

Ready.
Willing.
Able.



Christian Living Services

The Progression of the Pandemic

01/21/2020

First-known positive
COVID case in the U.S.

2/29/2020

First-known positive COVID case at a
long-term care facility in Kirkland, WA

A Message from Leadership

READY, WILLING, AND ABLE IN THE YEAR OF A PANDEMIC.

Dear Friends:

This past year, the challenges we faced seemed to be never-ending. With each triumph came a new trial to overcome. The global COVID-19 pandemic has tested us emotionally, physically, mentally, and even spiritually. Through everything, we have chosen to focus on the many blessings we were fortunate to receive over this past year. Whether it was our staff's dedication or support from our community, each day brought something that we are thankful for.

Everyone stepped up in some way, and the gratefulness I feel for all of the small actions and grand gestures is immeasurable.

To everyone who kept us in their prayers, thank you.

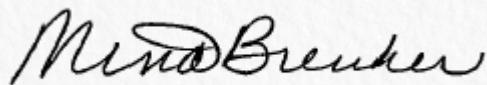
To everyone who donated, thank you.

To everyone who adapted to the new normal so graciously, thank you.

To everyone who gave their time and talents, thank you.

I would like to specifically thank our partners at Region 6 Healthcare Coalition, Spectrum Health, Mercy Health, and Michigan Metro Health for your support, PPE, education, and weekly updates that helped us get through this difficult time.

As we reflect on the past year, we are remembering friends we lost, providing support for those grieving, and lending a helping hand and shoulder to lean on for those struggling with the new normal. We are taking all the lessons we learned into the future, and as we look ahead, we do so with hope and a renewed commitment to our mission of bringing the best care to all of those we serve in Christ's name.



Mina Breuker, RN, MM, NHA
President & CEO

Christian Living Services | Holland Home



Ready.

To serve others with
love and compassion.



03/10/2020

- First COVID case is reported in Michigan
- Governor Witmer declares state of emergency

03/11/2020

The World Health Organization declares the deadly virus a global pandemic

03/12/2020

Start of Daily COVID Administration Team Emergency Planning Conference Calls

03/13/2020

Office-based staff are directed to work from home

**Prepared for the worst.
Ready to give our best.**

When we formally created our infection control protocols in 1987, we had no idea that we would be facing the global COVID-19 pandemic a few decades later. All we knew was that we wanted to keep our staff, residents, patients, and community healthy and safe in any situation. With many protocols already in place as COVID got closer to home, we were better able to communicate, train, and educate staff across all divisions. This continuity was critical to limiting the spread of COVID in our communities, as well as in the greater community.

Weekly meetings to assess PPE needs and provide updates on guidelines and protocols quickly turned into daily meetings. We enacted our entire network—Zoom, online tools, email, closed-circuit TV, and phone calls—to communicate.

Along with our infection control team, our physicians were able to provide direction, in-service training, and break through the noise of things, especially in the beginning when misinformation was running rampant.

“One thing that became quite apparent was the gift that Holland Home had in how prepared we were in what we were going to be facing.”

-Troy Vugteveen, COO



03/14/2020

Visitor restrictions are implemented at Holland Home and Trillium Woods

03/16/2020

- Daily Senior Leadership COVID calls begin
- Daily email updates are implemented
- Health screening begins for visitors
- Staff are reassigned to screening, mail and food delivery, trash pick-up, etc.
- Q&A hotline is implemented for residents and staff

“The initial response is, what do we know and what don’t we know? And then you start to stick to your core values and philosophies as to how we’re going to approach everything.”

-Adam Kinder, CFO

Adapting & Overcoming

The Region 6 Healthcare Coalition leads a 13-county emergency preparedness program that helps assess an organization’s needs and find solutions in challenging situations. It’s an opt-in program that no one is required to join, but years ago, we did.

Our membership in this group helped us get the PPE and other equipment clarification guidelines needed to combat COVID.

It shows just how meaningful the relationships we have built with our community—internally and externally—are. Without them, we wouldn’t have gotten the supplies we needed. We wouldn’t have been able to share consistent and truthful information. We wouldn’t have been able to get everyone educated on new protocols so quickly.

Response time was critical to containing COVID. Our Infectious Disease Control team immediately went into action. We limited visitors, put screening protocols into place, and tested thousands of staff and residents. Each department played its part and then some, helping without hesitation in other areas when needed.

Anything that could be done virtually—telehealth visits, bereavement services, Vibrant Living activities, care conferences, interdisciplinary meetings—was adapted accordingly.

03/18/2020

All communal dining is converted to room service

03/21/2020

Predictive modeling begins for PPE across all of CLS

03/24/2020

Holland Home begins Facebook Live fitness classes

03/27/2020

- Quarantine units are created in Skilled Nursing
- The first COVID cases are reported for Holland Home Independent Living, Faith Hospice and Reliance

03/18/2020

Local hospitals prepare for backup capacity

03/23/2020

The state of Michigan issues stay-at-home order



04/01/2020

Zoom is utilized for physician COVID in-services, staff meetings, and telehealth visits

04/02/2020

Region 6 announces extreme conservation mode for PPE use

04/03/2020

- Specific general ledger accounts are established for tracking COVID expenses
- Weekly finance status Zoom calls begin
- Discussions begin about using Fulton Manor as a COVID shelter for the homeless

04/02/2020

Michigan closes all K-12 schools for the remainder of the school year

Willing.

To commit to excellence.



04/04/2020

PPP loans are applied for

04/08/2020

Cloth masks are distributed to all residents

04/11/2020

First COVID positive patient for Atrio Home Care

04/09/2020

The Michigan stay-at-home order is extended

04/10/2020

CARES Act provides relief funding for Atrio, Faith Hospice, and Holland Home Skilled Nursing facilities

**Our staff stepped up.
Our community never
backed down.**

Assess. Plan. Initiate. Mobilize.

In March, we created a COVID response team to assess needs, develop a response plan, initiate that plan with all staff, and mobilize teams to mitigate the risk of spread.

Our infection control team and our physicians were an instrumental asset to setting up treatment protocols, directing care for anyone who tested positive, and were able to act as liaisons with area hospitals and CLS to keep all protocols and information up to date. Our financial department became largely responsible for tracking and mobilizing the PPE we now needed for all staff.

But physical care and safety were not the only concerns. With the isolation that the community was feeling, keeping up the mental health and morale of staff, residents, and patients was also vital. The toll that this isolation was taking on people was evident, and we needed to ensure that we were looking out for everyone's whole well-being.



“It was really all hands on deck. I can't say enough about the team; everyone just stepped up.”

-Michael Loughman, Director of Sales

04/19/2020

COVID Pay is implemented for frontline staff, and other compensation support is added

05/01/2020

COVID testing of symptomatic staff begins

05/12/2020

Atrio begins staffing support for partner assisted living facilities outside of CLS

04/24/2020

Fulton Manor is leased to Kent County for homeless people with COVID

05/01/2020

Medicare Sequestration is suspended

05/07/2020

The Michigan stay-at-home order is extended

The Power of Prayer

The most immediate concern was the growing need for Personal Protective Equipment (PPE). Everyone on staff—not just the healthcare team—now needed it, and everyone else in our community was looking for it, too. We relied on our Emergency Plan System, sent out requests to our community, and said more than a few prayers. Just when it was estimated that we were seven days away from running out of PPE, we discovered an out-of-market supplier that could provide the medical PPE we needed. Miracles disguised as acts of kindness also brought in thousands of handmade masks and thousands of dollars from our community.

Everything that transpired reminded us of the importance of trusting in God's plan. While our community undoubtedly supported us, it was easy to see God's presence in every act.



06/03/2020

Serial COVID testing begins for frontline staff

06/08/2020

The Vibrant Living team starts outdoor exercise classes

06/10/2020

Stay-at-home restrictions are eased for Independent Living residents

06/01/2020

Gov. Whitmer lifts the stay-at-home order, but restrictions remain in place for senior living

06/03/2020

Michigan surpasses 58,000 COVID cases

06/10/2020

U.S. COVID cases reach 2M



06/16/2020

An executive order is issued requiring COVID testing for all Skilled Nursing residents and staff

07/07/2020

Faith Hospice postpones its summer concert

07/11/2020

Holland Home reports the first COVID-positive Skilled Nursing resident

06/29/2020

Gov. Whitmer extends visitor restrictions for IL residents

07/13/2020

One in three Americans knows someone with COVID

Able.

To follow Christ's teachings and example in all we do.



07/16/2020

Holland Home reports its first COVID-positive Assisted Living resident

07/22/2020

HHS and the Dept. of Defense agree to distribute 100M Pfizer vaccine doses beginning in Dec. 2020

08/11/2020

The Moderna vaccine begins its phase 3 trial

08/15/2020

The FDA approves quick COVID saliva tests

08/17/2020

COVID is now the third-leading cause of death in the U.S.

Weathering the first storm, preparing for the second surge.

As the summer came and stay-at-home orders were loosened, we knew we couldn't become complacent. It was easy to see that staff, residents, and patients were becoming understandably fatigued. Following protocols, giving staff respite, and keeping residents engaged with socially distant and virtual activities was key to combating that complacency.

Aimed with the knowledge we gained from the first wave and what we had discovered about the virus since, we were more than prepared for the second surge. At this point, our infection control team was trained on protocols; we had reestablished our PPE supply chain; and we were testing staff and residents daily. We knew that keeping lines of communication open and morale up would get us through the following months.

“The nurses all banded together, and the bereavement team really helped us through.”

-Victoria Wenger, Registered Nurse



08/18/2020

Visitor restrictions are extended to Aug. 31

09/01/2020

Visitor restrictions are extended to Sept. 30

09/08/2020

Outdoor visits are allowed for AL & SNF residents by appointment and with no more than two visitors

09/16/2020

Faith Hospice airs a virtual fundraising luncheon

08/28/2020

Michigan surpasses 100,000 COVID cases

09/14/2020

Thee Pfizer vaccine begins its phase 3 trial



“Atrio never seemed to skip a beat when providing high-quality care for vulnerable older adults during this time.”

-Sarah Sobel, Area Agency on Aging of Western Michigan

Staying safe, healthy, and engaged in a time of isolation.

Our staff have always been compassionate, caring, and dedicated. They genuinely feel called to do the work they do, and when things got tough, they didn't hesitate to step up. From performing daily check-ins to delivering food to teaching patients and residents how to video call with family, our staff became our patients' and residents' lifelines, liaisons, and surrogate family members.

The new protocols are things that had to be taught, but this level of dedication and emotional connection is something that could not be. It had to come from the hearts of our staff, and it came in heaps. Seeing those we serve remain so positive during this tumultuous time renewed our spirits and gave us the strength to keep going.

09/20/2020

HH kicks off Active Aging Week with outdoor activities

09/23/2020

The Johnson & Johnson vaccine begins its phase 3 trial

10/02/2020

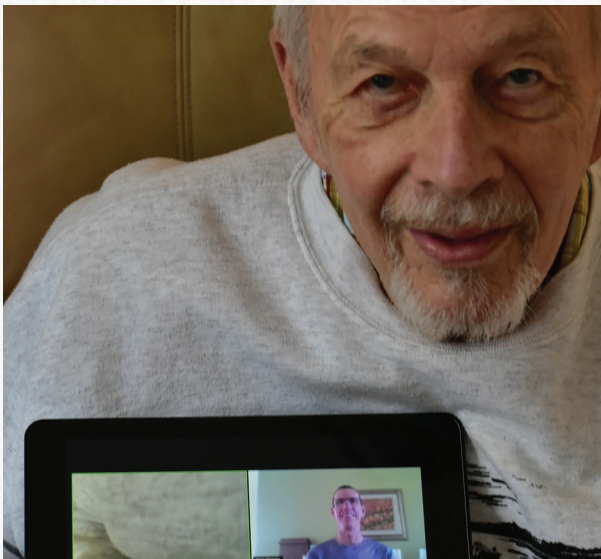
Pres. Trump tests positive for COVID-19

10/09/2020

The Michigan state health department issues a COVID emergency order restricting gatherings and requiring face masks

Our way of doing things had to be completely adapted. Here are a few ways that the CLS family kept patients, residents, and the community healthy and engaged during these times of isolation:

- Holland Home virtual Vibrant Living activities (fitness classes, chapel services, Zoom bingo, Bible studies, games)
- Faith Hospice virtual bereavement services
- Atrio Home Care telehealth services
- Reliance Integrated Wellness Center virtual mental health counseling
- Delivery of "fun packs" to residents, containing puzzles, craft projects, and more



10/28/2020

Indoor visitors are allowed for Independent Living residents

10/19/2020

Global COVID cases top 40 million

10/29/2020

The Michigan state health department extends the COVID emergency order

11/13/2020

Michigan reports a new single-day record of 8,516 COVID cases

11/18/2020

Moderna and Pfizer report 94%+ vaccine efficacy

The consequences of COVID.

The impact of COVID on our community.

One day, we were hugging those we love and gathering for meals with friends without a second thought. That changed, and many people found themselves suddenly alone, especially those who are most vulnerable. In the beginning, the fear of the unknown was substantial. Was the virus airborne? How long did it live on surfaces? How long after infection until symptoms were present? The fears were valid, and they had a significant effect on people, emotionally and mentally.

Everyone has lost something to the pandemic. Whether that is a loved one, a job, or the connection that we as humans long for, the consequences of COVID are real.

We have seen people suffer from the virus and some who didn't survive. These losses—these missing pieces of our community—will be felt long after the pandemic. It's our job now to honor these people and help their loved ones through the grieving process.

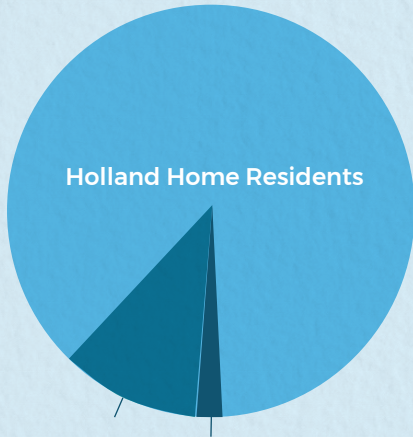
12/1/2020

- CLS is conducting 1,200 COVID tests/week
- Atrio, Holland Home, and Mercy Health begin developing a monoclonal antibody treatment process for Assisted Living residents

11/30/2020

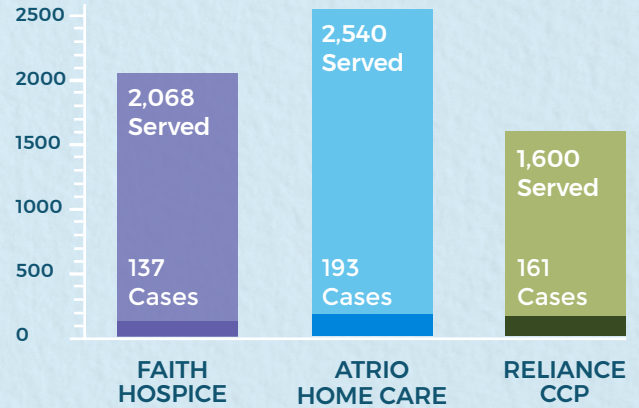
U.S. reports 4 million positive COVID cases in November, a record for one month

**COVID Cases/Deaths vs. Total Residents
(March 2020 – February 2021)**

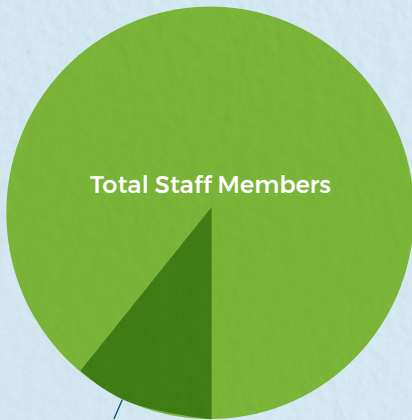


Total COVID Positive Cases COVID Deaths

Community Services COVID Cases and Total Clients Served (March 2020 – February 2021)

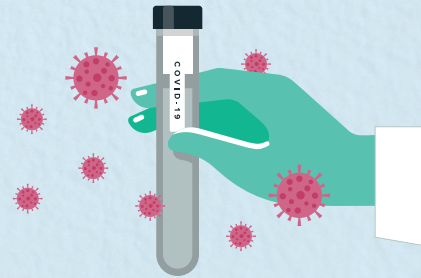


**COVID Cases/Deaths vs. Total Staff Members
(March 2020 - February 2021)**



Total COVID Positive Cases; No COVID Deaths

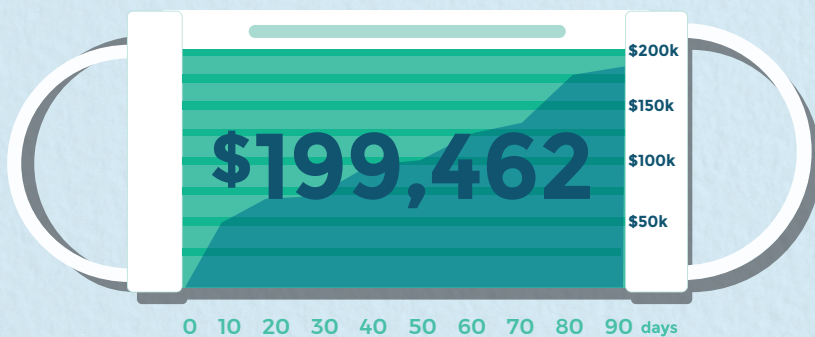
COVID Testing



20,000+

Conducted over 16,000 COVID tests among employees and over 4,000 tests among residents.

Financial Contributions



Total raised to help cover the additional costs of COVID-19.

97%

Percentage raised within the first 90 days of initial ask.

405

The total number of individual gifts received

Taking the lessons we learned into the future.

As the year came to an end, we were hopeful of new beginnings. The vaccines were rolling out, and we were committed to getting our staff and residents protected. This was a momentous step for our caregivers, who had given so much this past year. Atrio Home Care was one of only a few agencies in the state to administer monoclonal antibody treatments to our clients with mild to moderate COVID-19 symptoms.

As with everything they had done the past year, our staff stepped up to ensure that Holland Home residents could quickly receive the vaccine. Staff were available to answer any questions, and residents could receive their vaccines right outside their doors.

Our staff showed unwavering support to their residents, patients, and coworkers. It was imperative that we provided extra support to them during this time and we will continue to do so.

Building a place to grieve, recharge, and receive support.

Long after the pandemic is over, its mark will be left on our community. With so many people grieving a loss of some sort, our Faith Hospice Bereavement Team has taken on an important role providing bereavement services, both virtually and in person.

With our planned new Grief Support Center, we will continue to provide and expand on these important services and give our staff a much-needed space for collaboration and respite.



12/24/2021

Holland Home schedules vaccine clinics for residents for vaccine rollout

01/01/2021

CLS employees begin getting vaccinated

01/06/2021

Atrio initiates antibody treatments to Assisted Living residents

01/07/2021

The First group of residents is vaccinated

12/11-18/2020

The FDA approves the Pfizer and Moderna vaccines, and shipments begin to health departments, hospitals, and skilled nursing suppliers

01/06/2020

Michigan OKs vaccine for people 65 and older

Silver linings.

We had to make many big changes this past year, and at the end of it all, we realized that it is the little things that matter. It's about being there for people. It's about taking that one extra step. It's about trusting in God's plan.

Another thing we will take with us moving forward is a renewed sense of strength. We were tested, pushed to our limits, and persevered. We always thought we had a tremendous team and community, and it turns out, we were right.

Technology became our most important tool. It was an amazing blessing to be able to continue so much of the work we do virtually. With the experience we have now, we will be able to expand our services beyond our geographical community, spreading our mission further and faster.

Our mission is clearer than ever before. We feel truly called to care for God's people with compassion and are blessed to have a team that is committed to excellence. We might not know what the future holds, but we know that we have the right resources, systems, and people in place to take on whatever it brings.

Ready. Willing. Able.

02/02/2021

The first-dose vaccines are completed for residents and staff

03/14/2021

- 98% of residents fully vaccinated
- Holland Home reports zero positive COVID cases

02/27/2021

The FDA approves the Johnson & Johnson vaccine, and shipments begin

Hope for a better tomorrow.

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.



Christian Living Services

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