



Grandvue Medical Care Facility

2013 Annual Report

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

"Not all of us can do great things.
But we can do small things with great Love."
-Mother Teresa



Dear Friends of Grandvue,

I often ask myself, what makes Grandvue so special? I’ve come up with many ideas: a lovely building and grounds; maintaining a 5-Star Quality rating through the Centers for Medicare and Medicaid Services; or perhaps enjoying a wonderful reputation within the community, state and nation. Those things are important but are not the true reason. I find myself coming back to the relationships that are built and nurtured and the altruistic personality characteristics of our care partners.

Some of these relationships happen naturally between long-time friends and family members who are reunited because of the need for care. As we opened our Restaurant Style Dining, we were amazed to see this phenomenon in action. Elders reunited, rekindling old relationships as we merged dining rooms and extended dining service times. Friendships from long ago reawakened as Elders formed their own coffee groups and planned their meal times to be in the company of friends from the past.

Other relationships are forged through the tender, empathetic care Elders receive from their care partners. It truly is the hearts, minds and determination of the care partners that make Grandvue a 5-Star Quality facility. The correct leadership and vision are important, but ultimately it comes down to the emotionally gifted individuals who are here 24 hours a day. They make a conscious choice to care deeply for our Elders.

This altruistic method of caregiving can be seen throughout the facility. It is reinforced and ingrained into the minds and hearts of our Nurse Aide Training students who in turn go into the community knowing that “it can be better.” It is in the “at your service” culture we experience in every department. Our own Eden Educators open eyes and hearts to the ways of nurturing the garden of the human soul.

Our northern Michigan community contributes to this self-sacrificing environment. Our Grandvue Auxiliary members, volunteers and VolunTeens selflessly donate their time and talents to bring variety and spontaneity to our facility. Our volunteer pets and their human companions bring their own unconditional love into the lives of everyone they touch. Local business partners have supported our facility vision through grants and donations. Because of the noble efforts of these groups, our Grandvue family enjoys amenities that would not be possible without their support.

Love is the constant in these relationships: love of the Elders, the community we serve and each other. It’s the people who give their hearts, minds and souls to the Elders and the Elders giving back the same. When you see these relationships, you know they’re caring for each other, and that’s truly what makes Grandvue special.

We could not do what we do as well as we do it without the love, respect and support from our Charlevoix County community. Thank you for your ongoing support that allows us to move beyond traditional models of care to achieve our mission: Dedicated to caring for the body, mind and spirit of our Grandvue family.

Sincerely,
Carol Timmer
Carol Timmer, Administrator
BSN, CNHA, CEA



Maintenance Director Carl Olstrom assists his mother Barbara in caring for the flowers on the Valleyvue veranda.



**"If we want to improve life for everybody in our society,
one of the very best places to begin is changing how we
Think about, Care for and Honor our elders."**

-Dr. William H. Thomas

In 1991, Dr. William Thomas took a part time job at a Nursing home and quickly recognized opportunities to effect deep change within long term care. The Eden Alternative began with Dr. Thomas's vision to create Elder centered communities that thrive on close and continuing relationships, meaningful interactions, opportunities to give as well as receive care and a rich and diverse daily life. Elder centered communities are places where treatment is the servant of genuine human caring, Elders are the daily decision makers, and where wise leaders grow other leaders.

Changing language is an important part of changing long term care culture. "Person-centered" language that acknowledges and respects long term care residents as individuals is being introduced and implemented. You will notice the use of the word Elder used to describe the population living at Grandvue. According to the Eden Alternative, "An Elder is someone, who, by virtue of life experience, is here to teach us how to live."

Another new Eden term being introduced to Grandvue is care partner. The Eden Alternative defines care partner in this way: "The Elder is an active participant, or partner in her own care. Care Partnership implies a balance of care—opportunities to give as well as receive are abundant and experienced by everyone involved in the care relationship. Once this exchange is identified, all involved benefit from the awareness that care is not a one-dimensional experience."

Grandvue embarked on its Eden Alternative journey in 2000 and has been striving to provide opportunities for meaningful activities and empowering our Elders with the maximum possible decision making authority in the areas that impact their lives. To assist in these efforts, the facility invested in training for Social Worker Rebecca Verville and Admissions Coordinator Melissa Helsley, who have both become Certified Eden Educators. With this advanced Eden training, Rebecca and Melissa are now able to provide training in any Eden Alternative program. They have assisted Grandvue leadership by facilitating communication between individuals and departments, providing conflict resolution resources, and researching

tools available through the Eden Alternative.

The Eden Alternative suggests that a facility can effect culture change if 20 percent of its staff completes and applies the 3-day Eden Certification training. With the addition of two on-staff trainers, Grandvue now has 67 Certified Eden Associates, a number which represents over 28 percent of all care partners. Training is supported in part by funds from the Joan R. and Charles M. Taylor, II, Memorial Endowment, and Grandvue also receives a reduced training cost by hosting training with on-staff trainers. Expenses are further reduced by utilizing the facility owned house next to Grandvue for training sessions; care partners do not need to commute to training facilities, and there are no external distractions throughout the training period. Eden Certification Training is now open to care partners from other facilities as well to help spread the Eden message that "it can be different."



Meet our Educators: Melissa Helsley (left) is Grandvue's Admission Coordinator and has been a member of the Grandvue family since 2004. Rebecca Verville (right) is one of Grandvue's Horizonvue Social Workers. Rebecca has been with the facility since 2011 and also helps to facilitate Grandvue's monthly Dementia Support Group.



"When we honor our elders' Preferences in Dining, we honor their past and best serve their future." -Linda Bump

On July 25, 2013, Restaurant Style Dining officially began at Grandvue. The concept of this revolutionary dining system allows Elders to select what they want to eat, when they want to eat it. Food is prepared in kitchenettes adjacent to dining areas, and Elders make their mealtime selections from a seasonal menu which also includes a daily chef's special.

The journey to Restaurant Style Dining at Grandvue began in 2011, and the project encompassed all aspects of food service from procurement to plating and presentation. Under the guidance of Executive Chef Andy Carlson, Grandvue's dietary care partners were trained in cooking

techniques and the 20 Points of Dining Service. Two dining rooms were renovated to house the equipment necessary to prepare each meal at the time of order. Elders were consulted for their choices in tableware, table linens, seasonal menu items and key dining times.

The new dining areas have china plates and coffee cups, water goblets, cloth napkins and center pieces. When Elders come to the dining room, they are greeted by a server and treated as a restaurant patron. Elders order off a menu and make active choices in real time; the more they are active in this process, the better they become at making decisions that impact other areas of their lives. Assisting them in the

ordering process is their server, the familiar care partner who knows their preferences and can guide and advocate for them as necessary.

As with any innovative program, certain obstacles and challenges had to be overcome by providing education at the local and even state level. Members of the community were concerned that the benefits of the program would not substantiate the cost. Others voiced concern that Elders with Alzheimer's Disease or other forms of dementia would not be able to participate in meal time and dining selections. Challenges to the physical renovations were also present, and the project experienced delays as permits were requested and postponed. Chef Andy, Administrator Carol Timmer and Maintenance Director Carl Olstrom traveled to Lansing to meet with the appropriate officials and were granted permission to use the induction ovens that are critical to the food preparation process.

Restaurant Style Dining has fulfilled expectations for the facility's dietary operating processes. Within the first two months of operation, Chef Andy noted a significant monthly savings in food waste reduction along with a dramatic decrease in the need for expensive dietary supplements. The shift from prepackaged foods to scratch cooking has allowed Chef Andy to increase the quality of

protein selections that are prepared in house at a lower cost with higher nutritional value.

Most important however, is the change that Restaurant Style Dining has brought to the Elders at Grandvue. "Have you ever seen an elderly person just staring off into space?" asked Chef Andy at the Restaurant Style Dining Ribbon Cutting Ceremony in August. "When they come in here they have to make a choice; it helps with confusion and retrains cognitive ability. It brings them back into the moment."

"We don't feel like we're in a nursing home, we're part of the community," says Phyllis Tison, a Grandvue Elder. "It's different, and the food is good. It's nice to come here whenever you can, sit, and visit while having a cup of coffee. I like not having a schedule because sometimes you're not hungry when it's time to eat." Having an open restaurant in the building allows Elders to take their guests out for pie and coffee and has brought some Elders together, rekindling old friendships and making new acquaintances. Two long-time Elders who were neighbors before moving to Grandvue are now dining together. They had each been unaware that the other was living in the facility because they had previously dined in separate rooms. Impromptu dining groups have begun to form, including a group of veterans in the Horizonvue Alzheimer's Care Community who linger after meals to share war stories.

Restaurant Style Dining has helped to further enhance Elder Centered Care by encouraging autonomy and empowered decision making to provide a life worth living for all. "It's all about choice," sums up Chef Andy.

Chef Andy shares his knowledge and expertise with Grandvue's Elders. Under his guidance, Elders have learned cheese making techniques that they put to good use in building their own personal pizzas. Impromptu pastry parties are always a welcome addition, and he and his team have worked with the Elders in planning facility events such as the annual picnic and holiday open house.





CNA Molly Pardee gives Auxiliary members Jan Ruback and Nancy Lawson a demonstration of the new comfort chair, purchased by the Grandvue Auxiliary. The comfort chair, which reclines to a full horizontal position, allows a comfortable means to accommodate family members who wish to remain at their Elder’s bedside.

"One of the best secrets of life is that all that is really worth doing is what we do for Others." -Lewis Carroll

On June 25, 1969, seventy-five women from Charlevoix, Boyne City, Walloon Lake and East Jordan met to discuss the need for forming an auxiliary with the purpose of rendering service to Grandvue and its Elders. The Installation Ceremony was held on July 10, 1969, and the Grandvue Auxiliary was born. During their first year, Auxiliary members raised over \$2000 and purchased a color television set, therapy and exercise equipment, mechanical lifts, six card tables and a variety of Christmas lights and decorations.

Fast forward 45 years, and the Grandvue Auxiliary is still going strong. Members devote their time and companionship to ensure Elders enjoy special facility events. The Auxiliary’s annual “Bakeless Bake Sale” raises funds that the group uses for purchases to enhance the lives of Grandvue’s Elders. In recent years, the Auxiliary has made generous donations to the annual Alzheimer’s Association Memory Walk and provided the facility with blanket warmers, outdoor furniture, courtyard flowers and a new comfort chair. The Auxiliary made a significant contribution toward the purchase of the new Elder transport van (shown below) and is committed to supporting the future Grandvue Terrace and Recreation Park project. The Grandvue Auxiliary also accepts individual donations and welcomes new members. If you would like more information about the Grandvue Auxiliary, please call Nancy Lawson at (231) 582-9884 or Jan Ruback at (231) 582-7929.

Grandvue’s Elders and care partners benefit from the time and talents donated by members of our northern Michigan community. The facility’s corps of over 75 volunteers enhances the lives of Elders by helping facilitate weekly outings, bingo games and other group and one-to-one activities. Many volunteers fill the role of a special friend to Elders and provide comfort and companionship by sharing stories and memories.

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

Volunteering is a fun and easy way to explore new interests

and passions. Volunteering can also provide renewed creativity, motivation and vision that can carry over into other aspects of life. If you are interested in volunteering at Grandvue, please call Lisa Dunson at (231) 536-2286.

Contributions from the Charlevoix County Community Foundation, Great Lakes Energy People’s Fund and Grandvue Auxiliary allowed Grandvue to purchase a new Elder transport van. The new wheelchair accessible van replaces the facility’s previous vehicle, which had been purchased in 2002. The van is instrumental in providing for the transportation needs of Elders for medical appointments, local events and activities and allows them to maintain contact with their northern Michigan community.

Grandvue will soon be breaking ground on the Grandvue Terrace and Recreation Park project which will allow Elders the opportunity to be outdoors and enjoy Grandvue’s beautiful rural surroundings. Plans for the project include a barn, fishing pond and water feature, picnic pavilion, multi-generational recreation area and walking paths of varying lengths. Funded entirely through donations and fundraising efforts, the Grandvue Terrace and Recreation Park is planned for construction over the next few summers.

The Charlevoix County Community Foundation manages three endowments for Grandvue. The **Taylor/Grandvue Endowment** is a designated fund that supports dementia education for care partners. The **Grandvue Endowment Fund** is an organizational fund that supports the programming costs for operational and capital projects. The **Grandvue Terrace and Parks Building and Maintenance Fund** is the new special project fund. For further information about any of these funds or to make a donation, please contact the Charlevoix County Community Foundation at (231) 536-2440.



"Far and away the best prize that life has to offer is the chance to work hard at **Work Worth Doing.**"
-Theodore Roosevelt



According to the *Occupational Outlook Handbook, 2014-2015 edition*, published by the US Department of Labor’s Bureau of Labor Statistics, employment of nursing assistants is projected to grow 21 percent from 2012 to 2022, faster than the average growth for all occupations. As the baby-boom population ages, many nurse aides will be needed to care for Elders in long term care facilities, and job prospects are good for nurse aides who have completed a state-approved education program and passed their state competency examination.

These statistics are consistent in our northern Michigan community as well. The *2014 Comprehensive Economic Development Strategy* produced by Northwest Michigan Council of Governments shows that 19.8 percent of the population is age 65 or older in the ten counties comprising northwestern lower Michigan. Healthcare and social assistance jobs make up 14.7 percent of the total jobs in the region.

Anticipating this need for certified nurse aides, Grandvue opened its nurse aide training to the public in 2007. As a proprietary school licensed through the state of Michigan, Grandvue’s Nurse Aide Training Program provides classes six times a year. Tuition is kept low to allow more members of the community access to the training, and classes are held 5 days a week to enable students to

complete training and enter the workforce as quickly as possible. Graduates of the program receive a certificate of completion and are eligible to apply for state of Michigan certification examinations. Graduates who are hired by long term care facilities receiving state funding are eligible for reimbursement of testing and training expenses.

Over 500 students have successfully completed the Grandvue Nurse Aide Training Program since 2007. In accordance with state regulations, class size is limited to 8 students per instructor. Demand for the course remains high, and many classes fill on the first day of registration. Students are required to undergo an extensive criminal background check to ensure the safety of Grandvue’s Elders.

Grandvue’s program has trained students from all healthcare areas including local hospitals, hospice organizations, in-home Elder care agencies and other long term care facilities. Michigan Works!, Michigan Rehabilitation Services, Commissions on Aging and other service agencies have sponsored clients for the Grandvue program. While following the state required curriculum, Grandvue’s Nurse Aide Training Program includes additional classroom and clinical hours and incorporates an interdisciplinary approach with a strong emphasis on person centered care. The program has been praised by state surveyors as well as representatives from the nurse aide certification testing agency. A module on the Eden Alternative has also been incorporated, emphasizing to students that long term care “can be different.”

What Program Graduates have to Say:

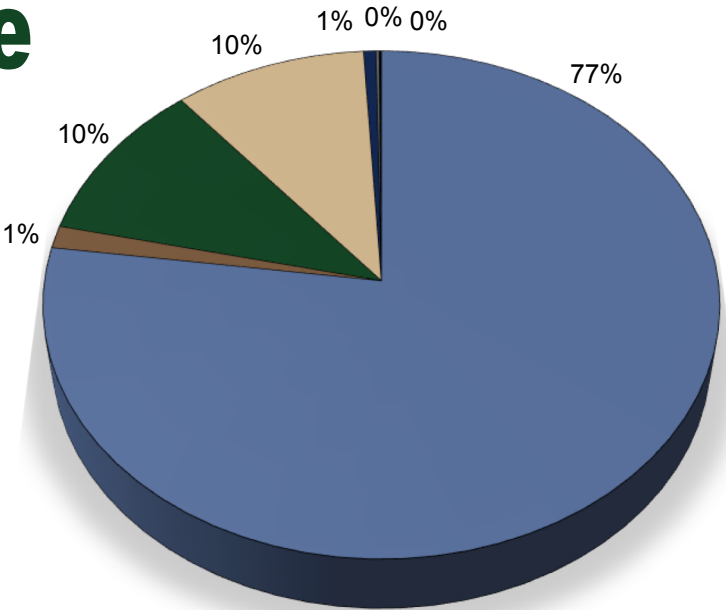
- “It was awesome!”
- “It was a great learning experience. (The instructors) are both very knowledgeable and very compassionate in giving care to the residents.”
- “This class was great. (The instructors) were very helpful and informative.”
- “Leaving this class, I feel confident enough to begin working.”
- “I really enjoyed this class. I have had a lot of jobs, but I feel that I have finally found a calling.”
- “(The instructors) have inspired me and touched my heart with the love and compassion that they have for their jobs and the residents.”
- “Thank you for sharing with us how to care for others so compassionately.”



"To give real **Service**, you must add something which cannot be bought or measured with money, and that is **Sincerity and Integrity.**"
-Douglas Adams

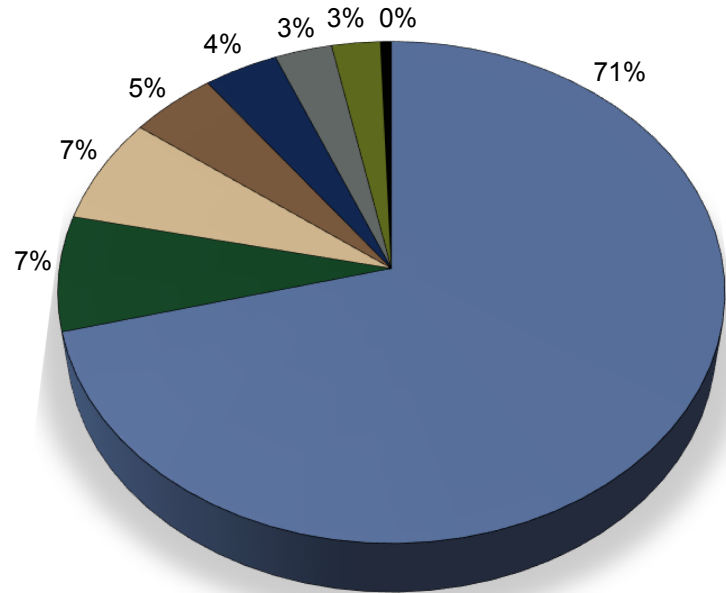
Revenue and Income

Net Service Revenue	\$10,903,765
Certified Public Expenditures	200,000
Tax Revenue	1,475,059
Quality Assurance Supplement	1,427,750
Other Operating Income	90,942
Interest Income	23,790
Contributions	16,403
Total	\$14,137,709



Expenses

Salaries and Related Costs	\$9,451,635
Operating Supplies and Expenses	986,479
Quality Assurance Tax	909,022
Professional Services	613,063
Depreciation	527,006
Other (MOE, Staff Development, Minor Equipment)	405,298
Utilities	344,275
Repairs and Maintenance	77,258
Total	\$13,314,036



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 2013, Steve Hoffman joined the Grandvue family as Financial Services Director. Not only has Steve embraced the challenges of cost containment without sacrificing service, he leads his administrative team by example with an “at your service” focus.

"For the time we are here, it is all about Relationships. Nothing else really matters." -Dr. William H. Thomas

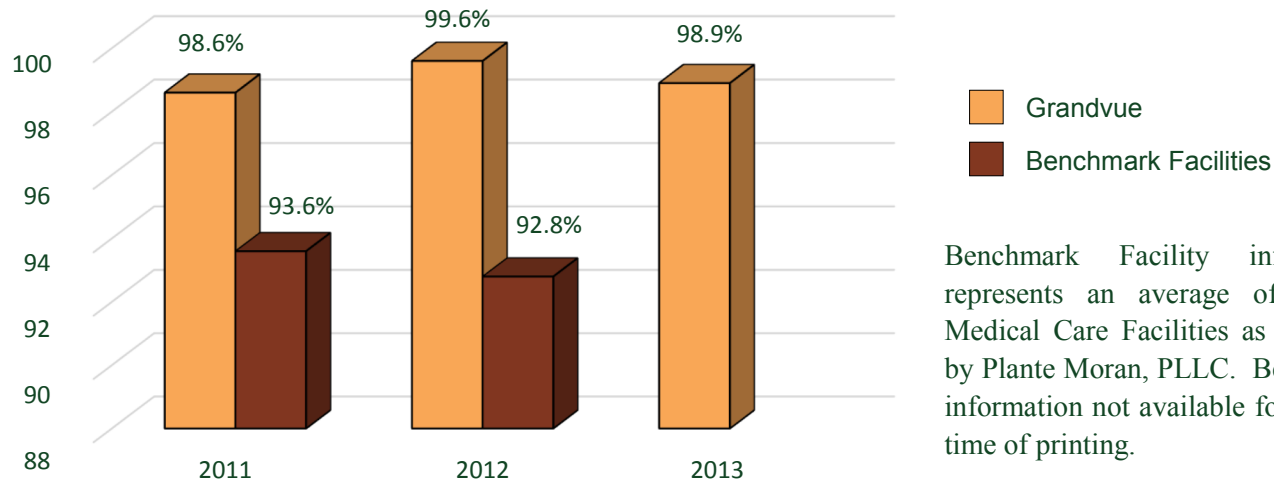
What does it take to become a provider of choice in the long term care community? At Grandvue, it means filling every position with caring professionals who are devoted to service. This dedication to Person Centered Care extends beyond advocacy for Grandvue's Elders, including family and community members as well. It is this passion for excellence and forming caring connections that contributes to Grandvue's consistently high census, which in turn drives the facility's financial stability.

In 2013, Sienna Wenz became Grandvue's Billing Specialist. A part of our Grandvue family since 2008, Sienna has worked in several departments, and she completed extensive training in the intricacies of Medicare

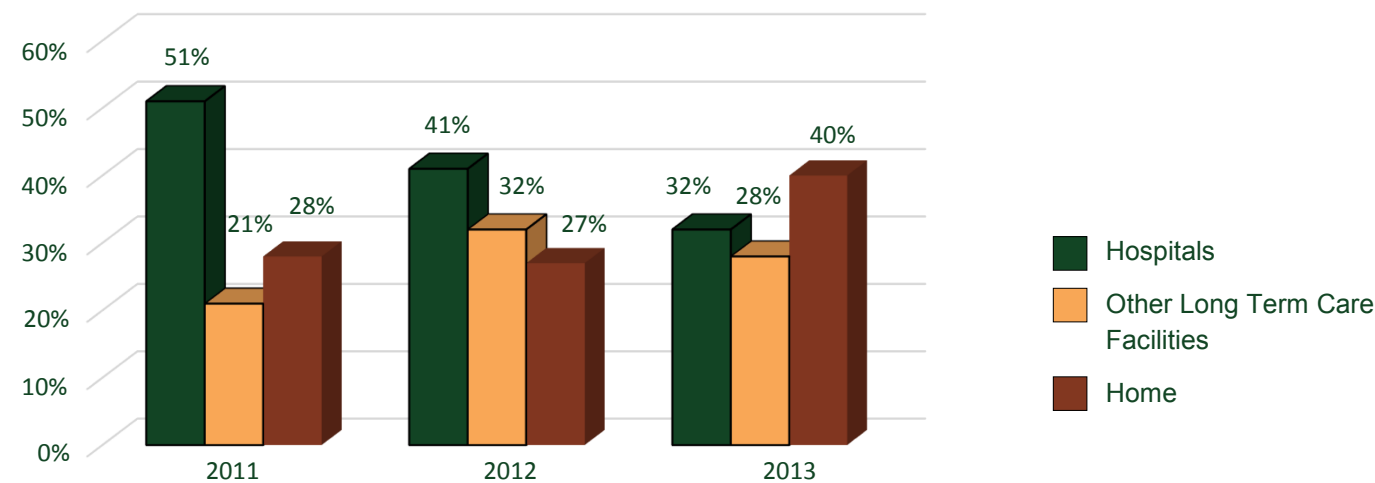
and Medicaid billing. Sienna plays an active role in the admission process and is always available to assist Elders and their families in navigating the often confusing labyrinth of insurance billing.

In recognition of the facility's superior commitment to customer satisfaction, Grandvue received an Excellence in Action award in 2013 from My InnerView. This honor recognizes long term care and senior living organizations nationwide that achieve the highest levels of satisfaction excellence as demonstrated by overall resident and family satisfaction scores that fall within the top 10 percent of the My InnerView product database.

Census



Grandvue Admission Sources





Grandvue 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 care partners, Elders, and family members courtesy of Aran Kessler Photo Imaging.