



Allegan County Medical Care Community
March 2025 Master Planning Update

Our Heritage



Allegan County Medical Care Community traces its roots to 1866, when Allegan County established the County Poor Farm to provide for the poor, sick, homeless, and disabled of the County and to act as a safety net for those with needs that could not be met at home. Many counties across the State of Michigan developed similar poor farms or poor houses to meet the needs of their county as well. Public Act 280 of the Public Acts of 1939 provided the statutory framework for the creation and operation of County Medical Care Facilities of the State of Michigan. The Allegan County Poor Farm was closed in 1968 as construction of the Allegan County Medical Care Facility, our current community, began on the same property. ACMCC has been in operation since 1971.



Our Care

ACMCC provides skilled nursing facility care, short term rehabilitation and adult day services. During the 2024 calendar year, 71 residents were served with 11,597 days of care provided. The Adult Day program served 38 individuals with over 11,470 hours of service. ACMCC employed over 110 employees during calendar year 2024. ACMCC remains the only financial safety net in Allegan County for individuals unable to pay for the cost of their care. The Generations Adult Day program is currently the only adult day care in Allegan County serving this unique demographic. ACMCC's consistent history of high quality care and services makes us distinctively positioned to expand on our existing service offerings and to serve the seniors and disabled of Allegan County in a new way by adding the assisted living level of care to our current offerings.

Living Environments

Long Term Skilled Nursing:

Gardenview Household

This Household was formerly called North Hall and was renovated in our last project in 2008 from outdated semi-private rooms to private rooms with private showers and restrooms. Gardenview also had new construction at that time to add a full residential style kitchen, living and dining area, and outdoor courtyard to align with ACMCC's Eden Alternative lifestyle of striving to recreate home in a nursing facility setting.

During the COVID pandemic and presently, with the Rehab Center serving as a designated COVID area and now vacant, a small section of rooms within the Gardenview Household have been serving Short Term Rehabilitation clients as well.

Living Environments

Gardenview Household in Pictures



Living Environments

Gardenview Household in Pictures



Living Environments

Long Term Skilled Nursing: Perrigo Memory Care Center (PMCC) Household

This Household was new construction in 2008 to replace the former Special Needs Unit with an environment that was more optimal for residents coping with dementia and related behavioral or mood challenges. The PMCC offers private rooms in a home-style setting with a residential kitchen, living and dining area, and courtyard. Activities are specifically designed for residents with these unique challenges.

Living Environments

Perrigo Memory Care Center (PMCC) in Pictures



Living Environments

Perrigo Memory Care Center (PMCC) in Pictures



Living Environments

Long Term Skilled Nursing: Hillcrest Neighborhood

This Neighborhood is part of the original building and has seen the least amount of renovation over the years. Historically, with semi-private rooms, we have reduced occupancy to allow for private rooms. These rooms do not have in-room showers. Residents bathe or shower in a communal shower room that is more institutional. Rooms also are more institutional in their appearance with concrete block walls and original, asbestos-containing tile and exposed pipes/wiring along the ceilings. During the 2008 project, Hillcrest did receive a more residential style kitchen, and in 2024, we replaced the majority of the carpet with vinyl flooring.

Living Environments

Hillcrest Neighborhood in Pictures



Living Environments

Hillcrest Neighborhood in Pictures

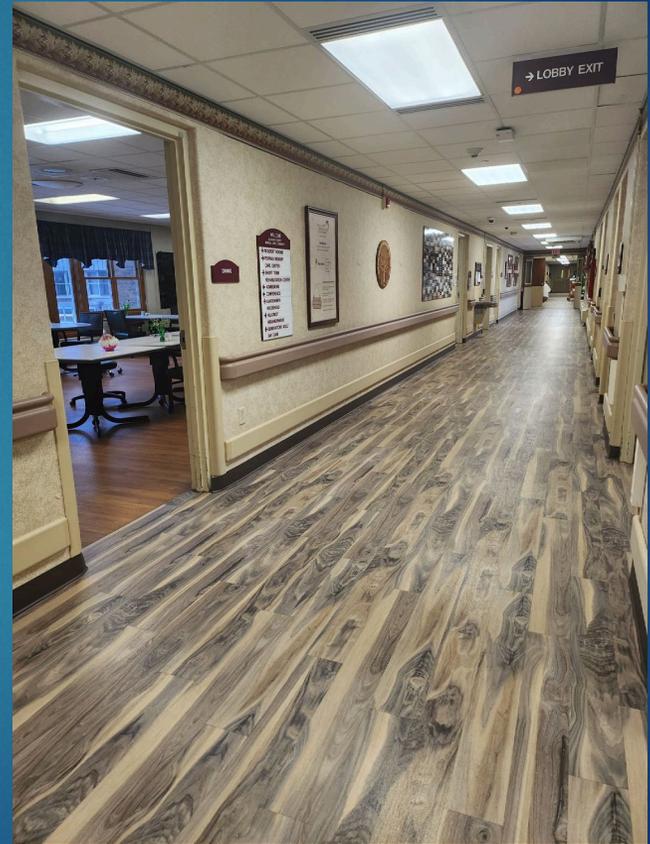


Living Environments

Hillcrest Neighborhood in Pictures



New flooring installed in 2024



Living Environments

Short Term Care: Rehabilitation Center

The Rehabilitation Center was an active and eventful area for over 10 years (built in 1998 as the Special Needs Unit), serving individuals who had been recently hospitalized with the need for skilled after care and rehabilitation with physical, occupational, and speech therapies. This area of 12 private rooms became the required designated COVID section when the pandemic began in 2020, due to its separation from the long term care sections and separate HVAC. As the pandemic persisted for years and rehabilitation referrals changed drastically with many procedures becoming outpatient and not qualifying for Medicare coverage, this section of the facility was evaluated for other uses, mainly Assisted Living and our proposed project started from this vantage point. We continue Short Term Rehab care in the Gardenview Household.

Living Environments

Short Term Care: Rehabilitation Center

Should the need in Allegan County for a designated Rehab Center arise again in the future, a separate rehabilitation small home would be more inline with current trends and would be explored at that time.

The former Rehab Center as a new Assisted Living Community helps to fill a need within Allegan County as well as add to the continuum of care community that ACMCC is already offering. By having Adult Day Services, Assisted Living, Short Term Rehabilitation, and Skilled Nursing Facility levels of care, as an Allegan County citizen's health needs change over time, he or she would be able to remain in one familiar building, causing far less psychosocial disruption, while having these needs addressed.

Living Environments

Short Term Care Rehabilitation Center in Pictures



Living Environments

Generations Adult Day Program

As a proud provider of funding through the Allegan County Senior Millage, the Generations Program provides services to seniors still living at home. The goal of the program is to assist seniors in remaining in the community for as long as possible and avoiding facility care. The program provides caregiver respite while the senior participates in the program, assistance with personal care, such as showering, as well as physical, cognitive, and social activities to help prevent declines in body, mind, and spirit. Participants also have access to nursing intervention, rehabilitation services, and involvement in the larger ACMCC community for socialization.

Living Environments

Generations Adult Day Program

The Generations Room was built in 1998 as a Multi-Purpose room for activities and larger facility events. In 2007, the Generations Program began as a new adventure for ACMCC. Over the years, the room still hosts the program and invites facility residents to join in the activity and social offerings to provide more choices in our community.

The kitchen, originally designed as an activities warming and baking kitchen, does not meet the needs of the Generations Program, which provides breakfast for most clients as well as a full lunch meal. A fire suppression system and solid surface countertop are required to meet the level of food preparation that occurs daily while serving these clients.

Living Environments

Generations Adult Day Program in Pictures



CMS Quality Measures

ACMCC's CMS Quality Rating remains a 5 Star overall rating, for several years consistently. The full report is available at Care Compare on Medicare.gov.

Other Allegan County facilities:

- 1 facility has 3 Stars
- 3 facilities have 2 Stars
- 1 facility has 1 Star

Allegan County Medical Care Facility
 3265 122nd Ave R2
 Allegan, MI 49010
 (269) 673-2102

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NURSING HOMES

Overall rating ★★★★★
 Much above average

Health inspections rating ★★★★★
 Much above average

Staffing rating ★★★★★
 Much above average

Quality measures rating ★★★★★
 Much above average



Compare Ratings				
FACILITY (12-4-24)	OVERALL RATING	HEALTH INSPECTIONS	STAFFING	QM RATING
Tuscola County MCC	★★★★★	★★★★	★★★★★	★★★★★
Maple Lawn MCF	★★★★★	★★★★	★★★★★	★★★★
Allegan County MCC	★★★★★	★★★★★	★★★★★	★★★★★
Grandvue MCF	★★★★★	★★★★★	★★★★★	★★★
Pleasant View MCF	★★★★★	★★★★★	★★★★★	★★★
Marquette County MCF	★★★★★	★★★★	★★★★★	★★★★★
Bay Bluffs MCF	★★★★★	★★★★	★★★★★	★★★★★
Eaton County MCF	★★★★★	★★★★	★★★★★	★★★★★
Jackson County MCF	★★★★★	★★★★	★★★★★	★★★★
Manistee County MCF	★★★★★	★★★★	★★★★★	★★★★
Meadow Brook MCF	★★★★★	★★★★★	★★★★★	★★
Oceana County MCF	★★★★★	★★★★★	★★★★★	★★★
Oakview MCF	★★★★★	★★★★	★★★★★	★★
Calhoun County MCF	★★★★★	★★★★★	★★★★	★★★★
Thornapple Manor MCF	★★★★	★★★	★★★★	★★★★★
Isabella County MCF	★★★★	★★★★★	★★★★★	★
Newaygo County MCF	★★★★	★★★★	★★★★	★★★
Hillsdale County MCF	★★★★	★★★	★★★★★	★★★★
Martha T. Berry MCF	★★★★	★★★★	★★★★	★★★★
Iosco County MCF	★★★★	★★★	★★★★★	★★★★
Gogebic County MCF	★★★	★★★★★	★	★
Sanilac County MCF	★★★	★★★	★★★★	★★★
Huron County MCF	★★★	★★★	★★★★	★★★
Bay County MCF	★★★	★★	★★★★★	★★
Lapeer County MCF	★★★	★★	★★★★★	★★★
Lenawee County MCF	★★★	★★	★★★	★★★★★
Canal View MCF	★★	★	★★★★	★★
Cass County MCF	★★	★★★	★	★★★★
Maples MCF	★★	★★	★★★★	★★★★
Ingham County MCF	★★	★★	★★★	★★★★
Grand Traverse Pavilions	★★	★	★★★★★	★★
Iron County MCF	★	★★	★★★★	★
Pinecrest MCF	★	★★	★★★	★
Schoolcraft County MCF	★	★★	★★★	★

Strategic and Master Planning

In 2019, ACMCC engaged Plante & Moran Living Forward to analyze the market dynamics of Allegan, Michigan as the facility explored the possibilities of repositioning the community and its care offerings. Results of this study were shared with the BOC as informational materials in November of 2019.

On March 5, 2020, ACMCC presented to the Board of Commissioners and requested an opportunity to appear on the August 4th ballot for a millage from the Allegan County community. The ballot proposal passed in August 2020.

The fall and winter of 2020 and spring of 2021 were dominated by COVID, but finally with some COVID improvement, in August 2021 the DHHS Board made the decision to move forward with a Strategic and Master Planning process with Plante & Moran Living Forward.

Market Studies Revisited

Unit Potential

- The results show the market can support up to 140 additional affordable independent living units (assuming a <\$31,000 income screen).
- The results show the market can support up to 40 additional middle income independent living units (assuming a \$31,000-\$44,000 income screen).
- The results show the market can support up to 80 additional market rate independent living units (assuming a \$44,000+ income screen).
- The results show the market can support up to 70 additional assisted living units (assuming a \$58,000 income screen), ★
- The results show the market can support up to 30 additional assisted living memory care units (assuming a \$73,000 income screen), ★
- The results show the nursing home market has excess beds. ★

Assisted Living and SNF Mix

Area Description	Type of Care	Revised Unit Mix	Misc. Notes
Skilled Nursing		All Privates	
Hillcrest Neighborhood	LTC	12	Maintain LTC 12 Units/Eliminate 8 Units
Gardenview Household	LTC	12	Maintain LTC 12 Units/Rehab rooms in this area
Perrigo Memory Care Center	LTC Dementia	10	Maintain Memory Care 10 Units
Short Term Rehabilitation	Short Term Rehab	0	Eliminate all short term rehab
	Subtotal	34	
Assisted Living	Assisted Living	17	Average 300+/- sqft
Common Area / Supports Areas	Support Space	-	Renovate existing common & support spaces
	Subtotal	51	

These changes allow for all nursing facility rooms to be private with individual showers, which has been our goal for many years, while renovating the vacant Rehab space/former COVID unit into desired assisted living space. Rehab care would be provided within the Gardenview Household, as we have done throughout the years of COVID. ACMCC would offer a continuum of care including skilled nursing, rehabilitation, assisted living, and adult day care.

Architect/Engineer Selection

Architect/Engineer RFP Process Step	Date(s)
RFP released to Architect/Engineer Firms	6/5/2024
Schedule Pre-Bid by	6/14/2024
Complete Pre-Bid by	6/18/2024
Submit Questions by	6/19/2024
Responses to Questions by	6/21/2024
Bids Due by	6/28/2024
Proposal Reviews	7/1/2024-7/12/2024
Interviews – Two firms Eckert Wordell and SSOE were interviewed	7/15/2024-7/19/2024
Presentation of Architect/Engineer RFP Process and Selection to DHHS Board for Board motion – Eckert Wordell was selected	8/6/2024
Annual Report to Allegan County Board of Commissioners and Opportunity to Share Architect/Engineer Decision	9/12/2024

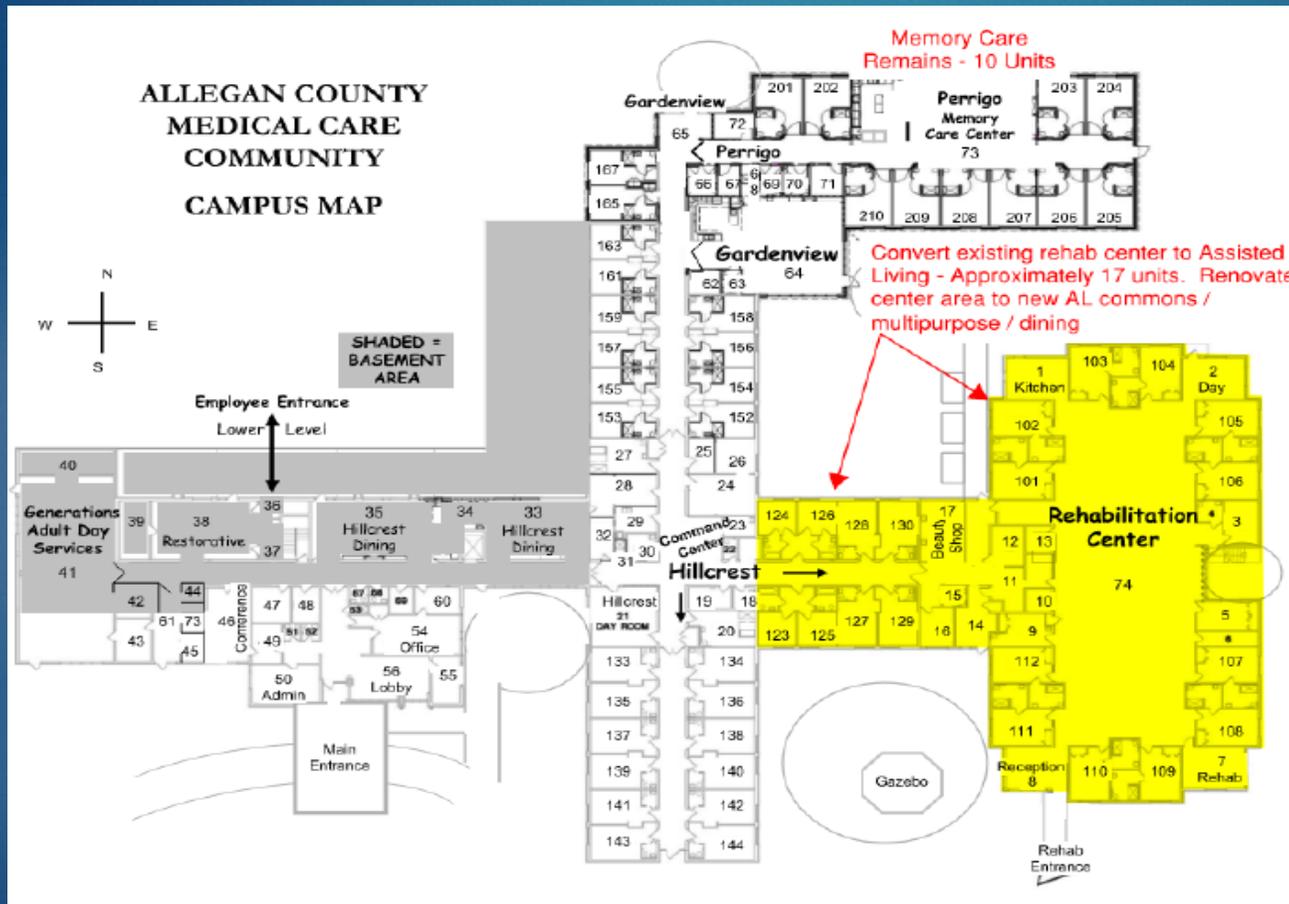
Project Summary to Date

A Request for Proposal for Architectural Design Services for renovation of the Medical Care Community Facility was released on June 5, 2024. The Project Team comprised of three members of the Medical Care Community (Kimberly Turcott, Delanie VanPelt-Cousins and Tammy Nieuwenhuis) and two members of the County (Valdis Kalnins and Carl Chapman) completed a thorough review and evaluation of the three proposals received. The Project Team's recommendation to award a contract to the low bidder with a satisfactory proposal and references, Eckert-Wordell from Kalamazoo for a total cost of \$322,550 was approved by the Allegan County Department of Health and Human Services Board on August 5th. The cost for architectural design services is being funded by the Medical Care Community and includes assisting with the bidding process to select a construction contractor once plans are finalized and providing construction administration services over the course of construction. The architectural design phase began in September 2024 for Design Development. It was anticipated to take eight weeks, but additional time was spent on design of the HVAC and electrical systems. Cost estimates have now been received bringing us to the next steps with presentations to the County Board of Commissioners for review and approval. A Request for Proposals will be needed to select a Construction Manager to complete the renovations. It is anticipated that the construction phase itself will last about 14-18 months.

Summary of Project Goals

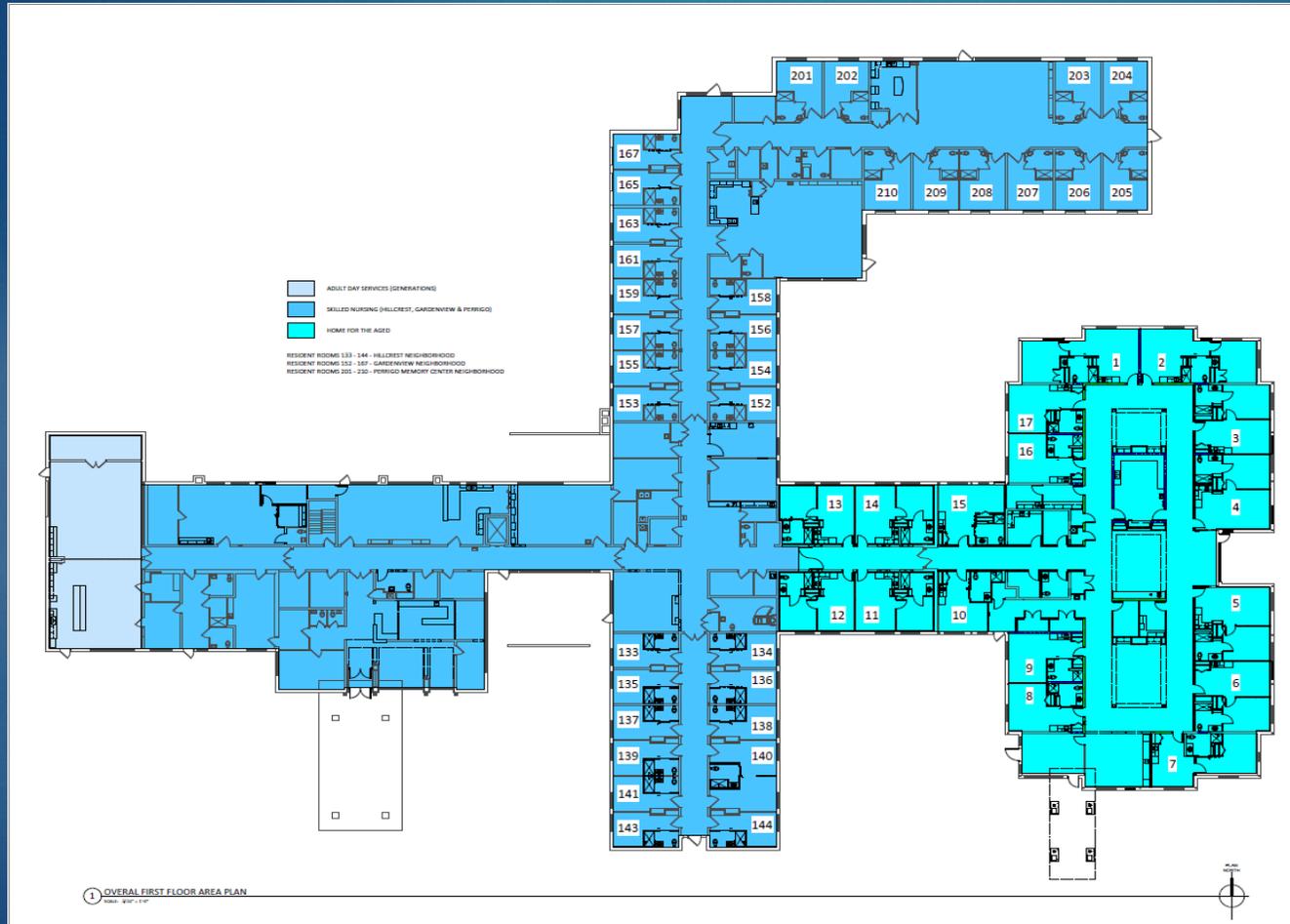
- Convert the Rehab Center and Hillcrest East Hall into an Assisted Living Community with a Home for the Aged licensure.
- Update and renovate the skilled nursing and adult day portions of the facility to the greatest extent feasible, providing improved HVAC, roofing for nearly the entire facility, plumbing/boiler upgrades, improved electrical systems and energy efficient lighting, updated décor with updated wall/floor/window coverings, kitchens, bathrooms, etc.
- The Hillcrest Neighborhood of 20 rooms would be reduced to 12 with the East Hall becoming part of the Assisted Living. This allows our SNF areas to be 3 true Eden Alternative Households with 10 or 12 residents in each area, fulfilling this vision in the process of creating the Assisted Living.
- Add a Café to the front lobby to provide a location for residents, visitors, staff, and County partners to enjoy a coffee, meal, or snack, increasing the community's involvement with ACMCC.

Current Floor Plan



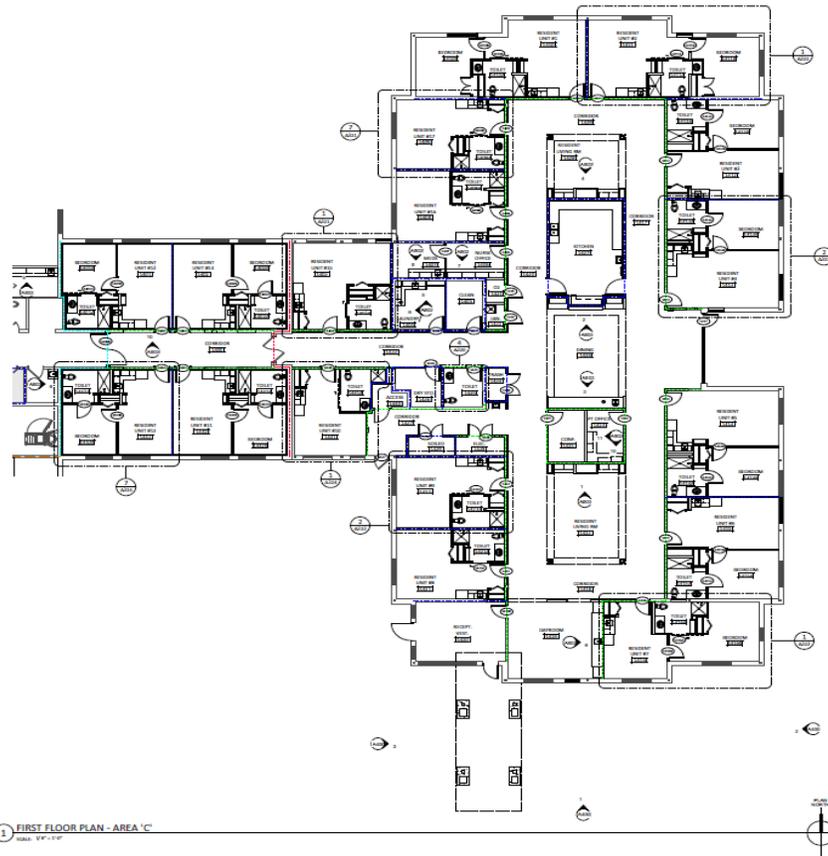
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Overall Renovated First Floor Plan



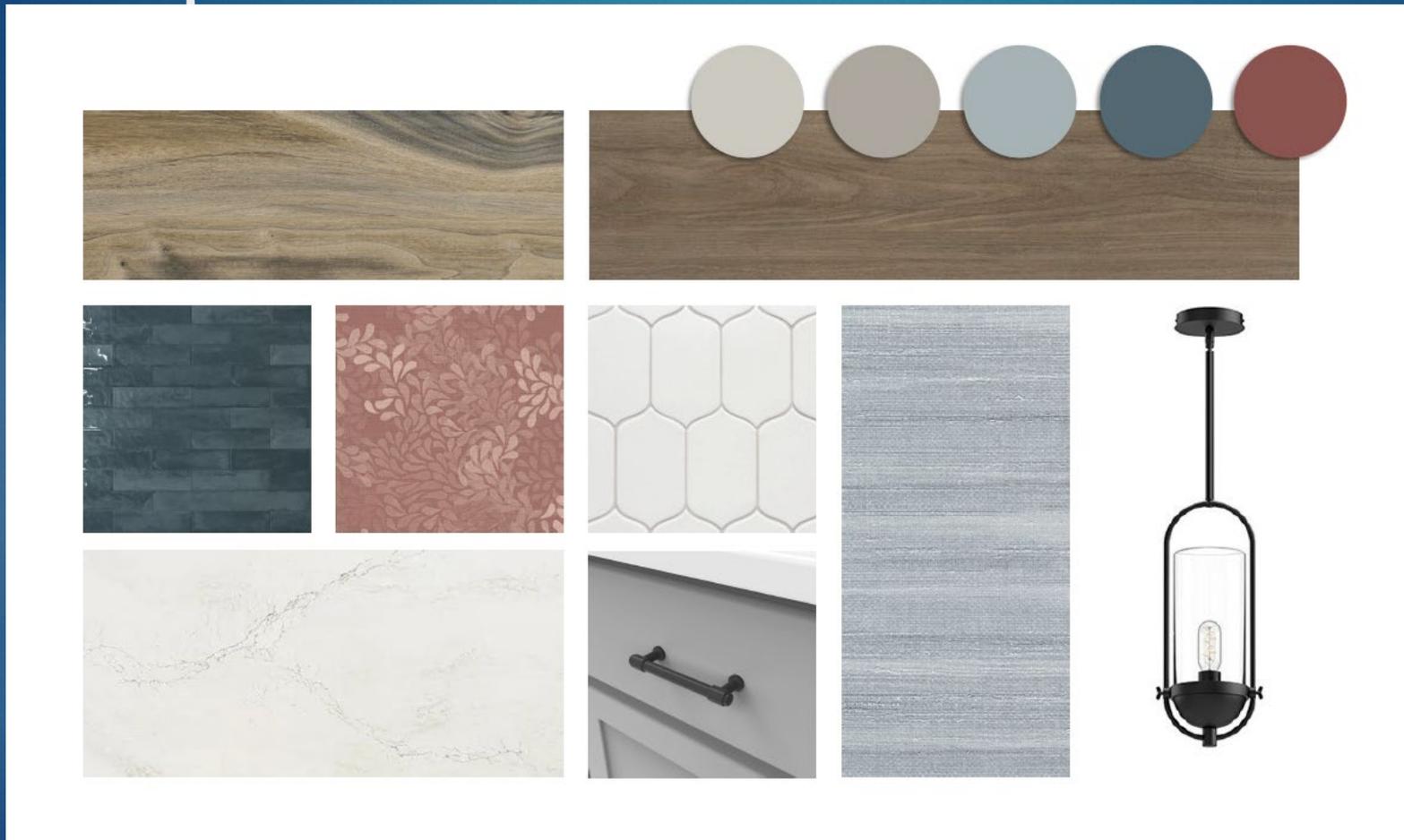
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Assisted Living Floor Plan



*These pages will be in large scale on an easel for the presentation.

Proposed Décor Finishes



Assisted Living Design Renderings



Assisted Living Design Renderings



Assisted Living Design Renderings



Current Lobby



Café Renderings



Café Renderings



Projected Project Costs



Allegan County Medical Care Renovation Project Cost Breakdown	
Construction Category	Projected Cost
Demolition	\$177,350
Concrete	\$39,500
Masonry	\$18,000
Super Structure/Metals	\$40,000
Wood, Plastics, and Composites	\$29,950
Roofing	\$1,026,010
Openings - Doors/Windows	\$458,500
Finishes	\$1,169,738
Specialties - Signage, Knox Box, etc.	\$54,425
Food Service Equipment	\$203,900
Furnishings - Window Treatments, Millwork	\$178,800
Special Construction - Fireplace	\$10,000
Elevator	\$261,000
Fire Protection	\$87,700
Plumbing	\$524,200
HVAC	\$812,500
Electrical	\$661,550
Electronic Safety & Security	\$67,250
Earthwork	\$6,250
Site Improvements	\$4,000
Construction Management - General	\$572,000
Temporary Facilities	\$307,503
CM Fees & Bond	\$497,518
CM Estimating and Contingency	\$709,404
Furniture, Fixtures, and Equipment	\$341,000
Architect/Engineer Fees	\$365,150
Hazardous Materials Removal	\$100,000
Bonding Fees	\$200,000
Total	\$8,923,198

Project Affordability

- With COVID improvements and reductions in staffing incentives and overtime, there is far less reliability on the Millage for operations, putting ACMCC in a positive financial position.
- With reduction in Skilled Nursing Facility total licensed beds to under 40, allowing for a drastic reduction in Provider Tax, we are also seeing these large savings annually in 2024 and 2025.

Less Than

40 Beds:

\$2.00/Medicaid day

Greater Than

51,000 Medicaid Days:

\$18.65/Medicaid Day

All Other

Providers (ACMCC):

\$28.65/Medicaid day

This tax averaged between \$400,000-\$650,000/year for ACMCC—depending on our census. By reducing skilled nursing beds and adding assisted living rooms in the future, we would reduce to the \$2.00/Medicaid day cost. There is no provider tax for assisted living, as they are not Medicaid eligible.

- Lost funds from vacant rehab/COVID section replaced with Assisted Living, estimated at \$1.1 million annually. Additional, small amount of new revenue from the addition of the café.
- Others—reduced maintenance expenses with overall capital improvements to core systems.

Project Affordability

Facts and Assumptions:

- Millage approved August 2020--First funds received were at the end of 2020/early 2021--Six years remaining of funding, including 2024/2025.
- If millage growth is factored conservatively at 1%, ACMCC will receive \$10,337,830.00 more in millage funding with the current millage.
- The previous Rehab Center revenue would be replaced after years of this deficit, with a Full Assisted Living Facility (17 residents--not including any married couples) = \$1.1 million in new revenue - \$350,000 in expenses = \$750,000 projected annually
- Café revenue after staff expenses and supply/food costs is hoped to clear \$50,000 annually
- Assumption that with replaced HVAC, roofing, and other facilities maintenance related issues corrected, a reduction in annual costs would also occur in these areas.
- Net of \$6,716,605 in excess, without use of any SNF revenues.

Discussion of Next Steps

Questions/Comments?

Thank you for your time.

