

2019 Grandvue Medical Care Facility **2020 ANNUAL REPORT**



Charlevoix County Medical Care Facility

Grandvue Medical Care Facility 2019-2020 Annual Report



Administrator's Message

Dear Friends of Grandvue,

This year's annual report looks very different from those we've distributed in the past for good reason—2020 is a year unlike any we've experienced in recent history. When the novel coronavirus COVID-19 reached Michigan in March, “business as usual” at Grandvue changed dramatically. While our most immediate priority was implementing new measures to keep our Grandvue family safe, at the same time we faced rapidly changing directives from multiple federal, state and local agencies, many of which required immediate

interpretation and implementation. In the pages of this annual report, we will present the challenges and changes brought about by our “new normal.” From installing a secure COVID-19 contingency unit to finding ways to support person-centered caring in an environment of social distancing, Grandvue's care partners have stepped up to support our Residents and each other during these difficult times.

Grandvue's audited 2019 financial statements are also included. Although these figures reflect a more “normal” time, our financial

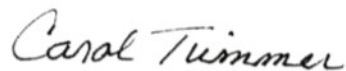
strategy has long been containing costs, maintaining our census and investing in our facility and care partners to better position the facility for success in an uncertain future. Moving forward, our financial planning must be even more cautious as we deal with the significant cost COVID-19 has brought to our doors.

Looking back over the first half of 2020, it would be easy to dwell on the hardships we have experienced if not for the avenues of hope that have also emerged. The support we have received from our northern

Michigan community—from the donation of handmade masks and lifesaving PPE to words of encouragement through social media and weekly letters—lifts the spirits of our entire Grandvue family. Our resilient staff members who give their all to our Residents even while dealing with challenges outside of the facility are truly health care heroes. Our Residents' families who accept mandated visitation restrictions while longing for the chance to hug their loved ones have shown us a new face of love and patience. Thank you for your words and actions of support

as we adjust to our new normal and strive to bring our Residents the rich and diverse lifestyle they desire and deserve.

Sincerely,



Carol Timmer, Administrator

Lifestyle Changes

Grandvue's mission statement, *"Dedicated to caring for the body, mind and spirit of our Grandvue family,"* has always challenged us to look beyond the medical model to a more person-centered caring approach. COVID-19 has pushed us to find safe ways to honor individual choices, family connections and community involvement while protecting the health of our vulnerable Resident population.

With visitation restricted, keeping Residents in touch with their loved ones is top priority, and our Activity

Department has become skilled at using cell phones, electronic tablets and video chatting apps to help Residents connect with family and friends. For those who are able, face-to-face window visits are also available.

Communal dining and activities were restricted by the Centers for Disease Control (CDC) in mid-March. We are grateful that Grandvue's dining rooms are large enough to comply with restrictions while still permitting the Restaurant Style Dining our Residents have grown to expect and appreciate.

Although Residents must dine at their own tables, they can still order their favorite menu selections and enjoy meals in their familiar dining rooms.

Our talented staff members have come forward with ways to bring variety, spontaneity and normalcy to our Residents' lives. A CNA with a beautician's license gives haircuts on her day off. A Care Coordinator and Resident showcase employees' pets through a "virtual dog show." Staff members from various departments "adopt a Resident" to visit.

Residents and staff have found ways to hold facility celebrations in ways that bring moments of joy while remaining safe and compliant. Instead of outside entertainment for Nursing Home Week, this year we celebrated with dress up days and posted Residents' insights on Neighborhood Wisdom Trees. After the event, Residents requested ongoing weekly dress up days, and Wacky Wednesdays were born. The opportunity to laugh at ourselves and with others is the best way to prevent the loneliness, helplessness and boredom that

might otherwise plague our facility.

We are blessed that this summer the Grandvue Terrace and Recreation Park is available for Residents. There's always a breeze in the park's pavilion, which is the perfect size for small group activities held at an appropriate social distance. Residents soak up the sunshine while watching butterflies in the wildflower gardens or strolling along the walking paths. The park is a great place to relax, reminisce and experience the beautiful sights, sounds and fragrances of nature. We look

forward to the day when we can open the area to our community and share our oasis with the generous donors who made our park a reality.

Working Life Changes

As essential workers, Grandvue's staff members did not suffer reductions in force, layoffs or furloughs, but our care partners have been challenged to continue providing outstanding Resident care while facing personal fears and challenges from school closures, product shortages and heightened security measures.

In the early days of the pandemic, fear and uncertainty were our greatest adversaries. Staff had no advance notice when the CDC announced on a Saturday morning that we needed to eliminate

communal meals and activities. Department heads and members of the leadership team pulled together and created a new dining process before lunch was served. Leadership team members provided additional evening and weekend support throughout the spring until new processes became routine.

While hoping for the best, we have prepared for the worst, reaching out to temporary staffing agencies, cross training staff from a variety of departments to neighborhood assistant roles and developing a

COVID-19 response team to ensure continuity of care in the event that the virus enters our building. Staff from all departments are treasured essential workers and have been rewarded with two across-the-board wage incentives, and our Executive Chef provides a variety of salads and healthy snacks without cost in our staff dining room.

We are very proud of our team of flexible care partners who have adapted to changing regulations, complied with temperature and screening processes and

participated in weekly COVID-19 testing. With few employment applications coming in, staff members have picked up additional shifts and worked overtime to ensure Residents are served. These are our Grandvue heroes, our healthcare providers who have gone beyond their normal roles to form supportive, close connections with those in their care during this time of restricted visitation.

We would be remiss if we did not mention our health care champions who have set our course and helped us navigate the COVID-19

landscape. Per CDC guidelines, facilities must assign at least one individual with infection prevention training to provide on-site management of COVID-19 prevention and response activities. Grandvue is extremely fortunate to have three such dedicated and talented individuals on staff: Danielle Karlosky, Infection Prevention RN; Joe Taylor, Director of Nursing and Shannan Butler, Assistant Director of Nursing. Together this nursing leadership team has worked tirelessly to educate staff, family and Residents; locate elusive personal

protective equipment; organize an incident command system for the facility and coordinate testing services and supplies. Our efforts and investments were rewarded with a citation-free 2020 COVID Infection Prevention Focused Survey earlier this spring. We are so very grateful to this team and fortunate to have them leading our forces to keep the virus from our facility.

Infrastructure Changes

COVID-19 has effected changes in our policies, procedures and physical plant. The first major procedural change came about with the directive that health care workers must be screened and have their temperatures read before entering the building. We quickly cross trained staff to use oral, tympanic and temporal thermometers and converted our education room into a screening station. The screening room was staffed for fourteen hours a day, recording temperatures at the beginning and end of each care partner's shift. In July we installed

touchless automated scanners to efficiently screen staff and allow screeners to return to their normal duties. We are also installing kiosks at public entrances to screen guests and print visitors' badges when we reopen.

In our Horizonvue Community, we transformed a neighborhood into a secure COVID-19 Unit. In the event of a facility outbreak, we will cohort Residents with COVID/ similar symptoms and implement consistent assignment of caregivers who have volunteered to work within the unit. This area is

currently available for end-of-life visits and during quarantine situations. Our staff workout room has been temporarily converted into Personal Protective Equipment (PPE) storage for use in quarantine and potential contamination conditions. Every precaution has been considered in designing the isolation community with the fervent hope that it is never needed.

Grandvue's social media and electronic communication systems have taken a step forward to keep families, staff and interested parties

up to date on actions we are taking to protect our Grandvue family and to alert them if cases of the virus are identified within the facility. Messages have been posted on the facility's website and Facebook page, and we recently contracted with two online providers to send instant text or email messages to staff and Resident representatives. We have also turned to conference calls and electronic video platforms for meetings that once routinely took place in person, and in-house group meetings are now carefully orchestrated to prevent exceeding the legal limit of attendees.

Without allowing vendors and delivery drivers into the facility, staff from many departments have stepped up to receive, deliver and stock merchandise as it comes to the door. We have found creative solutions for necessary facility functions and repairs from fixing copiers in the front vestibule to rounding up the facility's pet birds for routine nail trimming. Larger repairs and installations have been performed at night, when the risk of exposure for staff is lowest and there is no potential for contact with Residents.

Community Support

The bright spot in our report is, as always, the support Grandvue receives from our community. As we have increased our social media presence, we are overwhelmed by the shares, likes and encouraging comments we have received. The safest alternative is not always the most popular, and we appreciate the understanding of our Resident representatives and families who have adapted to our touchless communication systems.

On April 4, we sent out a plea for handmade masks for staff and Residents to wear in compliance

with health directives. We had more than 500 delivered within two weeks as staff members, their relatives and community supporters pulled together to keep our Grandvue family safe.

Family members have sent handmade cards weekly with words of support for staff members, and the children of local congregations have created artwork to brighten Residents' rooms. A service group donated funds for a special care partner meal. A local arts center donated boxes of supplies to stimulate Residents' creativity. Along with the rest of the health

care community, Grandvue has experienced shortages in PPE and essential sanitizing products. Area schools, government agencies, manufacturers, distilleries and Grandvue's employees pulled together to help locate and secure N-95 masks, hand sanitizer, face shields and other life-saving PPE.

There aren't enough words to express our gratitude for the outpouring of love, support and respect from our neighbors and our community. Thank you for helping us remain a 5-Star Quality facility, prepared and equipped to serve the Residents in our care.

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.

Thank you for your support.

Financial Information

Grandvue's financial strategy has always relied on preparing now for a future rainy day, but no one foresaw a pandemic on the horizon. While we have had to revisit our careful budgeting plans, several of our proactive measures have paid dividends in these uncertain times. We continue to make additional payments toward our MERS retirement liability to ensure that this remains a fully funded benefit for our hard working care partners, and we have invested in projects to prolong the life of our aging physical plant.

Combined with our enhanced

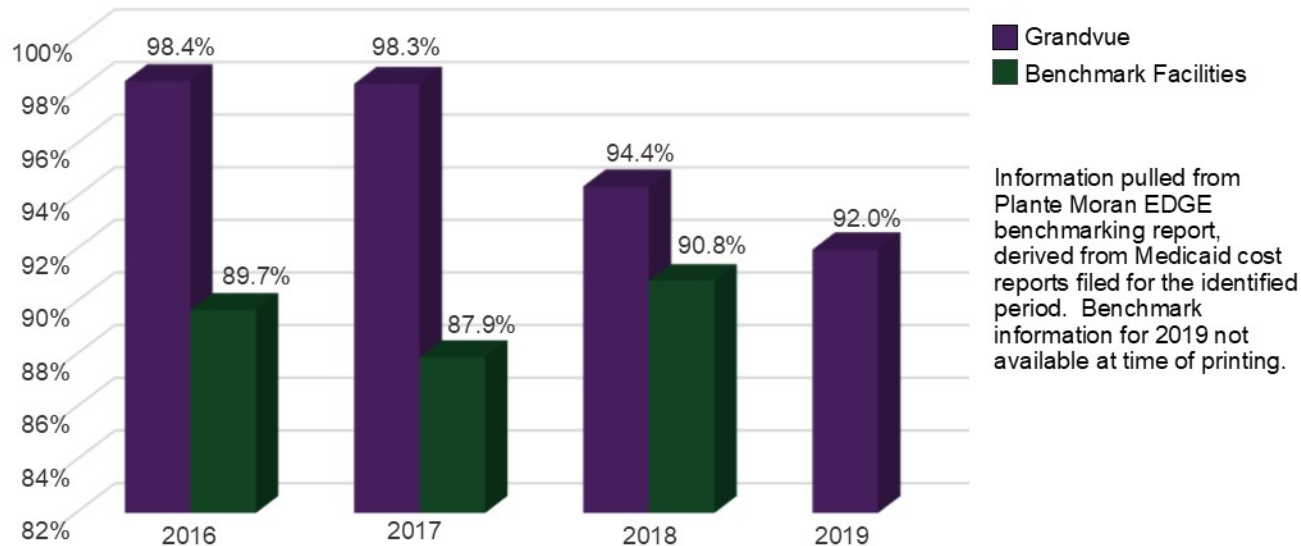
preventive maintenance program, investments in our heating and cooling system have allowed us to maintain a safe, comfortable environment for our Residents at a time when access to outside contractors and repair personnel is restricted. Computer enhancements have helped us maintain the wireless services we need to support the increased volume of electronic activity from video conferencing and chatting.

Prior to 2020, we had been experiencing a decrease in our occupancy percentage, as shown in the graph on the next page. With

admissions currently limited and based on the results of COVID-19 testing of Residents and staff, our census is trending lower still, which will have a dramatic impact on the 2021 budget. We are carefully tracking relief efforts available from the state and federal governments to minimize the impact of testing and COVID-19 related expenses on our budgets.

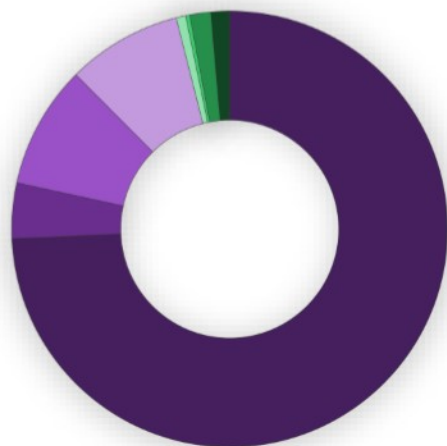
We are thankful for our supportive Charlevoix County community and renew our commitment to wisely invest funds to ensure continued financial security and excellence in Resident care.

Occupancy



2019 Financial Information

from independent audit prepared by Plante Moran

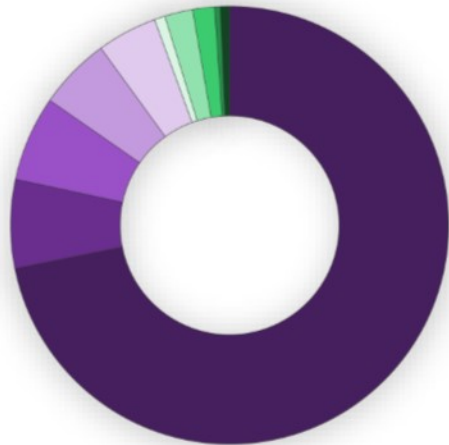


Revenue and Income

Net Service Revenue	\$12,836,104	74%
Certified Public Expenditures	711,195	4%
Tax Revenue	1,574,148	9%
Quality Assurance Supplement	1,470,741	9%
Other Income	122,188	1%
Interest Income	52,240	0%
Contributions	268,298	2%
Quality Measure Initiative Revenue	240,618	1%
Total	\$17,275,532	100%

Expenses

Salaries and Related Costs	\$12,064,482	72%
Operating Supplies and Expenses	1,100,003	7%
Quality Assurance Tax	1,056,154	6%
Professional Services	894,837	5%
Depreciation	744,632	4%
MOE	131,771	1%
Other	348,558	2%
Utilities	270,017	2%
Repairs and Maintenance	71,150	0%
Quality Measure Initiative Provider Tax	113,900	1%
Total	\$16,795,504	100%



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

Mary Jason, Board Chair

Rose Rau, Vice Chair

Paul Andrews, Board Member

George Lasater, Commissioner Liaison

Bob Draves, Commissioner Liaison



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