



# **Grandvue Medical Care Facility**

## **2016-2017 Annual Report**

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



# We cannot direct the wind, but we can adjust the sails



Dear Friends of Grandvue,

Heraclitus, who lived around 500 BC, is known for the quote, “the only thing that is constant is change.” Never was this truer than today, especially in our long term care community. In 2016 the Centers for Medicare and Medicaid Services (CMS) issued their 996-page Final Rule, updating the Medicare Conditions of Participation for long term care facilities. Our state surveying process has also changed dramatically, requiring extensive surveillance, documentation and reporting to remain compliant.

Despite the heightened focus on regulatory requirements, however, it is important that we remain true to Grandvue’s mission and vision for providing excellence in elder care, and from this passion Grandvue’s Strategic Plan was born. Guidance for our Strategic Plan comes from a change package developed by the National Nursing Home Quality Care Collaborative, led by CMS and based on the successful practices of high performing nursing homes.

As we developed our Strategic Plan for the future, we took care to ensure that each goal supports Grandvue’s mission, *Dedicated to caring for the body, mind and spirit of our Grandvue family*, and vision, *Move as one to Resident centered care through neighborhoods*. The Eden Alternative’s Domains of Well-Being serve as our corporate values, supporting **Identity, Growth, Autonomy, Security, Connectedness, Meaning and Joy** for each person within our Grandvue family.

Throughout the pages of our Annual Report, we are pleased to introduce you to Grandvue’s strategic planning goals:

- **Lead with purpose**
- **Connect with Residents in a celebration of their lives**
- **Be a continuous learning organization**
- **Nourish teamwork and communication**
- **Recruit and retain quality staff**
- **Provide exceptional compassionate clinical care that treats the whole person**
- **Construct solid business practices that support Grandvue’s purpose**

Grandvue’s Strategic Plan is a living document that will guide our actions through measurable indicators to reach outcomes that support our entire Grandvue family. We are excited to share our plan with you and recognize that none of our work would be possible without the exceptional support and care that we receive from our Charlevoix County community.

Yours in Service,

A handwritten signature in cursive script that reads "Carol Timmer".

Carol Timmer, Administrator

BSN, CNHA, CEA



## Lead with a sense of purpose

*be the leader you would want to follow · nurture professional growth  
foster innovation in others · focus on systems for change*

One of the actions we can take to lead with a sense of purpose is to seek creative ideas from sources within and outside Grandvue to foster innovation and try new ways to meet our Residents’ needs. Along with other health care providers, Grandvue is experiencing the challenge of caring for Residents with increasingly complicated medical needs at a time when certified and licensed care partners are in high demand. The state of Michigan, recognizing that having nurses and CNAs assist Residents at meal and snack times takes them away from providing the direct nursing care they are trained to provide, adopted a dining assistance program to allow trained individuals to provide feeding assistance to Residents who do not have complicated dining issues.

Introduced in 2016, Grandvue’s Neighborhood Assistants receive state mandated training yet go beyond the dining room to eliminate loneliness, helplessness and boredom from Residents’ lives by providing companionship, transporting to and from activities, answering call lights and incorporating Residents’ preferences into their daily plans of care. The Neighborhood Assistant position provides a transitional step between Grandvue’s support areas and certified care partners, opening the door for internal professional growth and providing care partners the opportunity to learn more direct caregiving methods and responsibilities.





*Music can often reawaken personal memories and associations, and Residents may respond to music when nothing else reaches them. Shelley Fisher, Grandvue's new Assistant Activity Director, uses her music therapy background in individual and group activities to help enhance mood, trigger lost memories, connect people to each other and ground them to the present moment.*



## Connect with Residents in a celebration of their lives

*treat Residents the way they want to be treated · foster relationships with families  
create connections with the community · provide compassionate end-of-life care*

The facility's mission statement, "Dedicated to caring for the body, mind and spirit of our Grandvue family," reminds us to look beyond work tasks to focus on what is truly important: each individual Resident and the unique preferences and characteristics that make his or her life worth living. As we strive to make and maintain connections between Resident, staff and family care partners, we will continue to seek ways to get to know and share information about members of our Grandvue family.

For many years we have been talking about the importance of neighborhoods at Grandvue: smaller, intimate communities with consistent staffing and shared decision making. In early 2017, all care partners came together to celebrate membership in one of Grandvue's four new neighborhoods. Neighborhood life offers opportunities for involvement by staff from all areas in the lives of our

Residents, creating connections and more meaningful living and working spaces.

Although Grandvue employs more than 220 care partners, we are working within the living space of our 113 Residents, and we strive to organize and align operations with Residents' routines and respond positively to their requests. One of Grandvue's smaller purchases with the most heart value in 2017 came from a Resident's request to place highchairs in dining rooms to accommodate family members who visit with small children. Residents can now entertain guests by inviting them for a meal or snack, knowing their toddlers will be comfortable and safe.

Family members are encouraged to attend the monthly Eden Family Gatherings and become involved members of the neighborhood care partner team.





## Be a continuous learning organization

*make systems thinking the norm · track your progress  
plan and implement tests of change*

The new “Mega-Rule” released by the Centers for Medicare and Medicaid Services (CMS) in 2016 is the most comprehensive revision of requirements for nursing homes participating in Medicare and Medicaid programs since 1991. Focusing on the human side of change will be critical as we continue to implement Mega-Rule components. Staff will need support, resources and tools to effectively make necessary changes.

A learning organization supports the development of staff members who have skill in analyzing and interpreting data to assess organizational performance and support improvement initiatives. It also provides leadership support for performance improvement initiatives and projects, creates daily opportunities for learning, and structures services and staff to allow for maximum response to

Residents’ needs.

Andrea Seese became Grandvue’s Compliance Officer in 2016. With her military background and ten years of experience in Grandvue’s nursing department, Andrea was a natural choice to oversee and implement our Quality Assurance and Performance Improvement (QAPI), Compliance, Health Insurance Portability and Accountability Act (HIPAA) and Emergency Preparedness programs. In her job as Compliance Officer, she will identify, analyze, intervene and evaluate actual and potential risks to the facility through risk avoidance, prevention and reduction techniques. Updating Grandvue’s Emergency Preparedness program and processes has been among Andrea’s first priorities in her new assignment.

The Eden Alternative and culture change leaders stress consistent neighborhood assignments for care partners and recommend the learning circle as a communication method to foster relationships and create opportunities for all to be heard. Grandvue’s neighborhoods strive to remove boundaries between departments and encourage communication about what is working well and opportunities for improvement. The goal of this interdisciplinary problem solving method is to include all voices that have a stake in what is being discussed and to foster communication and understanding among care partners serving in different roles.

The learning circle encourages all stakeholders to speak, listen and participate in problem solving and decision making. Participants observe, interpret and experience not only their own feelings and viewpoints, but also broaden

their perspectives by considering the viewpoints around them. A “talking stick” or tool is passed around the circle, ensuring that participants take turns responding and respect each speaker.

When members of the Horizonvue A neighborhood wanted to repurpose an unused office, they held regular learning circles with neighbors from all departments, Residents and family care partners to brainstorm use, décor and the name of the new room. The new “Gardenvue Room” is a fresh space that invites cozy conversation. As a “talking stick,” members of the neighborhood pass a bouquet of silk hydrangeas that brighten a corner of the room when not in use. The team celebrated the success of their project with a ribbon cutting ceremony and neighborhood party.

## Nourish teamwork and communication

*expect and support effective communication · be a team player*







# Recruit and Retain quality staff

*hire only the best fit · set high expectations · give the best staff a reason to stay*



Grandvue’s greatest asset is our staff of professional care partners. Hiring the best fit starts before applicants are considered for openings. Department heads, leadership staff and direct care partners form interview teams to define and rate the quality characteristics being sought for the position. The emphasis is to hire for character, interpersonal skills and a Resident-centered focus, recognizing that clinical skills can be strengthened, enhanced and taught.

Once hired, new care partners benefit from the knowledge of their “buddy” who orients them to the tasks of their new role along with Grandvue’s culture, mission and vision. Each new employee becomes a member of a neighborhood and invited to participate in learning circles, activities and celebrations.

Creating opportunities for staff voices to be heard is key to care partner retention. Today’s workforce is seeking schedules that allow individuals to better balance work, education and family/home needs. While still accommodating Residents’ preferences and lifestyles, new shift schedules in the nursing department provide the workweek flexibility that CNAs and licensed nurses desire. Created and maintained by staff, the new scheduling systems maximize personal time and maintain insurance benefit levels.

*Laura Blakeney worked weekends in Grandvue’s dietary department while attending nursing school. She joined our nursing team as a graduate nurse, then accepted a position as a Neighborhood RN in 2017.*







*Grandvue's Restorative CNAs and RN promote strengthening and balance as a means to prevent falls.*

## Provide exceptional compassionate clinical care

*implement consistent assignment · choose and engage medical leadership wisely  
transition with care · strive to prevent problems, treat when necessary*

Providing exceptional compassionate clinical care begins with focusing on the whole person and requires care partners who know their Residents well and can anticipate their needs. For over eleven years Grandvue has employed Lifestyle Facilitators, Registered Nurses who consider all aspects of care for the Residents in their neighborhoods. From admission to discharge, Lifestyle Facilitators ensure that Residents' health care information is accurate, up to date and in the hands of those who need it. Working closely with physicians, Lifestyle Facilitators act as a liaison to communicate health information with Residents, families and other care partners in the neighborhood.

Grandvue expanded physician services in August 2017 by partnering with iNDIGO Health Partners, a physician-led company committed to sustaining community healthcare. Practitioners visit Grandvue three times a week, and Dr. Roseanne Freeman-Paz, MD, serves as both Attending Physician and Medical Director. In addition to their rounds, Dr. Paz and her team work with the QAPI committee to review data, look for trends and opportunities for improvement and make recommendations for addressing them.

In addition to instilling quality and performance improvement practices, Grandvue's Strategic Plan will address methods to prevent healthcare-acquired infections and conditions, encourage Residents' mobility to decrease the risk of falls, and promote skin integrity.





From flooring to security cameras, Project Coordinator Josh Wolletz (left) manages, coordinates and administers new construction projects and renovations.

# Construct solid business practices that support your purpose

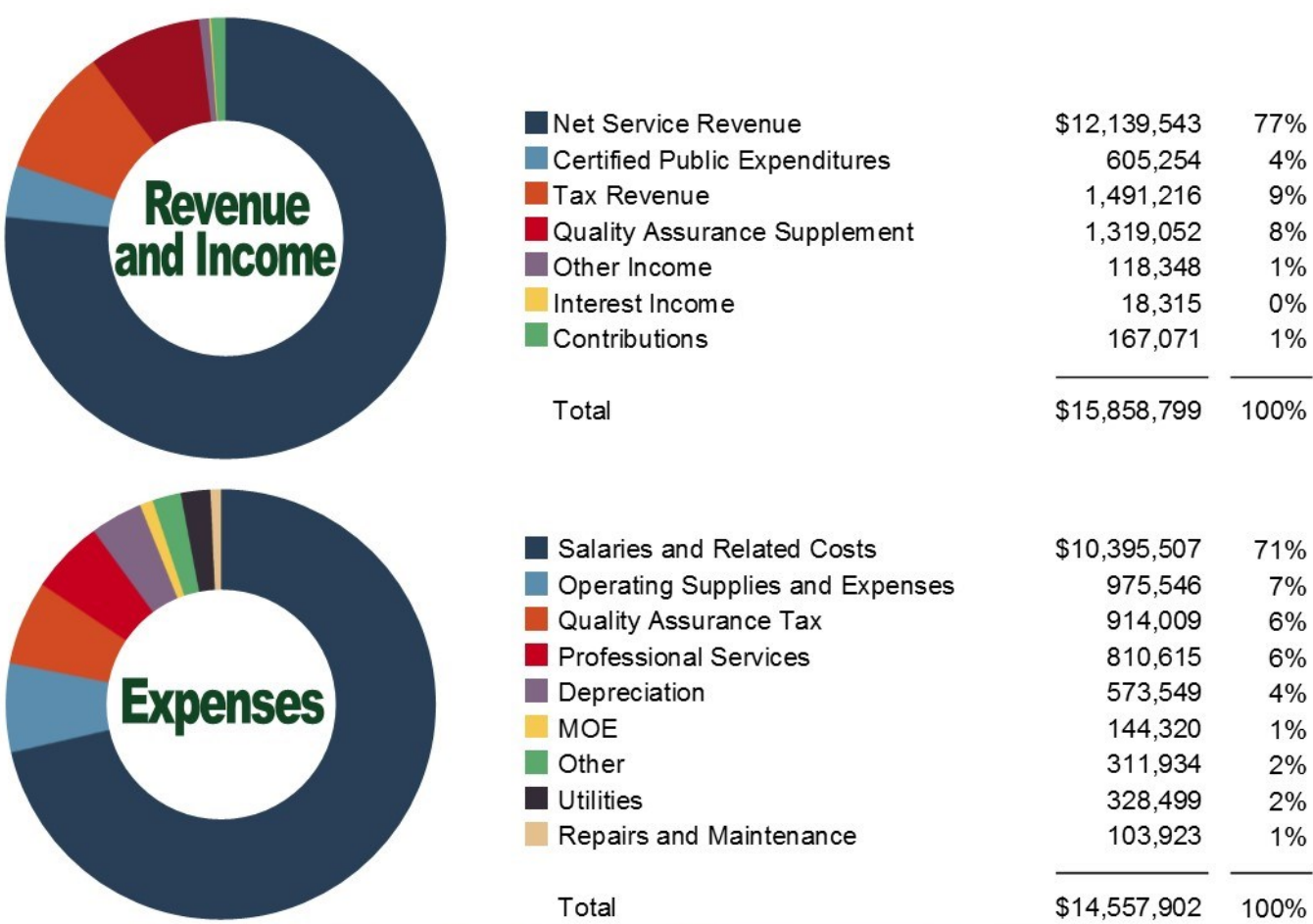
maximize your efficiency · realize potential cost savings · manage revenue



Steve Hoffman,  
Financial Services Director

In 2016 Grandvue celebrated its 125th anniversary of caring for our Charlevoix County community. We are proud of our heritage yet are cognizant of the challenges that accompany a physical plant that was built in 1958. We are continuously looking for capital improvements and investment in services that will lead to cost reductions over time. In 2016, the original facility boiler system was replaced with a more energy efficient system. We have been replacing carpeting and tile flooring with a laminate that is easy to clean and quick to dry using Grandvue’s new floor care equipment. An updated in-service room makes continuing staff education convenient, yet apart from Resident community space.

Ensuring the facility’s financial security while providing exemplary caregiving is our challenge and focus. We appreciate the trust our community has placed in us to care for friends and loved ones, and we vow to do so in a fiscally responsible manner. We are grateful for the support of our Charlevoix County community and renew our commitment to wisely invest each dollar to ensure financial security and continued excellence in care.



New flat screen TVs for Residents’ rooms are a smart investment: not only do they make new Residents feel at home, the uniformity of remote controls and hook-up equipment will reduce future maintenance service time and expenses.





***seek strategic and creative approaches to expand Grandvue's resource base  
ensure we are making the most of Grandvue's physical assets***



The greatest change to Grandvue's physical plant came with the opening of the Grandvue Greenhouse in October 2016. The greenhouse, Phase 1 of the Grandvue Terrace and Recreation Park, represents more than two years of fundraising and construction. Residents spent the cold winter months enjoying this warm space filled with light, music and natural beauty. The greenhouse has become a hub of activity, hosting woodworking crafts for the Grandvue Men's Club, providing a jump start on summer vegetable gardening and welcoming families for a peaceful visit.

Phases 2-4 of the Terrace and Recreation Park will create a beautiful, safe outdoor environment for Residents to further experience the joys of gardening along with the benefits of therapeutic

walking paths. A picnic pavilion will be available for family gatherings, a playground will promote intergenerational fun and an open space will allow local bands to perform "concerts on the green."

The Grandvue Terrace and Recreation Park project is funded entirely through Donations, In-kind support and Grants—our DIG campaign. With the help of our community, the Grandvue Terrace and Recreation Park will become a reality for our Residents. 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](http://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.

Grandvue is incredibly fortunate to count our corps of dedicated volunteers and volunTeens as an invaluable part of our resource base. Volunteers enhance the lives of Residents by assisting with outings, bingo games and other group and individual activities. Many volunteers fill a friendship role and provide comfort and companionship by sharing stories and memories.

Volunteering is a great way to provide career experience and teach valuable job skills to younger members of the community as well. VolunTeens assist throughout the year with pet care, outings, celebrations and activities. Volunteering can provide renewed creativity, motivation and vision that carry over into other areas of life and introduce new interests and passions. Anyone interested in volunteering may call Lisa Dunson at (231) 536-2286 for more information.

The Grandvue Auxiliary was founded in 1969 with the purpose of rendering service to our facility and Residents. The Auxiliary's annual "Bakeless Bake Sale" raises funds that the group uses to enhance the lives of Grandvue's Residents. The Auxiliary's donations have supported the Alzheimer's Association Memory Walk, a new Grandvue transport van and the Grandvue Terrace and Recreation Park. The Auxiliary has also provided a comfort chair, blanket warmers, outdoor furniture and courtyard flowers for the enjoyment of the Grandvue family. The 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.



*The Grandvue Auxiliary is a group of tireless community members who devote their time and companionship to ensure Residents enjoy special facility events. Auxiliary members advocate, volunteer, coordinate events and fundraise for Grandvue.*





*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.*

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

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**Mary Jason, Vice Chair**

**Roselee Rau, Board Member**

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