



Grandvue Medical Care Facility

2023-2024 Annual Report

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



“Life doesn’t get easier or more forgiving. We get stronger and more resilient.” - Steve Maraboli



Joe Taylor, Administrator

Resilience is the capacity to bounce back from challenges and adapt to new circumstances. It empowers both individuals and teams to handle stress, confront obstacles, and prioritize resident care, even in difficult times. A resilient workforce is agile, collaborative, and solution-oriented, equipping us to navigate the complexities of our environment. I can think of no better word to describe our Grandvue community than resilient.

In today's fast-paced world, resilience has become increasingly essential, particularly in long-term care facilities. For Grandvue, cultivating resilience is not just beneficial; it's vital for overcoming challenges, adapting to change, and achieving our shared goals—especially in the wake of the COVID-19 pandemic.

The landscape of long-term care has transformed dramatically due to COVID-19 and its ongoing safety protocols, requiring us to adapt swiftly to new circumstances. Our resilient team weathered the storm of three separate outbreaks within a six-week span. While others enjoyed the summer sun, our dedicated CNAs, nurses, and

support staff donned face shields, gowns, and N-95 masks to care for ill residents and prevent the spread of the virus. Their diligence in infection prevention and heartfelt care ensured the safety of Residents, while families showed their resilience by following safety protocols and adapting to temporary isolation measures. When our annual report photo shoot was canceled due to a COVID-19 outbreak, we relied on our photo library and social media page to share a gallery of our favorite smiles and memorable moments.

Resilience fosters a supportive environment. As we emerge from the labor and supply shortages exacerbated by the pandemic, Grandvue has made significant strides in physical plant improvements. Upgrades like new furniture in common areas have been welcomed, while larger projects—such as replacing cabinets, windows, countertops, and the 1950s-era elevator—have presented unique challenges. With access between floors limited, our staff has shown remarkable resilience, creatively planning laundry and supply deliveries while our maintenance team manages daily pick-ups and drop-offs in a rental truck.

Cultivating resilience also involves prioritizing mental, physical, and emotional well-being. Grandvue's Wellness team continues to thrive, hosting weekly "Wellness Wednesdays" with healthy snacks and treats. Thanks to a state retention and recruitment grant, we've been able to reward our staff spontaneously and provide several bonuses throughout the year.

Celebrating success is another vital aspect of fostering resilience. Recognizing the achievements of individuals and teams reinforces our sense of community and belonging. This year, Grandvue was honored with two Governor's Awards of Excellence for Resident Vaccination Status and Infection Control and Prevention Training. The experience was further enhanced when our Infection Preventionist and Assistant Director of Nursing, Danielle Karlosky, shared Grandvue's story at the state awards ceremony.

In conclusion, resilience is a cornerstone of Grandvue's success and sustainability, particularly as we continue to adapt to the realities shaped by COVID-19. By prioritizing resilience, we support our employees and strengthen our entire community. Moving forward, we will continue to invest in strategies that promote resilience, ensuring we remain adaptable and engaged together. This commitment will empower us to navigate challenges and thrive in an ever-changing environment, making Grandvue a great place to live, work, and grow. Thank you for being an essential part of this journey!





“Being resilient is so much easier when you’re surrounded by the right people.” - Maxime Lagace'

A glance at the Grandvue Facebook page reminds us of how fortunate we are to live in northern Michigan. The unwavering support from our local community has enriched the lives of our Residents and strengthened our resilience as we navigate our mission.

We are incredibly grateful for the contributions we've received, each making a significant impact. In the spirit of love and connection, balloons donated for Valentine's Day spread joy among Residents, visitors, and staff alike.

Generous donations allowed us to purchase much-needed supplies for our Namaste Program and Beauty Shop, helping create a nurturing environment where Residents can enjoy personal care and relaxation. Endowment distributions provided funding to provide life enriching activities for Residents in our Horizonvue Memory Care Community.

Visiting therapy dogs have brought joy, comfort, companionship and emotional support vital for our Residents' happiness. Local brides donated flowers and

vases from their ceremonies, bringing the joy of celebration into our everyday lives. Our local florist never forgets Grandvue, and their donated blooms bring life and beauty to our common areas.

Family contributions enhanced our outdoor spaces, with colorful pinwheels adding vibrancy that invites our Residents to enjoy nature. Residents' families also sponsored special meals for our dedicated staff, nourishing our team and strengthening the bond between families and staff.

Residents engaged with history as they explored the 1929 Model A Ford, generously donated by a Resident's family. This experience sparked joy and nostalgia, creating cherished memories among our resident gentlemen.

Our culinary adventures were sweetened through the donation of fresh cherries that were transformed into delicious pies and ice cream toppings that brought smiles to many faces during community gatherings.

We were excited to have several opportunities to foster pride and connection between the generations. Third graders created delightful decorations for our Residents' rooms. Grandvue's veterans were invited to share their stories in the EJ Honor and Service Project. Innovation was at the forefront when local students crafted adaptive equipment using a 3D printer, empowering our Residents with practical support.

We extend our heartfelt thanks to everyone who has contributed to our mission this year. Your support has fortified our resilience and reminded us of the power of community. Together, we create a nurturing environment where all can thrive, and we look forward to fostering these meaningful connections in the years to come.

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.





“Resilience is not what happens to you. It’s how you react to, respond to, and recover from what happens to you.” - Jeffrey Gitomer

According to our auditors at Plante Moran, the long-term care sector is currently navigating significant challenges from both internal and external sources. Key pressures include margin compression due to rising wages, escalating interest rates, stagnant reimbursement rates, and increased inflation affecting construction, supplies, and inventory costs. Additionally, operational complexities such as labor shortages, high turnover rates, extensive training needs, reliance on agency staffing, and growing demands from Residents further complicate the landscape. Moreover, external factors, including the financial repercussions of COVID-19 and the absence of further federal or state relief funding, remain beyond our control.

In response to these challenges, Grandvue is actively pursuing cost-reduction strategies and exploring alternative funding sources. In 2023, we successfully applied for and secured two infection prevention grants totaling over \$64,000. These funds are dedicated to enhancing our facility with a new wheelchair washer, ensuring that each resident is equipped with blood pressure monitoring devices in their rooms, and providing essential personal protective equipment at the point of care.

Our endowment fund distribution also enables us to offer valuable dementia education for our staff and facilitate enriching activities for residents in our memory care community. Additionally, our operational millage plays a crucial role in funding competitive wages and benefits, which are essential for our recruitment and retention efforts. Through strategic funding initiatives and a commitment to operational excellence, Grandvue is dedicated to enhancing care quality and supporting our Residents amidst ongoing industry challenges.



*Steve Hoffman,
Financial Services Director*

Financial Information

from Independent Audit prepared by Plante Moran

Revenue

Net Resident Service Revenue	\$13,328,398	75.6%
Tax Revenue	1,913,313	10.9%
Quality Assurance Assessment revenue	1,550,172	8.8%
COVID-19 Funding	416,016	2.4%
Quality Measure Initiative revenue	219,170	1.2%
Interest Income	111,417	0.6%
Other operating revenue	86,397	0.5%
Contributions	1,786	0.0%
Total revenue	<u>\$17,626,669</u>	<u>100.0%</u>

Expenses

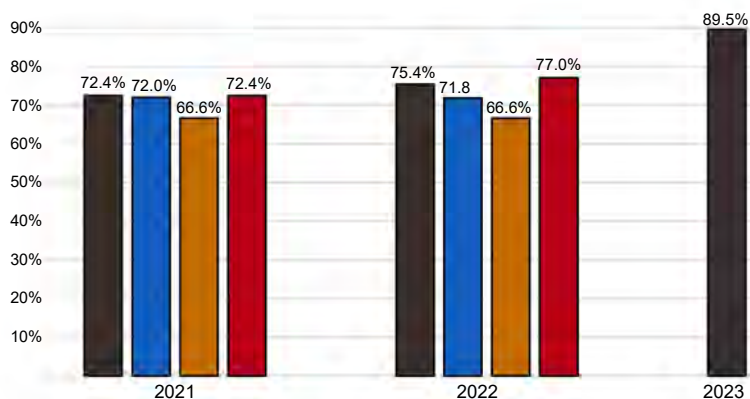
Salaries and wage-related costs	\$12,783,771	70.1%
Professional services/consultant fees	1,843,222	10.1%
Operating supplies and expenses	1,052,270	5.8%
Provider tax expense	966,842	5.3%
Depreciation	700,778	3.8%
Other	372,931	2.0%
Utilities	292,450	1.6%
Repairs and maintenance	117,806	0.6%
Maintenance of Effort	114,295	0.6%
Total expenses	<u>\$18,244,365</u>	<u>100.0%</u>



Note: 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 (IRS) within the applicable statute of limitations. In June 2024, the Facility received notification the IRS had determined to disallow the Facility's full claim of \$3,694,000. The Facility is assessing its next steps to protest the disallowing of the claim and believes it is eligible to receive the credit.

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

Tory Thrush, Board Member

**Joshua Chamberlain, Charlevoix County Commissioner
Liaison**