



# Grandvue Medical Care Facility

## 2012 Annual Report

*Dedicated to Caring for the Body, Mind and Spirit of Our Grandvue Family*

**"All the forces in the world are not so powerful as an idea whose time has come."  
-Victor Hugo**



Dear Friends of Grandvue,

Following the words of Mr. Hugo, Grandvue had many powerful forces at work in 2012 as we embarked on several ambitious projects to enhance the lives of our Residents: the Namaste program for late stage dementia care, our Restaurant Style Dining program, and a total reorganization of our Health Services administration.

Before proceeding with any new idea, project or innovation, however, it was important that we kept true to our mission statement: *Dedicated to caring for the body, mind and spirit of our Grandvue family.* I hope as you read about our new programs on the following pages, you will see how each not only contributes to a life worth living for Grandvue's Residents but also helps us to further our vision of providing Resident Directed Care within our neighborhoods.

We are already seeing results with our Namaste care program. Residents who may not have had the opportunity to socialize with others are interacting with their environment again. Residents who struggle to find inner peace are seeking solace and finding it in the calm haven of the Namaste Room.

At the time of this writing, we have just opened our new dining rooms in conjunction with the Restaurant Style Dining program. Results have been instantaneous: Residents are ordering their foods of choice, eating more and dining with their companions of choice at the times they choose. Waste has been dramatically reduced, as has the need for expensive dietary supplements. We have a long way to go with this brand new program, but so far one of our biggest challenges has been convincing Residents that they cannot "tip" staff for their meal service.

While our Nursing and Health Services Administration reorganization is still young, we can see how our new positions will enhance Resident care while allowing for more decision making at the neighborhood level. We face challenges and learning curves; but we have an outstanding team of nurses and healthcare professionals who will facilitate the transition and grow with their enhanced roles.

Looking forward, we are eager to begin fundraising for the Grandvue Terrace and Recreation Park that will provide our Residents and families with more opportunities for outdoor activities. We are continuing to grow our volunteer base to provide even more opportunities for community interaction and companionship for our Residents.

I am so grateful to the Charlevoix County Community for the support you have provided to the Residents and staff of Grandvue. None of our advances or achievements would be possible without you. Although the economic future of long term care continues to pose challenges to the way we do our business, I can assure you that we will continue to move forward with our focus on excellence in Resident care and strict adherence to our mission.

Sincerely,

*Carol Timmer*

Carol Timmer, Administrator





# "Let food be your medicine." -Hippocrates



Back in 2011, Grandvue embarked on a plan to revolutionize the dining process throughout the facility. The concept of Restaurant Style Dining allows Residents to select what they want to eat, when they want to eat it. Food is prepared as it is ordered, in kitchenettes adjacent to dining areas. Residents make their choices at mealtime from a seasonal menu.

Executive Chef to lead the dining team forward is critical. Grandvue was fortunate to have Chef Andy Carlson join our family in August 2012 as our Dining Services Director. Chef Andy has over 28 years of culinary experience in healthcare and fine dining establishments. He has a passion for cooking from scratch and a dedication to superior mealtime service.

Grandvue also welcomed back Pam Webster, consulting Registered Dietitian, in 2012. Pam works with Chef Andy and our Certified Dietary Managers to ensure that all Residents' nutritional needs are met.

Restaurant Style Dining encompasses three phases of development. During the initial phase, Grandvue's cooks were trained in culinary techniques; and purchasing methods for the procurement of fresh fruits, vegetables and meats were developed.

Renovation of two of Grandvue's dining rooms was necessary to house the equipment and facilities necessary to prepare each meal at the time of order. While this phase took longer than anticipated, the delay allowed time for staff training and the analysis of each Resident's optimum dining times and preferences. We are very excited about our new Restaurant Style Dining and the enhanced service we can provide our Residents.

In addition to increasing Residents' dining satisfaction, Restaurant Style Dining will provide other benefits to the facility. Several recent studies support the feasibility of this type of decentralized dining model:

- The use of real food that Residents enjoy improves clinical outcomes in areas such as weight loss (69% reduction in the first three months and a decline in medication usage of laxatives and appetite stimulants; Bump, 2010).
- Organizations save money by reducing the use of supplements and plate waste as Residents eat foods of their choice (Bowman, 2010).
- A recent study found that enhanced dining options resulted in a 52% increase in Resident satisfaction (Remsburg, 2010).
- Research shows that independence with eating improves the quality of life for Residents with dementia (Carrier, West & Ouellet, 2009).

A project of this scope impacts all aspects of food service from procurement to plating and presentation. Hiring the right



*"Providing nourishment is more than just providing the right number of calories; it is taking care that the appearance, presentation, aromas, flavors, delivery and setting are optimal as well...We know that uneaten food provides no nourishment."*

*-Frampton, Gilpin and Charmel  
Putting Patients First*



seasonings, sugar and condiments have been eliminated to enhance the restaurant ambiance.

When Residents come to the dining room, they will be greeted by a server and treated as if they were out to eat. The Resident will be able to make active choices in real time; and the more they are active in this process, the better they will become at making decisions. Assisting them in this process will be their server, who is also the familiar CNA who knows their preferences and can guide and advocate for them as necessary.

**R**estaurant Style Dining will help Grandvue provide the components for “excellence in individualization” in dining as outlined by culture change leader Linda Bump:

- Choice—the choice of what to eat, when to eat, where to eat, who to eat with, and how leisurely to eat. Choice of beverages, breads and desserts.
- Accessibility—foods of choice available when hungry, or when just longing for a specific food. The Grandvue dining rooms will be open from 7 a.m. to 6 p.m. each day.
- Individualization—the Residents’ favorite foods, foods that make them look forward to the day, foods that warm their hearts and souls, as well as nourish their bodies.
- Food First—With choice, accessibility and individualization, Residents can eat foods of choice throughout the day, eliminating the need for costly, and often refused, commercial supplements.

- Quality Service—Relationships are the key to quality service in dining, and relationship-based service is caregiving from the heart. Knowing what an elder ate, knowing what they need to eat, knowing what to tempt them with, all can make the difference between joy in dining and failure to thrive.

- Responsiveness—The common theme throughout Restaurant Style Dining is the right amount of responsiveness; not hovering, just quiet attention to every need. (Carmen S. Bowman, *Creating Home in the Nursing Home II*)

**S**taff from the dietary department will be readily recognizable by their “Grandvue green” chef’s jackets. The motto of the new dining services is “No problem, we can do that!” Broccoli not cooked to your taste? “No problem;” the dining staff professional will be happy to get you a new serving to your specification. Would you rather have a different sauce on your chicken? “Not a problem;” the cook can accommodate your request.

Menus will provide a wide range of choices for all diners. The morning menu will offer pancakes, waffles, fresh eggs made to order, cold and hot cereals, fresh fruit and Danish. Offerings on the daily lunch and dinner menus will include fresh soups, salads, sandwiches, five to six entrees and daily menu features. Residents will also have dessert selections such as fresh baked pies, cakes, ice cream sundaes and daily dessert features.

## "Not a problem—we can do that!"

**R**estaurant Style Dining encompasses more than expanding a Resident’s range of food selections available. The new dining program reflects evidence-based practices, consideration of the whole person, and honoring choice. Restaurant Style Dining will empower and honor the person first, support self direction and individualize the plan of care. A Resident’s inability to make decisions about certain aspects of his or her life does not mean the person cannot make dining choices—the Resident will be

empowered to make choices again and given a place to do just that.

Much of the preparation for the dining conversion involved soliciting Residents’ input for decisions on menu options, individual preferences for dining times, and even selection of china and table linens. The new dining rooms will have china plates and coffee cups, water goblets, cloth napkins and centerpieces. Individual serving packets for

*“When residents are given the opportunity to express preferences on food selection and portion size at the time of service, are they not also provided with an opportunity to contribute to their sense of self-esteem by exercising control over their environment in a small yet positive way?..The value of food may impact more than nutrition when mealtime contributes to social interaction, self-esteem, and enjoyment for the aging individual.”*

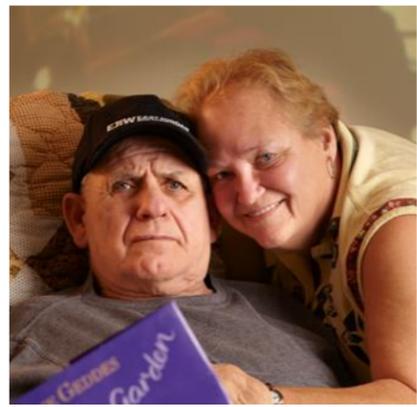
*-Sharon Leppert, Dietitian*





# Namaste

## Honoring the Spirit Within



Namaste, a term that means “honoring the spirit within,” responds to the basic human need to be touched with compassion, to be present with others and to be loved. The Namaste Care Program at Grandvue has been established to provide meaningful person-centered programming for Residents with advanced dementia in a way that focuses on the abilities each individual possesses, regardless of the progression of his or her disease.

Grandvue’s Namaste Room opened on August 20, 2012. With its serene color scheme, comfortable recliners, and spa like ambiance, Grandvue’s Namaste Program provides an environment where Residents can relax while maintaining the social contact they need and deserve. Located in Grandvue’s Horizonvue Community, the Namaste Room creates a safe and comforting environment for all who enter—Residents, families and staff.

Namaste Care is available 7 days a week, providing opportunities for all to engage in meaningful activities that help bring pleasure to people with advanced dementia. Namaste Care provides stimulation for all five senses with its aromatherapy, nature videos, soothing music, warm blankets, hydration program and hand and foot massages. Staff is specially trained to meet the needs of Namaste Residents, and the program is available to Residents from both Grandvue communities.

The Namaste Care Program brings an improved quality of life for Grandvue’s Residents in their last stages of Alzheimer’s disease or related progressive dementia by:

- Acknowledging the person first, not the disease;
- Removing the isolation surrounding these Residents and inviting them to a place filled with love and the presence of others;
- Joining hands and hearts to give a voice to Residents who can no longer speak; and
- Supporting family members and caregivers during this advanced stage of the journey.

Within hours of opening the Namaste Room, heartwarming success stories were already being shared. A Resident who could no longer communicate verbally was brought to the Namaste Room. When asked if she was comfortable, she said, “Yes.” She also began to sing again for the first time in over a year.

A Resident who had not slept for several days came to the Namaste Room. After five minutes, her eyes closed, she had her feet massaged, and she fell asleep. When she awoke, she asked “Is this heaven? This is so peaceful.”



*“Namaste Care philosophy supports the belief that the spirit of residents with advanced dementia continues to live. We see the spirit in residents’ eyes, their smiles, and their response to a loving touch. This is the spirit that is undaunted by disease, the spirit beyond the disease. It is the essence of the person.”*

*-Joyce Simard,*



Funded entirely through donations and fundraising efforts, the Grandvue Terrace and Recreation Park is planned to be completed over the next

several summers. If you would like to learn more about the project, please call Carol Timmer, Carl Olstrom or Linda Mansfield. We welcome donations to help our project become a reality for our Grandvue family.

The Grandvue Auxiliary, an organization that has supported Grandvue's Residents since 1969, is dedicating its fundraising efforts toward the Grandvue Terrace and Recreation Park project. If you would like to make a donation to the Auxiliary or are interested in becoming a member, please contact Peg Crozier at (231) 582-9015.

The Charlevoix County Community Foundation manages two endowments for Grandvue. The Taylor/Grandvue Endowment is targeted specifically for education and promotion of Alzheimer's and dementia related issues. The Grandvue Endowment is a new 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.

*"We must teach ourselves to see places where Elders live as habitats for human beings rather than facilities for the frail and elderly. We must learn what Mother Nature has to teach us about vibrant, vigorous living.....Our Elders need and deserve an opportunity for a life worth living."*

*-The Eden Alternative*

## **"We understand that it is better to live in a garden." -The Eden Alternative**

Grandvue is proud to be a registered Eden Alternative facility, and we strive to follow their philosophy and principles to create a natural environment that supports choice and autonomy for our Residents. Eden teaches us that decisions belong as close to the Residents as possible, and that the opportunity to do meaningful work is essential to human health.

The "story of the flowerboxes" is a classic example of how a small change can greatly impact the lives of those who call Grandvue home. As the weather warmed, Grandvue's maintenance department once again hung flowerboxes along

the porch railings—in the way it had always been done, with the boxes facing outward. At the request of several of our ladies, however, the flowerboxes were turned around to allow the Residents easier access to both the care and appreciation of the blooms.

With the dedication of family members like Gwen White Erickson, shown to the right, Grandvue's inner courtyards have bloomed. While visiting with her dog Denali, Gwen and her mother tirelessly plant, weed, and maintain the flowerbeds so that all Residents can enjoy the warm spring and summer days just like they used to at home.

In response to the needs and desires of our Residents and their families, we will soon be breaking ground on the Grandvue Terrace and Recreation Park. This project will allow Residents the opportunity to go outdoors with family, staff or on their own to enjoy Grandvue's beautiful natural surroundings. The Grandvue Terrace and Recreation Park will consist of a barn for woodworking, crafts, and small animals; a small fishing pond and water feature; a picnic pavilion for family and facility parties, a multi-generational recreation area; and walking paths of three different lengths.



Living is the art of loving. Loving is the art of caring. Caring is the art of sharing.

# Sharing is the art of living.

As an Eden Alternative home, Grandvue is dedicated to creating a life worth living for our Residents. The Eden Alternative shows how companionship, the opportunity to give meaningful care to other living things, and variety and spontaneity can succeed where traditional medical interventions may not.

The Residents and staff of Grandvue benefit from the time and talents generously donated by members of our Northern Michigan community. Our corps of over 70 volunteers enhances the lives of our Residents by helping facilitate weekly outings, bingo games and other group and one-to-one activities. Many of our volunteers fill the role of a special friend for those who make Grandvue their home and provide comfort and companionship by sharing stories and memories.

In their article “Volunteering and its Surprising Benefits,” Joanna Saisan, Melinda Smith and Gina Kemp state that the benefits of volunteering are shared by both our Residents and volunteers alike. Volunteering can provide an outlet for community members to connect with others, make new friends and contacts and increase social and relationship skills.

Volunteering is also good for the mind and body, as it can increase self-confidence, self-esteem and life satisfaction.

There is a natural sense of accomplishment that accompanies helping others, and volunteering helps develop a support system which can help alleviate stress and depression when times get challenging. The London School of Economics examined the relationship between volunteering and measures of happiness in a large group of American adults and found that the more people volunteered, the happier they were.

Volunteering is also a fun and easy way to explore new interests and passions and can help find ways to escape the day-to-day routines of work, school or family commitments. Volunteering can also provide renewed creativity, motivation and vision that can carry over into other aspects of life.

Volunteering is also a great way to provide career experience and can teach valuable job skills; and younger members of the community are invited to join our VolunTeen program. After completing training, our VolunTeens assist throughout the year with pet care, outings, games and individual activities with our Residents.

If you are interested in becoming a Grandvue Volunteer or VolunTeen, please contact Mary Stahl, Activity Director, at (231) 536-2286.



## Growing Up with Grandvue

Bella (shown above) was two years old when her mother joined the Grandvue staff as Admissions Coordinator. Bella soon became a regular visitor, forming relationships with staff, Residents and their families.

Bella was photographed with two of her favorite Grandvue family members in 2005; and her picture has appeared in brochures and other promotional materials for the facility. She has continued to serve Grandvue through her visits and assistance at facility picnics and events. She has been an unofficial member of the Grandvue Wellness Team,

representing the facility at area health fairs.

When she became old enough, Bella eagerly became a Grandvue VolunTeen; and she has been able to take her volunteering to a new level. Recently she and her “cousins” Lauren and Brooklyn, also VolunTeens, spent a challenging afternoon playing a spirited game of “balloon ball” with a group of Residents. Later, Bella had time to share her Grandvue experiences with a special Grandvue friend.



*“Everybody can be great because anybody can serve... You only need a heart full of grace, a soul generated by love.”*

*-Martin Luther King, Jr.*

# "There's a way to do it better—find it." -Thomas Edison



The new Nursing Leadership Team (from left): Linda Chew, Compliance RN; Diane Kilkenny, Clinical Advisor; and Pam Cousineau, Health Services Administrator.

Albert Einstein defined insanity as “doing the same thing over and over again and expecting different results.” With growing regulatory pressure and the need to provide excellence in care for more acute Residents than ever before, a change in the basic organizational structure of Grandvue’s nursing department was imminent and critical. The responsibilities and pressures placed by job description on the Director of Nursing can be overwhelming; and with nursing playing a greater role in the dining process through the Restaurant Style Dining Program, the time was right to develop a nursing management structure to better support our staff and Residents.

Enter Pam Cousineau, Grandvue’s new Health Services Administrator. Pam has an extensive background in long term care, and she has served as administrator in other facilities and is an instructor for the Nursing Home Administrator’s course at Michigan State University.

In her role as Health Services Administrator, Pam will be partnering with Carol Timmer, Administrator, to develop professional collaborations and partnerships with other health care organizations to keep Grandvue strong in the long term care community. She will be accountable for administrative leadership in the Nursing, Social Work and Activity Departments. Pam’s Nursing Home Administrator’s License also provides security for the continued operations of the facility in the event that our Administrator should become unable to perform.

Another new role for Grandvue is the Clinical Advisor position, filled by Diane Kilkenny, RN. Diane has been a member of Grandvue’s nursing family since 2007. While the Clinical Advisor will also serve as the Director of Nursing of record, this position will be more focused on the oversight of clinical nursing services and standard of care

delivery for our Residents. The Clinical Advisor will be accountable for nursing staff development and will be the direct supervisor of Grandvue’s Lifestyle Facilitators.

The Clinical Advisor has the authority, responsibility and accountability to promote person-centered care to ensure the physical, personal and emotional well-being of each Grandvue Resident. “I’m looking forward to working with the Facilitators and the support that we bring to each other in our new roles,” Diane says. “We have a great team, and the reorganization will help us become even more Resident centered here at Grandvue.”

While Linda Chew remains our Information Systems in-house computer expert, she is now Grandvue’s Compliance RN. Linda has served Grandvue’s Residents in a variety of nursing roles for more than twelve years. In addition to working with state agencies to minimize risks to the facility, Linda has already been busy preparing Grandvue’s revised Corporate Compliance Program and quality assurance initiatives. Linda also serves as Grandvue’s Corporate Compliance Officer, responsible for recording and investigating complaints and ensuring that the facility is doing the right things for the right reasons in compliance with applicable laws.

In the new model for the nursing department, the Lifestyle Facilitators will become the direct supervisors of the Neighborhood Nurses and CNAs. They will be accountable for the oversight and coordination of the interdisciplinary care plan and the delivery of nursing care, aligning person centered care within each neighborhood.

While a structural change of this magnitude brings inevitable challenges and an adjustment curve, these strong leaders will enable Grandvue to further our journey toward Resident directed care.



*“If you want to innovate, to change an enterprise or a society, it takes people willing to do what is not expected.”*

*-Jean Riboud,  
Chairman,*



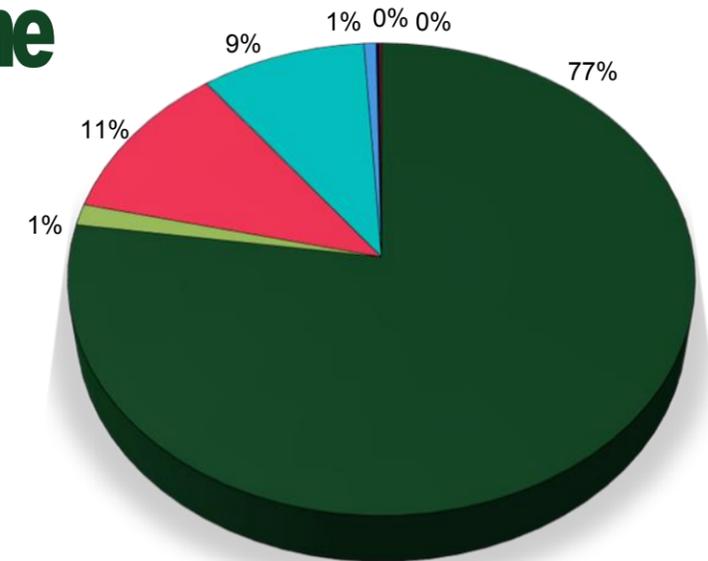


Coming together is a beginning. Keeping together is progress.  
**Working together is success.**  
 -Henry Ford

*Dedicated to Caring for the Body, Mind and Spirit of Our Grandvue Family*

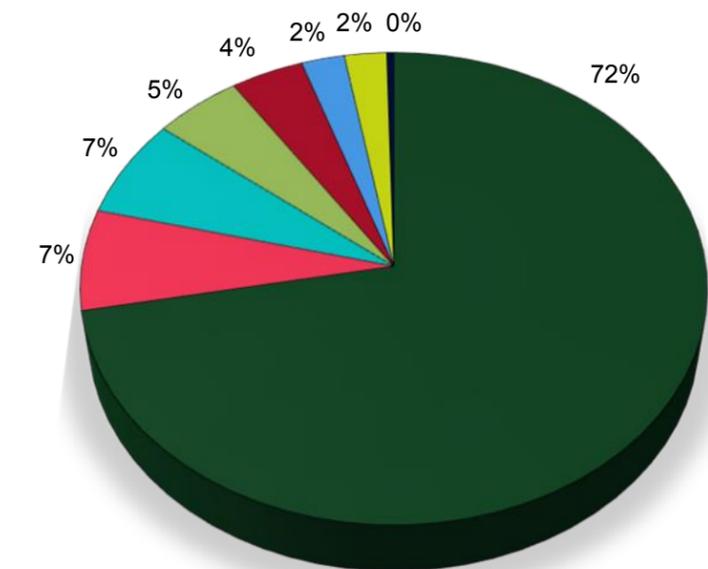
## Revenue and Income

Net Service Revenue	\$10,409,761
Certified Public Expenditures	194,482
Tax Revenue	1,485,444
Quality Assurance Supplement	1,258,379
Other Operating Income	93,002
Interest Income	22,751
Contributions	16,881
<b>Total</b>	<b>\$13,480,700</b>



## Expenses

Salaries and Related Costs	\$9,424,955
Operating Supplies and Expenses	903,196
Quality Assurance Tax	888,191
Professional Services	650,225
Depreciation	539,155
Other (MOE, Staff Development, Minor Equipment)	320,017
Utilities	311,997
Repairs and Maintenance	52,653
<b>Total</b>	<b>\$13,095,389</b>



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 security and continued excellence in care.

The long term care economic climate continues to present challenges to the way we perform our business. Now more than ever, it is important that we communicate and work together to find innovative ways to provide exemplary care in a fiscally responsible way.

In 2012 we implemented monthly meetings with staff to discuss current facility events, issues facing the long term care community and budgetary concerns. These "Conversations with Carol" allow staff members the opportunity to get informed as well as raise any questions

or concerns they may have. Grandvue's open door policy and suggestion boxes encourage staff to bring forward their ideas for improving Resident service and improving operations.

Grandvue continues to be dedicated to reducing cost while maintaining staffing levels. Through careful planning and thoughtful spending, the facility reduced expenses for operating supplies by 7% in 2012. Repair and maintenance expenses went down more than \$26,000. Through the diligence of all staff members, unnecessary overtime has continued to decline.

Grandvue provided the equivalent of 41,081 days of 24-hour skilled care including meals, activities, therapies, laundry service, utilities and home maintenance for about \$13.28 per Resident hour in 2012; down from \$13.55 in 2011.

**"Pleasure in the job puts perfection in the work."**

**-Aristotle**

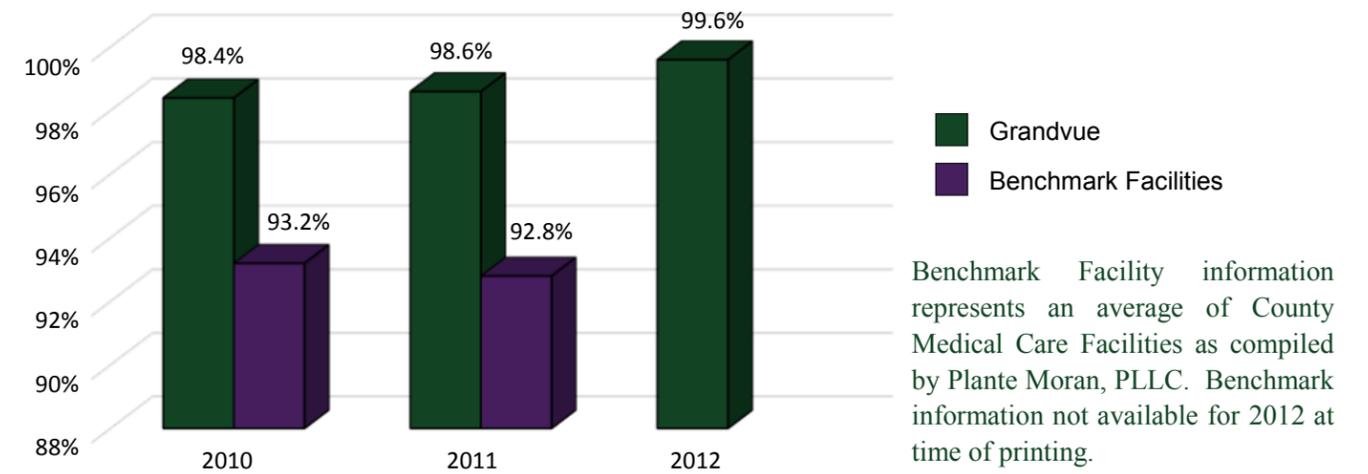


What does it take to become a provider of choice in the long term care community? At Grandvue, it means filling every position with professionals who share one vision: Resident Centered Care. It is this passion for excellence, teamwork and Resident advocacy that leads to Grandvue's consistently high census, which in turn drives the facility's financial stability.

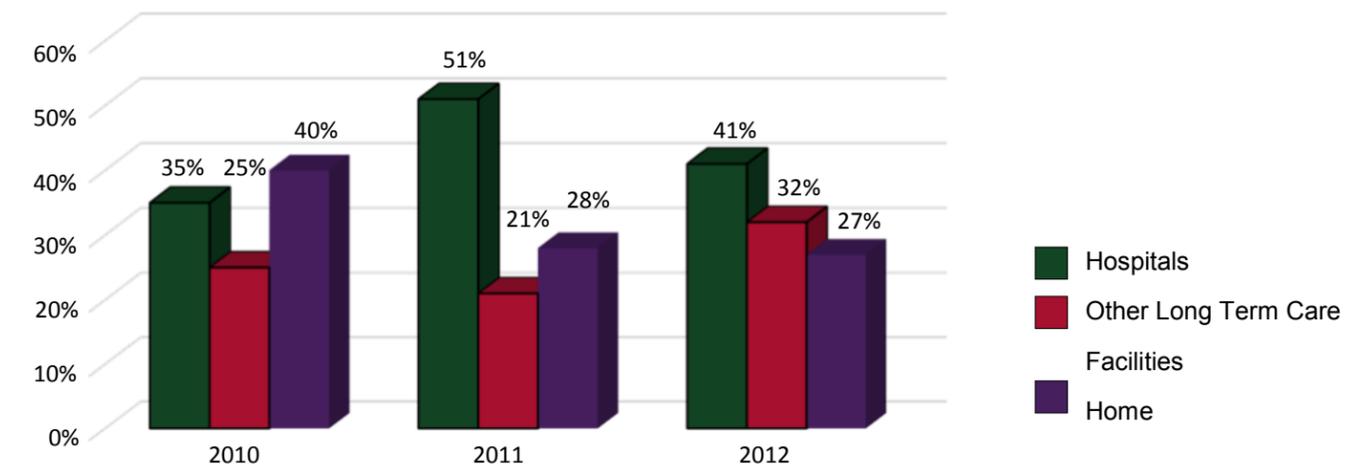
Our Admission and Social Work Professionals, shown at right, have worked together with Nursing staff to streamline the admission process to facilitate smooth transition into the facility or back into the community. Thanks to the infection prevention specialists in our nursing, housekeeping and laundry departments, Grandvue did not have to delay admission in 2012 due to the flu or other illnesses.



## Census



## Grandvue Admission Sources



**"Pleasure in the job puts perfection in the work."**

**-Aristotle**

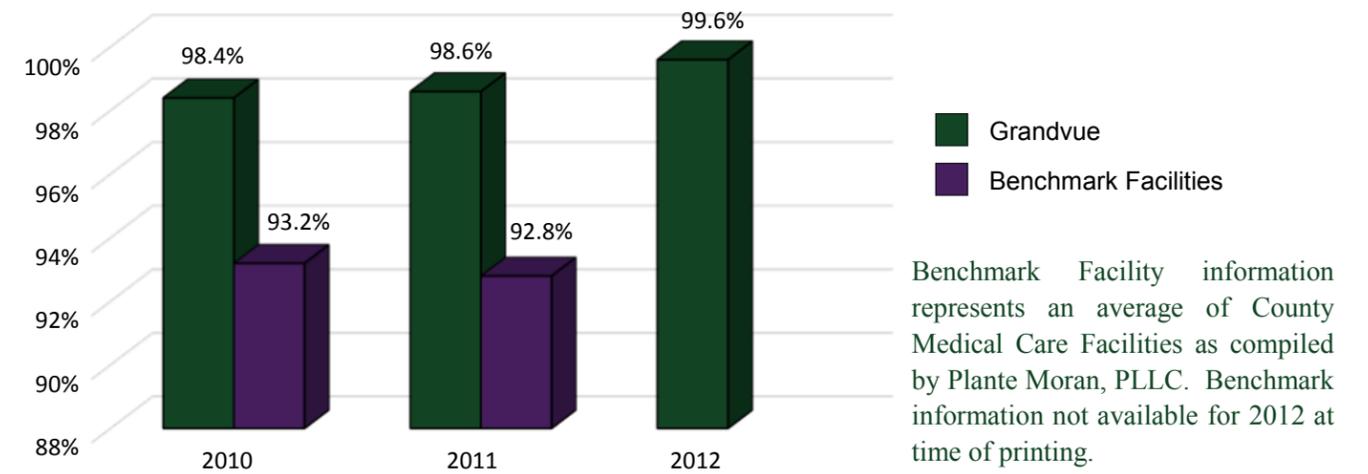


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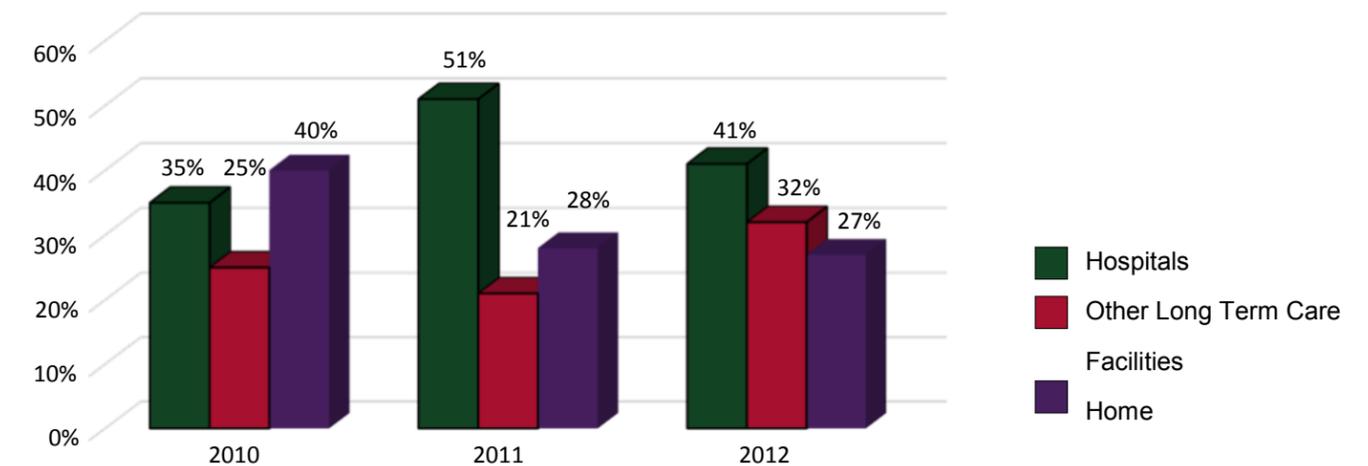
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## Census



## Grandvue Admission Sources





**G**randvue thrives under the governance of the Department of Human Services Board of Charlevoix County:

- Bill Olstrom, Board Chair**
- Bob Pawlus, Vice Chair**
- Oral Sutliff, Board Member**
- Joel Evans, Commissioner Liaison**

*This Annual Report is designed and printed in-house with photographs of Grandvue's staff, Residents, and family members courtesy of Aran Kessler Photo Imaging.*