

# Annual Report

2022



Christian Living Services



## **OUR MISSION**

**In fulfilling God's calling  
to serve others, we will:**

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Serve with love and compassion.

Commit to excellence.

Follow Christ's teachings and  
example in all we do.

**DEAR FRIENDS,**

As we recognized and celebrated 130 years of service to our community in 2022, we reflected on God's incredible sovereignty. In 1892, He called a handful of members from our community to begin an effort that would eventually become Holland Home. In responding to God's call, those initial efforts cultivated an organization that today serves more than 6,000 people throughout our community each day. How Great is Our God!

We continue to seek God's leadership as we actively discern and pursue opportunities to serve our community. I am grateful and humbled to share some of last year's many successes with you all.

2022 was a year that required balance: Throughout the continued realities of a three-year public health emergency and an unprecedented inflationary environment, we were faced with the need to ensure our work remained focused on both today and tomorrow. Despite a challenging environment, we observed the completion and continuation of a number of projects and initiatives:

We completed a final refinancing of our capital structure, further paving the way for new opportunities and positioning the organization for the future.

We fulfilled our initial goal of fully funding the capital campaign embarked upon to establish the Van Andel Hope and Healing Pavilion at Trillium Woods, with the facility opening in February 2023.

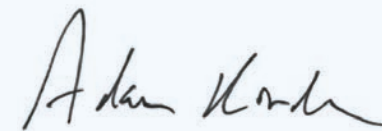
We continued the advancement of many projects on the Raybrook campus, including renovations to the Chapel, the rehabilitation gym within skilled nursing, Ray's Bistro, and DeVos and Cook assisted living units, as well as renovations throughout independent living areas, including the Estates I lobby.

We continued construction on the remaining independent living units throughout Breton Homes North, closing in on completing Phase I of development.

We embarked upon a renewal of our strategic plan, looking forward to where God may be calling us for the next several years.

We are humbled by our incredible community for its endless support and prayers. We are in awe and are forever grateful for the love, compassion, and incredible empathy and service demonstrated by our staff members. They are the embodiment of our mission, and it's through their incredible grace, commitment, and joy that we are able to touch the lives of thousands of members of our community each day. As we reflect on 130 years of service, we are deeply committed to continue living out our mission.

Sincerely,  
**Adam Kinder**



**Chief Financial Officer**



## Leadership

Holland Home CEO Troy Vugteveen discusses what his first year in charge has been like:

### Q. What was the biggest lesson you learned in your first year as CEO?

That God's Word will never fail us. Proverbs 3:5-6 says, "Trust in the Lord with all your heart, and lean not on your understanding; In all your ways acknowledge Him, and He shall direct your paths."

### Q. What are you most looking forward to in the coming years at Holland Home?

Continuing to raise up and develop new leaders throughout the CLS organization. We are blessed with an amazing team of people who are both competent and mission-driven. I am also looking forward to implementing our five-year strategic plan that includes over 50 initiatives focused on building existing services and creating new and innovative programs to meet the growing demands of our community.

### Q. What makes working for this organization special?

Our mission statement and commitment to following Christ's teachings in all that we do. This has helped us build a wonderful community that we are blessed to serve each day with our incredible and selfless staff.

### Q. How would you summarize the past year for the organization?

Celebration, Sovereignty, and Strategy.

- We were blessed to celebrate the 130th anniversary of Holland Home.
- Through the joys and challenges, we were able to find God's sovereign hand in it all.
- Our board developed a strategic plan to ensure that Holland Home is set for the coming years.



## Christian Living Services

Christian Living Services is an organization that focuses on senior living and community care. Along with Holland Home, CLS wholly owns Faith Hospice, Trillium Institute, and Reliance Community Care Partners. We also collaborate with Atrio Home Care, Tandem365, and Care Resources to provide resources, support, and care to those living throughout our community, regardless of their socioeconomic status or health needs.



# 2022 Campus Highlights



## Raybrook Campus Improvements

Many key updates and additions were completed, including the renovation of the lobby and 2nd floor of Estates I. Several floors of both the Cook and DeVos units were renovated, including significant updates to meal and gathering spaces (with work continuing in 2023). Ray's Bistro, a long-desired and finally realized campus addition, was officially opened, and already served more than 400 hungry residents, family members, and staff since its grand opening in May 2022. While not fully complete, but significantly renovated in 2022, our campus chapel space received a much-needed refresh and our skilled nursing rehabilitation gym was both expanded and renovated.



## Independent Living

2022 was a banner year for new Independent Living residents at Breton Woods and Raybrook. We finished the year with 86 Independent Living sales, beating our goal by 26% and achieving a historic milestone for Holland Home, having never previously exceeded 80 in a calendar year.

Independent Living Residents Served:

**1,049**

Number of New Independent Living Residents:

**140**

## Breton Woods Campus Improvements

Construction continued on Breton Homes North, nearing completion of Phase 1. The opening of Breton Park brought pickleball courts, a putting green, walking trails, a butterfly sanctuary, shuffleboard, and a picnic area to campus. The second phase of the park, to be completed in 2023, includes solar-powered restrooms and a bocce ball court.



## Campus Services Highlights



### Assisted Living

In 2022, we welcomed 104 new residents into Assisted Living, with 34 being from outside of Holland Home, which represented our most significant outside admission volume since prior to 2020. In total our Assisted Living communities served 330 residents in 2022.

**Raybrook Manor\*** **Breton Assisted Living\***

**85.34%**      **100%**

\*Occupancy at the time this report was written.



### Dementia Care

At the Positive Approach to Care® (PAC) Conference in November of 2022, Holland Home received two additional PAC designations (“Knowledgeable” level) for our Breton Rehabilitation and Living Centre and Jay Mol Family Center. Renowned dementia care expert Teepa Snow was also featured on our podcast, This Day & Age. In 2022, Holland Home’s dementia services cared for more than 100 individuals.

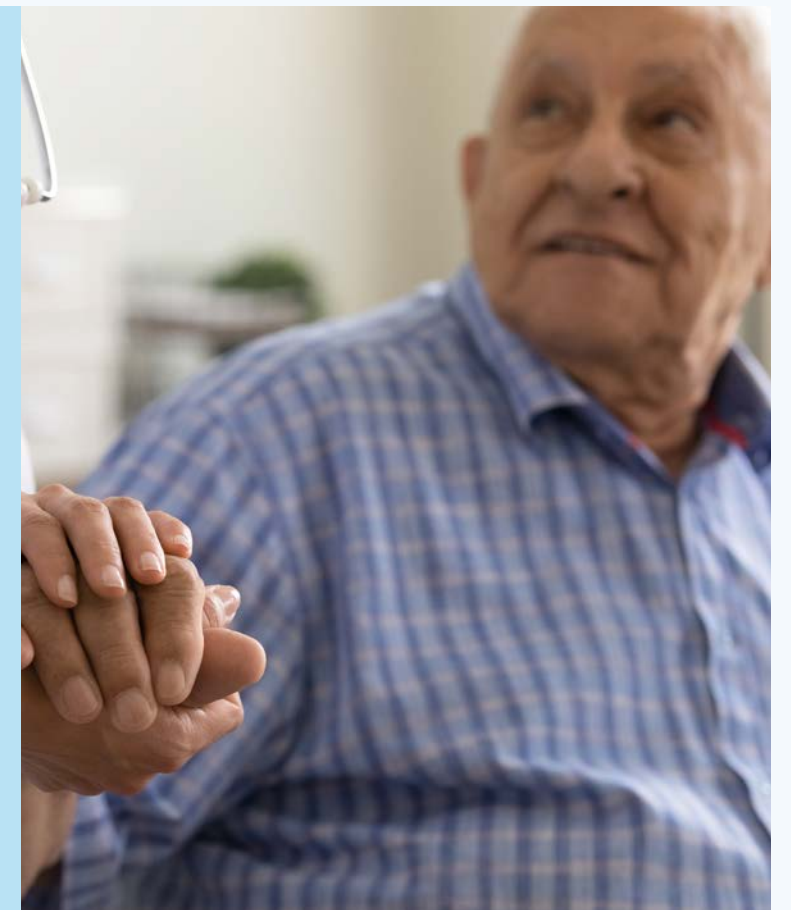
### Skilled Nursing & Rehabilitation Services

Our skilled nursing care provided both long-term care and rehabilitative care to 417 residents during 2022. Our Raybrook campus provided skilled nursing care to 226 residents, while the Breton Woods campus provided skilled nursing care to an additional 191 residents. Of those receiving care in our skilled nursing facilities in 2022, almost 2 in 3 received assistance through discounts or other financial assistance. Both skilled nursing facilities, Raybrook and Breton Rehabilitation & Living Centre maintained no less than 4 out of 5 star ratings during 2022, based upon criteria established by the Centers for Medicare and Medicaid.



### Physician Services

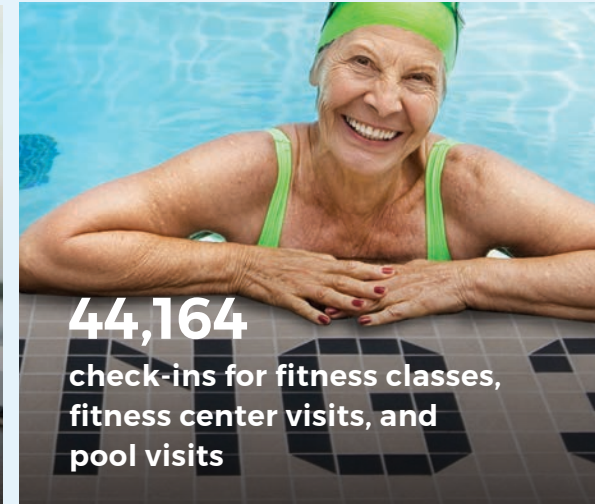
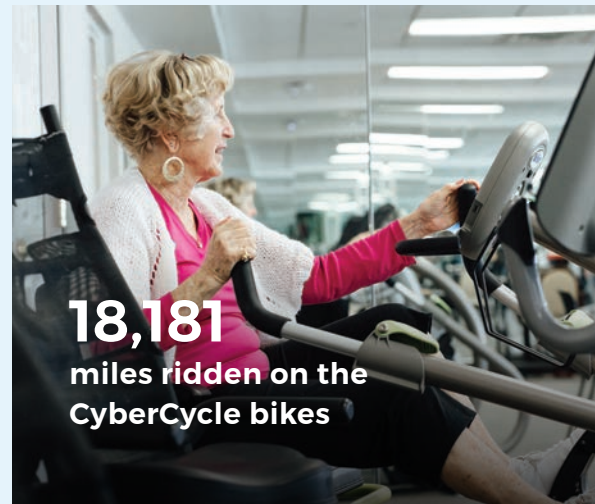
Holland Home is one of the only senior living communities in the area that features direct on-campus access to physicians. Care at Holland Home’s on-site practice is provided by Trinity Health Grand Rapids Geriatrics, which boasts 10 physicians and 11 advanced practice nursing staff who work across both campuses.



# Vibrant Living™

Our award-winning Vibrant Living program had another banner year in 2022. Made up of five components—Physical Wellness, Emotional Well-Being, Spiritual Fulfillment, Intellectual Discovery, and Social Engagement—the program takes a mind, body, and spirit approach to whole-person wellness. Focused on experiential living, the program encourages residents to participate in numerous different events and programming based on their interests, abilities, and curiosity.

## 2022 at a Glance



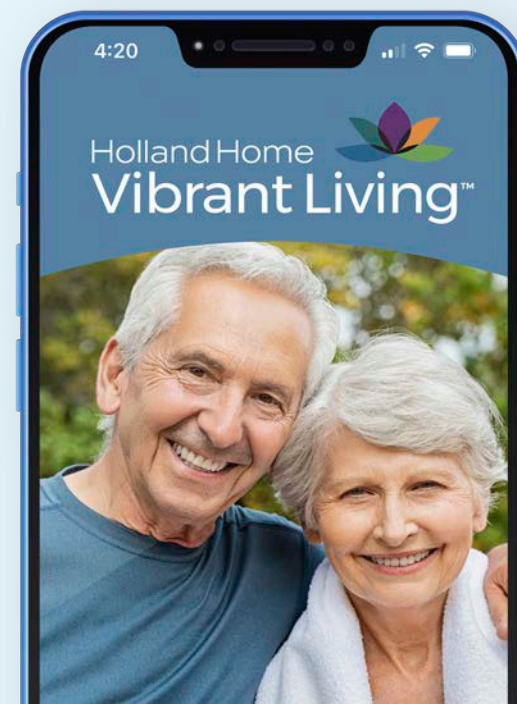
## 2022 Highlights

- Received the International Council on Active Aging and Humana’s Spirit Award for the third time in recognition of our efforts during national Active Aging Week.



- The Vibrant Living Grant fund provided over \$27,500 in tools, supplies, and resources for Life Enrichment Coordinators, Fitness Coordinators, and Recreation Therapists.
- The Breton Fitness and Life Enrichment teams collaborated on the expansion of Breton Woods Park, where bocce ball courts and outdoor exercise equipment were installed.
- Offered the National Council on Aging’s Aging Mastery Program for the first time at Breton Woods, empowering residents to make and maintain small but impactful changes in their lives.
- Life Enrichment teams implemented or supported an average of 38 unique programming opportunities each weekday and 217 each week.

- There were 175 first-time visitors to the fitness centers and 475 online bookings via the Vibrant Living of Holland Home app.



- Personal Trainers completed more than 250 training sessions.
- Fitness Coordinators continued to offer biweekly fitness classes in DeVos and Breton Extended Care.
- Raybrook offered “Matter of Balance” programming for the fourth time.
- Continued partnership with the Grand Rapids Ballet Company, offering “Moving with Parkinson’s” at the Raybrook campus. The program is designed for individuals with Parkinson’s, but all are welcome to attend.

## Smart Technology



### 2022 Highlights

- Resident Portal & App: A web-based resident portal solution utilized by Independent Living residents at both Raybrook and Breton Woods campuses. Popular elements include the resident directory, work order forms, menus, calendars/catalogs, resource documentation, and meeting minutes. Additionally, the Fitness Team continues to utilize the Vibrant Living app powered by MindBody Solutions, where residents can view fitness schedules, assessment results, and an exercise video library, along with fitness routines. Welbi Programming Calendar: Welbi, a programming calendar development tool and resident tracking platform, was integrated at both campuses in early 2022, and is utilized in all levels of care. Welbi facilitates consistency and organization in the development and production of resident programming calendars.



### At Home WITH HOLLAND HOME WEBINARS THIS DAY & AGE

- Launched *This Day & Age* podcast in 2022, representing a collaborative effort between Holland Home, Faith Hospice, and Atrio Home Care to bring together experts in all things aging.
- Season 1 episodes included topics such as: It's Never too Early to Start Planning; Continuing Care Agreements Demystified; Aging in Place; The Hospice Journey; and the Science Behind Healthy Aging
- Added additional webinars to the "At Home with Holland Home" webinar series, including discussing additional topics such as: What Happens After the Move?; The Value of Senior Living; The Different Levels of Care; and Identifying and Avoiding Scams

- Smart Home Technology: State-of-the art technology continues to be installed during new construction at Breton Homes North. The wireless system allows the technology to be portable, with much less installation work required. It is all operated by a Samsung SmartThings hub and a free app, which allows for easy system expansion beyond the base package.
- Nurse Call Voice Enhancement: Breton Rehab and Living Center initiated a voice connectivity feature within the existing eMessenger Nurse call system, which allows staff to speak directly to the resident in the room where the alert has been triggered. While being piloted in 5 rooms initially, if successful, this feature may be adopted across the remaining nursing unit.
- Technology Education: Technology education continued to focus on increasing resident digital literacy through educational opportunities for device basics (smartphone and iPad), cybersecurity/internet safety, downloading apps, wearable technology, e-reading, and downloading and sharing photos with family and friends. In addition to the traditional resident tech course format, mini-series were introduced into the REAL curriculum based on feedback from the 2022 Resident Technology Survey.

- Comcast Contract Renewal: With the renewal of a campus-wide Comcast contract, internet services were folded into and included as a standard monthly amenity for the first time across all independent living units, marking a critical infrastructure improvement across the organization.
- Robotic Animals: Holland Home continues to use robotic cats and dogs as companion animals on our rehabilitation, skilled nursing, and memory care units.





## Volunteer Services

Volunteers were able to volunteer at the Holland Home communities throughout 2022. Quarantines due to COVID-19 cases in the various care centers limited many volunteers from visiting on a regular schedule.

### 2022 at a Glance

**467**  
volunteers  
logged hours

**25,757**  
hours served, which is the full-time  
equivalent of 9.6 employees

**\$618,684**  
value of hours  
served

**156**  
different  
volunteer roles

### 2022 Volunteer Initiatives

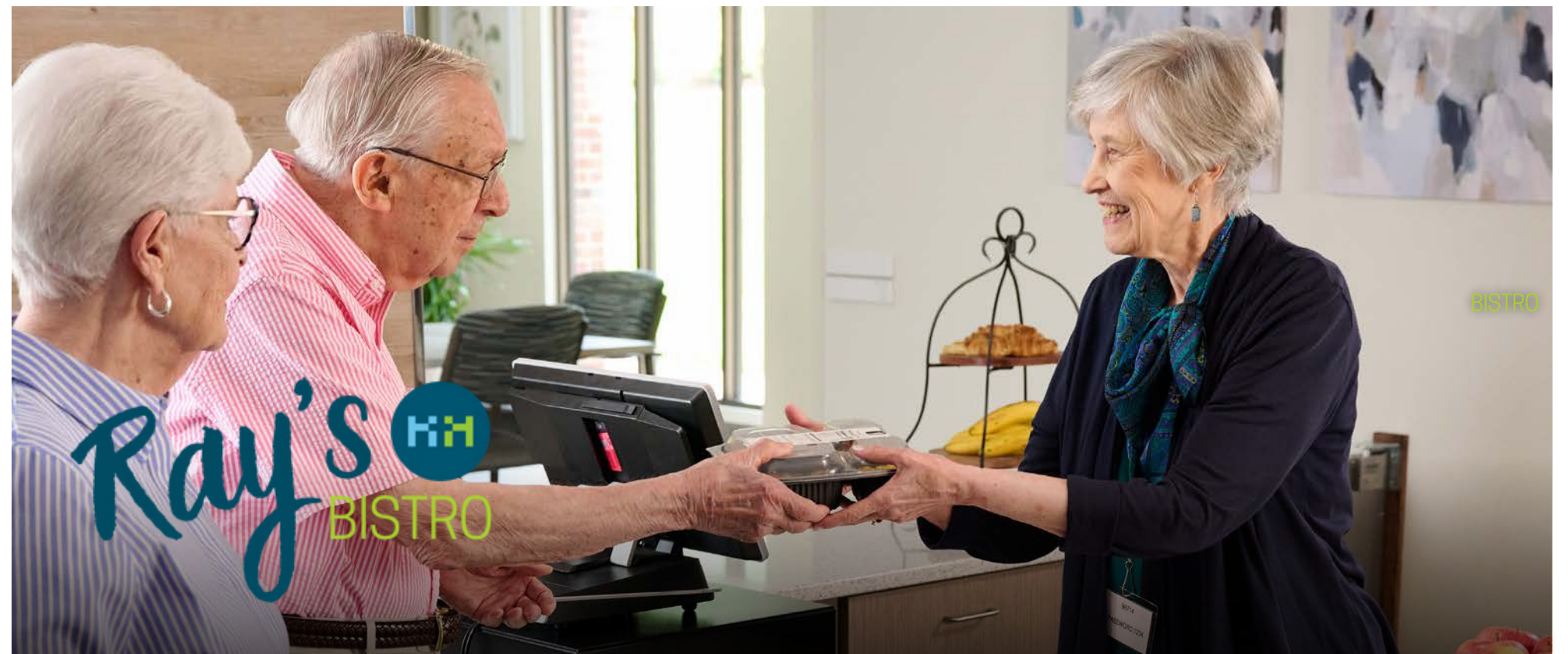
- Supported Vibrant Living programming and theme week events with coordination of volunteer support for 38 all-campus events between the Raybrook and Breton campuses, totaling 670 hours of service and 237 volunteer opportunities.



- Coordinated 22 internships/clinical field placements with students from four different colleges/universities.
- Volunteer staff hand-delivered appreciation gifts to all volunteers during the month of December. Over 400 deliveries were made!

- The Raybrook Manor Library, managed and maintained by volunteers, was successfully moved, cleaned, and reorganized.
- Volunteer Services supported day-to-day operations, order tracking, processing, and delivery of items for the Raybrook Cafe.
- Ray's Bistro opened in September, with volunteers supporting the front end of operations (taking orders and processing payments). The bistro currently has over 20 volunteers that support roughly 40 hours of service each week.

- Van's-to-Go (launched in May 2021) continued to provide order and delivery service for residents from assisted living who were not able to visit Van's Market in the Estates II location. A Van's Cart visited the assisted living units weekly with goodies for purchase. These services remained in place until July 2022, when Van's Market reopened.
- Successfully implemented the Point of Sale Wallet (virtual gift card system) for both the Breton and Raybrook campuses.





With a focus on quality of life, Faith Hospice works to improve the physical, emotional, and spiritual well-being of those in its care throughout their end-of-life journeys. And after someone has passed, the Faith Hospice Bereavement Services team continues caring for their grieving loved ones. In addition, Faith's partner, Trillium Palliative Services, focuses on providing vital palliative care services to those living with a life-limiting illness.

## 2022 at a Glance

**2,043**  
individuals received hospice care

**1,700+**  
served by bereavement team

**279**  
received care at Trillium Woods



### Hospice Care

In 2022, Faith Hospice experienced record highs in daily patient care over the course of the year serving our community throughout West Michigan—from Allegan, Ionia and Kent to Muskegon, Newaygo, and Ottawa counties.



### Palliative Care

We expanded the number of providers for Trillium Palliative Services, bringing the total clinical staff to seven, including nurse practitioners and weekend rounding assistance. Services were provided across multiple care settings, including delivering care to patients at University of Michigan Health-West, the University of Michigan Cancer Center, and the Trillium Palliative Care clinic, as well as throughout the community, including homes and care facilities. Incredibly, Trillium Palliative Services delivered more than 4,000 visits in 2022.



### Bereavement Services

Our bereavement team served more than 1,700 individuals in 2022, which included virtual and in-person support groups as well as one-on-one counseling sessions. With humble thanks to our generous donors, we concluded our fundraising efforts by exceeding our \$2 million capital campaign goal for the creation of the Van Andel Hope and Healing Pavilion, located at Trillium Woods, and moved toward wrapping up the final construction and renovation of the new space, which will also serve as the new administrative headquarters for Faith Hospice. This space will provide our team of five dedicated bereavement staff and all of the loved ones of those we care for a remarkable space to provide and receive essential bereavement services and educational opportunities for our community.

Atrio Home Care meets the needs of aging adults by uniting two distinct providers: Atrio Help at Home and Atrio Home Health. Our Help at Home private-duty aides assist seniors with daily tasks and provide much-needed companionship. The Atrio Home Health team provides services like physical rehab and nursing care for seniors recovering from surgery, illness, or stroke. Both administer their care in the comfort of their clients' homes.

**2,962**  
individuals served in 2022

**346**  
individuals served in 2022  
were on some form of  
financial assistance

**53,963**  
home visits in 2022

**43,915**  
hours of in-home  
assistance provided

### Staffing

It was a challenging year as the administrative teams worked tirelessly to fill open nursing and home aide roles to keep up with the growing demand for home care services. The efforts began to pay off by the end of 2022, as Atrio was staffed sufficiently to serve the needs of its waitlist.

### Help at Home Services

- Personal Monitoring: Atrio Help at Home offers a variety of personal safety devices. There were 97 seniors served in 2022 with Guardian Medical Monitoring equipment.
- Created the Home Care Planning Guide: Offering guidance to aging adults and their loved ones regarding planning for and navigating home care.
- Conducted Employee Satisfaction Survey for Help at Home Employees, with an 87% response rate. 100% of those surveyed responded they were satisfied with their current role.

**683**  
clients served

**11**  
facilities served

**40%**  
served in-facility

**60%**  
served in-home

**27%**  
of hours of care provided  
to those on some form of  
financial assistance



### Home Health Services

- Atrio Home Health continued collaborating with Grand Valley State University and Hope College, training students in the field of home health care.
- Continued to outperform state and national benchmarks for rehospitalization rates (Atrio: 11.5% compared to state & national averages of 14%+)

TOTAL  
**2,711**  
SERVED

**57%**  
In Own Home  
**43%**  
In AL/IL Facility

**90+**  
facilities served  
by Home Health

**320,000+**  
miles driven during 2022 across  
6+ counties of service area



Reliance Community Care Partners is a health care and case management organization that specializes in coordinating community health care services for older adults and those with disabilities. Reliance works collaboratively with health care providers, government agencies, insurance providers, legal representatives, and family members to make sure those we serve receive the attention and care they need to live healthy, meaningful, and productive lives.

## 2022 at a Glance

**1,000+**  
individuals served  
annually through  
Medicaid Waiver services

**200+**  
individuals transitioned  
out of nursing facilities  
through the Community  
Transitions Program

**400+**  
individuals served annually  
through the Kent County Senior  
Millage Care Management and  
Home Support Programs

**250+**  
individuals served  
through our Integrated  
Wellness Center

**30+**  
social workers providing  
care and case coordinator  
services along with  
navigation services

**180+**  
West Michigan  
providers coordinated  
with for care delivery

**32**  
counties served

## Implementation of a New Electronic Health Record (EHR)

Reliance implemented a new EHR called MemberCore for its MI Choice Medicaid Waiver, KCSM Case Management and Home Support, and Community Transition Services programs. This system was created especially for Reliance CCP and the programs we provide. It has created several efficiencies in regard to documentation, billing, and report generation, assisting our staff in managing both the individuals we serve and the vast amount of data that is generated.

## Expanded Service Area for Both the OBRA Program and Community Transition Services (CTS)

The OBRA program expanded its service area to include the county of Cass in Southern Michigan. The CTS program expanded to include the counties of Barry, Branch, Calhoun, Kalamazoo, St. Joseph, and Van Buren.

## New Model Development

Reliance received an additional grant from the Michigan Health Endowment Fund to assist in the implementation of a three-tier model approach within the MI Choice Medicaid Waiver Program, which will again expand upon a previously funded and developed medically complex care management model. The three-tier model is designed to reduce the need for emergency department visits, hospitalizations, and nursing facility stays.





Trillium Institute provides education, training, and community outreach in the areas of advanced disease and end-of-life care. We focus on training medical professionals and educating the community at large to expand awareness and access to the important fields of hospice and palliative medicine.

**Since 2014, Trillium Institute has:**

- 900+** medical students and residents educated
- 270** local & national presentations
- 8** national awards of excellence
- 14,000+** patients served directly

**2022 Highlights**

- Launched the first six episodes of “Palliative Matters,” a podcast and blog series, in March 2022. In the first 10 months there were nearly 1,500 downloads across three different countries.
- Provided lectures for medical students (Michigan State University), residents (University of Michigan Health-West), nursing students (Grand Valley State University), PA students (Grand Valley State University), and undergraduate health education students (Calvin University).
- Engaged in a collaborative relationship with Western Michigan University School of Medicine Hospice and Palliative Medicine Fellowship Program, Spectrum Health Hospice and Palliative Medicine Fellowship Program, and Trinity Health Grand Rapids Geriatrics Fellowship Program to share didactic training and lecture experiences, now drawing 50-70 participants weekly to an online educational forum.





Care Resources is a Program for All-Inclusive Care for the Elderly (PACE), operating throughout all of Kent County and a portion of some surrounding counties. Care Resources is a joint venture between five community organizations, including two organizations held by Christian Living Services: Holland Home and Reliance Community Care Partners. Utilizing a community-based and innovative care model, Care Resources operates a vast home health, primary care, and clinic-based network.

<b>374</b> participants served	<b>112</b> enrollments	<b>288</b> average monthly census	<b>3,048</b> meals served
<b>36,554</b> home care hours	<b>3,853</b> visits provided	<b>349,569</b> miles driven transporting participants	<b>702</b> activity bags distributed

### 2022 Initiatives

- Community Based Telehealth and Wellness: Care Resources continues utilizing four telehealth technology solutions. Health Recovery Solutions and care.coach both focus on remote patient monitoring. They also utilize “It’s Never 2 Late” (iN2L) in their Day Center, which provides a touchscreen interface with over 4,000 interactive games and activities. Lastly, Walk Wise is a wheel-based monitoring system that monitors participants’ steps to calculate daily averages, provide “tip over” alerts for fall detection, and provide data graphs to detect deviations in a participant’s baseline function.
- PACE Day at the Capitol: The PACE Association of Michigan (PAM) hosted its 2022 Day at the Capitol in Lansing on May 10. Participants, staff, and volunteers from Care Resources and 12 other Michigan PACE organizations gathered on the Capitol lawn to support PACE.
- Partnerships: During the fall of 2022, Care Resources partnered with Corewell Health (formerly Spectrum Health) to launch a new program for adult foster care housing. Partnerships with care.coach and nonprofit radio station WCSG also continued in 2022, and a new cooperative was started with the Grand Rapids Media Group.



## TANDEM365

We continue to innovate and challenge the complexities of health care so that lives can be enriched and transformed. Tandem365 consists of two components, care management and community paramedicine. Our goal is to prevent unnecessary emergency department (E.D.) visits and hospitalizations by understanding the complexities of health care and supporting individuals who have unstable health conditions and are in a trajectory of decline.

<b>900+</b> patients enrolled	<b>1,200+</b> individuals served
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### 2022 Highlights

- Established new care management arrangement with Care Resources
- Initiated Medicaid pilot program



## 2022 Highlights

2022 represented an incredible year of generosity. Some marquee moments and milestones included:

- The receipt of the largest estate gift in the history of the Holland Home Foundation.
- Achieving our fundraising goal for the Grief Support Center Campaign, which allowed for the beginning of construction on the Van Andel Hope and Healing Pavilion at Trillium Woods.
- The authoring and publishing of *Grieving Well*, an incredible effort by Janet Jaymin (Faith Hospice's Bereavement Manager) and Terri DeBoer, with proceeds of their amazing work benefiting the bereavement services of Faith Hospice.
- An emphatic return of the Holland Home annual Keeping the Promise dinner, after a 3-year COVID-impacted hiatus, further highlighted by multi-platinum Christian recording artist Michael W. Smith.
- The continuation of multiple campaigns of generosity, including closing out the Grief Support Center Campaign and achieving a critical milestone of more than \$5 million raised toward the Raybrook Capital Campaign.



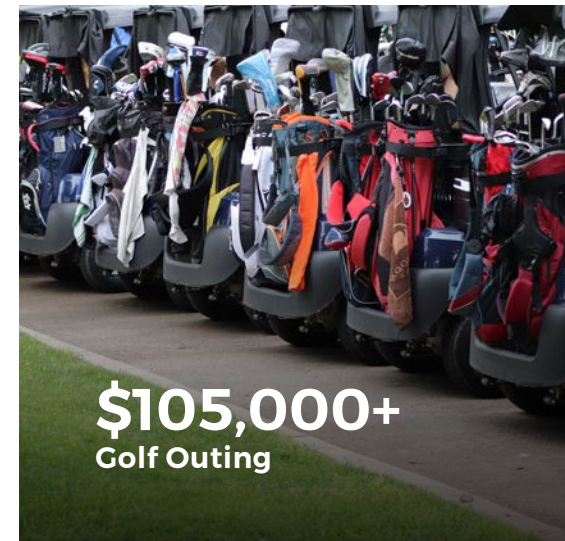
The Holland Home 1892 Heritage Society recognizes those who make planned gifts to Holland Home or Faith Hospice through their will.

To learn more about how you can join, call 616.235.5125 or email [foundation@hollandhome.org](mailto:foundation@hollandhome.org)

## Campaigns of Generosity

	Total Raised in 2022	Total to Date
Raybrook Capital Campaign	<b>\$435K</b>	<b>\$5.3M</b>
Grief Support Center Campaign	<b>\$322K</b>	<b>\$2.2M</b>

## Events of Generosity



### Donations

**4,254 Gifts | 3,204 Donors**

**\$8,000,012 Received**



# Introduction

In 2022, we closed on the final refinancing of our last remaining debt issuance eligible to be refinanced. Fortunately, we locked in the fixed rate on the refinancing earlier in 2021 and, as a result, closed 2022 with the...

## LOWEST COST OF CAPITAL

in the modern history of  
**Holland Home**

Additionally, we celebrated the largest gift to the Holland Home Foundation in its history, having received an estate gift of more than \$1.4 million, which will help to fund continued resident assistance needs for Holland Home. We celebrated the conclusion of the \$2 million capital campaign for Faith Hospice's Van Andel Hope and Healing Pavilion and look forward to the thousands of lives that will be impacted by an incredible space devoted to Faith Hospice's bereavement services. We continued investment into our Raybrook campus, finally realizing the long-held vision of Ray's Bistro, an on-campus dining option for all residents, staff, and visitors. We embarked on the renovation of the chapel on the Raybrook campus, reminding us, in our 130th year, of our commitment to Christlike care and service.

Despite an exceptionally challenging labor market and unprecedented cost increases, especially related to food, construction materials, and energy, Holland Home, Faith Hospice, and all of Christian Living Services remain strong. Through a vision and efforts cast more than two decades ago, Holland Home and Faith Hospice have continued to ensure that all caregiving staff are employees of the organization and have avoided the use of outside staffing agency support. We give thanks to God for His continued provision of incredible staff and caregivers.

Overall we observed continued growth in collective Christian Living Service revenues, as our home and community-based services have continued to expand, serving far more individuals throughout the community than within Holland Home's campuses. Collectively, Christian Living Services and its affiliate organizations now serve more than 5,000 individuals daily.

Our list of capital investments continued to grow throughout 2022, as we completed a number of key capital projects throughout our campuses and kicked off a number of additional projects, including beginning construction on the Van Andel Hope and Healing Pavilion of Faith Hospice. We continued the development of the first phase of our Breton Homes North development, welcoming an additional 14 new residents to our campus through the completion of additional units. Our total capital investment in 2022 exceeded \$20 million for the first time in more than a decade, and our total capital investment since 2016 has totaled more than \$86 million.

Most incredibly, we celebrated a record year of new residents on Holland Home's campuses. We concluded 2022 with 86 independent living unit sales, which represents the first time

in our 130-year history that our total annual independent living sales of existing units exceeded 80. This means that we welcomed more than 140 new independent living residents onto Holland Home's campuses in 2022 (the most we've welcomed in more than 10 years) and welcomed more than 34 new assisted living residents into Holland Home's facilities in 2022 (the most we've welcomed since 2013). We are humbled that so many individuals continue to seek and find our communities.

As we recognize 130 years of service to our community in 2022, we are reminded of God's incredible goodness and provision. He remains our source of hope and joy. Our hearts, minds, and desires remain open to His leading, and where He takes us, we will faithfully follow. He's never asked us for something He hasn't already given us.

*Christian Living Services wholly owns Holland Home and 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. A copy of the audited financial report prepared by independent auditors may be obtained by contacting Adam Kinder, Chief Financial Officer, at the corporate offices.*





# Staffing

There really aren't words to express how incredible our staff are. There are countless unwitnessed moments of grace, love, compassion, and joy. In a season that has often felt endless, uncertain, and unrelenting, our staff have met each challenge and each day with a commitment to excellence and unwavering compassion.

The following provides detail of staff by organization and location, as well as a window into the number of staff we have in certain positions. Total payroll in 2022 was \$57.2 million, paid out over approximately 2.08 million hours worked. As of December 31, 2022, 1,320 staff were employed.

## Employees by Organization

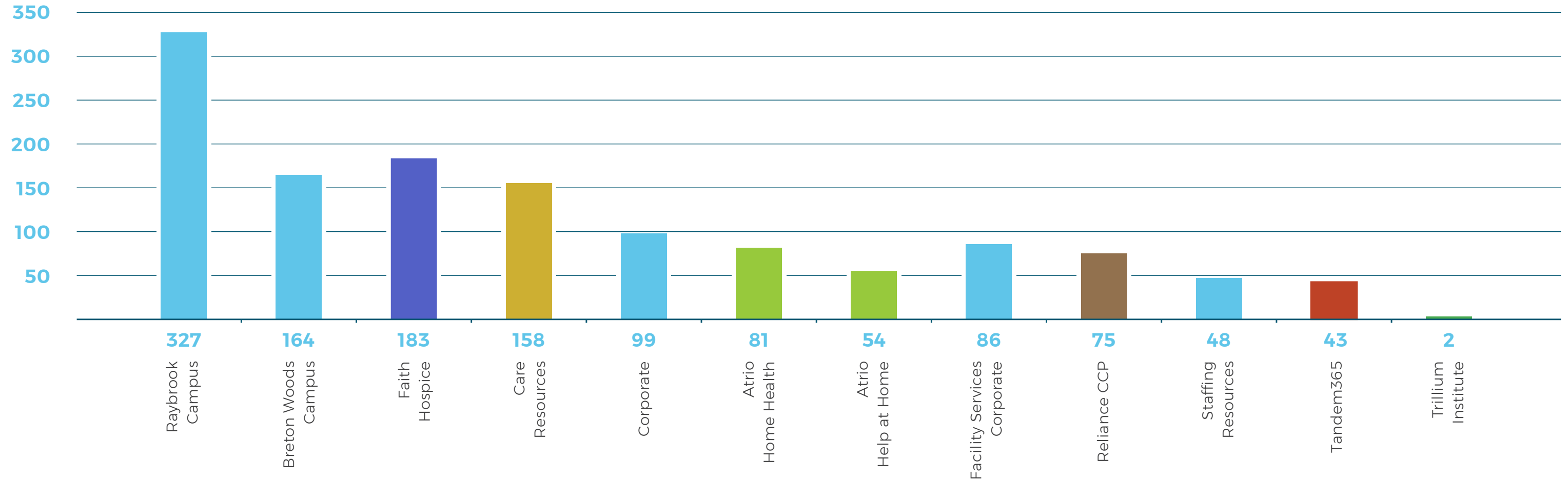


## Employees by Position Type



## Employees by Location on 12/31/2022

**TOTAL: 1,320**



# Revenue

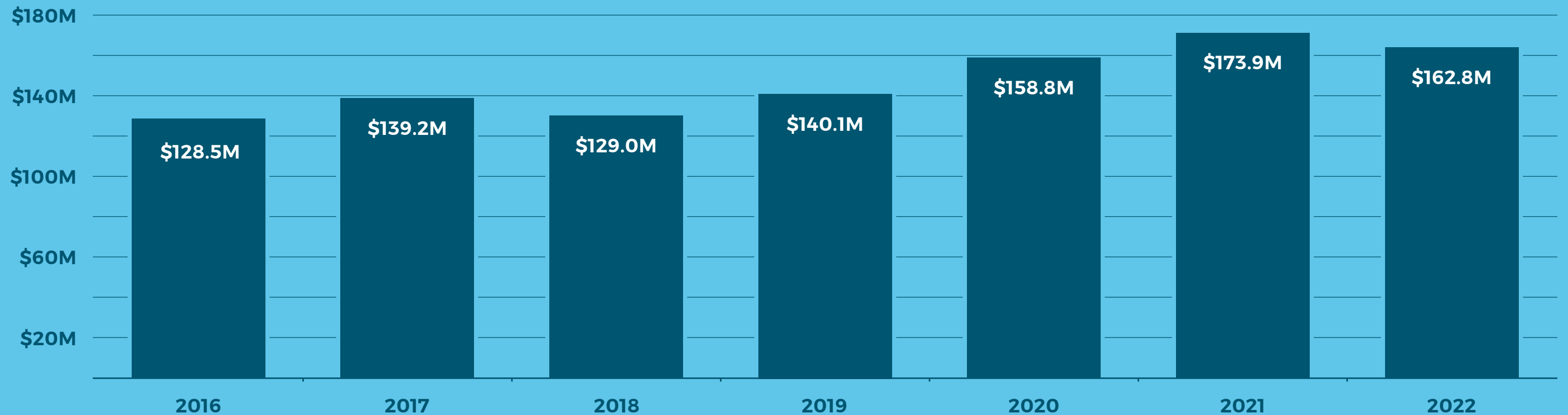
As our revenue has continued to grow and diversify, so have the number of lives we're able to impact each day. However, despite the growth in our revenues and lives impacted, we continue to see unmet needs throughout our community. We remain committed to actively pursuing how we might continue to enhance the lives of those not yet served.

Total revenues from 2022 were \$162.8 million, \$11.1 million lower than in 2021. The majority of the decrease was the result of unrealized loss activity within our investment portfolios. We continued to observe growth within our home- and community-based services, with overall revenues increasing by \$4.2 million, reaching \$104.4 million in 2022. Within the home- and

community-based services, Reliance revenues were relatively unchanged, Faith Hospice revenues decreased by \$1.4 million, Care Resources increased by \$6.2 million, Atrio Home Care decreased by \$1.0 million, and Tandem365 increased by \$0.4 million. Holland Home revenues declined by \$11.3 million, due primarily to non-operating revenue performance.

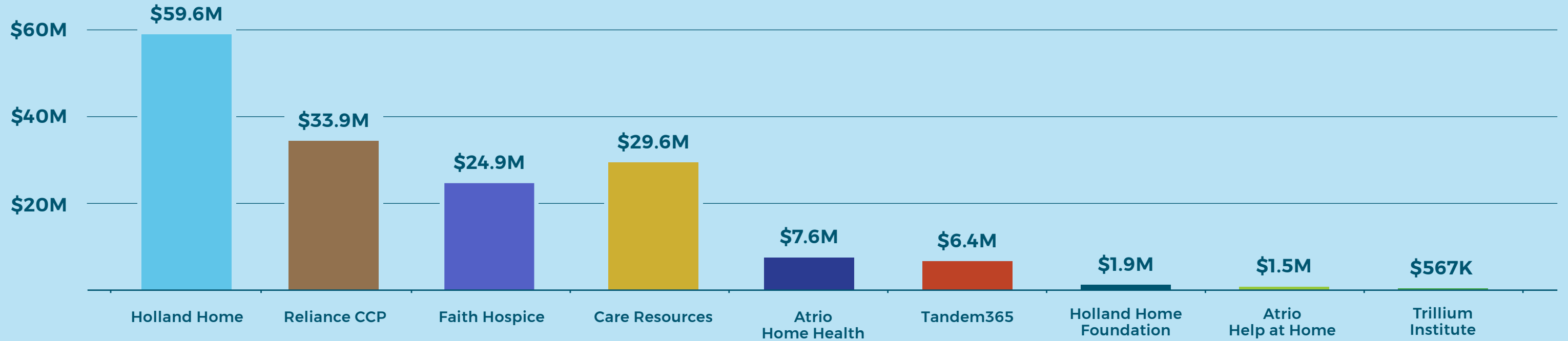
Total revenues from operations (excluding contributions and investment activity) were \$165.9 million in 2022, \$11.1 million more than in 2021, representing continued growth in the number of lives impacted throughout our facilities and communities.

**Christian Living Services Gross Revenue in Millions**



# Revenue

2022 Revenue by Company



Over the last several years, we've continued to see growth in our home- and community-based services revenues outpace our facility revenues. The following charts demonstrate the grouped sources of revenues, with the breakdown of the \$162.8 million in revenues divided between home- and community-based services, facilities and corporate, investments, and foundation revenues.

**Christian Living Services  
2022 Revenues:**  
\$162,836,549



**Facilities-Based (Holland Home)  
Home- and Community-Based  
Corporate / Foundation / Institute**

**Holland Home 2022  
Facility Revenues:**  
\$43,743,857

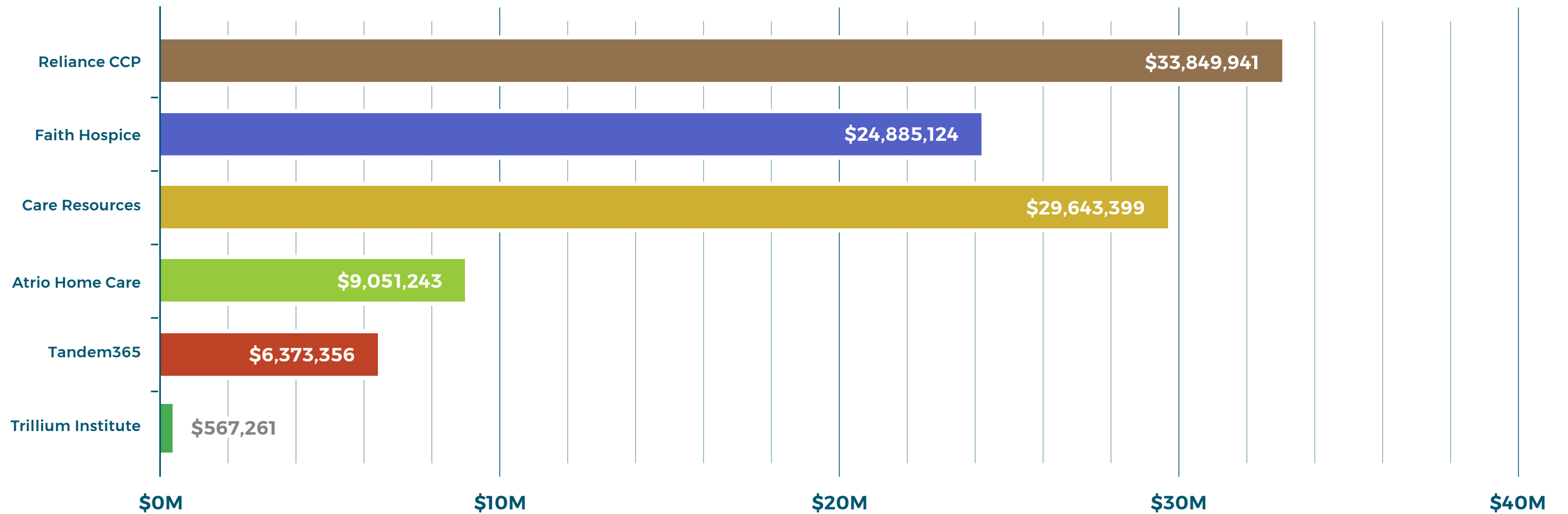


**Breton Woods Campus  
Raybrook Campus**

# Revenue

2022 home- and community-based revenues of \$104.4 million, an increase of \$4.2 million, were from the organizations below. Christian Living Services holds 100% of Trillium Institute, Reliance CCP, and Faith Hospice. Christian Living Services holds a 60% interest in Atrio Home Care, a 40% interest in Care Resources, and a 20% interest in Tandem365.

## Christian Living Services 2022 Community-Based Revenues



# Community Benefit

Community benefit represents lives touched, not for any financial gain, but because love and compassion demand moments in which generosity covers whatever the need may be.

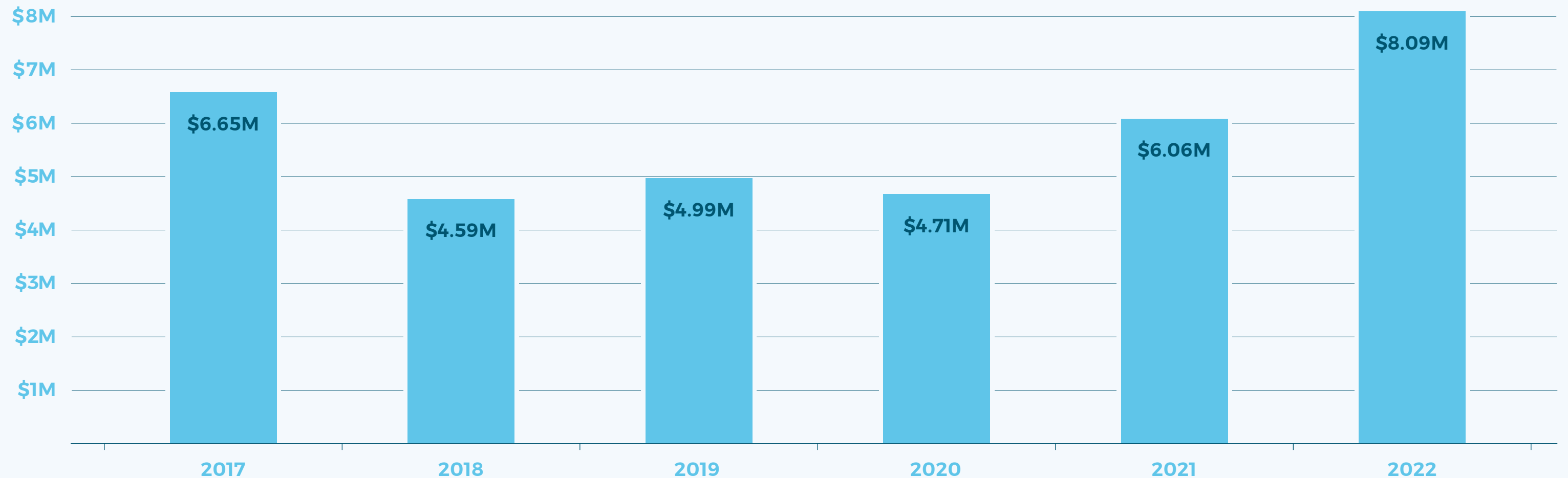
Community benefit within Holland Home includes providing uncompensated or discounted care to those living within our facilities who have outlived their resources. In 2022, we provided discounted or uncompensated services to 160 individuals living on our campuses across all levels of care. This represents just under 10% of those we served on our campuses in 2022, including those in independent living who received some form of uncompensated or discounted care.

For those in our assisted living facilities, an estimated

# 25%

received some form of uncompensated care or discounted care.

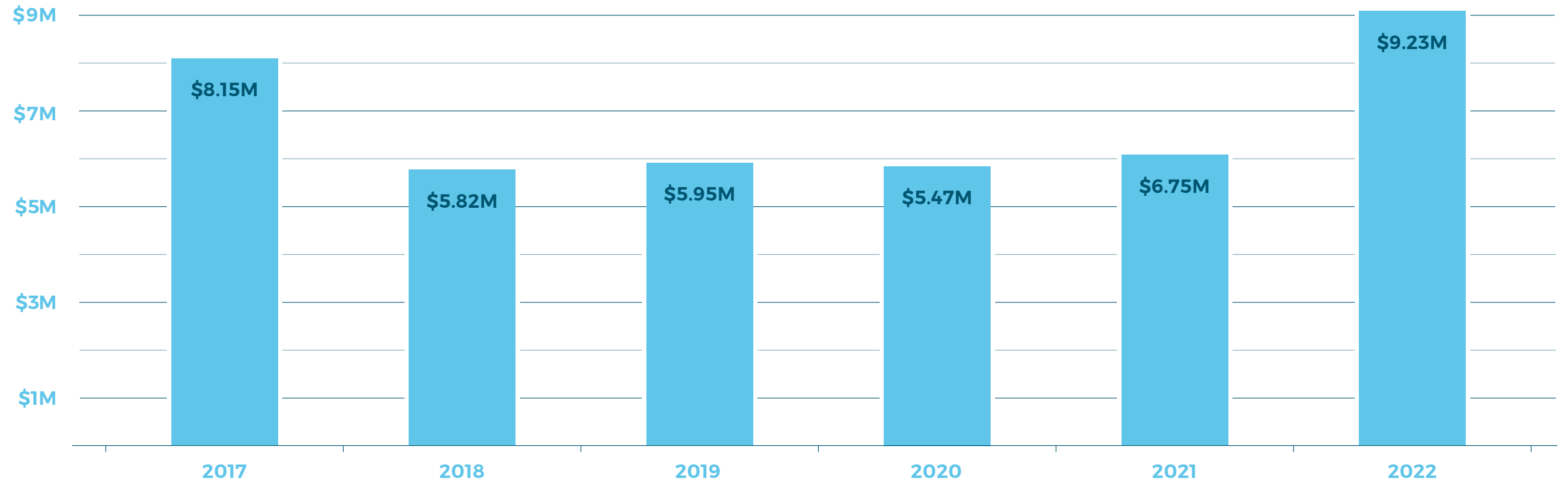
**Holland Home - Net Community Benefit**



# Community Benefit

Community benefit, within Holland Home (HH), but also inclusive of Faith Hospice (FH) and Reliance (RCCP), includes those individuals who received discounted care or uncompensated services within our campuses and throughout the West Michigan community. Services provided at a loss include our continued investment into expanding access to palliative care (Trillium Palliative Services) and access to behavioral health resources (Reliance Integrated Wellness Clinic). As an example, in 2022, Faith Hospice provided palliative care services in the community at a net loss of \$408,000. Additionally, Faith Hospice operated and provided care at its Trillium Woods facility at a net loss of \$284,000.

**HH | FH | RCCP - Net Community Benefit**



# Community Support

As our community need has continued to grow, so has the support of our community. 2022 represented a record year of receipts toward meeting those community needs, including multiple events of generosity and continued receipts toward our campaigns of generosity, which have targeted renewed investment into Holland Home’s Raybrook Campus and the completion of the new Van Andel Hope and Healing Pavilion at Trillium Woods, the grief and bereavement center for Faith Hospice’s community.

The Holland Home Foundation received its single largest gift in its history through an estate bequest of more than \$1.4 million. In total, the Holland

Home Foundation received more than \$1.9 million through its Heritage Fund in 2022, which represents contributions received from those who have remembered Holland Home in their estate plans. Overall total receipts for the Holland Home Foundation exceeded \$1.0 million for the third year in a row. After having reached a new record level of assets in 2021 of \$24.9 million, overall asset levels, impacted by market declines, ended 2022 at \$21.4 million.

**Holland Home Foundation Assets**



**Faith Hospice, HH, HH Foundation, Trillium Institute Donations\***

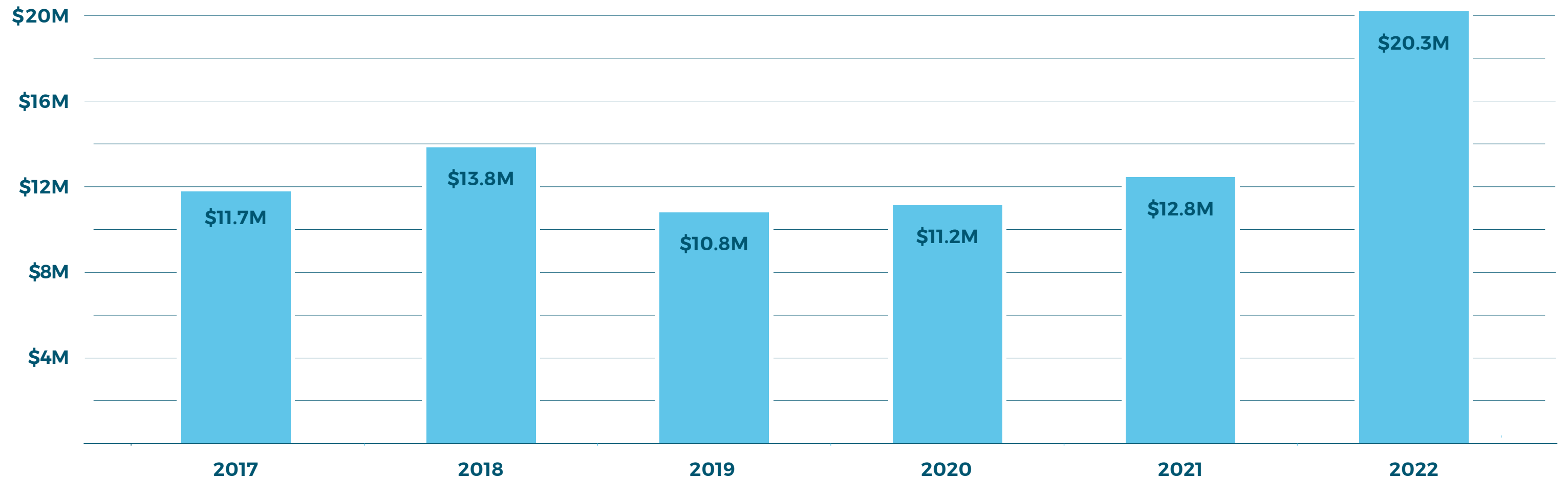


\*Amounts do not include capital campaign receipts not yet expended.

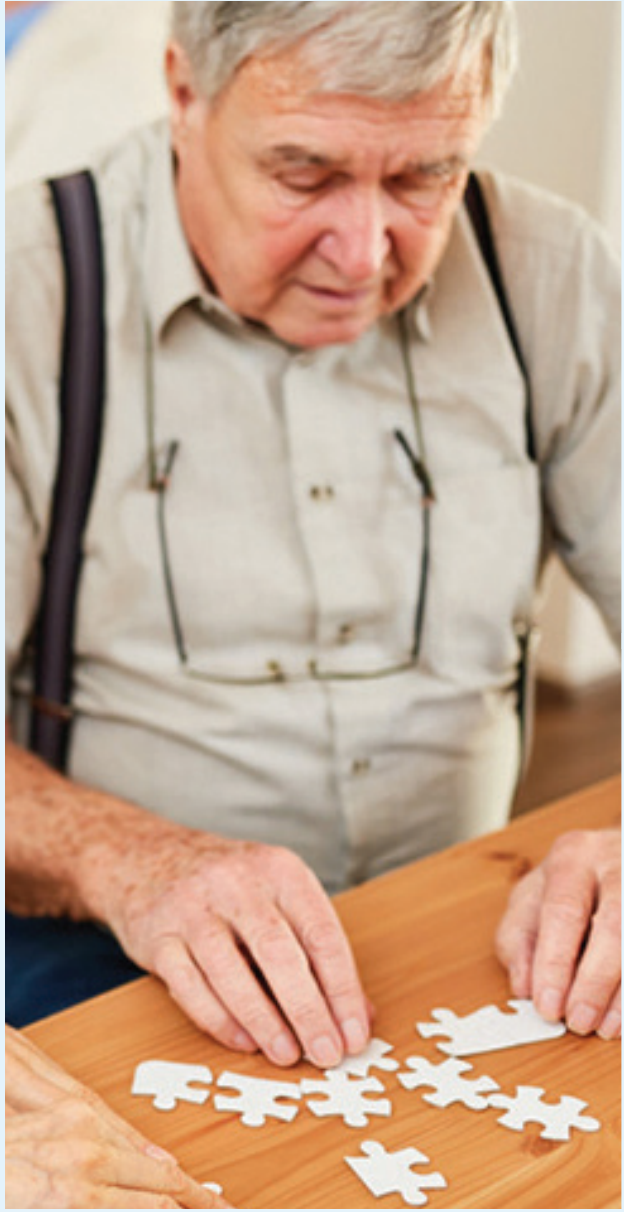
# Capital Investments

2022 represented the sixth consecutive year of more than \$10 million annually invested into our facilities and capital assets. Of the \$20.3 million of capital investment in 2022, \$14.8 million was invested directly into Holland Home’s facilities, \$2.3 million was invested directly into Faith Hospice’s facilities, and the remaining balance was invested into other capital needs and opportunities throughout Christian Living Services.

## Capital Expenditures









## Christian Living Services

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