



Grandvue Medical Care Facility

2018-2019 Annual Report

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

"Home is the nicest word there is."

-Laura Ingalls Wilder



Carol Timmer, Administrator

Dear Friends of Grandvue,

What makes a space a home? The amount of research on what appears to be a simple subject is overwhelming. Jan Willem Duyvendak, a research professor of sociology at the University of Amsterdam, classified two situations that support the process of feeling at home: “haven,” a place that is secure, comfortable, private and exclusive; and “heaven,” a place where you can be who you are and feel connected with like-minded people through shared histories and activities.

At Grandvue, we recognize that moving to a long term care facility can be a major life event, and we strive to find ways to provide Residents with a sense and feeling of home. To do so, we turn and return to our roots as a certified Eden Alternative home. The Eden Alternative philosophy asserts that no matter how old we are or what challenges we live with, life is about continuing to grow. Care partner teams strive to enhance well-being by eliminating the plagues of loneliness, helplessness and boredom from the lives of Residents. The Eden Alternative believes that culture change unfolds one relationship at a time, and deep change can only take root when the entire continuum of care is involved.

There are many factors that transform a physical space into a home. Having familiar, cherished photos and furnishings around can make a space more homelike, but it truly is the relationships, connections, activities and ability to make your own choices that promote a sense of being “at home.” The Eden Alternative challenges us to create a Human Habitat that nurtures the human spirit as well as the human body.

We are excited to introduce you to the spaces and faces that make Grandvue home for so many of our Charlevoix County elders. In particular, the Grandvue Terrace and Recreation Park has gone from dream to reality; after nearly five years of fundraising, construction was completed in October 2019. The Terrace and Recreation Park will provide a meaningful outdoor space for many Residents and families in the coming years. Joe Taylor, Director of Nursing, joined our Grandvue family in October 2019. An educator at heart, Joe brings more than 25 years of nursing experience and a passion for empowerment and accountability for care partners throughout the facility.

Grandvue would not be the 5-star quality facility that it is were it not for the love, support and respect we receive from our Charlevoix County community. We could not be a haven, heaven or home without you.

Sincerely,

Carol Timmer

Carol Timmer, Administrator
BSN, CNHA, FACHCA



Joe Taylor, Director of Nursing

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

- Mary Jason
- Roselee Rau
- Paul Andrews
- George Lasater, Commissioner Liaison



Above: Members of the Certified Eden Associate training class of September 2019 chose to share the Eden principles with all staff members by designing and maintaining an Eden Alternative bulletin board in the facility’s service hallway.

Grandvue has on-staff Certified Eden Educators who are qualified to teach the Certified Eden Associate (CEA) program. With the financial assistance of the Joan R. and Charles M. Taylor Foundation, we are able to send staff members through the 3-day CEA program annually. The Eden Alternative has defined a “tipping point” toward person-directed care that occurs when 20 percent of a facility’s staff has completed training and become Certified Eden Associates. Grandvue currently has 100 Certified Eden Associates, representing 45% of the facility’s staff members.

Each graduating CEA class is challenged to “pay it forward” through a project that will bring the Eden principles to everyday life at Grandvue. They also return from training having shifted their paradigm away from an institutional model to looking at Residents and the world through “Eden Eyes.” Our Certified Eden Associates are committed and caring people who help each other and their team when times get stressful and the lure back to a task-driven model is strong. When one may fall back into the old paradigm, others can show him/her the way back to the new reality through the Eden Alternative.



**"Home is not where you live
but where they understand you."
-Criston Morgenstern**

The Pioneer Network, a national leader in the culture change movement for long term care, advocates for a culture of aging in which individual voices are heard and individual choices are respected. Leaders of the movement contend that facilities must progressively improve independent, interpersonal relationships between Residents and their consistent caregivers.

Connectedness and identity are among the factors that make up the social aspects of the sense of home at Grandvue. Knowing and respecting each individual's history, preferences, goals, hopes and dreams is at the core of person-directed caring. Once we learn a new Resident's identity, we can partner to highlight and strengthen his or her sense of individuality.

Identity is socially constructed and often involves physical appearance. The opportunity to dress up and have one's hair set is important to maintain continuity of self-identity and personal values. We are fortunate and grateful for community members who volunteer or provide professional services at greatly reduced rates to preserve our Residents' dignity by helping them look their best. Taking part in normal activities, maintaining personal routines and being empowered with autonomy and control are important for experiencing a sense of home.

Interactions and relationships with staff, fellow Residents, family, friends, community members and pets all lead to a sense of belonging and connectedness. The Eden Alternative encourages us to make our facility a home in which relationships matter. The art of giving and receiving care can be raised to its highest level when care partners and Residents know each other well and work together to find a way of life focused on close and continuing relationships.

Everyone benefits from the connections made between Grandvue's Residents and our selfless volunteers who participate in 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. Anyone interested in volunteering at Grandvue 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 raises funds for purchases that enhance the lives of Residents. 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.





"Nature is not a place to visit. It is home." -Gary Snyder

Eden defines a Human Habitat as “a place that nurtures and grows—just like a garden. In the world we create for Elders, life should revolve around growth, not disease and decline.”

The Grandvue Terrace and Recreation Park will provide space and activities for Residents to thrive and grow in a natural, outdoor setting. Many years in the planning, the Terrace and Recreation Park came to life in the summer/fall of 2019. Featuring walking paths of varying lengths, a family picnic pavilion, accessible gardens and benches for resting and visiting, the Terrace and Recreation Park promotes physical, mental and spiritual health for all who visit.

Studies have shown that physical activities 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 create purposeful work for Residents and bring them a sense of pride in accomplishment as they utilize skills they have honed over their lifetime. It will also create a stimulating environment with a variety of new activities for Residents to enjoy.

Our Residents will spend the winter months planning their flower and vegetable gardens for next year and starting seedlings in the Grandvue Greenhouse. The first phase of the Terrace and Recreation Park project, the 24' X 30' greenhouse was completed in 2016. The greenhouse is a unique space filled with light, plants and warmth. In-floor heat allows year round usage. Residents enjoy the natural, tranquil environment as they cultivate their herb gardens and create nature inspired crafts.

The Terrace and Recreation Park became a reality thanks to the Grandvue family of supporters who helped us achieve the \$550,000 fundraising goal in late 2018. The Park is a true community project with individuals, foundations, businesses and service organizations contributing funding, time and materials to its success. Sponsorship opportunities are still available. If you would like to become a part of the Grandvue Terrace and Recreation Park, please contact Carol Timmer at (231) 536-2286.





Above: Kate Stolarski, Grandvue's Success Coach introduces tools and services that can enhance job retention and advancements.

"Home is not where, it is whom." -Christianne Dettman

In a Human Habitat, the true measure of success is the well-being of all—Residents and their care partners. The Eden Alternative Golden Rule acknowledges that the way an organization treats employees has a direct impact on how staff in turn treat their Residents. The paradigm shift to person directed care recognizes that we must move beyond the traditional healthcare model to value relationships over tasks, genuine caring over speed and efficiency and encourage care partners to care for themselves as well as others.

A McKnight's Long Term Care News article titled "Making the Case for Love at Work" promotes the need for care givers to invest personal emotional energy in their colleagues just as they concentrate on their Residents. The results of promoting more emotional bonds result in improved productivity and Resident outcomes. Places with stronger staff empathy had Residents with higher levels of satisfaction, better mood and higher quality of life ratings. When coworkers collaborate each day, protect one another's feelings, encourage each other, and show care, affection and consolation, a richer emotional culture emerges that is based on joy and pride.

Grandvue is proud to be among the first members of Teamwork Northwest, a Business Resource Network (BRN) of employers in Charlevoix and Emmet Counties. BRN employers share the services of a third-party Success Coach who works with care partners to prevent and find solutions for issues that can become worrisome personal distractions at work. From financial management to child care to continuing education, the Success Coach is available on site weekly and on a 24/7 basis by email, phone or text. Success Coaches can provide long-term assistance with more than personal counseling needs, allowing for a holistic approach to providing solutions and creating work and life success for staff members. Because she is not a member of Grandvue's staff, our Success Coach can discuss issues that employers are not allowed by law to raise with

employees. Further, a care partner may be more likely to discuss issues with a confidential third party than with their supervisor.

In traditional long term care models there are care givers and care receivers, and the roles are considered separate and distinct. The Eden Alternative encourages us to shift this paradigm by considering caregiving to be a partnership. Balancing care giving and care receiving is important for anyone within a home. It is important that those who are dedicated to supporting the Residents' daily lives find meaningful ways to care for each other in order to prepare them for the challenges that can come up during daily life. The Eden Alternative antidote for Resident helplessness is creating opportunities for Residents to give as well as receive care.

In 2018 Grandvue began working with a Lean consultant to improve services and daily delivery of care to Residents. Lean focuses on understanding and meeting the exact needs of Residents and developing a positive, informative culture among colleagues. The Lean process engages and empowers staff in daily operations, thus reducing and eliminating negative culture.

An important tool for Lean management is the Huddle. Huddles are brief daily team meetings that engage all staff, capture opportunities for improvement, inform and provide a forum for two-way communication, establish goals and action steps, identify potential workload balance and resource sharing plans and ultimately shape culture. Huddles create an army of problem solvers within Grandvue as we move toward becoming a learning organization.

Below: The Laundry and Housekeeping Team reviews and discusses issues outlined on the Huddle Board.



Above: Whether it's a staff birthday, new baby or hospital stay, Mary cares for her care partners by circulating cards throughout the neighborhoods, collecting signatures and best wishes.





"There is nothing more important than a good, safe, secure home."
-Rosalyn Carter



Steve Hoffman
 Financial Services Director

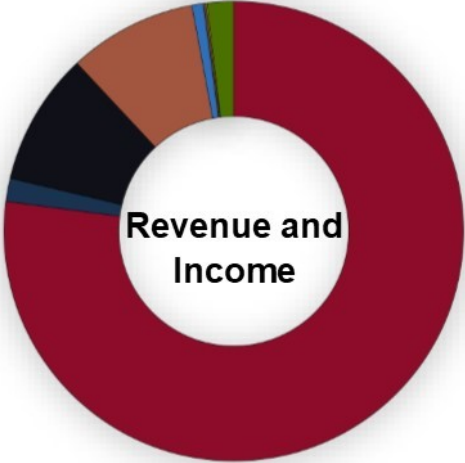
Security and comfort help make a space a home. With a physical plant that is over 60 years old, it is important to remain up-to-date with maintenance and invest in upgrades as necessary. In 2018-2019, we replaced the last of the facility's air handling units to provide the comfort and security of year-round climate control in an energy efficient 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. Maintaining our budget in 2018/2019 became even more challenging as we adjusted to reduced census numbers and accompanying reimbursement.

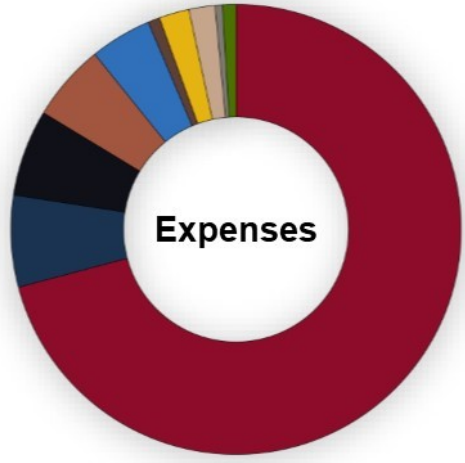
Over the past few years, Grandvue has prioritized the payment of our underfunded retirement liability. With the support and direction of the Department of Health and Human Services Board, we have made additional contributions to the Municipal Employees Retirement System (MERS). We are pleased to report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

We appreciate the support we receive 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.

2018 Grandvue Financial Information from Independent Audit prepared by Plante Moran

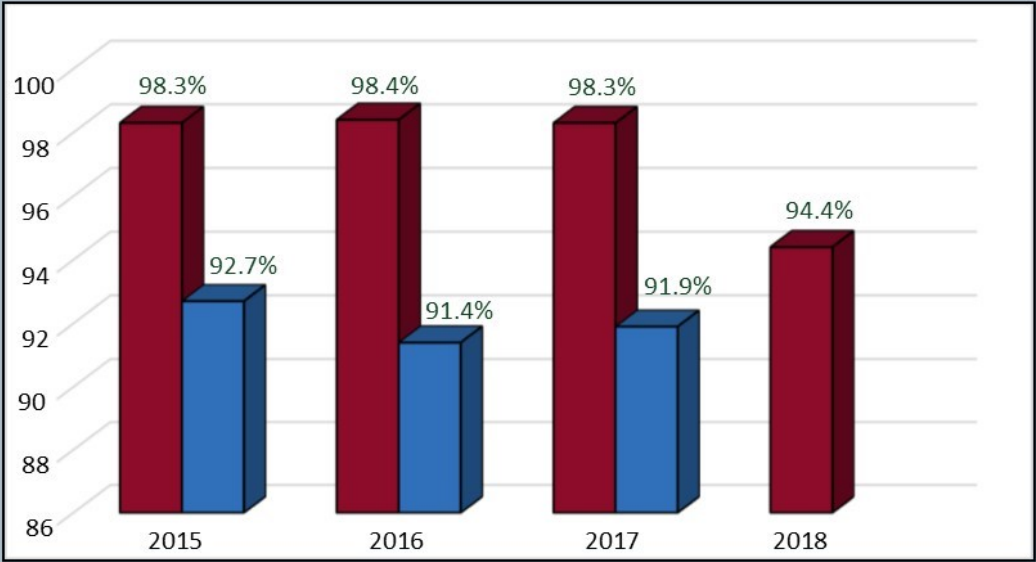


Net Service Revenue	\$12,564,471	77%
Certified Public Expenditures	265,962	2%
Tax Revenue	1,524,094	9%
Quality Assurance Supplement	1,471,834	9%
Other Income	130,417	1%
Interest Income	29,896	0%
Contributions	13,524	0%
Quality Measure Initiative Revenue	302,913	2%
Total	\$16,303,111	100%



Salaries and Related Costs	\$11,288,090	71%
Operating Supplies and Expenses	1,049,608	7%
Quality Assurance Tax	991,294	6%
Professional Services	880,902	6%
Depreciation	704,591	4%
MOE	135,475	1%
Other	344,210	2%
Utilities	298,459	2%
Repairs and Maintenance	83,221	1%
Quality Measure Initiative Provider Tax	154,683	1%
Total	\$15,930,533	100%

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 2018 at time of printing.



Grandvue's Residents are vibrant members of our Charlevoix County Community. Whether attending a community celebration or visiting a health care specialist outside the facility, Residents deserve clean, safe, comfortable transportation. Grandvue's new storage facility houses our fleet of vehicles, preserving them from inclement weather conditions. With its barn-like structure, the garage blends with the rural surroundings and the Grandvue Terrace and Recreation Park.

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.