

## 2019 Annual Report





Holland Christian Homes

## Strategic Plan 2019-2022

### Executive Summary

As a community of homes for Christian seniors, with six apartment buildings and two long-term care facilities providing housing and health, social and recreational programs for close to 1,100 older adults, HCH has accomplished much in recent years.

From this base, HCH set out with the goal of creating an inspiring and focused Strategic Plan that would build on its successes to date and set the direction for the future. This involved a comprehensive planning process.

Throughout the process, HCH conducted meaningful stakeholder engagement. Engagement strategies used to solicit input included focus groups, key informant interviews, and an online survey. Throughout the engagement phase, from Jan. 23 - Feb. 12, 2019, input and feedback were gathered from a total of:

- 201 respondents to the online survey
- 71 participants in eight focus groups
- 4 key informant interviews

A Strategic Board Retreat took place on Feb. 22, 2019. At this point, engagement results were reviewed and trends were considered. The delivery of high-quality Christian care remained the focus through a thoughtful consideration of the future of the organization.

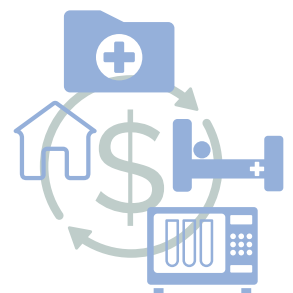
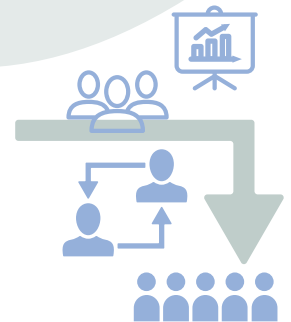
From this, the Board of Directors has established four strategic directions:

- 1. Creating a Centre of Excellence**
- 2. Strengthening Communications**
- 3. Building Our Health and Human Resources**
- 4. Investing in Our Infrastructure**

These strategic directions will serve to focus our work over the next three years. They are driven by our mission, and they speak directly to the challenges and opportunities before us. The Board believes these directions signal to all stakeholders invested in the success of HCH that this organization is ready and able to meet its future head-on.

HCH is energized. The directions envision a future for HCH that is thoughtful, sustainable, and reflective of our commitment to seniors. These directions include the voices of our stakeholders; they are connected through meaningful relationships that inspire us each day.

Our new directions are focused on our foundation of providing a safe, professional, and caring community for seniors, based on traditional Christian values.



# Energizing Our Future

# Meeting the Changing Needs of Seniors

## HCH faces the future

**W**elcome to Holland Christian Homes' 2019 Annual Report. Please join us in reviewing the past year, celebrating our 50 years of accomplishments, and looking forward to an inspired future as we embark on our second half-century as a leader in seniors care.

From our humble beginnings in 1969 with Trinity Tower to our current campus in Brampton, we continue to evolve in preparation for the future needs of the seniors we serve. Never resting on our achievements, we always look forward to making the imaginable a reality.

The seniors who rely on us each day are living longer and have more chronic illnesses, including dementia. They expect more healthcare and residential care services. As our seniors' needs and expectations change, so too must Holland Christian Homes.

The focus in 2019 has been the addition of a new building to replace the old Faith Manor. This new building is being built to the most up-to-date standards in the industry. We are expanding our occupancy from 120 licensed beds to 160 licensed beds—a welcome increase for our community.

One of the major problems in our society is the rapid increase in the number of seniors with dementia. This is also a challenge for Holland Christian Homes in the care that is required. The Board has therefore made a strategic decision to focus as an organization on improving the care for these seniors. Once the current residents have been transferred from old Faith Manor into the new building, we are planning to transform the old building into a specialized Memory Care facility named Bethany Place.

The transformation will be focused on three areas of care. The first part will be the development of five communal home areas of 8 residents each who will be supervised and supported by homemakers and medical staff. The second part of our plan is to operate a day program for our seniors as well as for seniors of the larger community. This program will facilitate up to 40 seniors. The third part of our plan is to operate four wellness suites to accommodate respite and/or convalescent care. The design of the facilities is described elsewhere in our report.

We must give praise and thanks to all our wonderful staff and volunteers. They work in this unique Christian environment and together they help make our organization the envy of many others. We must remember that it is our God and Father who is central in all we do and say here at HCH. Only with your prayer support will we be able to continue to grow and operate this remarkable facility.

**Keith Ambtman**  
*President*

**Ken Rawlins**  
*CEO*



**NUMBER  
OF ACTIVE  
HCH  
MEMBERS:  
1,798**

**OVER  
775  
TENANTS  
CALLED  
HCH  
HOME IN 2019**

# Holland Christian Homes Inc.

## 2019 Condensed Financial Statement and 2020 Budget

### Consolidated Balance Sheet as at December 31, 2019

	2019	2018
<b>Assets</b>		
Current	\$ 1,807,827	\$ 4,240,878
Property, Plant & Equipment (\$122,371,725 less \$52,156,427 accumulated amortization)	70,215,298	59,824,143
Other Assets	523,218	627,880
<b>Total Assets</b>	<b>72,546,343</b>	<b>64,692,901</b>
<b>Liabilities</b>		
Payables and Accrued Expenses	5,359,616	4,394,898
Short Term Debt	13,282,956	15,695,132
Long-Term - Notes Payable	10,280,268	10,525,293
Long-Term - Mortgage Payable	24,488,075	15,085,814
Long-Term - Loan Payable	700,000	800,000
Long-Term - Equity Leases King and Peace Tower	19,890,350	20,561,950
<b>Total Liabilities</b>	<b>74,001,265</b>	<b>67,063,087</b>
<b>Members' Deficiency</b>		
Deficit	(1,454,922)	(2,370,186)
<b>Liabilities and Members' Deficiency</b>	<b>\$ 72,546,343</b>	<b>\$ 64,692,901</b>

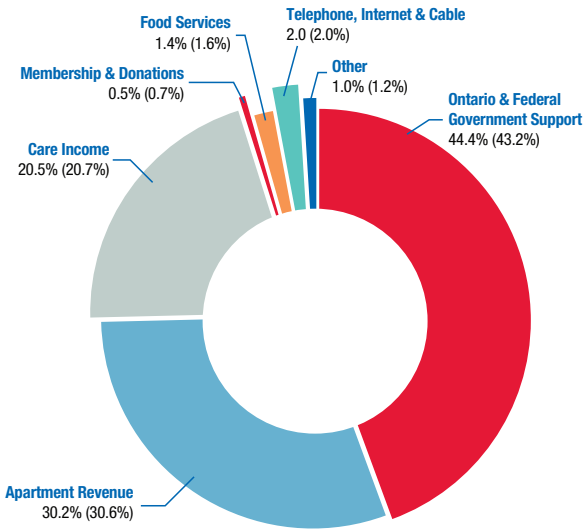
### Consolidated Statement of Revenue and Expenditures for the year ended December 31, 2019 and 2020 Budget

	Budget 2020	Actual 2019	Budget 2019	Actual 2018
<b>Revenue</b>				
Apartment Revenue	\$ 10,347,657	\$ 10,078,224	\$ 10,008,474	\$ 9,735,476
Care Income - Nursing Homes	20,918,881	19,875,882	18,722,521	18,727,371
Care Income - Towers	1,738,247	1,624,510	1,740,677	1,541,327
Membership and Donations	30,000	154,963	142,000	225,473
Food Services	467,156	521,347	523,544	556,700
Telephone, Internet & Cable	656,496	653,723	642,583	640,373
Other General Income	293,845	328,923	287,676	367,606
<b>Total Income</b>	<b>34,452,282</b>	<b>33,237,572</b>	<b>32,067,475</b>	<b>31,794,326</b>
<b>Expenditures</b>				
Nursing - Faith & Grace Manors	11,033,260	11,508,660	10,151,713	10,412,445
Nursing - Towers	2,094,645	1,924,039	2,060,291	1,832,527
Activities	1,445,915	1,265,298	1,176,980	1,085,337
Dietary - Faith & Grace Manors	2,811,472	2,799,084	2,704,391	2,726,013
Administration	2,495,364	2,162,580	2,102,994	2,124,650
Housekeeping and Laundry	2,114,437	1,945,104	2,005,641	1,888,580
Repairs & Maintenance	1,903,650	2,090,579	1,908,448	1,973,937
Food Services	465,051	565,011	520,449	567,973
Telephone, Internet, Cable & Other	437,000	373,556	420,611	394,354
Property Taxes	1,212,615	1,182,257	1,217,429	1,193,558
Insurance	162,935	135,852	125,250	121,065
Utilities	1,679,250	1,421,240	1,611,750	1,447,657
Interest - Notes Payable	1,755,903	1,770,672	1,889,174	1,928,124
Interest - Mortgage & Loan	1,127,351	471,229	473,284	666,171
<b>Total Expenditures</b>	<b>30,738,848</b>	<b>29,615,161</b>	<b>28,368,405</b>	<b>28,362,391</b>
<b>Surplus before Amortization</b>	<b>3,713,434</b>	<b>3,622,411</b>	<b>3,699,070</b>	<b>3,431,935</b>
<b>Amortization</b>	<b>3,370,227</b>	<b>2,707,147</b>	<b>2,670,641</b>	<b>2,589,628</b>
<b>Net Revenue over Expenditures</b>	<b>\$ 343,207</b>	<b>\$ 915,264</b>	<b>\$ 1,028,429</b>	<b>\$ 842,307</b>

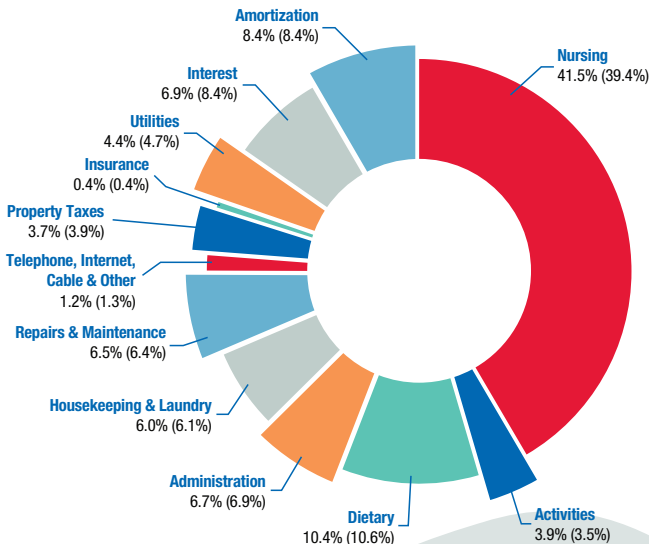
# 2019 Income and Expenses

## At a glance

**2019 Income**  
**\$33,237,572** (2018, \$31,794,326)  
 2018 (%) in brackets



**2019 Expenses**  
**\$32,322,308** (2018, \$30,952,019)  
 2018 (%) in brackets



**HCH**  
 DELIVERED ITS  
**STRONGEST**  
 FINANCIAL  
 PERFORMANCE  
 IN OVER  
**A DECADE**  
 DURING  
**2019**

**2019**  
 REVENUE:  
**\$33.2**  
 MILLION

**\$915,264**  
**2019**  
**BUDGET**  
 SURPLUS

## “New” Faith Manor

### Creating a new state-of-the-art home

**B**ack in 2015 the Board of Directors made the strategic decision to replace Faith Manor with a new state-of-the-art building. The original plans were for a new four-storey, 120-bed long-term care home. But early in our development plans, the Government of Ontario announced that 5,000 new licences would be issued for new long-term care beds. From our operational cost studies, it was determined that a 160-bed long-term care home would be financially the most efficient to operate. HCH immediately applied for 40 additional licences, and early in the program we were awarded them. Our design had to change from a four-storey, 120-bed nursing home to a five-storey, 160-bed nursing home. The new design allows for 32 beds per floor, with two residential home areas of 18 and 14 beds each on every floor.

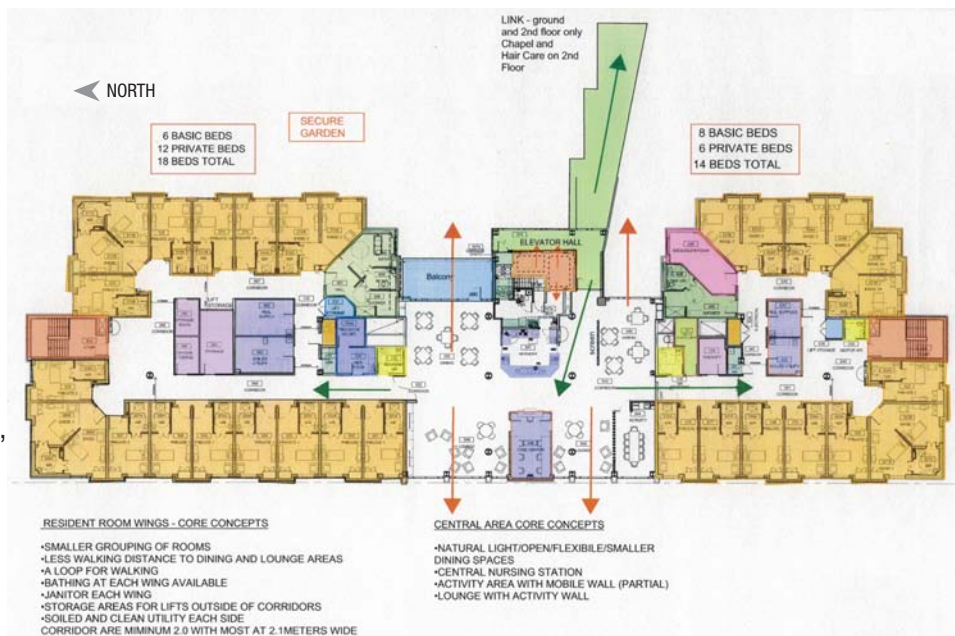
Fast-forward to 2018, when the construction on the new building started with an estimated completion date of mid-summer 2020. The project is being built in two phases: Phase 1 is the new building to accommodate the 160 beds, and Phase 2 will be the renovation of the old building, which will accommodate a link to the front entrance of Faith Manor as well as other features. In this renovated part of the building we will have a family room; a chapel/prayer room; a reception area; an educational room for up to 40 people; and around 20 new offices for support staff. The main kitchen will also be upgraded with new and additional equipment.

Presently the completion date of Phase 1 has been changed to mid-December 2020, and that of Phase 2 to July of 2021. Our staff is preparing the plans to move all residents over in early 2021.

HCH is blessed by the financial support of the Ontario government, the support of local governments, and the prayer support of our membership.

We look forward to completing this project and to starting the rebuilding of old Faith Manor into the new Bethany Place, which will be our dedicated Memory Care facility.

**\$9.8 MILLION**  
**SPENT**  
**ON NEW**  
**FAITH**  
**MANOR**  
**CONSTRUCTION**



Construction progresses at “New” Faith Manor (August 2020)



East Elevation

# Bethany Place

## Filling a gap in our “Continuum of Care”

In 2015 the Government of Ontario offered a renewal program for operators of Long-Term Care homes with B or C class facilities. This opportunity came at the right time. Faith Manor is a “B” class home and needed a lot of costly improvements that still would not qualify it as an “A” home. At the same time, the Board of Directors were having discussions about the rapid increase in the number of seniors with dementia—a phenomenon that is also evident among the population here at HCH. The decision was made to proceed with a new building for Faith Manor and the reconstruction of the existing building into a dedicated Memory Care facility. Improved care for residents with dementia would fill a gap in our “Continuum of Care”.

Extensive research was done into which type of dementia care would be best for our vision. The Board of Directors was inspired by the universally recognized Dutch care model for dementia.

The Dutch concept is a cultural shift in care for the elderly living with severe dementia. It is a shift from the institutional long-term care model to more normal surroundings and a normal daily life with professional help and support. Moving from a medical model to a social-relational model, the focus is on experiencing health and enjoying normal life and social interaction, despite the dementia syndrome and other health problems that occur. Holland Christian Homes has adopted this model of care for Bethany Place. It is a cultural shift that will demand creativity and person-centred focus by all professionals within our organization.

Bethany Place will offer long-term, highly qualified dementia care in five normal residential home areas. In each home area, eight seniors will live together as a family unit. All seniors will have a private bedroom with a full ensuite bathroom. Eight seniors will share the living room, dining room, activity area, laundry room, and a full kitchen. All housekeeping functions, including laundry and the preparation of all meals, will be performed within the home area. The residents are encouraged to participate in the daily functions of life and will be supervised by homemakers with support from professional medical staff.

The seniors will be free to roam the entire facility of Bethany Place, including the secure outside garden. Quality of life with dementia is the focus for those who suffer with this serious disease.

With your support, through both prayer and financial giving, we will make this Memory Care home a beacon of hope for our seniors suffering from memory loss.

**MANORS  
OCCUPANCY  
99.01%  
IN 2019**



# COVID-19

## Keeping ourselves and each other safe

**O**n March 11, 2020, the World Health Organization declared the global outbreak of COVID-19 a pandemic. Like most organizations globally, HCH was directly impacted by the COVID-19 virus. Despite our preparation and due diligence to keep the virus out of our facilities, it penetrated our safeguards, leading to several outbreaks over the following months.

Three separate outbreaks were declared in Grace and Faith Manors. Grace Manor's first outbreak took place between April 6th and June 9th, when multiple residents and staff contracted the virus, leading to a total of 55 resident cases, 26 staff cases, and 12 resident deaths. A large-scale evacuation to the local hospital was coordinated and we requested military support to ensure safe, high-quality care of our residents. Grace Manor's second outbreak took place between June 15th and June 21st, with only 1 asymptomatic staff case which was picked up on surveillance testing. No residents were impacted and the outbreak was quickly declared over by Public Health.

Faith Manor had one outbreak between April 25th and June 2nd. Two residents contracted the virus along with 4 staff members. One resident unfortunately died from the virus.

The Towers were never declared in an outbreak, and we are only aware of 1 positive case, which was resolved. The ongoing dedication of staff, residents and their families, and tenants has allowed us to continue to fight the spread of COVID-19 and keep our community safe. It is everyone's responsibility to keep ourselves and each other safe and to continue to do our own individual part to prevent further impact from this virus.



1,016  
PEOPLE  
LIVE AT  
HCH

## 2019 Chaplaincy Report For all HCH tenants and residents

**O**ne of the Core Values of Holland Christian Homes is "Celebration of Christian Faith". While this comes to expression in many ways, we were assisted in this throughout 2019 by the ministry of Heritage Fellowship Christian Reformed Church, whose members reside in HCH, and by St. Jerome's Roman Catholic Church. Heritage Fellowship CRC offered worship services in Heritage Hall twice every Sunday, as well as on other occasions such as Good Friday, Remembrance Day, Thanksgiving, and Christmas. These services were also broadcast throughout the complex. Since many residents of our manors are limited in their ability to come to worship in person, the three pastors of this church have traditionally offered weekly services on each floor of Grace and Faith Manors. St. Jerome's also offered Mass every Monday in Harmony Hall and every Tuesday in Grace Manor. Heritage Fellowship pastors offer their chaplaincy service not only to the members of their own congregation but to all tenants and residents throughout HCH who are willing to receive it. This includes hospital visitation offered to all who spend time in the area hospitals, as well as personal encouragement offered in the apartments and the manors. A Roman Catholic deacon is also available for personal ministry on some evenings in Grace and Faith Manors.

Having entered 2019 short-staffed on account of a retirement, Heritage Fellowship Church was ably assisted by the part-time service of a Free Methodist pastor living in HCH. Later in the year, a new full-time pastor brought the team back to a full complement. Throughout this year the church also continued to assist a family of refugee applicants who were awaiting their Refugee Board hearing.

Other ministries carried on by members of the HCH community included those who led devotions for all mealtimes in the complex, a team of volunteer visitors initiated in the last year, a prayer shawl knitting ministry, the knitting of over 5,000 hats for Operation Christmas Child, and numerous other efforts, many of which are coordinated through the Volunteer Office.

## Volunteer Department

More than 20,000 volunteer hours in 2019

2019 marked the retirement of long-time Volunteer Coordinator, Femmie Terpstra, who was commended and thanked for her many years of dedicated service. A new Coordinator was hired in June of 2019 with the mandate of maintaining the department's contributions towards the Christian community that we celebrate at HCH, while at the same time implementing the structure, training, and support necessary to ensure that legislative and organizational expectations are met as HCH continues to grow. A restructuring of sorts has therefore taken place, with the help and engagement of many talented volunteers. New software was implemented that provides database, scheduling, tracking, and communication capabilities, and much work was done to consolidate processes within the Volunteer Department, such as the onboarding of new volunteers and the training, supervision, and support of current ones.

In 2019, volunteers logged over 9,000 hours of service, with an additional 11,000 hours estimated to have been contributed prior to the implementation of the new software. HCH ended 2019 with 347 active volunteers, including 35 new volunteers brought on between June and December. Mandatory annual training was undertaken to support all volunteers, and both a volunteer survey and an audit of each volunteer's status were conducted to help direct that work.

As with society's overall demographics, our HCH volunteers too are aging. The retirement of a number of very dedicated volunteers took place in 2019, many due to health reasons. We do wish to thank all of our retirees, along with each and every current volunteer, for their crucial contributions to Holland Christian Homes and for making themselves available day in and day out to brighten and enrich the lives of others. Their hearts are incredible!

OVER  
20  
THOUSAND  
VOLUNTEER  
HOURS IN  
2019

## 50th Anniversary 1969-2019

During 2019 we were able to celebrate 50 years of God's faithfulness to our HCH community. We marked this 50th Anniversary of our incorporation with several different events and happenings throughout the year.

The year started with the erection of large banners on the sides of our buildings announcing 2019 as the year of our 50th Anniversary. Then on March 28th, the date of our actual birthday, we gathered together and smashed the world record for the most people wearing party hats in one place at one time—there were 923 of us!

The year of celebration continued and then culminated with three special gatherings during the month of November. The first event was a church service of thanksgiving led by our pastors for all of our tenants and residents. Several of our long-standing tenants and members reminisced on the history of HCH. This was followed by an excellent offsite Gala Dinner and evening of entertainment for HCH members and guests. And then finally, the year of celebration concluded with a special 1960s themed luncheon and gathering for all of the employees.

It was a year to remember and celebrate, which we did.



Celebrating our Guinness world record at the 50th Anniversary Hat event (from left to right): Brampton City Councillor Jeff Bowman (Wards 3&4); Brampton Mayor Patrick Brown; and HCH CEO Ken Rawlins.



50th Anniversary Hat event, March 2019—a new world record!

## Donating to Holland Christian Homes

### Thank you for partnering with us

**We would like to thank all those individuals and businesses that have donated to Holland Christian Homes over the past year. Your donations have improved the quality of life for the seniors living with us.**

With the prevalence of COVID-19, the building of a new Faith Manor, and the conversion of the old Faith Manor into Bethany Place, a state-of-the-art seniors' Memory Care centre with convalescent and respite care along with an adult day program, your donations to Holland Christian Homes have never been more needed.

Costs associated with COVID-19 continue to be incurred, yet funding from the government has not kept pace. Donations have helped to defray some of these costs.

The new Bethany Place has an estimated cost of \$13 million. As of today, the government has not committed any funding for this project. Holland Christian Homes is looking to its generous supporters and their donations to help fund the construction of this new centre, slated to open in 2022.

Donations can be made in various ways. Cheques can be left at reception or put in the mail addressed to:

#### **Holland Christian Homes Inc.,**

7900 McLaughlin Rd. South, Brampton, Ontario L6Y 5A7

Or you may donate by credit card through our website ([hch.ca](http://hch.ca)) by clicking on the "Donate" button and filling out the form.

Once again, we would like to thank you for your generous donations and look forward to seeing you at the grand opening of Bethany Place.

**560**  
ON WAITING  
LISTS IN  
**2019**  
FOR THE  
**MANORS**



## HCH

### Board of Directors

Mr. Keith Ambtman  
*President*

Mrs. Donya Germain  
*Vice-President*

Mr. John Visser  
*Treasurer & Secretary*

Mr. Ralph DeWolf  
*Director*

Mr. Walter Jansen  
*Director*

Mrs. Teena Post  
*Director*

Rev. Herman Praamsma  
*Director*

Mr. Greg Riedstra  
*Director*

Mrs. Joanne Rozema  
*Director*

Mr. Charles Sjaarda  
*Director*

Mr. Jerry Vanderburgh  
*Director*

Mr. Dan Van Willegen  
*Director*

*(As at June 2019)*

**OVER**  
**\$3.3 MILLION**  
**SPENT IN**  
**2019**  
**ON CAPITAL**  
**EXPENDITURES**  
**MAINTAINING**  
**AND UPGRADING**  
**OUR EXISTING**  
**BUILDINGS AND**  
**INFRASTRUCTURE**

**461**  
**FULL-TIME**  
**AND**  
**PART-TIME**  
**EMPLOYEES**

# Holland Christian Homes

## Statement of Faith

### *Preamble:*

*It is the purpose of Holland Christian Homes to provide a supportive, caring, secure community for seniors based on Christian values.*

### **BASIS:**

The basis and principle guidelines of HCH are as follows:

1. We believe that there is one God, eternally existent in three persons: Father, Son and Holy Spirit.
2. We believe that the Bible is the inspired and authoritative Word of God.
3. We believe that God created men and women in His image to serve Him according to His teachings.
4. We believe that Members, Staff and Volunteers of Holland Christian Homes should strive to serve Him in ministering to the needs of our seniors.
5. We believe that human life is a precious gift from God and is to be cherished and that our worth and dignity does not diminish with age.
6. We believe that God has called us to share His love, compassion and reconciliation through our words and actions.
7. We believe that Jesus Christ is present in all we do as we carry out the ministry of Holland Christian Homes.

**MISSION:** In partnership with residents, tenants, caregivers and families, we provide a safe, professional and caring community for seniors based on traditional Christian values offered in a continuum of care and support while respecting their individuality and dignity.

**VISION:** To provide a center of excellence in a caring Christian home for seniors primarily of Dutch heritage.

**PURPOSE OF MANORS:** To provide a supportive, caring, quality, Christian environment to preserve the dignity and enhance the quality of life for people who require long-term care from a team of qualified professionals.

**PURPOSE OF APARTMENT HOMES:** To provide a supportive, caring, secure Christian community that encourages independence, preserves dignity and promotes a high quality of life for seniors who can live independently with limited support services.



240  
RESIDENTS  
LIVE AT  
THE  
MANORS

HCH  
ACHIEVED  
A 98.5%  
OCCUPANCY  
IN THE  
TOWERS  
DURING  
2019

AVERAGE  
AGE OF  
GRACE  
MANOR  
RESIDENT

86 87  
AVERAGE  
AGE OF  
TOWERS  
TENANTS

**HCH** *Here to Care.*



**hch.ca**

**Holland Christian Homes Inc.**

7900 McLaughlin Road South  
Brampton, Ontario L6Y 5A7

HCH (Switchboard)

905 459.3333

Main HCH (Automated)

905 463.7002