

CCMCF Board Agenda

November 20th, 2023 at 10am

1. **Call to Order**
 - A. Introduction of visitors and guests Agenda Approval
 2. **Disposition of Minutes of regular meeting**
 3. **Operations**
 - A. Welcome new board member Jennifer Rentfrow
 - B. Advertising/website/Facebook update, Ambrosia Neldon
 - C. Kara Spangler, Michael Handbury, and Rayann Franco Introductions and Meal Suite Update (Action)
 - D. April Reybuck, IPRAT Survey and COVID Outbreak
 4. **Financial, Jeremy Franks and Phil Alt**
 - A. ACH Update
 - B. Check Register (Action)
 - C. Census
 - D. September 2023 Quarterly Financials
 - E. FY 2024 Budget (Action)
 - F. Medicaid Reimbursement Update
 - G. Alt Long Term Care Consulting Proposal (Action)
 - H. Corporate Compliance, Rayann Franco
 5. **Operations cont.**
 - E. Rayann Franco, Woodlands Foundation Grant and CCMCF wishes (Action)
 - F. Linda Duchon, update
 - G. Linda Duchon, 10/19 Evacuation After Action Report
 - H. Levenboom and Rothman Consulting Proposal (Action)
 - I. AG and FRI Update
 - J. Electrical Update
 - K. Public Transportation Update
 - L. Jeff Withers, snow removal contract (Action)
 - M. CCMCF Administrator Search
 - N. Thank you for Thanksgiving pies and mac-n-cheese.
 - O. Employee Roster
 - P. Resident Council Minutes
CCMCF Newsletter
- **Adjournment**

**MINUTES FOR:
CASS COUNTY MEDICAL CARE FACILITY BOARD MEETING**

October 23, 2023 10:00 a.m.

In attendance: Vicki Vaughn (Board Chairperson), Diane Seifert (Member), Jeff Carmen (Member), Christian Lutes, (C.E.O.), Linda Duchon (Interim Administrator), Phil Alt (Contracted Accountant), Jeremy Franks (Director of Finance), Rayann Franco (Recording Minutes).

Guests for Public Comment: Jodi Nestich, Matthew Newton, Cherie File, Jamie Gish

The meeting was called to order by Vicki Vaughn at 10:04 a.m.

Diane Seifert made the motion to accept the agenda with addition of Jodi Nestich. Jeff Carmen supported the motion. Motion passed unanimously.

Jeff Carmen made the motion to accept the monthly board meeting minutes as presented. Diane Seifert supported the motion. Motion passed unanimously.

Jodi Nestich reported that the transition to the County IT is complete. Fifty computers were updated. There is a new firewall in place. There are duplicate and redundant ISPs in place. The help desk provides support twenty-four hours a day by county IT personnel. New WIFI equipment will be installed this week. Jodi Nestich suggested that a small budget allowance be instituted for IT purposes. Jeff Carmen made the motion that there be a \$5,000.00 budget established for IT support and services. Diane Seifert supported the motion. Motion passed unanimously.

Matthew Newton reported that the Board of Commissioners approved the contract between the county and the facility for marketing. He stated that there were some challenges in the transition from the previous vendor. The transition has been completed. Marketing efforts will concentrate on standardizing each category, creating a new calendar, add a category for forms, implementation of a community element into the website, and monthly articles.

Cherie File (Assistant Director of Nursing) reported that she and two others attended the Director of Nursing conference. The focus was primarily on MDS, HR recruiting and documentation. Cherie File stated that there is a skills fair for competencies scheduled for the end of this month.

Jamie Gish reported that the facility has maintained a five-star rating consecutively for seven years. Jamie Gish explained that most referrals are provided by hospital case managers. Jamie Gish stated that she visits different physicians with Rie Shimada to promote the nursing facility as well as outpatient therapy services. The facility has a current occupancy rate of ninety percent.

Jamie Gish reported that there was an evacuation drill last week which included the Emergency Manager from the county. Due to the weather conditions, one wing was evacuated to another wing. The process took approximately six minutes.

Phil Alt reviewed the check register. Jeff Carmen made the motion to approve checks in the amount of \$467,208.99. Diane Seifert supported the motion. Motion passed unanimously. Jeff Carmen made the motion to approve the direct payments in the amount of \$163,103.12. Diane Seifert supported the motion. Motion passed unanimously.

Phil Alt reviewed the monthly census with the board.

Jeremy Franks will seek vendor proposals for services related to copy machines.

Rayann Franco reported that there were five corporate compliance investigations for the month. Members of the board will pick up copies of the investigations.

Linda Duchon reported that the subject matter for the joint provider webinar this year was regarding emergency vehicle services.

Linda Duchon stated that the five-day report for the Facility Reportable Incident (FRI) has been submitted to the State of Michigan.

Christian Lutes explained the administrator's role in the interview process during an investigation.

Christian Lutes reported that another medical care facility is now offering dialysis within their facility. This allows a facility to admit residents which require dialysis. Challenges with admitting residents requiring dialysis include transportation to and from the dialysis appointments as well as the distance to travel for these appointments.

Linda Duchon stated that traditionally the facility provides a Thanksgiving pie and side dish for employees. In addition, the facility provides employees with a t-shirt and gift bag for Christmas. Diane Seifert made the motion to provide employees with a Thanksgiving pie and side dish as well as a t-shirt and gift bag for Christmas. Motion passed unanimously.

Christian Lutes reported that the search for a new administrator continues. There are four candidates that meet the basic requirements. Ten different agencies have been contacted to help search for an administrator.

Diane Seifert made the motion to adjourn the meeting. The meeting adjourned at 1:49 p.m.

Respectfully submitted by:

Rayann Franco

_____ (Board Chairperson)

_____ (C.E.O.)

Date: Nov 17, 2023
 Time: 15:11:25 ET
 User: Rayann Franco

Cass County Medical Care Facility
 Check Register
 10/1/2023 - 10/31/2023

Check Numbers: 1 - 999999999 Bank: Operating Account

| Check Number | Vendor Name | Remit to | Reference | Check/Reversal Date | Amount | Type | Status |
|--------------|--|--|-----------|---------------------|-------------|---------|--------|
| DP803 | MetLife | MetLife | 1915-1 | 10/2/2023 | \$6,906.21 | Payment | Y |
| DP804 | Internal Revenue Service | Internal Revenue Service | 1916-1 | 10/4/2023 | \$4,257.75 | Payment | Y |
| DP805 | Internal Revenue Service | Internal Revenue Service | 1917-1 | 10/4/2023 | \$70.10 | Payment | Y |
| DP807 | DELTA DENTAL | DELTA DENTAL | 1919-1 | 10/10/2023 | \$5,112.23 | Payment | Y |
| DP808 | Internal Revenue Service | Internal Revenue Service | 1920-1 | 10/11/2023 | \$74,808.58 | Payment | Y |
| DP809 | Internal Revenue Service | Internal Revenue Service | 1921-1 | 10/17/2023 | \$4,522.60 | Payment | Y |
| DP810 | ALERUS FINANCIAL | ALERUS FINANCIAL | 1922-1 | 10/18/2023 | \$4,764.46 | Payment | Y |
| DP811 | MICHIGAN DEPT OF TREASURY | MICHIGAN DEPT OF TREASURY | 1923-1 | 10/19/2023 | \$21,195.19 | Payment | Y |
| DP812 | INDIANA DEPT OF REVENUE | INDIANA DEPT OF REVENUE | 1924-1 | 10/20/2023 | \$5,094.19 | Payment | Y |
| 63248 | Accushield, LLC | Accushield, LLC | 1902-1 | 10/13/2023 | \$249.00 | Payment | |
| 63249 | AIRGAS USA LLC | AIRGAS USA LLC | 1902-2 | 10/13/2023 | \$347.35 | Payment | |
| 63250 | ALT LONG TERM CARE CONSULTING | ALT LONG TERM CARE CONSULTING | 1902-3 | 10/13/2023 | \$9,529.35 | Payment | |
| 63251 | ANTHEM BLUE CROSS | ANTHEM BLUE CROSS | 1902-4 | 10/13/2023 | \$8,083.72 | Payment | |
| 63252 | AT&T | AT&T | 1902-5 | 10/13/2023 | \$101.25 | Payment | |
| 63253 | AUNALYTICS, INC. | AUNALYTICS, INC. | 1902-6 | 10/13/2023 | \$5,846.81 | Payment | |
| 63254 | Brett N. Rogers,Chapter 13 Trust Account | Brett N. Rogers,Chapter 13 Trust Account | 1902-7 | 10/13/2023 | \$1,280.80 | Payment | |
| 63255 | CASS COUNTY | CASS COUNTY | 1902-8 | 10/13/2023 | \$50,891.56 | Payment | |
| 63256 | CASS COUNTY TRANS AUTHORITY | CASS COUNTY TRANS AUTHORITY | 1902-9 | 10/13/2023 | \$825.00 | Payment | |
| 63257 | CHRISTI RHYNARD | CHRISTI RHYNARD | 1902-10 | 10/13/2023 | \$1,000.00 | Payment | |
| 63258 | CLARENCE MILLER | CLARENCE MILLER | 1902-11 | 10/13/2023 | \$15.00 | Payment | |
| 63259 | COMMERCIAL READERS SERVICE | COMMERCIAL READERS SERVICE | 1902-12 | 10/13/2023 | \$110.31 | Payment | |
| 63260 | COMMUNITY MILLS | COMMUNITY MILLS | 1902-13 | 10/13/2023 | \$202.95 | Payment | |
| 63261 | ELKHART GENERAL HOSPITAL | ELKHART GENERAL HOSPITAL | 1902-14 | 10/13/2023 | \$30.00 | Payment | |
| 63262 | ENJOYMENT & IMAGE PUBLICATION | ENJOYMENT & IMAGE PUBLICATION | 1902-15 | 10/13/2023 | \$139.00 | Payment | |
| 63263 | eProvider Solutions LLC | eProvider Solutions LLC | 1902-16 | 10/13/2023 | \$170.00 | Payment | |
| 63264 | FITZSIMMONS HOSPITAL SERVICES | FITZSIMMONS HOSPITAL SERVICES | 1902-17 | 10/13/2023 | \$2,703.43 | Payment | |

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| Check Number | Vendor Name | Remit to | Reference | Check/Reversal Date | Amount | Type | Status |
|--------------|---|---|-----------|---------------------|-------------|---------|--------|
| 63265 | FLEXPAC | FLEXPAC | 1902-18 | 10/13/2023 | \$2,448.82 | Payment | |
| 63266 | GORDON FOOD SERVICE | GORDON FOOD SERVICE | 1902-19 | 10/13/2023 | \$61,819.65 | Payment | |
| 63267 | GORDON FOOD SERVICE | GORDON FOOD SERVICE | 1902-19 | 10/13/2023 | \$0.00 | Payment | Void |
| 63268 | GORDON FOOD SERVICE | GORDON FOOD SERVICE | 1902-19 | 10/13/2023 | \$0.00 | Payment | Void |
| 63269 | HR ADVANTAGE ADVISORY LLC | HR ADVANTAGE ADVISORY LLC | 1902-20 | 10/13/2023 | \$900.00 | Payment | |
| 63270 | INDEED | INDEED | 1902-21 | 10/13/2023 | \$6,000.00 | Payment | |
| 63271 | JMD Healthcare Solutions LLC | JMD Healthcare Solutions LLC | 1902-22 | 10/13/2023 | \$2,465.00 | Payment | |
| 63272 | KRISTY KRUKOWSKI | KRISTY KRUKOWSKI | 1902-23 | 10/13/2023 | \$20.00 | Payment | |
| 63273 | LINDA L. DUCHON | LINDA L. DUCHON | 1902-24 | 10/13/2023 | \$6,198.76 | Payment | |
| 63274 | MEAL SUITE | MEAL SUITE | 1902-25 | 10/13/2023 | \$513.00 | Payment | |
| 63275 | MEDLINE INDUSTRIES INC | MEDLINE INDUSTRIES INC | 1902-26 | 10/13/2023 | \$8,350.37 | Payment | |
| 63276 | MEDPRO DISPOSAL LLC | MEDPRO DISPOSAL LLC | 1902-27 | 10/13/2023 | \$1,032.75 | Payment | |
| 63277 | MELISSA EGGLESTON | MELISSA EGGLESTON | 1902-28 | 10/13/2023 | \$20.00 | Payment | |
| 63278 | MICHELE KLINE | MICHELE KLINE | 1902-29 | 10/13/2023 | \$20.27 | Payment | |
| 63279 | Michiana Mobility | Michiana Mobility | 1902-30 | 10/13/2023 | \$1,930.00 | Payment | |
| 63280 | MICHIGAN DEPT OF COMM HLTH | MICHIGAN DEPT OF COMM HLTH | 1902-31 | 10/13/2023 | \$6,130.23 | Payment | |
| 63281 | MICHIGAN STATE DISBRS UNIT | MICHIGAN STATE DISBRS UNIT | 1902-32 | 10/13/2023 | \$160.23 | Payment | |
| 63282 | Midwest Juice, Inc. of Michigan | Midwest Juice, Inc. of Michigan | 1902-33 | 10/13/2023 | \$537.07 | Payment | |
| 63283 | Net Health Systems Inc. | Net Health Systems Inc. | 1902-34 | 10/13/2023 | \$525.00 | Payment | |
| 63284 | NUTRITION SERVICES INC | NUTRITION SERVICES INC | 1902-35 | 10/13/2023 | \$3,007.60 | Payment | |
| 63285 | ORIENTAL TRADING COMPANY-OTC BRANDS INC | ORIENTAL TRADING COMPANY-OTC BRANDS INC | 1902-36 | 10/13/2023 | \$157.20 | Payment | |
| 63286 | PLANT MAGIC LLC | PLANT MAGIC LLC | 1902-37 | 10/13/2023 | \$386.24 | Payment | |
| 63287 | PointClickCare | PointClickCare | 1902-38 | 10/13/2023 | \$3,569.50 | Payment | |
| 63288 | QUILL CORPORATION | QUILL CORPORATION | 1902-39 | 10/13/2023 | \$810.18 | Payment | |
| 63289 | Remedi Senior Care of Michigan | Remedi Senior Care of Michigan | 1902-40 | 10/13/2023 | \$31,218.57 | Payment | |
| 63290 | ROBERT C. KHOENLE, PLLC | ROBERT C. KHOENLE, PLLC | 1902-41 | 10/13/2023 | \$316.38 | Payment | |

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|--------------|--|--|-----------|---------------------|--------------|---------|--------|
| 63291 | ROSE PEST SOLUTIONS | ROSE PEST SOLUTIONS | 1902-42 | 10/13/2023 | \$156.00 | Payment | |
| 63292 | SEMCO ENERGY | SEMCO ENERGY | 1902-43 | 10/13/2023 | \$2,024.87 | Payment | |
| 63293 | Shelton Wholesale Co | Shelton's Wholesale Co. | 1902-44 | 10/13/2023 | \$1,407.65 | Payment | |
| 63294 | SMCAS | SMCAS | 1902-45 | 10/13/2023 | \$50.50 | Payment | |
| 63295 | SUZANNE SALISBURY | SUZANNE SALISBURY | 1902-46 | 10/13/2023 | \$15.00 | Payment | |
| 63296 | SYMPHONY DIAGNOSTIC SERVICES NO 1 LLC | SYMPHONY DIAGNOSTIC SERVICES NO 1 LLC | 1902-47 | 10/13/2023 | \$338.52 | Payment | |
| 63297 | SYSCO GRAND RAPIDS | SYSCO GRAND RAPIDS | 1902-48 | 10/13/2023 | \$5,868.27 | Payment | |
| 63298 | SYSCO GRAND RAPIDS | SYSCO GRAND RAPIDS | 1902-48 | 10/13/2023 | \$0.00 | Payment | Void |
| 63299 | TELNET WORLDWIDE | TELNET WORLDWIDE | 1902-49 | 10/13/2023 | \$257.29 | Payment | |
| 63300 | THE COMPLIANCE STORE | THE COMPLIANCE STORE | 1902-50 | 10/13/2023 | \$2,950.00 | Payment | |
| 63301 | TRIDENTCARE VASCULAR SERVICES | TRIDENTCARE VASCULAR SERVICES | 1902-51 | 10/13/2023 | \$3,378.75 | Payment | |
| 63302 | WASTE MANAGEMENT OF MI INC | WASTE MANAGEMENT OF MI INC | 1902-52 | 10/13/2023 | \$2,674.97 | Payment | |
| 63303 | WAYSTAR INC | WAYSTAR INC | 1902-53 | 10/13/2023 | \$301.65 | Payment | |
| 63304 | DAYLEIGH KACHUR | DAYLEIGH KACHUR | 1903-1 | 10/13/2023 | \$153.00 | Payment | |
| 63305 | BLUE CROSS BLUE SHIELD MI-0053 | BLUE CROSS BLUE SHIELD MI-0053 | 1904-1 | 10/20/2023 | \$110,510.47 | Payment | |
| 63306 | BLUE CROSS BLUE SHIELD MI-0054 | BLUE CROSS BLUE SHIELD MI-0054 | 1904-2 | 10/20/2023 | \$673.38 | Payment | |
| 63307 | BLUE CROSS BLUE SHIELD-0033 | BLUE CROSS BLUE SHIELD-0033 | 1904-3 | 10/20/2023 | \$750.19 | Payment | |
| 63308 | BRANDY TREMBLAY | BRANDY TREMBLAY | 1904-4 | 10/20/2023 | \$111.88 | Payment | |
| 63309 | Brett N. Rogers,Chapter 13 Trust Account | Brett N. Rogers,Chapter 13 Trust Account | 1904-5 | 10/20/2023 | \$1,280.80 | Payment | |
| 63310 | Cintas | Cintas | 1904-6 | 10/20/2023 | \$505.48 | Payment | |
| 63311 | DEBRA SOKOLOSIS | DEBRA SOKOLOSIS | 1904-7 | 10/20/2023 | \$37.50 | Payment | |
| 63312 | ECS Solutions | ECS Solutions | 1904-8 | 10/20/2023 | \$6,630.00 | Payment | |
| 63313 | FLEXPAC | FLEXPAC | 1904-9 | 10/20/2023 | \$374.39 | Payment | |
| 63314 | GORDON FOOD SERVICE | GORDON FOOD SERVICE | 1904-10 | 10/20/2023 | \$5,753.64 | Payment | |
| 63315 | HARDING'S MARKET | HARDING'S MARKET | 1904-11 | 10/20/2023 | \$19.96 | Payment | |

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|--------------|--------------------------------------|--------------------------------------|-----------|---------------------|-------------|---------|--------|
| 63316 | HAWKINS WATER TECH | HAWKINS WATER TECH | 1904-12 | 10/20/2023 | \$648.90 | Payment | |
| 63317 | INDIANA MICHIGAN POWER | INDIANA MICHIGAN POWER | 1904-13 | 10/20/2023 | \$6,243.37 | Payment | |
| 63318 | KRONOS SAASHR INC | KRONOS SAASHR INC | 1904-14 | 10/20/2023 | \$3,408.78 | Payment | |
| 63319 | LEBENBOM & ROTHMAN PC | LEBENBOM & ROTHMAN PC | 1904-15 | 10/20/2023 | \$3,486.24 | Payment | |
| 63320 | MEC | MEC | 1904-16 | 10/20/2023 | \$155.00 | Payment | |
| 63321 | Midwest Juice, Inc. of Michigan | Midwest Juice, Inc. of Michigan | 1904-17 | 10/20/2023 | \$371.14 | Payment | |
| 63322 | NEIGHBORS INC | NEIGHBORS INC | 1904-18 | 10/20/2023 | \$170.00 | Payment | |
| 63323 | NICOLE DYDA | NICOLE DYDA | 1904-19 | 10/20/2023 | \$114.38 | Payment | |
| 63324 | OPTUM 360 | OPTUM 360 | 1904-20 | 10/20/2023 | \$179.95 | Payment | |
| 63325 | PORKYS PARTY PLACE | PORKYS PARTY PLACE | 1904-21 | 10/20/2023 | \$110.00 | Payment | |
| 63326 | ROBERT C. KHOENLE, PLLC | ROBERT C. KHOENLE, PLLC | 1904-22 | 10/20/2023 | \$457.45 | Payment | |
| 63327 | Shelton Wholesale Co | Shelton's Wholesale Co. | 1904-23 | 10/20/2023 | \$179.70 | Payment | |
| 63328 | SYSCO GRAND RAPIDS | SYSCO GRAND RAPIDS | 1904-24 | 10/20/2023 | \$13,202.26 | Payment | |
| 63329 | SYSCO GRAND RAPIDS | SYSCO GRAND RAPIDS | 1904-24 | 10/20/2023 | \$0.00 | Payment | Void |
| 63330 | SYSCO GRAND RAPIDS | SYSCO GRAND RAPIDS | 1904-24 | 10/20/2023 | \$0.00 | Payment | Void |
| 63331 | SYSCO GRAND RAPIDS | SYSCO GRAND RAPIDS | 1904-24 | 10/20/2023 | \$0.00 | Payment | Void |
| 63332 | SYSCO GRAND RAPIDS | SYSCO GRAND RAPIDS | 1904-24 | 10/20/2023 | \$0.00 | Payment | Void |
| 63333 | TRANE U.S. INC | TRANE U.S. INC | 1904-25 | 10/20/2023 | \$6,345.00 | Payment | |
| 63334 | UVSheltron | UVSheltron | 1904-26 | 10/20/2023 | \$9,998.00 | Payment | |
| 63335 | VANGUARD FIRE & SECURITY SYSTEMS INC | VANGUARD FIRE & SECURITY SYSTEMS INC | 1904-27 | 10/20/2023 | \$500.00 | Payment | |
| 63336 | VERIZON WIRELESS | VERIZON WIRELESS | 1904-28 | 10/20/2023 | \$70.71 | Payment | |
| 63337 | ALLEN MOTT | ALLEN MOTT | 1910-1 | 10/27/2023 | \$100.00 | Payment | |
| 63338 | CASS COUNTY MEDICAL CARE FCLTY | CASS COUNTY MEDICAL CARE FCLTY | 1910-2 | 10/27/2023 | \$81.23 | Payment | |
| 63339 | CERDANT, LLC | CERDANT, LLC | 1910-3 | 10/27/2023 | \$13,652.45 | Payment | |
| 63340 | CLARK HILL | CLARK HILL | 1910-4 | 10/27/2023 | \$345.00 | Payment | |

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|--------------|---|---|-----------|---------------------|------------|---------|--------|
| 63341 | DELL MARKETING L.P. | DELL MARKETING L.P. | 1910-5 | 10/27/2023 | \$4,275.84 | Payment | |
| 63342 | Dish Network LLC | Dish Network LLC | 1910-6 | 10/27/2023 | \$1.75 | Payment | |
| 63343 | EOS | EOS | 1910-7 | 10/27/2023 | \$975.00 | Payment | |
| 63344 | EXPRESS SUPPLY WORLDWIDE INC | EXPRESS SUPPLY WORLDWIDE INC | 1910-8 | 10/27/2023 | \$2,816.93 | Payment | |
| 63345 | FRONTIER | FRONTIER | 1910-9 | 10/27/2023 | \$322.65 | Payment | |
| 63346 | GORDON FOOD SERVICE | GORDON FOOD SERVICE | 1910-10 | 10/27/2023 | \$9,086.51 | Payment | |
| 63347 | KATHY BROWN | KATHY BROWN | 1910-11 | 10/27/2023 | \$552.93 | Payment | |
| 63348 | KCI USA | KCI USA | 1910-12 | 10/27/2023 | \$414.18 | Payment | |
| 63349 | LEBENBOM & ROTHMAN PC | LEBENBOM & ROTHMAN PC | 1910-13 | 10/27/2023 | \$3,960.16 | Payment | |
| 63350 | LINDA L. DUCHON | LINDA L. DUCHON | 1910-14 | 10/27/2023 | \$6,294.63 | Payment | |
| 63351 | LIVELY | LIVELY | 1910-15 | 10/27/2023 | \$33.61 | Payment | |
| 63352 | MEDLINE INDUSTRIES INC | MEDLINE INDUSTRIES INC | 1910-16 | 10/27/2023 | \$8,587.55 | Payment | |
| 63353 | MEDLINE INDUSTRIES INC | MEDLINE INDUSTRIES INC | 1910-16 | 10/27/2023 | \$0.00 | Payment | Void |
| 63354 | MEDPRO DISPOSAL LLC | MEDPRO DISPOSAL LLC | 1910-17 | 10/27/2023 | \$1,453.50 | Payment | |
| 63355 | MICHELE KLINE | MICHELE KLINE | 1910-18 | 10/27/2023 | \$31.80 | Payment | |
| 63356 | ORIENTAL TRADING COMPANY-OTC BRANDS INC | ORIENTAL TRADING COMPANY-OTC BRANDS INC | 1910-19 | 10/27/2023 | \$24.69 | Payment | |
| 63357 | Personnel Concepts | Personnel Concepts | 1910-20 | 10/27/2023 | \$475.88 | Payment | |
| 63358 | PROFESSIONAL MEDICAL | PROFESSIONAL MEDICAL | 1910-21 | 10/27/2023 | \$2,128.89 | Payment | |
| 63359 | QUILL CORPORATION | QUILL CORPORATION | 1910-22 | 10/27/2023 | \$1,395.17 | Payment | |
| 63360 | Shelton Wholesale Co | Shelton's Wholesale Co. | 1910-23 | 10/27/2023 | \$748.75 | Payment | |
| 63361 | SPIN TECHS INC | SPIN TECHS INC | 1910-24 | 10/27/2023 | \$236.00 | Payment | |
| 63362 | STERICYCLE | STERICYCLE | 1910-25 | 10/27/2023 | \$415.37 | Payment | |
| 63363 | SYSCO GRAND RAPIDS | SYSCO GRAND RAPIDS | 1910-26 | 10/27/2023 | \$1,234.34 | Payment | |
| 63364 | VBEMS | VBEMS | 1910-27 | 10/27/2023 | \$212.00 | Payment | |
| 63365 | VILLAGE OF CASSOPOLIS | VILLAGE OF CASSOPOLIS | 1910-28 | 10/27/2023 | \$4,438.09 | Payment | |
| 63366 | IBEKIE FOUNDATION INC | IBEKIE FOUNDATION INC | 1911-1 | 10/30/2023 | \$5,833.33 | Payment | |

Summary

| | |
|----------------------------|--------------|
| 111 check(s) issued | \$482,055.62 |
| 8 check(s) voided | \$0.00 |
| 0 check(s) reversed | \$0.00 |
| 9 direct payment(s) issued | \$126,731.31 |

Cass County Medical Care Facility
 Detailed Census Report - By Payer
 Monthly Census - Ending October 2023

Unit: All Floor: All Payers: All Bed Certification: All

| Summary By: Payer | # of Days | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|-----------|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | | | | |
| Auto (AUT) | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | | |
| Commercial Insurance (CI) | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | |
| Humana Medicare Advantage (MHA) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| MI Health Link Medicaid (MIM) | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | |
| Med Plus Blue Advantage (BMA) | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | |
| Medicaid (MA) | 45 | 44 | 44 | 44 | 44 | 44 | 44 | 44 | 44 | 45 | 45 | 45 | 45 | 44 | 44 | 46 | 46 | 46 | 46 | 46 | 46 | 46 | 45 | 46 | 46 | 46 | 46 | 46 | 46 | 46 | 46 | 46 | 46 | 46 | |
| Medicare A (MCA) | 3 | 2 | 2 | 2 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | |
| Priority Health Medicare Advantage (PH) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Private Pay (PP) | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 |
| United Health Care Advantage (UMA) | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| Wellcare Advantage (WEA) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL DAYS | 2136 | 68 | 66 | 65 | 66 | 68 | 68 | 68 | 68 | 67 | 70 | 70 | 69 | 70 | 69 | 71 | 71 | 69 | 68 | 71 | 70 | 69 | 70 | 71 | 71 | 70 | 69 | 69 | 69 | 68 | 69 | 68 | 69 | 68 | 69 |

Cass County Medical Care Facility
Balance Sheet

| | 9/30/2023 | | 6/30/2023 | | Quarterly | | 9/30/2022 | | Year-to-Date | |
|--------------------------------------|---------------------|---------------------|---------------------|---------------|---------------------|-----------------------|---------------|----------------|--------------|----------------|
| | | | | | Change | Percent Change | Change | Percent Change | Change | Percent Change |
| Assets | | | | | | | | | | |
| Operating cash | \$ 405,728 | \$ 751,121 | \$ (345,393) | -46.0% | \$ 834,160 | \$ (428,432) | -51.4% | | | |
| Reserve cash and investments | 1,604,366 | 2,080,536 | (476,171) | -22.9% | 2,516,941 | (912,575) | -36.3% | | | |
| Accounts receivable | 2,286,955 | 1,988,946 | 298,009 | 15.0% | 2,163,021 | 123,934 | 5.7% | | | |
| Less allowance for doubtful accts | (547,941) | (517,941) | (30,000) | 5.8% | (470,000) | (77,941) | 16.6% | | | |
| Third-party settlements-MIP, QAS, CR | 14,886 | 246,950 | (232,064) | -94.0% | 276,733 | (261,847) | -94.6% | | | |
| Third-party settlements-CPE | - | - | - | 0.0% | - | - | 0.0% | | | |
| Millage receivable | - | (40,786) | 40,786 | -100.0% | 1,218 | (1,218) | -100.0% | | | |
| Other assets | 900,192 | 845,154 | 55,039 | 6.5% | 965,720 | (65,528) | -6.8% | | | |
| Fixed assets | 814,510 | 806,013 | 8,497 | 1.1% | 820,147 | (5,637) | -0.7% | | | |
| Total assets | \$ 5,478,696 | \$ 6,159,993 | \$ (681,297) | -11.1% | \$ 7,107,939 | \$ (1,629,244) | -22.9% | | | |

| Liabilities and Net Position | |
|---|----------------------------------|
| Accounts payable | \$ 241,522 \$ 263,612 |
| Current payroll accruals | 456,964 233,790 |
| Stimulus funding liabilities | - - |
| Deferred revenue-Millage | - 320,600 |
| Long-term payroll accruals | 469,020 469,020 |
| Net position | 4,311,190 4,872,971 |
| Total liabilities and net position | \$ 5,478,696 \$ 6,159,993 |

| Statistics | |
|--|---------------------|
| Daily operating expenses | \$ 39,490 \$ 40,167 |
| Days cash on hand - Operating Cash ONLY | 10 19 |
| Days cash on hand - Total Cash-Investments | 51 70 |
| Target | 100 |
| Daily service revenue | \$ 26,934 \$ 27,781 |
| Days in net accounts receivable | 65 53 |
| Target | 50 |
| Operating ratio, excluding millage | 130.1% |
| Operating ratio, including millage | 116.0% |
| Target | 100.0% |
| Average monthly revenue | \$ 910,871 |
| Average monthly wages expense | \$ 712,586 |
| Average monthly operating expenses | \$ 462,356 |
| Average monthly operating results | \$ (264,071) |

| | | | | | |
|--|-------------|-------|-------------|--------------|--------|
| Daily operating expenses | \$ (677) | -1.7% | \$ 30,428 | \$ 9,062 | 29.8% |
| Days cash on hand - Operating Cash ONLY | (8) | | 27 | (17) | |
| Days cash on hand - Total Cash-Investments | (20) | | 110 | (59) | |
| Target | | | | | |
| Daily service revenue | \$ (848) | -3.1% | \$ 24,073 | \$ 2,861 | 11.9% |
| Days in net accounts receivable | 12 | | 70 | (6) | |
| Target | | | | | |
| Operating ratio, excluding millage | | 0.9% | 111.5% | | 18.6% |
| Operating ratio, including millage | | 0.0% | 99.1% | | 16.9% |
| Target | | | | | |
| Average monthly revenue | \$ (22,409) | -2.4% | \$ 830,397 | \$ 80,474 | 9.7% |
| Average monthly wages expense | \$ 15,042 | 2.2% | \$ 563,752 | \$ 148,834 | 26.4% |
| Average monthly operating expenses | \$ (35,189) | -7.1% | \$ 351,763 | \$ 110,593 | 31.4% |
| Average monthly operating results | \$ (2,263) | -0.9% | \$ (85,118) | \$ (178,954) | 210.2% |

Cass County Medical Care Facility
Income Statement
September 30, 2023

Quarterly Results

| | Quarterly Results | | | Comparison to Prior Year Average | | | |
|-----------------------------------|---------------------|---------------------|---------------------|----------------------------------|---------------------|---------------------|----------------|
| | Actual | Budget | \$ Variance | % Variance | FY 2022 Qtr Avg | PY - CY Change | % Change |
| Operating revenue | | | | | | | |
| Net Service Revenue | \$ 2,477,918 | \$ 2,408,523 | \$ 69,395 | 2.9% | \$ 2,196,624 | \$ 281,294 | 12.8% |
| QAS and QMI revenue | 274,986 | 305,518 | (30,532) | -10.0% | 279,341 | (4,355) | -1.6% |
| Other revenue | 40,433 | 7,915 | 32,518 | 410.8% | 15,226 | 25,207 | 165.6% |
| Total operating revenue | \$ 2,793,337 | \$ 2,721,956 | \$ 71,381 | 2.6% | \$ 2,491,191 | \$ 302,146 | 12.1% |
| Operating expenses | | | | | | | |
| Wages | \$ 2,185,265 | \$ 1,972,887 | \$ 212,378 | 10.8% | \$ 1,691,255 | \$ 494,009 | 29.2% |
| Benefits and payroll taxes | 429,039 | 489,090 | (60,051) | -12.3% | 426,904 | 2,136 | 0.5% |
| Operating supplies and expenses | 362,306 | 217,261 | 145,045 | 66.8% | 206,125 | 156,182 | 75.8% |
| Ancillary services | 61,065 | 45,143 | 15,922 | 35.3% | 40,483 | 20,582 | 50.8% |
| Purchased services | 265,314 | 119,355 | 145,958 | 122.3% | 115,824 | 149,489 | 129.1% |
| Equipment | 30,888 | 18,877 | 12,011 | 63.6% | 26,527 | 4,361 | 16.4% |
| Payor source assessments | 162,165 | 161,332 | 833 | 0.5% | 156,883 | 5,282 | 3.4% |
| Other expenses | 30,306 | 15,173 | 15,133 | 99.7% | 21,847 | 8,459 | 38.7% |
| Utilities, Insurance, Taxes | 76,809 | 63,078 | 13,731 | 21.8% | 60,697 | 16,113 | 26.5% |
| Depreciation and amortization | 25,176 | 26,250 | (1,074) | -4.1% | 26,197 | (1,021) | -3.9% |
| Bad debt expense | 29,900 | 30,000 | (100) | -0.3% | 30,000 | (100) | -0.3% |
| Total operating expenses | \$ 3,658,232 | \$ 3,158,447 | \$ 499,786 | 15.8% | \$ 2,802,741 | \$ 855,491 | 30.5% |
| Operating income (loss) | \$ (864,895) | \$ (436,491) | \$ (428,404) | 98.1% | \$ (311,550) | \$ (553,345) | 177.6% |
| Millage revenue | 338,762 | 320,000 | 18,762 | 5.9% | 309,679 | 29,083 | 9.4% |
| Payor Settlements | - | - | - | 0.0% | 31,450 | (31,450) | -100.0% |
| Other adjustments (GASB 68, etc.) | - | - | - | 0.0% | - | - | 0.0% |
| Pandemic revenue | 77,420 | 127,828 | (50,408) | -39.4% | 208,474 | (131,054) | -62.9% |
| Pandemic expenses | (113,068) | (114,637) | 1,569 | -1.4% | (119,871) | 6,803 | -5.7% |
| Net income (loss) | \$ (561,781) | \$ (103,300) | \$ (458,481) | 443.8% | \$ 118,182 | \$ (679,963) | -575.4% |
| Census Statistics | | | | | | | |
| Average Residents per Day | 67.8 | 68.0 | (0.2) | -0.3% | 60.0 | 7.9 | 13.1% |
| Medicare | 9.7% | 8.0% | | 1.7% | 10.7% | | -1.0% |
| Medicaid | 72.3% | 81.5% | | -9.2% | 80.1% | | -7.8% |
| Private Pay | 13.9% | 8.0% | | 5.9% | 7.0% | | 7.0% |
| Hospice and insurance | 4.1% | 2.5% | | 1.6% | 2.2% | | 1.8% |

**Cass County MCF
Budget Summary
9/30/2024**

Projected Budget-11/20/2023

| Description | 2024 Budget | \$ Change | % Change | 2023 Annualized | 2022 Actual |
|--|-----------------------|-------------------------------|-------------|-----------------------|-----------------------|
| Operating Revenue | | | | | |
| Service revenue | \$ 11,474,748 | \$ 805,616 | 8% | \$ 10,669,132 | \$ 9,903,860 |
| Other operating revenue | 170,230 | (1,151) | -1% | 171,381 | 60,904 |
| Total operating revenue | \$ 11,644,978 | \$ 804,466 | 7% | \$ 10,840,513 | \$ 9,964,764 |
| Operating Expenses | | | | | |
| Salary and wages | \$ 8,234,515 | \$ (189,809) | -2% | \$ 8,424,324 | \$ 6,921,271 |
| Employee benefits | 2,172,063 | 56,773 | 3% | 2,115,291 | 1,765,946 |
| Operating supplies and expenses | 1,037,300 | (26,416) | -2% | 1,063,716 | 737,872 |
| Ancillary services (pharmacy, lab, etc.) | 241,000 | (7,020) | -3% | 248,020 | 163,121 |
| Other professional services | 575,000 | (201,812) | -26% | 776,812 | 460,190 |
| Repairs and maintenance | 63,600 | 388 | 1% | 63,212 | 91,318 |
| Utilities, insurance, and taxes | 241,500 | 4,202 | 2% | 237,298 | 241,289 |
| Depreciation | 105,000 | 4,296 | 4% | 100,704 | 104,789 |
| Minor Equipment | 152,300 | (48,640) | -24% | 200,940 | 133,187 |
| Provider tax, MOE, QMI expense | 660,000 | 709 | 0% | 659,291 | 627,532 |
| Bad debt expense | 120,000 | - | 0% | 120,000 | 120,000 |
| Other | 1,100 | 60 | 6% | 1,040 | 701 |
| Total operating expenses | \$ 13,603,378 | \$ (407,269) | -3% | \$ 14,010,647 | \$ 11,367,214 |
| Operating income (loss) | \$ (1,958,400) | \$ 1,211,734 | -38% | \$ (3,170,134) | \$ (1,402,450) |
| Other income (loss) | | | | | |
| Millage revenue | \$ 1,370,000 | \$ 71,838 | 6% | \$ 1,298,162 | \$ 1,238,716 |
| Pension non-cash adjustment (GASB 68) | - | - | 100% | - | (47,898) |
| Certified Public Expenditure (CPE) | - | - | 100% | - | - |
| Settlements (cost report, etc.) | - | 1,325 | -100% | (1,325) | 125,799 |
| Pandemic stimulus funding | 84,800 | (232,863) | -73% | 317,663 | 574,874 |
| Pandemic expenditures | (36,000) | 73,381 | -67% | (109,381) | (64,212) |
| Total income (loss) | \$ (539,600) | \$ 1,125,415 | -68% | \$ (1,665,015) | \$ 424,828 |
| Cash Flow Analysis | | | | | |
| 2021 Budget | | | | | |
| Operating cash flow | \$ (1,853,400) | | | | |
| Other income (expense) cash flow | 1,418,800 | | | | |
| Capital expenditures | (150,000) | | | | |
| Other cashflow activity | 500,000 | | | | |
| Net cash flow | \$ (84,600) | | | | |
| Estimated cash balance - 10/1/2023 | 2,010,094 | | | | |
| Ending cash balance (9/30/2024, projected) | \$ 1,925,494 | | | | |
| | | Days Cash on Hand-> | 52 | 53 | 109 |
| Occupancy | 85.0% | | 1.0% | 84.0% | 79.7% |

Summary of Assumptions

Occupancy has stabilized around 85% and is seeing some improvement. Assumption set to the base amount of 85% to ensure full Medicaid reimbursement. Payor mix remains constant with rates based on known future reimbursement, with consideration of historical rates and expected adjustments. The major impact to wages is the inclusion of nonclinical direct care workers required to receive increased wage rates and the State reimbursing for those wage adjustments, which ultimately reduces the overall cost of wages. Further, efficiency is expected with stable occupancy (less overtime). Employee benefits remain stable compared to prior years with modest rate adjustments expected for insurance coverage to employees. In an effort to reduce costs and leveraging hired staff, the professional fees are expected to see a decrease during 2024. Depreciation expense based on projection provided by fixed asset software and other estimates. After the significant IT equipment spend in 2023, equipment expense is expected to decrease into 2024. Bad debt expense is estimated based on historical trends and industry average. General inflationary change is 4.0%, but due to COVID impacts, shifts in occupancy, and other factors, many costs were evaluated individually. No budget amounts set for GASB 68 adjustments, CPE, settlements, but there is expected cash flow expected for some of these items. Millage revenue is based on taxable value of property in the County at the current millage rate for the MCF (0.5 mills). COVID revenue relates to MCMCFC workforce stabilization grant funding, while the direct care worker reimbursement amount is offsetting wages. COVID expenditures are expected to continue into 2024 and at some point will be rolled into normal operating expenses into the future. Routine replacement of capital items expected for 2024, estimated at \$150,000. Medicaid, which represents approximately 80% of service revenue, has returned to cost-based reimbursement, which has yielded significant settlement activity and increased reimbursement rates. Settlements expected in 2024 (\$500,000) and 2025 (\$350,000) will help to supplement cashflow. The Facility is still waiting to receive the final ERC refund of \$740,000, but the timeline for receipt is unknown, so it has been excluded from this budget.

Cass County Medical Care Facility
Income Statement
September 30, 2023

| | Year to Date Results | | | | Comparison to Prior Year Average | | |
|-----------------------------------|-----------------------|-----------------------|-----------------------|---------------|----------------------------------|-----------------------|----------------|
| | Actual | Budget | \$ Variance | % Variance | FY 2022 | PY - CY | |
| | | | | | Total | Change | % Change |
| Operating revenue | | | | | | | |
| Net Service Revenue | \$ 9,567,450 | \$ 9,555,555 | \$ 11,896 | 0.1% | \$ 8,786,498 | \$ 780,952 | 8.9% |
| QAS and QMI revenue | 1,103,513 | 1,213,575 | (110,062) | -9.1% | 1,117,362 | (13,849) | -1.2% |
| Other revenue | 169,549 | 63,333 | 106,216 | 167.7% | 60,904 | 108,644 | 178.4% |
| Total operating revenue | \$ 10,840,512 | \$ 10,832,462 | \$ 8,050 | 0.1% | \$ 9,964,764 | \$ 875,748 | 8.8% |
| Operating expenses | | | | | | | |
| Wages | \$ 8,434,597 | \$ 7,827,214 | \$ 607,384 | 7.8% | \$ 6,765,021 | \$ 1,669,576 | 24.7% |
| Benefits and payroll taxes | 2,044,348 | 1,950,006 | 94,342 | 4.8% | 1,707,615 | 336,733 | 19.7% |
| Operating supplies and expenses | 1,132,200 | 862,800 | 269,400 | 31.2% | 824,499 | 307,701 | 37.3% |
| Ancillary services | 244,503 | 179,100 | 65,403 | 36.5% | 161,930 | 82,572 | 51.0% |
| Purchased services | 778,206 | 493,300 | 284,906 | 57.8% | 463,297 | 314,909 | 68.0% |
| Equipment | 155,758 | 75,300 | 80,458 | 106.8% | 106,107 | 49,651 | 46.8% |
| Payor source assessments | 659,291 | 645,000 | 14,291 | 2.2% | 627,532 | 31,759 | 5.1% |
| Other expenses | 93,307 | 60,300 | 33,007 | 54.7% | 87,387 | 5,920 | 6.8% |
| Utilities, Insurance, Taxes | 258,006 | 255,000 | 3,006 | 1.2% | 242,787 | 15,219 | 6.3% |
| Depreciation and amortization | 100,704 | 105,000 | (4,296) | -4.1% | 104,789 | (4,085) | -3.9% |
| Bad debt expense | 120,000 | 120,000 | - | 0.0% | 120,000 | - | 0.0% |
| Total operating expenses | \$ 14,020,920 | \$ 12,573,019 | \$ 1,447,901 | 11.5% | \$ 11,210,964 | \$ 2,809,956 | 25.1% |
| Operating income (loss) | \$ (3,180,409) | \$ (1,740,557) | \$ (1,439,851) | 82.7% | \$ (1,246,200) | \$ (1,934,208) | 155.2% |
| Millage revenue | 1,298,162 | 1,280,000 | 18,162 | 1.4% | 1,238,716 | 59,446 | 4.8% |
| Payor Settlements | (1,324) | - | (1,324) | 0.0% | 125,799 | (127,123) | -101.1% |
| Other adjustments (GASB 68, etc.) | - | - | - | 0.0% | - | - | 0.0% |
| Pandemic revenue | 614,113 | 508,774 | 105,339 | 20.7% | 833,896 | (219,783) | -26.4% |
| Pandemic expenses | (395,557) | (454,812) | 59,255 | -13.0% | (479,483) | 83,926 | -17.5% |
| Net income (loss) | \$ (1,665,015) | \$ (406,595) | \$ (1,258,420) | 309.5% | \$ 472,726 | \$ (2,137,741) | -452.2% |
| Census Statistics | | | | | | | |
| Average Residents per Day | 67.2 | 68.0 | (0.8) | -1.2% | 60.0 | 7.2 | 12.0% |
| Medicare | 10.5% | 8.0% | | 2.5% | 10.7% | | -0.1% |
| Medicaid | 77.6% | 81.5% | | -3.9% | 80.1% | | -2.5% |
| Private Pay | 8.1% | 8.0% | | 0.1% | 7.0% | | 1.1% |
| Hospice and insurance | 3.8% | 2.5% | | 1.3% | 2.2% | | 1.6% |

**Cass County MCF
Budget Summary
9/30/2024**

Projected Budget-11/20/2023

| Description | Historical | | | Projections | | |
|--|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| | 2021 Actual | 2022 Actual | 2023 Annualized | 2024 Budget | 2025 Projection | 2026 Projection |
| Operating revenue | \$ 9,362,232 | \$ 9,964,764 | \$ 10,840,513 | \$ 11,644,978 | \$ 11,994,328 | \$ 12,388,005 |
| Operating expenses | \$ (10,746,015) | \$ (11,367,214) | \$ (14,010,647) | \$ (13,603,378) | \$ (13,807,429) | \$ (14,052,937) |
| Operating income (loss) | \$ (1,383,783) | \$ (1,402,450) | \$ (3,170,134) | \$ (1,958,400) | \$ (1,813,101) | \$ (1,664,932) |
| Other income (loss) | \$ 5,281,165 | \$ 1,827,278 | \$ 1,505,119 | \$ 1,418,800 | \$ 1,380,000 | \$ 1,390,000 |
| Net income (loss) | \$ 3,897,382 | \$ 424,828 | \$ (1,665,015) | \$ (539,600) | \$ (433,101) | \$ (274,932) |
| Cash balance-beginning | \$ 3,150,786 | \$ 4,201,934 | \$ 3,351,101 | \$ 2,010,094 | \$ 1,925,494 | \$ 1,824,392 |
| Operating cash flow | \$ (1,842,698) | \$ 529,617 | \$ (1,564,311) | \$ (434,600) | \$ (326,101) | \$ (165,932) |
| Capital expenditures | \$ (284,499) | \$ (284,499) | \$ (33,000) | \$ (150,000) | \$ (125,000) | \$ (125,000) |
| Other cash flow changes | \$ 3,178,344 | \$ (1,095,951) | \$ 256,304 | \$ 500,000 | \$ 350,000 | \$ - |
| Cash balance-ending | \$ 4,201,934 | \$ 3,351,101 | \$ 2,010,094 | \$ 1,925,494 | \$ 1,824,392 | \$ 1,533,460 |
| Occupancy rate | 75.0% | 79.7% | 84.0% | 85.0% | 85.0% | 85.0% |
| Daily cash on hand | 144 | 109 | 53 | 52 | 49 | 40 |
| Sensitivity Analysis - Net Income (Loss) | | | | | | |
| Occupancy at 65% | | | | \$ (2,480,000) | \$ (2,440,000) | \$ (2,360,000) |
| Occupancy at 70% | | | | \$ (1,990,000) | \$ (1,940,000) | \$ (1,840,000) |
| Occupancy at 75% | | | | \$ (1,510,000) | \$ (1,440,000) | \$ (1,320,000) |
| Occupancy at 80% | | | | \$ (1,020,000) | \$ (940,000) | \$ (800,000) |
| Occupancy at 85% | | | | \$ (539,600) | \$ (433,101) | \$ (274,932) |
| Occupancy at 90% | | | | \$ (50,000) | \$ 70,000 | \$ 250,000 |
| Occupancy at 95% | | | | \$ 430,000 | \$ 570,000 | \$ 770,000 |
| Sensitivity Analysis - Impact to Cash Balance | | | | | | |
| Occupancy at 65% | | | | \$ (2,030,000) | \$ (2,110,000) | \$ (2,380,000) |
| Occupancy at 70% | | | | \$ (1,540,000) | \$ (1,610,000) | \$ (1,860,000) |
| Occupancy at 75% | | | | \$ (1,060,000) | \$ (1,110,000) | \$ (1,340,000) |
| Occupancy at 80% | | | | \$ (570,000) | \$ (610,000) | \$ (820,000) |
| Occupancy at 85% | | | | \$ (84,600) | \$ (101,101) | \$ (290,932) |
| Occupancy at 90% | | | | \$ 410,000 | \$ 400,000 | \$ 230,000 |
| Occupancy at 95% | | | | \$ 890,000 | \$ 900,000 | \$ 750,000 |

November 1, 2023

Christian Lutes
Cass County Medical Care Facility
23770 Hospital St.
Cassopolis, MI 49031

RE: Rate Change Effective January 1, 2024

Dear Christian Lutes:

I am truly grateful for our ongoing partnership. Your trust and collaboration with Alt Long Term Care Consulting has been a blessing to me, and I remain committed to providing you with the highest value of services.

In December 2022, I made an important decision regarding my billing rates. At that time, I recognized the challenges facing my clients. I was aware that payor sources were experiencing delays in providing the necessary adjustments to reimbursement rates, despite the significant inflationary pressures at that time. It was important to me to maintain a balance between the costs of providing my services and the financial stability of my clients, which is why I opted to limit the rate adjustment in order to maintain a balance between the cost of my services and your financial stability. As we transition into 2024, I am pleased to see payor sources adjusting reimbursement rates to reflect more accurately the cost of providing care. This change in the reimbursement landscape has led me to reconsider my rates. My primary focus remains on delivering top-tier services to you, and I believe that this rate adjustment is essential to ensuring the continued quality and sustainability of our partnership.

Effective January 1, 2024, the rates assessed to Cass County Medical Care Facility will be adjusted to two hundred ten dollars (\$210) per hour, up from the current rate of one hundred ninety-five dollars (\$195) per hour.

I would be more than happy to address any questions or concerns you may have regarding this rate adjustment. Your satisfaction and confidence in Alt Long Term Care Consulting's services are of utmost importance. Please do not hesitate to reach out to me directly should you require further information or wish to discuss this change. I sincerely value the opportunity to serve Cass County Medical Care Facility and appreciate the chance to continue our relationship.

Thank you,

Alt Long Term Care Consulting LLC



Philip Alt
Member

CORPORATE COMPLIANCE

NOVEMBER 2023

There were not any investigations since the last board meeting. The policy for corporate compliance was reviewed by the consultant. Minor additions were made pertaining to the board members receiving copies of investigations.

Respectfully submitted by:

A handwritten signature in black ink that reads "Rayann Franco". The signature is written in a cursive, flowing style.

Rayann Franco

Corporate Compliance Officer

Cass County Medical Care Facility

Christian Lutes

From: Allison Mast
Sent: Sunday, November 19, 2023 9:15 PM
To: Christian Lutes
Cc: Rayann Franco
Subject: RE: Dementia Grant

Bucket List/Wish List for Elderly

The elderly resident may be granted a wish or have an item on their bucket list that may be fulfilled through with money from the grant. Outside facility wish may be to see a grandchild/great grandchild get married, go to the Indy 500, go fishing at their favorite spot, or see their favorite sports team play. In the facility wishes could be a performance from their favorite artist like an Elvis impersonator or Whitney Huston impersonator, creating a fair/carnival experience, art show, and have a small band play.

From: Allison Mast
Sent: Sunday, November 19, 2023 9:04 PM
To: Christian Lutes <CLutes@ccmcf.org>
Cc: Rayann Franco <RFranco@ccmcf.org>
Subject: Dementia Grant

Certified Dementia Practitioner: Through National Council of Certified Dementia Practitioners

Mission: To provide world-class training and education on Alzheimer's disease and related dementias so that every individual living with cognitive change benefits from compassionate, expert care.

Fee for 7 hour seminar is 150.00 per person

STEP 1

Complete the ADDC Seminar

Complete the live one-day ADDC Alzheimer's Disease and Dementia Care Seminar. The ADDC seminar is the required course for those pursuing CDP certification. Follow the link below to view upcoming ADDC seminars.

STEP 2

Submit the CDP Application

Follow the link below to complete your online application for certification.

Once certified our staff could train other staff in the facility along with community partners on how to give compassionate care to individuals living with dementia.

Healthcare Interactive

CARES® is a nationally recognized, award-winning, evidence-informed set of programs to improve your dementia-care skills. Each program includes engaging content, interactive activities, and real-life videos (no actors) of actual staff, experts, families, and people living with dementia.

Dementia Basics: 4 hours, 4 modules, with certification. Individual \$99 or up to 10 users \$599

Learn the "basics" of quality dementia care. Topics include an introduction to dementia, person-centered care, behavior as communication, and the 5-step CARES® Approach.

Dementia-Related Behavior: 4 hours, 4 modules, with certification. Pricing same as above

Learn how to respond to fear, frustration, and anger as well as behavior such as yelling, cursing, hitting, biting, public urination, as well as a respectful discussion of sexual behavior.

Dementia Advanced Care: 6 hours, 6 modules, with certification. Pricing same as above

This program is focused specifically on important safety and compliance topics including food and fluid intake, pain, wandering, falls, eliminating restraints, and making a connection.

Training could be used to assist community partners and families at home.

Bucket List/Wish List for Elderly

The elderly resident may be granted a wish or have an item on their bucket list that may be fulfilled through with money from the grant. Whether it be seeing a grandchild/great grandchild get married or see their favorite musical artist the facility could make their wishes come true.

Allison Mast, MSW

Director of Social Services

Cass County Medical Care Facility

23770 Hospital St Cassopolis, MI 49031

269-228-4007 Direct Line

Cass County Medical Care Facility

After-Action Report/Improvement Plan

10/19/2023

The After-Action Report/Improvement Plan (AAR/IP) aligns exercise objectives with preparedness doctrine and related frameworks and guidance. Exercise information required for preparedness reporting and trend analysis is included; users are encouraged to add additional sections as needed to support their own organizational needs.

EXERCISE OVERVIEW

| | |
|------------------------------------|---|
| Exercise Name | Cass County Medical Care Facility Fire Evacuation Drill |
| Exercise Dates | 10/19/2023 |
| Scope | This exercise is a drill, planned for one hour at 23770 Hospital St, Cassopolis, MI. Exercise play is limited to the facility and parking lot. |
| Focus Area(s) | Prevention, Response |
| Capabilities | Planning, Operational Coordination |
| Objectives | <ol style="list-style-type: none"> 1. Evacuation decision made by the Administrator or their designee and stated what type of evacuation. 2. Residents/Staff and all persons moved to a designated "safe area". 3. Established a triage system. 4. Secure the emergency communication plan to make transportation arrangements. 5. Physical preparation of residents, medical records, medications, and essential medical supplies/equipment. 6. Doors closed once staff and residents have been removed. 7. Trash bin placed in front of closed resident doors to indicate room is cleared and emptied. 8. No trash bin in front of closed resident doors that have residents that could not be evacuated. 9. Account for all residents once at designated "Safe Area". |
| Threat or Hazard | Fire/Explosion in the kitchen |
| Scenario | A fire/explosion in the kitchen caused the courtyard outside of A Hall to catch fire. The fire activated the fire alarm designee announces the fire and evacuation over the intercom. |
| Sponsor | Cass County Medical Care Facility |
| Participating Organizations | 44 staff members of Cass County Medical Care Facility, 2 Sheriff staff, 2 Cassopolis Fire Department staff, 1 Penn Fire Department staff |
| Point of Contact | Jamie Gish – Director of Admissions, Emergency Management Director. 269-445-4010, jgish@ccmcf.org |

ANALYSIS OF CAPABILITIES

Aligning exercise objectives and capabilities provides a consistent taxonomy for evaluation that transcends individual exercises to support preparedness reporting and trend analysis. Table 1 includes the exercise objectives, aligned capabilities, and performance ratings for each capability as observed during the exercise and determined by the evaluation team.

| Objective | Capability | Performed without Challenges (P) | Performed with Some Challenges (S) | Performed with Major Challenges (M) | Unable to be Performed (U) |
|--|--------------------------|----------------------------------|------------------------------------|-------------------------------------|----------------------------|
| Evacuation decision made by the Administrator or their designee and stated what type of evacuation. | Operational Coordination | P | | | |
| Staff, residents and visitors moved to a designated "safe area". | Operational Coordination | P | | | |
| Established a triage system. | Planning | P | | | |
| Secure the emergency communication plan to make transportation arrangements. | Planning | P | | | |
| Physical preparation of residents, medical records, medications, and essential medical supplies/equipment. | Operational Coordination | P | | | |
| Doors closed once staff and residents have been removed. | Operational Coordination | P | | | |
| Trash can placed in front of closed resident doors to indicate room is cleared and emptied. | Operational Coordination | | S | | |

| Objective | Capability | Performed without Challenges (P) | Performed with Some Challenges (S) | Performed with Major Challenges (M) | Unable to be Performed (U) |
|---|--------------------------|----------------------------------|------------------------------------|-------------------------------------|----------------------------|
| Account for all residents once at designated "Safe Area". | Operational Coordination | P | | | |

Table 1. Summary of Core Capability Performance

Ratings Definitions:

Performed without Challenges (P): The targets and critical tasks associated with the capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws.

Performed with Some Challenges (S): The targets and critical tasks associated with the capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws. However, opportunities to enhance effectiveness and/or efficiency were identified.

Performed with Major Challenges (M): The targets and critical tasks associated with the capability were completed in a manner that achieved the objective(s), but some or all of the following were observed: demonstrated performance had a negative impact on the performance of other activities; contributed to additional health and/or safety risks for the public or for emergency workers; and/or was not conducted in accordance with applicable plans, policies, procedures, regulations, and laws.

Unable to be Performed (U): The targets and critical tasks associated with the capability were not performed in a manner that achieved the objective(s).

The following sections provide an overview of the performance related to each exercise objective and associated capability, highlighting strengths and areas for improvement.

Objective 1 Evacuation decision made by the Administrator or their designee and stated what type of evacuation.

The strengths and areas for improvement for each capability aligned to this objective are described in this section.

Capability 1 Operational Coordination

Strengths

The full capability level can be attributed to the following strengths:

- Strength 1:** After fire alarm was activated the reporting staff member clearly gave the order over the intercom system.
- Strength 2:** Type of evacuation was stated over the intercom and repeated to ensure all received message.
- Strength 3:** Evacuation was directed by the designee. The incident was quickly evaluated and made the right decision.

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: No areas identified in need of improvement.

Reference: Cass County Medical Care Facility Policy and Procedures Manual

Analysis: Objective was met without issue

Objective 2 Staff, residents (all persons) moved to a designated “safe area”.

The strengths and areas for improvement for each capability aligned to this objective are described in this section.

Capability 1 Operational Coordination

Strengths

The full capability level can be attributed to the following strengths:

Strength 1: Staff moved resident quickly and efficiently.

Strength 2: There were no interruptions in movement.

Strength 3: Staff worked together to move residents to the designated safe area, halls were clear of any obstacles.

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: Communication: Staff had a difficult time hearing the overhead page to evacuate.

Reference: Cass County Medical Care Facility Policy and Procedures Manual

Analysis: Objective was met without issue

Objective 3 Established a triage system.

The strengths and areas for improvement for each capability aligned to this objective are described in this section.

Capability 1 Planning

Strengths

The full capability level can be attributed to the following strengths:

Strength 1: Staff was able to identify what residents needed more attention and established their priorities based off this information.

Strength 2: Staff developed a plan with the time available that created the best results in evacuating all residents; consisting of available staff, transport equipment available, and capabilities of individual residents.

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: No areas identified in needing improvement

Reference: Cass County Medical Care Facility Policy and Procedures Manual

Analysis: Objective was met without issue

Objective 4 Secure the emergency communication plan to make transportation arrangements.

The strengths and areas for improvement for each capability aligned to this objective are described in this section.

Capability 1 Planning

Strengths

The full capability level can be attributed to the following strengths:

Strength 1: The Emergency Communication Plan was secured and taken to the safe area during the evacuation.

Strength 2: Staff communicated well with each other during the evacuation including verbally stating what they have completed and what still needed to be completed.

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: No areas identified in needing improvement

Reference: Cass County Medical Care Facility Policy and Procedures Manual

Analysis: Objective was met without issue

Objective 5 Physical preparation of residents, medical records, medications, and essential medical supplies/equipment.

The strengths and areas for improvement for each capability aligned to this objective are described in this section.

Capability 1 Operational Coordination

Strengths

The full capability level can be attributed to the following strengths:

Strength 1: Staff was able to take rolling medical carts with medications, medical supplies, and records.

Strength 2: Number of staff was sufficient for multiple tasks to run at once, recovering medications, call & transport book, and evacuating residents.

Strength 3: Residents were in proper attire when evacuated.

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: No areas identified for improvement

Reference: Cass County Medical Care Facility Policy and Procedures Manual

Analysis: Objective was met without issue

Objective 6 Doors closed once staff and residents have been removed.

The strengths and areas for improvement for each capability aligned to this objective are described in this section.

Capability 1 Operational Coordination

Strengths

The full capability level can be attributed to the following strengths:

Strength 1: A Hall's doors closed once all residents were evacuated from the room.

Strength 2: Staff ensured all rooms were checked, empty of people, and marked properly before leaving the area.

Strength 3: All Fire doors and non-fire doors were closed as the staff moved through the building.

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: No areas identified for improvement

Reference: Cass County Medical Care Facility Policy and Procedures Manual

Analysis: Objective was met without issue

Objective 7 Trash bin placed in front of closed resident doors to indicate room is cleared and emptied.

The strengths and areas for improvement for each capability aligned to this objective are described in this section.

Capability 1 Operational Coordination

Strengths

The partial capability level can be attributed to the following strengths:

Strength 1: Once staff removed residents from rooms, they placed a trash can in front of the door to signify that the room was emptied and cleared

Strength 2: Trash cans were not placed in front of doors that had residents that were not part of the fire evacuation event. This shows that the staff did indeed check and did not assume the status of a room.

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: There was some confusion regarding placement of trash bins in front of doors with residents not participating in the drill. After short discussion trash bins were not placed in front of doors with residents still in the room to indicate someone was in the room.

Reference: Cass County Medical Care Facility Policy and Procedures Manual

Analysis: Objective was met with little delay.

Objective 8 Account for all residents once at designated "Safe Area".

The strengths and areas for improvement for each capability aligned to this objective are described in this section.

Capability 1 Operational Coordination

Strengths

The full capability level can be attributed to the following strengths:

Strength 1: Section supervisors immediately accounted for their residents and reported to their chain of command upon arrival to the Safe Area

Strength 2: All section managers gathered once the evacuation was complete to confirm all areas were cleared

Strength 3: All residents were kept close together at the rally point in order to maintain accurate accountability

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: No area was identified for need improvement

Reference: Cass County Medical Care Facility Policy and Procedures Manual

Analysis: Objective was met

Appendix A: IMPROVEMENT PLAN

This IP is developed specifically for Cass County Medical Care Facility as a result of the Fire Drill conducted on 07/12/2022

| Capability | Issue/Area for Improvement | Corrective Action | Capability Element | Primary Responsible Organization | Organization POC | Start Date | Completion Date |
|--|--|---------------------|--------------------|-----------------------------------|--|------------|--|
| Capability 1: Operational Coordination | Objective 7: Trash bin placed in front of door when cleared. | See paragraph below | Response | Cass County Medical Care Facility | Jamie Gish- Emergency Management Director | 07/13/2022 | Ongoing, based on training and evaluations |

Improvement Plan – Objective 2: Staff had a difficult time hearing the overhead page to evacuate.

Improvement Plan - Objective 7: Trash bin placed in front of door when cleared.

Educate staff on the importance of placement of the trash bin. No trash bin indicates to fire rescue team that someone is in the room and needs to be rescued.

Additional Points of Interest

1. Future Evacuation drills/trainings can be based on an Active Shooter, Treating Person, or Bomb. This would give the staff experience and understanding of other potential possibilities. Try to make the drill more realistic by having them transfer/move someone or a dummy using a fire blanket.
2. Medication carts are of high priority but should be removed from the building once all residents are evacuated. It can be done simultaneously if staffing permits however, a rapid assessment should be made before the decision is made.
3. Residents that are capable of walking but incapable of fast movement should be considered for wheelchairs during an evacuation. This is to avoid delays.
4. Staffing will fluctuate for several reasons, vacations, sick call ins, day and time of the week, holidays, etc. Planning should take these factors into consideration for future training events. The status of the shift could also be briefed during shift changes.
5. An alternate “safe area” should be identified for inclement weather when necessary. The arrival of buses and start of transporting may become longer than planned. Planning for snow, ice, rain, and wind will better prepare staff when caring for the residents.
6. Consider alternate communication ie. Cell phones, call light system, mega phone
7. Ensure the KNOX box at the main entrance is updated when keys and key cards are updated. **Note:** this has been completed.

APPENDIX B: EXERCISE PARTICIPANTS

| Participating Organizations |
|--|
| Local |
| Cass County Medical Care Facility – staff and administration |
| Cass County Sheriff’s Office & Emergency Management Office |
| Central Cass Fire Department |
| Penn Fie |

LR **LEBENBOM & ROTHMAN**
CONSULTING

2701 TROY CENTER DRIVE • SUITE 450 • TROY, MICHIGAN 48084

(248) 362-9699 • FAX (248) 362-1033

VICTORIA A. BURLEW, RN, LNHA
JILL HARDING, RN, LNHA, CLNC

DOUGLAS CAMPBELL, RN, BSN, CDONA, RAC-CT, LNHA

SANDRA PLACE, LNHA, MA
DON A. HANEY, LNHA, CMA, MBA

November 10, 2023

Christian Lutes, CEO
Cass County Medical Care Facility
23770 Hospital Street
Cassopolis, MI 49031

Dear Mr. Lutes:

We now have several consultants with different areas of expertise. Sandy Place addresses behavioral services, Person Directed Care, Emergency Planning, compliance and ethics, building resilience with staff and elders, and a myriad of other areas. Doug Campbell is an expert in regulation, mentoring nursing leaders, daily operations, and MDS Issues and Care Planning. Jill Harding is a certified legal nurse consultant and focuses on survey readiness and plans of correction. Vickie Burlew provides survey and regulatory information and culture change.

In 2023 Vickie transitioned her role to coordinating all of your consultation needs, providing the timely updates to regulations and guidance, the monthly web-based client meetings and education and other support you need. This reflects approximately 30 hours per client per year you receive in your retainer amount but have not previously toward your block of hours purchased.

In 2023 you purchased "up to 150 hours per year." You exceeded that by mid-year. For 2024 we are recommending that you increase this to "up to 240 hours." We take 5% of the top of these hours for Vickie's annual support. Therefore, your block will begin with "up to 228 hours." The retainer amount will be **\$2475.00 per month** for one year beginning January 1, 2023. This reflects a 25% reduction on our fees. In addition to this, you pay separately for travel time at \$44.00 per hour (a 20% reduction), mileage at the IRS rate, and actual overnight expenses.

Time charged against this block of hours includes:

1. On-site consultation as scheduled by the facility.
2. Virtual meetings
3. Telephonic communication
4. Remote review of electronic records, reports, investigations, regulations, policies, etc.
5. Remote development of plans of correction and IDR / IIDR.
6. Research related to work requested by the facility.
7. Email communication and texting
8. Survey preparation – this may involve any and all of our consultants. If you desire more than one, please coordinate with Vickie.

9. Training on-site or virtually

You elect how to use your hours. For example, you may choose to have weekly virtual meetings in combination with remote reviews and have us on-site only when needed. You may continue to have us on-site on a routine basis.

We bill for this monthly. Our consultants track their actual time with you in 15-minute blocks *when exceeding 15-minutes in a single day*. We detail these hours on the bill, charge them against your bank, and provide you the balance remaining. This provides you with a clear audit trail. When you exhaust your block of time, and upon your approval of additional hours, we reduce our consulting fees by 15% for the remainder of the year.

Our cancelation policy requires you to provide the consultant with seventy-two (72) hour notice unless there is an emergency. While the consultant will make every effort to reschedule, we are under no obligation to do so without sufficient notice.

Of course, this retainer agreement can be terminated at any time, either by you or by us, by written notification thirty (30) days prior to the desired termination date. You will receive electronic invoices from Lebenbom & Rothman, P.C. with the Description of Services as "Lebenbom & Rothman Consulting Services."

If you have any questions or comments, please do not hesitate to contact me. If the agreement meets with your approval, would you please sign below and return this letter to me.

Thank you again for choosing us.

Sincerely,

Lebenbom & Rothman Consulting



Andrew R. Rothman

ARR/vb

Approved:

Christian Lutes, CEO

DATED: _____

**LEBENBOM & ROTHMAN CONSULTING
ATTACHMENT A**

2024 Consultant Fee Scale

| | |
|--|-------------------|
| Hours On-site (minimum of 4) Billed in 15-minute increments | \$165.00 per hour |
| Hours Off-site Billed in 15-minute increments | \$165.00 per hour |
| Emergency, Off Hours, Weekend Billed in 15-minute increments | \$200 per hour |
| Travel billed in 15-minute increments | \$55 per hour |

Off-site is defined as: Virtual, Remote, Webcalls, Telephonic, Texting, Research, Email, Report and Recommendation Writing and other time spent on client matters.

Emergency is defined as when the nurse consultant provides services in less than 24 hours on- or off-site.

Off hours and weekends are defined as hours outside of normal business hours that were not scheduled at least seven (7) days in advance. It does not include mock survey or education scheduled in advance.

Mock Survey

Mock Survey hours are charged at 12.5 hours per on-site day for each surveyor to include the preparation time and reporting writing time. of the mock surveyors. There is an additional 10 hours charged for the team leader for pre-survey preparation and compilation and development of the final report.

Travel Expenses

For all services we charge for actual overnight expenses and mileage in whole mile increments at the IRS standard rate.



JEFF WITHERS

24655 US HWY 12
EDWARDSBURG, MI 49112
HOME: (269)699-7802
CELL: (269)228-1662

SNOW REMOVAL CONTRACT 2020-2023

Contract for snow removal from December 1, 2020 to April 30, 2023

Between Jeff Withers and Cass County Medical Care Facility

Cost per time: \$250.00, subject to gasoline clause (see below)


Billing will be sent monthly.

Gasoline Clause: In addition to the rate of \$250.00, the monthly average gas purchase price shall be considered and \$10.00 will be added each time the monthly average gas price rises fifty cents (\$.50) above \$3.50/gallon. For example, if the monthly average gas price is between \$3.50 and \$3.99, the cost per time will be \$260.00, if the monthly average gas price is between \$4.00-\$4.49, the cost per time will be \$270.00, etc.


Contract can only be broken by mutual agreement of both parties.
A late fee will be charged after 30 days at the rate of \$10.00 per month.

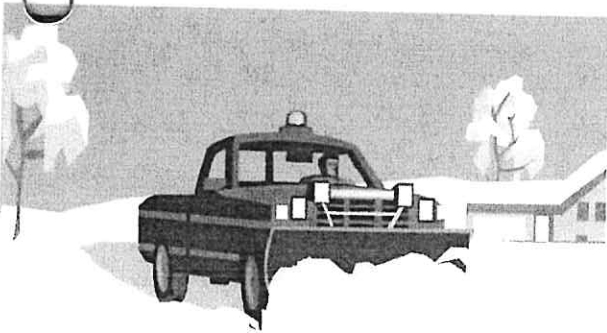
Please sign, date and return one copy.

Date: 12/14/20


By: Christian Lutes (Printed Name)

Date: 10-25-20


Jeff Withers



JEFF WITHERS
24655 US HWY 12
EDWARDSBURG, MI 49112
HOME: (269)699-7802
CELL: (269)228-1662

SNOW REMOVAL CONTRACT 2023-2026

Contract for snow removal from December 1, 2023 to April 30, 2026

Between Jeff Withers and Cass County Medical Care Facility

Cost per time: \$300.00, subject to gasoline clause (see below)

Billing will be sent monthly.

Gasoline Clause: In addition to the rate of \$300.00, the monthly average gas purchase price shall be considered and \$10.00 will be added each time the monthly average gas price rises fifty cents (\$.50) above \$4.00/gallon. For example, if the monthly average gas price is between \$4.00 and \$4.49, the cost per time will be \$310.00, if the monthly average gas price is between \$4.49-\$5.00, the cost per time will be \$320.00, etc.

Contract can only be broken by mutual agreement of both parties.
A late fee will be charged after 30 days at the rate of \$10.00 per month.

Please sign, date and return one copy.

Date: _____

By: _____ (Printed Name)

Date: 10-2-23

Jeff Withers

Cass County Medical Care Facility

EMPLOYEE ROSTER

October 2023

Cass County Medical Care Facility had a total of (7) "Resignations/ "Terminations/Retirement", and (2) "New Hires"

RESIGNATIONS

Maintenance/Maintenance Assistant-Terminated-Full Time-6/14/22-10/5/23
Nursing/LPN-Terminated-Full Time-2/13/23-10/06/23
Administration/Director of Education-Full Time-Quit-9/6/22-10/6/23
Dietary/Dietary Aide-Full Time-Quit-7/2/21-10/1/23
Nursing/CNA-Part Time-Quit-4/26/23-10/16/23
Nursing/CNA-Full Time-Quit-11/2/21-10/19/23
Nursing/RN-Part Time-Quit-1/30/23-10/28/23

NEW HIRES

Administration/Finance Director-Full Time-10/16/23
Nursing/RN-Full Time-10/16/23

VACANT POSITIONS/RECRUITING

RN, LPN, Administrator

Full-Time 117
Part-time: 26

PRN 24

RN: 15
LPN: 11
C.N.A.: 69
Maintenance: 02
Administration: 27
Dietary: 13
Activities 09
EVS 13
Therapy 08

TOTAL: 167

RESIDENT COUNCIL

10/16/23

RESIDENTS

Ruth Newton

Lori Davis

Amy Burkhold

Nancy Kurdlemeyer

Tori Bass

Donna Miller

Virginia Bender

Christine Botehlo

Annetta Barnes

Ramona Washington

Howard Barnum

Sharon Grohl

STAFF

Steve Jacko

Colleen Pasillas

Ruth Newton opened the meeting

Four resident rights were read and discussed: To change your representative at any time, To be treated with dignity and respect, To be safe from harm, and To reasonable accommodation of your needs.

Housekeeping/Larundry: no issues

Social services: no issues

Therapy: no issues

Front office: no issues

Maintenance: no issues

Kitchen: no issues

Activities: We have officially changed our department name from activities to Community Enrichment! We will still have an activity calendar, so nothing will change but the name. It was brought up that the zoo seems to bring the same animals, so I will call the zoo and discuss it. It was brought up that some

people want to do a lunch group, so we will start planning. We called Al Mott to get him set up for a November activity.

Ardith Higley closed the meeting.

Respectfully submitted,

Steve Jacko

November 2023

CCMCF NEWSLETTER

23770 HOSPITAL ST CASSOPOLIS MI 49031



Celebrating November

**American Indian Heritage
Month**

International Games Month

Adopt-a-Turkey Month

Día de los Muertos

November 1

Nachos Day

November 6

World Freedom Day

November 9

Veterans Day (U.S.)

November 11

Diwali

November 12

Rock Your Mocs Day

November 15

International Men's Day

November 19

Thanksgiving (U.S.)

November 23

Square Dancing Day

November 29

The Game Is Afoot

As friends and family gather together during the third week of November to celebrate Thanksgiving, they will have another holiday to celebrate: Game and Puzzle Week. This weeklong holiday is designed to inject some old-fashioned fun and games into a holiday that is often dominated by eating and watching television.

Despite our preoccupation with digital screens, board games are currently enjoying a "golden age" of popularity. In 2021 alone, tabletop games earned a whopping \$13.4 billion worldwide. Designers are developing plenty of innovative, creative, strategic, and beautiful games for our enjoyment. Most importantly, however, these tabletop games deliver something that a screen cannot: a shared social experience.

There are plenty of competitive games where one winner comes out on top: *The Settlers of Catan* rewards the player with the most advanced settlement, *Ticket to Ride* the most extensive rail network, and *Seven Wonders* the most dominant civilization. But designers now offer plenty of games where players must cooperate to win the day. *Pandemic* pits players against the outbreak of various diseases, *Mysterium* requires solving a mystery and a ghost story, and *Robinson Crusoe* forces players to survive together on a deserted island. And then, of course, there is the mother of all tabletop games, *Dungeons and Dragons*, where players assume the identity of a group of fantasy heroes, playact their decisions, and even make the story up as they go along.

Whether games are competitive or cooperative, they often force us to face challenges and solve problems together. Faced with challenges, the strongest and most vulnerable parts of our personalities shine through, revealing who we truly are to the players around the table. These revelatory moments, in a low-stakes setting where defeat means that we can just play another round, are what make gaming so fun. Win or lose, games are bound to provide plenty of laughter, levity, and memories of time well spent.

The Finest Hour



November 12 might be National Happy Hour Day, but on most any day of the week, you can find restaurants offering half-priced drinks and appetizers. The first “happy hours” actually had nothing

to do with cheap drinks and apps but were instead a practice initiated by the U.S. Navy to alleviate the boredom of sailors out at sea.

In 1913, a group of navy wives and homemakers who called themselves the “Happy Hour Social” organized weekly parties known as “smokers” aboard the USS *Arkansas*. These social events provided entertainment, such as boxing and wrestling matches, music, dancing, movies, ice cream, cake, and plenty of cigarettes and cigars, yet had nothing to do with alcohol. By the end of World War I, these parties were widely called “happy hours,” and the practice had spread beyond the *Arkansas* throughout the U.S. Navy.

When the 18th Amendment establishing Prohibition was passed in 1920, people were driven to drink in secret, either in their homes or in speakeasies. Before heading out to dinner or a show, people would drop into a speakeasy for an illegal late-afternoon drink. The banning of alcohol during Prohibition led to the invention of the first cocktail hours, and these cocktail hours were eventually called “happy hours,” a coded euphemism used by those wanting to skirt the law and find a place to drink.

By the end of Prohibition, the notion of a “happy hour” was cemented in the public’s imagination. By the 1960s, restaurants recognized that they could cash in on the practice and began to offer discounted cocktails and bar food as a means to lure customers. Over the decades, businesses have offered all kinds of deals: two-for-one, half-price, kids eat free, early afternoon discounts, and late-night discounts. States like Massachusetts, Indiana, and North Carolina, in an effort to rein in customers who might get too “happy,” banned happy hours altogether. But just as during Prohibition, even bans have not dimmed the happiness of a determined public.

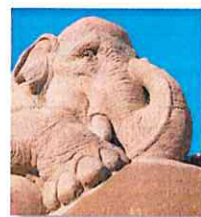
Life Support

November 18 is Married to a Scorpio Support Day, but what is it about Scorpios, those born between October 23 and November 21, that makes marriage to them so difficult?

Every astrological sign has personality traits and characteristics associated with it, but Scorpios have gotten a bad rap for their intensity. Not only is Scorpio’s astrological sign a dangerous scorpion, representing the scorpion that stung Orion to death, but the sign is ruled by both Mars and Pluto, the two most powerful planets of the zodiac. Astrologers believe that under these ruling planets, Scorpios’ life experiences are more intense.

No wonder Scorpio spouses might need a little extra help! Blake Lively is married to Scorpio Ryan Reynolds. Kurt Russell is the partner of Scorpio Goldie Hawn. Bill Clinton is married to Scorpio Hillary Clinton. It takes a lot of energy to match these Scorpio personality powerhouses!

Sandbox Artistry



The Siesta Key Crystal Classic, America’s premier sand sculpting competition, will be held from November 11–13 on the island of Siesta Key, near Sarasota, Florida.

This is no regular day at the beach. The sand sculptors are magnificent artists able to sculpt sand like the Renaissance artists of old. Just how do they do it? Professionals often have access to tools that common beachgoers do not. This starts with massive wooden forms used to create giant bricks of wet, compacted sand. More water often means better sand for carving. Next, professionals get creative with their tools. A margin trowel, the kind used to set mortar or lay tile, is common, but some pros resort to forks, knives, credit cards, horse combs, or straws—anything that will work. The final and most important ingredient is creativity!

The Emu War

After World War I, Australian veterans were granted land in western Australia for farming. When the Great Depression arrived in 1929, the farmers were encouraged to increase their farms and their wheat crops. Vast tracts of land were cleared, irrigated, and cultivated. In October of 1932, the economic hardship of the Depression was compounded by another disaster, this one in the form of 20,000 emus.



Emus—those large, flightless birds native to Australia—migrate to the coast from the Australian interior after breeding. As the birds migrated, they encountered the newly cultivated farmlands and found them an excellent new habitat full of food in the form of

wheat and water from irrigation. The massive flocks soon ate and spoiled the wheat crop and left gaping holes in fences that let in other pests, such as rabbits.

The soldier-farmers petitioned the government to save their livelihoods, and the government agreed to send military machine gunners to the area, so long as the farmers provided food and accommodation and paid for the ammunition. On November 2, 1932, the machine gunners declared their “war” on the unsuspecting emus.

By November 8, Major Gwynydd Purves Wynne-Aubrey Meredith had led several attacks on the birds with little success. Over 2,500 rounds of ammunition had been fired and only 50 birds had been killed. Army reconnaissance noted: “Each pack seems to have its own leader now—a big, black-plumed bird which stands fully six feet high and keeps watch while his mates carry out their work of destruction and warns them of our approach.” The military decided to withdraw and regroup. They returned to “battle” the following week but with marginal success. By November’s end, the “Emu War” had ended and had done little to stop the birds. The Australian Army was largely foiled. Today, as many as 700,000 emus still call Australia home.

Ladies’ Choice

Sadie Hawkins Day on November 13 gets its origins from Al Capp’s comic strip *L’il Abner*. In the comic strip, Sadie Hawkins was the daughter of Hekzebiah Hawkins, one of the founders of Dogpatch, the comic’s fictional setting. Sadie was unlucky in love and was destined to become a spinster. On November 15, 1937, the comic depicted Hekzebiah declaring a “Sadie Hawkins Day,” a day when all the eligible bachelors of Dogpatch would participate in a footrace against Sadie. Whichever man Sadie caught would have to marry her.

In November of 1938, Capp revived the storyline. Soon, college campuses across the country began celebrating Sadie Hawkins Days of their own, with young women chasing men across campuses. Over the years, Sadie Hawkins Day has become a day of role reversals, where women ask men on dates, or at Sadie Hawkins Dances, girls ask boys to dance. While the unofficial holiday often falls on November 13, Capp himself used his last *L’il Abner* comic on November 5, 1977, to set November 26 as the “official” holiday.

Offering an Olive Branch



In 2019, the United Nations Educational, Scientific, and Cultural Organization (UNESCO) declared November 26 World Olive Tree Day. Why does the

olive tree deserve such special treatment? The olive tree’s symbolism dates back to ancient Greece. Poseidon, the god of the sea, and Athena, goddess of wisdom, both vied for possession of Athens. Poseidon struck the Acropolis and water ran out. Athena planted an olive tree. The gods granted Athens to Athena due to her superior gift, one that would sustain the people. Ever since, the olive tree—and especially its branches and leaves—have been considered dignified symbols of peace, fidelity, and strength.

CCMCF NEWS AND UPDATES

There is a nasty rumor being passed around the Facility...apparently there is a chance for snow in the forecast already...I guess there is no way around it, but it would be nice if it just calms down, no need to be in a hurry!

We just had a trick or treating event at the facility for family of the residents and employees and their families. We had over a hundred people come all dressed up in their finest, and I do admit, there were some unique costumes! Everyone had a great time, and it was nice to see so many friends and family come visit us!

Looking forward, we have a couple visitors coming to see us next month. We have Al Mott scheduled for November 8th, the zoo comes the next Wednesday after that, so we have that to look forward to, and we will start planning now for our normal shopping trip to get some shopping done, and maybe we can sneak out a few more times in the weeks to come!

As the roads get more congested with family visits and holiday shopping, make sure to be careful out there! The holidays are a stressful and happy time for everyone, so make sure to make time to breathe in and enjoy everything around you.

Be good to each other
Steve Jacko

November Birthdays

In astrology, those born from November 1–21 are Scorpio's intense scorpions. Scorpions seek deep connections and nurture deep empathy and commitment. Those born from November 22–30 are Archers of Sagittarius. The Archers have a unique blend of passion, curiosity, and adaptability. Bold travelers, they are unafraid to explore and conquer new terrain.

Will Rogers (cowboy) – Nov. 4, 1879
John Philip Sousa (conductor) – Nov. 6, 1854
Bram Stoker (novelist) – Nov. 8, 1847
Jonathan Winters (comedian) – Nov. 11, 1925
Whoopi Goldberg (comedian) – Nov. 13, 1955
Gloria Foster (actress) – Nov. 15, 1933
RuPaul (drag queen) – Nov. 17, 1960
Allyson Felix (athlete) – Nov. 18, 1985
Robin Roberts (newscaster) – Nov. 23, 1960
Joe DiMaggio (athlete) – Nov. 25, 1914
Tina Turner (singer) – Nov. 26, 1939
Chadwick Boseman (actor) – Nov. 29, 1976

RESIDENT BIRTHDAYS

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|--------------------------|--------------|
| BEVERLY TORGESON | 11/9 |
| DOROTHY WALKER | 11/13 |
| MARIANNE WILLIAMS | 11/14 |
| AMBER MORGAN | 11/21 |
| ANTOINETTE BARNES | 11/25 |
| PATRICIA MANN | 11/28 |