

# Our Habit of *Excellence*



**2022 REPORT TO OUR COMMUNITY**



*“Excellence* is not an act, but a habit.”



Despite the popular meme, Aristotle never said those words. But they do reflect his beliefs. They also perfectly capture our commitment at Senior Care Partners P.A.C.E.—to our participants, to their support systems, and to each other.

I’ve spent over 40 years working in health care. I know what a habit of excellence looks like. And when I joined SCPP in 2021, I saw that habit everywhere: In the people-driven focus of our staff. In the knowledge and expertise they wield each day. In the thorough, tender care they deliver to our participants. In how they never settle for the old way of doing things, instead seeking out better ways to achieve our mission.

When the pandemic struck in 2020, SCPP adapted in countless ways to serve our seniors. In 2021, even as COVID-19 continued to afflict our community, we found ways to excel. We embraced change, sometimes hard, to strengthen our services and skills. We stepped up to fill crucial gaps in day center programs and in-home care. We engaged the best and brightest in primary care, clinical support, participant services and operations.

While my tenure at SCPP has been brief so far, my vision is grand: Strengthen and grow our services in spite of the pandemic. Keep tapping the immense talent of our team. Address unmet needs in nearby communities. Exceed the expectations of the people who count on us—our seniors and their loved ones.

A vision like that demands excellence. Fortunately, that’s a habit we’re proud to indulge every day.

Sincerely,

A handwritten signature in black ink that reads "Sally Berglin". The signature is fluid and cursive.

Sally Berglin  
Chief Executive Officer





“Every night when I leave, I feel accomplished because I know that I made a difference.”  
— Dorita, SCPP Nurse Practitioner

“It’s a lifeline, definitely a lifeline. I’m so glad to be coming here.” — SCPP participant

## What's Inside

About Us	4
2021 In Review	5
Thanking Our Donors	6
Fulfill a Dream	8-13
People	14
Other Voices	15



# About Us

Senior Care Partners P.A.C.E. brings integrated, comprehensive, compassionate care to older people so they can live a full and healthier life while staying in their own home. We coordinate and provide at-home care for at-risk or frail individuals through a team of health care professionals—medical doctors, physician assistants, nurse practitioners, physical/occupational/speech/recreational therapists, dietitians and medical social workers. Through our facilities, we offer medical and therapy clinics, day care, social activities and other services tailored to the needs of each participant.

**Our Mission:** Empower independence and autonomy for our participants and their support systems through exceptional interdisciplinary and integrated geriatric care.



## Core Values

### Compassion

We have a strong desire to support those in need; we practice servant leadership; we provide a place to belong and a purpose for being.

### Integrity

We have a sincere desire to serve those who are at risk of losing their independence and their home; we strive to be good stewards of public funds and advocates for those we serve; we are honest, candid, and seek diversity.

### Teamwork

We operate in a culture of open communications and honesty; we accomplish more together than we could as individuals; we each contribute daily to the good of the organization.

### Excellence

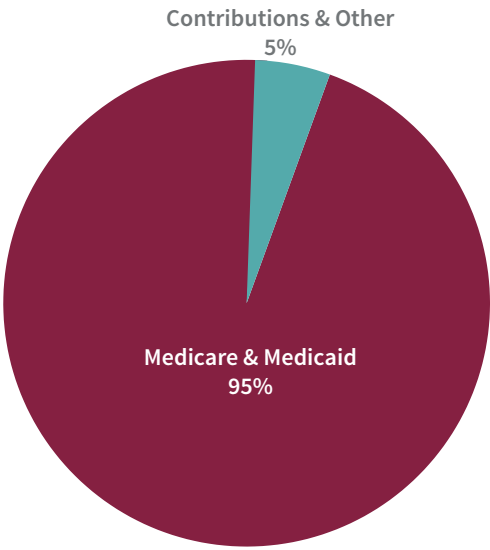
We are relentless in the pursuit of excellence; we are committed to evidence-based practices; we strive to continually improve ourselves and our processes.





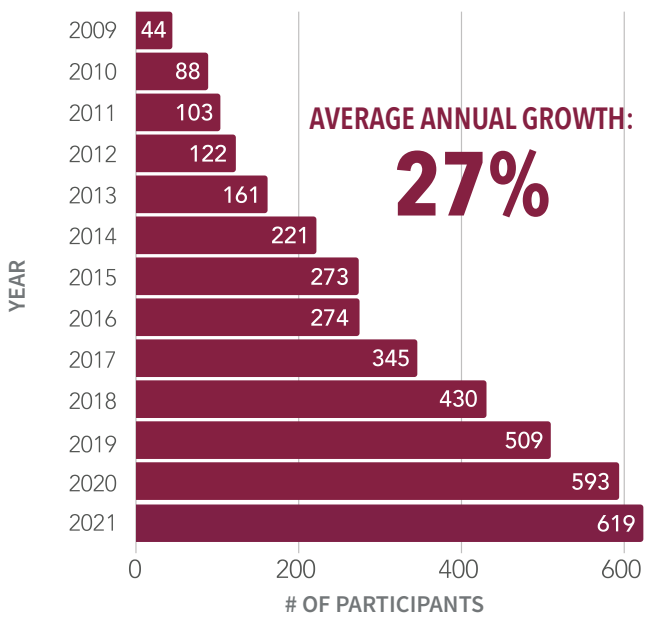
# 2021 Year in *Review*

## Revenue Sources

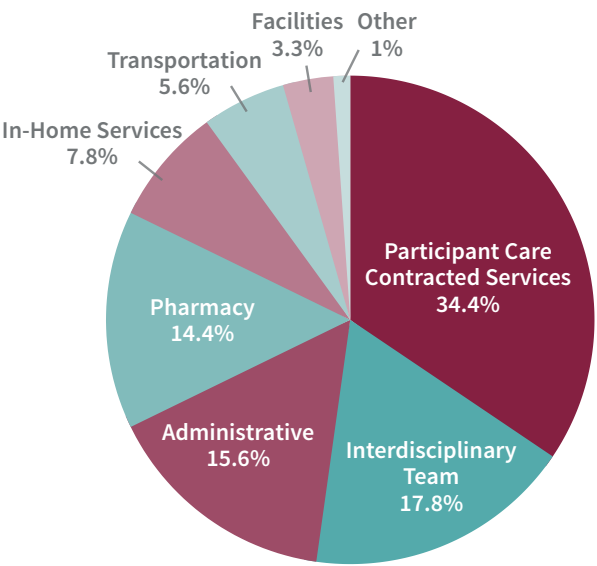


## We're Growing!

Total Participants by Year



## Operating Expenses



**619**

**TOTAL PARTICIPANTS ENROLLED**

**+4.38% over 2020**

66% Female	1% Medicare only (private pay)
34% Male	5% Medicaid only
	94% Dual eligible

**131,466**  
Home care hours  
provided

**61,028**  
Transports provided

**97,131**  
Meals provided  
(IN-HOME AND IN A CENTER)

**26,355**  
Participant visits to an  
SCPP center

**298,568**  
Participant encounters with  
care professionals

Primary care physicians, physical/occupational/  
recreational therapy, registered nurse, social  
worker, dietitian, personal care assistant

# The Power of a *Generous Spirit*

Every life we touch—every senior who experiences another day of independence and compassionate care—happens through the power of our generous donors. Thank you for making an incredible, uplifting difference in the lives of hundreds of people in our community!

Melvin & Denise Banfield

Victoria & Brad Banfield

Linda Huggett Carter

Jeanette & Michael Flynn

Tricia & Frank Hilton

Jason & Melissa Karaba

Charles & Vicki Knickerbocker

Larry & Linda Lueth

Sam & Joanne McKeever

Robert & Beth Meyer

Ryan & Heather Meyer

Phyllis Mumaw

Robin Slaton & Mary Hunt

Richard & Lynn Smalek

Douglas & Judith Smith

Connie Sundberg

Steve & Sabrina Tobias

Jean Vandenberg

Amazon Smile

Calhoun County Senior Services

Kalamazoo Community Foundation

Kiwanis Club of Battle Creek

Network for Good

Stripe

Tua Edward & Della Thome  
Memorial Foundation

## \$306,728

TOTAL CONTRIBUTIONS

## 100%

of all donations go to  
benefit our participants!



### Here's how you can support SCPP:

- Go to [seniorcarepartnersmi.org](https://seniorcarepartnersmi.org) and click the DONATE button
- Make a gift through Facebook ([@seniorcarepartners](https://www.facebook.com/seniorcarepartners)) – follow/like/share our posts
- Send a check to one of our offices (addresses on back cover)
- Sign up for AmazonSmile ([smile.amazon.com](https://smile.amazon.com)) to donate a portion of every Amazon purchase



## *Fulfilling Dreams* During The Pandemic

Senior Care Partners P.A.C.E. employees support a special fund, called **Fulfill A Dream**, to help realize the wishes and dreams of the participants we serve. In the two years since the pandemic struck, our generous staff raised **\$13,346** and fulfilled **26 dreams**! Among them:



New furniture for a participant who had to move to a new apartment.



Travel arrangements to Georgia so a participant could visit family.



New, more supportive bed for a participant and her spouse.



# Habits of *Excellence*

## Unlocking a Caring Culture

Every organization wants a positive workplace culture. But here's the thing: Culture isn't something you do, it's something that makes the doing possible.



The secret, says SCPP Human Resources Director Monica Lloyd, is to tap the elements of a great culture from within.

“With our staff now more than 200 people, we needed to put some keys in place to fully unlock a strong, inclusive, caring culture that makes our staff feel fulfilled and attracts future talent,” Lloyd said.

SCPP began by surveying employees on what made them feel valued and energized. Their feedback boiled down to four distinct themes: Curiosity, Kindness, Confidence, and Courageousness. These themes, or “culture keys,” are how SCPP can unlock the power of its culture and values, according to Lloyd.

“We’re in the process of integrating these culture keys throughout our operation—how we treat each other,

how we care for our participants, how we make business decisions,” said Lloyd.

That approach starts with making people the highest priority. “Starting there and applying our Core Values, each of us can begin to see the ways we can live and breathe our culture keys throughout our daily work,” Lloyd explained.

Lloyd said the year ahead will accelerate this cultural transformation. For starters, SCPP is launching a monthly award for up to three peer-nominated employees who best represent the Core Values. Also, SCPP executive leaders are learning to thread the culture keys into their daily work as part of leadership development.

“By unlocking our cultural strengths, SCPP will serve our participants better while being a great place to work for those who are serving,” said Lloyd.



## Strengthening Our Workplace

One way to measure workplace satisfaction is through employee turnover. At SCPP, there's good news; there's also room to improve.

"Our turnover rate is about 10% lower than the industry average, in spite of the pandemic," said Monica Lloyd, Director of Human Resources. "That's a good sign, but it's still higher than we want it to be."

Doing better means focusing on people, she said. "We have a supportive work environment. Our people are really valuable, and we're doing our best to make sure they know that."

Lloyd said approaching the workplace and staff as a family is fundamental. "Our employees are doing a stellar job taking care of seniors, so we want to make sure we're taking care of them," said Lloyd. That includes taking steps to make sure it offers competitive pay and benefits while also providing supportive services. One example is remote working.

"Staff told us they wanted a hybrid working model," Lloyd explained. "We empowered team members



to share their insights on how it could work. That's a collaborative approach that we're modeling throughout our organization." About half of the SCPP team does at least some work remotely.

"People have a choice where they can work. Being intentional in strengthening the supportive atmosphere in our workplace makes a difference for them, for the future employees we recruit and for the people we serve."





## Keeping Track of Care

Two grade-school students were comparing their back-to-school supplies. One bragged about his expensive, high-tech pen, complete with erasable ink and a pressurized cartridge so it

could even write upside down. The other child shrugged her shoulders and said, “I just use a pencil.”

It’s a funny tale. But the truth is, while the old way of doing things might work, technology offers new ways to do more—and do it better. Electronic medical records (EMR) are a fitting example.

“In 2012, we got our first EMR system,” said Alexandria Lueth, Director of Risk Management. “Before then, when we had one center with 120 participants, we were doing medical records on paper. Now we have four centers with 600 participants. What works for a smaller organization doesn’t as you grow.”

In 2021, the time came for a big upgrade. SCPP invested in PACECare Online, a platform tailored specifically for PACE organizations.

“The old system was too limited in gathering and organizing data on our participants, their health conditions and the care we’re providing,” Lueth said. “We went for something more robust that could support today’s needs and our future growth.”

PACECare Online offers additional assessment features, meaning it tracks better and provides more actionable data.

“It’s the primary way that our interdisciplinary teams communicate about participants’ needs,” Lueth explained. “A person’s course of treatment, medications, diet, physical therapy, social and recreational activities, and more are easily available so overall care can be tailored to the individual.”

For the future, Lueth said SCPP will explore ways to optimize the EMR. That includes having a dedicated clinical person to assess and apply analytics for better outcomes.

“EMR isn’t a one-time thing. It’s ever-changing. There are always opportunities to improve on it.”

## Stepping Up for Others

For the second year in a row, the COVID-19 pandemic put pressure on SCPP and its team of caregivers. Their response? They went the extra mile for participants and one another.

For example, the demand for in-home care grew as participants stayed home to avoid coronavirus. That proved tough for an already-stretched staff.

“It was a big balancing act, but our staff really stepped up,” said Qiana Harrison, Senior Director of Operations. “Even those who don’t normally do in-home care were willing to be trained and help out. Employees gave up evenings, weekends and holidays to make sure everyone got the care they needed.”

Harrison herself took in-home assignments for several weeks. “It really filled my cup. I love the people,” she said.

Another way employees stepped up was by embracing SCPP’s

COVID-19 vaccine commitment. Human Resources Director Monica Lloyd said having a fully vaccinated staff grew out of SCPP’s dedication to safeguard the health of participants and staff.



“First we started with a voluntary approach, explaining that we owe it to the people we care for and to those we work alongside,” said Lloyd. Nearly every employee raised their hand for the vaccine even before it became required. “It was a unifying thing,” she said.

CEO Sally Berglin said the team’s devotion to SCPP’s mission keeps reinforcing her first impressions. “This is their calling,” she said. “COVID-19 has restricted us in a lot of ways, but the team is doing an amazing job.”



## Bringing People Into Care

The Great Resignation—a massive shift of American workers from old to new jobs, or even out of the workforce—had an unexpected impact on SCPP: a lack of transportation drivers.

“On a daily basis, we were getting calls from our transportation vendors that they didn’t have enough drivers to get participants to our day centers,” said Qiana Harrison, Senior Director of Operations.

**On a given week, SCPP’s day centers in Albion, Battle Creek, Kalamazoo and Portage host about 420 senior visits. Many seniors can’t get there on their own.**

“We shifted some to in-home care,” said Harrison. “Our recreation therapy team increased social calls using Grandpads (tablet computers), and they could do things like play Bingo with participants. Still, we had to find a way to get people to the day centers.”

To solve the problem, SCPP pulled together an interdisciplinary team approach. “We made a list of every person who used our day centers and worked to make sure each one who was able had an offer of transportation,” said Harrison.

The team looked at, and ruled out, ride-sharing services like Uber and Lyft, as they didn’t meet compliance standards. They also looked at renting a bus, but that option had limitations, too. Eventually, the team cold-called transportation companies that SCPP hadn’t worked with before, creating new relationships and expanding ride services.

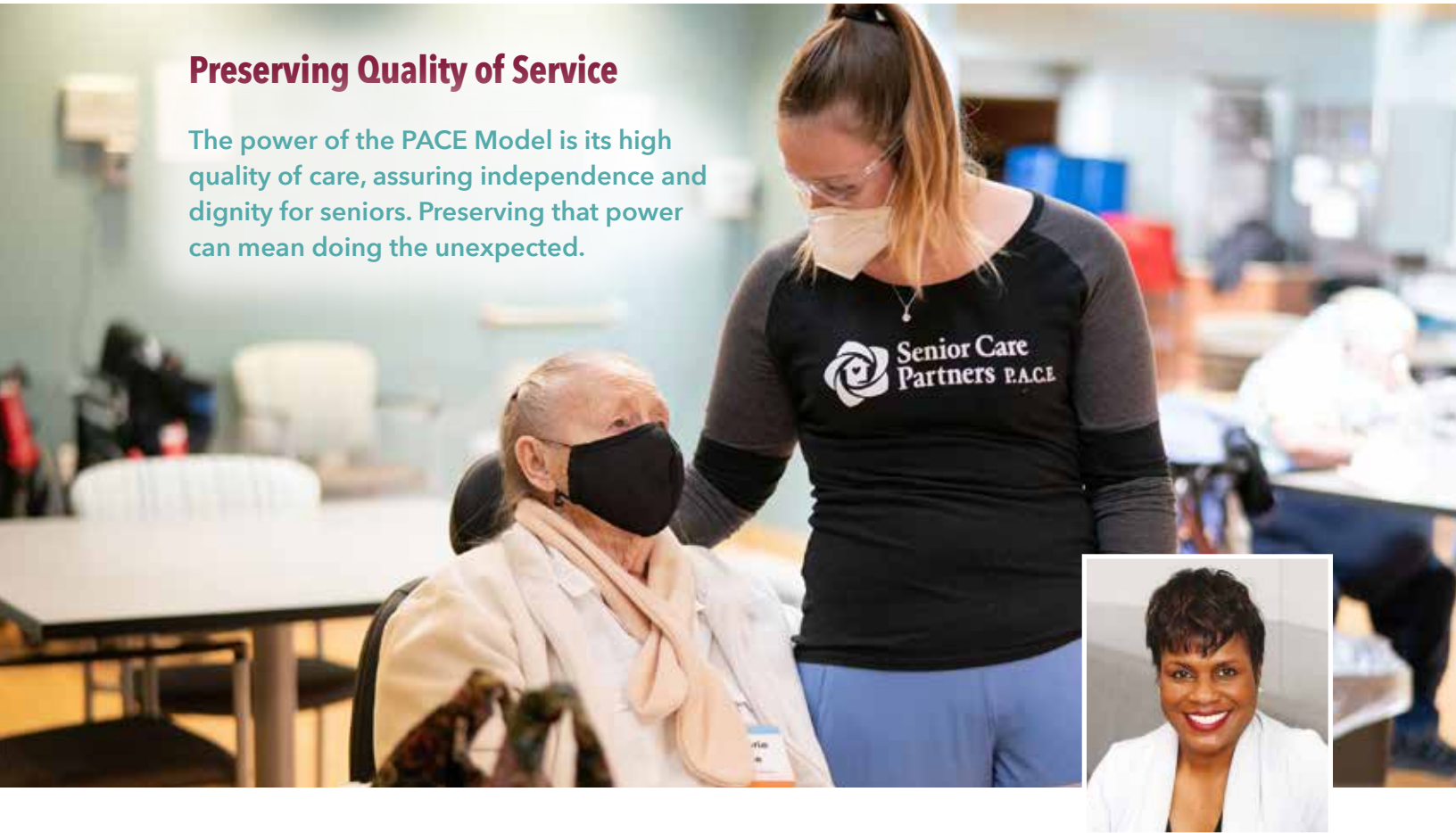
“Our transportation team worked extremely hard to make sure every person had an option,” said Harrison. “We’ll keep looking at those needs and doing what we can so our participants can keep counting on us.”





## Preserving Quality of Service

The power of the PACE Model is its high quality of care, assuring independence and dignity for seniors. Preserving that power can mean doing the unexpected.



Despite relatively low turnover and a committed team of caregivers, SCPP faced a four-month period in 2021 where it didn't have enough staff to meet growing demand. So the organization made a radical decision: It paused enrollment of new participants.

"We were facing an influx of enrollment at a time when we were short on staff, especially in home care and personal care," said Katherine Kemp, Director of Marketing & Enrollment.

"To deliver on our mission, we had to address four things. One, we needed to fill critical staff roles. Two, we had to launch our new Electronic Medical Records system to track care better. Three, we had to address gaps in transportation. Finally, we had to address the growing home care needs."

SCPP engaged its leadership team and employee task teams to find solutions. They recruited and quickly trained new talent, launched and began using the EMR system, met the transportation need, and redeployed staff to

handle the growth in home care. But the demand—and the strain—still remained.

"We took the bold action of pausing enrollment," said Kemp. "That was radical. But sometimes, to be remarkable, you have to look at the opportunity differently."

It was the right call. "Our decisions were rooted first and foremost in quality of care," she said. "We don't live or work in mediocrity. Leaning into our Core Values means embracing integrity, excellence, compassion and teamwork. That meant making a hard decision for the good of the people we serve."

By early 2022, SCPP restarted enrollment once leadership felt confident the people and processes were in place to manage current and future needs.

"Serving our participants means more than just doing a job," said CEO Sally Berglin. "We bring our seniors meaning and joy to their days. We'll never compromise on that."





## Training the Next Generation

The Program of All-Inclusive Care for the Elderly (PACE) Model of Care developed in the 1970s to help seniors with chronic care needs to remain in their homes and

community for as long as possible. Success depends on having highly qualified medical professionals with the right experience.

That's the inspiration of SCPP's eight-year partnership with Western Michigan University's Homer Stryker M.D. School of Medicine, providing a vital training ground for the next generation of physicians.

"We teach medical students how to care for frail elderly individuals," said Sarah Vollink, Educational Student Program Leader. "They work with our high-functioning interdisciplinary team to gain a skill we feel is lacking in most medical education programs."

WMed students—there are 84 in the current class of 2025—start by meeting virtually several times with participants. They practice engaging with participants, getting medical histories, and making functional and cognitive assessments. Later, they compare their findings to the participant's electronic medical record to see how they did.

"It's very eye-opening," said Vollink. "Some are apprehensive to talk with an elderly person in a virtual setting, but they wind up enjoying the experience and learning a lot."

Students also take part in live clinic visits at SCPP day centers and on in-home calls. Further, they participate in interprofessional experiences, known as IPE, involving three in-person visits, collaborating with other professionals such as physical therapists, occupational therapists, social workers and recreational therapists. "IPE helps students understand what those experts do, and how and when to refer patients to them," Vollink explained.

Beyond WMed, SCPP works with learners—students and residents—from 20 different programs. Last year, SCPP hosted its first Hospice and Palliative Medicine Fellow, with a second placement this spring.

Being part of educating health care professionals enhances care for participants, energizes staff, and even leads to new hires and volunteers, Vollink said. Those are benefits she hopes to keep growing in the future.



## Board of Directors



**Joseph A. D'Ambrosio, M.D., DMD - Chair**  
Accreditation Field Representative  
Accreditation Council for Graduate Education



**Erin Majka - Vice Chair**  
Estate planning, estate administration &  
long-term care planning



**Abby A. Green, CPA - Treasurer**  
Accountant



**Laura Hamman, MBA - Secretary**  
Vice President, Post-Acute and Care Management  
Bronson Healthcare Group



**Daniel Brauner, M.D.**  
Chief of the Division of Geriatrics  
Western Michigan University Homer Stryker M.D.  
School of Medicine



**Dale Chapman, MSN**  
Float Manager  
Borgess Staffing Solutions



**Lisa Graves, M.D., CCFP, FCFP**  
Professor, Department of Family and Community  
Medicine; Associate Dean of Faculty Affairs  
Western Michigan University Homer Stryker M.D.  
School of Medicine



**Kelly McCormick, MBA, BS, RN**  
Chief Executive Officer  
Centrica™ Care Navigators



**Daniel Pontius**  
Director of Operations  
Milestone Senior Services



**Adrienne Solis-Sherman**  
Director of Homecare, Hospice and Wound Care Center  
Oaklawn Hospital

## Executive Leadership Team



**Sally Berglin**  
Chief Executive Officer



**Qianna Harrison**  
Senior Director of Operations



**Katherine Kemp**  
Director of Marketing & Enrollment



**Monica Lloyd**  
Director of Human Resources



**Alexandria Lueth, CPA, MHSA**  
Director of Risk Management



**Rebecca Schreiner, M.D.**  
Medical Director

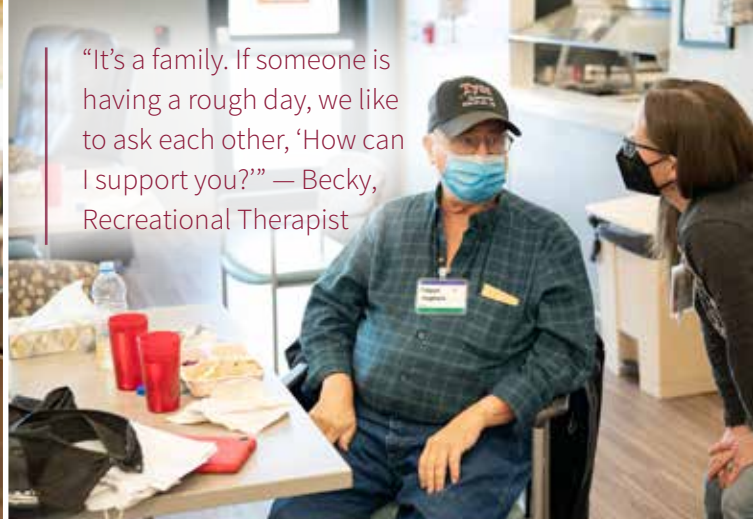


**Matt Witt**  
Director of Finance and Administration





“We care about one another, and that’s evident by the celebrations that we have for one another.”  
— Chardae, Social Worker



“It’s a family. If someone is having a rough day, we like to ask each other, ‘How can I support you?’” — Becky, Recreational Therapist



“When we can help [our participants] connect back to a sense of community themselves, that’s big work. And it’s so meaningful.”  
— Monica, Human Resources

“I was three years in my bedroom, looking at the same four walls, on my back. This was a godsend. It saved my life, literally.” — SCPP participant

“These people provide for you here consistently and non-stop.” — SCPP participant



## Learn more about Senior Care Partners P.A.C.E.

Web: [seniorcarepartnersmi.org](http://seniorcarepartnersmi.org)

Facebook: [@seniorcarepartners](https://www.facebook.com/seniorcarepartners)

Instagram: [@seniorcarepartnerspace](https://www.instagram.com/seniorcarepartnerspace)

LinkedIn: [linkedin.com/company/senior-care-partners-p-a-c-e/](https://www.linkedin.com/company/senior-care-partners-p-a-c-e/)

YouTube: [tinyurl.com/seniorcarepartners](https://www.youtube.com/seniorcarepartners)





# Senior Care Partners P.A.C.E.

Follow us on



## **Battle Creek**

200 W. Michigan Ave., Suite 103  
Battle Creek, MI 49017

## **Kalamazoo**

445 W. Michigan Ave.  
Kalamazoo, MI 49007

## **Portage**

800 E. Milham Ave.  
Portage, MI 49002

## **Albion**

290 B Drive North  
Albion MI 49224

Serving Calhoun County, Kalamazoo  
County, east Van Buren County,  
southeast Allegan County, and  
southwest Barry County.

