



Community Impact Report 2022

Christian Living Services and Holland Home

Helping to Improve Lives Through Christ-Centered Care



Christian Living Services

And the King will answer them, Truly
I tell you, whatever you did for one of
the least of these brothers and sisters
of mine, you did for me.

Matthew 25:40

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LETTER FROM TROY

DEAR FRIENDS

It's been 130 years since our organization was founded. Looking back, it's evident that God's sovereign hand has been working through many people who have dedicated themselves to creating programs and services that are having a lasting impact on our community. From the beginning, our mission was simple: to fulfill God's call to serve others. Year after year, that mission grew stronger and inspired us to expand our services, reach, and impact.

What started as a small senior home for just eight residents in 1892 has grown into a vast organization. Christian Living Services consists of several partner organizations that meet the changing needs of our entire community. Today, we provide a great breadth of services, from senior living and care offerings to hospice and bereavement services to in-home healthcare and help, PACE® programs, and mental health services.

Throughout our 130-year history, we have seen joys and have faced challenges. Through it all, we are reminded that God is in control, and we can trust Him to work all things for our good and His glory, regardless of the circumstances. There will be many more joys and challenges as we move forward and strive to provide Christ-like care to those who need it. We feel the calling more than ever, and we are blessed to serve our greater West Michigan community.

As you continue reading this report, I hope you come away with a greater understanding of Holland Home, Christian Living Services, the impact we have on our community, and, most importantly, how God is ever-present in our work.



Troy Vugteveen
CEO of Christian Living Services



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 service 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.



In 1892, Reverend Adrian Kriekard of the Third Reformed Church and a small group of parishioners seeking to provide a home for the elderly members of their congregation founded Holland Home.

The first Holland Home, located on the corner of Michigan Street and College Avenue, was home to eight elderly parishioners who needed shelter and care.

As the community's needs grew, so did Holland Home. Fulton Manor opened in 1912 and, over subsequent decades, enlarged several times. By 1922, Holland Home had committed to life care for its residents. In 1977, Holland Home became the first registered Continuing Care Retirement Community (CCRC) in Michigan, providing varying levels of care: Independent Living, Assisted Living, Memory Care, and Skilled Nursing.

Still, there were unmet needs in the community, and Holland Home again expanded with the establishment of HomeCare of Holland Home in the mid-1980s and Hospice of Holland Home in the mid-'90s. Hospice of Holland Home was renamed Faith Hospice in 2006, and an inpatient facility, Trillium Woods, was also opened in Byron Center.

In the 2000s, we noticed a growing need for care and care-related services for those out in our greater community. Those choosing to age in place were left navigating the complicated and expensive healthcare system on their own, struggling with isolation, and lacking quality home care services.

To help make healthcare accessible and affordable for seniors, we collaborated with others in our

community to establish Care Resources — a Program of All-inclusive Care for the Elderly (PACE®). Their purpose is to promote independence, dignity, and easy access to healthcare services for elderly members in our community who qualify for extended nursing care.

To bring compassionate and dignified care to seniors and others in need of long-term care, Holland Home partnered with HHS Health Options (now Reliance Community Care Partners) to provide case management services, helping to navigate the complex and confusing healthcare system.

To provide high-quality home health and private-duty aide services, Holland Home joined with Clark Retirement and Resthaven to form Atrio Home Care.

To further the availability of vital palliative care services, Trillium Institute was established to provide invaluable education, training, and fellowships for medical professionals and the community.

To assist those who require frequent ER and hospital visits, we collaborated with four other organizations to create Tandem365, which consists of highly skilled nurses, social workers, and community paramedics to provide vital population health management.

Today, Holland Home is one of Michigan's leading nonprofit providers of senior services, employing over 1,400 people and serving more than 6,000 daily, living our mission to fulfill God's calling to serve others.

CHRISTIAN LIVING SERVICES

Our Family of Senior Living and Community Care Offerings



Christian Living Services



LIFE CARE CAMPUSES



CAMPUS-BASED CARE SERVICES



WHOLLY OWNED COMMUNITY SERVICE AFFILIATES

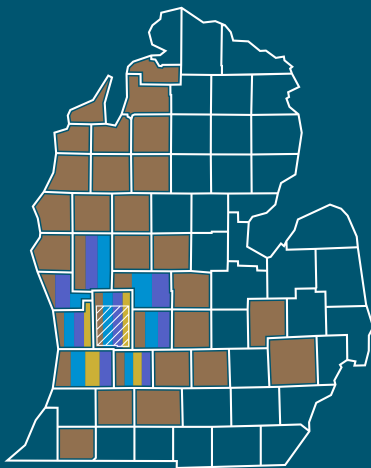
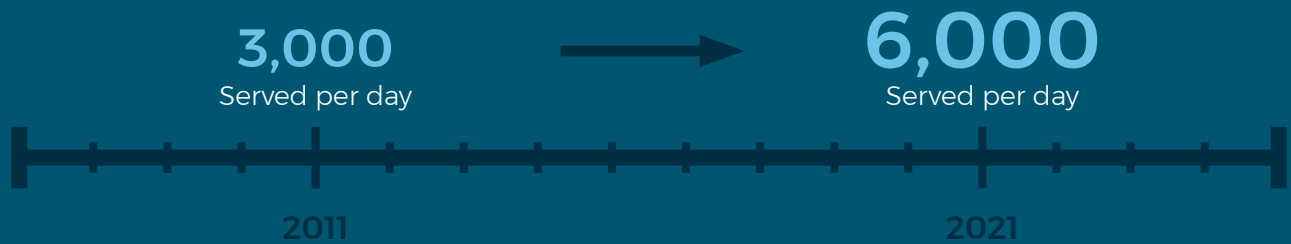


COLLABORATIVE CARE PARTNERS




FURTHERING OUR MISSION. FULFILLING OUR CALLING.

As our community has grown, so have its needs. Over the last ten years, we've expanded the scope and reach of our organization to better meet these needs and, as a result, have doubled the number of people we serve each day. Staying true to our mission, we serve with excellence by maintaining a staff focused on the day-to-day care of those entrusting us with their living and healthcare needs. And following Christ's example, we strive to put the needs of others ahead of ourselves with benevolence, compassion, and love.





ORGANIZATIONAL REACH


-  Lifecare Communities | 2 campuses
-  Reliance | 32 counties served
-  Atrio | 6 counties served
-  Faith Hospice | 8 counties served
-  Care Resources (PACE) | 4 counties served

SERVING OUR COMMUNITY.

At the heart of our mission is helping others. We're proud to have a staff of high-quality caregivers who live out this mission each day, ensuring that the people we serve are adequately cared for, regardless of their financial situation.

- 

Percentage of CLS staff in caregiver roles, including on-staff physicians, certified nurses, CNAs, RCAs, HHAs, social workers, therapists, case managers, and more.
- 

Number of staff employed by CLS companies.
- 

Amount of uncompensated care provided collectively by CLS over the last 10 years.

My command is this:
Love each other as I have loved you.

John 15:12



CONTINUING CARE THROUGH RESIDENT ASSISTANCE

Holland Home's Lifecare Promise offers each resident the assurance of lifelong care through our Continuing Care Agreement. Our CCA guarantees a full continuum of Christ-like care to residents, even if they outlive their financial resources. Through our Resident Assistance Program, we have covered the housing and care costs of thousands of residents over the years, assuring that they always had the home and the care they not only needed but deserved.



\$50.2M* in financial assistance provided to residents

180% growth of Holland Home Foundation funds over the last 10 years

1 OUT OF 7 residents receive assistance

7.2%* of annual operating revenue goes to Resident Assistance Program

*Reported totals over the last 10 years (2011-2021)

While Holland Home's impact cannot be summarized strictly in numbers, it's a good place to start. However, it's important to note that for each resident that we serve, many others are impacted as well. Residents gain community and expert care, their loved ones feel peace of mind and assurance, and the community benefits from the wisdom, knowledge, and lifelong experience that older adults contribute.

RESIDENTS SERVED 2012-2022





Holland Home™ | Levels of Care

INDEPENDENT LIVING

At Holland Home, we've reimagined Independent Living that inspires living. The driving force behind this is our Vibrant Living™ model: a unique approach to resident engagement that helps older adults stay active physically, spiritually, emotionally, socially, and intellectually. This approach and our tight-knit community give older adults the opportunity to live a higher quality of life and thrive.

Residents have two campuses to choose from (Raybrook and Breton Woods) and numerous living options ranging from 1-, 2-, and 3-bedroom apartments to duplex, triplex, and single-family homes. The variety, offered at a range of pricing, makes Holland Home accessible to the broader community seeking a high level of senior living and expert care.

ASSISTED LIVING

Assisted Living provides a safe place for aging adults who still want to maintain their independence but need a little extra care. The assistance we provide ranges from personal care needs like bathing, dressing, medication management, and frequent check-ins to housekeeping chores like laundry and cleaning, and three nutritious meals daily. Residents are able to live as independently and fully as they wish, with added comfort, expert care, and security to improve their quality of life. Loved ones also feel more comfortable with the extra assurance that their family members are being cared for with love and compassion.

In recent years, we expanded Assisted Living to both our Raybrook and Breton Woods campuses, which gives us a greater capacity to serve our community.

MEMORY CARE

More than 6 million Americans are living with Alzheimer's, and millions more of their loved ones are affected by the disease. With a specially trained team of compassionate and dedicated experts, we're able to enhance the lives of those living with dementia or Alzheimer's while ensuring their safety, health, comfort, and security.

Holland Home was the first senior living community in Michigan and was the fifth nationally to receive the Positive Approach to Care (PAC) designation, a method developed by renowned dementia expert Teepa Snow. Our person-centered approach to care and modern facilities focus on each resident's

dignity and comfort. Each staff member goes through Dementia Journey training, which uses virtual reality to mimic the confusion that dementia brings to daily life. This approach gives caregivers a higher level of insight into the disease, empathy for what the patient is facing, and greater compassion in their interactions.

We understand that residents' emotional and spiritual needs are just as important as their physical needs. Our Evening Star™ program, available to anyone in the community, provides a method for offering spiritual care and worship services to those with memory loss.





SKILLED NURSING

Skilled Nursing provides a safe and comfortable space for those in our community who need more intensive, around-the-clock care. Our dedicated nursing staff can help with daily tasks like bathing and dressing and take care of any medical needs. In addition, physical, occupational, and speech therapy are also readily available to help residents

optimize their long-term health. For those looking to recover and regain their independence after surgery or an illness, rehabilitation services are also available to our community as a Medicare benefit. Our on-staff Registered Dietitians provide residents with three healthy and nutritious meals a day, either brought to their door or offered in one of our cafes.

IN ACTION IN THE COMMUNITY

Holland Home teamed up with five long-term care providers in Grand Rapids to devise a plan to reduce rehospitalization in the community. The committee reviewed every rehospitalization from our facilities and identified processes and procedures that needed to be fixed or implemented to achieve our goal. The results: the rehospitalization rate dropped from 20% to 4%!



 **ATRIO** HOME CARE | Meeting our clients and their needs wherever they are.

As the aging population continues to grow, many are choosing to age in place. Whether for personal comforts or financial reasons, the demand for home care continues to increase. Established through a partnership of Holland Home, Clark Retirement, and Resthaven, Atrio Home Care provides various home care services to meet these growing demands.

Two distinct providers, Atrio Help at Home and Atrio Home Health, allow seniors to maintain their independence safely or recover from illness or surgery from the comfort of their homes.

Atrio Help at Home Private Duty Aides provide long-term assistance with daily activities such as meal preparation, shopping, personal care, and housekeeping. Along with the extra help, the added companionship is vital to combating the isolation that aging adults often feel.

1,848 NUMBER SERVED BY
HELP AT HOME (2017-2021)

The Atrio Home Health team consists of nurses, physical and occupational therapists, speech-language pathologists, registered dietitians, medical social workers, and home health aides who work in collaboration with a patient's physician to create and implement a plan that helps healing continue safely at home following an illness or surgery.

4,996 NUMBER SERVED BY
HOME HEALTH (2017-2021)

Atrio Home Care is trusted as one of a few select home health agencies in the state administering monoclonal antibody treatments to vulnerable homebound clients with mild to moderate COVID-19 symptoms. The treatment is used for those at a higher risk of developing severe symptoms with the goal of reducing the number of virus-related hospitalizations.



Enhancing quality of life until the end of life.

There is often the misconception that when someone enters hospice care, they are giving up or waiting to die. In reality, hospice care can help enhance the quality of life for someone months before they pass. Faith Hospice provides hospice and palliative care wherever a patient calls home—their home, a loved one's home, a senior living and care facility, or a hospital—and is one of the few hospices that provide in-home physician visits. They also provide 24/7 care at Trillium Woods, the only dedicated inpatient hospice care facility in the greater Grand Rapids area. Not exclusive to hospice patients, Faith Hospice also offers Trillium Palliative Services, providing relief and comfort to anyone living with the symptoms of a serious or chronic illness.

BEREAVEMENT SERVICES

After a patient has passed, the bereavement team continues caring for their grieving loved ones.

Through virtual, group, and individual counseling, Faith Hospice walks alongside those on their personal and unique grief journey.

GRIEF SUPPORT CENTER

Opening in 2023, the Grief Support Center will become a vital resource to anyone in the community who is suffering from loss—not just those whose loved ones were cared for by Faith Hospice. It will also provide a space for important education, collaboration, and staff respite, ultimately leading to better care.

12K+

**PATIENTS IMPACTED BY
TRILLIUM PALLIATIVE SERVICES**

310

**DAILY AVERAGE SERVED
THROUGH HOSPICE CARE
(2011-2021)**

1.4K

**YEARLY AVERAGE SERVED
THROUGH BEREAVEMENT CARE
(2011-2021)**



Connecting those we serve with the care they need.

There are government programs in place to serve our community—but navigating them is no easy task, and often, many people aren't even aware of their options. Reliance Community Care Partners was established to help shepherd older adults through the maze of services and connect them with the best solutions for their situation and needs.

Working collaboratively throughout West Michigan with healthcare providers, government agencies, insurance providers, legal representatives, and family members, Reliance Community Care Partners ensures that those they serve receive the attention and care they need to live healthy, meaningful, and productive lives.

RELIANCE INTEGRATED WELLNESS CENTER

As the need for mental and behavioral health services continues to rise, the Reliance Integrated

Wellness Center helps meet the need in our community by providing therapy, support, and medication management. Whether living with anxiety, depression, PTSD, or other mental health disorders, the center helps people overcome obstacles in their lives and get back to feeling like themselves.

8,472 NUMBER SERVED BY
RELIANCE (FROM 2011-2021)





| A team approach to care.

Created in partnership with HHS Health Options (now Reliance Community Care Partners), Metro Health (now University of Michigan Health-West), the Grand Rapids Dominican Sisters, and Pine Rest Christian Mental Health Services, Care Resources is a Program of All-inclusive Care for the Elderly (PACE®), funded by Medicare and Medicaid. Its mission is to offer long-term care choices that promote independence, dignity, and high quality of life for the elderly members of our community who wish to not move into a nursing home. Their full-service concierge interdisciplinary team of healthcare professionals works together to provide various services, including medical transportation, physical therapy, medication management, nutritional counseling, activities and exercise, dentistry, and home care services.

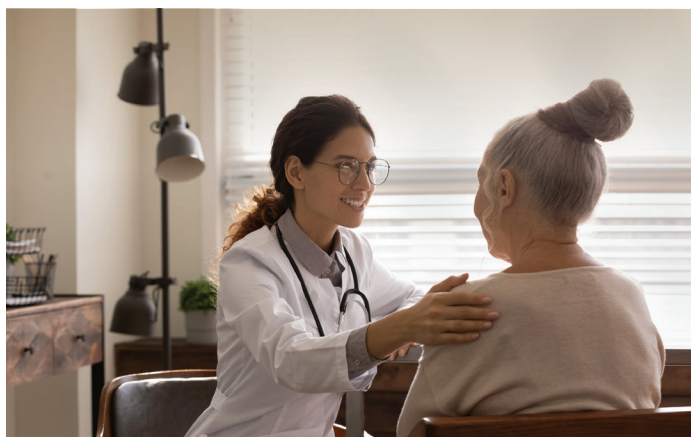
2,423 NUMBER SERVED BY CARE RESOURCES (FROM 2011-2021)





TANDEM365 | Care is better together.

Tandem365 is another example of how we work collaboratively with other organizations to better serve our community. Along with LifeEMS, Sunset Senior Communities, Brio Living Services (formerly Porter Hills), and Clark Retirement, we created Tandem365 to provide vital population health management services to those who previously would require frequent ER and hospital visits. A team of highly skilled nurses, social workers, and community paramedics assists participants by coordinating with health insurance companies to ensure they receive the right care services and medication management given their specific conditions.



3,700 NUMBER SERVED BY
TANDEM365 (2014-2021)



Enhancing knowledge. Transforming care.

Trillium Institute is fully committed to improving and advancing medical care for those with life-limiting and terminal illnesses. Recognizing that more dedicated physicians and healthcare professionals were needed to meet the growing need for these services, Trillium Institute established a program to prepare the next generation of medical professionals. They provide education, training, and resources on pain and symptom management, advanced care planning, and understanding of disease processes. Graduated fellows now are working in a diverse number of environments and communities, including small community hospices, large healthcare systems, and academic medical centers. The aggregate impact of the Trillium Institute Fellowship Program is estimated to be 84,000+ patients cared for, over 60,000 of those being in West Michigan.

800+

Educated 800+ Physicians

27

Graduated 27 Hospice & Palliative Trained Fellows

84K

Patients Impacted by Trillium Institute Fellows





RAISING AWARENESS

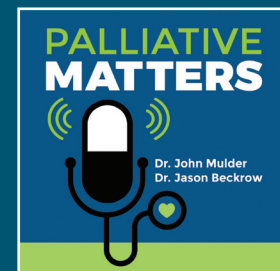
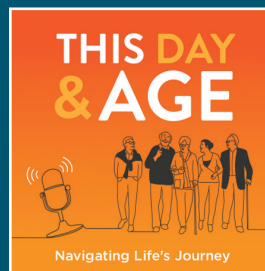
We believe that the knowledge we have gained throughout the years is for everyone, and only by spreading and sharing it with our community can the work we do have a more significant impact. Experts across our organization, from Holland Home to Faith Hospice, Atrio Home Care, and Trillium Institute, will come and speak for free at local churches, senior care and community organizations, colleges, schools, and local and national conferences. Through this outreach, we aim to raise awareness of senior services available in our area and advocate for seniors and senior care on a local to national level.

AN ABUNDANCE OF RESOURCES

Through a variety of mediums, there is valuable information available to our community 24/7. Through webinars, podcasts, blogs, and free handbooks, we share timely and expert information for aging adults ranging from understanding

dementia to unpacking Continuing Care Agreements (CCAs) and improving safety while aging in place. Here are a few places you can start:

- hollandhome.org/resources
- faithhospicecare.org/resources
- atriohomecare.org/resources
- Podcasts:



SUPPORT GROUPS

Community is the driving force behind everything that we do, and we try to offer support in any way that we can. We lead and facilitate support groups for Parkinson's, dementia, ALS, and bereavement on-site at Holland Home and Faith Hospice or at churches and community centers.

MEETING THE GROWING NEED



By 2030, every Baby Boomer will be age 65 or older.



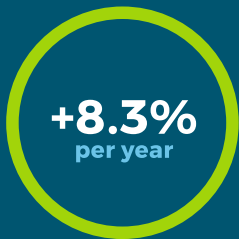
According to AARP, 87% of adults aged 65 and older want to age in place.



The percentage of people aged 65+ in Kent County is expected to grow from 13% to 18% by 2030.



Today, nearly 1 in every 7 adults aged 65+ live with dementia.

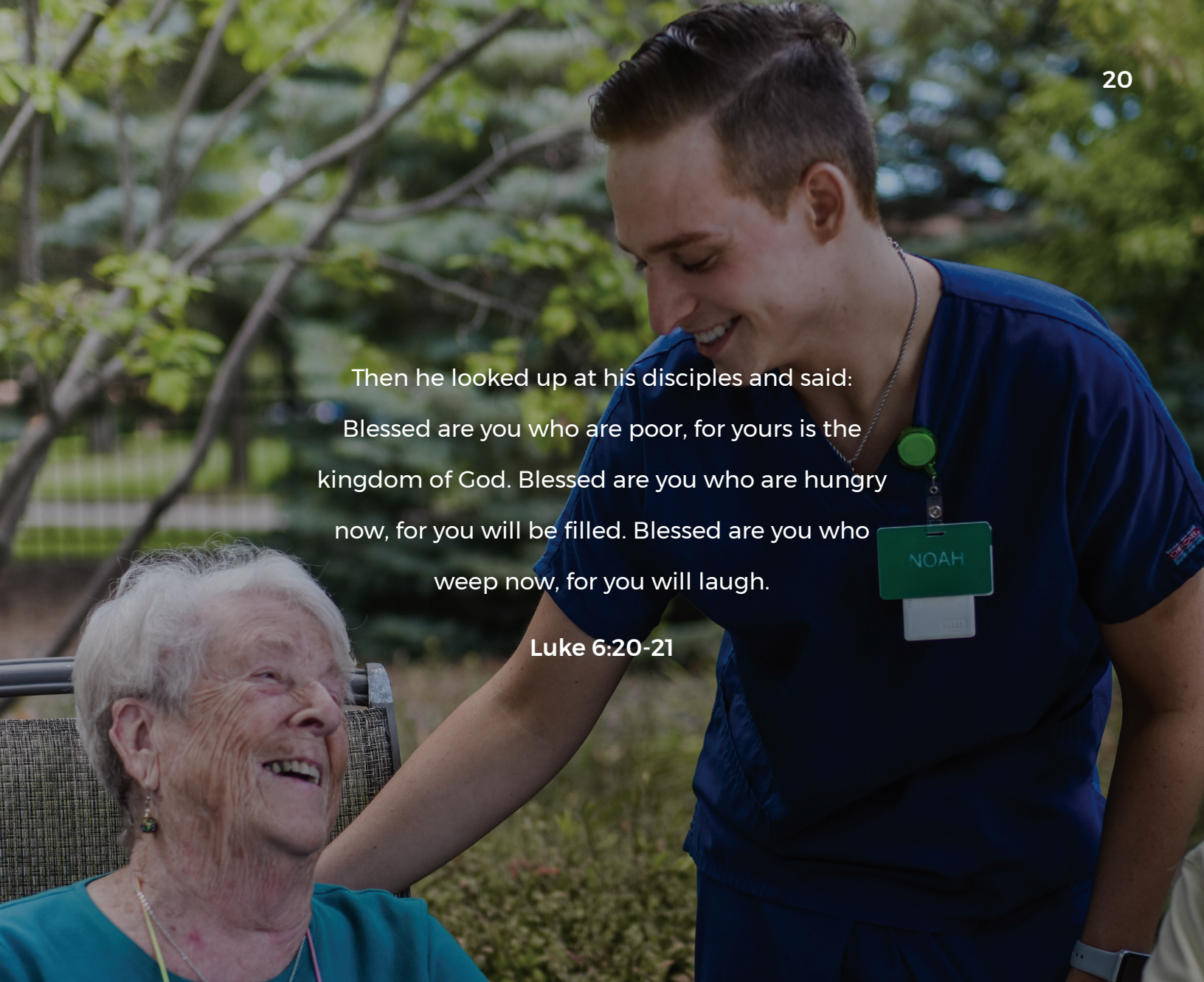


The average annual growth expected for individuals requiring hospice care.

As you can see, the senior population is growing quite significantly. Therefore, demand for healthcare services such as memory care, assisted living, nursing care, home care, palliative care, and hospice care is also growing. And the economic strain that comes with greater healthcare needs will only increase the importance of programs such as Care Resources, Reliance Community Care Partners, and Tandem365. This growth can be expected to further upset the supply and demand issues facing the healthcare industry as a whole. Experts are asking, “Who will care for these people?” and “Who will pay for the care?”

However, the uncertainty of the future is balanced out by the certainty we have in our organization and how it has responded to the needs of its community over the last 130 years. By opening up our facilities to train nursing students and interns on the unique gifts and expertise required to serve the elderly, we can help ensure that quality caregivers continue to be available as demand increases. We are poised to expand our capacity and offerings, serving with the love, compassion, and commitment to excellence our community has come to expect from us.





Then he looked up at his disciples and said:
Blessed are you who are poor, for yours is the
kingdom of God. Blessed are you who are hungry
now, for you will be filled. Blessed are you who
weep now, for you will laugh.

Luke 6:20-21

THE CALLING CONTINUES

Throughout the last 130 years, we have seen our community experience many things: hope, heartbreak, joy, and sadness. We've been there for it all, doing what we can to help people overcome the challenges and celebrate the triumphs. With our mission in mind, we will continue fulfilling the call to provide Christ-like care to anyone in our community who needs it.



Holland Home™

hollandhome.org



faithhospicecare.org



ATRIO™
HOME CARE

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tandem365.com



Christian Living Services