



Grandvue Medical Care Facility

2017-2018 Annual Report

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

"You have to live the mission...love what you do."

-Anne M. Mulcahy



Dear Friends of Grandvue,

Grandvue’s mission statement, “Dedicated to caring for the body, mind and spirit of our Grandvue family,” celebrated its 15th anniversary in 2018. This is a great time to reflect on the words that are at the core of our values and form the foundation of our culture.

Our current mission statement was created and adopted by Residents, care partners, family members and volunteers back in 2003. Key words were posted up and down the Main Street hallway, and everyone was allowed to vote by placing stickers by the words of their choice. The key words “caring” and “family” were selected, and a team came together to craft the final mission statement. Today we continue to make decisions and set Grandvue’s direction with the mission statement as our compass.

Within this annual report, we share some of the changes going on at Grandvue: new faces, new programs, new processes and approaches to care. But what really matters is the holistic, person-centered care and the “family stories” that make

Grandvue so special. On the opposite page, you can see that we have made strides in our culture change journey toward neighborhoods—smaller functioning groups where care partners and Residents work together to create an environment of empowerment, choice, connections, dignity and opportunity for purpose. Although team members worked together to establish their own neighborhood identities as expressed on custom tees, each team independently elected to have the greater Grandvue logo on the front! It is this dedication to all of the Residents and members of our Grandvue family that demonstrates the altruistic method of caregiving you can find throughout our facility.

As we move forward, strengthening our neighborhoods, improving our physical plant, finding ways to recruit more of our quality care partners, we will continue to look toward our mission statement to guide our decisions and actions. Grandvue would not be the place it is were it not for the love, support and respect we receive from our Charlevoix County community. Thanks to each and every one of you for your ongoing support that allows us to be a healing environment dedicated to caring for the body, mind and spirit of our entire Grandvue family.

Sincerely,

Carol Timmer

Carol Timmer, Administrator

On the covers: Person-centered, holistic care is all about relationships, and when they are natural and genuine, they benefit Residents and care partners alike.

Front: As an Army Reservist, Grandvue’s Physical Plant Project Coordinator Josh shares an interest in military service and honoring veterans with Holly, our Infection Prevention RN and military mom. Together they have taken the lead on several facility events to recognize the service of veterans living at Grandvue. They have also put together community trips for veterans to Camp Grayling and Veterans’ Park in Boyne City.

Back: The spirit of competition also draws people together; even after a 12-hour shift, RN Kelsi is still up for a friendly game of cribbage with Scott.



"Four neighborhoods, one Grandvue"



**"Health is a state of complete harmony of the body, mind, and spirit."
- B.K.S. Iyengar**



Caring for the body, mind and spirit starts with getting to know each Resident and care partner, learning their backgrounds, hopes, dreams and goals. Discovering what motivates an individual is an important part of designing a routine of physical, occupational or restorative therapy.

For more than 15 years, Restorative CNA Linda has worked to inspire her Residents to their highest level of independence and functioning ability. While her dedication and enthusiasm remain constant, the restorative therapy environment at Grandvue has changed. Although traditional exercise equipment (shown at left in 2006) is still available, new methods to make exercise fun and functional are being implemented.

This year, the Main Street Gym had several upgrades, including a new television (shown above). Residents can now work out while competing in a Wii baseball game or use therapy equipment while keeping up with the Detroit Tigers game. Converting “therapy” time into a fun, social event promotes healthy living that also stimulates the mind and spirit.

Grandvue’s mission statement supports holistic care, defined as “all nursing practice that has healing the whole person as its goal.” An article from practicalnursing.org describes the importance of promoting a Resident’s psychological and emotional well-being in order to facilitate physical healing. The article describes the increase in happiness and purpose care partners experience as positive relationships with their Residents grow.

Keeping staffing ratios low and encouraging staff from all departments to spend time with the Residents in their neighborhoods has long been a priority at Grandvue. Jamie, a Nutritional CNA (shown at right), has the responsibility of assisting Residents at mealtime. Between meals, however, you will often find her getting to know the Residents in our Horizonvue Community—reading, talking, coloring, and reminiscing with them. The holistic care Jamie provides enriches the lives of her Residents while enriching her working experience as well.



Spiritual care comes in many forms, from weekly church services to meditative time spent in a healing environment. Grandvue’s Main Street Chapel (shown below) is a loving, healing space available to Residents, families and care partners. The Chapel was enhanced in 2018 with the installation of a beautiful stained glass window. Created in 1994 by Alan Swan and Jay Bavers, the window was given to the facility by the family of Charlene Sweet. The window was cleaned, restored, framed and hung in the Chapel window where its peaceful scene of the Jordan Valley filters the rays of the afternoon sun.



**"The purpose of life is to live a life of purpose."
- Richard Leider**



Grandvue's mission aligns with the Eden Alternative, a philosophy of care that focuses on creating Resident-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. An Eden Alternative Certified Home since 2000, Grandvue strives to create an environment that fosters community rather than loneliness, meaningful activity rather than boredom and self-reliance rather than helplessness.

Renovating the Horizonvue Living Room (shown above) is the first step in creating a continuous, all-day activity program for the Residents who live in the memory care community. The new kitchenette, completed in the spring of 2018, provides Residents and staff with food preparation and storage areas, hand and dishwashing sinks, and all of the appliances of home. Residents can now enjoy meaningful, hands-on activities with everything safely and conveniently located in one place.

Because the new kitchen "feels like home," it provides opportunities for Residents to perform familiar and meaningful work such as washing dishes, baking cakes, kneading bread, cleaning cupboards, washing and folding laundry, or just fixing an impromptu snack with a favorite care partner. Just like at home, the kitchen has become a place to meet and socialize, and Grandvue's Ladies' and Men's lunch groups have a new venue to enjoy.

The Eden Alternative's principles promote opportunities for Residents to give as well as receive care and perform meaningful activities as components essential to human health and a life worth living. When Residents are given opportunity and responsibility, the entire community benefits. When Val (shown opposite, top left) observed staff and



volunteers sorting and organizing greeting cards, she recognized an opportunity to be of service. Having worked in a drug store for many years, Val was experienced in stocking magazines. She volunteered to take on the task of maintaining the Residents' greeting card supply. Val takes her work very seriously and spends time every day in the Library matching cards and envelopes, sorting donated cards by occasion and stocking the Main Street card fixture. In return, care partners and volunteers are freed up for other tasks, and Residents have cards readily available to acknowledge special events and stay connected with their friends and families outside the facility.

For a gentleman like Don (shown at right), meaningful work takes the form of assisting care partners with their everyday chores: pushing water carts, assisting with laundry delivery, even straightening the stars on the top of the Christmas trees. Care partners appreciate Don's help and companionship, especially Kayla, his granddaughter and member of our support services team.





**"Take a quiet walk with Mother Nature.
It will nurture your mind, body, and soul."
- Anthony Douglas Williams**

Coming to Grandvue in 2019: the Grandvue Terrace and Recreation Park! The Terrace and Recreation Park began as a dream—the dream of a healing environment that will promote physical, mental and spiritual health for all who visit. The park will include the addition of a one-acre outdoor area on the southeast side of our Jordanvue community with several walking paths with sitting areas, a picnic pavilion, accessible gardens and a children’s playground.

The Terrace and Recreation Park will be a stimulating venue for rehabilitative and restorative therapies. It will provide opportunities for meaningful activities that promote a sense of personal accomplishment, offer health benefits through increased outdoor activity and restore mental well-being and allow for quiet reflection in a natural setting. Our Residents will remain vital members of the larger community as they host visiting students and teach gardening skills, share stories of their favorite outdoor past times and celebrate the harvest of their labors.

Along with the physical benefits of time spent in nature, the restorative effects of nature support mental health and well-being. For older adults, studies show that physical activity in green spaces can be linked to better moods, decreased chance of depression, reduced stress levels and improved cognitive function.

The Terrace and Recreation Park will provide spaces and activities that encourage families and friends to maintain a meaningful relationship throughout their loved one’s life. *A park bench in a quiet area for a husband to sit and hold hands with his wife. A pavilion for families to host a celebration without worrying about specialized transportation or care needs.*

The Terrace and Recreation Park will create purposeful work for Residents and bring them a sense of pride in accomplishment as they utilize skills they have honed over their lifetime and will create a stimulating environment with a variety of new activities for Residents to enjoy. *A terrace where friends and family gather to listen to a local band play favorite big band music. A walking path that turns exercise into exploration.*

These experiences will fill Residents with a sense of purpose and life. Once completed, the Terrace and Recreation Park will be a tremendous community asset serving generations of families by caring for their loved ones and providing opportunities for families to stay connected in meaningful ways.

The Grandvue Greenhouse, the first phase of the Grandvue Terrace and Recreation Park project, opened its doors in October 2016. Attached to the Horizonvue Memory Care Community and featuring in-floor heat, this 24’ X 30’ greenhouse is accessible to Residents and families year round. It is a unique space filled with light, plants and warmth. Residents enjoy the natural, tranquil environment as they cultivate their herb gardens, create nature inspired crafts and celebrate the fruits of their labors. Both the greenhouse and park areas will be available to all of Grandvue’s Residents and their families.

The Grandvue family of supporters has demonstrated tremendous commitment to ensure the dream of the Terrace and Recreation Park becomes a reality. This is a true community project with individuals, foundations, businesses, and service organizations contributing funding, time and materials to its success. We are extremely grateful for this ongoing support, and our sights are set on the Terrace and Recreation Park being completed by Fall 2019.



**"Innovation: Imagine the future and fill in the gaps."
- Brian Halligan**



Caring for our Grandvue family includes the nearly 225 care partners employed at the facility. In a region and industry experiencing current and future workforce shortages, taking an approach to staffing that accommodates care partners' needs without compromising Resident care is becoming increasingly important. According to a report by global health care staffing consultancy Mercer, the United States will have openings for 2.3 million health care workers by 2025, and hundreds of thousands of these positions will remain unfilled due to a persistent shortage of skilled workers. Another study by the Intelligence Group shows that 86 million millennials will be in the workplace by 2020 and make up 40% of the workforce. Flexible schedules and work-life integration are important to the next generation of workers.

With a "help wanted" sign present in every business window, how can Grandvue recruit and retain care partners to keep our staffing ratios low and remain true to our mission? Part of the answer comes from rethinking traditional staffing patterns to allow care partners a better work-life balance. Flexible schedules of 4-, 6-, 8-, 10- and 12-hour shifts now allow nurses and CNAs alternatives to the traditional 40-hour, full-time workweek. Nurses have the autonomy of self-scheduling: working with their team members to achieve a schedule that accommodates individual needs while ensuring full coverage. Gail, shown above, was considering retirement when the new staffing patterns were established. She now maintains her full time status and benefits by working five six-hour shifts each week, and Grandvue retains a valuable care partner with more than twelve years of experience within our facility.

Designing new career paths and investing in care partners is another way to expand the workforce. Through our Grandvue Nurse Aide Training proprietary school, candidates can start their career as Temporary Resident Assistants (TRAs) and provide non-caregiving duties while waiting for a training course to begin. TRAs are paid to complete nurse aide training, receive an increase in pay once they have graduated, and receive another raise when they become state certified. This career ladder is available to the public and to Grandvue care partners from other departments. Jenny, shown at left, was a full time housekeeper. After expressing interest in becoming a CNA, she completed the training program as a TRA and is now working full time in the position of her choice.

**"Excellence is not a destination;
it is a continuous journey that never ends."
- Brian Tracy**



Dedication to caring for the body, mind and spirit of our Grandvue family is a mission that extends to every care partner and department in the facility. Having a sound physical plant to ensure the safety and comfort of Residents, staff members and visitors is critical, and it is important that leaders in our Maintenance Department are knowledgeable, skilled, well trained and person centered. After the retirement of Grandvue's Physical Plant Director in June 2018, the search was on to find the right individual to meet the unique challenges of our aging physical plant. Enter Dave Ruehle. Dave joined our Grandvue family in July with more than ten years of experience in building maintenance systems including electrical, plumbing, computer networks, phone systems and audio/visual equipment. His work experience includes responsibility for new construction and renovation projects, implementing preventive maintenance plans and developing new technologies.

Because the current facility was built in 1958, building maintenance requires a unique and complex balance of keeping old equipment running while considering the impact of installing upgraded equipment. Over the past year, the maintenance team has been busy replacing equipment for predictive maintenance projects and upgrading existing systems to improve efficiency and comfort.

Some of the maintenance projects and upgrades over the past year include:

- Modifying the boiler system to improve the efficiency of heating water in the warmer seasons
- Adding water heating units to stabilize hot water temperatures for dishwashers
- Applying a new pavement topcoat at the Grandvue Staff Training Center
- Upgrading the computer switch to improve the performance of computers and compatibility with security cameras, wireless access points and IP phone devices
- Installing a new phone system to allow for the smooth, efficient transfer of calls to Resident rooms so loved ones can stay connected
- Modifying the HVAC system for energy efficiency and enhanced comfort control for Resident rooms and common areas
- Replacing air handling units with more efficient units to provide better climate control
- Installing guard rails and guides for the safety of Grandvue staff and contractors working on the roof
- Replacing carpeting in common areas with a durable laminate
- Updating smoke detectors throughout the facility
- Constructing a maintenance garage to house facility vehicles
- Completing a staff in-service room and computer lab

In addition to capital projects, planned/preventive/predictive maintenance, corrective repairs, answering trouble calls, replacing obsolete items, predictive testing/inspection and grounds care, Dave and his team remain at the ready to serve Residents and their families to make their stay at Grandvue safe and comfortable.



Brittani (above), one of Grandvue's full-time receptionists, is an expert at the new phone system, ensuring that Residents stay connected with their families and care partners have access to emergency services and resources in the medical community.



**"We're not building a future for a few years,
we're building for a lifetime." - Abe Reichental**



*Steve Hoffman,
Financial Services Director*

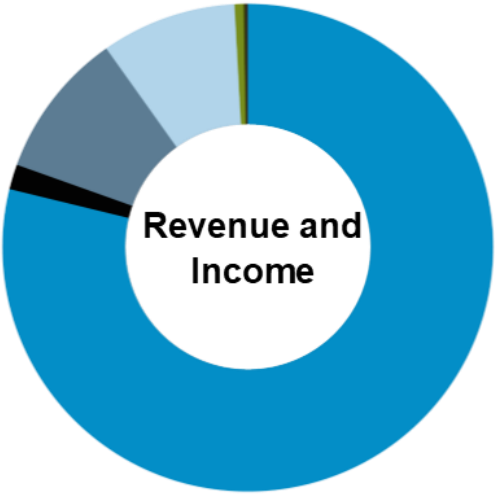
Remaining true to Grandvue's mission includes establishing financial goals and processes to enable the facility to weather future economic challenges. As Charlevoix County's medical care facility, we do not take lightly the trust our neighbors place in us to care for friends and loved ones in a fiscally responsible manner.

Staying current with reimbursement trends and forecasts of upcoming changes that may significantly impact Grandvue's operations, census and revenue helps guide the actions we take today to better position Grandvue for success in an uncertain future. In 2017-2018 these actions included a daily focus on cost control, maintaining an average daily census of 98% and investing in our people and physical plant.

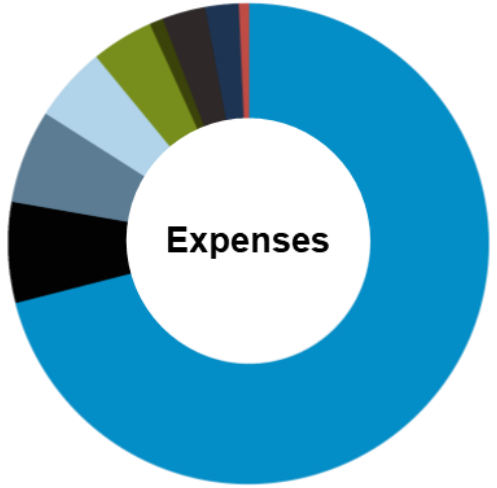
Over the past few years, Grandvue has prioritized the payment of our underfunded retirement liability. With the support and direction of the Department of Health and Human Services Board, we have made additional contributions to the Municipal Employees Retirement System (MERS). We are pleased to report that our employees have the security of knowing that our MERS account is currently fully funded with assets available to cover future liabilities.

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.

2017 Grandvue Financial Information from Independent Audit prepared by Plante Moran



Net Service Revenue	\$12,525,050	79%
Certified Public Expenditures	262,152	2%
Tax Revenue	1,542,157	10%
Quality Assurance Supplement	1,427,842	9%
Other Income	92,590	0%
Interest Income	22,805	0%
Contributions	22,513	0%
Total	\$15,895,109	100%



Salaries and Related Costs	\$10,545,604	71%
Operating Supplies and Expenses	1,003,222	7%
Quality Assurance Tax	933,236	6%
Professional Services	748,912	5%
Depreciation	617,628	4%
MOE	136,674	1%
Other	433,969	3%
Utilities	332,468	2%
Repairs and Maintenance	102,398	1%
Total	\$14,854,111	100%

We are grateful for the generous donors in our community who have helped to improve the lives of Grandvue's Residents. Through charitable donations, Grandvue is able to invest in educational opportunities for staff, purchase equipment for the benefit and comfort of Residents and their guests, and support improvement projects like the Grandvue Terrace and Recreation Park. There are several ways you can contribute to Grandvue:



A Gift to the Grandvue Endowment Fund at the Charlevoix County Community Foundation is invested for the long-term and provides for annual distributions in support of Grandvue's operations and capital projects. Because only a portion of the fund balance is distributed each year, the Fund grows over time through investment income and additional contributions. For more information or to make a donation, please visit www.c3f.org or call the Charlevoix County Community Foundation at (231) 536-2440.



A gift to Grandvue is put to work today by supporting operational costs that allow us to fund special programs such as tuition reimbursement and wellness activities through the Grandvue Memorial Fund. If you are interested in learning more, please contact the facility at (231) 536-2286.

We appreciate both types of gifts!



*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:

Mary Jason
Roselee Rau
Paul Andrews
Joel Evans, Commissioner Liaison