

**INGHAM COUNTY
DEPARTMENT OF HEALTH AND HUMAN SERVICES BOARD MEETING
DOBIE ROAD INGHAM COUNTY MEDICAL CARE**

May 26, 2023

AGENDA

- I. Public Comment - 2-5 Minutes**
- II. Minutes of ICMCF regular session – April 2023**
- III. Updates Continue**
 - a. Operations update
 - b. COVID-19 Update
 - c. Legal updates
 - d. Regulatory Updated
 - e. PACE Program Update
 - f. Questions and discussion
- IV. Financials update - AnnMarie Hornak – April 2023**

Meeting to be held:

Ingham County Department of Health, 5303 S.
Cedar Street, Lansing, MI 48911, Door 3,
Conference room C (Upper level), Phone: (517)
887-4311, On: Friday, May 26, 2023, 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
April 28, 2023

Chairman Matthew Wilczek called the Ingham County Medical Care Facility (ICMCF) portion of the DHHS Boarding Meeting to order at 10:05 a.m. at the Ingham County Department of Health and Human Services building Conference Room C.

Those present:

Matthew Wilczek, Chairman

Kim Dunbar, Vice Chairwomen

Bruce Bragg, Member

Leslie Shanlian, Chief Executive Officer

AnnMarie Hornak, Chief Financial Officer

Mark Sutton, Systems and Strategic Project Manager

Kristen Campbell, Director of Strategy

Guests: Eric Dumont and Robert Long with Plante Moran. Three members of the public present.

Absent:

Public Comment

Gretchen Wagner made comments to the board.

Minutes of April 2023, Regular Sessions

Motion: Vice Chairperson Kim Dunbar to approve the regular ICMCF session minutes of March 2023. Motion carried.

Motion by Member Bruce Bragg to accept the financial report, motion carried.

Motion by VC Kim Dunbar to enter closed session at 10:45 am to discuss the Plante Moran Analysis of the facility and 2023 performance indicators. Motion carried. Entered closed session.

The closed session ended at 12:24 pm—nothing to report.

The meeting adjourned at 12:25 pm.

**Dobie Road
Board of Directors Meeting
Operations Report
May 26, 2023**

I. Operations

- a. Sparrow/UM physicians/lab/pre-employment physicals ending so we are looking for alternatives
- b. Partnering with other County Medical Care Facilities on grant for Workforce Grant for Recruitment and Preceptorship program
- c. New Nurse Leader hired-Tina Brindley-replacing Char Murphy who is moving into more of Clinical Education role
- d. In depth discussion of ISNP (Institutional special needs plan) with Longevity. Great model for us as our rehospitalization rates are less than half of national average. Criteria is Medicare/Medicaid eligible and live with us over 90 days. Partner would place Nurse Practitioner in facility and work with our attending physician to recommend labs, treatments. Plan supplementals include 1:1 companions for short term issues, podiatry, could be hearing aides, non emergent transportation up to 16 trips/year, wound care, etc. Would provide us with steady stream of income-if nothing changed and we signed up 80 people, it would impact our bottom line with a positive at least \$300,000 (this is with low numbers and figuring in same rates of hospitalization as we have now). Can enroll/disenroll any time of year. Slide deck should be coming this week-Char Murphy would be instrumental in this as she has done a fantastic job in keeping our rehospitalization rates low. I recommend we move forward -they can present to Board if you wish to have more information first though. Implementation timeline begins 7/1 to go live 10/1/23

II. COVID-19 Updates

- a. Masking recommendation to be discussed
- b. We had national infection preventionist here during COVID and she had no concerns with how we were handling. We are clear of COVID now

III. Legal Updates

- a. Former employee plead guilty and sentencing is in July

IV. Regulatory

- a. Informal disputes removed language in two of the citations. All clear

V. PACE

- a. March financials show they exceed budget by 61 member months
- b. Revenue is over budget by \$ 854,000 due to COVID and Medicare money but expenses are over budget by \$475,522 due to high nursing home costs and primary care wages

VI. Finance-AnnMarie

**Ingham County Medical Care Facility
Cash Flow Statement**

	CURRENT PERIOD 4/1/2023 to 4/30/2023	YEAR TO DATE 1/1/2023 to 4/30/2023
	Actual \$	Actual \$
Cash Flows from Operating Activities		
Operating income (loss)	(60,247)	(335,559)
Depreciation	127,777	510,461
Allowance for bad debt	17,000	6,000
Amortization of issuance premium	(5,193)	(20,773)
Changes in assets and liabilities:		
Resident accounts receivable	(234,633)	(97,520)
Other assets	(191,678)	37,235
Third-party payor settlements	57,155	(867,295)
Accounts payable	(311,692)	(634,934)
Other accrued liabilities	187,916	757,110
Net pension benefit	-	-
Net OPEB benefit	-	-
Deferred outflows of resources	-	-
Deferred inflows of resources	-	-
TOTAL Changes in assets and liabilities:	(492,932)	(805,405)
TOTAL Cash Flows from Operating Activities	(413,596)	(645,276)
Cash Flows from Financing Activities		
Purchase of property and equipment	(23,392)	(142,058)
Donations received	-	-
Principal payments on notes payable	-	-
Allowance for PACE investment	-	-
TOTAL Cash Flows from Financing Activities	(23,392)	(142,058)
Cash Flows from Investing Activities		
Investment income	16,780	61,325
Loan repayments related to investment	-	140,000
TOTAL Cash Flows from Investing Activities	16,780	201,325
Net Cash Flows from All Activities	(420,207)	(586,009)
Beginning Cash Balances as of 3/31/2023	10,752,447	10,918,249
Ending Cash Balances	10,332,240	10,332,240

Ingham County Medical Care Facility
Cash Flow Statement w-PM and PY
4/1/2023 to 4/30/2023

	CURRENT PERIOD	PRIOR PERIOD	SAME PERIOD PRIOR YEAR	YEAR TO DATE
	4/1/2023 to 4/30/2023	3/1/2023 to 3/31/2023	4/1/2022 to 4/30/2022	1/1/2023 to 4/30/2023
	Actual \$	Actual \$	Actual \$	Actual \$
Cash Flows from Operating Activities				
Operating income (loss)	(60,247)	29,801	(143,018)	(335,559)
Depreciation	127,777	127,627	129,006	510,461
Allowance for bad debt	17,000	(24,000)	(11,000)	6,000
Amortization of issuance premium	(5,193)	(5,193)	(5,634)	(20,773)
Changes in assets and liabilities:				
Resident accounts receivable	(234,633)	(145,674)	(21,470)	(97,520)
Other assets	(191,678)	29,829	202,429	37,235
Third-party payor settlements	57,155	(673,570)	75,128	(867,295)
Accounts payable	(311,692)	306,060	154,750	(634,934)
Other accrued liabilities	187,916	(893,109)	66,452	757,110
Net pension benefit	-	-	-	-
Net OPEB benefit	-	-	-	-
Deferred outflows of resources	-	-	-	-
Deferred inflows of resources	-	-	-	-
TOTAL Changes in assets and liabilities:	(492,932)	(1,376,465)	477,290	(805,405)
TOTAL Cash Flows from Operating Activities	(413,596)	(1,248,230)	446,644	(645,276)
Cash Flows from Financing Activities				
Purchase of property and equipment	(23,392)	(26,622)	(7,505)	(142,058)
Donations received	-	-	-	-
Principal payments on notes payable	-	-	-	-
Allowance for PACE investment	-	-	-	-
TOTAL Cash Flows from Financing Activities	(23,392)	(26,622)	(7,505)	(142,058)
Cash Flows from Investing Activities				
Investment income	16,780	19,872	5,960	61,325
Loan repayments related to investment	-	-	-	140,000
TOTAL Cash Flows from Investing Activities	16,780	19,872	5,960	201,325
Net Cash Flows from All Activities	(420,207)	(1,254,980)	445,100	(586,009)
Beginning Cash Balances as of 3/31/2023	10,752,447	12,007,427	11,574,094	10,918,249
Ending Cash Balances	10,332,240	10,752,447	12,019,193	10,332,240

PREVIOUS YEAR

1/1/2022 to 12/31/2022

Actual \$
(307,069)
1,549,116
33,000
(67,123)
(277,369)
276,222
1,146,459
457,117
(501,917)
(2,587,091)
1,409,627
(1,086,553)
752,182
(411,324)
796,600
(578,863)
-
(580,000)
(130,000)
(1,288,863)
110,404
150,000
260,404
(231,858)
11,150,109
10,918,250

Ingham County Medical Care Facility
Balance Sheet - Summary
As Of 4/30/2023

	CURRENT PERIOD	PRIOR PERIOD
	Actual \$	Actual \$
Assets		
Current Assets		
Cash		
Petty Cash	1,265	1,118
Operating Cash	9,474,569	9,894,923
Cash on Deposit with Agent	856,406	856,406
TOTAL Cash	10,332,240	10,752,447
Residents Accounts Receivable		
Gross Accounts Receivable	2,316,525	2,081,892
Allowance for Uncollectible Accounts	(145,000)	(128,000)
TOTAL Residents Accounts Receivable	2,171,525	1,953,892
Other Current Assets	501,565	309,887
TOTAL Current Assets	13,005,331	13,016,226
Investments		
Investment in PACE	1,118,296	1,115,546
Allowance for Uncollectible Investment	(620,000)	(620,000)
TOTAL Investments	498,296	495,546
Fixed Assets		
Property and Equipment	43,651,395	43,628,003
Accumulated Depreciation	(19,842,093)	(19,714,316)
TOTAL Fixed Assets	23,809,301	23,913,686
Other Assets		
Net Pension Asset	-	-
Net OPEB Asset	144,057	144,057
Deposits Held by Vendors	56,099	56,099
TOTAL Other Assets	200,156	200,156
Deferred Outflows		
Deferred Outflows - Pension	2,686,118	2,686,118
Deferred Outflows - OPEB	1,544,931	1,544,931
TOTAL Deferred Outflows	4,231,049	4,231,049
TOTAL Assets	41,744,133	41,856,664
Liabilities And Net Assets		
Current Liabilities		
Accounts Payable	7,236	318,309
Third Party Settlements	1,440,733	1,383,578
Other Accrued Liabilities	1,765,818	1,577,902
TOTAL Current Liabilities	3,213,786	3,279,789
Long-term Debt	7,166,505	7,171,698
Other Liabilities		
Net Pension Liability	(2,719,618)	(2,719,618)
Net OPEB Liability	-	-
TOTAL Other Liabilities	(2,719,618)	(2,719,618)
Deferred Inflows of Resources		
Deferred Inflows Related to Pension	3,229,611	3,229,611
Deferred Inflows Related to OPEB	1,273,672	1,273,672
TOTAL Deferred Inflows of Resources	4,503,283	4,503,283
Net Assets		
Previous Net Assets	29,993,178	29,993,178
Current Year Net Income (Loss)	(413,001)	(371,665)
TOTAL Net Assets	29,580,177	29,621,513
TOTAL Liabilities And Net Assets	41,744,133	41,856,664

**Ingham County Medical Care Facility
Income Statement - Summary**

	CURRENT PERIOD		YEAR TO DATE	
	4/1/2023 to 4/30/2023		1/1/2023 to 4/30/2023	
	Actual \$	Actual / Day	Actual \$	Actual / Day
Revenue				
Net Resident Service Revenue				
Medicare Part A	361,922	593.31	1,131,749	627.01
Managed Medicare	119,696	554.15	604,345	539.11
Medicare Part B	54,566	11.46	243,252	13.04
Medicaid	1,194,220	361.56	4,480,853	341.68
PACE	94,974	382.96	341,444	383.21
Private	92,764	366.66	432,109	360.39
Hospice	54,135	407.03	172,290	389.80
Other Insurance	79	-	120,466	1,505.83
QAS & QMI Program Revenue	232,393	70.36	915,464	69.81
Prior Year Settlements	-	-	-	-
TOTAL Net Resident Service Revenue	2,204,748	462.89	8,441,972	452.60
Grant Revenue	110,736	23.25	258,076	13.84
Other Operating Revenue	877	0.18	5,963	0.32
TOTAL Revenue	2,316,361	486.32	8,706,010	466.76
Operating Expenses				
Nursing	1,094,777	229.85	4,063,032	217.83
Therapy	103,197	21.67	420,659	22.55
Dining Services	183,952	38.62	728,159	39.04
Social Services	20,570	4.32	90,205	4.84
Activities	30,545	6.41	96,579	5.18
Laundry	10,198	2.14	63,159	3.39
Housekeeping	56,842	11.93	235,236	12.61
Maintenance	67,921	14.26	345,977	18.55
Admissions	8,737	1.83	39,491	2.12
Human Resources	48,002	10.08	201,068	10.78
Administration	233,160	48.95	732,890	39.29
Employee Benefits	284,599	59.75	1,086,176	58.23
QAS & QMI Program Expense	106,950	32.38	429,187	32.73
Depreciation	127,777	26.83	510,461	27.37
TOTAL Operating Expenses	2,377,227	499.10	9,042,281	484.79
Net Operating Income (Loss)	(60,865)	(12.78)	(336,271)	(18.03)
Non-Operating Income				
Investment Income	19,530	4.10	73,055	3.92
Donations	-	-	-	-
TOTAL Non-Operating Income	19,530	4.10	73,055	3.92
Net Income (Loss)	(41,336)	(8.68)	(263,215)	(14.11)

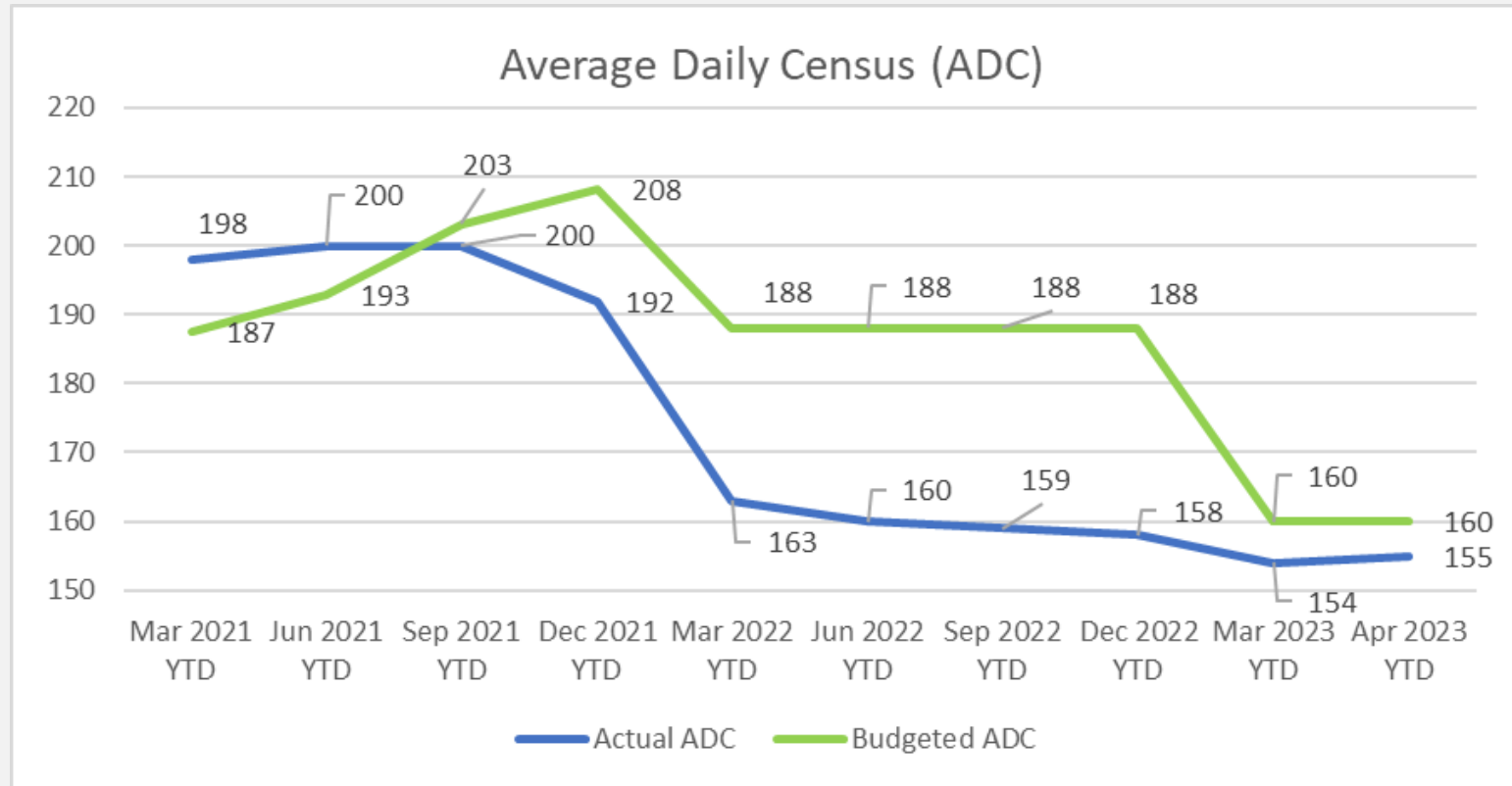
Ingham County Medical Care Facility
Monthly Budget - Summary
4/1/2023 to 4/30/2023

	CURRENT PERIOD				
	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day
Revenue					
Net Resident Service Revenue					
Medicare Part A	361,922	217,465	144,457	593.31	604.07
Managed Medicare	119,696	143,219	(23,523)	554.15	530.44
Medicare Part B	54,566	42,778	11,788	11.46	8.91
Medicaid	1,194,220	1,173,428	20,792	361.56	334.31
PACE	94,974	66,951	28,023	382.96	371.95
Private	92,764	117,810	(25,046)	366.66	357.00
Hospice	54,135	44,657	9,478	407.03	372.14
Other Insurance	79	16,121	(16,042)	-	537.37
QAS & QMI Program Revenue	232,393	226,730	5,662	70.36	64.60
Prior Year Settlements	-	-	-	-	-
TOTAL Net Resident Service Revenue	2,204,748	2,049,159	155,589	462.89	426.91
Grant Revenue	110,736	-	110,736	23.25	-
Other Operating Revenue	877	2,089	(1,213)	0.18	0.44
TOTAL Revenue	2,316,361	2,051,249	265,112	486.32	427.34
Operating Expenses					
Nursing	1,094,777	780,921	(313,856)	229.85	162.69
Therapy	103,197	91,979	(11,218)	21.67	19.16
Dining Services	183,952	189,784	5,831	38.62	39.54
Social Services	20,570	25,832	5,263	4.32	5.38
Activities	30,545	23,845	(6,699)	6.41	4.97
Laundry	10,198	25,070	14,871	2.14	5.22
Housekeeping	56,842	50,609	(6,232)	11.93	10.54
Maintenance	67,921	99,314	31,392	14.26	20.69
Admissions	8,737	9,872	1,136	1.83	2.06
Human Resources	48,002	48,575	573	10.08	10.12
Administration	233,160	186,275	(46,885)	48.95	38.81
Employee Benefits	284,599	282,863	(1,736)	59.75	58.93
QAS & QMI Program Expense	106,950	102,877	(4,073)	32.38	29.31
Depreciation	127,777	141,667	13,890	26.83	29.51
TOTAL Operating Expenses	2,377,227	2,059,484	(317,743)	499.10	429.06
Net Operating Income (Loss)	(60,865)	(8,235)	(52,631)	(12.78)	(1.72)
Non-Operating Income					
Investment Income	19,530	7,872	11,658	4.10	1.64
Donations	-	-	-	-	-
TOTAL Non-Operating Income	19,530	7,872	11,658	4.10	1.64
Net Income (Loss)	(41,336)	(363)	(40,972)	(8.68)	(0.08)

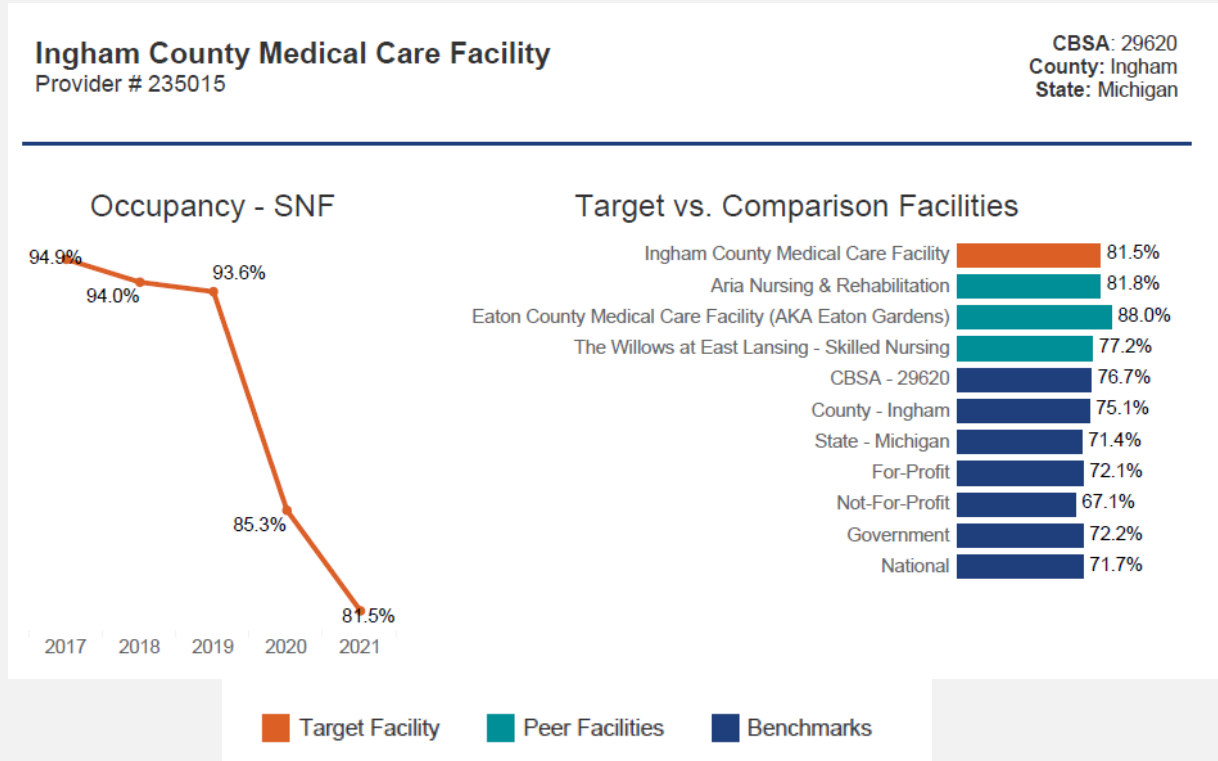
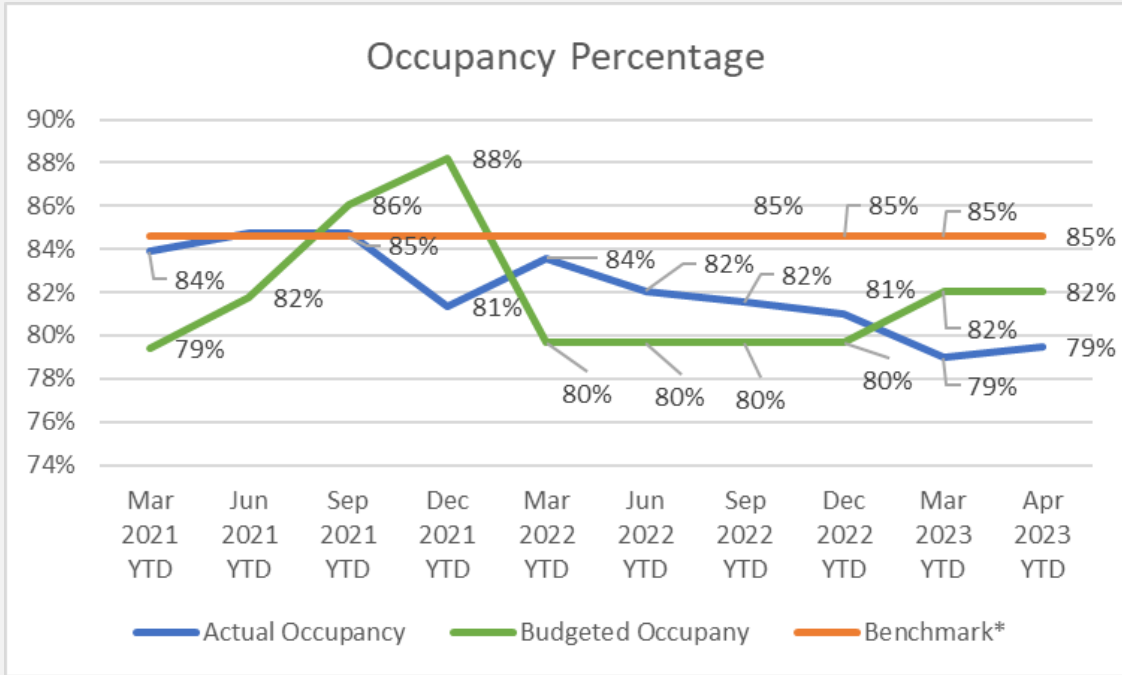
Ingham County Medical Care Facility
Year-to-Date Budget - Summary
1/1/2023 to 4/30/2023

	YEAR TO DATE				
	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day
Revenue					
Net Resident Service Revenue					
Medicare Part A	1,131,749	869,861	261,888	627.01	604.07
Managed Medicare	604,345	572,876	31,469	539.11	530.44
Medicare Part B	243,252	171,112	72,140	13.04	8.91
Medicaid	4,480,853	4,693,712	(212,859)	341.68	334.31
PACE	341,444	267,805	73,639	383.21	371.95
Private	432,109	471,240	(39,131)	360.39	357.00
Hospice	172,290	178,627	(6,337)	389.80	372.14
Other Insurance	120,466	64,483	55,983	1,505.83	537.36
QAS & QMI Program Revenue	915,464	906,922	8,542	69.81	64.60
Prior Year Settlements	-	-	-	-	-
TOTAL Net Resident Service Revenue	8,441,972	8,196,638	245,334	452.60	426.91
Grant Revenue	258,076	-	258,076	13.84	-
Other Operating Revenue	5,963	7,738	(1,775)	0.32	0.40
TOTAL Revenue	8,706,010	8,204,375	501,635	466.76	427.31
Operating Expenses					
Nursing	4,063,032	3,123,685	(939,346)	217.83	162.69
Therapy	420,659	367,917	(52,742)	22.55	19.16
Dining Services	728,159	759,134	30,975	39.04	39.54
Social Services	90,205	103,329	13,125	4.84	5.38
Activities	96,579	95,381	(1,198)	5.18	4.97
Laundry	63,159	100,278	37,119	3.39	5.22
Housekeeping	235,236	202,437	(32,800)	12.61	10.54
Maintenance	345,977	390,820	44,842	18.55	20.36
Admissions	39,491	39,489	(2)	2.12	2.06
Human Resources	201,068	194,301	(6,768)	10.78	10.12
Administration	732,890	740,416	7,526	39.29	38.56
Employee Benefits	1,086,176	1,131,453	45,276	58.23	58.93
QAS & QMI Program Expense	429,187	411,508	(17,679)	32.73	29.31
Depreciation	510,461	566,667	56,205	27.37	29.51
TOTAL Operating Expenses	9,042,281	8,226,814	(815,467)	484.79	428.48
Net Operating Income (Loss)	(336,271)	(22,439)	(313,832)	(18.03)	(1.17)
Non-Operating Income					
Investment Income	73,055	31,486	41,569	3.92	1.64
Donations	-	-	-	-	-
TOTAL Non-Operating Income	73,055	31,486	41,569	3.92	1.64
Net Income (Loss)	(263,215)	9,047	(272,262)	(14.11)	0.47

AVERAGE DAILY CENSUS JAN 2021 – APR 2023



OCCUPANCY PERCENTAGE JAN 2021 – APR 2023

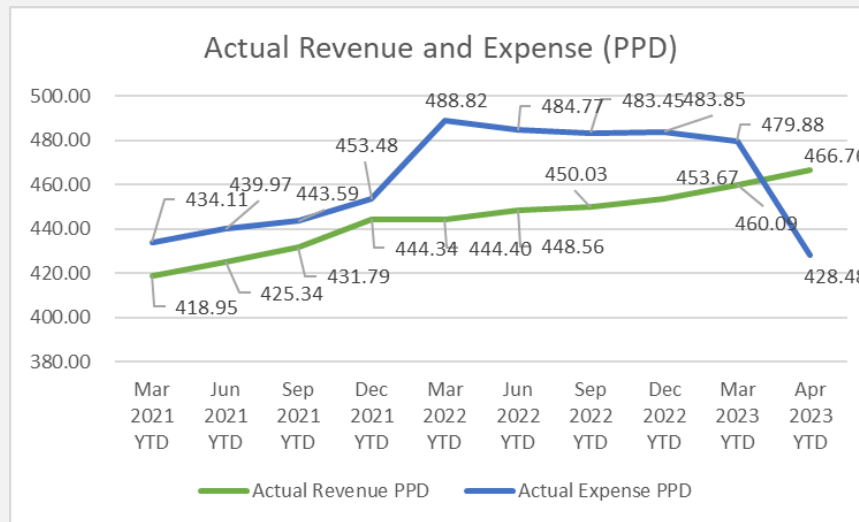
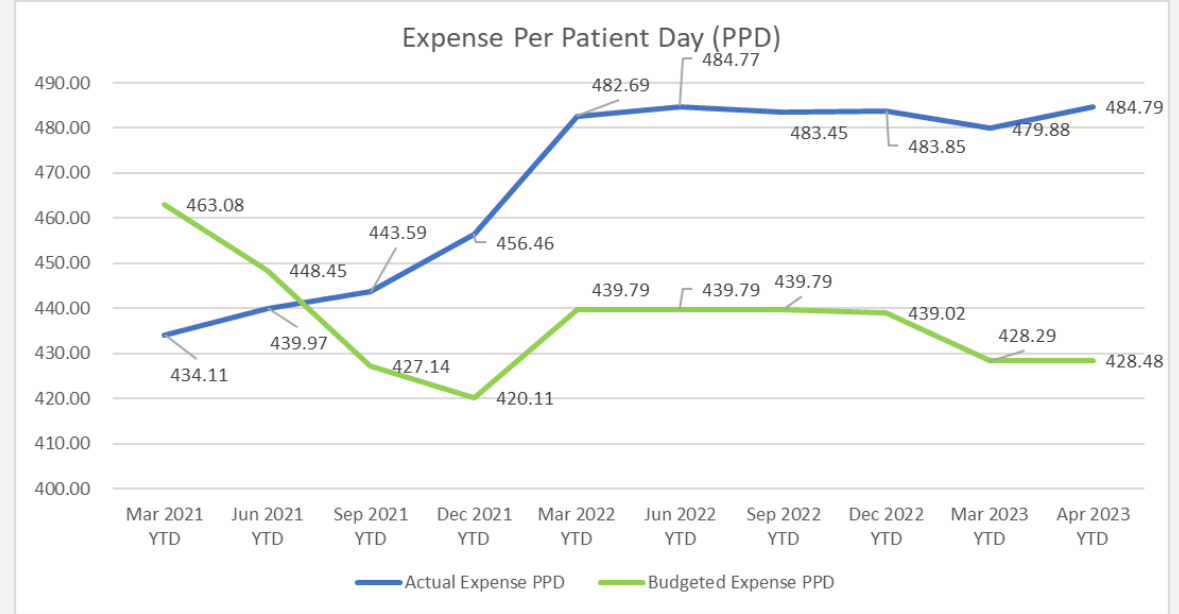
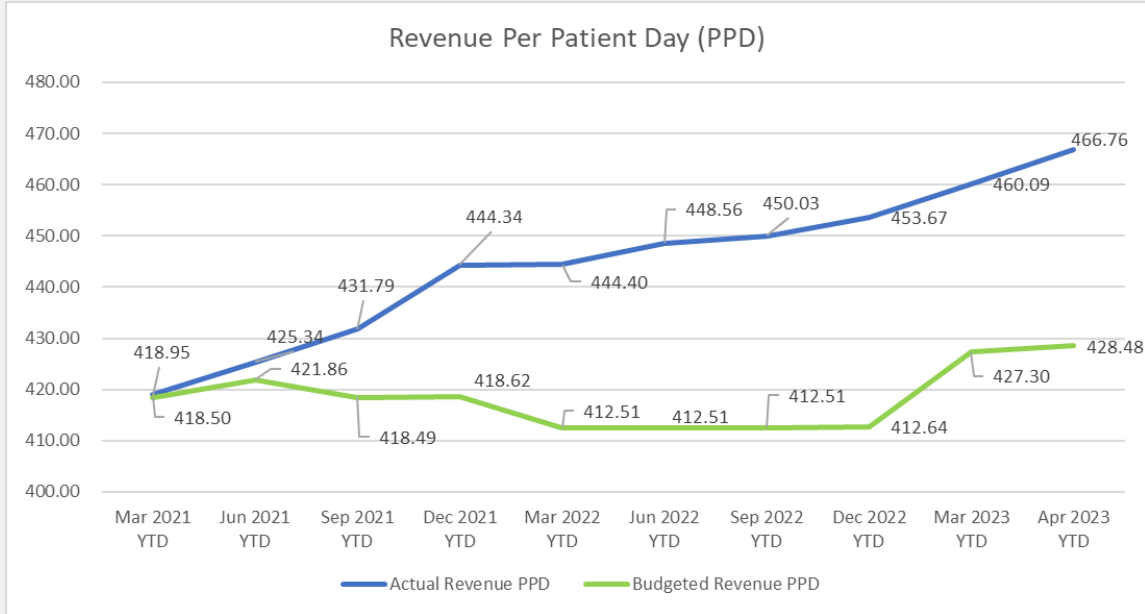


Please Note: Decrease to 195 beds February 1, 2022 helped increase occupancy back to above 80%

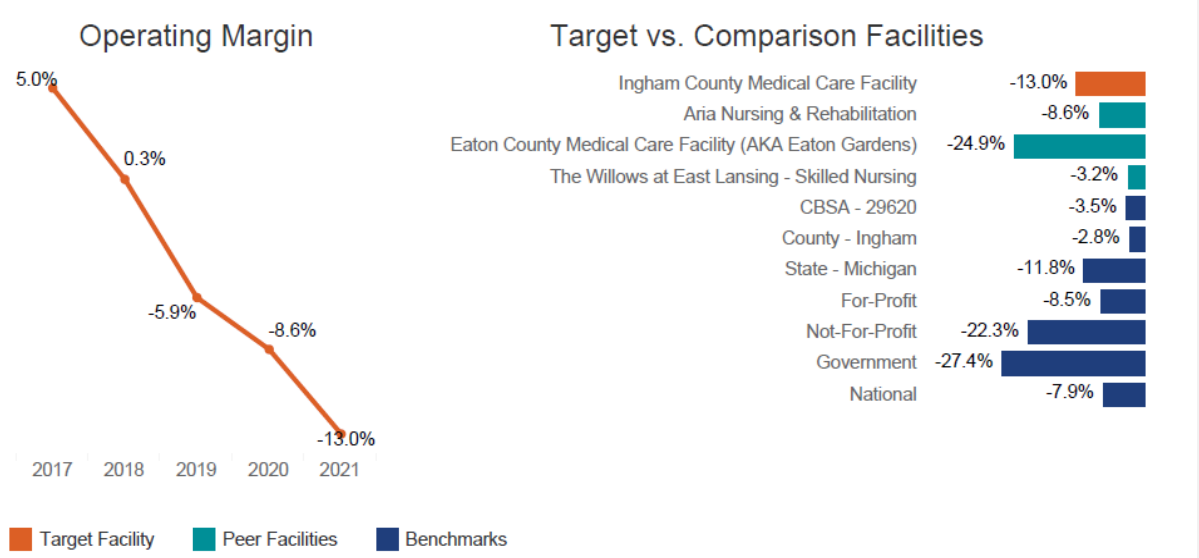
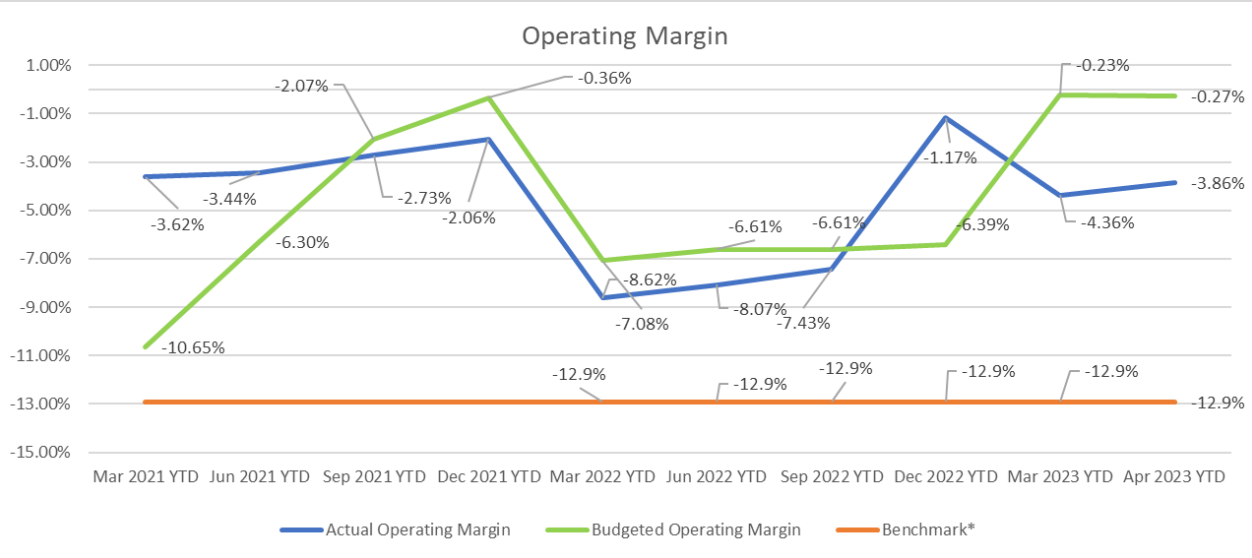
*For Cost Report Reimbursement purposes, Benchmark is set at 85%



REVENUE AND EXPENSE PER PATIENT DAY JAN 2021 – APR 2023



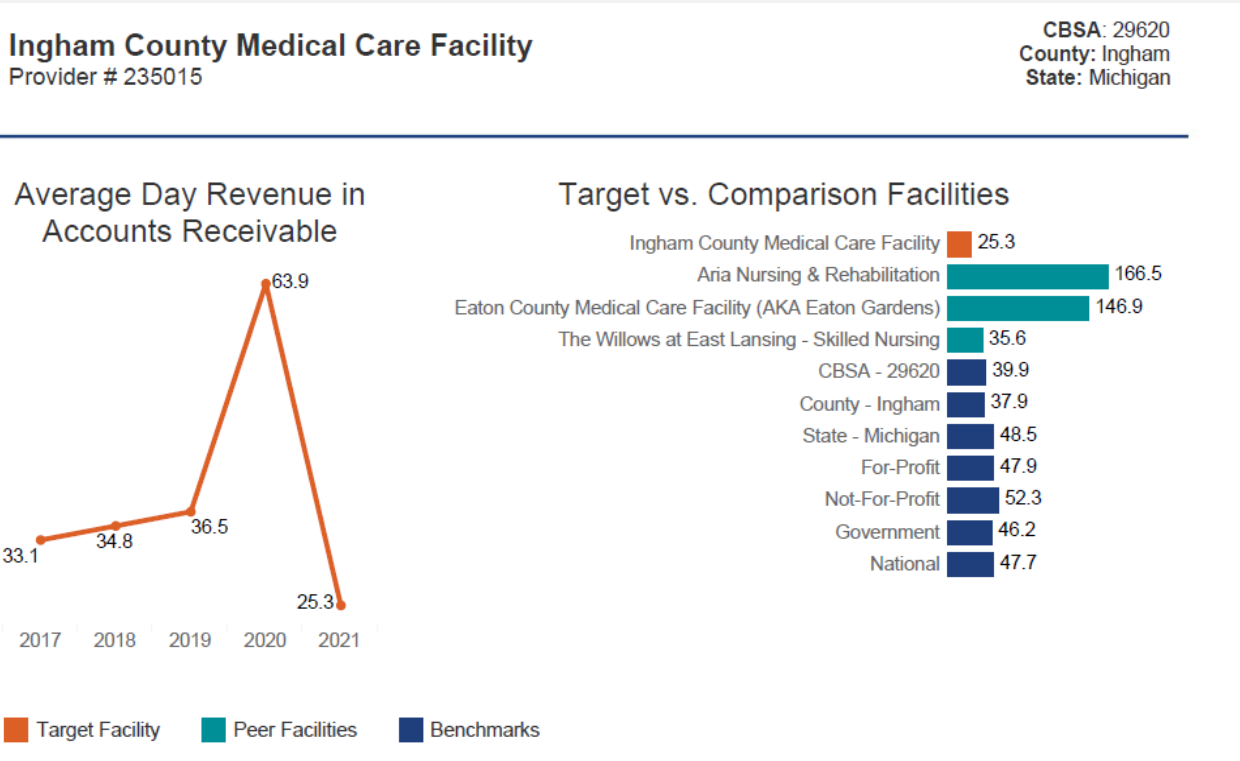
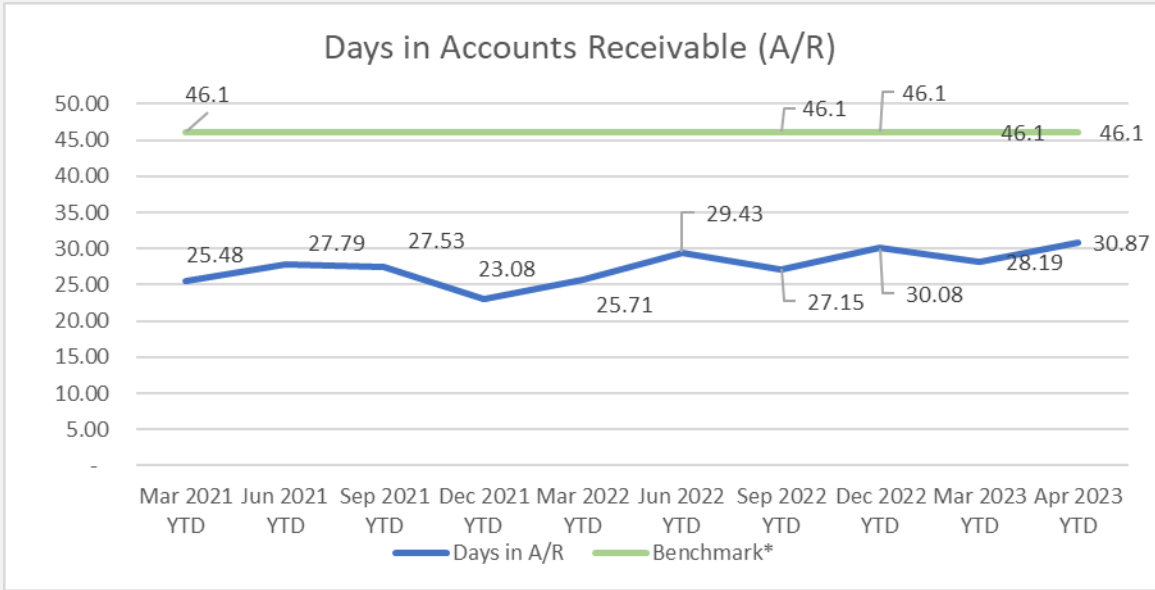
OPERATING MARGIN JAN 2021 – APR 2023



*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



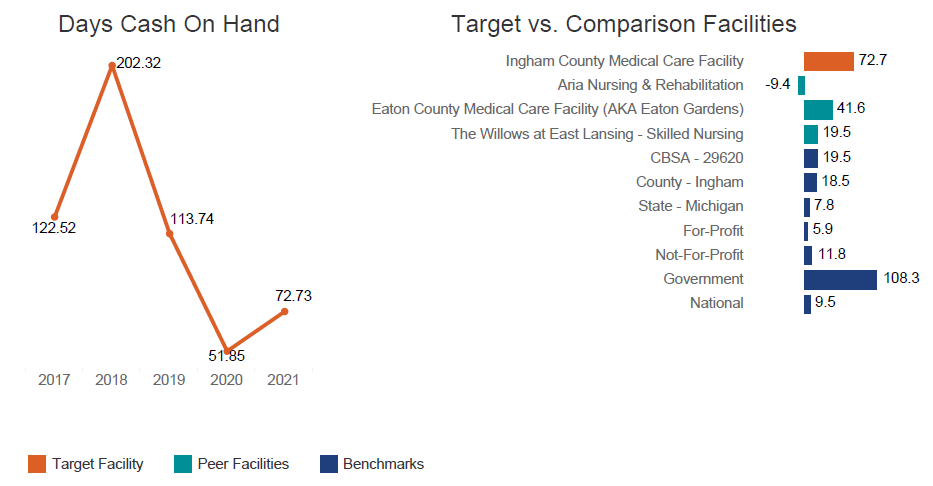
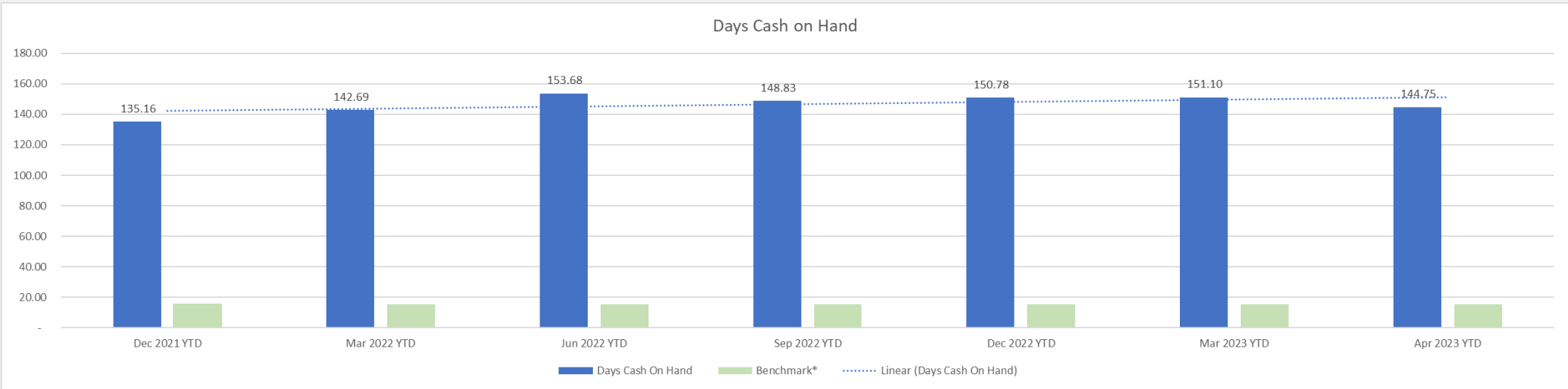
DAYS IN ACCOUNTS RECEIVABLE JAN 2021 – APR 2023



*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 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)

	PP5 2/19/23 - 3/4/23	PP5 2/19/23 - 3/4/23	PP5 2/19/23 - 3/4/23	
	Actual PPD	Target PPD	Variance	Not-For-Profit
CENA	2.90	2.79	(0.11)	2.24
LPN	0.87	0.86	(0.01)	1.09
RN	0.39	0.52	0.13	1.00
Nursing Other - RA's	0.06	-	(0.06)	-
Total Nurse Staffing Hours PPD	4.22	4.17	(0.05)	4.33
	PP6 3/5/23 - 3/18/23	PP6 3/5/23 - 3/18/23	PP6 3/5/23 - 3/18/23	
	Actual PPD	Target PPD	Variance	Not-For-Profit
CENA	2.97	2.79	(0.18)	2.24
LPN	0.98	0.86	(0.12)	1.09
RN	0.37	0.52	0.15	1.00
Nursing Other - RA's	0.09	-	(0.09)	-
Total Nurse Staffing Hours PPD	4.42	4.17	(0.25)	4.33
	PP7 3/19/23 - 4/1/23	PP7 3/19/23 - 4/1/23	PP7 3/19/23 - 4/1/23	
	Actual PPD	Target PPD	Variance	Not-For-Profit
CENA	2.96	2.79	(0.17)	2.24
LPN	1.04	0.86	(0.18)	1.09
RN	0.41	0.52	0.11	1.00
Nursing Other - RA's	0.09	-	(0.09)	-
Total Nurse Staffing Hours PPD	4.50	4.17	(0.33)	4.33
	PP8 4/2/23 - 4/15/23	PP8 4/2/23 - 4/15/23	PP8 4/2/23 - 4/15/23	
	Actual PPD	Target PPD	Variance	Not-For-Profit
CENA	2.98	2.79	(0.19)	2.24
LPN	1.10	0.86	(0.24)	1.09
RN	0.43	0.52	0.09	1.00
Nursing Other - RA's	0.09	-	(0.09)	-
Total Nurse Staffing Hours PPD	4.59	4.17	(0.42)	4.33
	PP9 4/16/23 - 4/29/23	PP9 4/16/23 - 4/29/23	PP9 4/16/23 - 4/29/23	
	Actual PPD	Target PPD	Variance	Not-For-Profit
CENA	2.88	2.79	(0.09)	2.24
LPN	0.94	0.86	(0.08)	1.09
RN	0.53	0.52	(0.01)	1.00
Nursing Other - RA's	0.11	-	(0.11)	-
Total Nurse Staffing Hours PPD	4.46	4.17	(0.29)	4.33

*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

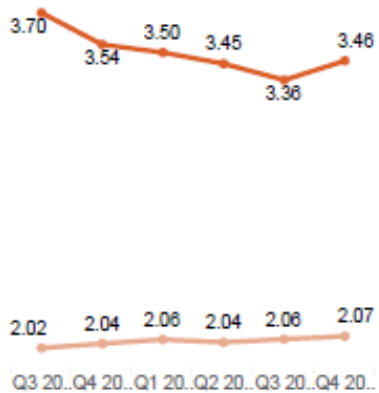
Staffing Hours PPD



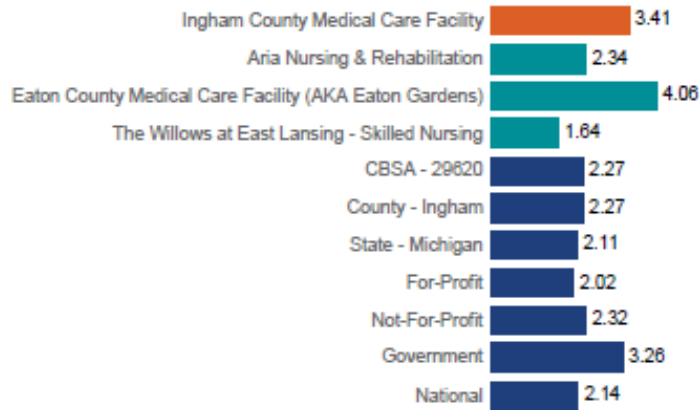
Ingham County Medical Care Facility
Provider # 235015

CBSA: 29620
County: Ingham
State: Michigan

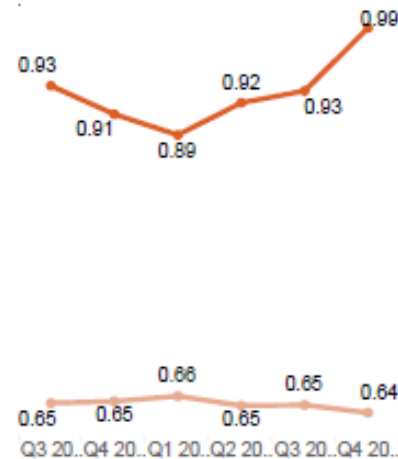
Nurse Aide Staffing Hours PPD



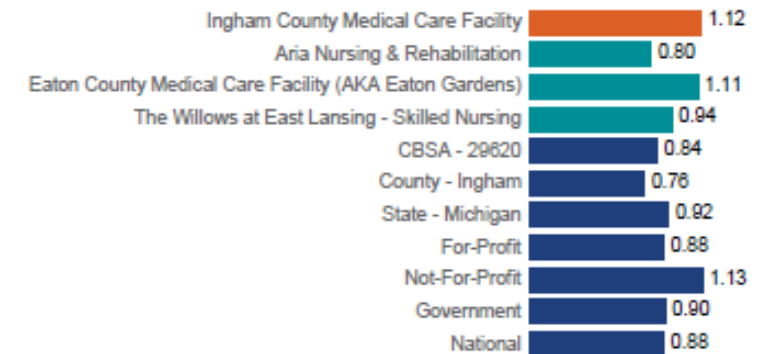
Target vs. Comparison Facilities Adjusted



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.

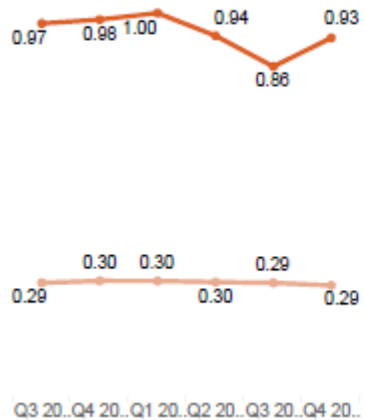
Staffing Hours PPD



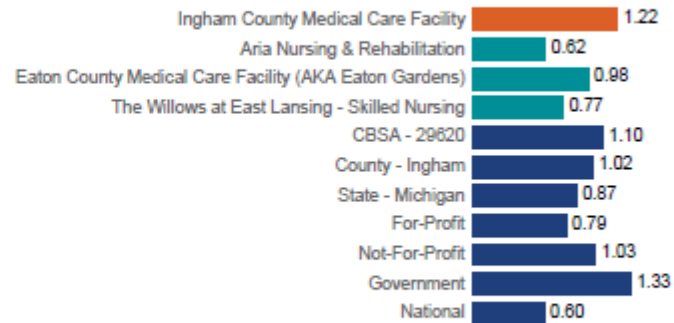
Ingham County Medical Care Facility
Provider # 235015

CBSA: 29620
County: Ingham
State: Michigan

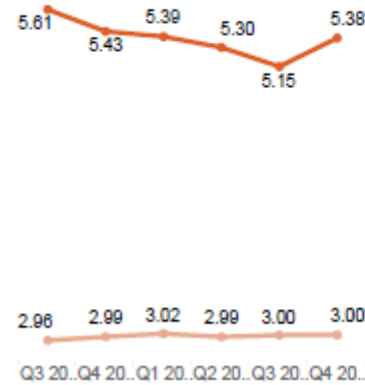
RN Staffing Hours PPD



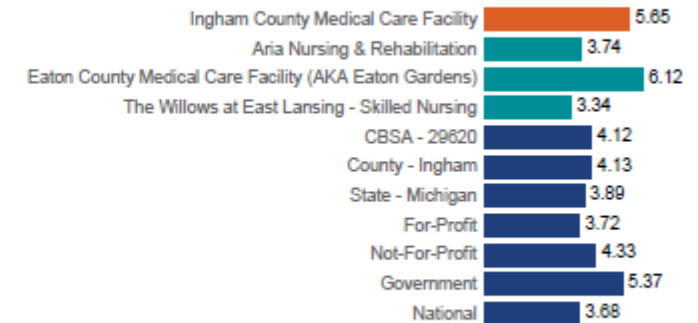
Target vs. Comparison Facilities
Adjusted



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

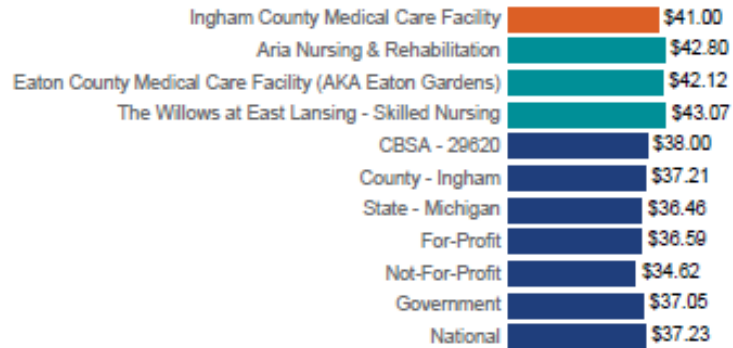
Ingham County Medical Care Facility
Provider # 235015

CBSA: 29620
County: Ingham
State: Michigan

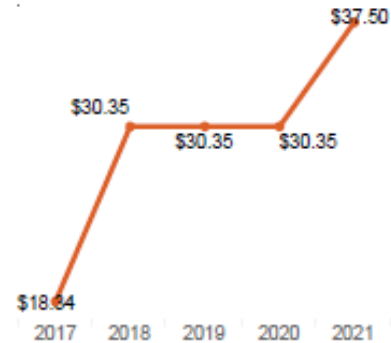
Registered Nurses (RNs) Wage Rate



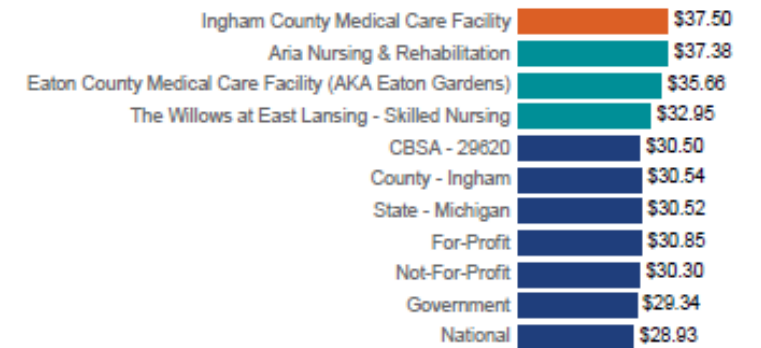
Target vs. Comparison Facilities




Licensed Practical Nurses (LPNs) Wage Rate



Target vs. Comparison Facilities



 Target Facility  Peer Facilities  Benchmarks

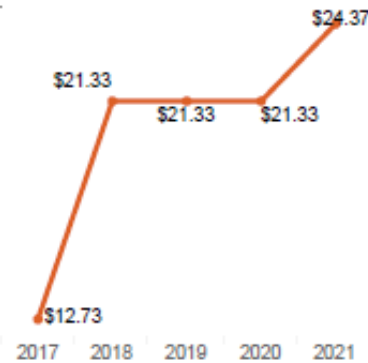
PLANTE MORAN DIRECT CARE WAGE RATE ANALYSIS CONT.

Direct Care Wage Rate Analysis

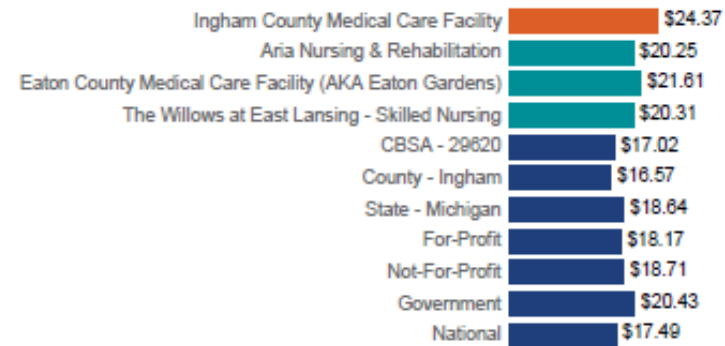
Ingham County Medical Care Facility
Provider # 235015

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