



Grandvue Medical Care Facility

2022-2023 Annual Report

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



“One finger cannot lift a pebble.”

-Hopi proverb



Joe Taylor, Administrator

A spontaneous Resident tea party. Residents dining together again. Staff and Residents sharing a laugh or a walk in the garden. As you look through the pages of our annual report, it’s easy to spot some of the changes to our infection prevention protocol as we emerge from the height of the COVID pandemic. You will also still see staff members wearing masks as we continue to follow best practices to keep the virus at bay and away from our vulnerable population.

We’ve learned a few things over the past few years: We have to be flexible and ready to change practices as needs dictate. COVID is still here, becoming a part of our daily lives. Most importantly, we do not operate in a vacuum, and we have a caring, giving community within and outside of our walls that will do whatever is necessary to keep our Residents safe, comfortable and happy.

Gratitude for our supportive community is our theme this year. It starts at the top, with our Department of Health and Human Services Board that challenges us to be as effective and efficient as possible while maintaining and strengthening

our dedication to person-centered caring. Our interdisciplinary team works together to find creative ways to bring our mission forward into individual care plans. Our nurses, CNAs and front-line support staff work in our Residents’ home every day, many becoming extended family members as they learn Residents’ preferences and provide the hugs, laughter, and moments of joy that make life worth living.

Beyond our facility walls, the Grandvue family is grateful to our community partners who have made possible projects and programs that provide so much comfort and enjoyment for our Residents. The Grandvue Terrace and Recreation Park, funded entirely by grants, donations and in-kind support, was a popular location again this summer

with Residents enjoying gardening, outdoor activities in the pavilion and the sights and fragrances in the butterfly gardens. Funds from the Joan R. and Charles M. Taylor, II Memorial Endowment, managed by the Charlevoix County Community Foundation, enabled us to fulfill a goal of implementing the Music & Memory® program to provide personalized music training and support services to enable those living with Alzheimer's, dementia and other cognitive and physical challenges to reconnect with the world through music-inspired memories. An Infection Prevention grant through the Michigan Department of Health and Human Services allowed us to increase our offerings of and accessibility to necessary equipment such as N95 fit testing collars, blood pressure cuffs and medication room refrigerators.

A very special group of vendors, contractors and staff persevered throughout one of our most challenging capital projects to date: our transfer switch replacement. Starting in January 2022, the facility experienced several power surges resulting in damage to our air conditioners, laundry equipment and the switch that transfers power from the utility company to our backup generators. The situation became so serious that we remained on diesel-fired generator power for 20 days in June to prevent further damage to our systems.

Purchasing and replacing the transfer switch presented another set of challenges, especially in the post-pandemic climate of supply chain shortages. Luckily, we were able to rent a transfer switch while we waited for a new switch to be built, delivered and installed, as the process extended beyond the quoted six months to a duration of more than a year. Installing the rental switch, and later the new switch, required coordination of efforts from both our internal and external communities. How do you manage daily operations in a medical care facility when you have limited power for 12 hours? You call on your community for support. We powered up a small generator so our business office could process payroll. A local food truck catered breakfast for Residents and staff. A rented refrigerator truck stored food pulled from all non-main kitchen spaces. Nurses re-routed computers and temporarily relocated Residents with electrical equipment needs. Laundry staff rearranged their work schedules. Our Grandvue team showed me that this is not just a workplace but a community of like-minded individuals who managed to turn challenges into adventure for the Residents in their care.

A special shout-out goes to Grandvue's Maintenance team, led by Neil McDonald and Patrick O'Connor, shown below, who coordinated the switch replacement project and spent many late nights at the facility, not leaving until they were sure everyone was safe and equipment operational. Other community members who were invaluable to this project are Atlas Electric, Air-N-Energy Consulting, Inc., Graham Electric, Synergy Consulting Engineers, Consumers Energy and our local fire department crew.

Grandvue's community is both broad and deep. We have volunteers who give of themselves to make our Residents' days brighter. Local businesses, non-profit groups and individuals ensure that no Resident is without a holiday gift. School children send letters and pictures to brighten our walls. Staff members give their all at work then return on their days off to visit Residents. We would not be your Grandvue without the help and support of our community, and for this I humbly thank you.

Sincerely,



Joe Taylor,
Administrator



*Maintenance Coordinator Patrick O'Connor and Maintenance
Director Neil McDonald*



If you would like to become a part of Grandvue, there are several ways you can contribute your support:

- 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.



“Community is where we find the strength to create a better world.” -bell hooks, Author



With its walking paths and shady picnic pavilion, the Grandvue Terrace and Recreation Park is the perfect venue for Residents to enjoy outdoor recreation. Raised planters and accessible gardens allow Residents to grow and share their own produce. Watch out for Scott’s peppers, though, unless you have a tolerance for hot spices and a cold drink handy.

Nothing embodies community spirit more than the Grandvue Terrace and Recreation Park. Brought to life through the generous contributions of funding, time and materials by local donors, foundations, businesses and service organizations, the Park promotes physical, mental and spiritual health for all who visit. The Park was completed in late 2019 and has been a huge asset throughout the pandemic, providing a beautiful, peaceful retreat for Residents to commune with nature, their families and each other.

In the summer of 2023, the Park became the main venue for the Walking Club, a group of Residents from our Horizonvue Community and their staff member partners. The brainchild of Restorative RN Laura Blakeney, shown at right, and her team of Restorative CNAs, the Walking Club allowed Residents and care partners from all departments to come together and enjoy sunshine, colorful butterfly gardens and companionship while

exercising, gaining strength, improving balance, and ultimately preventing future falls.

The Walking Club is just one way the Restorative Team is helping Residents gain and maintain their highest possible, practical functioning level. Working with the interdisciplinary team, Restorative staff members think outside of the box to find ways to meet Residents’ individual needs. Using such unconventional tools as 1980s music and slot machines to improve speech function and peripheral vision, the Restorative team finds ways to help Residents meet their goals in a way that is both therapeutic and fun.





“Community is a verb, not a noun.”

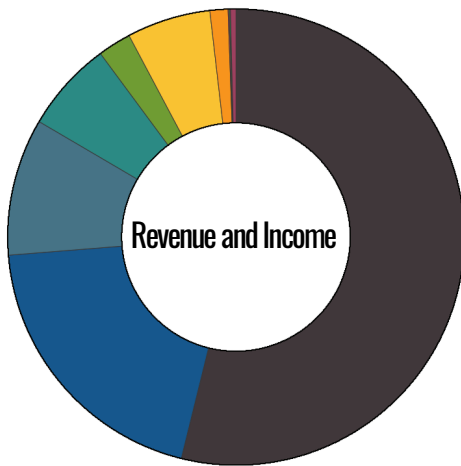
-Cormac Russell, Author

In September 2020, the Bureau of Labor Statistics released new employment projections showing that from 2019 through 2029, the workforce is projected to add nearly 1.3 million new direct care jobs. While this number of new jobs is astoundingly high, the long-term care sector will also need to fill an additional 6.2 million direct care job openings as workers leave the field for a new occupation or leave the labor force altogether. Combining these departures and new jobs, there will be a projected 7.4 million total direct care jobs open in the decade ahead (PHI. “Workforce Data Center.” Last modified March 19, 2021. <https://phinational.org/policy-research/workforce-data-center/>.)

While we have seen an uptick in new applicants at Grandvue over the past year, our workforce numbers continue to affect our ability to increase our census and, in turn, affect our bottom line. We are grateful for all of the alternative funding sources that have come our way and helped us supplement wage rates, personal protective equipment purchases, and enhanced programs for our Residents. Endowment funds allowed us to purchase iPads, iPhones, headphones and Bluetooth speakers to bring the Music & Memory® program to the Residents in our Horizonvue Memory Care Community. The Music & Memory® program provides individual playlists for Residents to enjoy, promotes spontaneous sing-alongs, and brings peace to those who are easily agitated or frustrated. We are very grateful to our generous community members who continue to seek to find ways to support Grandvue.

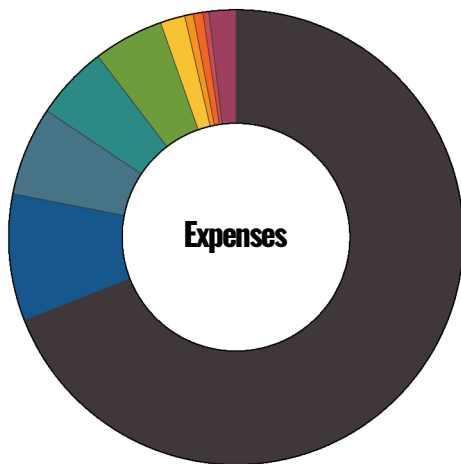
Financial Information

from Independent Audit prepared by Plante Moran



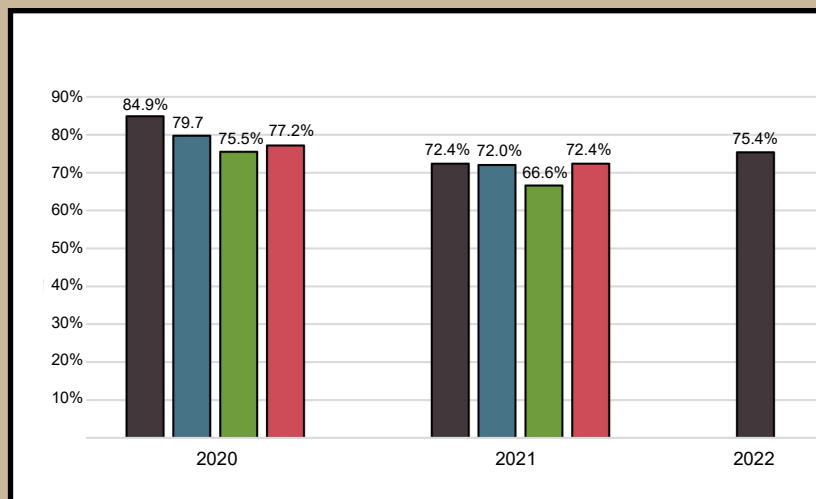
Net Service Revenue	\$10,007,497	54%
Employee Retention Credit*	3,694,328	20%
Tax Revenue	1,805,554	9%
Quality Assurance Supplement	1,195,709	6%
Certified Public Expenditures	438,744	2%
COVID-19 Funding	1,102,060	6%
Quality Measure Initiative Revenue	236,802	1%
Interest Income	15,104	0%
Contributions	15,257	1%
Other Income	72,768	1%
Total	\$18,583,823	100%

*The Employee Retention Credit (ERC) is a refundable credit against certain employment taxes and qualifies as a government grant. Under generally accepted accounting principles, government grants are recognized as revenue in the period in which an organization substantially overcomes all eligibility requirements to be entitled to the funding. For the year ended December 31, 2022, the Facility determined the eligibility requirements have been met and recognized approximately \$3,694,000 of ERC in nonoperating income and recognized a corresponding receivable at December 31, 2022. The facility's ERC claim is subject to review by the Internal Revenue Service within the applicable statute of limitations.



Salaries and Related Costs	\$10,643,173	69%
Professional Services	1,392,064	9%
Operating Supplies and Expenses	973,507	6%
Quality Assurance Tax	811,055	5%
Depreciation	769,666	5%
Utilities	269,958	2%
MOE	93,336	1%
Quality Measure Initiative Provider Tax	106,670	1%
Repairs and Maintenance	64,486	0%
Other	295,067	2%
Total	\$15,418,982	100%

Census (as percent of occupancy)



Grandvue
Medical Care Facilities Average
Not-for-Profit Average
For-Profit Average

Information from Plante Moran
EDGE benchmarking report,
derived from Medicaid cost reports
filed for the identified periods.
Benchmark information not
available for 2022 at time of
printing.



Annual Report is designed and printed in-house with photographs of Grandvue's staff and Residents 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, Board Chair

Paul Andrews, Vice Chair

Patricia Hellebuyck, Board Member

**Joshua Chamberlain, Charlevoix County Commissioner
Liaison**