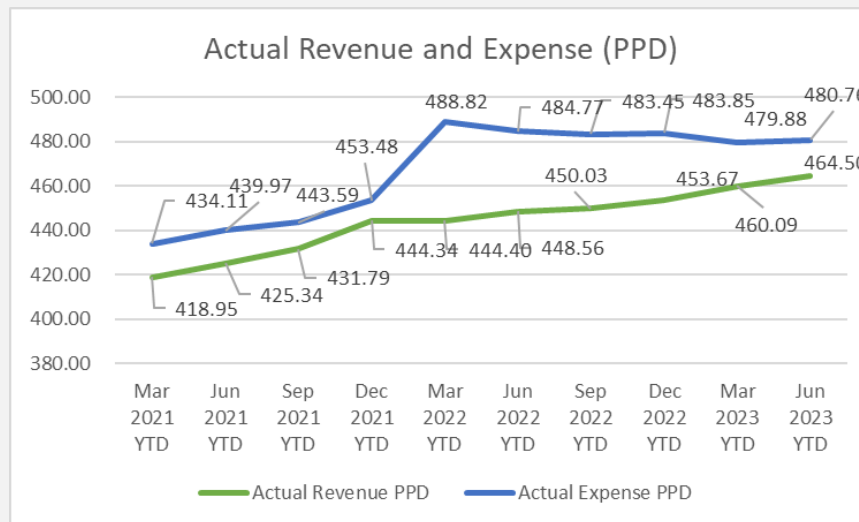
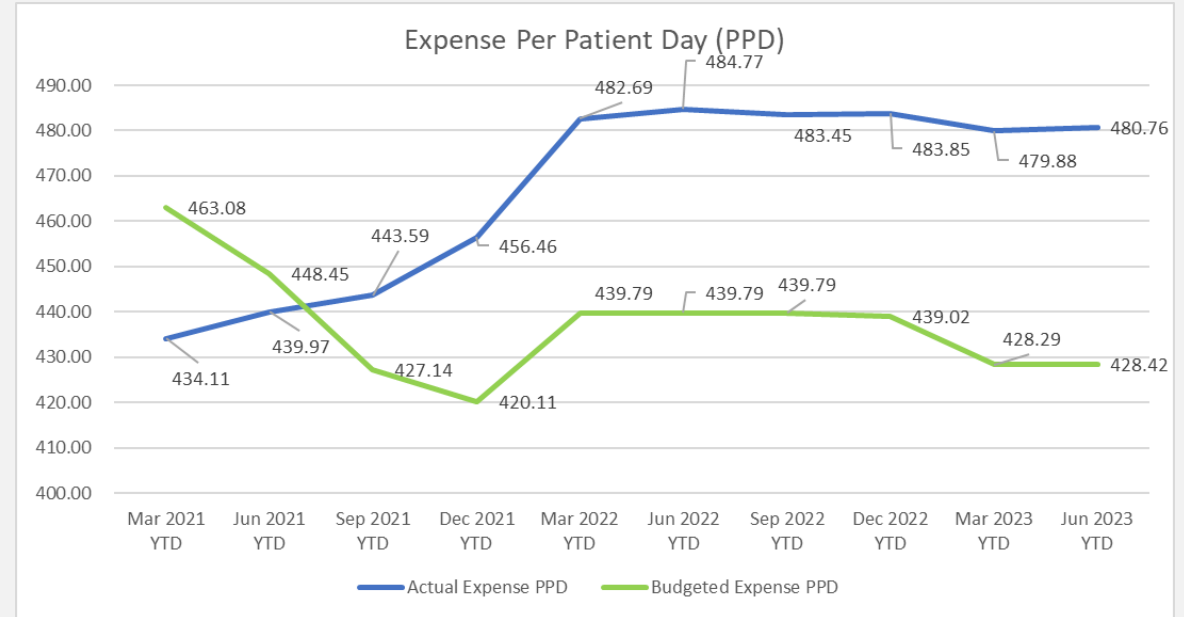
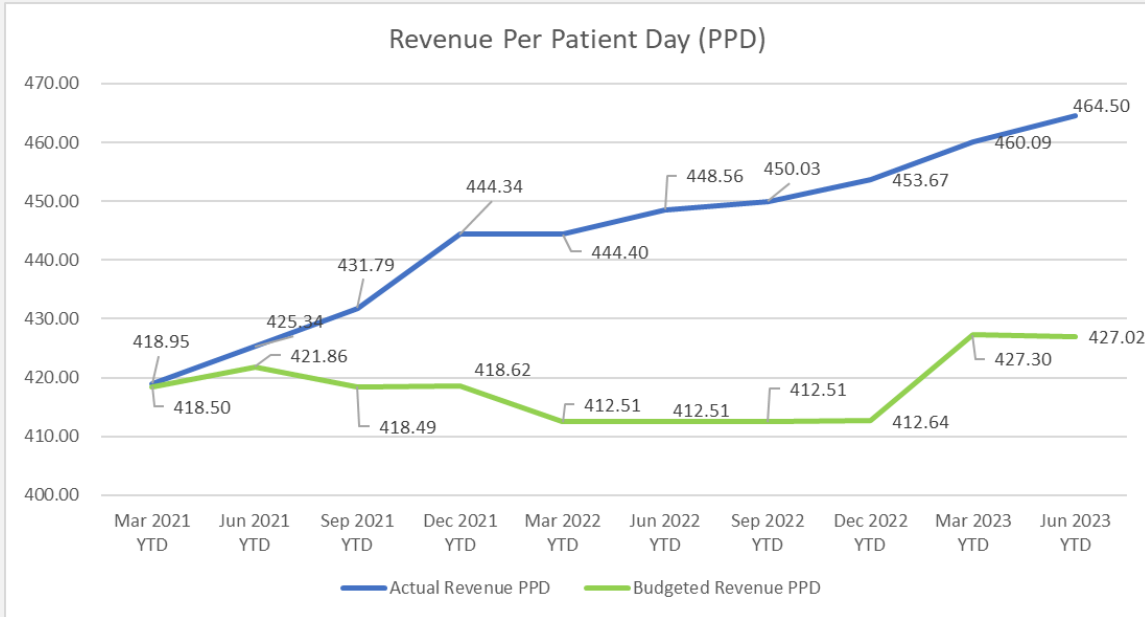


Please Note: Decrease to 195 beds February 1, 2022 helped increase occupancy back to above 80%

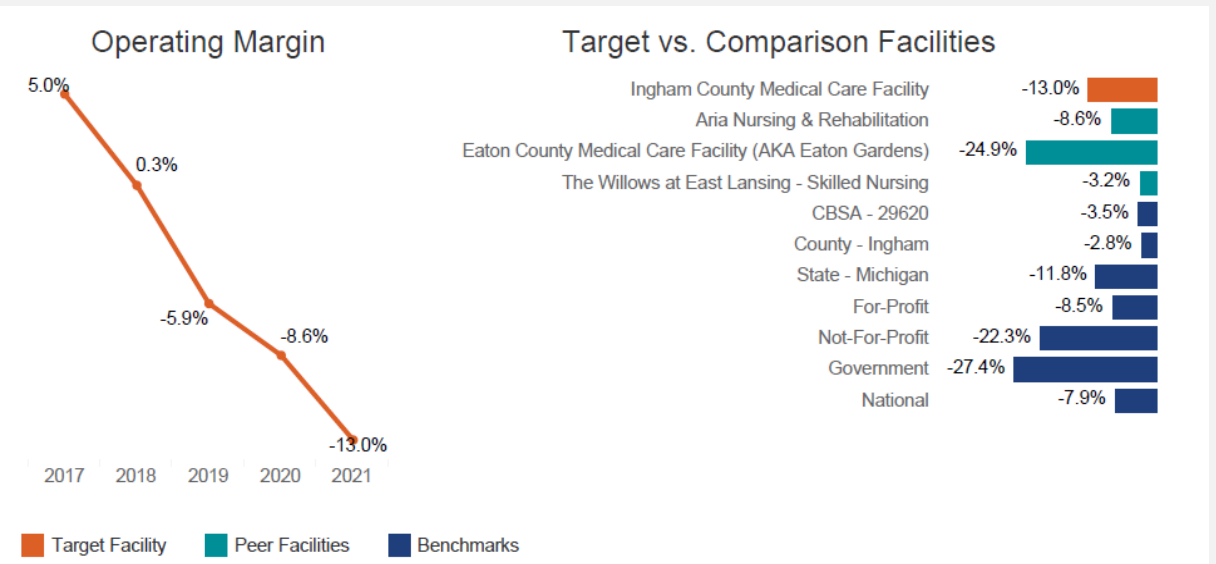
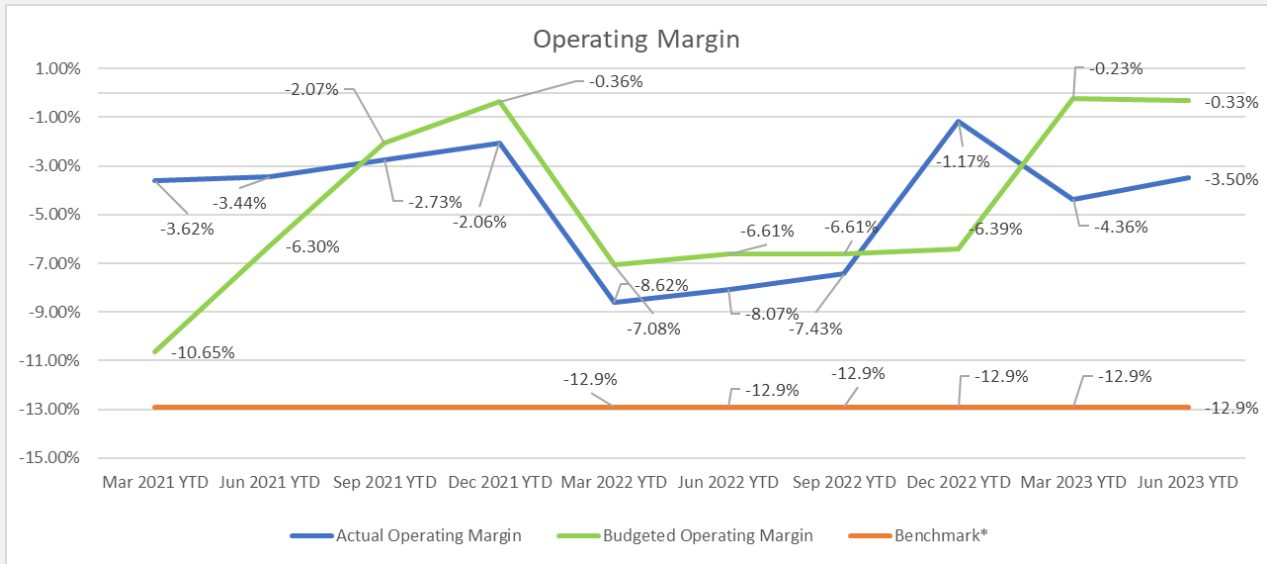
\*For Cost Report Reimbursement purposes, Benchmark is set at 85%



# REVENUE AND EXPENSE PER PATIENT DAY JAN 2021 – JUN 2023



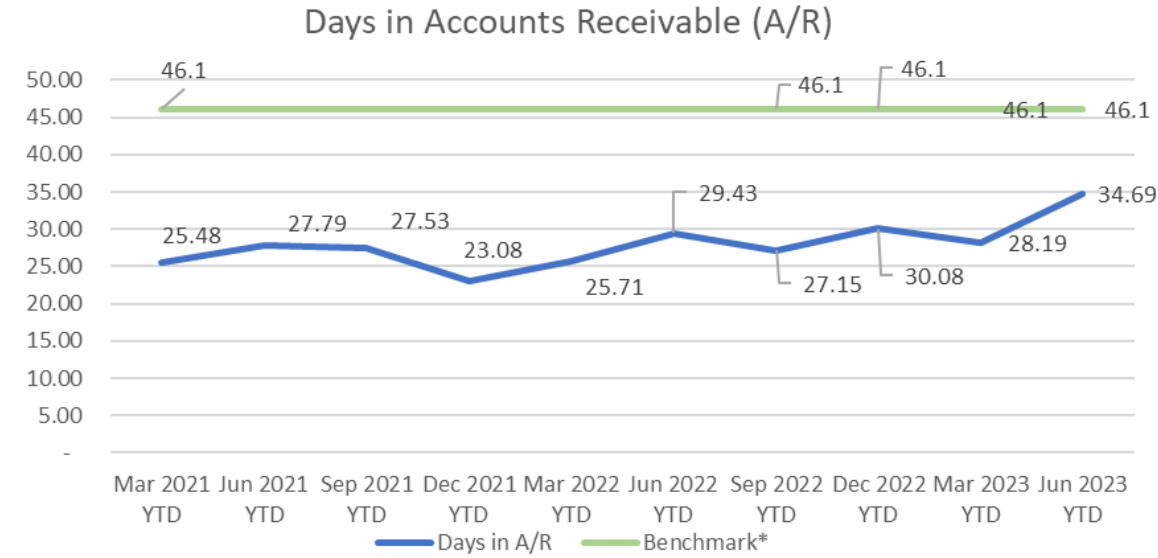
# OPERATING MARGIN JAN 2021 – JUN 2023



\*Benchmark is average of CBSA (average of all the facilities in our area per the defined geographies) and Not-For-Profit Benchmarks from Plante Moran Edge Report Government 2021



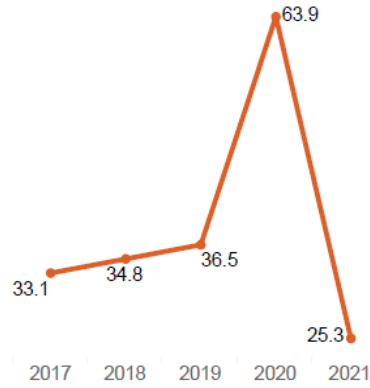
# DAYS IN ACCOUNTS RECEIVABLE JAN 2021 – JUN 2023



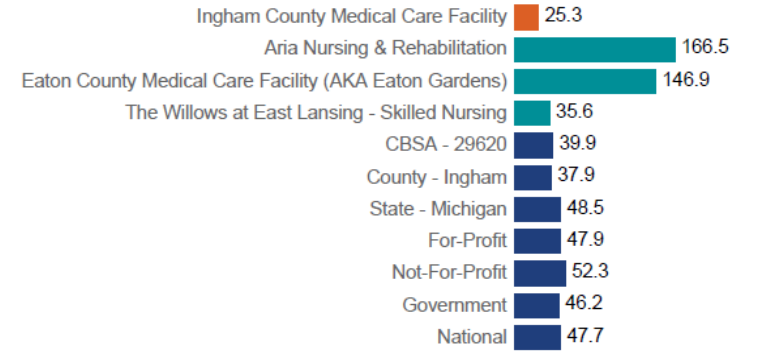
**Ingham County Medical Care Facility**  
Provider # 235015

CBSA: 29620  
County: Ingham  
State: Michigan

**Average Day Revenue in Accounts Receivable**



**Target vs. Comparison Facilities**

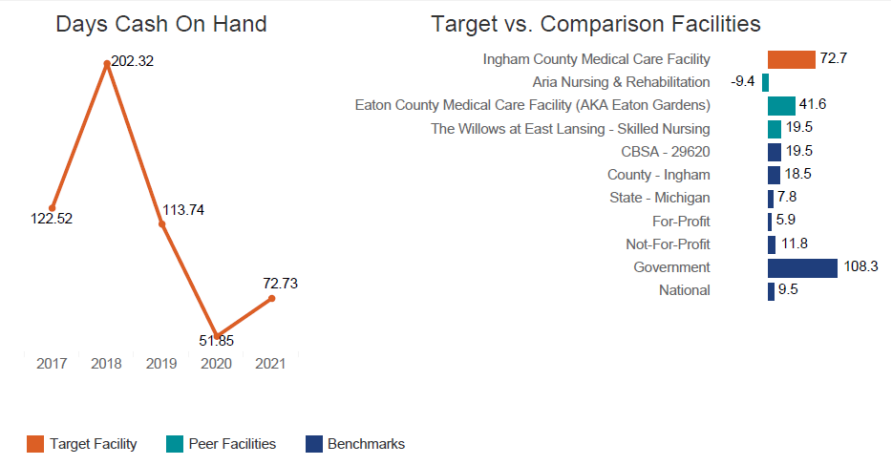
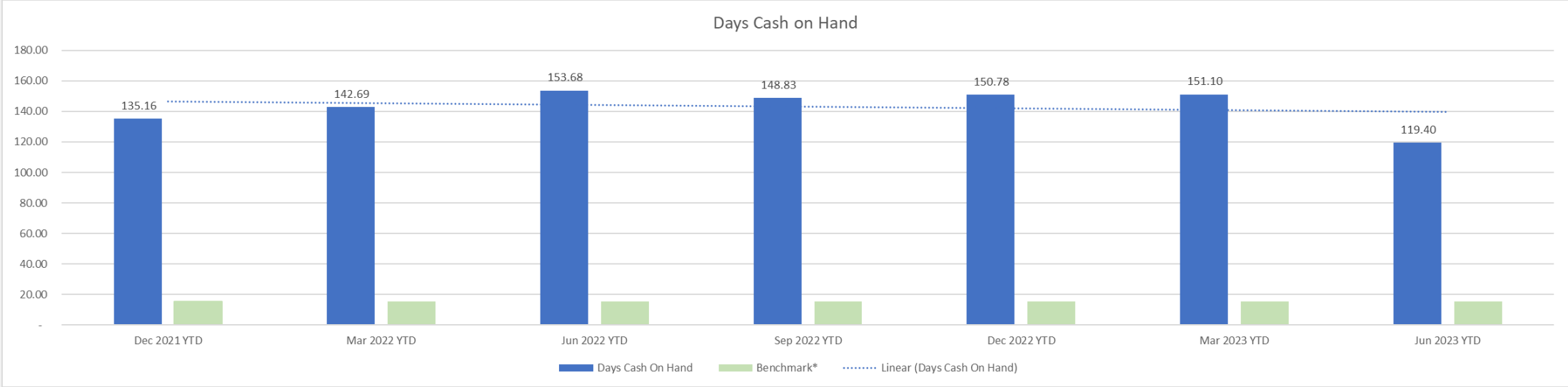


Target Facility    Peer Facilities    Benchmarks

\*Benchmark is average of CBSA (average of all the facilities in our area per the defined geographies) and Not-For-Profit Benchmarks from Plante Moran Edge Report Government 2021



# DAYS CASH ON HAND



\*Benchmark is average of CBSA (average of all the facilities in our area per the defined geographies) and Not-For-Profit Benchmarks from Plante Moran Edge Report Government 2021

# NURSE STAFFING HOURS PER PATIENT DAY (PPD)

	PP10 4/30/23 - 5/13/23 Actual PPD	PP10 4/30/23 - 5/13/23 Target PPD	PP10 4/30/23 - 5/13/23 Variance	Not-For-Profit
CENA	2.67	2.79	0.12	2.24
LPN	0.79	0.86	0.07	1.09
RN	0.43	0.52	0.09	1.00
Nursing Other - RA's	0.13	-	(0.13)	-
<b>Total Nurse Staffing Hours PPD</b>	<b>4.02</b>	<b>4.17</b>	<b>0.15</b>	<b>4.33</b>
	PP11 5/14/2023 - 5/27/2023 Actual PPD	PP11 5/14/2023 - 5/27/2023 Target PPD	PP11 5/14/2023 - 5/27/2023 Variance	Not-For-Profit
CENA	2.68	2.79	0.11	2.24
LPN	1.07	0.86	(0.21)	1.09
RN	0.44	0.52	0.08	1.00
Nursing Other - RA's	0.14	-	(0.14)	-
<b>Total Nurse Staffing Hours PPD</b>	<b>4.33</b>	<b>4.17</b>	<b>(0.16)</b>	<b>4.33</b>
	PP12 5/28/2023 - 6/10/2023 Actual PPD	PP12 5/28/2023 - 6/10/2023 Target PPD	PP12 5/28/2023 - 6/10/2023 Variance	Not-For-Profit
CENA	2.84	2.79	(0.05)	2.24
LPN	1.03	0.86	(0.17)	1.09
RN	0.41	0.52	0.11	1.00
Nursing Other - RA's	0.12	-	(0.12)	-
<b>Total Nurse Staffing Hours PPD</b>	<b>4.39</b>	<b>4.17</b>	<b>(0.22)</b>	<b>4.33</b>
	PP13 6/11/2023 - 6/24/2023 Actual PPD	PP13 6/11/2023 - 6/24/2023 Target PPD	PP13 6/11/2023 - 6/24/2023 Variance	Not-For-Profit
CENA	2.99	2.79	(0.20)	2.24
LPN	0.67	0.86	0.19	1.09
RN	0.40	0.52	0.12	1.00
Nursing Other - RA's	0.72	-	(0.72)	-
<b>Total Nurse Staffing Hours PPD</b>	<b>4.79</b>	<b>4.17</b>	<b>(0.62)</b>	<b>4.33</b>
	PP14 6/25/2023 - 7/8/2023 Actual PPD	PP14 6/25/2023 - 7/8/2023 Target PPD	PP14 6/25/2023 - 7/8/2023 Variance	Not-For-Profit
CENA	2.90	2.79	(0.11)	2.24
LPN	1.06	0.86	(0.20)	1.09
RN	0.35	0.52	0.17	1.00
Nursing Other - RA's	0.22	-	(0.22)	-
<b>Total Nurse Staffing Hours PPD</b>	<b>4.53</b>	<b>4.17</b>	<b>(0.36)</b>	<b>4.33</b>

\*Benchmark is average of CBSA (average of all the facilities in our area per the defined geographies) and Not-For-Profit Benchmarks from Plante Moran Edge Report Government 2021



# PLANTE MORAN STAFFING HOURS PPD BENCHMARKING REPORT

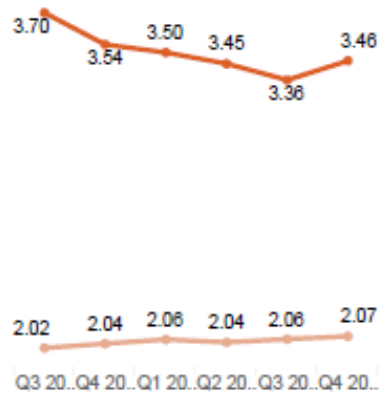
## Staffing Hours PPD



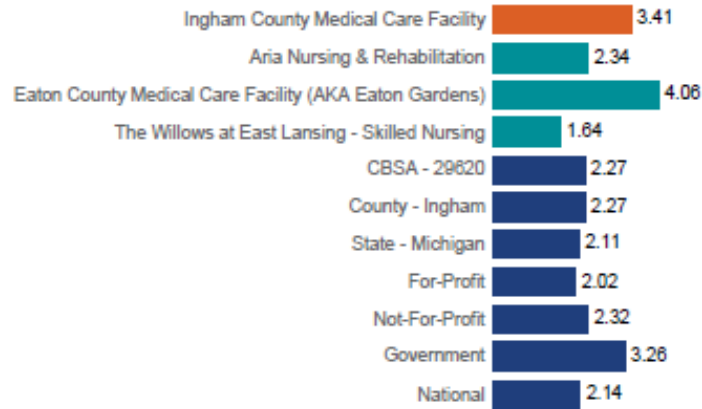
**Ingham County Medical Care Facility**  
Provider # 235015

CBSA: 29620  
County: Ingham  
State: Michigan

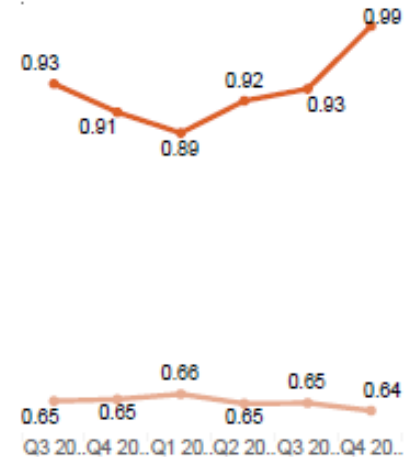
**Nurse Aide Staffing Hours PPD**



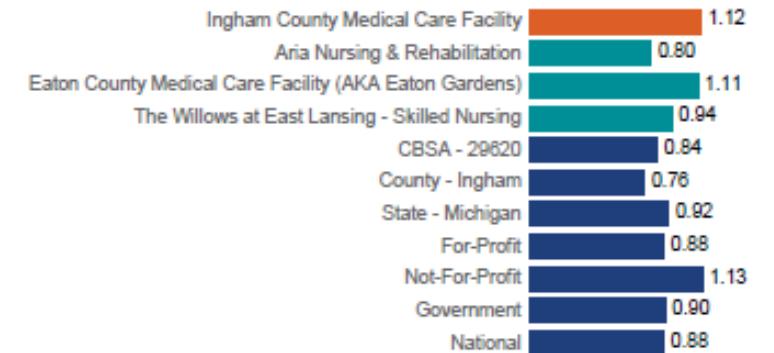
**Target vs. Comparison Facilities Adjusted**



**LPN Staffing Hours PPD**



**Target vs. Comparison Facilities Adjusted**



Max. Case-Mix .. Max. Reported R..

Target Facility Peer Facilities Benchmarks

\*Benchmark is average of CBSA (average of all the facilities in our area per the defined geographies) and Not-For-Profit Benchmarks from Plante Moran Edge Report Government 2021



# PLANTE MORAN STAFFING HOURS PPD BENCHMARKING REPORT CONT.

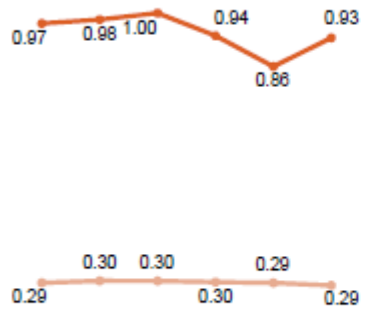
## Staffing Hours PPD



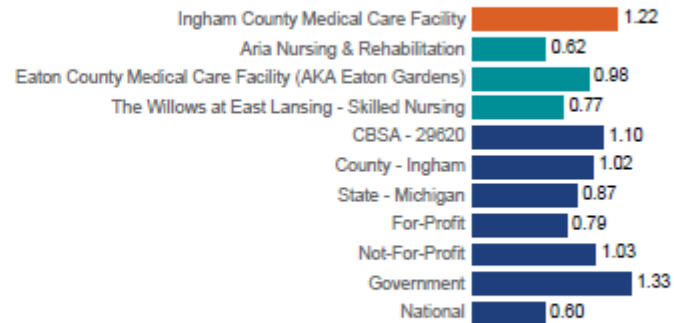
**Ingham County Medical Care Facility**  
Provider # 235015

CBSA: 29620  
County: Ingham  
State: Michigan

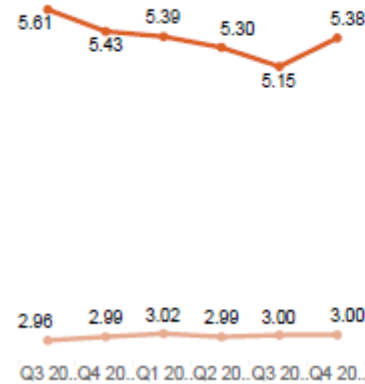
RN Staffing Hours PPD



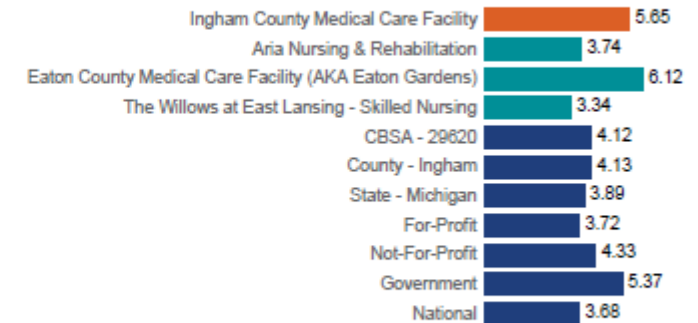
Target vs. Comparison Facilities  
*Adjusted*



Total Nurse Staffing Hours PPD



Target vs. Comparison Facilities  
*Adjusted*



Max. Case-Mix .. Max. Reported R..

Target Facility Peer Facilities Benchmarks

# PLANTE MORAN DIRECT CARE WAGE RATE ANALYSIS

## Direct Care Wage Rate Analysis

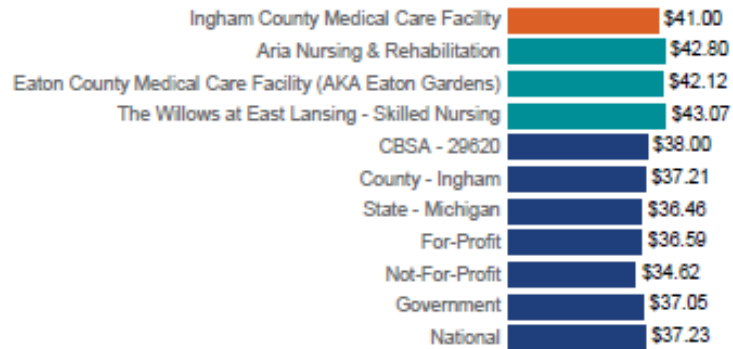
**Ingham County Medical Care Facility**  
Provider # 235015

CBSA: 29620  
County: Ingham  
State: Michigan

### Registered Nurses (RNs) Wage Rate



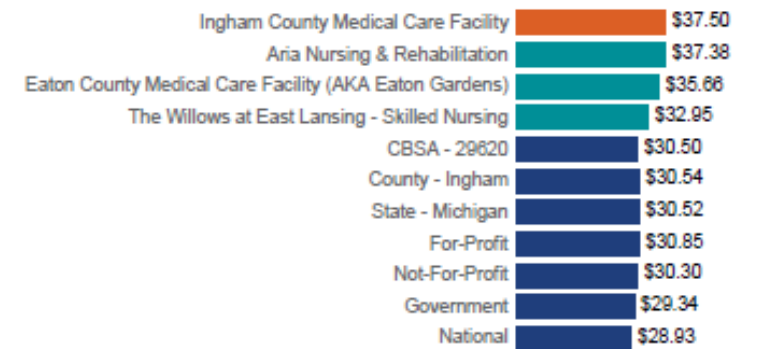
### Target vs. Comparison Facilities





### Licensed Practical Nurses (LPNs) Wage Rate



### Target vs. Comparison Facilities



 Target Facility  Peer Facilities  Benchmarks

# PLANTE MORAN

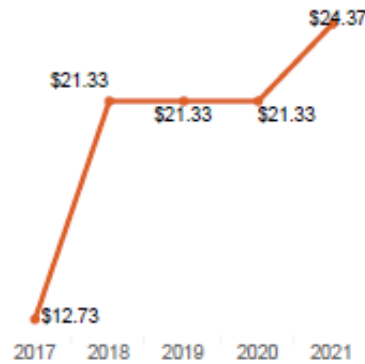
## DIRECT CARE WAGE RATE ANALYSIS CONT.

### Direct Care Wage Rate Analysis

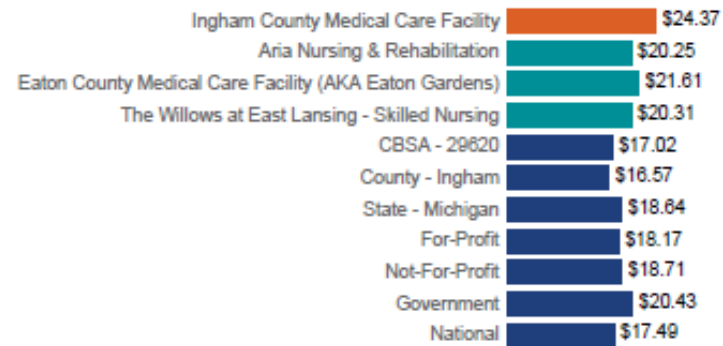
**Ingham County Medical Care Facility**  
 Provider # 235015

CBSA: 29620  
 County: Ingham  
 State: Michigan

**Certified Nursing Assistant/Aide (CNAs) Wage Rate**



**Target vs. Comparison Facilities**



■ Target Facility   
 ■ Peer Facilities   
 ■ Benchmarks

# PLANTE MORAN SUPPORT STAFF RATE ANALYSIS

## Support Staff Wage Rate Analysis

**Ingham County Medical Care Facility**  
Provider # 235015

CBSA: 29620  
County: Ingham  
State: Michigan

Total Facility Wage Rate



Target vs. Comparison Facilities



Target Facility Peer Facilities Benchmarks