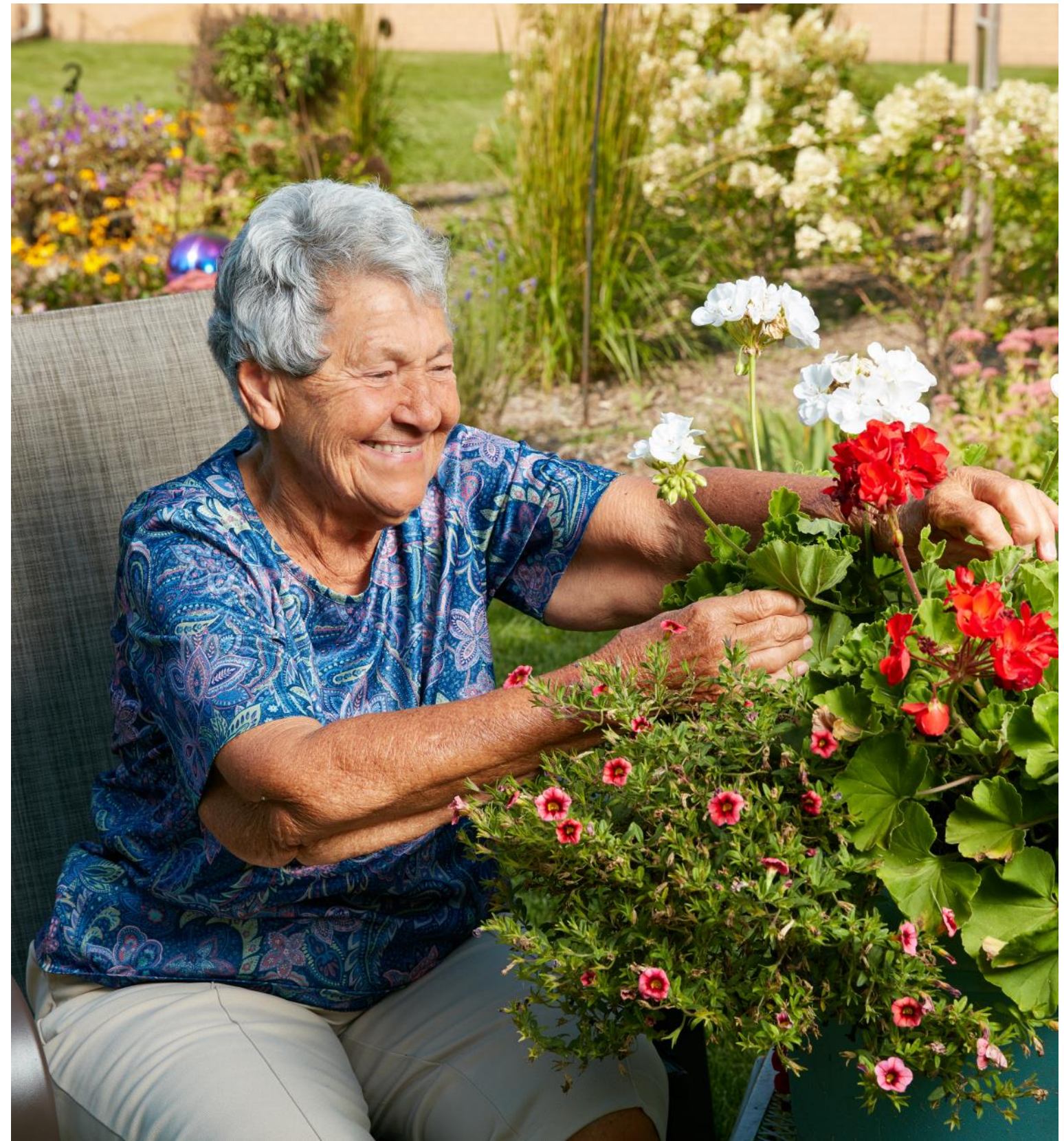




Grandvue Medical Care Facility

2014-2015 Annual Report

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

**"In every Community there is work to be done...
in every Heart there is the power to do it."**
-Marianne Williamson



Sharing the Grandvue dream of exceptional Elder care is our new Health Services Administrator, Ron Oja. Ron joined the Grandvue family in 2014 and leads our Nursing, Activity and Social Work teams.

Dear Friends of Grandvue,

What is the age when people stop having dreams for their lives? No matter our stage of life, we continue to dream of what's next and set goals to achieve those dreams. Grandvue fosters our Elders' dreams by striving to create a caring community where fellowship is important and shared decision making, growth and learning for all are key components of everyday life.

Each Elder pursues individual happiness in their own way, sharing their life's passions and embracing simple pleasures to guide their day. They build on their strengths and develop their individual talents while maintaining their cultural diversity. They continue to have the capability to teach, love and enjoy life.

Grandvue's care model encourages Elders to participate in decision making and control all aspects of their lives. We support the rights of Elders to live as they choose, encouraging them to engage in their care planning, participate in desired activities and care for each other. These are the things that contribute to a life worth living and keep Elders' dreams alive.

The dream of independent living is a strong desire for most Elders. Our increasing number of rehabilitative guests has opened new opportunities for us to assist community members in becoming independent once again. Our collaboration with Concept Rehab has allowed us to help many of our short-term visitors who spend time at Grandvue after surgery or an accident achieve their dream of returning home safely.

We look forward to the reality of the Grandvue Terrace and Recreation Park, a dream of our Elders for over ten years. The park and improvements to our outdoor environment will provide new experiences for our Elders and allow them to reconnect with nature. Along with many of the capital improvements over the past two years, we have improved services for our Elders and made their surroundings more homelike.

Flexibility in providing services and new funding sources are helping Grandvue continue our dreams into the future. With the goal of financial responsibility and uncompromising service, we are finding that thinking "outside of the box" has become our new normal.

We thank and recognize our volunteers, family members and visitors as the dream makers of our Elders. We could not do what we do without you. Finally, we thank the Charlevoix County community for your continued support and outpouring of love and care. It truly takes a special community to support a care facility in the manner Grandvue enjoys.

Yours in Service,

Carol Timmer

Carol Timmer, Administrator
BSN, CNHA, CEA



**"One person Caring about another
represents life's greatest Value."**

-Jim Rohn



**"You are never too old to set a New Goal
or to dream a New Dream."
-C.S. Lewis**

Although Grandvue has experienced many changes over the past year, one constant remains: our passion and dedication for providing individualized, person centered care. As a certified Eden Alternative home, we follow the philosophy's vision by striving to create an Elder centered community that thrives on close and continued relationships, meaningful interactions, opportunities to give as well as receive care and a rich and diverse daily life.

We are changing our language, using person centered terms such as Elder and Care Partner as a sign of respect for those who live and work within our walls. By definition, an Elder is someone who, by virtue of life experience, is here to teach us to live. Care Partnership implies a balance of care; caring is not a one-dimensional experience.

Elder Centered Care is a living style that serves as a reminder to us that as people grow older or need more

assistance, they should not experience a loss of humanity. Elder Centered Care supports living as one chooses. If support is needed, supports are centered on personal preferences and values that stress dignity, choice, self-determination, respect, privacy and individuality. Elder Centered Care means being kind, respectful and sensitive to those being served and honoring their right to make their own choices, regardless of the setting. Being in charge of one's home brings meaning and priceless quality to every life and enables each individual's potential to flourish.

As we continue our Eden journey, we will focus on building neighborhood communities where Elders, Care Partners and families can work together to create a world where fellowship is important and shared decision making, growth and learning are key parts of everyday life.





"You can dream, create, design and build the most Wonderful place in the world, but it requires People to make the dream a reality."
-Walt Disney

Home improvements present challenges, and coordinating capital projects while accommodating 113 Elders, families, care partners, visitors, vendors and volunteers requires careful planning, contingency planning, patience and cooperation.

We started 2014 with the installation of new vinyl flooring throughout the facility. Through the efforts of Grandvue’s housekeeping and floor care teams, we were able to maintain the old carpeting for eleven years—twice the average expected life of the product.

The new vinyl flooring is non permeable and offers many benefits:

- Spills can be easily contained and cleaned with supplies available to all staff.
- Moisture is not absorbed, aiding infection prevention measures.
- It will not stain.
- Cleaning and drying times are greatly reduced, and noisy fans and vacuums are no longer necessary.

Care partners and Elders are also finding the new floors easier to traverse with carts and wheelchairs.

Another welcome capital improvement was the purchase of new furniture for Elders’ rooms. Each Elder in our Horizonvue community received a nightstand, four-drawer chest and double wardrobe. The new pieces create a more homelike ambiance while giving Elders storage space for clothing and personal items. Housekeeping, maintenance and nursing teams worked together to safely install the new furniture while minimizing disruption to Elders within the memory care community.

Behind the scenes of direct care, Grandvue’s laundry department updated several washing machines and dryers. The new higher capacity dryers feature automatic moisture sensors to prevent over drying, so linens last longer. The new higher capacity washers save money by using less water, chemicals and electricity. Smaller loads allow the laundry team to help protect and preserve Elders’ clothing by washing it apart from facility sheets, towels and linens.

Finally, the facility driveway and parking lots were resurfaced as part of a renovation project to improve drainage and sidewalk safety. The new drainage system, combined with new heated gutters, will divert water and preserve the building’s foundation. Heated sidewalks at the main entrance will prevent icy areas and protect inside floors from excess ice melt materials. The sidewalks and driveways are now level, making it safer for wheelchairs, walkers and pedestrians.

Throughout all of these changes and challenges, the Grandvue community has rallied to support Elders and visitors. We appreciate the flexibility of all and look forward to many years of enjoying the benefits of these investments.





"When there is **Teamwork** and **Collaboration**
wonderful things can be **Achieved.**" -Mattie J.T. Stepanek

The Grandvue Terrace and Recreation Park Fundraising Committee met for the first time in October 2014. With the goal of establishing an outdoor area to stimulate the senses, maximize optimal healthy living, embrace fellowship and give Elders a reason to get up in the morning, the Committee put together a fundraising campaign to utilize grants, monetary contributions and in-kind service and material donations.

After twelve months, the Terrace and Recreation Park is \$200,000 closer to becoming a reality. The Committee received grants from the Great Lakes Energy People Fund, the Charlevoix County Community Foundation and the Rollin M. Gerstacker Foundation. Area businesses and community members donated thousands of dollars in response to a direct mail campaign. The Boyne Valley Lions Club, Grandvue Auxiliary and the Northern Michigan Cancer Crusaders supported the project through donations and pledges. The Boyne City Eagles Lodge 1583 hosted a fundraising event that was supported by local businesses and individuals who donated funds, food, supplies and silent auction and raffle items. The Malpass Family Foundation has provided financial support and professional consultation services.

What will the Grandvue Terrace and Recreation Park mean to Grandvue’s Elders, families and care partners? The opportunity to experience some of the simple pleasures that make life worth living: *Enjoying a cup of coffee outside on a summer morning. Planting seeds in sun warmed soil. Feeding a baby lamb by hand. Listening to the peaceful sounds of trickling water and laughing children at play. Teaching the next generation to fish.*

The Grandvue Terrace and Recreation Park is a unique project that will create a beautiful, safe outdoor environment for Elders to experience again the joys of gardening, woodworking, animal husbandry, fishing and intergenerational play. With its greenhouse, playground, walking paths, water feature, barn and picnic pavilion, the Terrace and Recreation Park will be an inviting place for families, school children and Elders to interact with each other and nature.

No tax-payer funds will be used to complete this phased project. Donations can be made to the Grandvue Terrace and Parks Building and Maintenance Fund managed by the Charlevoix County Community Foundation at www.c3f.org. Donations to the Grandvue Foundation 501(c)(3) and the Charlevoix County Community Foundation are tax deductible to the extent allowed by law.



Fundraising Committee members, Back, from left: Jan Ruback, Barb Schroeder, Jane Korthase, Lisa Dunson, Ron Oja, Kathy Hill, Trish Wright, Roberta Korthase, Nancy Lawson, Linda Mansfield and Carol Timmer. Front : Carl Olstrom and Richard Dunsmore



"We don't heal in isolation, but in a **Community.**"

-S. Kelley Harrell

Grandvue has experienced a dramatic change in our Elder population over the past two years. As you can see from the graph below, admission from hospitals has increased from 32 percent in 2013 to 64 percent in 2014. While 13 Elders were discharged back to their homes in 2013, 28 Elders returned home in 2014. This increase in turnover has led to process changes so we can best serve the needs of our changing population.

Grandvue's admission process works within a structure that is dictated by state and federal law, insurance companies and long term care initiatives. Potential admissions are reviewed using Medicaid's Level of Care Determination Tool to determine eligibility for skilled nursing care. Because of changes brought about by the Affordable Health Care Act, most insurance companies are asking for prequalification of admissions; some will not allow a client to be admitted to Grandvue despite the Elder's wishes. Insurance companies may dictate how many days an Elder can remain at Grandvue. There is also a federal initiative to look for alternatives to nursing home care, and Elders Grandvue may once have cared for now live in assisted living facilities or receive assistance from home health agencies.

All of these changes mean that Grandvue's staff has to be ready for new admissions on a 24/7 basis. We are painting vacant rooms as quickly as possible to ensure our new Elders enjoy a fresh, clean environment. We make sure our guests have a functioning television and telephone available to make their transition comfortable and to keep

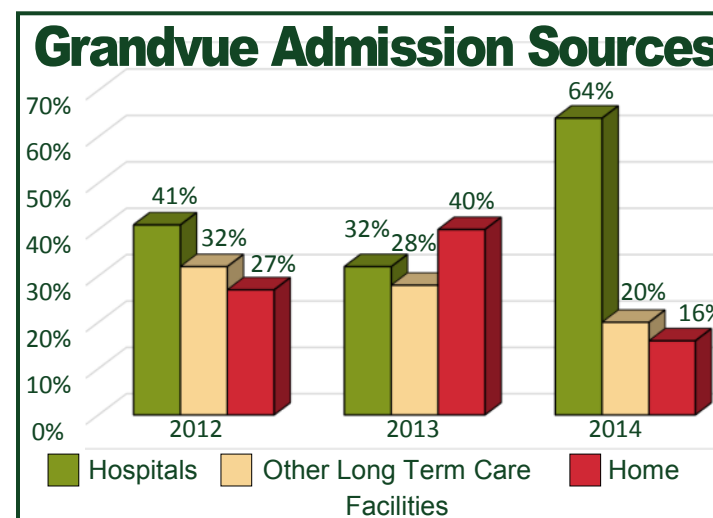


From gait and balance training to work simplification and adaptive equipment use, Concept Rehab's Occupational and Physical Therapists are available on-site at Grandvue to help Elders set and attain their independence goals.

them in contact with friends and family. We are decorating rooms to make them welcoming for short-term stay visitors who do not want to bring in their personal belongings. We are working hard to get to know Elders as quickly as possible so we can build trust and serve their unique, individual needs.

Grandvue partners with Concept Rehab to provide skilled occupational, physical and speech therapies to help Elders reach their independence goals. Our "Main Street Gym" features state-of-the-art exercise equipment as well as the amenities of home for practical rehabilitative therapy. Therapists will also conduct environmental evaluations to ensure Elders' continued success upon return to their own homes.

Helping us navigate the challenging waters of changing regulations and requirements is Grandvue's staff of three full time, licensed social workers and our admission coordinator. Our social work team assists families and individuals with advance care planning, networks with hospital discharge planners and stays up to date on community resources to ensure a continuum of quality care for those who utilize Grandvue's services.





"We are the shapers of Culture, the workers for Change, the dreamers of Dreams."

The facility's mission statement, "Dedicated to caring for the body, mind and spirit of our Grandvue family" sums up our devotion to Elder centered care and commitment to care partners and neighbors in our Charlevoix County and long term care communities. We support the dreamers who know that skilled nursing care can be different by providing a life worth living for each individual Elder and care partner. Though not the goal of our work, feedback and recognition from community partners lends support to our efforts to constantly improve the quality of life of those around us.

Grandvue is rated a "5-Star Quality" facility by the Centers for Medicare and Medicaid Services (CMS), a division of the Department of Health and Human Services. The rating system gives each nursing home a rating between one and five stars based on the outcome of health inspections, staffing ratios and quality measures. Facilities with five stars are considered to have quality that is well above average.

U.S. News and World Report uses the 5-Star Quality rating to determine its nursing home rankings, and in 2014 and 2015 Grandvue was awarded a "Best Nursing Home" designation. The 2015 ratings cover 16,000 nursing homes. Only 21.7 percent of the nation's nursing homes received a five-star rating, down from 24.9 percent in 2014 due to changes implemented by CMS to bolster the rating system.

Ratings tell only one side of the story, and we have been honored to receive Excellence in Action Awards from the National Research Corporation in 2014 and 2015 based on direct feedback from our Elders and their families as compiled from satisfaction survey results. These awards recognize organizations who score in the top 10 percent of qualifying facilities on the question, "What is your recommendation of this facility to others?" in terms of percentage of respondents rating the facility as "excellent."

Finding new ways to serve Elders with excellence is a driving force with Grandvue care partners from every discipline. In 2014, Grandvue's Restaurant-Style, On Demand dining program won the Leading-Edge Care and Services Award from Leading Age Michigan, a statewide

organization representing more than 260 members across the continuum of post-acute and long term services. This award recognizes an organization for programs and services that are models of innovation and excellence that contribute significantly to the quality of life of individuals served. The program must provide proven benefits to Elders and have the potential for application to the needs of other aging services organizations.

Quality care doesn't have to mean sacrificing the bottom line, especially if other funding sources or partnerships are available. When the Michigan Occupational Safety and Health Administration (MIOSHA) announced their plan to match grants of up to \$5,000 for employers to purchase safety equipment, Grandvue was among the first to apply. The facility was awarded the full \$5,000 to upgrade the planned purchase of new mechanical lifts to a model that includes an integrated scales. This allows care partners to record and track an Elder's weight during the transporting process, reducing strain for care partners and disruption for Elders.

Grandvue is proud of its dreamers and will continue to encourage thinking "outside of the box" to improve quality of life, maximize services, preserve assets and position the facility as a leader in skilled nursing care.





"Helping others in need is not only a Responsibility of life; it is what gives Meaning to life." -Mollie Marti



Steve Hoffman, Financial Services Director

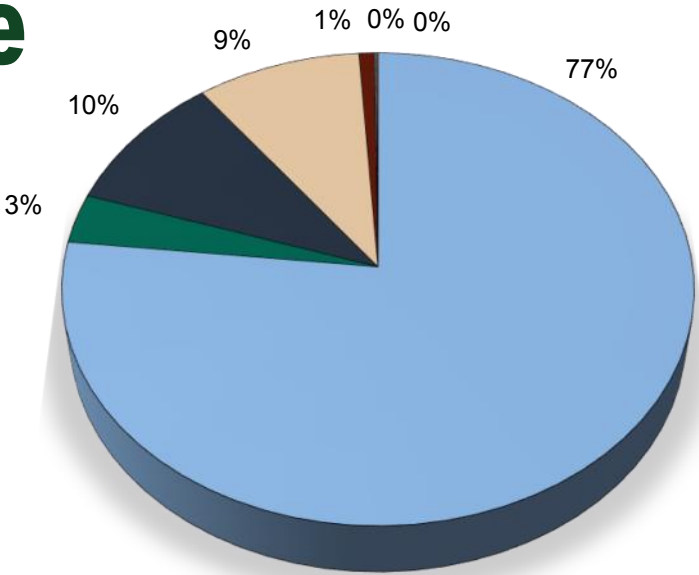
Providing exemplary caregiving while preparing for upcoming financial challenges remains our focus at Grandvue. As Charlevoix County’s medical care facility, we do not take lightly the trust our neighbors place in us to care for friends and loved ones in a fiscally responsible manner.

We are diligently preparing for upcoming changes in the state of Michigan’s reimbursement program that may significantly impact operations, census and revenue. Actions we take today can better position Grandvue for success in this uncertain economic future. In 2014 we made progress on cost control and maintained an average daily census of 98.5%, which helped to boost revenue.

We are grateful for the support Grandvue receives from our Charlevoix County community and renew our commitment to wisely invest each and every dollar to ensure financial security and continued excellence in care.

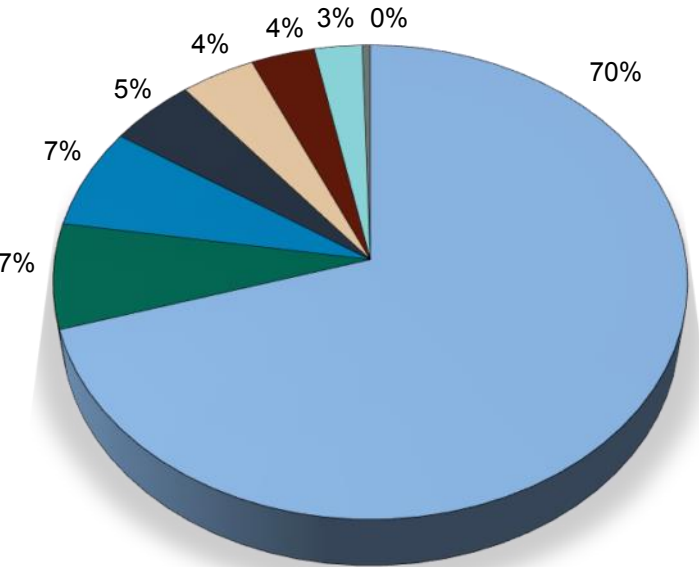
Revenue and Income

Net Service Revenue	\$11,516,454
Certified Public Expenditures	503,145
Tax Revenue	1,451,099
Quality Assurance Supplement	1,384,422
Other Operating Income	133,124
Interest Income	14,340
Contributions	12,060
Total	\$15,014,644

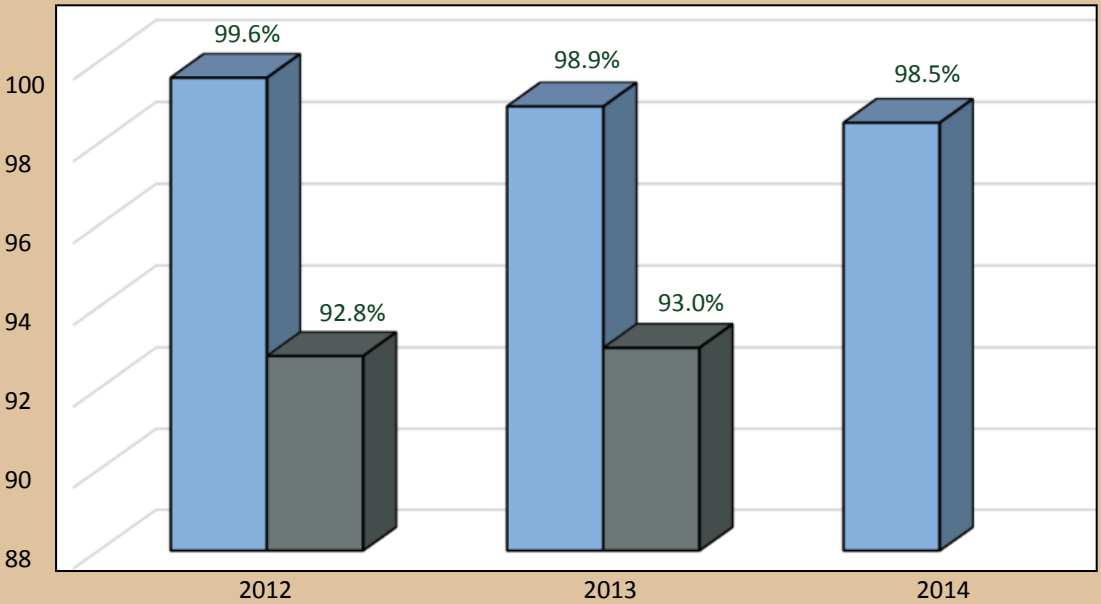


Expenses

Salaries and Related Costs	\$9,621,279
Operating Supplies and Expenses	979,543
Quality Assurance Tax	935,803
Professional Services	659,796
Depreciation	571,106
Other (MOE, Staff Development, Minor Equipment)	485,976
Utilities	367,950
Repairs and Maintenance	60,961
Total	\$13,682,414



Census



Grandvue Facility information represents an average of County Medical Care Facilities as compiled by Plante Moran, PLLC. Benchmark information not available for 2014 at time of printing.



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

Grandvue thrives under the governance of the Department of Health and Human Services Board of Charlevoix County:

Bill Olstrom, Board Chair

Oral Sutliff, Vice Chair

Mary Jason, Board Member

Joel Evans, Commissioner Liaison