



"120 Years of Caring from the Heart"

**Grandvue Medical Care Facility
Annual Report
2011**



Valuing Yesterday



BIG DAY AT GRANDVUE: More than 1,000 visitors attended open house Sunday at Charlevoix County's new \$60,000 Grandvue medical facility, located at East Jordan. In addition to county residents, visitors came from as far south as Toledo, Ohio, Grand Rapids, Midland, Lansing, Muskegon as well as throughout northern Michigan. Hospital Superintendent Hilda Herlihy said registration at the house showed that visitors numbered over a thousand between 1:45 p. m. Sunday until 6:30 that night. In the above photo Percy J. Tull, chairman, Charlevoix County Welfare Department, is turning the new building over to Supl. Herlihy. Other members of the county welfare department are from left: Mrs. John Reynolds, director; Frank Bird, and Roy Scott; Barney Mitchell, chairman, Charlevoix county board of supervisors, was master of ceremonies during the afternoon program. Speaking to visitors were Dr. A. F. Litzenberger, M.D. of the Michigan Dept. of Health, District 3; John Gasbatta, a administrative assistant, state department of social welfare, Lansing; invocation was by Rev. Charles W. Thorsgaard, of East Jordan and benediction by Rev. Fr. Francis E. Dewey, of Charlevoix. Cookies for refreshments were donated by the Boyau City and East Jordan home economic girls, the ETA NU woman's society of Boyau City and the women of the East Jordan Presbyterian Church and American Legion Auxiliary. Cream was furnished by Ideal Dairy, of Boyau City. Moving operation from the old building into the new started Monday with hope of completing the task this week. Several residents aided with the work. 1958 (Photo by Heckle)



Main Street grand opening
With FIA board member Oral Sutill and administrator Penny Drury looking on, Grandvue resident council president Paul Harding cuts the ribbon that allows access to Grandvue's new Main Street. Main Street features a diner, street-side cafe, beauty/hairer shop, library and chapel. Grandvue is planning an open house for area residents when all construction is complete. 2005



A GROUNDBREAKING CEREMONY was held at Grandvue Medical Care Facility Wednesday. The honorees were to Clyde Cunningham health shewell chairman of the Charlevoix County Board of Commissioners. Others pictured include (from left) Oral Sutill, Grandvue building committee member; Jim Peena, President of Peena Construction, the contractor; Steve Gerganoff, architect; Ron Conkle, Grandvue administrator; John Haggard, chairman of building committee; Richard Tille, building committee and director of the county department of social services; Dan Meighan, building committee; Delbert Ingalls, building committee; Carrie Drury, building committee and Elena Rouen, social services board. (NEWS photo by Nancy Jarvis) 1979

Grandvue thrives under the governance of the

Department of Human Services Board of Charlevoix County:

- Carl Bloom**, Board Chair
- Bill Olstrom**, Vice Chair
- Bob Pawlus**, Board Member
- Joel Evans**, Commissioner Liaison



Dear Friends of Grandvue,

It is an honor to have been appointed to serve you as Grandvue's administrator. With 120 years of service as a county facility, Grandvue has had only six nursing home administrators since becoming a Medical Care Facility fifty-four years ago.

As a long term care community, we are grateful to those who came before us with the vision to provide the best possible physical plant and professional staff to serve our Residents. The efforts of these individuals have situated Grandvue as a premier Medical Care Facility and provider of choice in Michigan and the United States.

Looking forward, the economic climate poses many changes and challenges to the way we perform our business. Through careful planning, preparation, innovative thinking and an unwavering commitment to our mission, "Dedicated to caring for the body, mind and spirit of our Grandvue family," we will be able to continue providing exemplary Resident care well into the future.

I hope you enjoy our annual report and its "trip down Memory Lane" as we look back on 120 years of service to Charlevoix County and Northern Michigan while highlighting the 2011 achievements. As always, we are grateful to our Residents' families, our dedicated staff of caring professionals, our selfless corps of volunteers, and the support of our Northern Michigan community.

Sincerely,

Carol Timmer

Carol Timmer, Administrator
NHA, BSN, RN, CDON, FACDONA, CEA



Carol Timmer, Administrator

Visioning Tomorrow

120 Years of Caring



1900



Grandvue Hospital 1954



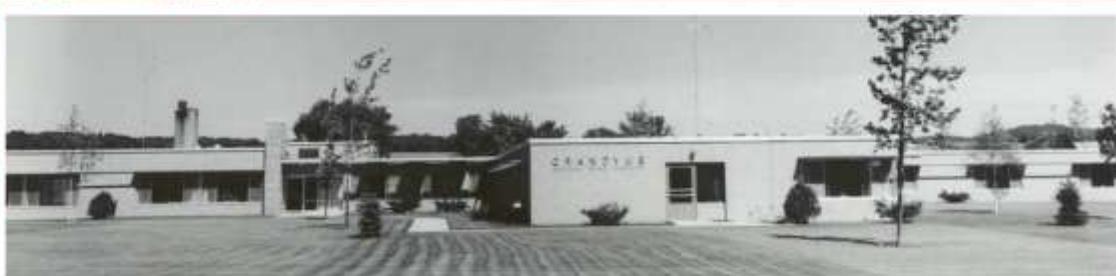
Obstetrics 1954



Lobby and Day Room 1954



Patient's Room 1954



1958

In 1885 George Haynor sold 80 acres to Charlevoix County for \$2500, and in 1891 the establishment that would become Grandvue began serving the community.

In 1949, an infirmary was added that included an x-ray unit and a maternity ward. Seventy-five babies were born in the Grandvue Hospital. At this time there were fewer trees, and you could still see the lake from the premises. A visitor to the location once observed, "My, isn't this a grand view?" While this is the origin of the name of the facility, the "vue" spelling remains a mystery. Seventeen staff members were employed to care for the hospital's 43 patients.

Grandvue Hospital operated until 1958 when federal regulations stated that infirmaries were no longer acceptable, and the new 61-bed Grandvue Medical Care Facility opened on October 26, 1958. Living areas for twelve additional Residents were added in 1968; and in 1980, a Supervised Residential Care (SRC) Unit opened to provide a home for those who did not need 24-hour skilled nursing care.

Changes in the nursing home populations in the 1990's led to further changes within Grandvue. In 1997 the SRC Unit was converted into the Horizonvue Alzheimer's Unit, and this community grew in 2005 when the entire facility was renovated. The renovation and expansion project provided our Residents with semi-private rooms with in-room showers and expansive community living and dining areas. Residents and their families now enjoy the features of Main Street, including a theater, street-side café, library, chapel and barber/beauty shop.

Today Grandvue is home to 113 Residents and staffs around 230 employees. All of the physical changes have not altered the facility's purpose, however; and Grandvue continues to act as a safety net by providing care on a first-come, first-served basis to our most vulnerable citizens.



Grandvue today

from the Heart





Caring for the Body,

Following in our mission to provide exemplary care to the Residents of Grandvue, we strive to move beyond the medical model to ensure that our Residents achieve a life worth living.

- Grandvue is comprised of two unique communities: Jordanvue for long term and rehabilitative care, and Horizonvue for specialized dementia care. Best practices from each community influence programming and services throughout the facility.
- Physical, Occupational, Speech and Restorative Therapies are available to help Residents achieve their personal goals.
- A full time CNA Transporter is available to take Residents to medical appointments away from the facility. This continuity of care allows for relationship building, and our Transporter acts as an advocate for her Residents throughout the medical community.
- Weekly nondenominational church services, Catholic mass, rosary classes and Bible study are available to serve the spiritual needs of our Residents.



Irene Paszkowski, Director of Nursing



Jean Johnson, Asst. Director of Nursing

- Regular visits from our local barber and stylists allow Residents to continue to look and feel their best; preserving their dignity and self esteem.
- Opportunities for meaningful activities abound, allowing our Residents to use their personal skills and talents to contribute to their environment and local community.
- Staying active in our Northern Michigan community is important, and group outings and activities are arranged as directed by Resident choice--and you can find our Residents engaged in activities ranging from organizing a community knitting or sewing project to attending a Beach Bums ball game.



DOLL FACTORY...The manufacturing of "Raggedy Ann" dolls is one of the projects of patients at Grandvue Health in East Jordan. The hospital auxiliary members are a major part of the program. Shown here standing in the back row from the left are Mrs. Rose Neenan, Grandvue Therapy director and Mrs. Betty Rowell, president of the auxiliary. Seated from the left are Mrs. Marie Allison, Miss Jeanette Harris, Mrs. Sarah McAllister and hospital administrator, Mrs. Hilda Watkins. (NEWS photo by Jim Herman.)



Take us out to the ballgame

A special greeting was extended by the Traverse City Beach Bums to the 21 residents, staff members and volunteers of Grandvue Medical Care Facility who attended the game on Sunday, June 12, in Wainfleet Park in Traverse City. Grandvue resident Virginia Jacobson (front) is about to receive a visit from Beach Bums mascot Sunburn.



Mind and Spirit



Person Centered Care



Care facility adopts alternative philosophy 10/2000

EAST JORDAN — The Grandvue Medical Care Facility has adopted a new approach to caring for elders, called the Eden Alternative, which emphasizes the creativity and problem-solving abilities of its employees.

Grandvue administrator Penny Drury said the new approach recognizes team leadership, rather than traditional institutional management. As a result, she said, the home is "filled with life" in the form of plants, pets and children through intergenerational activities.

She said Grandvue is able to de-emphasize programmed activities and allow elders to enjoy

significant companionship, a regained sense of purpose, and the spontaneity and variety that occur within this kind of "human habitat."

Studies in Eden Alternative homes have shown a variety of benefits, including reductions in staff call-ins and turnover, reduction in medications needed for the elders, and reductions in such chronic problems as bed sores, incontinence, irritability and depression, Drury said.

The studies also indicate that elders in an Edenized environment tend to live longer than those in a more traditional long-term care setting.



Person centered care is a dignified approach to living and caring for people by creating communities where Residents choose to live their lives with staff who enjoy assisting them. Person centered care allows our Residents to maintain control over the decisions that affect each area of their lives. The result is a truly rewarding and satisfying daily life for our Residents and staff alike.

Getting to know each Resident as an individual begins at admission, and relationships build and strengthen through the advocacy of our team of three full time social workers. "I Centered" care planning keeps Residents' preferences in the forefront and keeps them actively engaged and empowered in decision making.

Breakfast is cooked to order by homemakers in our kitchenettes; and breakfast times are flexible to accommodate Residents' preferred morning schedules. Grandvue's dining enhancement program includes staff from all departments to increase service and companionship during meals.

Grandvue is guided in our journey toward Person Centered Care by the Principles set forth by the Eden Alternative. As a Certified Eden Home, Grandvue strives to create an environment that offers the opportunity to give care to other living creatures and stresses spontaneous, meaningful community interaction.

Staff and management of Eden homes work toward culture change through ongoing training and a continued dedication to creating a life worth living for Residents. At Grandvue, we encourage any Resident who has a "warm heart for a cold nose" to get involved in caring for and sharing love with the animals who also call the facility home. Opportunities for intergenerational fun abound, from visiting preschool classes to holiday parties with local school children and activities with our VolunTeens.

Grandvue Terrace and Recreation Park

We are very excited to announce the beginning of the next step in our Grandvue evolution: the Grandvue Terrace and Recreation Park. Born from the needs and desires of our Residents and families to develop an outdoor area to allow opportunities to enjoy our beautiful, natural surroundings, the Terrace and Recreation Park will encompass five areas:

- A **red barn** that will include a woodworking/craft shop for Residents and small pens for raising small animals such as piglets, ducks and chickens. Raised planters and ground gardens will be outside the barn for Residents to plant their new shoots.
- A **picnic pavilion** for hosting family and facility parties.



- A **small fishing pond with a flowing stream** to provide opportunities for fishing or sitting and listening to the water while watching birds and other wildlife who regularly visit Grandvue.
- **Walking paths** of three different lengths.
- A **multi-generational recreation area** including a golf putting green, horseshoe pit and playground equipment.

The Grandvue Board has authorized the creation of the Grandvue Terrace and Recreation Park with money from grants and fundraising efforts. Construction will begin as funds become available.

If you would like to be a part of the Grandvue Terrace and Recreation Park project, we welcome your comments. Carol Timmer, Carl Olstrom and Linda Mansfield can answer your questions and provide additional information.

Contributions to the Terrace project may be directed to:

Grandvue Terrace and Recreation Park
 1728 S. Peninsula Road
 East Jordan, MI 49727



Grandvue representatives gratefully accept the grant money from the Charlevoix County Community Foundation (from left): Oral Sutille, Charlevoix County Department of Human Services board chair; Phyllis Thron, Grandvue resident; Joel Evans, Charlevoix County Commission liaison; Maurien Radke, Charlevoix County Community Foundation; and Bill Olstrom, Charlevoix County DHS board member. August 2011



Goal: To have an outdoor area that stimulates the senses, maximizes optimal healthy living, embraces fellowship, and gives Residents a life worth living.

Helping Hands,



TEA and cookies were served at the organizational meeting of the Grandvue Medical Care Facility Auxiliary, last Thursday afternoon. Serving team was Mrs. Bonnie Starback. Over 73 area women attended the first meeting of the auxiliary group. The next meeting is set for Thursday, July 10, at two o'clock. 8/17/1969



Grandvue Auxiliary

Established in 1969, the Grandvue Auxiliary has actively supported our Residents through fundraising efforts and service at facility events. Over the years, the Auxiliary has provided Grandvue with wheelchairs, lifts, physical therapy and safety equipment, televisions, educational and training materials, and outdoor furniture. The Auxiliary's contribution of a Wii system led to the start of the Grandvue Bowling League and allows Residents to participate in a fun alternative form of physical therapy.



A WELCOME HAND: A recent cold and blustery Thursday afternoon turned into a warm and friendly social gathering for patients at Grandvue when old friends gathered for an afternoon of singing. Here one of the patients, waves to approaching visitors. Mrs. Mary Glenna Malpas, Mrs. Evelyn Gidley, Mrs. Phyllis Malpas and Mrs. Esther Parton. (Photo by Heakle.)

A HELPING HAND It Happens Every Thursday At Grandvue Hospital

By Doris Heakle

For patients at Grandvue, Charlotte county's preeminent medical facility at East Jordan, Thursday afternoons are very special.

Elderly hands are encouraged to become active, elderly minds are challenged and elderly hearts are warmed by the pleasant talks in each individual.

Instead patients look forward to making new friends and sometimes receiving all opportunities. It is a day when patients come to the facility of-fering special entertainment or ideas for and-to-difficult handi-craft projects.

The therapy sessions at Grandvue are dependent upon in-dividuals and groups of Char-lotte county citizens who take the time to visit the elderly.

For the past two years many individuals, and especially one group of East Jordan women, have been helping render the happy sessions at Grandvue. Here are noted.

Mrs. Hilda Hartig, repre-sentative at Grandvue, hopes

Monday to see an Auxiliary organized for the medical facility to assist with therapy activities. She wishes members of various other groups in Char-lotte county helping with classes in the institution.

The legal group - group of East Jordan women who have been calling at Grandvue on Thursday afternoons, are: Mrs. Evelyn Gidley, Mrs. Phyllis Malpas, Mrs. Esther Parton and Mrs. Mary Glenna Malpas.

They have held many fea-tured cards with patients, re-plied them, made easily ac-com-plished articles. Sometimes they are accompanied by other East Jordan women during the visits.

Recently, area members of the State City Extension group have taken over for the month of November: Mrs. Marjorie Kastrick, Mrs. William Sherman, Mrs. Clarence Healy, Hilda Weaver and Hilda Collins.

Mrs. Hartig hopes other groups and individuals will contact her soon, offering help on Thursday afternoons.

"The patients do look forward to this day," she said. "They agree up a bit more, smiles are more frequent and an air of expectation is definitely in the air on 'therapy' day at Grandvue."

Volunteers have always been important in enhancing the lives of our Residents. Volunteers facilitate weekly outings, bingo games, and other group activities and events. Many of our volunteers fill the role of a special friend for our Residents and provide comfort and companionship by sharing stories and memories. Younger members of the community are welcome to join our VolunTeen program.



VolunTeen Mariah Hershko serves up smiles



Caree Phänuf, volunteer

The Charlevoix County Community Foundation manages two endowments for Grandvue:
The Taylor/Grandvue Endowment is specifically for education and promotion of Alzheimer's and dementia related issues. *The Grandvue Endowment* is a capital and operational endowment fund. Donations for either endowment may be made at the facility or sent to:

Charlevoix County Community Foundation
507 Water Street, East Jordan, MI 49727

Caring Hearts

Professional Care Partners

Grandvue employs more than 225 caring and highly skilled individuals who are committed to providing our Residents with the finest care and service possible. Education for staff and advancement from within are key components in our dedication to excellence. We are committed to remaining a steady, year-round employer in our community.



The trust we place in our staff of professionals is repaid with loyalty and longevity, which in turn provides continuity of care. Turnover for nursing staff has steadily decreased from 38.1% in 2004 to 15.1% in 2011. Forty-two of our staff members have been with us for more than ten years.

Grandvue has been awarded a 5-Star rating for our staffing levels through The US Centers for Medicare and Medicaid Services. The average total number of nursing staff time dedicated to each Resident is 5.5 hours, while other homes in Michigan average 3.9. This means that Grandvue staff can provide more than 1.6 additional hours of individual attention to our Residents.



KITCHEN FACILITIES are located in room at Grandvue Medical Care Facility, W-1 & 4th St. Detroit, Michigan 48207

Grandvue Medical Facility is Cited for Care of Patients

EAST JORDAN - Grandvue Medical Care Facility was commended recently following an inspection by Agnes Fredricks, nurse consultant for the office of medical services for the State Department of Social Services.

Of the visit, Miss Fredricks stated: "the staff of Grandvue Medical Care Facility is to be complimented on the care which is being given to the patients in the facility. The nursing care, patient environment, and genuine patient concern was apparent throughout the center on the day of the consultant's visit."

In a letter to Grandvue from the Department of Social Services, the staff disbursement of the facility was broken down and ratios of professional employees to non-professional and personal to patient recorded.

The ratio showed that between 8 a.m. and 4 p.m. each day, there is one staff member available per 5.03 patients. Between 4 p.m. and midnight, the ratio is one staffer per 10 patients and from midnight to 8 a.m., one staff member per 14.3 patients is present.

The pattern of the ratio drew the following comment from the consulting nurse: "The staffing pattern meets the requirements and is one of the best which this consultant has observed."

The report also cited Grandvue for a number of other factors.

"The cleanliness, order and general appearance of the physical environment is excellent...food service is good, the menus show good balance."



HILDA WATKINS and some of the employees who have served the longest number of years during her 28 years as administrator of Grandvue Medical Care Facility. (Left to right Pearl Toussley, 25 years; Rose Trojanski, 2 years; Ella Toussley, 26 years; Kay Peck, 27 years; Hilda Watkins, 23 years; Harriet Ruckles, 27 years; Pauline Amott, 21 years; Maryann Sudiff, 18 years and Rose Nemeck, 15 years. (Photos by Huckle Studios) 5/11/1977



In 2011, we implemented an electronic charting system which allows our CNAs to record vital information more accurately and quickly; allowing for additional time to devote to personalized, Resident centered care.

Caring in Our Community

Cleanup crews will soon hit the shoulders 4/7/2011

ROAD WARRIORS

Sheri McWhirter
 CHARLEVOIX — The region's snow finally dwindled to leave behind miles and miles of roadside rubbish that sullies the scenery, even in picturesque Northern Michigan.

But it won't last long, thanks to legions of volunteers who strap on day-glo yellow vests, walk the highways with work gloves and pick up what litterbug motorists leave behind. There's always need for more volunteers, though.

Adopt-A-Highway litter patrols will begin in Charlevoix and Emmet counties on April 23 and will continue through May 1.

"Last year, the efforts of our volunteers eliminated 88,000 lbs of trash and saved taxpayers more than \$1.5 million in cleanup costs. I don't know what we'd do without their hard work, especially given our rising maintenance costs," said Kirk Stuedde, director of the Michigan Department of Transportation.

About 3,000 volunteer groups make up the state's legion of litter pickers.

Among them is Bryan Lindfors, scoutmaster with the Charlevoix Boy Scout Troop 11. The project fulfills public service requirements for the scouts, he said.

"It also helps beautify the community and keeps it looking nice," Lindfors said. "It's good to remind the kids they have a duty to their community."

The troop often is promised a pizza dinner after their roadside cleanups along U.S. 31 in Charlevoix County.

"It seems like the carrot works better than the stick," Lindfors laughed.

Ultimately, roadside cleanup events are an easy way to contribute without spending money.

"People do this because it's a way to give back that requires effort and that's it. It's so simple and it makes a huge difference," said Margaret Widrig, of MDOT's Traverse City office.

The program is popular enough

In Charlevoix County that there are no state highways in need of adoption, though a couple are available in Emmet County.

Charlevoix County Road Commission manager Pat Harmon said MDOT operates the state-wide highway cleanup plan for major highways, though some counties offer similar programs for county roads.

"We tried to do this a few years ago on our county road system, but things got tight," Harmon said.

"Some keep up the tradition, anyway."

"It started a couple of years ago and we decided to take some ownership of the road we are on," said Melissa Holtbrook, admissions coordinator at Grandvue, Charlevoix County's elderly medical care facility in East Jordan.

It's a ritual for the facility's staff to clean up about 1.5 miles along Peninsula Road, from Dutchman's Bay Road to Advance Road. They make the garbage bag-toting trip three times each year, in April, July and September.

"It's part of our civic duties to keep this up," Holtbrook said.

Some Grandvue residents also enjoy the event, she said, particularly the opportunity to lease the employees as they toil in the ditches to pick up everything from food wrappers to empty Exxon bottles.

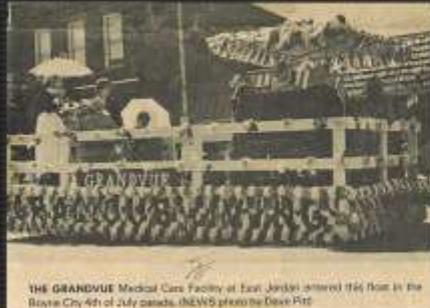
"I haven't found anything too disgusting, just an old flannel shirt," Holtbrook laughed.

Being a good neighbor means supporting our Charlevoix County community. Some examples of community partnership in 2011 include:

- Hosting two Red Cross Blood Drives
- Serving more than 600 community members at our annual summer picnic
- Co-sponsoring the Charlevoix County Senior Health Fair
- Receiving the RSVP (Retired & Senior Volunteer Program) 2011 Partner Agency of the Year Award
- Maintaining Peninsula Road as part of the Adopt-a-Highway Program
- Providing a training site for the local Ministerial Association
- Hosting a vintage auto show



Continuing a tradition that spans nearly 40 years, Grandvue participated in all 4 community parades, giving our Residents the opportunity to show their patriotism and civic pride.



CAREER SPOTLIGHT

Healthcare

Certified Nurse Aide • Physical Therapist Assistant

Meet Certified Nurse Aide, Odessa Sulkowski
 Odessa Sulkowski is a Certified Nurse Aide (CNA) at the Grandvue Medical Care Facility near East Jordan. Sulkowski provides direct care to residents and assists them with activities of daily living. She says the job is physically and emotionally challenging and she has to be able to think on her feet because each day is different. Sulkowski says a lot of times she just has to "think, think, think and go, go, go, without a lot of time to sit down." Grandvue's director of nursing says, "Odessa's work is essential" for CNAs. She says they also need to be adaptable and have good communication skills.

"My favorite part of being a CNA is going home at the end of the day knowing that I helped someone."
 —Odessa Sulkowski, Certified Nurse Aide, Grandvue Medical Care Facility

Meet Physical Therapist Assistant, Amy Berkley
 Amy Berkley is a Physical Therapist Assistant (PTA) at Northern Michigan Regional Hospital in Petoskey. In her job Berkley helps patients with their rehabilitation after things like surgery or a stroke. Berkley says you need to be adaptable because every patient is different. She says you also need skills to help patients understand their condition if they get frustrated. The hospital's most important skill is critical thinking skills, collaboratively with other members of the healthcare team.

"I love working with the patients and seeing the progress they make from the start to finish for their therapies."
 —Amy Berkley, Physical Therapist Assistant, Northern Michigan Regional Hospital

"We have to demand more of our staff and they have to have more skills."

Career Skills for the New Economy

- Critical Thinking & Problem-Solving
- Collaboration & Leadership
- Adaptability
- Initiative & Entrepreneurism
- Effective Oral & Written Communication
- Accessing & Analyzing Information
- Curiosity & Imagination
- Personal Accountability

The Career Spotlight is available online, providing more in-depth information & videos:
nwm.org/careerspotlight.asp

Partners: Michigan Works!, Northwest Michigan Council of Governments, Char-Ene, ECTE

We were proud to have CNA Odessa Sulkowski (now Cavaness) featured in the Healthcare Career Spotlight presented by the Northwest Michigan Workforce Development Board's Education Advisory Group. The video and accompanying poster will be used in schools and Michigan Works! career advisory centers throughout the 10-county Northwest Michigan region.



Classroom Training 2011



Paula and Cindy, Education Coordinators

Established in 2007, Grandvue's Nurse Aide Training Program is committed to providing affordable, quality instruction. We hold six courses each year, and 83 students completed the course in the 2011 academic year. Of the 2011 graduates surveyed, 85% had obtained positions in a health care profession.

Caring for Your Investment

At Grandvue, we value the trust our Charlevoix County neighbors have placed in us by allowing us to care for your friends and loved ones. We recognize the responsibility we owe our community to wisely invest each and every dollar to ensure financial stability and continued excellence in care.

In reviewing 2011 financial results, an increase in total operating revenues is evident and is the result of the State of Michigan's Certified Public Expenditures (CPE) Program. The purpose of this program for county-owned facilities is to assure funding for unreimbursed costs incurred for services to Medicaid beneficiaries.

This program was implemented by the State after 2011 ended but retroactively applies to services we provided in 2009, 2010 and 2011. Consistent with accounting rules, an estimate of the amount due from the State was recognized as income and a receivable in our 2011 financial results. We have not yet received payment for the amounts due.

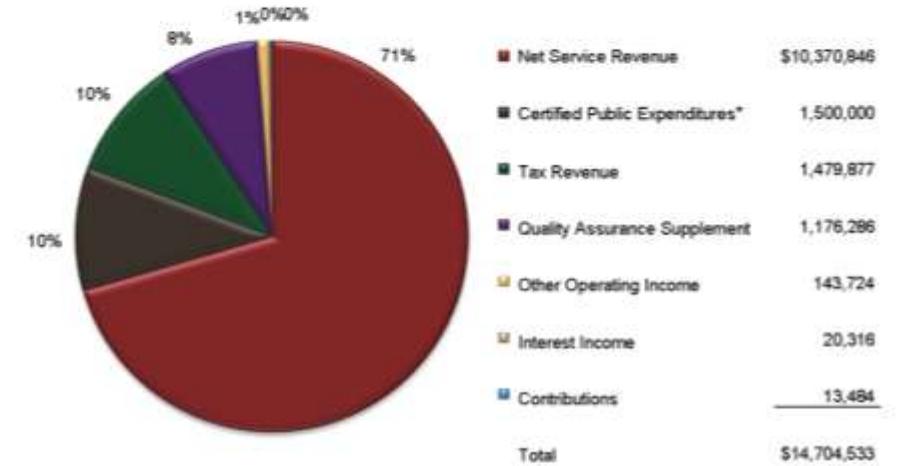
When received, the CPE funds will allow us to better position ourselves in an uncertain economic climate and help to replenish the reserve fund that was used to finance the expansion of our Alzheimer's Community in 2002 and purchase a new generator in 2008. As the long-term future of the CPE reimbursement program is uncertain, we will continue to proactively economize and look for ways to increase our operating efficiencies.

In 2011, Grandvue's occupancy rate averaged 98.6%, validating that we are a provider of choice for our community. We provided the equivalent of 40,676 days of 24-hour skilled care including meals, activities, therapies, laundry service, utilities and home maintenance for about \$13.55 per Resident hour. We are grateful for your continued support, and we look forward to serving you for the next 120 years and beyond.

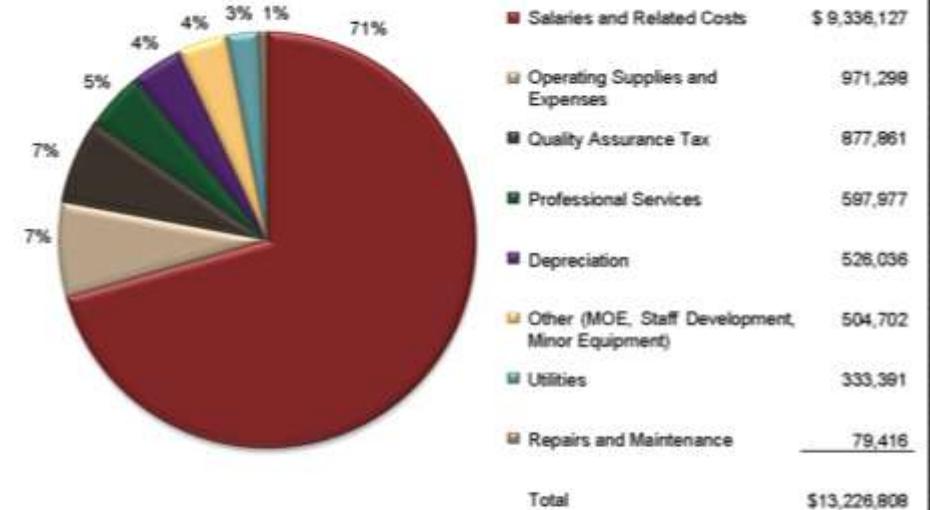


Mike Stephenson, CPA,
Financial Services Director

Revenue and Income



Expenses

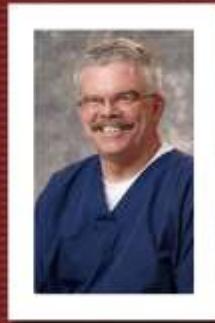


*Subsequent to year end, The State of Michigan received approval to allow county-owned facilities to receive reimbursement through the Certified Public Expenditures program. The State approval is retroactive to January 1, 2009. As of December 31, 2011, the facility estimated a settlement of approximately \$1,500,000, which is recorded as revenue.

(2011 Independent Audit prepared by Plante & Moran, PLLC)



We are
Grandvue...



and we are
Dedicated to
caring for the
body, mind
and spirit of
our Grandvue
family.