



Grandvue Medical Care Facility

2015-2016 Annual Report

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

"**Well-being** is elusive, highly subjective,
and the most **Valuable** of all human possessions."
-Dr. William Thomas



Dear Friends of Grandvue,

Over the years, we have often referred to the Eden Alternative and how it guides Grandvue's culture change toward more person-directed care. We started our Eden journey in 2000, added two Certified Eden Educators to our staff in 2013, and today we are proud to have nearly 100 Certified Eden Associates on staff.

Eden's Domains of Well-Being form the framework for a life worth living for our Residents and care partners alike. As with any community, we can only experience true well-being if those around us do also. Well-being can simply be defined as "a contented state of being" and is the ultimate outcome of a human life.

We strive to get to know our Residents and those we work with every day on an individual level, honoring their **identity** and unique individuality. We endeavor to provide activities and transportation to ensure Residents remain vibrant citizens of our Charlevoix County community.

Grandvue supports individual **growth** for all care partners and strives to provide formal and informal learning opportunities. Our Professional Development Program is bringing Residents together with staff from a variety of departments to share their talents and further Grandvue's person-directed mission.

Connectedness lies at the heart of our culture: creating meaningful bonds between neighborhoods, Residents and care partners. The new Grandvue Greenhouse represents the coming together of our Charlevoix County community to recognize a common dream for our facility. Volunteers, VolunTeens and the Grandvue Auxiliary provide tireless, priceless everyday support.

Our generous, dedicated staff forms warm and **meaningful** relationships with Residents and their families, creating a life worth living for all. Spontaneous moments of **joy** abound, from the visit of a new Grandvue baby to the thrill of victory in a rousing game of Bingo or balloon ball.

At the heart of **autonomy** is choice, and our Restaurant Style Dining has shown us the benefits that come from allowing Residents freedom to make decisions in their lives. As always, we strive to be good stewards of our community resources to provide **security** for those who make Grandvue their home and those who rely on the facility for employment.

As always, our work and well-being are made possible by our Charlevoix County community and your continued support and outpouring of love and care. We are blessed to have such a special community that supports a care facility in the manner Grandvue enjoys.

Yours in Service,

Carol Timmer

Carol Timmer, Administrator

BSN, CNHA, CEA



Grandvue's new Professional Development Program brings together care partners and growth partners to find ways to further the facility's mission. Staff from all areas can participate in activities or programs that capture their interest, as in the case of a Dining Aide with a green thumb and desire to assist with gardening.



Identity: being well-known · having personhood individuality · wholeness · having a history

Nothing exists without identity. A major value of the Eden Alternative is for Residents, families and care partners to become well-known to each other by acknowledging each other's strengths and what we each have to offer. Bringing forth these strengths each day is a powerful way to celebrate each other's unique individuality.

Identity, history, life and sense of self are all essential components of well-being. Without this, individuals can "cease to exist." Once we have a full picture of an individual's identity, we can partner to highlight and strengthen a sense of individuality.

Identity is socially constructed, and Residents want to feel that they are still part of the society outside our facility. Grandvue is fortunate to have partners throughout the county who cater to the needs of our Residents, allowing them to maintain their identity within the greater community. BC Lanes provides adaptive equipment and special hours, giving Grandvue's bowlers a chance to compete. Grandvue's Residents have places of honor at

community parades. Festival sponsors provide preferred parking and special access for Grandvue's vehicles and Residents. All of these actions are greatly appreciated and enable Residents to thrive as citizens of the Charlevoix County community.

In order to safely serve our Residents and provide access to community events, Grandvue purchased a new bus in 2016. A committee consisting of Residents and care partners from nursing, maintenance and activity departments conducted extensive research before purchasing a 2016 Arboc Specialty Vehicle with custom features including a wheelchair accessible ramp, back-up camera and rooftop AC condenser with heat. The new bus accommodates 13 passengers, has a 3 wheelchair capability, and does not require a special operator's license. Arriving just in time for parade season, the bus has made it possible for Residents to get out into the community, even traveling as far as Traverse City for a Beach Bums ball game.



In a person-directed model of care that focuses on domains of well-being, Residents and care partners have every opportunity to learn and grow. Individuals living with frailty continue to grow and teach us how to be human beings in a caring community. Everyone has the potential to be a “growth partner” to someone else.

Untreated health conditions can significantly inhibit growth, and medical treatment and care are skillful partners. Our mission statement, “dedicated to caring for the body, mind and spirit of our Grandvue family,” lays the foundation for individualized care that provides quality medical treatment while helping the entire person grow.

Following the Golden Rule of the Eden Alternative, Grandvue seeks to provide staff with the same experiences and opportunities for well-being that staff offer to Residents, including opportunities to continue growing, learning and sharing their talents with others.

The Grandvue leadership team has identified areas for improvement that will help move the facility further in our Eden journey. One group has focused on conflict resolution, helping care partners develop communication

skills and improve interpersonal relationships within their working neighborhoods.

Grandvue’s new buddy program is proving to be successful in strengthening relationships and teamwork while supporting new care partners. Originating in the support services areas, buddies act as mentors for new staff by showing them the ropes, answering questions, introducing them to other care partners and Residents, advocating as necessary and helping with their transition into the Grandvue culture.

After extensive research into various performance evaluation models, Grandvue has developed a Professional Development Program allowing care partners to meet with their growth partners to discuss ways they can help Grandvue meet its mission. Each participant establishes goals with built-in check points to measure growth and success. While still in its initial phase, the Professional Development program has strengthened relationships between care and growth partners and allowed staff from a variety of departments the time and opportunity to share their interests with other members of the Grandvue family.

Growth: development · enrichment · unfolding expanding · evolving

Another facet of the Professional Development Program is identifying and supporting educational goals of care partners. Barb Schroeder, Assistant Activity Director, and Lisa Dunson, Activity Director, completed their Modular Education Program for Activity Professionals (MEPAP) in June 2016. Presented by the National Certification Council for Activity Professionals, the MEPAP is just one requirement to achieve Activity Director Certified (ADC) status. Activity professionals must also complete college courses, have experience working in Activities and meet continuing education requirements. Lisa has now met all requirements and Barb is finishing her college courses. Both attended courses while working full time and keeping up with their busy families.



Studies show physical and emotional benefits to staying connected with loved ones and with one's environment. Connectedness is more than being surrounded by people who are friendly or skilled in customer service. It is about being in meaningful relationships with others. It is about being a part of something bigger than ourselves. It is about being surrounded by things that have personal meaning.

A person-directed model seeks to connect Residents or individuals accepting support and their care partners with the past, present and future, with their environment and with hope and dreams. A tangible example of community connections is the Grandvue Greenhouse, Phase I of the Grandvue Terrace and Recreation Park project. Greenhouse construction began in spring 2016 and is scheduled for completion by mid October. The greenhouse is a reality due to the tireless efforts of the

Terrace and Parks Fundraising Committee and the generosity and support of community members.

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, Northern Michigan Cancer Crusaders, East Jordan Rotary, East Jordan Lions Club and Boyne City Eagles supported the project through donations and pledges. The Malpass Family Foundation provided financial support and professional consultation services.

The goal of the Grandvue Terrace and Recreation Park is to establish an outdoor area to stimulate the senses, maximize optimal healthy living, embrace fellowship and give Residents a reason to get up in the morning and

a purpose outside themselves. This is a unique project that will create a beautiful, safe outdoor environment for Residents to experience the joys of gardening and the benefits of therapeutic walking paths. A picnic pavilion will be available for family gatherings, a playground will promote intergenerational play, and the greenhouse will allow Residents to experience the benefits of horticultural therapy.

The Grandvue Terrace and Recreation Park project is funded entirely through Donations, In-kind support and Grants—our DIG campaign. 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.



VolunTeen Kaleb uses Grandvue's new public WiFi to give a lesson on how to use an iPad.

Connectedness:

alive · belonging · engaged · involved



Everyone benefits from the connections that are made between Grandvue's Residents and our tireless corps of volunteers. Volunteers enhance the lives of Residents by facilitating outings, bingo games and other group and individual activities. Many volunteers fill the role of a special friend and provide comfort and companionship by sharing stories and memories.

Volunteering is a great way to provide career experience and teach valuable job skills, and younger members of the community have become VolunTeens who assist throughout the year with pet care, outings and activities. In return they learn that 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. Anyone interested in volunteering may call Lisa Dunson at (231) 536-2286 for more information.

Grandvue has an active Auxiliary whose members devote their time and companionship to ensure Residents 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 Residents. 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 comfort chair. The Auxiliary made a significant contribution to the purchase of a new transport van and is committed to supporting the Grandvue Terrace and Recreation Park project. The Grandvue Auxiliary 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.



A person-directed approach to care infuses meaning into every act and every relationship, allowing all care partners to share in a life worth living. Simple pleasures are brought to life for all. Meaning is generated because of the caring relationships we have nurtured with one another.

Grandvue’s care partners search for ways to provide meaningful ways for Residents to participate in activities they have enjoyed all their lives. With donations from a local quilters’ club, Residents created pillows and sold them to care partners. The enthusiastic response to their creations adds meaning and value to their labors. Representatives of local churches and the Ministerial Association volunteer their time to lead worship services and ensure Residents’ spiritual needs are met.

Meaning: significance · heart · hope · import
value · purpose · reflection · sacred



A Grandvue “four generations” family picture: CNA Molly brings baby Makayla to visit Residents in her Valleyvue neighborhood. They are joined by Molly’s mother Melanie, Grandvue Activity CNA.

Joy: happiness · pleasure · contentment
delight · enjoyment

Joy is a short, simple word that describes the best, most elusive dimensions of human experience. While people often identify joy with a response to a specific experience, these moments are actually more accurately understood in terms of “happiness.” Joy is both deeper and more encompassing than happiness.

Joyful moments cannot be scheduled, structured or commanded into existence; in fact, they often catch us by surprise. Efforts to intentionally create joy for others are doomed to failure. The best soil for joyful moments is always found in places where relationships are deep, rich and intensely meaningful. It is through the relationships we have with one another that we can discover ways to recognize and celebrate moments of joy when they occur.

Grandvue ranks among the top in the state and the country in nursing staffing levels in order to move beyond caring for Residents’ physical needs to creating relationships that nourish emotional and spiritual growth as well. These relationships form the heart of our Grandvue family, making life worth living for Residents and care partners alike.



To be autonomous is to be our own person, to be respected for our ability to decide for ourselves, control our lives and absorb the consequences of our choices. The key to autonomy is balance. Autonomy is diminished when people are only offered courses of action that are “good for them” or “pre-selected.”

Autonomy suffers in top-down organizations for Residents and the care partners closest to them, eliminating the possibility of creative approaches by those who are most familiar with Resident who have the most frequent and meaningful interactions with them. Grandvue’s Restaurant Style Dining fosters autonomy as it strengthens relationships between Residents and care partners. Now in its fourth year of operation, Restaurant Style Dining offers Residents the opportunity to select what they want to eat, when they want to eat it.

Grandvue’s Executive Chef, Andy Carlson, prepares a seasonal menu with daily chef’s specials based on input from the Resident Food Committee. As Residents enter the dining room, they are greeted by a server and treated as a restaurant guest. Residents 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. Familiar care partners who

know Residents’ preferences are available to guide and advocate as necessary.

The Eden Alternative Philosophy reminds us that the opportunity to give as well as receive is the antidote to helplessness. People who identify as caregivers sometimes perceive good caregiving as doing everything possible for another individual. This imbalance of care ultimately destroys autonomy for everyone involved in the care relationship as it diminishes individual choice and can lead to learned helplessness. In contrast, care partnership reminds us that care is not a one-way street as opportunities to give as well as receive are abundant and available to everyone in the care partner team. Care partnership helps us optimize choice.

When great hearts are provided the autonomy and opportunity to travel in the direction of their dreams, wonderful things happen to all around them. Our Residents make strong care partners both within our Grandvue community and throughout Charlevoix County. From knitting and donating warm hats to area school children to circulating cards with words of encouragement for staff members who are ill, Grandvue’s Residents remind us daily of the small changes each of us can make to change our world for the better.



Autonomy: liberty · choice · freedom
immunity from the arbitrary exercise of authority
self-governance · self-determination



Security: freedom from doubt, anxiety or fear

Abraham Maslow theorized that human beings must have certain needs satisfied before others can be fulfilled. Basic safety needs such as security of home and family, freedom from fear and anxiety must be satisfied before we can grow toward self-actualization.



Steve Hoffman,
Financial Services Director

Ensuring Grandvue’s financial security while maintaining exemplary caregiving is always our challenge and focus. We do not take lightly the trust our Charlevoix County neighbors have placed in us to care for friends and loved ones in a fiscally responsible manner. With changes in reimbursement on the horizon we are very cognizant of how actions we take today can

better position the facility for success in the future.

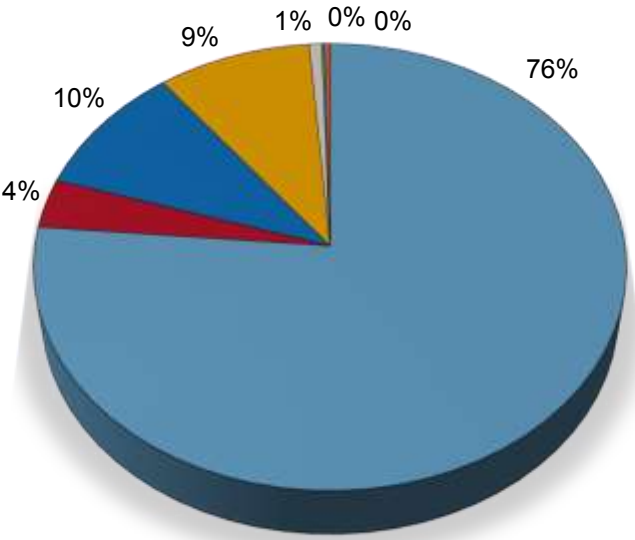
Maintenance and upgrades to Grandvue’s physical plant provide a safe and comfortable environment for our Residents and care partners. In 2015 capital improvements included asbestos removal, preserving the facility’s foundation with a new drainage and gutter system and transforming the parking lot to decrease trip and fall hazards.

Grandvue has been operating with the same boiler system that was installed when the current facility was built in 1958. A 2016 boiler replacement will increase energy efficiency and allow for better year-round temperature control throughout the facility.

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.

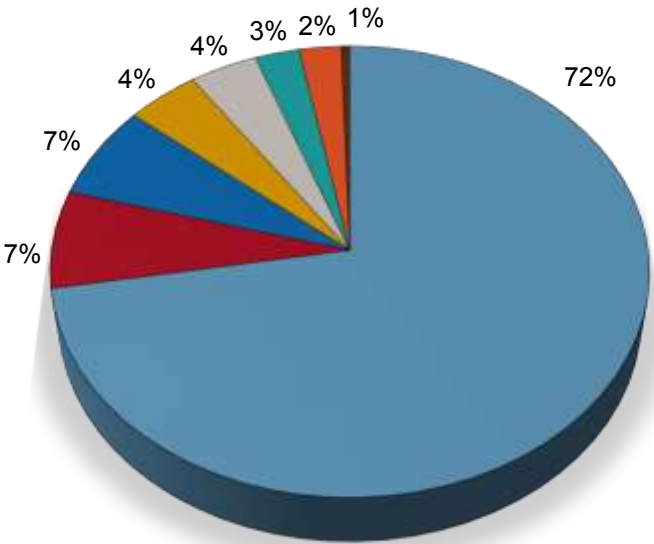
Revenue and Income

Net Service Revenue	\$11,538,644
Certified Public Expenditures	535,428
Tax Revenue	1,459,819
Quality Assurance Supplement	1,389,802
Other Income	113,374
Interest Income	24,475
Contributions	49,358
Total	\$15,110,900

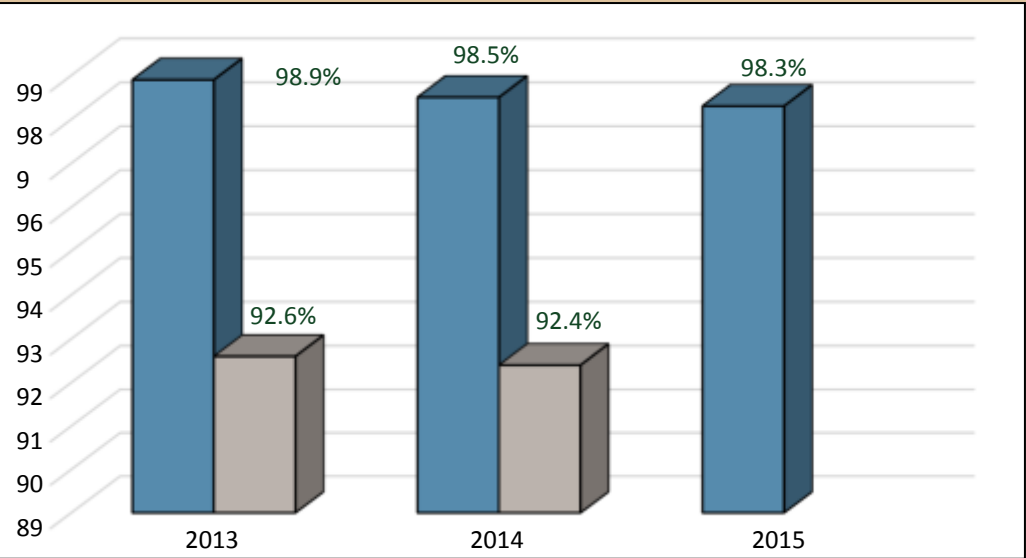


Expenses

Salaries and Related Costs	\$9,980,348
Operating Supplies and Expenses	966,176
Quality Assurance Tax	931,813
Professional Services	596,356
Depreciation	555,794
Other (MOE, Staff Development, Minor Equipment)	361,012
Utilities	342,258
Repairs and Maintenance	70,758



Census



Grandvue
Benchmark Facilities

Benchmark Facility information represents an average of County Medical Care Facilities as compiled by Plante Moran, PLLC. Benchmark information not available for 2015 at time of printing.



*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.*

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

- Bill Olstrom, Board Chair**
- Mary Jason, Vice Chair**
- Oral Sutliff, Board Member**