

2023 Annual Report

Reflecting on a year of
community growth and
organizational development.



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.

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Dear Friends,

Throughout 2023, we observed and reflected on the many ways that we have seen God's provision and direction through service to our community. It was in heeding God's call 132 years ago that an organization serving six members of our community now serves more than 12,000 annually! How amazing is our God!

As in years past, we continue to seek God's leadership as we discern and pursue opportunities to best meet the needs of our community.

2023 was a year of responding to His call to action. We continued to invest in our spaces, our people, and our community. We continue to serve more neighbors in our community today than we ever have, and we believe we will need to continue investing in our ability to serve a multitude of growing and evolving needs in the years to come.

We completed and began multiple investments in our spaces, including the completion of the Van Andel Hope and Healing Pavilion at Faith Hospice and the beginning of a \$5 million investment in our Breton Terrace facility on our Breton Woods Campus. We also continued advancing a number of additional projects throughout both the Breton Woods and Raybrook campuses.

We received our largest grant in history to kick-start a number of new initiatives intended to support our caregiving staff throughout our Holland Home facilities. We also continue to explore new ways to attract members of our community to join us as we seek to serve our neighbors. We began the work of cultivating a new organization, the Dementia Institute, reflecting our desire to develop and invest in critical resources for the benefit of our entire community.

As with each year, we are humbled by our amazing community for its continuous support and prayers. We are grateful for the love, compassion, 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 each day. Our mission remains as critical to our community today as it did more than 130 years ago. While the need before us remains great and growing, we rest in the confidence of God's calling for us and will continue to seek His face as we serve.

Sincerely,



Chief Financial Officer



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, Reliance Community Care Partners, and the Dementia Institute. We also collaborate with Atrio Home Care, Tandem365, and Care Resources to provide care, support, and resources to those living throughout our community, regardless of their socioeconomic or health needs.



Christian Living Services



LIFE CARE CAMPUSES



CAMPUS-BASED CARE SERVICES



WHOLLY OWNED COMMUNITY SERVICE AFFILIATES



COLLABORATIVE CARE PARTNERS





Since 1892, Holland Home has been providing vibrant independent living for area seniors, assisted living services for those needing help with everyday activities, and skilled nursing for those requiring a higher level of care. The level of the services we offer has continued to grow as the needs of our community have increased, from contemporary townhome and apartment living to world-class memory care and rehab services, all provided with a heartfelt promise to serve those we care for with love, compassion, and a never-ending commitment to excellence.



Campus Service Highlights

Independent Living

- Served 1,912 residents in 2023 across independent living, assisted living, and skilled nursing (an increase of 6.5% over 2022)
- Welcomed 145 new residents into independent living in 2023
- 190 of the residents cared for in 2023 received some form of financial assistance (an increase of 18.8% over 2022)

For the second year in a row, Holland Home observed more than 80 independent living unit sales, closing 2023 with a record year of 89 sales. 2023 represented the single largest year of existing independent living unit sales in Holland Home's 131-year history, besting 2022, the prior record holder, which had 86 independent living unit sales. As a result, Holland Home welcomed 145 new independent living residents in 2023. We are humbled and grateful for each new resident.



145

new residents
welcomed in 2023

Breton Homes North

After commencing construction in 2016 on the first phase of Breton Homes North, a 45-independent living unit development on the northern edge of the Breton Woods Campus, 2023 saw the project winding down toward the final completion of phase one. During 2023, we welcomed an additional five new residents to Breton Homes North.



Campus Service Highlights

Assisted Living

- Served 99 individuals in our dedicated memory care units in assisted living
- Cared for 322 individuals in assisted living during 2023
- Welcomed 106 new residents into assisted living and memory care in 2023

Skilled Nursing & Rehab Care

- Served 500 individuals in our two skilled nursing facilities during 2023 (approximately 20% more than in 2022)



Nursing Grant

In August 2023, Holland Home, through a collaborative application for funding with Edison Christian, was awarded a \$3.5 million grant for recruitment, retention, and training initiatives intended to improve caregiver staffing in long-term care facilities. Holland Home's effort with Edison Christian was one of only six grant awards received as part of a \$67 million program being administered by the Michigan Department of Health and Human Services. The grant represents the largest grant award in Holland Home's history and comes at a time when Holland Home, along with similar organizations, is seeking new and innovative ways to both recruit and retain incredible caregivers while also elevating caregiving as a community-critical vocation.

\$3.5 M

grant awarded to improve caregiver staffing in long-term care facilities



1,912

residents served in 2023



Capital Investments

Raybrook Campus

Investments in the Raybrook campus continued, reflecting our continuous commitment to ensuring well-maintained spaces for all to enjoy. In 2023, we updated the lobby of Raybrook Estates I and completed or began the renovation of all of the corridors throughout Raybrook Estates I. Additionally, we completed the renovation of the Raybrook Estates I Club Room, made incredible renovations to the Raybrook Chapel, and celebrated the completion of renovations to the Cook Memory Care unit in Raybrook Manor.

Total Invested in 2023 in Raybrook Facilities

\$2.88 million

Breton Woods Campus

While we regularly invest in our campus spaces, our plans for 2023 included more significant renovations and updates to be made over the next several years. The plan initially called for an estimated \$15.8 million to be invested over a period of several years, with renovations to Breton Terrace, our 218-unit independent living facility, representing some of the more significant initial investments. In 2023, we commenced a \$5 million renovation of our Breton Terrace facility with the intention of transforming the lobby, dining, and community gathering spaces into spaces that better reflect the vibrancy and community throughout the campus.

Total Invested in 2023 in Breton Woods Facilities

\$4.28 million



LED Replacements

During 2023, we embarked on a project to convert as much common area lighting, including outdoor lighting as possible to more energy-efficient LED. We replaced more than 850 light fixtures with LED, investing close to \$500,000 in energy efficiency improvements, which we anticipate could result in a reduction in campuswide common area electricity consumption of 10-20%.

Breton Woods Park - Phase II

In 2023, we celebrated the completion of Phase I and began and completed Phase II. The Breton Woods Park has been fully funded through incredible philanthropy and represents a significant investment in our Vibrant Living program. In honoring God's amazing creation and in recognition of our place in the Plaster Creek watershed, there are elements of the park created to favorably impact the cleanliness and health of the natural environment.



Volunteer Numbers in 2023

Holland Home Volunteer Services

Our volunteers assist us in fulfilling our mission each and every day through their selfless and dedicated service. From staff support to pet therapy and service projects, our volunteers bring continual support and joy to our communities.

578

volunteers logged hours

\$885,932

value of hours served in 2023

68%

of volunteers are residents

34,047

hours

160

different volunteer roles

10%

of volunteers are staff

102

age of oldest volunteer

13

age of youngest volunteer

Vibrant Living

Our award-winning Vibrant Living program had another successful year in 2023. 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. It's focused on experiential living, and residents are encouraged to participate in events based on their interests, abilities, and curiosity.

2023 Highlights

- 28 dedicated team members plus 6 exercise science interns from GVSU and Cornerstone University
- Averaged 28 unique programming opportunities each weekday and 160 each week
- Breton Woods held 67 REAL courses: 64% of all courses were led by residents and/or staff
- Raybrook held 59 REAL courses: 60% of all courses were led by residents and/or staff
- All levels of care participated in 36 all-campus special events, most of which occurred during three theme weeks: Summer in Winter Week, Long-Term Care Week, and Active Aging Week. Events included cruising on USS Raybrook/Breton, The Art of Wellness, and Fly Away.



Our fitness programming experienced another phenomenal year that included:

- 43,544 check-ins for fitness classes, fitness center visits, and pool visits
- 154 first-time visits between the three fitness centers
- 423 online classes booked among campuses via the Vibrant Living App
- Personal trainers completed 141 appointments
- Fitness coordinators led over 60 fitness classes each week
- Fitness Team provided twice-weekly fitness classes for residents in assisted living
- 175 Vibrant Living PATH Assessments were completed (measures physical fitness, including strength, endurance, flexibility, and balance). This assessment helps facilitate goal setting and tracks improvements in functional fitness.
- Continued partnership with the Grand Rapids Ballet Company with a "Moving with Parkinson's" class. This program is designed for individuals with Parkinson's disease, but all are welcome.
- Breton Woods residents rode over 23,000 miles on the CyberCycle bikes, nearly covering the circumference of the Earth! The Breton campus was blessed with the donation of a fifth CyberCycle bike (second for Breton Terrace), which cut down on wait times for residents.
- Vibrant Living Grants provided over \$27,000 in tools, supplies, and resources for Life Enrichment Coordinators, Fitness Coordinators, and Recreational Therapists to enhance quality of life across all levels of care.
 - Items purchased included wheelchair guide rails with bowling kit, fidget boards and pillows, GriefShare Ministry kits for resident-run support groups, raised garden beds, Bingocize® training and supplies, a wireless photo printer for photo booths, a pool table, numerous baking and cooking supplies, weighted lap animals, an Upper Body Ergometer, an ECO-POWR Recumbent Bike, a Vibrant Living branded Gym Rax Storage Bay, and an additional fitness programming sign-in kiosk.



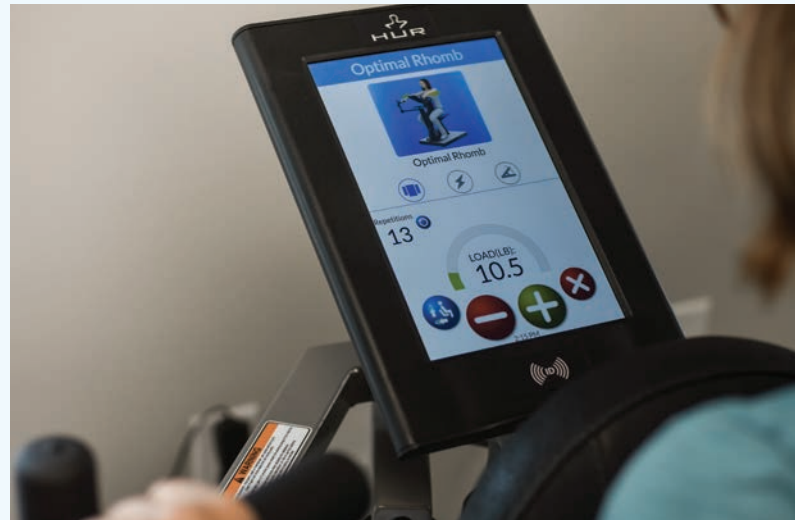
24,901
CyberCycle miles



Smart Tech

2023 Highlights

- Our podcast, This Day & Age, continued with its second season, centering on the theme of “Aging in America.” Episodes featured experts from across our organization and other thought leaders from our community and included “Advocating for Yourself As You Age,” “Who Will Care for Future Seniors?,” and “The Unexpected Keys to Healthy Aging.”
- Holland Home became a Test Bed site with AARP’s AgeTech Collaborative, which is a nationally recognized coalition that brings together the best and brightest research-based tech start-ups that focus on utilizing technology to support healthy aging and address challenges experienced by older adults. The first test experience among Holland Home, Atrio Home Care, and AgeTech Collaborative start-up DeOro Devices was initiated in May 2023. The testing product is the NexStride, a device that attaches to either a walker or cane and provides a visual or auditory cue to support an improved gait pattern.
- Our Vibrant Living app continued to be a great resource for residents and our Vibrant Living team. It helped ensure residents were meeting their fitness goals and provided important data to our fitness team to ensure that our programming best aligned with residents’ wants and needs.



The Dementia Institute was created to expand access to the necessary training, care, and support it takes to navigate caring for persons with dementia. By enhancing understanding, awareness, and communication, we can help those living with dementia and the community that surrounds them overcome challenges and find the support they need to thrive.

In 2023, Holland Home invested an initial \$125,000 to kick-start the creation and cultivation of the Dementia Institute, which was birthed out of our mission and desire to serve as many people within and outside of our facilities as possible, elevating access to and the quality of dementia care in the process. Holland Home anticipates continued investments in the Dementia Institute in the years to come, including \$600,000 anticipated in 2024 in order to continue to build and develop it.

\$125K

investment in the creation of the Dementia Institute





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 the end-of-life journey. Even after someone has passed, Faith Hospice's bereavement team continues caring for and supporting grieving loved ones.

Opening of New Grief Support Center & Move of Faith Hospice Offices

In 2023, we completed the construction and celebrated the opening of the Van Andel Hope and Healing Pavilion at Faith Hospice and moved all Faith Hospice support staff into new offices at the lower level of Trillium Woods. The Van Andel Hope and Healing Pavilion represents a more than \$3 million investment in expanding access to critical bereavement services for those experiencing the loss of a loved one in our community and provides a more collaborative and dedicated environment for our amazing hospice teams to continue to serve our community.

Palliative Clinic - Expansion, Renovations & Dedicated Clinical Space

We remain committed to delivering palliative care in our community and believe it is an area that remains underserved. In 2023, we began and completed the renovation of our first fully dedicated palliative care outpatient clinic space in the Christian Living Services corporate offices. Our palliative care teams assumed occupancy of the clinical space in November 2023 and have been actively using its six dedicated patient rooms and support space to provide critical palliative care to our community.

Expansion of Massage & Alternative Therapy Services

We continue to pursue alternative and complementary therapies to enhance our patients' quality of life. Through our massage therapy program, we provided 1,291 hours of massage therapy to more than 100 hospice patients during 2023, which represents a new high-water mark for massage therapy usage among our hospice patients.



2023 Statistics

Community Hospice

71,362 visits
1,633 hospice patients

533,300 miles driven
2,758 hospice physician patient visits

Average daily census of more than **288**, the highest average daily census in the history of Faith Hospice.

Trillium Woods Inpatient Hospice

5,878 total days of care
347 hospice patients

Estimated annual cost per day to operate Trillium Woods is approximately \$750, with most payments received covering less than 60% of the cost of care.

Bereavement Services

1,651 families served
877 individual counseling sessions provided to Faith Hospice families

358 individual counseling sessions provided to community families
13 bereavement support groups provided for a total of 94 sessions, with 4,002 individuals in attendance

Palliative Care

4,226 palliative care visits (an increase of 25% over 2023)
871 visits in our outpatient clinic

309 home visits
2,983 hospital visits

64 telehealth visits
1,140 individuals served

Volunteer Services

6,650 volunteer hours





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

In 2023, Trillium Institute:

- Trained 8 palliative medicine fellows
- Engaged 30 medical students from MSU, 10 residents, and 2 fellows from several residence and fellowship programs who rotated through an educational experience in hospice and palliative care with Faith Hospice and Trillium Palliative Services
- Added a new hospice and palliative medicine fellowship program with Sparrow Health in Lansing to our collaborative relationship with Western Michigan University School of Medicine hospice and palliative medicine fellowship program, Corewell 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.
- Convened a summit of all program directors of hospice and palliative medicine fellowship programs in the state of Michigan
- Continued the second season of the Palliative Matters podcast, with episodes including “Witnessing the Power of Hospice,” “Healing vs. Curing,” “Autonomy & Advance Care Planning,” and “Unexpected Blessings of Palliative Medicine.”

Since the inception of Trillium Institute:

- Educated over 1,000 medical students and residents
- Presented at nearly 300 local, national, and international events
- Received 8 national awards and recognition for excellence in our field

It is estimated that a full-time hospice and palliative practitioner will have direct contact with a minimum of 1,000 unique patients per year. The aggregate impact of our Fellowship Program is estimated to be over 87,000 patients cared for by our graduated fellows, over 62,000 of whom are in West Michigan.



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 expert clinical services like physical therapy, medication management, and wound care for those recovering from illness, injury, or surgery or living with a life-limiting illness. All services are provided in the comfort of our clients’ homes.

2023 Total Clients Served:

2,816

(345 of whom were on some form of financial assistance)

Help at Home Services

Clients Served:

693

(267 of whom were on some form of financial assistance)

Facilities Served:

40% in facility

60% in home

Hours of Care Provided:

44,543

Miles Driven:

126,800

Home Health Services

Clients Served:

2,123

(78 of whom were on some form of financial assistance)

Total Home Visits:

52,356

Miles Driven:

318,500





Reliance Community Care Partners is a healthcare and case management organization that specializes in coordinating community healthcare services for older adults and those with disabilities. Reliance works collaboratively with healthcare

providers, government agencies, insurance providers, legal representatives, and family members to ensure that those we serve receive the attention and care they need to live healthy, meaningful, and productive lives.

2023 Highlights

1,000+ individuals served annually through Medicaid Waiver services

200+ individuals transitioned out of nursing facilities through the Community Transitions Program; Reliance operates the largest community transitions program in the state of Michigan

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 provided care and case coordinator services along with navigation services

180+ West Michigan providers coordinated with for care delivery

32 counties served

280K miles driven



Michigan Health Endowment Fund Grant

Reliance received an additional grant from the Michigan Health Endowment Fund to further develop our Medically Complex Case Management pilot program. This program continues to provide a valuable expansion to better understand opportunities to reduce the need for emergency department visits, hospitalizations, and nursing facility stays among the participants in the MI Choice Medicaid Waiver program.

Additional PACE Program

Reliance added an additional PACE program to our claims processing clients during 2023, which resulted in 200 additional participants on whose behalf Reliance is now processing PACE program claims. The total amount of claims processed for PACE programs in 2023 was approximately \$78,506,000, with that figure expected to grow in 2024.





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 among 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.

2023 Highlights

410	107	328	50,500	7,743	445,700
participants served	enrollments	average monthly census	meals served	home care hours	miles driven transporting participants

Second Site

Construction on a second site, located in Lowell, began in October 2023. The expansion will enable Care Resources to serve up to an additional 125 program participants and will create an estimated 30 new jobs. The site will allow Care Resources participants to safely enjoy ample green space outdoors, while large windows throughout the building will provide lots of natural light indoors. Anticipated to open in fall 2024, the new facility will feature a state-of-the-art gym for rehabilitation and therapy and a full-service medical clinic. Activity areas will allow participants to socialize and enjoy games and events, and relaxation rooms will provide respite to both participants and caregivers.

Day Center at Care Resources

During the fall of 2023, Care Resources established a new partnership with the Dementia Institute. The collaboration invites any senior in the community, including those living with dementia, to participate in a new Day Center at Care Resources program. Participants will have access to the Care Resources Day Center, which provides engaging activities, meaningful social interactions, and dedicated care without having to enroll in Care Resource’s full program.



TANDEM365

We continue to innovate and challenge the complexities of healthcare 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 visits and hospitalizations by understanding the complexities of healthcare and supporting individuals who have unstable health conditions and are on a trajectory of decline.

2023 Highlights

1,068	1,300+	2,000+
enrolled during 2023	individuals served through the Priority Health relationship	individuals served through the new Corewell Health relationship

- Began pilot with Corewell Health to manage 2,000+ individuals with the goal of reducing unnecessary utilization
- Established a partnership with Harmony Cares to provide EMS interventions





2023 Highlights

- Kicked off the BretoNext Campaign with a target of raising \$1.1 million by the end of 2024 to help support an estimated \$15 million of investment expected in existing facilities on the Breton Woods campus.
- Commenced fundraising efforts for the Garden & Prayer Walk at Faith Hospice's Trillium Woods campus, with the hope of raising \$400,000 for the project.
- For a fourth consecutive year, more than \$1 million was added to the Holland Home Foundation through planned gifts.
- For the second year in a row, more than \$200,000 was added to the Faith Hospice Circle of Faith Fund through planned gifts.



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.



Events of Generosity

\$98,000+
raised at our annual Golf Outing

\$189,000+
raised at our annual Keeping the Promise Dinner w/ Sons of Serendip

\$42,000+
raised at our annual Faith Hospice Fall Luncheon

Number of Donors:
3,180

Number of Gifts:
4,188

Total Amount Received:
\$5,294,450

Campaigns of Generosity

	Total Raised in 2023	Total to Date
Raybrook Capital Campaign	\$25K	\$5.41M
BretoNext Capital Campaign	\$710K	\$710K
Faith Hospice Garden & Prayer Walk Campaign	\$375K	\$375K

CFO REPORT

In 2023, we celebrated the receipt of the largest grant in Holland Home's history, which will help to fund new and innovative approaches to support our caregiving staff throughout our facilities. In addition, we celebrated the achievement of a record average daily census for 2023 with Faith Hospice and a more than 25% increase in the volume of palliative care visits provided throughout our community. We witnessed the opening of the new Van Andel Hope and Healing Pavilion at Faith Hospice and have already begun to see the impact that the space will have on our community for years to come. We completed renovations on a number of spaces throughout our campuses and began embarking on new investments. After concluding a strategic planning effort in 2022, we began the work of executing and exploring new ways to serve our community, including initiating investment in a new community-focused initiative, the Dementia Institute.

After maneuvering through an exceptionally challenging operating environment for the last several years, initially as a result of the public health emergency and culminating with

unprecedented cost inflation and a tight labor market, we have emerged as strong as at any point in our history. Christian Living Services, including Holland Home, Faith Hospice, and Reliance Community Care partners, along with our affiliates, remain well positioned to serve our community and its changing needs in the years to come.

We continued to observe significant growth in Christian Living Services revenues as our home- and community-based services expanded, serving far more individuals throughout the community than on Holland Home's campuses. Collectively, Christian Living Services and its affiliate organizations now serve more than 6,000 individuals daily. We served an estimated 12,000 individuals in 2023, with fewer than 2,000 of those being served on Holland Home's campuses!

As in years past, our capital investments continue to reflect significant investments in our campuses as we seek to ensure healthy recurring investment in our spaces and upgrades to reflect adjustments to current and future resident interests



and uses. In 2023, we invested more in our campuses than in any prior year over the last 10 years. We began and concluded a number of capital projects during 2023, and approached a long-anticipated conclusion to our independent living expansion on the Breton Woods campus. We concluded construction on the Van Andel Hope and Healing Pavilion on Faith Hospice's Trillium Woods campus. We began the construction on the final building of our Breton Homes North development on the Breton Woods campus and began a \$5 million renovation at Breton Terrace, which will result in an updated lobby, offices, dining space, and community gathering spaces, among other updates. Additionally, we continued investments in our Breton Rehabilitation Centre and renovated a number of significant spaces on the Raybrook Campus, including the lobby, corridors, and gathering spaces throughout Estates I. Our total capital investment in 2023 exceeded \$20 million for the second year in a row, and our total capital investment since 2016 has totaled more than \$107 million..

Incredibly, we welcomed more new residents in 2023 on Holland Home's campuses than in 2022, setting a new single-year record for Holland Home. We concluded 2023 with 89 independent living unit sales, which represents only the second time in our 132-year history that our total annual independent living sales of existing units exceeded 80 (the first year being 2022). This means that for the second year in a row, we welcomed more than 140 new independent living residents onto Holland Home's campuses. In addition, we welcomed more than 36 new assisted living residents into Holland Home's facilities in 2023 (the most we've welcomed in more than 10 years). We are grateful that so many individuals continue to seek and find our communities.

We are continuously 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 leadership, 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, Dementia Institute, 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

The individuals and teams that make up our organization and their commitment to serving our community are unmatched. There are countless unwitnessed moments of grace, love, compassion, and joy. Our team has faced each moment of uncertainty, challenge, and intensity with incredible empathy, gentleness, and humanity. Reflecting that we are called by God to care for those around us, knowing that we all have been created in His image, our team serves with amazing love and dedication to our community.

The following provides details of staff by organization and location, as well as a glimpse into the number of staff we have in certain positions. Total payroll in 2023 was \$62 million, paid out over approximately 2.09 million hours worked. As of December 31, 2023, 1,451 staff were employed.

Employees by Organization

Holland Home	801
Faith Hospice	185
Atrio Home Care	146
Care Resources	177
Reliance CCP	88
Tandem365	52
Trillium Institute	2

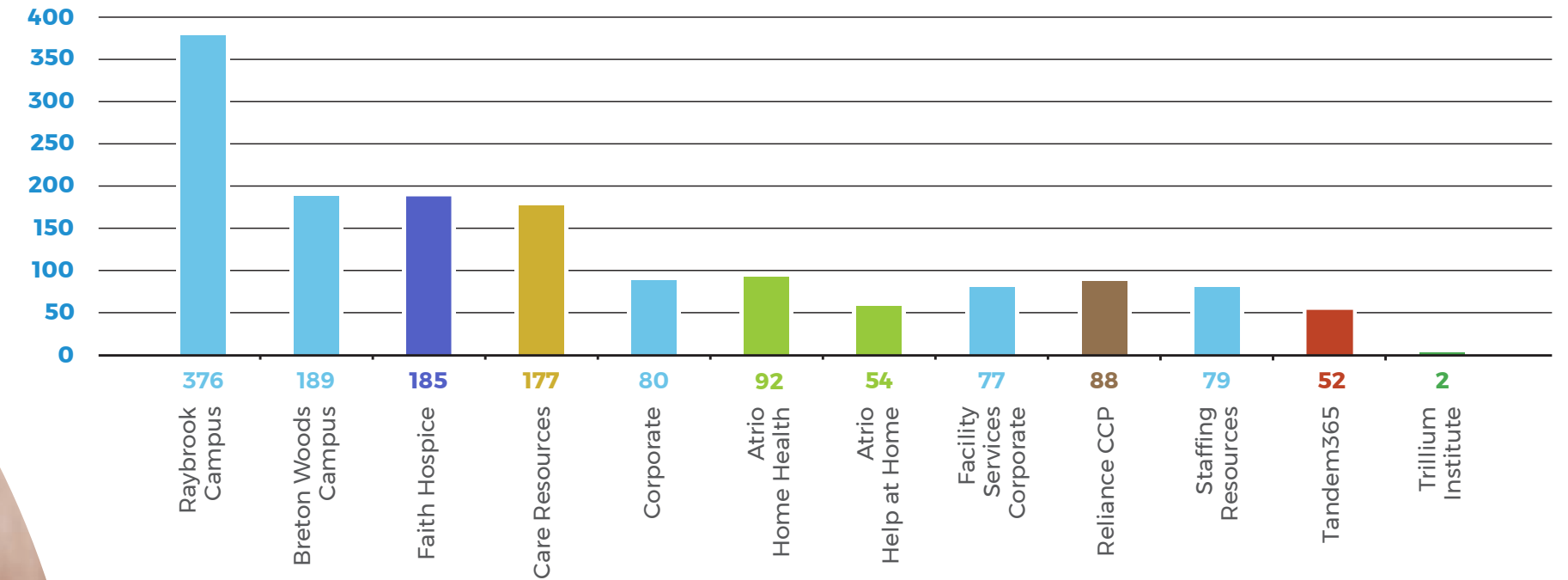


Employees by Position Type



Employees by Location on 12/31/2023

TOTAL: 1,451



Revenue

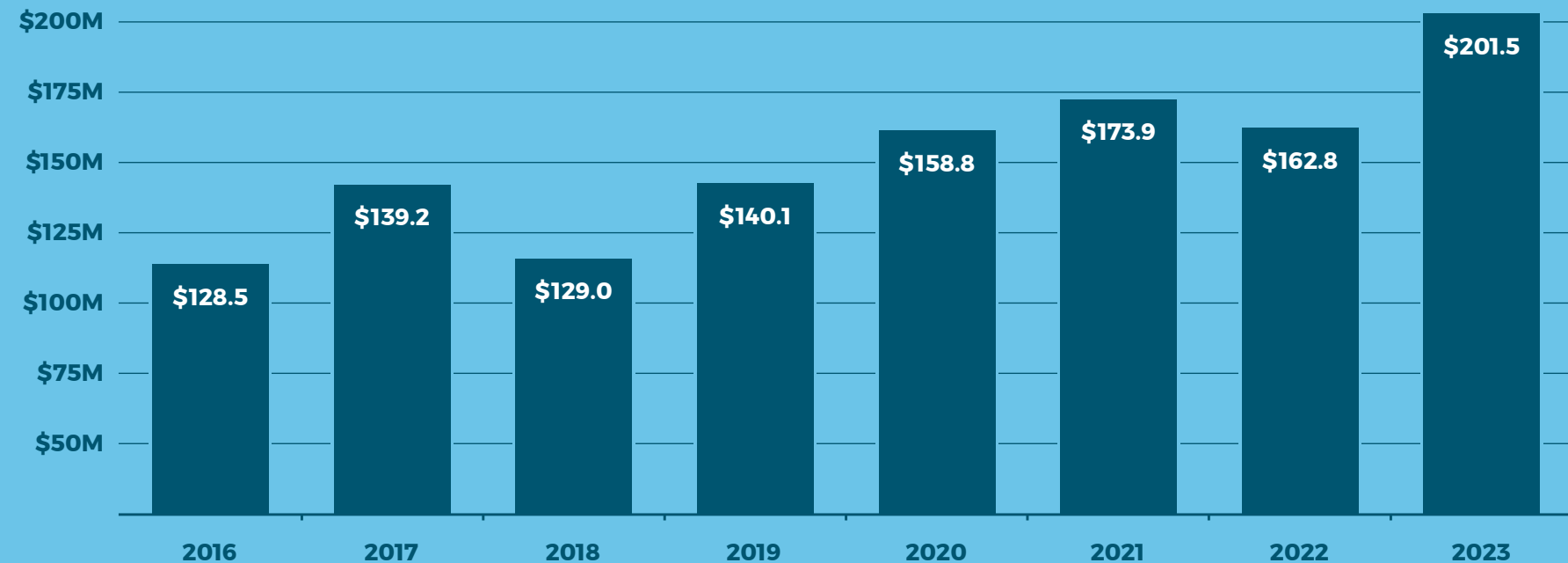
As our revenue has continued to grow and diversify, so have the number of lives we're able to impact each day. However, despite the growth in revenues and lives impacted, we continue to see growing unmet needs throughout our community. We remain committed to actively pursuing how we might continue to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

Total revenues from 2023 were \$201.5 million, \$38.7 million more than in 2022. The increase was due to continued growth across all service areas and steady improvements in investment portfolio performance. Home- and community-based service revenues increased by \$12.3 million, reaching \$116.6 million in 2023. In home- and community-based services, Reliance's revenues increased by \$2.4 million, Faith Hospice's revenues increased

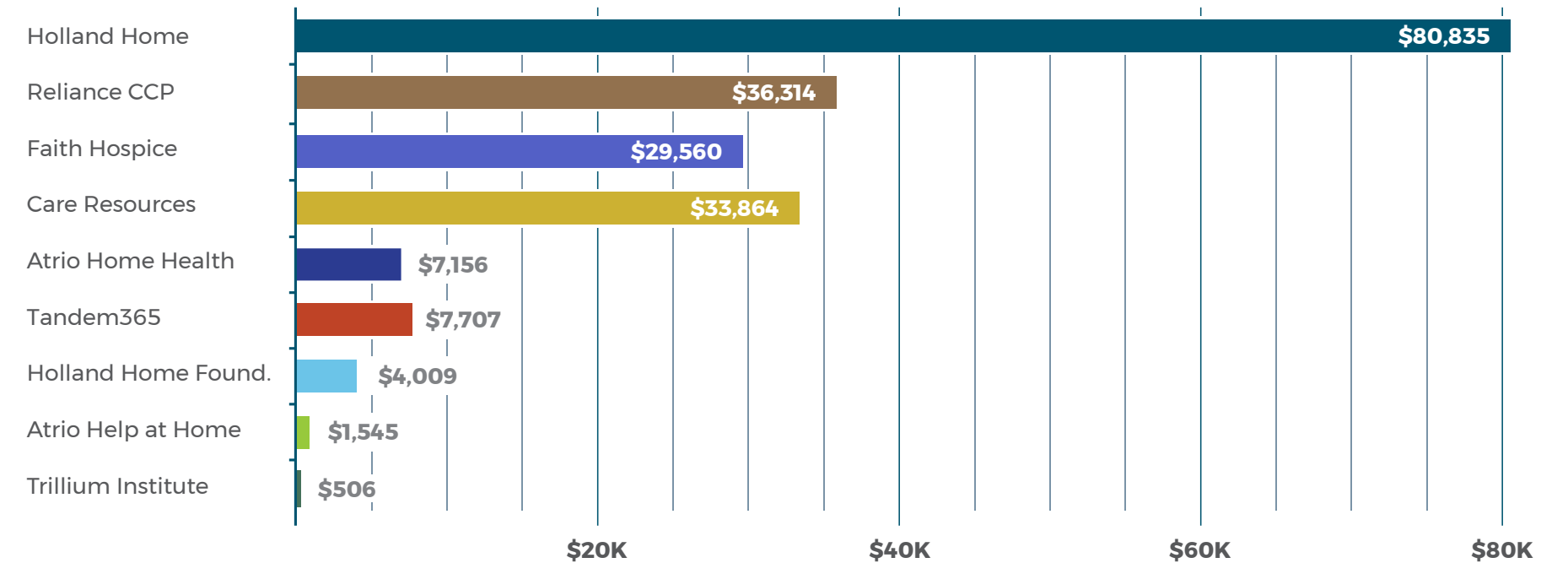
by \$4.7 million, Care Resources' revenues increased by \$4.2 million, Atrio Home Care's revenues decreased by \$0.3 million, and Tandem365 revenues increased by \$1.3 million. Holland Home revenues increased by \$21.2 million, due in part to an improvement of \$10.1 million in nonoperating revenue performance.

Total revenue from operations (excluding contributions and investment activity) was \$183.7 million in 2023, \$17.8 million more than in 2022, representing continued growth in the number of lives impacted throughout our facilities and communities.

Christian Living Services Gross Revenue in Millions



Revenue by Company in Thousands



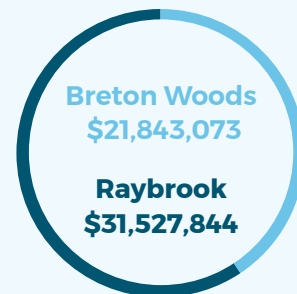
Revenue (continued)

Over the last decade, we've continued to grow our home- and community-based service revenues, which are ultimately outpacing our facility revenues. The following charts demonstrate the grouped sources of revenues, with the breakdown of the \$201.5 million in revenues divided between home- and community-based services, facilities and corporate, investments, and philanthropy revenues.

**CLS 2023
Total Revenues:
\$201.5 million**

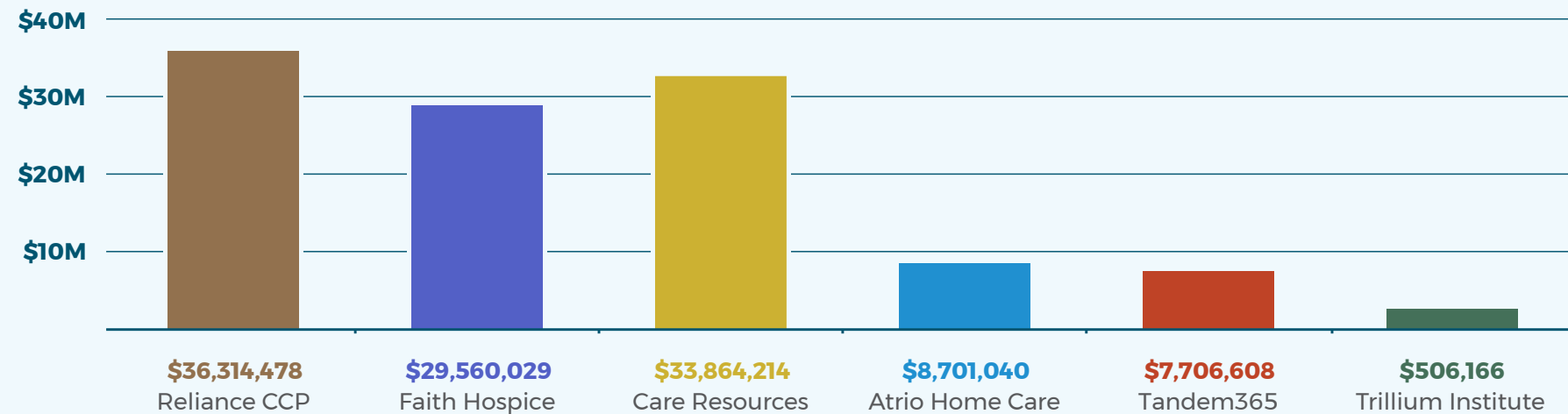


**Holland Home 2023
Facility Revenues:
\$53,370,917**



2023 home- and community-based revenues of \$116.6 million, an increase of \$12.3 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 2023 Community-Based Revenues



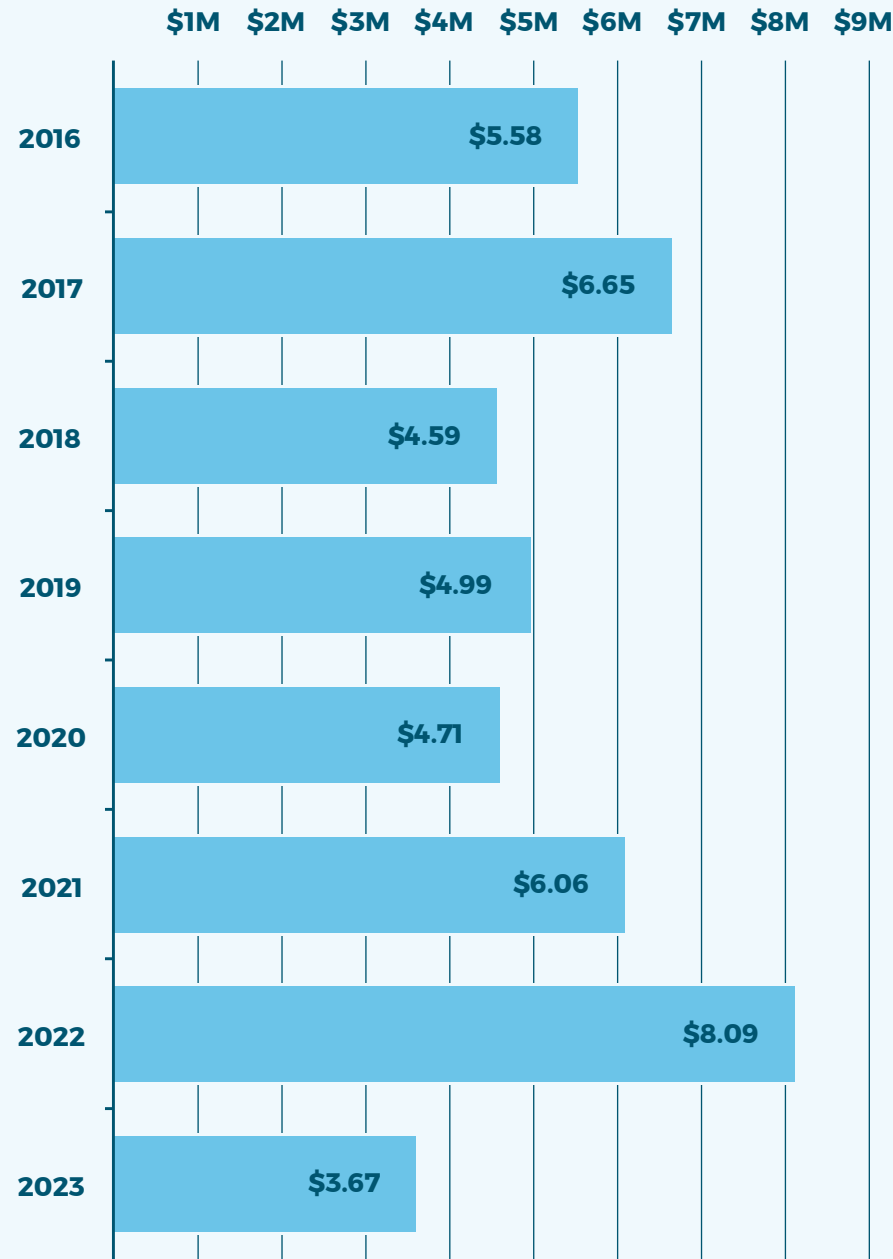
COMMUNITY BENEFIT

Community benefit represents a limited snapshot of lives touched, irrespective of financial concern, because love and compassion demand moments in which generosity covers whatever the need may be.

Community benefit in Holland Home includes providing uncompensated or discounted care to those living within our facilities who have outlived their resources. In 2023, we provided discounted or uncompensated services to 190 individuals living on our campuses across all levels of care. This represents around 10% of those we served on our campuses in 2023, including those in independent living who received some form of uncompensated or discounted care.

In addition to uncompensated or discounted care, Holland Home initiated the cultivation, creation and commitment to establish the Dementia Institute in 2023. In 2023, Holland Home invested an initial \$125,000 to establish the Dementia Institute and anticipates a recurring annual commitment of more than \$500,000 annually in order to ensure it is able to pursue its core purpose of enhancing education, care, and research of dementia within and throughout our community.

Net Community Benefit Chart in Millions

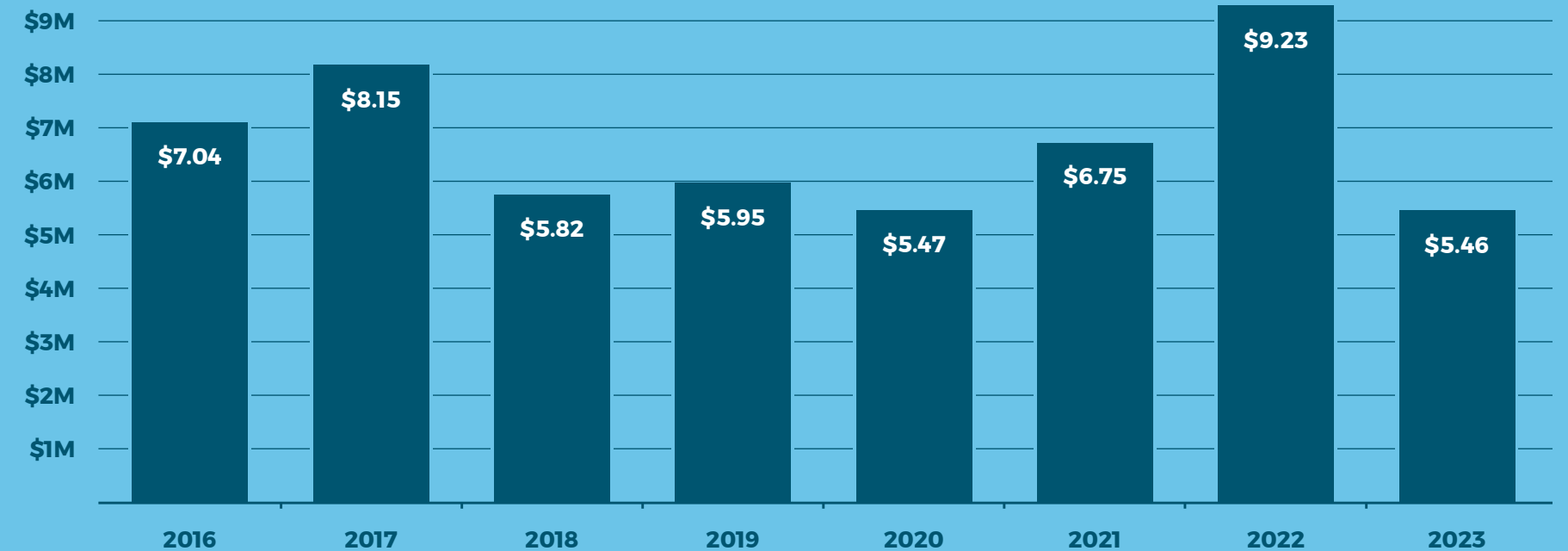


COMMUNITY BENEFIT (continued)

Community benefit, in Holland Home (HH), but also inclusive of Faith Hospice (FH) and Reliance Community Care Partners (RCCP), includes those individuals who received discounted care or uncompensated services on our campuses and throughout the West Michigan community. Services provided at a loss include our continued investment in expanding access to palliative care

(Trillium Palliative Services) and access to behavioral health resources (Reliance Integrated Wellness Clinic). As an example, in 2023, Faith Hospice provided palliative care services in the community at a net loss of \$624,000. Additionally, Faith Hospice operated and provided care at its Trillium Woods facility at a net loss of \$793,000.

HH | FH | RCCP - Net Community Benefit in Millions





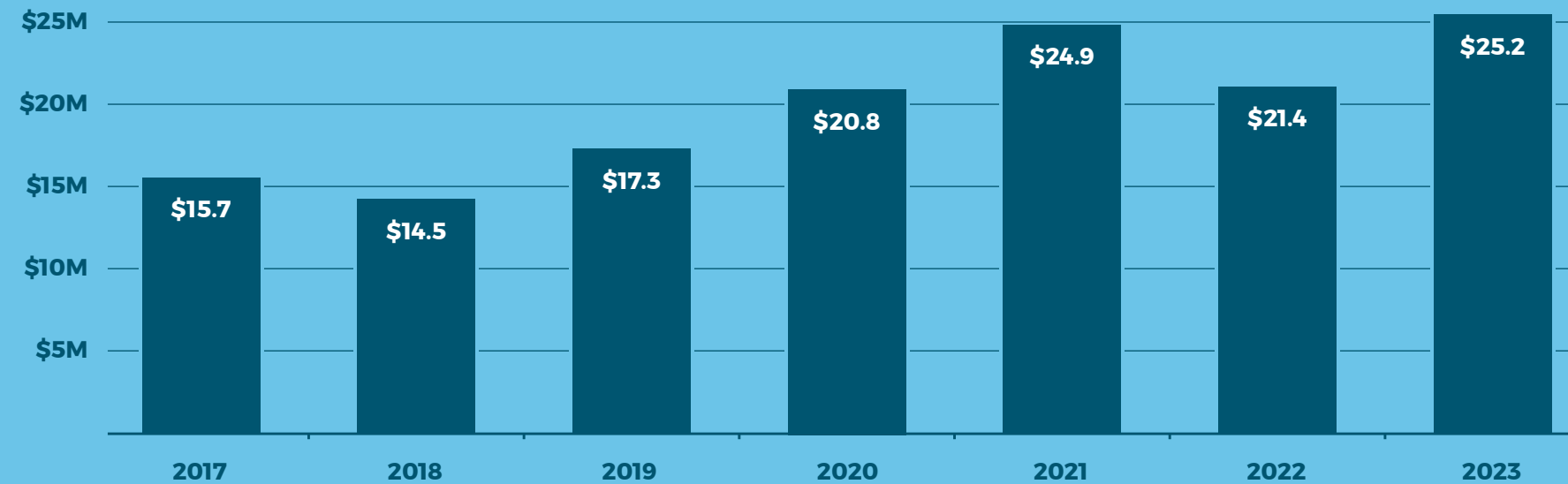
COMMUNITY SUPPORT

As our community's needs have continued to grow, so has the support of our community. 2023 represented a strong year of contributions toward meeting those community needs, including multiple events of generosity and continued gifts toward our campaigns of generosity, which have targeted renewed investment in Holland Home's Raybrook Campus, Holland Home's Breton Woods Campus, and Faith Hospice's Trillium Woods campus. The generous support of investments being made in our campuses not only enables us to further our resources in support of expanding our services but also ensures that future generations will benefit from the generosity of our incredible community.

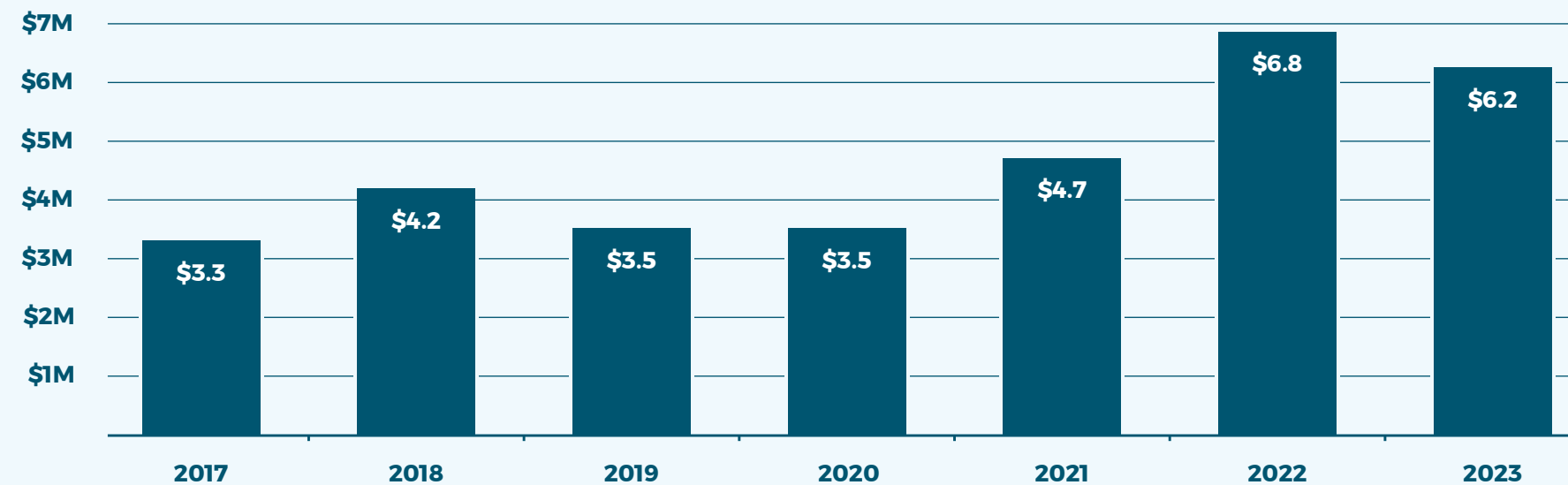
The Holland Home Foundation has continued to be the beneficiary of a legacy of generosity, which has not only sustained but furthered our mission for the last 132 years. 2023 represented the fourth consecutive year of more than \$1 million in annual donations to the Holland Home Foundation. In 2023, the Holland Home Foundation received more than \$0.7 million through its Heritage Fund, representing estate bequests that have generously contributed to the annual funding of Holland Home's resident assistance need.

Faith Hospice received more than \$250,000 in estate bequests in 2023, further adding to its Circle of Faith Fund, which supports patient assistance needs, as well as expansion of underreimbursed or nonreimbursed community support services. In addition to estate bequests, Faith Hospice received more than \$475,000 in 2023 in support of critical programs and services, including its inpatient residential facility at Trillium Woods, as well as the continued expansion of its grief and bereavement support programs.

Holland Home Foundation Assets in Millions



HH | HH Foundation | FH | & TI Donors Chart in Millions

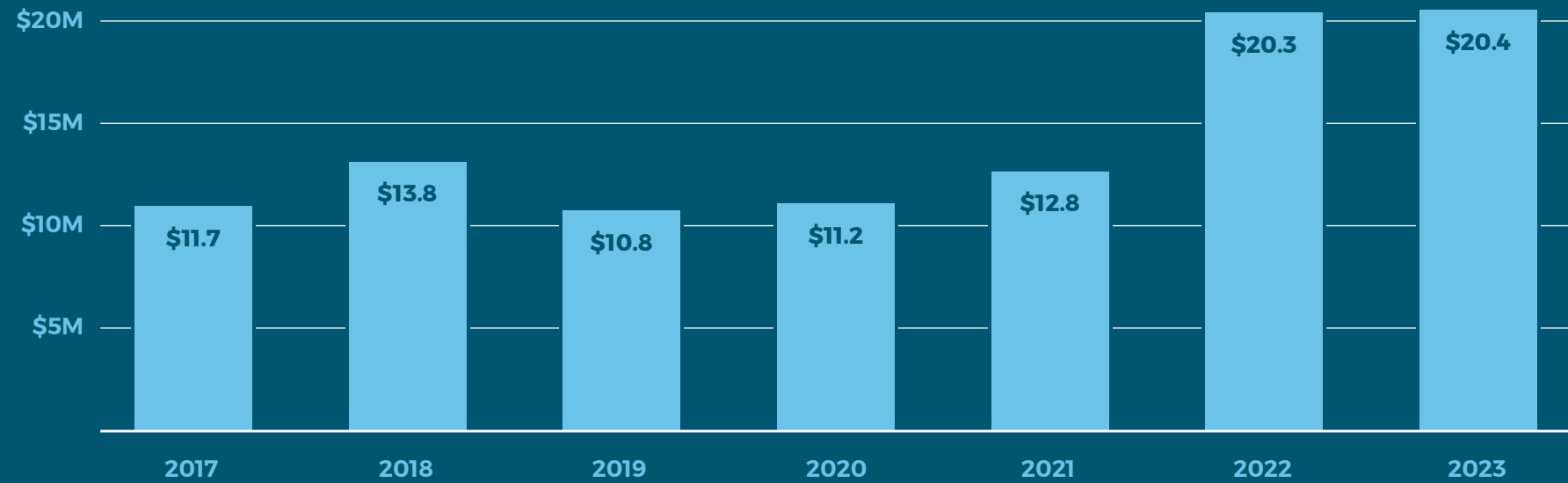


CAPITAL INVESTMENTS

2023 represented the seventh consecutive year of more than \$10 million annually invested in our facilities and capital assets. Of the \$20.4 million of capital investment in 2023, \$18.9 million was invested directly in Holland Home’s facilities, \$1.4 million was invested directly in Faith Hospice’s facilities, and the remaining balance was invested in other capital needs and opportunities throughout Christian Living Services.



Capital Expenditures in Millions





Christian Living Services