

**GRAND TRAVERSE COUNTY
DEPARTMENT OF HEALTH AND HUMAN SERVICES BOARD**

**SPECIAL MEETING
Monday, December 11, 2023
10:00 a.m.**

Open to the public
**This meeting will be recorded*

**Grand Traverse Pavilions
1000 Pavilions Circle
Traverse City, MI 49684
Board Room**

AGENDA

1. CALL TO ORDER – 10:00 a.m. Grand Traverse Pavilions – Mary Marois, Chair, Grand Traverse County Department of Health and Human Services Board

2. ROLL CALL

3. PUBLIC COMMENT

Any person shall be permitted to address a meeting of the Grand Traverse County Department of Health and Human Services Board which is required to be open to the public under the provisions of the Michigan Open Meetings Act, as amended. (MCLA 15.261, et seq.) Public comment shall be carried out in accordance with the following Board Rules and Procedures:

1. Any person wishing to address the Board shall state his or her name and address.
2. Persons may address the Board on matters which are relevant to Grand Traverse Pavilions issues.
3. No person shall be allowed to speak more than once on the same matter, excluding time needed to answer Board Members questions. The Chairperson shall control the amount of time each person shall be allowed to speak, which shall not exceed three (3) minutes.
 - a) Chairperson may, at his or her discretion, extend the amount of time any person is allowed to speak.
 - b) Whenever a group wishes to address the Board, the Chairperson may require that the group designate a spokesperson; the Chairperson shall control the amount of time the spokesperson shall be allowed to speak, which shall not exceed fifteen (15) minutes.

The Board shall not comment or respond to a person who is addressing the Board. Silence or non-response from the Board should not be interpreted as disinterest or disagreement by the Board.

Please be respectful and refrain from personal or political attacks.

4. ADMINISTRATOR/CEO INTERVIEW – AI Raza

5. BOARD DISCUSSION

6. SECOND PUBLIC COMMENT

Refer to Rules under First Public Comment above.

7. ADJOURNMENT

Ali Raza, NHA, QCP
Flushing, MI

Objective: Seeking the role of Executive Director/CEO, aiming to utilize my expertise in healthcare leadership, operational administration, and business management to achieve outstanding community operational performance and client satisfaction.

Professional Profile:

- Dynamic Leadership: Inspired peak performance in healthcare delivery and operational administration and leadership.
- Operational Expertise: Proven track record in healthcare management, process improvements, and regulatory compliance.
- Strategic Vision: Spearheaded transformative strategies boosting cost savings, profitability, and client satisfaction.

Core Competencies:

- Operations Management | QAPI Certified | Six Sigma
- Business Development | Profitability & Productivity | P&L Oversight
- Revenue Growth | Quality Care Delivery | Standard Practice Implementation
- Budget Management | Regulatory Compliance | Contract Negotiations - Cross-functional Leadership | Stakeholder Relations | Risk Management

Professional Experience:

Symphony Care Network

Jan 2021 - Present

Administrator

Symphony Care Network - Caretel Inns of Linden, Linden, MI April 2023 – Present

- Took a challenge to enhance quality and financial viability by the corporate team due to stellar performance at corporations, Caretel Inns of Brighton facility (140 beds- 60 SNF {54 bed SAR/MCR only}, 60 ALF, 20 MC), to administer 160 beds(60 SNF, 80 ALF and 20 MC) at Symphony of Linden that faced operational challenges across the spectrum since 2020.
- Facility Stability: Stabilized operations, enhancing care standards.
- Documentation & Compliance: Initiated documentation protocols ensuring compliance, accountability, and precise billing.
- Supply & Medical Records: Stabilized central supply; introduced robust inventory management system.
- Cost Management: Implemented cost controls; streamlined rental equipment processes.
- Departmental Revitalization: Overhauled scheduling for SNF and ALF, improving labor management and reducing costs.
- Operations Regularization: Addressed all ALF and SNF inspections; mitigated potential closure risks tied to ALF Degas House Inn. Cleared SNF annual survey with all minor tag. Highest tag level was “E” qualifying for desk review in comparison to a year ago the facility was given 34 citations with 6 G-level citations and 50+ complaints survey that resulted in 7 additional citations in 2022 survey. State survey manager voiced the performance of 2023 survey as superiorly impressive after just 6 months of take over.
- Clinical Quality: Reduced antipsychotic drug usage, elevated quality measures from 2-star to 4-star within 4 months of taking over the facility.

- Labor Management: Created a stable work environment, cutting agency usage by 98%.
- Guest Resolutions: Collaborated with Michigan's State & LARA to resolve issues with a problematic guest.
- Quality Care: Enhanced standards in various care areas, earning recognition from guests and corporate team.
- 24/7 Care: Established round-the-clock, quality-driven care system.
- Community Engagement: Commended by community leaders for care quality improvements, engagement in monthly city meetings to grow the community positively.
- Operational Processes: Introduced systems for admissions, discharges, and clinical risk management.
- Milestones: Reopened the Van Gogh segment; marked 4 months of positive changes post-new administration.
- Strategy & Ambition: Working to elevate the facility from 1-star to 3 or 4-star rating. Aiming for 90-100% capacity by December 2023
- Financial operation: Generated profit after 4 months of taking over the facility that had been performing at a loss for more than two years.

Administrator

Symphony Care Network - Caretel Inns of Brighton, Brighton, MI Jan 2021 – April 2023

- Elevated facility census to its highest in two years, achieving 92% average across all facilities.
- Surpassed corporate financial targets, generating the highest revenue and maintaining margins of 18-21% making the facility the flagship of the entire 30 facility portfolio for the entire time of my tenure.
- Cleared 3 annual state surveys with minimal issues and impeccable infection control records.
- Offered by company CEO to take over larger and challenged facility, Symphony of Linden in Linden, Mi
- Spearheaded the facility to achieve a five-star overall care rating.
- Responsible for a P&L of \$22MM
- Successfully able to procure approval for 10 additional medicaid beds solely due to performance of the facility, just before transition to Symphony of Linden

Pioneer Healthcare Management

2018 - 2021

Nursing Home Administrator/Facility Head

Pioneer Healthcare Management/Rehab Max, Allen Park, MI

2019 – 2021

- Rapidly promoted due to exceptional performance; transformed a \$1.5M annual loss into a \$1.8M profit.
- Enhanced facility's clinical care ratings to five stars within seven months.

Director of Rehabilitation

Pioneer Healthcare Management/Rehab Max, Allen Park, MI

2018 – 2019

- Efficiently managed two distant facilities, maintaining an average profit margin of 23%.

Director of Rehabilitation

Daybreak Venture/Daybreak Therapy, Bryan, TX

2017 – 2018

- Elevated operational efficiency and care quality, achieving 25% profitability.

Staff Therapist

Daybreak Venture/Daybreak Therapy, Bryan, TX

2017

- Provided exceptional care, education, and consultation, ensuring comprehensive patient recovery.

Education:

- Nursing Home Administration - Madonna University, 2019
- AAS, Occupational Therapy - Baker College, 2016
- Craniosacral Therapy Certification - Upledger Institute International, 2014
- Diploma in Massage Therapy & Reiki Therapy - Flint School of Therapeutic Massage, 2012

Name

Date

1. Please take a few minutes to tell us about yourself and tell us why you want to lead this facility.
2. What has been your experience working in similar facilities?
3. What has been your role in budget preparation? Budget performance? Handling Budget variances in turbulent times? What do you know about the sources of Revenue for services provided by the Pavilions?
4. How well do you resolve conflict? In brief, describe the process you have employed or may have to employ in the future.
5. In your past employment, tell us about how you were able to build a successful team internally for that organization?
6. We are currently living in a climate where it is difficult to recruit and retain staff. We are interested in hearing what you plan would be in recruit and retain qualified committed staff.
7. How would you describe your Management Style?
8. Give us three examples of times when you were able to effectively demonstrate your leadership skills. How did you know you were being effective?
9. How would you build a successful board and Administrator/CEO partnership?
10. You have five items on your monthly dashboard that you pay particular attention to and share with the Board, what are those items?
11. During the course of your career, tell us about a mistake that you made. What lessons were learned from that experience?

These four questions were given to the final candidates ahead of time.
Responses listed separately.

1. One of the roles of the Grand Traverse Pavilions Administrator is to market and promote the Pavilions as the premier Continuum of Care and Skilled Nursing Facility in Michigan. You are asked to make a presentation to a group of local citizens regarding the services provided by the Pavilions and why the Pavilions stands above other similar facilities. Tell them about the services and the reasons why they should select the Pavilions.
2. The Grand Traverse Pavilions Administrator must be well-versed in the emerging trends within the long-term care industry, and prepare the Pavilions to meet those emerging trends and be competitive. Tell us your vision of the services for the Aged over the next 10 years and how you would prepare and position the Pavilions to provide such services.
3. The Grand Traverse Pavilions has historically been a five star facility. However, recently, our ratings have fallen to where we are now a two star facility. As the new Administrator, how would you restore the Pavilions to a five star facility?
4. Over the last year, the Pavilions has received a fair amount of negative press coverage. These issues include, but are not limited to, concerns with dietary services, financial difficulties, and unfavorable surveys. Such negative publicity has adversely affected staff morale, and has resulted in a loss of reputation for the Pavilions. How would you improve the public image of the Pavilions, restore confidence in the ability of the Pavilions to deliver quality services, and boost staff morale?

Answer 1 - Presentation Title: "Discover the Excellence at Grand Traverse Pavilions"

1: Introduction

The Grand Traverse Pavilions in Traverse City, Michigan, has a storied history and significant presence in the community. Established in 1959 as Grand Traverse Medical Care, it succeeded the former 22-bed Boardman Valley Hospital. By 1998, it became the primary component of Grand Traverse Pavilions. The facility is home to more than 300 residents and employs over 400 staff members. Spanning a 28-acre campus, it is notable for its unique architecture that echoes 19th-century buildings, skillfully blending historic charm with modern facilities and amenities. This combination of historical roots and contemporary features makes it a standout facility in Traverse City. The Pavilions is highly regarded for its quality of care, as evidenced by reviews that highlight the beauty of its rooms and grounds, contributing to a positive experience for its residents.

2: Our Mission

The mission of Grand Traverse Pavilions is centered around providing accessible, trusted, and compassionate care that enhances the quality of life for aging adults. This mission is supported by our commitment to offering a wide range of health care and residential services that are both community-based and focused on the needs of the local population.

In alignment with OUR mission, Grand Traverse Pavilions strives to be the premier health and residential continuum of choice in northern Michigan. This vision reflects our goal to be recognized as a leader in providing quality care and living options for the aging adults. The facility's role as the region's first and only public, non-profit intergenerational continuum of care campus underlines its unique position in serving the community's aging population.

Overall, the mission of Grand Traverse Pavilions highlights its dedication to enhancing the lives of aging adults through compassionate and high-quality care, while also aiming to be a leading provider of health and residential services in the region.

The Grand Traverse Pavilions demonstrate a strong commitment to quality care and community service, which is evident in various aspects of our operations and mission. This commitment is rooted in the core objective to provide accessible, trusted, and compassionate care that significantly enhances the quality of life for aging adults. This approach underscores our dedication to not just meeting but exceeding the care needs of the elderly in our community.

Our commitment to quality care is reflected in our extensive range of health care and residential services, designed to be both community-based and focused. This indicates a deep understanding of the local community's needs and a responsive approach to addressing them. The Pavilions' role as a non-profit organization also underscores its community service ethos, prioritizing the well-being of residents over profit.

Moreover, Grand Traverse Pavilions has been actively involved in providing benevolent care, with a significant number of resources allocated to this cause. This benevolence is a clear testament to our dedication to serving members of the community who may be in need of housing assistance or additional support.

The vision of Grand Traverse Pavilions to emerge as the premier health and residential continuum of choice in northern Michigan further emphasizes our commitment to excellence. This vision is not just about being a leading provider but also about setting a high standard in care and community service. Our status as the region's first and only public, non-profit intergenerational continuum of care campus showcases our unique position and dedication to serving a broad spectrum of community needs, particularly for aging adults.

The Grand Traverse Pavilions stands out for its unwavering commitment to quality care and community service, deeply ingrained in its mission, operations, and future vision. Our approach goes beyond providing standard care services, focusing on compassionate and responsive care tailored to the specific needs of its community.

3: Comprehensive Continuum of Care

To effectively procure its mission and vision the Grand Traverse Pavilions (GTP), showcases its alignment with the comprehensive continuum of care model. Here are the GTP's offerings:

1. **Independent Living at GTP:** GTP provides freedom and independence to its residents, along with the added benefits of community living. We provide amenities like housekeeping, meals, and social activities, which cater to those who can live independently but enjoy being part of a vibrant community.
2. **Assisted Living Facilities:** Grand Traverse Pavilions offers a supportive and nurturing environment for residents requiring assistance with daily activities. Our facilities are thoughtfully designed to provide the necessary care while promoting independence among residents. This balance is achieved through services like assisted living, which includes help with activities such as bathing, dressing, and medication management. The emphasis on creating a safe environment, combined with the availability of personalized care plans, ensures each resident receives the attention and support they need, while also encouraging them to maintain as much independence as possible in their daily lives.
3. **Skilled Nursing Care:** Grand Traverse Pavilions excels in providing round-the-clock nursing and medical care by licensed professionals, ensuring constant and vigilant support for residents with complex health conditions. Its team of skilled nurses, therapists, and medical staff are not only proficient in managing a range of health challenges but also bring a compassionate approach to care. This blend of professional expertise and empathetic treatment underlines our commitment to offering a high level of nursing medical and rehabilitative care while maintaining a focus on the dignity and comfort of each resident.
4. **Short-term Rehabilitation:** Grand Traverse Pavilions boasts state-of-the-art rehabilitation services, perfectly suited for individuals recovering from surgery, illness, or injury. With a focus on personalized care, the Rehab Center features advanced equipment and facilities, including a gym and a warm water therapy pool. The skilled team of professionals at GTP develops customized treatment programs aimed at facilitating recovery and enhancing independence. The residents success stories are a testament to the effectiveness of these programs, with numerous

residents successfully regaining their independence and returning to their normal lives, underlining the center's commitment to helping individuals achieve their rehabilitation goals.

5. **Long-term Care Options:** Grand Traverse Pavilions provides comprehensive and ongoing support for residents with chronic conditions or disabilities, offering a holistic approach to long-term care. Our personalized care plans are meticulously tailored to meet the individual needs of each resident, encompassing a wide range of medical, social, and personal care services. This ensures that all aspects of a resident's well-being are addressed, from health management to emotional and social support. Our dedication to delivering personalized, continuous care underlines GTP's commitment to enhancing the lives of those with long-term care needs, ensuring they receive the highest quality of life possible.
6. **Outpatient Services at GTP:** Grand Traverse Pavilions offer a wide array of outpatient services, tailored to meet the diverse healthcare needs of the community. These services include physical therapy, occupational therapy, and speech pathology all delivered with a focus on convenience and quality. The outpatient services at GTP are designed to be easily accessible, ensuring that individuals can receive the care they need without the requirement of an extended stay. This commitment to providing high-quality, convenient outpatient care is a clear reflection of GTP's dedication to comprehensive care, allowing individuals to maintain their daily routines while receiving essential health services.
7. **Hospice Care:** Grand Traverse Pavilions provides compassionate and dignified end-of-life care, emphasizing a holistic approach that addresses both physical and emotional needs. Our focus on pain management ensures that patients remain comfortable, while the emotional and spiritual support extended to both patients and their families underscores a deep understanding of the complexities of end-of-life care. This empathetic and comprehensive approach reflects GTP's commitment to ensuring that the final stages of life are approached with care, dignity, and respect, providing a supportive environment for patients and their loved ones during these challenging times.
8. **Respite Care:** Grand Traverse Pavilions offers invaluable respite care services, providing essential breaks for caregivers. The respite care is designed to offer peace of mind and trust, assuring caregivers that their loved ones are in a professional and caring environment. This service allows caregivers to take necessary time for themselves, knowing that their family members are receiving high-quality, compassionate care. GTP's respite care underscores their understanding of the challenges faced by caregivers and their commitment to supporting the broader needs of families, not just the individuals in their direct care.

4: State-of-the-Art Skilled Nursing

The skilled nursing services at Grand Traverse Pavilions (GTP), are notable for its comprehensive and compassionate approach. Key features of its services include:

1. **24-Hour Skilled Nursing Care:** GTP provides round-the-clock skilled nursing care to its long-term care residents, ensuring continuous medical support and supervision.

2. **Range of Services:** Our offerings include a broad spectrum of nursing, therapeutic, recreational, and nutritional services, catering to the diverse needs of the residents.
3. **Accommodation:** Residents can choose from private and semi-private suites, which are equipped with handicap-accessible showers. These living spaces offer breathtaking views of courtyards and terraces and are conveniently located near Main Street, an elegantly decorated common area.
4. **Community and Comfort:** Main Street connects each pavilion to essential community areas like the dining room, cafeteria, and multi-purpose room, fostering a sense of community and ease of access.
5. **Training and Staff Development:** The Pavilions provide free training for individuals aspiring to become Certified Nurse Aides (CNAs), who then play a crucial role in offering direct care to residents.
6. **Eden Alternative Program:** Embracing the Eden Alternative program, GTP is part of an elite group in Michigan providing a unique approach to long-term care. This program includes age exchanges, the presence of plants and animals in the residence, and intergenerational gardening activities, enhancing the therapeutic environment for residents, especially those with Alzheimer's and related dementias.
7. **Alzheimer's and Dementia Care:** As an affiliate of the Alzheimer's Association of Northwest Michigan, GTP is a leader in caring for residents with Alzheimer's and related conditions. We offer a homelike atmosphere enriched with children, plants, and animals to facilitate interaction and comfort for residents.

These features highlight Grand Traverse Pavilions' commitment to providing state-of-the-art skilled nursing services, focusing on both the medical and personal well-being of its residents and the greater community we serve directly and or indirectly.

5: Personalized Care Approach

Grand Traverse Pavilions astutely focus on implementing personalized care. Typically, individualized care plans in our settings involve the following steps:

1. **Initial Assessment:** Upon admission, a thorough assessment of the resident's medical history, current health status, and personal preferences is conducted. This may involve discussions with the resident, family members, and healthcare providers.
2. **Development of Care Plan:** Based on the assessment, a personalized care plan is developed. This plan outlines the specific medical, therapeutic, and personal care needs of the resident. It would typically include medication management, therapies needed, and any special dietary requirements.
3. **Involvement of Multidisciplinary Team:** The care plan is usually created and overseen by a multi and interdisciplinary team, which may include doctors, nurses, therapists, nutritionists, and

social workers, psychologists, psychiatrists, etc. This team works collaboratively to ensure that all aspects of the resident's health and well-being are addressed.

4. **Regular Reviews and Adjustments:** The care plan is not static. It is regularly reviewed and adjusted as the residents' needs change over time. This ensures that the care remains relevant and effective.
5. **Family Involvement:** Families are often involved in the care planning process, especially in decisions about treatments, therapies, and end-of-life care.
6. **Focus on Quality of Life:** Alongside medical care, the plan may incorporate elements aimed at improving the resident's quality of life, such as recreational activities, social engagement opportunities, and spiritual support.

At Grand Traverse Pavilions, the emphasis on a homelike environment, comprehensive skilled nursing care, and specialized dementia care guarantees that individualized care plans are thorough, resident-centered, and adaptable to changing needs.

At Grand Traverse Pavilions, the staffing is notably recognized for its quality, as reflected in its 5-star staffing rating from the Centers for Medicare & Medicaid Services (CMS). This rating is significant as it indicates a high level of commitment to providing adequate and quality staff for patient care.

The facility's total nursing hours spent per resident per day is 4.61 hours, which is higher than both the state and national averages, suggesting a strong emphasis on patient care and staff availability. This includes time spent by Registered Nurses (RNs), Licensed Practical Nurses (LPNs), Certified Nursing Assistants (CNAs), and Physical Therapists (PTs). The breakdown of hours is as follows:

- Registered Nurses: 1.46 hours per resident per day (state average: 0.76, national average: 0.66)
- Licensed Practical Nurses: 0.53 hours (state average: 0.89, national average: 0.88)
- Certified Nursing Assistants: 2.61 hours (state average: 2.28, national average: 2.25)
- Total Licensed Staff: 1.99 hours (state average: 1.64, national average: 1.54)
- Physical Therapists: 0.14 hours (state average: 0.06, national average: 0.07)

6: Advanced Rehabilitation Services

The advanced rehabilitation services (PT, OT, ST, RT) at Grand Traverse Pavilions are designed to support patients recovering from surgery, injury, or serious illness. Key features of their rehabilitation services include:

1. **Facilities Designed for Comfort:** The Rehab Center is designed with patient comfort in mind, featuring 39 private and semi-private suites. This ensures a comfortable and private environment for patients as they recover.

2. **State-of-the-Art Equipment and Facilities:** Patients have direct access to a gym equipped with state-of-the-art equipment and technology, simulated living spaces for practicing daily activities, and an on-site 92-degree pool for aquatic therapies.
3. **Customized Treatment Programs:** A team of caring and knowledgeable professionals at Grand Traverse Pavilions develops a customized treatment program for each resident. This personalized approach ensures that the unique needs and rehabilitation goals of each patient are met.
4. **Focus on Speedy Recovery:** The objective of the rehabilitation services at Grand Traverse Pavilions is to assist patients in taking important steps toward a speedy recovery, with the goal of returning home as soon as they are able.

These aspects of the Rehab Center at Grand Traverse Pavilions highlight their commitment to providing comprehensive and personalized rehabilitation services to their patients.

7: Lifestyle and Amenities

Grand Traverse Pavilions offers a variety of lifestyle amenities and activities designed to enhance the quality of life for its residents. Here's a showcase of what we offer:

1. **Living Accommodations:** The Cottages of Grand Traverse Pavilions offer both independence and assisted living in a supported environment. These accommodations include exquisitely restored Victorian, Queen Anne, and Italianate homes, featuring private suites, studio, and one-bedroom apartments. Each Cottage boasts unique amenities like high ceilings, beautifully crafted wood floors, old-world style trim and transom, and panoramic views.
2. **Dining and Nutrition:** Grand Traverse Pavilions have been upgrading their kitchen facilities and food services, emphasizing the importance of quality and safety in their dining options. A recent overhaul materialized a new contract with the culinary team to ensure high standards in food service.
3. **Recreational Activities:** The facility offers a range of activities to engage residents. Recreational therapist engages in activities like crafts, luncheons, outings, games, movies, cooking, and visits from musical groups. These activities are tailored to the interests and requests of the residents, including seasonal tours and shopping trips.
4. **Wellness Center:** The Wellness Center at Grand Traverse Pavilions adopts a holistic approach to client-centered care. It offers rehabilitative therapies, health, and fitness programs. The center includes a 5,450 square-foot facility with an exercise room, locker rooms, and a 92-degree warm water therapy pool. It caters to various health needs like cardiovascular health, muscular strength and endurance, balance, pain management, flexibility, and neuro-muscular coordination.
5. **Activity Staffing:** Before the COVID-19 pandemic, the Pavilions had eight activity aides, and currently, there are four activity aides, in addition to the recreational therapists. This staffing level supports a wide range of activities and ensures that residents have opportunities to engage in meaningful and enjoyable pursuits.

These offerings at Grand Traverse Pavilions demonstrate our commitment to providing a rich, fulfilling lifestyle for our residents and the staff that work for us. The combination of luxurious accommodations, quality dining, diverse activities, wellness programs, and dedicated staff creates a vibrant and supportive community for the residents.

8: Community Integration

Grand Traverse Pavilions (GTP) actively integrates with the local Traverse City community through various events and programs, enhancing the quality of life for its residents and fostering a strong sense of community.

1. **Summer Concerts on the Lawn:** GTP hosts an annual summer Concerts on the Lawn series, featuring free outdoor music with northern Michigan performers. This popular event, running from July through August, attracts large crowds, ranging from 1,600 to over 5,000 guests. The concert series, supported by minigrants, offers family-friendly entertainment, bringing together the community and residents in a vibrant, engaging atmosphere.
2. **Volunteer Program:** The Pavilion's Volunteer Program plays a significant role in connecting residents with the local community. Welcoming individuals and groups of all sizes, the program encourages community members to share their passions and talents with residents. This initiative helps maintain residents' connections to the local community, which is a vital aspect of ensuring their quality of life.
3. **Family-Friendly Outdoor Events:** The Concerts on the Lawn events, such as the performance by The Backroom Gang, are designed to be family-friendly and are open to the public. These concerts, held on the Grand Lawn of the GTP campus, not only provide entertainment for residents but also serve as a community gathering spot. Attendees are encouraged to bring their own chairs or blankets for these hour-long performances, and food concessions are available, enhancing the communal experience.

Through these events and programs, Grand Traverse Pavilions demonstrates its commitment to building and maintaining strong ties with the Traverse City community, enriching the lives of its residents through cultural, social, and intergenerational interactions.

9: Quality and Safety Standards

Grand Traverse Pavilions (GTP) in Traverse City, Michigan, has earned significant recognition for its commitment to quality, safety, and excellence in care. Here are some key achievements:

1. **Joint Commission's Gold Seal of Approval®:** GTP has earned the prestigious Gold Seal of Approval® from The Joint Commission for Nursing Care Center Accreditation, Post-Acute Care Certification, and Memory Care Certification. This accreditation and certification are symbols of quality that reflect an organization's commitment to providing safe and effective patient and resident care. The process involved a rigorous on-site survey and compliance evaluation in areas such as assistance with daily living activities, care coordination, and staff education and training.

2. **First in the Region:** GTP is the first organization in Traverse City to earn Nursing Care Center Accreditation and Post-Acute and Memory Care Certification from The Joint Commission. They are one of only a few in the state of Michigan to do so. The Post-Acute Care Certification recognizes advanced competencies in post-acute care, and the Memory Care Certification acknowledges leading practices in dementia care through advanced staff training and specialized care and service programming.
3. **Governor's Quality Care Award:** Additionally, GTP has been a recipient of the Governor's Quality Care Award, further underscoring its commitment to high standards of care and service. GTP is recognized as the region's first and only non-profit continuum of care, primarily serving the low-income senior population in the area. This highlights their dedication not just to quality care but also to serving a vital community need.

These recognitions and certifications highlight Grand Traverse Pavilions' dedication to excellence in care, safety, and service in the field of aging adults care services including memory care.

10: Testimonials from Residents and Families

Experiences:

Families have expressed satisfaction with the care at GTP, noting the cleanliness of the facility, the attentiveness of the nursing staff, and the quality of the food. They appreciate the range of activities available and the overall environment of the facility, describing it as home-like and comfortable.

11: Why Choose Grand Traverse Pavilions

Grand Traverse Pavilions sets itself apart from other facilities through several key differentiators:

1. **Comprehensive Continuum of Care:** As the region's first and only non-profit continuum of care, we offer a full spectrum of services including independent living, assisted living, skilled nursing, short-term rehabilitation, long-term care, outpatient services, hospice, outpatient therapy and respite care.
2. **Quality and Safety Recognition:** We have earned The Joint Commission's Gold Seal of Approval® for Nursing Care Center Accreditation, Post-Acute Care Certification, and Memory Care Certification, reflecting a commitment to high standards of patient and resident care.
3. **Historic and Comfortable Living Spaces:** The Cottages offer luxurious accommodation in restored 19th-century homes, combining historical charm with modern amenities.
4. **Personalized Care and Rehabilitation:** The state-of-the-art Rehab Center and Wellness Center provide customized treatment programs and advanced rehabilitation services, focusing on personal care and recovery.
5. **Innovative Programs:** GTP is involved in bringing innovative programs like PACE (Program of All-Inclusive Care) to northern Michigan, further demonstrating its commitment to serving the community's needs.

6. **Community Engagement and Activities:** GTP offers a variety of activities, wellness programs, and dining options, fostering a vibrant community atmosphere for residents.

These factors, combined with their status as a recipient of the Governor's Quality Care Award, position Grand Traverse Pavilions as a leader in providing exceptional care and services for the aging adults in the region and a great place for aging adults to call home or recover through its specialized services.

Our unwavering commitment is to enhance the lives of our residents and their families. At Grand Traverse Pavilions, we don't just provide care; we create a community that feels like home. Join us in celebrating and supporting the journey of aging with dignity, respect, and unparalleled excellence. We welcome you to our GTP family. You can schedule a tour at your convenience and you may reach out to me directly at any time by calling 231-932-3000 and ask for me and I am Al Raza, CEO/Administrator at Grand Traverse Pavilions and I will reach out to you at my very earliest, and you can always depend on that.

1. Introduction to Grand Traverse Pavilions Grand Traverse Pavilions, a staple in Traverse City, since 1959, embodies a unique blend of historical charm and modern functionality. Initially established as Grand Traverse Medical Care, it has evolved to serve over 300 residents with a dedicated workforce of more than 400 staff members. Spanning a lush 28-acre campus, it features architecture reminiscent of the 19th century, skillfully merging this historic appeal with contemporary facilities and amenities. Known for its quality of care and positive living experience, the Pavilions are a cornerstone of the Traverse City community.

2. Our Mission and Vision Our mission is to offer accessible, compassionate, and superior quality care to aging adults, underpinned by a commitment to community-focused services. As northern Michigan's premier health and residential care provider, we strive to meet the diverse needs of our local population. Our non-profit status emphasizes our dedication to community service, underlining our commitment to providing high-quality care regardless of financial circumstances. Our vision is to be recognized as a leader in providing exceptional care and living options, particularly for the aging population, reinforcing our unique role as the region's only public, non-profit intergenerational continuum of care campus.

3. Comprehensive Continuum of Care Our range of services is extensive and includes:

- **Independent and Assisted Living:** We offer a balance of independence and community living, with amenities such as housekeeping, meals, and social activities for those who value autonomy within a vibrant community setting.
- **Skilled Nursing Care:** Our 24-hour medical care and diverse health services are delivered with compassion and professionalism, ensuring constant support for residents with complex health conditions.
- **Short-term Rehabilitation:** Advanced facilities and personalized care plans cater to those recovering from surgery, illness, or injury, focusing on individual recovery journeys.
- **Long-term Care:** We provide customized support for residents with chronic conditions, emphasizing holistic well-being and quality of life.
- **Outpatient Services:** Our outpatient services cater to the broader community's healthcare needs, ensuring accessibility and convenience.
- **Hospice and Respite Care:** We offer end-of-life care with dignity and essential breaks for family caregivers, emphasizing compassion and support in these vital services.

4. State-of-the-Art Skilled Nursing Our skilled nursing services blend round-the-clock medical care with a variety of therapeutic services and comfortable living spaces. We embrace innovative care models, such as the Eden Alternative, to enhance the living environment, particularly for residents with Alzheimer's and dementia, ensuring a therapeutic and supportive environment.

5. Personalized Care Approach Our care approach is tailored and involves:

- **Detailed Assessments and Customized Care Plans:** Upon admission, we conduct thorough assessments to develop individualized care plans, outlining specific medical, therapeutic, and personal care needs.

- **Collaborative Multidisciplinary Teams:** A team of healthcare professionals, including doctors, nurses, therapists, and social workers, works collaboratively to address all aspects of a resident's health and well-being.
- **Regular Evaluation and Adaptation:** Care plans are dynamic, regularly reviewed, and adapted to meet changing needs, ensuring relevance and effectiveness.
- **Family Participation:** We encourage active family participation in the care planning and decision-making process, recognizing the importance of family involvement in our residents' lives.
- **Life-Enriching Activities:** Our focus extends beyond medical care to include life-enriching activities and social engagement, enhancing the overall quality of life for our residents.

6. Advanced Rehabilitation Services Our comprehensive rehabilitation services are designed to support patients in their recovery journey and include:

- **Comfort-Oriented Facilities:** Our rehab center offers private and semi-private suites, ensuring comfort and privacy during recovery.
- **Cutting-Edge Equipment and Customized Recovery Plans:** State-of-the-art equipment and individualized treatment plans are developed by our caring and knowledgeable professionals.
- **Dedicated Team for Rapid Recovery:** Our team is focused on assisting residents in achieving a speedy recovery and regaining independence.

7. Lifestyle and Amenities We provide a rich array of amenities and lifestyle options, including:

- **Elegant Living Accommodations:** Our accommodation in beautifully restored Victorian homes offer luxurious living with modern amenities.
- **High-Quality Dining Experiences:** We emphasize nutrition and culinary satisfaction in our dining services, ensuring enjoyable and healthy meal options.
- **Recreational Activities and Holistic Wellness Center:** A range of activities and a comprehensive wellness center cater to the physical, mental, and social well-being of our residents.

8. Community Integration and Engagement We actively integrate with the local community through:

- **Summer Concerts on the Lawn Series:** These popular events bring together residents and the wider community for cultural enjoyment and social interaction.
- **Robust Volunteer Program:** Our volunteer program connects residents with community members, maintaining and enriching their connections to the local area.
- **Family-Friendly Outdoor Events:** Events like the Concerts on the Lawn foster community ties and enhance the overall experience for our residents and the broader community.

9. Quality and Safety Standards Grand Traverse Pavilions is distinguished by its commitment to quality and safety, as evidenced by prestigious recognitions such as The Joint Commission's Gold Seal of Approval® and the Governor's Quality Care Award. These accolades reflect our dedication to setting high standards in elderly care, including specialized memory care services.

10. Testimonials from Residents and Families Our residents and their families consistently express satisfaction with the Pavilions, highlighting the cleanliness, attentive staff, quality of food, and the overall warm, home-like environment.

11. Why Choose Grand Traverse Pavilions Grand Traverse Pavilions stands apart for several reasons:

- **Comprehensive Continuum of Care:** We offer a full spectrum of services covering all aspects of elderly living and healthcare needs.
- **Nationally Recognized Quality and Safety Standards:** Our accreditations and awards reflect our commitment to high standards of patient and resident care.
- **Historic Accommodations with Modern Amenities:** Our living spaces combine historical elegance with contemporary comfort.
- **Personalized Care and Advanced Rehabilitation Services:** We focus on individualized care and state-of-the-art rehabilitation services.
- **Community Engagement and Diverse Lifestyle Amenities:** Our commitment to community engagement and a variety of lifestyle options creates a vibrant and enriching environment for our residents.

Conclusion At Grand Traverse Pavilions, we are dedicated to enhancing the lives of our residents through compassionate, personalized care within a community-focused setting. We invite you to become part of our community, where we celebrate and support the journey of aging with dignity and excellence. For more information or to schedule a visit, please contact Al Raza, CEO/Administrator, at 231-932-3000. Join us in our commitment to providing unparalleled care and creating a welcoming community that feels like home.

Answer 2

1. Embracing Technology and Innovation: Over the next 10 years, the integration of advanced technology in long-term care will be paramount. We'll see a rise in telehealth services, remote monitoring systems, and the use of artificial intelligence for personalized care plans and MDS for superior data management. At the Pavilions, we'll invest in these technologies to enhance resident care, improve operational efficiency, and ensure a high standard of safety and comfort.

2. Focus on Holistic, Person-Centered Care: The future of long-term care is moving towards a more holistic, person-centered approach. This involves tailoring care to each individual's unique needs, preferences, and histories. We will train our staff in gerontology best practices, ensuring that they're equipped to provide compassionate, individualized care.

3. Expanding Mental Health and Wellness Programs: Recognizing the importance of mental health, the Pavilions will develop comprehensive wellness programs that include mental health support, therapeutic activities, and community engagement initiatives to promote overall well-being.

4. Building Sustainable and Eco-friendly Facilities: Sustainability will be a key factor in the future of facility management. We plan to adopt green practices in our operations, from energy-efficient buildings to sustainable food services, thereby contributing to a healthier environment for our residents and the community.

5. Strengthening Community Partnerships: Collaboration with local healthcare providers, universities, and community organizations will be crucial. These partnerships will allow us to offer a broader range of services, participate in research, and stay at the forefront of emerging trends in aged care.

6. Preparing for an Aging Population: With the aging population increasing, we will expand our capacity and diversify our services to cater to a larger and more diverse resident base. This includes considering the needs of different cultures, backgrounds, and health conditions.

7. Continuous Staff Development and Education: Investing in our staff through ongoing training and professional development will ensure that we have a skilled, knowledgeable, and compassionate team capable of delivering exceptional care.

8. Financial and Operational Resilience: To stay competitive and financially healthy, we will adopt robust financial management practices, explore diverse funding sources, and continuously evaluate our operational strategies for maximum efficiency.

By focusing on these areas, the Grand Traverse Pavilions will not only adapt to the emerging trends in the long-term care industry but also lead in innovation and quality of care, positioning ourselves as a top-tier provider of services for the aged."

9. Expanding Specialized Medical Services: In the next decade, we may plan to broaden the Pavilions' medical capabilities for the aging adults, particularly in Long-Term Acute Care (LTAC) – vertical integration-, and or pulmonary care. By doing so, we can cater to a wider range of medical needs, especially for those requiring extended medical and rehabilitative care. This expansion will position us as a comprehensive care provider, capable of handling complex medical conditions within our facility.

10. Increasing Independent Living Options: Acknowledging the growing desire for independence among the aging population, we will/may expand our independent living spaces. This expansion will not only cater to seniors who prefer a more autonomous lifestyle but also ensure a continuum of care, allowing residents to transition smoothly to more intensive care options if and when the need arises.

11. Blending Modern Amenities with Historical Architecture: A unique aspect of our vision involves upgrading our facilities to provide a state-of-the-art experience while preserving the historical charm of 19th-century architecture. This approach will involve thoughtful renovations that integrate modern amenities and technological advancements in a way that respects and highlights the historical character of our buildings.

12. Creating a Seamless Integration of Healthcare and Lifestyle: Our vision extends to creating an environment where healthcare and lifestyle blend seamlessly. Residents will have access to cutting-edge medical care and a range of lifestyle amenities – from fitness centers and recreational activities to cultural and educational programs – all within an architecturally inspiring setting.

13. Aiming for Revenue Growth and Exceptional Value in Healthcare: In the coming decade, we are setting a bold financial target for the Grand Traverse Pavilions: to generate services such as LTAC hospital mainly catering to aging population, specialized pulmonary care and expansion of independent and assisted living equaling a revenue of \$40 million per annum. This objective is not just a financial goal but a marker of the value and impact we aim to deliver in healthcare and community services. Achieving this will involve expanding our service offerings, enhancing operational efficiency, and ensuring the highest levels of resident satisfaction (all expansion plans leverage upon many factors including but not limited to collaboration with and approval of the DHHS board, County executive teams, feasibilities, financial capabilities, risk and other factors not evident at this time of the writing).

14. Becoming a Leading County-Owned Facility in the USA and Beyond: Our vision is to elevate the Pavilions to a status unmatched by any other county-owned CCRC facility in the United States. This will be achieved through a relentless focus on quality, innovation, and community integration. We will benchmark our services against the best in the world, continuously seeking ways to improve and innovate.

15. Establishing as a Global Marvel in High-Quality Care: We envision the Grand Traverse Pavilions becoming a global marvel in high-quality care, setting new standards in the geriatric care industry. Our facility will be renowned for its exemplary services, state-of-the-art amenities, and compassionate, skilled care. We will not only meet the highest healthcare standards but also exceed them, creating a model for others to follow.

16. Creating a Destination for Aging with Dignity: One of our most important goals is to make the Pavilions a place where people from all walks of life choose to age with dignity. We will create an environment that celebrates the aging process, offering a range of services and amenities that cater to the physical, mental, and emotional well-being of our residents. Our facility will be a sought-after destination for seniors looking for a dignified, fulfilling, and enriching experience in their later years.

By setting these ambitious goals and working diligently towards them, the Grand Traverse Pavilions will not only achieve significant growth in revenue and services but also become a beacon of excellence and

innovation in long-term care. We will provide unmatched value in healthcare and community services, making our facility a revered name in the industry and a preferred choice for seniors worldwide.

By incorporating these additional elements into our strategic plan, the Grand Traverse Pavilions will not only address the immediate needs of our residents but also set a new standard in long-term care, combining medical excellence with a rich, fulfilling living experience. This holistic approach ensures that we remain at the forefront of the industry, offering unparalleled care and lifestyle options to our community.

Answer 3:

Nursing Home Improvement Plan for Enhanced Quality of Care

Objective:

Our goal is to elevate the nursing home's star rating to 5 stars by addressing specific areas of concern identified through the Medicare Care Compare metrics. This plan is tailored to the needs of Grand Traverse Pavilion as indicated by the Center for Medicare and Medicaid Services (CMS) data.

Strategies and Actions:

1. Pressure Ulcers/Injuries Prevention:

- Initiate a comprehensive program encompassing regular skin assessments, use of pressure-relieving devices, and staff and family education on mobility and skin care.
- Collaborate with dietitians for nutrition plans that support skin health.

2. Enhancing Mobility:

- Expand physical and occupational therapy programs, emphasizing strength and mobility exercises, with ongoing resident progress assessments.

3. Nutritional Support:

- Address unintentional weight loss with individualized meal planning and consistent monitoring, including frequent weight checks.

4. Mental Health and Well-being:

- Enhance access to mental health professionals and a variety of therapeutic activities.
- Foster social engagement and community belonging through enriched activities.

5. Medication Management:

- Regularly review medication use, focusing on reducing antianxiety or hypnotic drugs, and prioritize non-pharmacological interventions.

6. Resident Independence:

- Develop and adjust care plans to maintain and improve residents' independence in daily activities, with staff training to support this balance.

7. Special Care for High-Risk Residents:

- Implement targeted risk assessments and specialized care protocols for residents at high risk for pressure ulcers.
- Ensure the availability and proper use of assistive devices.

8. Infection Control:

- Maintain rigorous hygiene practices to prevent infections like UTIs, and encourage adequate resident hydration.

9. Catheter Use and Management:

- Provide advanced training in catheter care and routinely assess the need for catheter use, exploring safer alternatives.

Monitoring and Evaluation: Each strategy will be accompanied by measurable outcomes, regularly evaluated to track progress and inform data-driven decisions for continuous quality improvement.

Documentation and Reporting: Maintain detailed records of all interventions, trainings, and assessments, showcasing the nursing home's dedication to enhancing care quality.

MDS Data Accuracy and Quality Impact:

The accuracy of the Minimum Data Set (MDS) assessments is crucial in reflecting the quality of care and outcomes for residents, impacting the 5-star rating system in several ways:

- **Quality Measures (QM) Rating:** Accurate MDS data informs QMs such as pressure ulcer prevalence, restraint use, and residents' activity levels.
- **Staffing Rating:** MDS data guides staffing needs based on residents' requirements.
- **Health Inspections:** Accurate MDS assessments are vital for health inspections, influencing the Health Inspection rating.
- **Reimbursement and Penalties:** Precise MDS data is essential for appropriate reimbursement and avoiding penalties.
- **Public Reporting:** MDS data affects public perception as reported on the Care Compare website.
- **Care Planning and Resident Outcomes:** Accurate MDS assessments are key to effective, tailored care planning.

To improve MDS accuracy, we will focus on staff training, regular MDS audits, and a quality assurance process ensuring data reflects true clinical conditions and care provided.

Conclusion: Implementing this comprehensive plan, with an emphasis on MDS data accuracy, is expected to significantly improve care quality indicators, leading to better health outcomes for residents and progress toward achieving a 5-star rating.

Answer 4

Plan to Revitalize the Grand Traverse Pavilions

The Grand Traverse Pavilions stands at a critical juncture, necessitating a comprehensive plan to rejuvenate its operations, culture, and public image. This revitalization plan is multifaceted, focusing on enhancing internal culture and accountability, implementing systems for quality and efficiency, creating a supportive environment, conducting internal assessments for improvement, managing external relations and reputation, and ensuring continuous monitoring and improvement.

Enhancing Internal Culture and Accountability The cornerstone of this revitalization involves fostering a culture of accountability. This means cultivating an environment where staff understand and own their impact on residents and their families. Leadership will play a pivotal role in this transformation, actively identifying shortcomings and driving positive changes. Prioritizing resident-centric care will involve involving residents and their families in the feedback and decision-making processes. Furthermore, staff engagement in these changes will ensure better alignment and understanding, allowing them to contribute effectively to care and operational improvements.

Implementing Systems for Quality and Efficiency To elevate service quality, the Pavilions will develop robust systems and processes for delivering high-quality care. This includes providing regular training and workshops for staff and designing clear, efficient processes that are easily accessible. Setting and auditing care and service standards will be a regular practice to maintain the highest level of care quality.

Creating a Positive and Supportive Environment Building a positive atmosphere is critical. This includes recognizing and celebrating improvements in care and services and promoting a supportive, value-driven staff environment. Boosting employee morale through initiatives for staff wellbeing and job satisfaction will be key. Additionally, engaging with the community and using positive feedback for reputation building are essential steps. Leadership will play a crucial role in fostering a quality-focused environment and maintaining motivational communication with staff.

Internal Assessment and Improvement Conducting thorough internal reviews, particularly in areas that have received negative feedback, will be vital. Enhancing staff training and development across various domains, including service quality, patient care, and financial management, is planned. Employee engagement will be boosted through regular and comprehensive meetings, recognizing staff achievements, and fostering team-building. Financial restructuring and management, alongside quality assurance measures, will form an integral part of this phase.

External Relations and Reputation Management A public relations campaign will be launched to showcase the Pavilions' improvements, utilizing various media for positive storytelling. Community engagement through hosting events and participating in local projects will reinforce our commitment to the community. Transparent communication about past issues and ongoing improvements will be a priority. Establishing a feedback system from clients and families will aid in continuous improvement. Positive local media relationships will be fostered, and the brand image will be refreshed to reflect these changes.

Monitoring and Continuous Improvement Finally, a system for ongoing strategy evaluation will be implemented. This includes continuously measuring and improving staff morale and staying updated with industry best practices.

This comprehensive revitalization plan aims to restore the Grand Traverse Pavilions' reputation as a leader in providing high-quality care and services. It underscores the significance of a strong internal culture, effective leadership, and robust external communication in creating a sustainable model of excellence in the care sector.