



Holland Home™



Holland Home™

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[hollandhome.org](http://hollandhome.org)

# NEW HORIZONS

## 2018 ANNUAL REPORT



## **OUR MISSION**

**In fulfilling God's calling  
to serve others we will:  
Serve with love and compassion  
Commit to excellence  
Follow Christ's teachings and  
example in all we do**

## **OUR VISION**

Holland Home is called by God to be of service to others, and, in our efforts, we will constantly seek God's guidance.

We will provide services with love, compassion, and excellence, and, through our efforts, our residents and clients will feel love, comfort, and peace of mind.

We will provide a broad and flexible range of services and housing options that are tailored to meet the needs of individuals both within our facilities and in the community.

Managing our resources carefully allows us to fulfill our commitment to Christian benevolence. And, we will always remember that we serve in Christ's name.

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# LETTER FROM OUR PRESIDENT



Every day I will praise you and extol your name for ever and ever.

*Psalm 145*

Dear Friends,

For the past year, we have been contemplating Psalm 145 as it relates to the work we do at Holland Home. The psalm assures us of God’s faithfulness and reminds us of his desire that we show compassion and kindness to others.

The Psalm reflects Holland Home’s mission perfectly, and all staff members, no matter what their position, are serving others with love and compassion.

Holland Home is in good position with our goal of perpetuity into the future. The board of directors finalized Vision 2030, which outlines our vision for the future; our quality of care and services remains excellent; we are in good financial position; and we have a quality dedicated employee team in a very competitive employer market.

**Some of the things for which we are grateful include:**

- Residents of Fulton Manor have all been relocated. In conjunction with Family Promise of Grand Rapids, Fulton Manor is providing temporary housing for homeless families through December 2019.
- An \$18.5 million master plan to renovate the Raybrook campus kicked off, which will provide state-of-the-art accommodations for residents and will ensure operational efficiencies well into the future.
- The Raybrook and Breton Skilled Nursing Facilities are both 5-Star Facilities in the Overall 5-Star Rating and the Quality 5-Star Rating as determined by Medicare.
- *U.S. News & World Report* named Breton Rehabilitation and Living Centre Best Nursing Home for 2018-19.
- Raybrook and Breton Skilled Nursing Facilities continue to meet the clinical outcome measures required to be a preferred provider with Spectrum Health, Mercy Health, Metro Health/U of M and Orthopedic Associates of Michigan.
- Atrio Help at Home continues to grow, and Atrio Home Health was awarded the HomeCare Elite Top Agency Award for 2018. Only the top 25% of home care agencies in the country receive this award.
- Faith Hospice is now the largest hospice provider in Grand Rapids. Faith Hospice was granted a three-year

reaccreditation from Community Health Accreditation Partner (CHAP).

- Reliance Community Care Partners opened the Integrated Wellness Center on the first floor of the Buiten Postma building at 2100 Raybrook Street. The Integrated Wellness Center provides counseling and psychiatric medication management services to its clients and the public, through a team of counselors, nurse practitioners, psychiatrists, and medical assistants. The focus is long-term health and wellness, and collaboration with each client’s other care providers. The clinic participates with most insurance plans.
- We have increased our focus on employee engagement and are happy to report that Holland Home, Faith Hospice, Atrio Home Care and Reliance Community Care Partners have employee turnover rates well below average as compared to like companies.

Please join us in prayer that God will continue to bless Holland Home and our mission to serve and promise to care.

Sincerely,

Mina Breuker,  
President and CEO

## CAMPUS UPDATES

**We're taking our commitment to person-centered senior care to the next level by updating our campuses to provide more choices and better services to create an even more comfortable, more engaging and more enriching environment for every one of our residents.**

### Independent Living

Overall, our sales team exceeded its 2018 goal for independent living sales by 7%.

### Breton Woods Campus

Breton Homes North saw its busiest year, yet with 10 homes sold for a total of 23 homes occupied or under construction for Phase One.

Our Breton Campus now has two assisted living areas—Breton Extended Care and Breton Extended Care South. The walkway around the pond has been completed and is now a place where residents can sit and enjoy the outdoors. A trellis structure over the seating area is being planned thanks to a generous donation by the Breton Woods Holiday Market. The area around the pond was the location of Breton's second annual Fun Day, which brought the whole campus together, and a committee meets regularly to develop ideas and plan opportunities for the entire campus that embody the Vibrant Living lifestyle.

### Raybrook Campus

The Master Plan Renovation at Raybrook continued in 2018. The A and C Wing assisted living memory care units have been completely renovated and renamed Lendick, Verblauw, Mol - South and Mol - North. A green thumb (plant) room, a special event room, a laundry and three lounges adjacent to the memory care units have also been renovated.

The 20 original resident rooms have been converted into 11 roomy singles and one two-room suite on each floor. Rooms are furnished with an armoire, dressing bench

and nightstand along with a wall-mounted 50-inch television. A central spa room is equipped with a fully accessible shower, bath and vanity.

Part of the newly renovated space is given over to memory care. The space has been decorated keeping in mind brain changes that happen with dementia—it features adequate lighting, open areas for walking and exploring, and space for meaningful activity and engagement. Our caregivers are all trained specifically in caring for those living with dementia utilizing the Positive Approach to Care™ (PAC) model.

The Raybrook Manor kitchen, which serves an average of 900 meals a day, has been renovated to improve workflow. The renovation included new flooring, improved drainage, new dishwashing facilities, additional cooking equipment and the expansion of food preparation areas.

Renovations on the main lobby and entrance canopy started in 2018. The lobby renovation was completed in early 2019. The main entrance canopy is being rebuilt to accommodate buses and ambulances, and snow melt features have been added to the sidewalk and entranceway.

### Fulton Campus

The transition of the assisted living residents from the Fulton Campus to Raybrook was completed on November 7, 2018, allowing Holland Home to provide continued care to 83 of our residents while ending an era of service at Fulton. Since September 2017, a total of 122 Fulton Manor assisted living residents were relocated.

## BRETON HOMES NORTH PHASE ONE

Progress is well under way on the completion of the first phase at Breton Homes North, and overall sales projections for independent living exceeded 2018 goals.



## RAYBROOK MEMORY CARE

The goal of the new Memory Care unit is to offer a homelike atmosphere that engages and provides purpose in the daily lives of residents.

## RAYBROOK MAIN ENTRANCE LOBBY

The stylish renovations to the entrance and lobby areas at Raybrook created a welcoming and relaxed environment for residents and visitors.





## WELCOME TO THE NEIGHBORHOOD

### Breton Homes North

Andrew and Cynthia DeBoer  
Ron and Jacqueline DeVries  
Carl and Sandy Gronsman  
Gordon and Doris Langejans  
Marvin and Elaine Monsma  
Jay and Kathleen Morren  
Kenneth and Phyllis Timmer

### Breton Homes

Noel and Louise Ashbaugh  
Daniel and Pamela Bury  
Don and Carol DeGoede  
Constance DeVries  
Kwasi and Safiyah Fosua  
David and Sandra Klassen  
Lois VanderWel

### Breton Ridge

John and Judith Bielema  
Elaine Borgman  
Gordon and Florine Buys  
David and Diane Comfort  
Martin and Barbara Essenburg  
Dewey Heetderks  
Judith Lewis  
Michael and MaryAnn Oatis  
Sandra Super

### Breton Terrace

Jim Bird  
Marilyn Boersma  
Bart Boogerd  
John and Fran DeVries

Virginia Gates  
Dick and Nancy Gritter  
Janet Hall  
Marcia Hamersma  
Susan Heilman  
Douglas and Elizabeth Howe  
Donald and Bonnie Hull  
Phyllis Koker  
Tom and Kathy Korhorn

Frankie Lantz  
Theodore and Joann Lyzenga  
Bill and Beth Olthoff  
Barbara Parmeter  
Joyce Pettinga  
Gerald and Ann Schepel  
Joseph and Corrie Smidstra  
Garrett and Barbara Stoutmeyer  
Marvin and DeeTeSlaa  
Richard and Patricia VanderMolen  
Donald Van't Hof  
Tom and Maggie Wilkinson

### Raybrook Manor

Evonne Ballast  
Margaret Groen

### Raybrook Estates I

Gordon Ballast  
Esther Betten  
James Brink  
Roy and Muriel Brummel  
Wayne and Winifred Frazee  
Lester Ippel  
Kay Jekel

James Johnson  
Karen Lyzenga  
Jake and Nelly Quartel  
Louis and Jean Tamminga  
Joyce Vander Sloot  
John and Sandy VanderSteit  
Carol Visser

### Raybrook Estates II

Emily Brink  
Earl and Lois Dykstra  
Gerrit and Arlene Egedy  
Walter Kass  
Martin and Lois Meyne  
Jacquelyn Venegas  
Ray and Myra Weesies

### Raybrook Estates III

Henrietta Dwarshuis  
Clarence and Wilma Kerkstra  
Anthony and Esther Louwerse

### Raybrook Homes

Geoffrey and Carole Gaiser  
Hugh and Eleanor VanderWoude  
Henry and Nancy Verkaik

*New residents who joined the Holland Home family during the 2018 calendar year.*

## SMART TECHNOLOGY

**Holland Home created a Smart Technology Work Group to provide and promote expanded and cutting-edge smart home technology or safety adaptation on our campuses and in the West Michigan community.**

### Breton Homes North

A completely wireless system has been installed in the new townhomes on the Breton Woods campus, making the technology portable and lessening installation work. New residents now get an Amazon Echo Dot, which allows voice commands to dim lights, adjust the thermostat, and lock/unlock the front door and the garage door.

### Personal Monitoring

The Personal Emergency Response System (PERS) Medical Alarm with Pendant, available through Atrio Help at Home, is the most popular personal monitoring device, followed by the PERS Medical Alarm with Fall Detector. Other popular devices are the cellular PERS with GPS and cellular PERS with pendant, and automated medicine dispensers.

### Remote Patient Monitoring

Atrio Home Health's telemonitoring program transmits the client's weight, blood pressure, pulse, oxygen level and client responses to disease-specific questions to a secure web-based site monitored daily by an Atrio RN. Atrio Home Health provided remote patient monitoring services to 10% of its clients.

### Consumer Portals

- Holland Home Resident Portal: A private site built specifically for the Holland Home communities.
- Holland Home Wellness Portal: A secure Vibrant Living site focused on physical wellness.

- Atrio Help at Home Client/Family Portal: A secure site that gives clients and their approved loved ones access to view the client's schedule with an aide or nurse staff and care plan.
- Trillium Palliative Services Patient Portal: Our Athena site allows patients to communicate with their provider, request refills and schedule appointments on a secure website.
- Additionally, Christian Living Services uses portals for a variety of business applications, including a physician portal for Atrio Home Health and Faith Hospice and staff portals including Relias online learning, Kronos schedule and payroll access, and portals that allow staff to work on CLS computers remotely.



## VIBRANT LIVING



**At Holland Home, serving others goes beyond providing a continuum of care. It involves creating an environment to help residents thrive—spiritually, intellectually, emotionally, socially, and physically.**

Our Vibrant Living model addresses all these dimensions and puts extra emphasis on the spiritual component, which we consider to be its foundation.

Implementing our own wellness model puts an intentional focus on wellness, creating a positive and energetic atmosphere. This wellness model is also a strategy to help Holland Home meet its mission statement and fulfill our promise to those that we care for by offering the highest quality of programming options. The model continues to grow, develop and evolve to meet resident needs and desires.

### 2018 Vibrant Living highlights:

- Continued expansion of offerings through the Resident Portal and Wellness Portal.
- Added to the growing library of online Resident Enrichment Academy for Living (REAL) course presentations, developed online personal training resources and strengthened the fitness offerings available through the portal.
- Breton Woods completed 72 REAL courses, with 65% led by residents and/or staff. Raybrook completed 86 REAL courses, with 60% led by residents and/or staff.
- Launched the personal training fee-for-service model under the Vibrant Living umbrella. The personal trainer completed 265 appointments and maintained a growing client base.
- 22% of Independent Living residents completed a Vibrant Living PATH Assessment to provide data to allow the team to tailor fitness classes to their specific needs.
- The fitness coordinators led an average of 69 fitness classes each week between the Breton Woods and Raybrook campuses.
- The fitness team also added over 20 classes/opportunities each week that specifically concentrate on maintaining and improving one's balance and coordination through a variety of exercises and techniques.



# MEMORY CARE

# HOLLAND HOME VOLUNTEERS



VOLUNTEER HOURS

42,724

YOUNGEST VOLUNTEER

14  
YEARS OLD

OLDEST VOLUNTEER

97  
YEARS OLD

RESIDENTS OF  
HOLLAND HOME

55%

## Memory Care

In 2018 Memory Care Services provided Positive Approach to Care™ (PAC) training to over 600 people, including employees from Holland Home and Atrio, as well as outside agencies and groups, which included a presentation at the Pathways to Positive Dementia Care Conference.

Memory Care Services feature five key pillars: Dementia Training, Positive Approach to Care™, Connect, Honor Care, and Spiritual Care.

Connect was introduced in the fall of 2018. A program based on Montessori principles, Connect engages residents in purposeful activities that provide meaning and an increased sense of well-being.

With the support of the Cook Foundation and our own Vibrant Living program, Memory Care Services hosted Teepa Snow for several speaking opportunities in early February 2019. Teepa Snow is a world-renowned expert in dementia care. Her philosophy of relational-based care in a positive environment undergirds all of the education and training initiatives of Memory Care Services.

We are so grateful for our volunteers! In 2018, 628 dedicated volunteers served 42,724 hours, for a value of \$735,000.

Fulton Manor volunteers were transitioned to the Raybrook and/or Breton campuses. We appreciate their loyalty and support as we were able to retain 86% of Fulton Manor's volunteers.

Twenty-nine students completed an internship or clinical field placement with the organization; students represented 11 different colleges/universities.

Breton Market opened on the Breton Woods Campus in July 2018, and over 30 residents volunteer in a variety of support roles. Both the Breton Market and

Van's Market on the Raybrook campus are wonderful resources for the residents. Proceeds from the volunteer-run markets directly support funding of the Vibrant Living grant for resident quality of life initiatives.

Volunteers are playing a key role in the expansion of Vibrant Living, which utilizes Volunteer Services as a support system for continued growth into the higher levels of care.



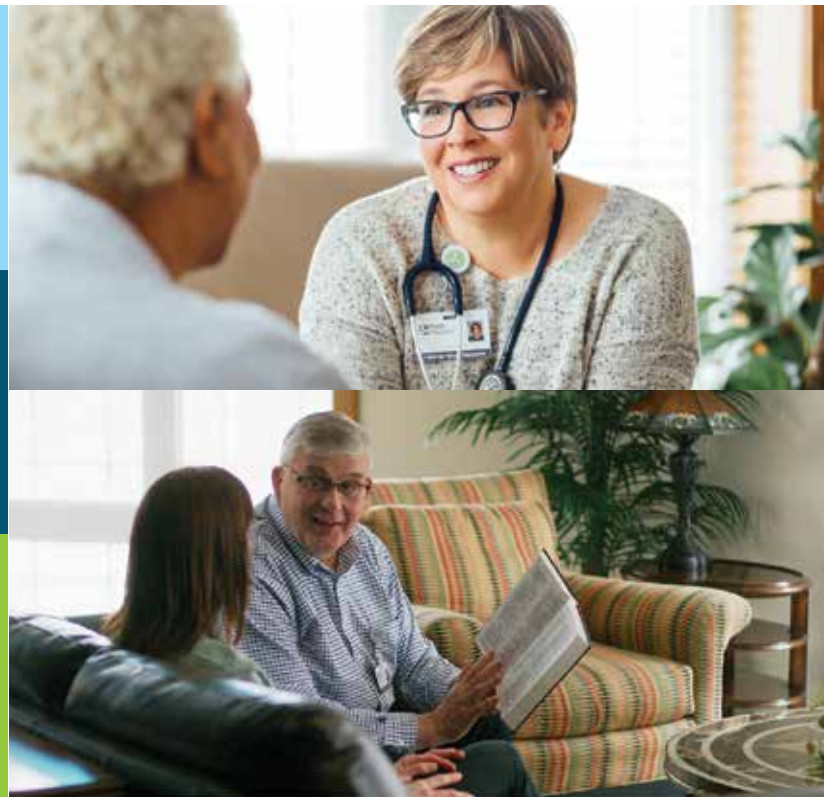
# FAITH HOSPICE



PATIENTS SERVED ANNUALLY OVER **1,700**

BEREAVEMENT SERVICE PROVIDED **1,497** FAMILIES

VOLUNTEER HOURS **8,660**



## FaithHospice

**Faith Hospice is called to be a champion for patients and their loved ones by delivering kind, compassionate and responsive care when it is needed most.**

Faith Hospice offers physical, emotional, and spiritual care and support to hospice patients and their families. Through Trillium Palliative Services, we provide relief and comfort to anyone suffering with the symptoms of a serious or chronic illness who is not yet eligible for hospice.

**2018 Faith Hospice Highlights:**

- Served 1,793 patients throughout West Michigan, including 323 at our Trillium Woods hospice inpatient facility.
- Enrolled in the We Honor Veterans Program and achieved our first star.

- Trillium Palliative Services served 929 new patients—63% hospital visits, 34% clinic visits, 3% home or facility visits.
- Was granted a three-year reaccreditation from Community Health Accreditation Partner (CHAP).
- 148 volunteers logged 8,660 hours, valued at \$181,565.
- Provided “Eleventh Hour” volunteers who kept vigil with patients alone at the end of life.

- Hosted hundreds of family members at our Faith Hospice memorial services.
- Participated in the Community Interfaith Memorial Service, of which we are a charter member.
- Provided support groups, one-on-one counseling, mailings, contacts and other bereavement services to 1,497 families.



## ATRIO HOME CARE

Offering both medical and supportive in-home services, Atrio Home Care brings together the best possible home health and help at home professionals and caregivers in Michigan.

**2018 Atrio Home Care Highlights:**

- Nursing and admitting staff were trained on Great Lakes Health Connect and are uploading clients' advanced directives at each admission visit.
- Staff members were trained in Teepa Snow's Positive Approach to Care™ and Montessori dementia methods.
- Hosted first annual Employee Service Awards ceremony in April.

- Selected as a preferred provider for:
  - Priority Health
  - Mercy Health
  - Metro Health/U of M
  - Spectrum Health
  - Orthopaedic Associates of Michigan
  - Christian Rest Home
  - Shoreline Orthopedics



### ATRIO HELP at HOME

Atrio Help at Home offers a number of supportive, everyday in-home services that help maintain comfort and quality of life.

**In 2018 Atrio Help at Home:**

- Serviced 728 clients for a total of 75,828 billable hours.
- Scored 100% on our client satisfaction survey.
- Provided medical monitoring equipment from Guardian Medical Monitoring to 137 clients.
- Completed affiliation with Evergreen Commons in Holland. Transitioned many Evergreen Commons

clients and staff members to Atrio Help at Home, including private pay clients and also clients funded by the Allegan Millage and the Older Americans Act. Two proposals were accepted to acquire the funding.

- Relocated Lakeshore office to downtown Holland at 9 East 8th Street. The office is now connected to the Warm Friend of Resthaven, in the heart of downtown Holland.
- Conducted an employee satisfaction survey and focused on improving communication and decreasing job stress.



### ATRIO HOME HEALTH

Atrio Home Health helps to ensure that clients recover in the comfort of their own residence, where familiar caregivers can provide support.

**In 2018 Atrio Home Health:**

- Served 1,184 clients in six counties: Kent, Ottawa, Ionia, Allegan, Barry and Montcalm.
- Achieved a 4.5-Star quality rating and a 3-Star patient satisfaction rating.
- Kept its 30-day rehospitalization rate better than state and national averages at 11.23%, with the state average at 12.01% and the national average at 11.54%.

- Increased its average daily census from 221 in January to 278.
- Provided telehealth monitoring services for 89 clients in Grand Rapids and 31 clients in Holland.
- Provided mental health services to 141 clients in Grand Rapids and 36 in Holland.
- Kept its employee turnover better than state and national averages for the entire year.
- Achieved reaccreditation for three more years through the Community Health Accreditation Program, Inc. (CHAP)—our eighth accreditation cycle.

### ATRIO HOME HEALTH Lakeshore

Atrio Home Health Lakeshore provides a variety of skilled medical care services to clients in the Lakeshore area, allowing them to recover in the comfort of their own home.

**In 2018 Atrio Home Health Lakeshore:**

- Received a 4-Star status for both Patient Satisfaction and Quality Results.
- Added mental health and telehealth.
- Increased average daily census from 63 in 2017 to 90 in 2018.
- Saw its average daily census for the last four months of 2018 reach over 100.

- Added LSVT Big® and LSVT Loud® to our therapy specialty programs to more fully serve clients with Parkinson's disease.
- Saw its 30-day rehospitalization rate and 60-day hospitalization rate remain at or below state and national averages, with the 60-day hospitalization rate decreasing from 19.8% at the start of 2018 to 10.8% at the end of the third quarter.
- Saw employee turnover at 0% for the last two quarters, and was better than state and national averages for the remainder of the year.



## RELIANCE CARE PARTNERS



**The highlight of 2018 was the opening of our 3,300-square-foot Integrated Wellness Center designed to provide integrated and holistic mental health services to adults as well as specialized mental health services for older adults. The Center will provide care for a variety of mental health issues, including depression, anxiety, trauma, grief and loss, mood and palliative counseling.**

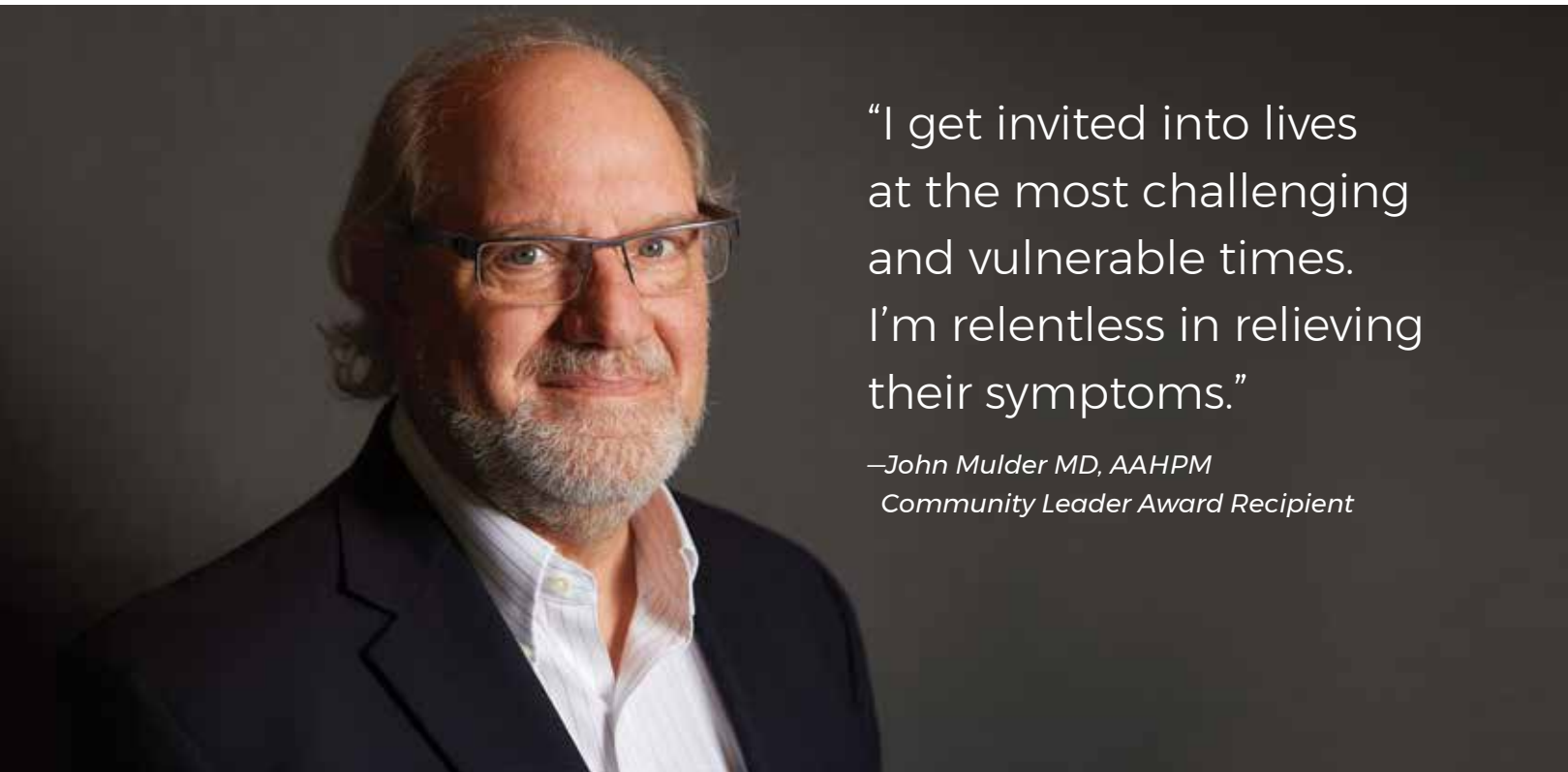
**In 2018 Reliance:**

- Provided services to over 800 participants in a 12-county service area through our Michigan Choice Medicaid Waiver Program.
- Assessed approximately 540 individuals through our Omnibus Budget Reconciliation Act (OBRA) program.

- Provided services to nearly 500 participants residing in Kent County, the largest number served in a single year, through our Kent County Senior Millage Care Management and Home Support programs.
- Added a new contract and service area to our OBRA program: Muskegon County. OBRA services are now provided in Allegan, Kent, Ottawa, Muskegon, Mason, Lake and Oceana counties.
- Processed over \$32.5 million in claims—the largest volume in a given year.
- Received a two-year \$440,000 grant from the Michigan Health Endowment Fund to expand Medically Complex Case Management (MCCM). This grant will allow Reliance to lead in the development and implementation of MCCM with five other agencies also in the Michigan Home and Community Services Network and focus on demonstrating the effectiveness of MCCM.



# TRILLIUM INSTITUTE



## Mulder Speaks Before House Subcommittee on Health

He urged the House of Representatives to pass H.R. 5041, the Safe Disposal of Unused Medication Act, which would authorize employees of a hospice program to handle controlled substances in the residence of a deceased hospice patient in order to assist in the disposal of the drugs.



**Trillium Institute provides education, training and community outreach in the areas of advanced disease and end-of-life care. Trillium Institute is focused on training medical professionals and educating the community at large, specializing in the field of Hospice and Palliative Medicine (HPM).**

Trillium Institute continues to train the next generation of physicians in West Michigan. Physicians trained under Trillium Institute will learn to integrate palliative care into their thinking and practice.

### 2018 Trillium Institute Highlights:

- Educated medical students, residents and fellows through clerkships, rotations, and a one-year fellowship in the specialty of hospice and palliative care.
- Graduated three HPM fellows in July for a total of 15 fellows graduated through our program.

- Increased palliative care awareness through many professional and community educational presentations.
- Dr. John Mulder received the American Academy of Hospice and Palliative Medicine’s Palliative Medicine Community Leadership Award for distinctive mentorship and leadership to future leaders and health professionals improving the care of the dying.
- Dr. John Mulder presented testimony to the United States House of Representatives Energy and Commerce Committee regarding the opioid crisis.

- Presentation at ACLC Conference in Las Vegas by Dr. John Mulder.
- Dr. John Mulder was a discussion panel member at Coalition to Transform Advanced Care (C-TAC) Conference.
- Life Matters Worldwide Conference – keynote presentation by Dr. John Mulder.
- Dr. John Mulder was the 2018 National Hospice and Palliative Care Organization Assembly keynote speaker.



# DEVELOPMENT HIGHLIGHTS



GOLF OUTING  
\$71,224\*

SUMMER CONCERT  
\$31,016\*



LUNCHEON  
\$61,767\*

CHRISTMAS DINNER  
\$189,780\*



\* Net 2018 revenue & expenses only. Does not include in-kind gifts.

With the help of our generous donors, our annual events support the mission of Holland Home and Faith Hospice and provide the necessary resources to help fund our various care services and resident assistant program.

## Annual Golf Outing

The Holland Home Foundation Annual Golf Outing held on June 4 at Watermark Country Club raised \$71,224. Special thanks go to our Title Sponsor Buiten & Associates Insurance as well as to our many faithful sponsors and golfers. We also thank our dedicated volunteers, who made the event a success.

## Faith Hospice Summer Concert

The Faith Hospice Summer Concert held on the banks of the Grand River in June raised \$31,016. Guests were treated to good ol' down-home music and inspiring Southern gospel tunes performed by Dr. John Mulder, Buddy Greene, Jeff Taylor and Tricia Walker.

## Faith Hospice Fall Luncheon

Faith Hospice hosted over 200 guests at its third annual fundraising luncheon in September, raising \$61,767. Tiffany Sheely, RN, Trillium Woods residence manager and Freeport firefighter, shared her poignant story about her fellow firefighter and best friend Ryan "Rosey" Roseboom. Rosey lost his battle with cancer after a brief but fierce illness and was served by Faith Hospice. He was a hero to many. The services he received from Faith Hospice touched Tiffany so deeply that she knew she wanted to work for Faith Hospice.

The luncheon highlighted Rosey's service to others as an "Everyday Champion." Each day Tiffany and our Faith Hospice teams serve patients and their families with love and compassion.

## Christmas Dinner

The Keeping the Promise Christmas Dinner raised \$189,780 to benefit the Resident Assistance Fund. Holland Home is deeply grateful to the organizations, businesses, residents, families and staff who faithfully support our mission.



# DONOR PROFILES



“We Erhardts have found it to be an honor and a privilege to have been friends and supporters of Holland Home and Faith Hospice for many years. Our personal philosophy of life, that of first loving God and then loving our neighbors as ourselves, falls nicely in alignment with the mission of Holland Home and Faith Hospice. For us, these strong similarities make our relationship a real joy!”

—Larry and Nancy

“We are so thankful for the opportunity to share in the legacy and values lived out by our parents by giving to Holland Home. We know our financial gifts help extend the mission and impact of Holland Home and are grateful our support enables many to flourish and also receive assurance of quality care. Our parents enjoyed wonderful years of active involvement as residents, and we gladly offer our financial gifts as an expression of our thanks to God for the resource of Holland Home!”

—Dave and Barb



## Engaging with Holland Home and Faith Hospice – How do we count the ways?

### Donor Profile – Larry and Nancy Erhardt

Larry and Nancy Erhardt are connected to Holland Home and Faith Hospice in multiple ways. The early '90s marked the start of a long-term relationship between Erhardt Construction and Holland Home. Beginning with Raybrook Estates, Erhardt has constructed dozen of projects for Holland Home.

Along the way, Erhardt Construction has been a loyal and committed sponsor of many events. Larry and Nancy have personally and consistently supported our mission for years. We are blessed to have Nancy serve on the Holland Home Foundation Board as well as being a member of our Legacy Society. Nancy also served as a founding member of the Faith Hospice Board that oversaw the Trillium Woods project.

### Donor Profile – Dave and Barb Huyser

We are grateful to Dave and Barb Huyser of Grand Rapids for supporting Holland Home through IRA giving. Dave and Barb have been donors since 1989 and give to Holland Home in honor of Barb's parents, Howard and Verna, longtime residents of Holland Home. Their family experienced Holland Home's continuum of

care as her father walked a dementia journey and was ultimately served by Faith Hospice until he passed away in 2016. Now, Dave and Barb have the peace of mind knowing that Verna can live a vibrant life at Holland home in a welcoming and loving environment.



# 2018 CFO REPORT

Christian Living Services and Holland Home are able to provide a variety of quality services to thousands of people because of the abundant generosity of a broad Christian constituency. A copy of our audited financial report prepared by independent auditors may be obtained by contacting David Tiesenga, chief financial officer, at the corporate office.

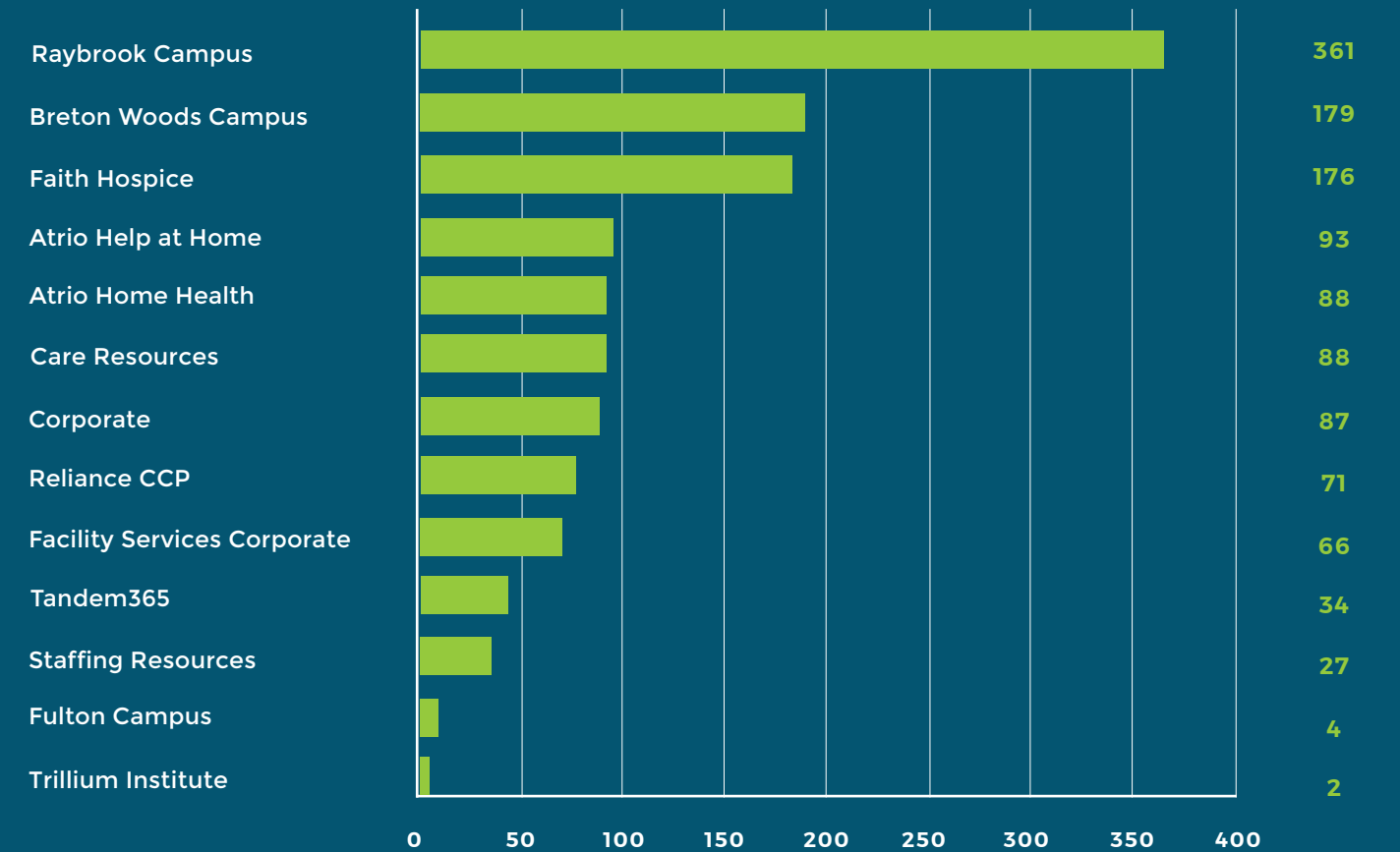
*Christian Living Services wholly owns Holland Home, Holland Home Foundation, Faith Hospice, Reliance Community Care Partners and Trillium Institute and is a collaborative owner of Atrio Home Care, Care Resources and Tandem365.*

One of our greatest strengths is our staff. Holland Home overhauled its retirement benefits in 2018 by successfully terminating its legacy-defined benefit plan in September 2018 and restructuring the 403(b) plan to begin 2019 with an enhanced match supporting those staff who defer on their own. These changes allow for retirement benefits to be competitive with industry plan trends. The following chart and graph detail the number of staff by company and location. Total payroll in 2018 was \$47.3 million paid out over approximately 1.9 million hours worked. As of December 31, 2018, 1,276 staff were employed.



Company	# of Employees
Holland Home	724
Faith Hospice	176
Care Resources	93
Atrio Help at Home	88
Atrio Home Health	88
Reliance CCP	71
Tandem365	34
Trillium Institute	2
<b># Employees at Year-End</b>	<b>1,276</b>
<b>Total Payroll</b>	<b>\$47,262,473</b>
<b>Total Hours Paid</b>	<b>1,935,947</b>

## 1,276 Employees by Location

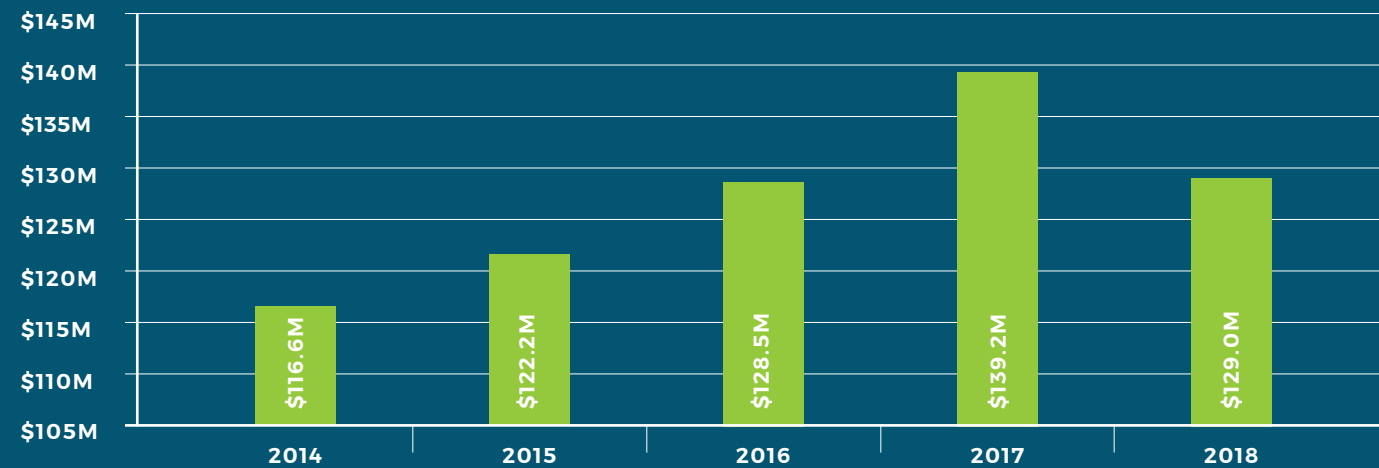




# 2018 CFO REPORT

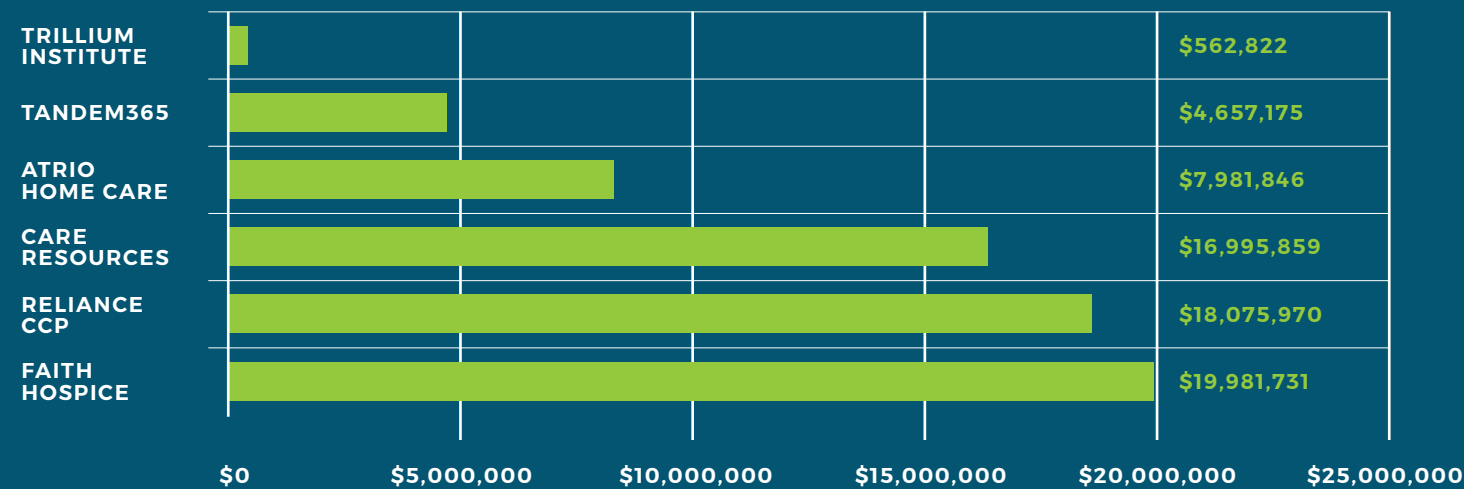
Revenues for 2018 were \$129 million and were \$10 million lower than 2017, as residents were transitioned from Fulton to other Holland Home facilities, and the A-Wing and C-Wing of Raybrook stood empty for a better part of 2018 while it was renovated for memory care units. In the 4th quarter of 2018, it was a privilege to transfer the Verblaauw and Lendick units from Fulton to these newly renovated spaces at Raybrook and add the Mol unit on the third floor of Raybrook.

## Christian Living Services Gross Revenue



2018 community-based service revenues of \$68.3 million were from the entities where Christian Living Services owns 100% of the entity except for Atrio Home Care where it owns 60%, 40% of Care Resources and 20% of Tandem365:

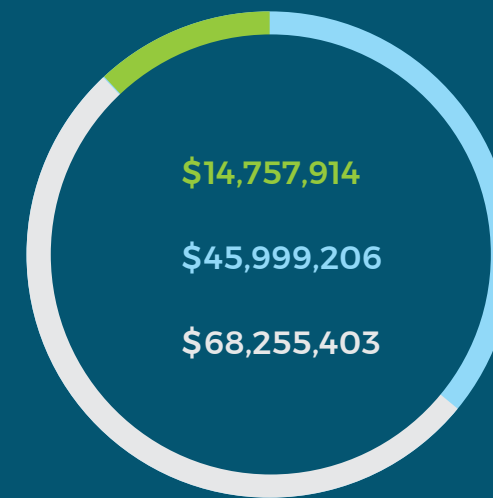
## Christian Living Services 2018 Community Service Revenues: \$68,255,403



Total revenues of \$129 million were divided between facility-based services (\$45.9 million); community-based services (\$68.3 million); and corporate, investment and foundation revenues (\$14.8 million).

## Christian Living Services 2018

Revenues: \$129,012,523



- Corporate, Investment & Foundation
- Holland Home Facilities
- Community-Based Services

## Holland Home 2018 Facility

Revenues: \$45,999,206



- Breton Woods Campus
- Fulton Campus
- Raybrook Campus

Facility-based revenues of \$45.9 million resulted from the distribution between the Fulton, Raybrook and Breton Woods campuses. As of December 31, 2018, Holland Home had 1,321 residents living in its facilities.

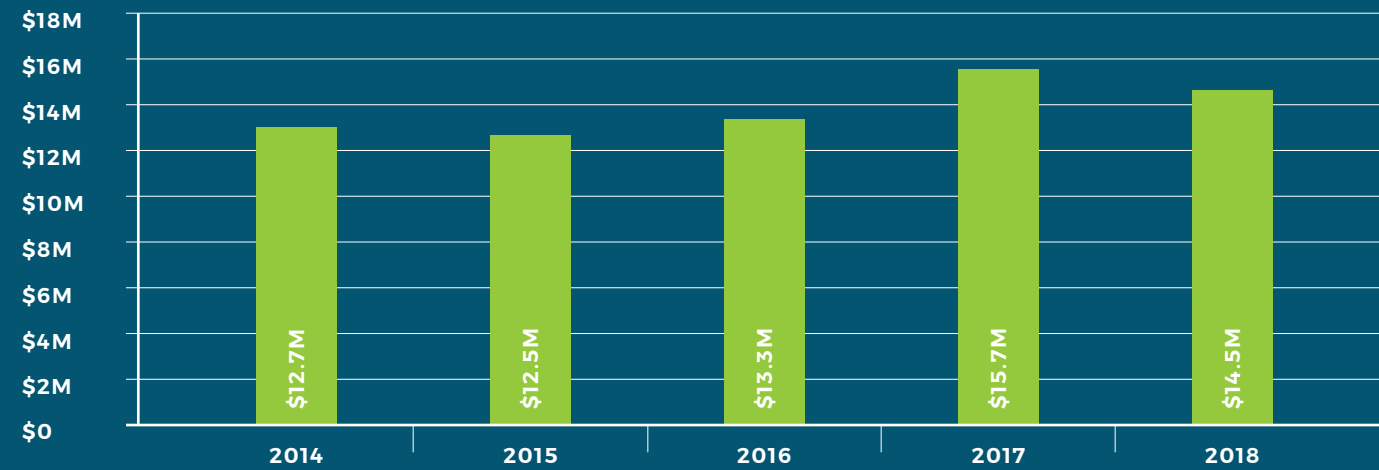




# 2018 CFO REPORT

The Holland Home Foundation assets dropped by \$1.2 million in 2018, with most of the reduction due to \$2.1 million in unrealized gain. That has turned around in the first quarter of 2019, and assets are \$15.8 million as of March 31, 2019.

## HH Foundation Assets



The Holland Home Foundation endowment fund continues to support resident assistance for Holland Home. Total benevolence in 2018 for Holland Home was \$4,552,199, or roughly 10% of facility-based revenues, with nearly 15% of all Holland Home residents needing some level of assistance.

Residents & Clients Served	Total Served in 2018	Census 12/31/2018	# on Assistance	% on Assistance
Holland Home	1,546	1,321	196	14.8%
Reliance CCP	2,000	1,255	850	67.7%
Faith Hospice	1,793	217	15	6.9%
Atrio Home Care	2,462	941	0	0.0%
Care Resources (9/30/2018)	267	225	225	100.0%
Tandem365	933	849	0	0.0%
<b>Total</b>	<b>8,833</b>	<b>4,821</b>	<b>1,288</b>	<b>26.7%</b>

I would be remiss if I didn't recognize the faithful volunteers who give of their time and talents every day of the year: 628 recorded volunteers clocked 42,724 documented hours in support of Holland Home, and an additional 148 volunteers clocked 8,660 hours in support of Faith Hospice. It is difficult to assign a monetary value to this support, but it's a priceless extension of the mission of Holland Home. We would not be who we are without the volunteers' contributions.

We continue to be thankful for God's provision to Holland Home and its related entities and continue to desire your prayers, volunteer time and financial support as we carry out the mission of Holland Home for years to come.



Sincerely,

David Tiesenga  
Chief Financial Officer

