



**Holland Christian
Homes Inc.**

2021 Annual Report

Care.



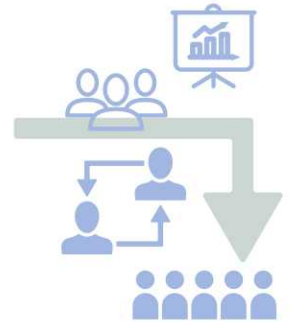
Strategic Plan 2019-2022

In 2019, after extensive meaningful stakeholder engagement, HCH embarked upon 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 directions have been focusing our work, and energizing our thinking. They have inspired our relationships with our seniors and fostered our deep and on-going commitments to care, safety and Christian values. Our staff and volunteers have been essential contributors to our strategic success. We are also grateful for our on-going partnerships with service providers, care givers, and family councils who have been contributing significantly to shaping the vision for our future.

Despite the pandemic hurdles, HCH forged great strategic progress in 2021. We developed and were recognized for quality best practices in long term care and maintained our accreditation status. Our clinical teams provided innovative leadership in memory care and aging programs. We hired experts in communications and fund development to begin branding and strengthening our alliances. We honed our training and safety policies for our staff. We invested in our information technology to make it stable and secure. And finally, we accomplished the most complex goal of all, we operationalized New Faith Manor and moved in the residents.



From the President

Change did come. Hope began to grow

Welcome to Holland Christian Homes' 2021 Annual Report. Please join us in our review of the past year. As we know, 2021 continued much the same as 2020, we were waiting and hoping for change to come. Change did come. Hope began to grow; God renewed our strength!

Those who live, work, and volunteer at Holland Christian Homes were constantly aware of masks, ever changing mandates, and lockdowns, but there was also construction, development, vaccines, reopening, and much change. And with this change, more hope!

In July, we all celebrated the opening of our new Faith Manor. The building we all had been watching grow out of the ground was finally open, and our residents were able to move in! This celebration was a reminder of the faithfulness and goodness of our Heavenly Father, the God whom we serve.

As the second half of the year arrived, further changes arose as several of our prominent staff members retired. We celebrated an outgoing CEO and a long-standing pastor whom we loved. We embraced an Interim CEO and prayed for God's direction finding a new CEO. Change is exciting, but it can also be exhausting. We are reminded that "He (God) never grows weak or weary...He gives power to the weak and strength to the powerless...we who trust in the Lord will find new strength" Isaiah 40:28-31.

So, as we look back on 2021, we remember this God-given strength. We were able to endure, not under our own power, but by the strength of our Heavenly Father. With the changes, our hope was renewed, our faith in our faithful God was sustained, and in His strength, we continue!

Donya Stubbs
President



Donya Stubbs
President

"2021 CONTINUED MUCH THE SAME AS 2020, WE WERE WAITING AND HOPING FOR CHANGE TO COME. Change did come. Hope began to grow; God renewed our strength!"



From the CEO 2021 in Review



Lisa Alcía
Chief Executive Officer

“CLOSING DOWN OUR HALLS, DINING ROOMS AND RESTRICTING GATHERING FOR OUR SENIORS WERE DIFFICULT DECISIONS. But we made our way through the hurdles with prayer and thanksgiving.”

I have the honour of serving as the new Chief Executive Officer (CEO) for Holland Christian Homes effective January 2, 2022. I was not here for 2021, however much has been conveyed to me on the major challenges and triumphs the organization faced in the second year of the COVID-19 pandemic. HCH faced more lockdowns and outbreaks, but thankfully we were more prepared than in 2020 due to extensive learnings from the previous year. The unknown virus was more predictable and our response was tactical. Our staff showed exemplary leadership as we steered through another difficult year.

Significant milestones were met and celebrated in 2021. Ken Rawlins, CEO for the past 6 years, retired in October and Tracy Kamino, the Vice President of Operations took on the role of Interim CEO before I came on board. Pastor Hank Bruinsma retired in November of 2021, after blessing Heritage Fellowship and the greater HCH community for 13 years with his pastoral gifts. New Faith Manor reached completion and residents moved into their new homes in July of 2021. As the second phase of Faith Manor is completed in 2022, planning for the future Bethany Place will get underway. As well, Dr. Jobin Varughese, Medical Director of Grace Manor, retired from Long Term Care in December, succeeded by Dr. Vu Kiet Tran.

HCH continued to pursue its strategic goals hiring a Director of Communications (Trish Krale) and Director of Fund Development (Jeff Fernhout). We upheld the leading practice designation as a Best Practice Spotlight Organization and the quality plan with Health Quality Ontario. We continued to meet the requirements and high standards of Accreditation Canada.

Our board, staff, volunteers and pastoral team were relentless in their passions to serve our community. They kept full sight of the care goals and carried out the pandemic public health requirements without hesitation. Despite mental and physical exhaustion, the staff were present for residents, praying, reading, relaying information and facilitating family and caregiver connections. As always, the staff interacted creatively with residents, paying attention to their favourite things like videos, stories and songs. Our staff performed at the highest levels of compassion and professionalism and became heroes in the eyes of many.

Keeping our community safe was the paramount goal through the year. Closing down our halls, dining rooms and restricting gathering for our seniors were difficult decisions. But we made our way through the hurdles with prayer and thanksgiving. Looking forward to when this time will be forgotten, we also look back at how we built new resilience. Our horizon is painted with commitments to the highest levels of care, to safety and security for our tenants and residents, to Christian-centred support, and to preserving the individual dignity of our seniors.

I look forward to leading HCH into the exciting future that lies ahead.

Lisa Alcía
Chief Executive Officer

Faith Manor Opening

After more than six years of planning, designing, developing and constructing, the day finally came on July 15, 2021 to move the residents from Faith Manor into the beautiful, new state-of-the-art facility that would become their new home. What an exciting and fulfilling day that was for so many of us! Our dedicated staff, with the help of many volunteers and family members, moved all the residents from Old Faith to New Faith in one morning; breakfast in the old home and lunch in the new home. What an event this was. There were a lot of smiles, and also some tears from excitement, to have a brand-new home.

The new facility has five floors/home areas and is home to 160 residents. This expanded space has allowed us to accommodate an additional 40 residents from the waiting list. Each home area has a common lounge, a dining area, a servery, a pantry, an activity room, a treatment room, a nursing station, a snoezelin room, spa (with 1 bath and shower) and an additional shower room on each floor as well as a balcony for outdoor enjoyment. The new home has a large outdoor secure garden for the enjoyment of all residents and their families. The building also has an underground parking garage which can accommodate an additional 40 cars. The design of the new facility encourages and promotes resident independence, socialization, resident self-worth and participation in activities, all of which enhance the residents' quality of life.

The second phase of the construction, which includes the new entrance, administrative offices, an educational training room, a family room, hair dressing salon and a new chapel, are set to be completed in the summer of 2022.

HCH has been so blessed by committed members who have served on the Development Committee for this entire journey, along with dedicated staff who helped bring this new home to life and have created a beautiful new living space for our residents. God has richly blessed the Holland Christian Homes community.

NEW FAITH MANOR

“THE DESIGN OF THE NEW FACILITY ENCOURAGES AND PROMOTES RESIDENT INDEPENDENCE, socialization, resident self-worth and participation in activities, all of which enhance the residents' quality of life.”



First residents arriving at the new Faith Manor July 15, 2021

NEW FAITH MANOR

Crossing the
"Finish Line",
ribbon-cutting
on the July 15th
move-in date



Faith Manor residents watching church service



Timeline to Completion

- October 2014** • Ontario Minister of Health announces a Long Term Care Homes renewal strategy
- April 2015** • HCH meets with City of Brampton to discuss options to build a new Long Term Care home on the existing property.
- May 2015** • HCH officially applies for a renewal contract with the Ministry of Health for the funding to redevelop the 120 beds in Faith Manor.
- September 2015** • HCH Board of Directors appoints the Development Committee to manage the process of redeveloping Faith Manor.
- October 2015** • HCH is awarded the contract from the Ministry of Health to redevelop 120 beds in Faith Manor.
- November 2015** • HCH hires an architect to design a new state-of-the-art Long Term Care facility.
- April 2016** • Official public announcement by Minister of Health of the renewal contract for Faith Manor for 120 beds.
- June 2016** • HCH elects to increase the design for New Faith Manor to 128 beds on 4 floors.
- March 2017** • HCH elects to increase the design for New Faith Manor to 160 beds on 5 floors.
- May 2017** • Official sod turning by HRH Princess Margriet and Mr. Pieter van Vollenhoven of the Netherlands.
- January 2018** • Ministry of Health announces additional licensed beds will be made available for the renewal of Long Term Care facilities in Ontario.
- March 2018** • Deadline to apply for additional beds from the Ministry of Health. HCH applied for 40 additional beds.
- July 2018** • HCH is awarded the contract from Ministry of Health to build a 160-bed Long Term Care facility.
- August 2018** • HCH hires Melloul Blamey as the general contractor to build the new facility.
- September 2018** • HCH receives City of Brampton building permit approving commencement of construction of a 160-bed facility on five floors and construction starts.
- 2019-2020** • Construction progresses.
- April 2021** • Occupancy permit granted by the City of Brampton.
- May 2021** • Occupancy permit granted by the Ministry of Health.
- July 2021** • Project completion, residents move in.



(left to right) HCH chaplain Rev. Henk Bruinsma along with former CEO Ken Rawlins and Board member Keith Ambtman on the new Faith Manor “Move-in” Day

NEW FAITH MANOR



First floor wall mural at Faith Manor. “Home areas” on all floors feature a range of floral-themed photos.

“THE NEW FACILITY HAS FIVE FLOORS/HOME AREAS AND IS HOME TO 160 RESIDENTS. This expanded space has allowed us to accommodate an additional 40 residents from the waiting list.”



“OUR RESIDENTS, FAMILIES, AND TEAMS WILL FOREVER BE IN DEBT TO KAITLAN for her selfless acts of service to both Grace and Faith Manor.”

Kaitlan Laviolette Award

We are proud to announce that our very own Nurse Practitioner, Kaitlan Laviolette has been awarded the Ontario Long-Term Care Clinicians Pandemic/COVID-19 Special Recognition Award for 2021. This award is given in recognition of the valued contributions of someone who has gone above and beyond during the pandemic.

During the entire COVID-19 pandemic, Kaitlan has played a crucial role in the care of residents and both Grace and Faith Manors. Kaitlan has not only provided around the clock, hands-on care for our residents, shoulder to shoulder with our staff, but also led communications with families, members of the care team and external partners. Kaitlan sat on the provincial COVID-19 response round table and actively advocated and engaged in communications regarding pandemic response, resources required, and lessons learned. Kaitlan worked closely with the Canadian Armed Forces (CAF) team when they arrived to support Grace Manor, as well as with other stakeholders who rose to the occasion to support the residents and staff at the home.

When COVID hit Faith Manor in October of last year, without hesitation, Kaitlan proactively coordinated and led the outbreak response within the manor by engaging with community partners and key stakeholders. Kaitlan again worked tirelessly in partnership with the home’s medical director and care team to ensure the residents medical care needs were met, without any negative impact to the overall nursing quality care.

Earlier this year, when some relief from the pandemic was in sight with the arrivals of the vaccines, Kaitlan again played a crucial role in providing education to residents, families, and staff regarding the vaccine its effectiveness, with an evidence-based lens. Kaitlan took the time to help ease hesitancy and increase vaccine uptake among staff to better protect our residents and communities.

Despite the traumatic experiences from the first outbreak experienced at Grace Manor, Kaitlan utilized lessons learned and key best practice initiatives to coordinate outbreak response at Faith Manor, with unwavering commitment to ensuring resident care was not compromised. Kaitlan emulates the front lines of COVID-19 response in long-term care homes across Ontario. Our residents, families, and teams will forever be in debt to Kaitlan for her selfless acts of service to both Grace and Faith Manor.

We are incredibly proud of Kaitlan for winning this prestigious award, and we are tremendously grateful for all that she has been, and continues to be, to the whole community at HCH.



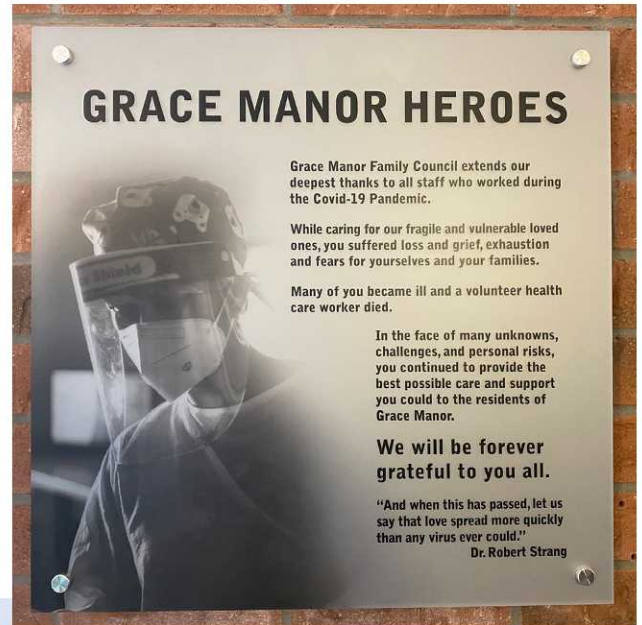
Kaitlan Laviolette, awarded the Ontario Long-Term Care Clinicians Pandemic/COVID-19 Special Recognition Award

GM Family Council Plaque

On November 19, 2021, the Family Council of Grace Manor presented a wonderful gift to the staff. As a way to say 'Thank You' for all the wonderful care, sacrifice, compassion, kindness and love they showed residents during an incredibly challenging time, Family Council has blessed Grace Manor with a beautiful plaque.

This plaque was given a place of honour in the atrium so that all who see it can all be reminded that during a time of adversity, we all came together and faced the challenge as a team; a team with a common goal of providing the best possible care to our residents. A team of heroes.

Thank you so much to the Grace Manor Family Council for this thoughtful and moving gift.



Additional 2021 Operational Highlights included

- Overall Satisfaction Rate from Annual Resident/Family Survey for Faith Manor: 100% and for Grace Manor: 90% (*improved from last year*)
- Grace Manor designated as a Best Practice Spotlight Organization by the Registered Nurses Association of Ontario
- Noted HCH visitors and guests during 2021 were: Mr. Harman Idema, the new Consul General of the Kingdom of Netherlands, Minister Rod Phillips the former Minister of Long-Term Care, and Patrick Brown, Mayor of Brampton.
- HCH employee participation in Earth Day

**"ALL WHO SEE IT
CAN ALL BE
REMINDED THAT
DURING A TIME
OF ADVERSITY,
we all came
together and faced
the challenge as a
team..."**



HCH employee
Earth Day
participation

New Roles Created

Director of Communications/Director of Fund Development

In the 2019-2022 Strategic Plan, one of the strategic directions was Strengthening Communications.

Understanding the importance of timely, clear communications, both within HCH and in our outreach to the wider community is of critical importance. There was a focus on improving how we tell our organization's story, continuing to enhance HCH's strong reputation and profile in the senior care environment. A commitment in the strategic plan was placed on listening and sharing in a consistent, transparent manner, ensuring our stakeholders were well informed and engaged.

To help accomplish these goals, two new roles were created at HCH that would help us follow through on this strategic direction. In the fall of 2021, we welcomed Trish Krale as the Director of Communications, and Jeff Fernhout as the Director of Fund Development. With the correct resources in place, we are now focused on improving our internal and external communications, ensuring clear messaging to communicate the organization's strategic directions, exploring HCH's fundraising potential, developing a plan to build and invest in a system and culture of philanthropy, and much more.

Welcome to the HCH team, Trish and Jeff, and we look forward to you both having a lasting impact on the future of our organization.

**"A COMMITMENT
IN THE STRATEGIC
PLAN WAS PLACED
ON LISTENING
AND SHARING IN
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our stakeholders
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and engaged."**



• **Jobin Varughese**, *Medical Director and Attending Physician at Grace Manor*

Dr. Varughese was a blessing to the HCH community for many years. In August of 2010, he began his service to our community, working with both the Towers Nursing Office clinic as well as in both Grace and Faith Manors. Over the years, Dr. Varughese provided wonderful medical care to our tenants and residents, who came to value him as a trusted member of our community.

Over the years, Dr. Varughese served as Medical Director to Faith Manor, and ended his time with us as the Medical Director and Attending Physician at Grace Manor. During the last 2 very challenging years dealing with COVID-19, Dr. Varughese was a pillar of knowledge and care, and he fought along side the team at Grace Manor to provide the very best care to our residents during an incredibly difficult time. For this, we will always be grateful to God for him.

From Dr. Varughese:

“It has been an immense pleasure working at Holland Christian Homes. The patients were always so open to sharing their life stories and allowing me to feel like I was a part of their every day life. I had so many Omas and Opas. The families were always attentive and engaged in the lives of their loved ones. I will really miss the hard-working, selfless staff of HCH. Your hard work does not go unnoticed.

Turning the page in my career has been one of the hardest things I had to do and I take many memories and lessons with me into my future career.”

• **Ken Rawlins**, *Chief Executive Officer*

At the end of September 2021, after six years at the helm of Holland Christian Homes, we said goodbye to CEO Ken Rawlins. During his time at HCH, Ken was instrumental in accomplishment of a vast number of projects, including:

- Improved financial performance
- Substantial operational improvements in both Faith and Grace Manors
- Significant and impactful personnel changes
- Completion of the new Faith Manor
- Managing our operations through the first year and a half of the COVID-19 pandemic

We are grateful to Ken for his positive impact on HCH and we wish him all the best in his retirement!

• **Pastor Henk Bruinsma**, *Chaplain*

In the 13 years that Pastor Bruinsma served the Heritage Fellowship/HCH community, he left a lasting legacy that will be felt here for many years to come. Pastor Bruinsma arrived at Heritage Fellowship in 2008 and retired on his 65th birthday, on November 15, 2021.

Pastor Bruinsma was instrumental in officially setting up Heritage Fellowship CRC as a church in 2010. Prior to that, the ministers here fell under the umbrella of CrossPoint CRC on Steeles Ave.

Throughout his years here, Pastor Bruinsma conducted many visits in the Towers and the Manors, impacting the lives of hundreds of tenants and residents. He had a great gift for storytelling and would regularly retell stories told to him, completely from memory. These stories were a blessing to so many people.

In April 2020, just as the pandemic was beginning, Pastor Bruinsma was affirmed as the pastor who would go into Grace Manor to care for those with COVID-19. The three pastors prayed regularly for his protection and strength as he cared for many residents and staff in both Grace and Faith Manor during the pandemic, and God was gracious to him. Families and residents and staff were extremely grateful for Pastor Bruinsma’s care and blessing during the 1.5 years he served in the Manors during the pandemic.

Pastor Bruinsma understood and knew the history of so many things within the HCH community and was such a gift to this community. He also gave his time to serve on the Care Committee for many years. We thank Pastor Bruinsma so much for all that he gave to this community and we pray for God’s richest blessings on him in his retirement.



Jobin Varughese
Medical Director and Attending
Physician at Grace Manor



Ken Rawlins
Chief Executive Officer



Pastor Henk Bruinsma
Chaplain

From the Treasurer 2021 in Review



John Visser
Treasurer

“YET, THROUGH GOD’S GRACE, the incredible efforts of our management team, and extraordinary funding from the Ontario Ministry of Health/Long-Term Care, we successfully weathered the storm”

From a financial perspective, 2021 was another challenging year for our organization due to the pandemic. Yet, through God’s grace, the incredible efforts of our management team, and extraordinary funding from the Ontario Ministry of Health/Long-Term Care, we successfully weathered the storm—and we also continued to make good progress on several fronts.

I am pleased to share highlights of our financial performance during 2021.

Auditor’s Report - As in previous years, MacGillivray Partners audited the financial statements. In their opinion, the financial statements present fairly the financial position of Holland Christian Homes Inc. as at December 31, 2021.

Balance Sheet - Our assets increased by \$13.7 million, and our liabilities increased by \$13.4 million primarily driven by our investment in the construction of New Faith Manor during the year (\$8.6 million), and upgrades to our other existing buildings and infrastructure (\$4.5 million).

Statement of Operations - The Consolidated Statement of Income and Expenditures reflects revenue in 2021 of \$50.5 million, an increase of \$10.0 million (+25%) versus 2020. This increase was primarily driven by greater funding from the Ministry of Health (\$12.3 million vs \$6.0 million in 2021) to cover expenses related to our efforts to manage Covid 19 in the Manors, and the initiation of operations of the new Faith Manor. We are very thankful for the support we continue to receive to help care for our residents.

Expenses in 2021 were \$46.9 million (before amortization of \$3.4 million), an increase of \$10.2 million (+28%) versus 2020 primarily due to higher COVID-19-related nursing costs covered by the incremental Ministry funding, and the higher cost of operating new Faith Manor with its greater number of residents.

We achieved an excess of revenue over expenditures of \$3.6 million before amortization. After amortization of \$3.4 million we achieved a surplus of \$269k. This was lower than our 2021 Budget due to challenges created by the pandemic (for example, higher vacancy rates in the apartments). However, 2021 represented the fifth consecutive year of surpluses for the organization.

Budget 2022 - For the year 2022, we budgeted revenues of \$40.4 million, a decrease of \$10.1 million, and expenses before amortization of \$35.8 million, a decrease of \$11.1 million as the extraordinary efforts to manage Covid 19 wind down. After amortization of \$3.9 million, we are budgeting a 2022 surplus of \$794k.

On a separate note, we continue to deeply appreciate your financial support of HCH through your donations, and your participation in our promissory note and equity lease programs. We could not achieve our long-term objectives without your support!

We pray that the Lord will continue to bless Holland Christian Homes, its staff, volunteers and its tenants and residents—as He has so richly done in 2021.

On behalf of the Finance Committee

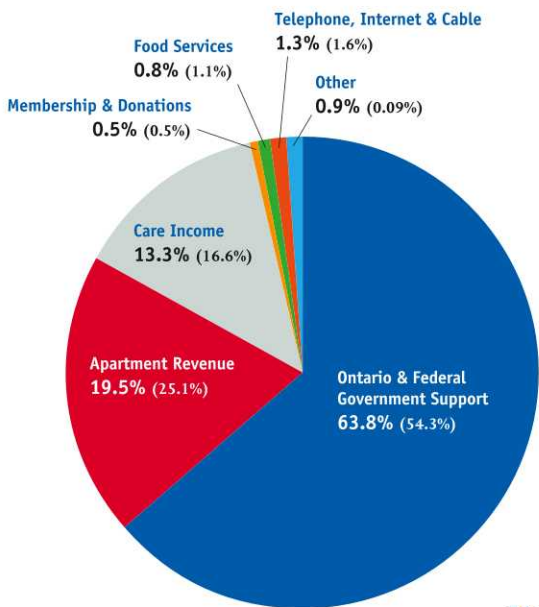
John Visser
Treasurer

2021
INCOME
\$50.5
MILLION

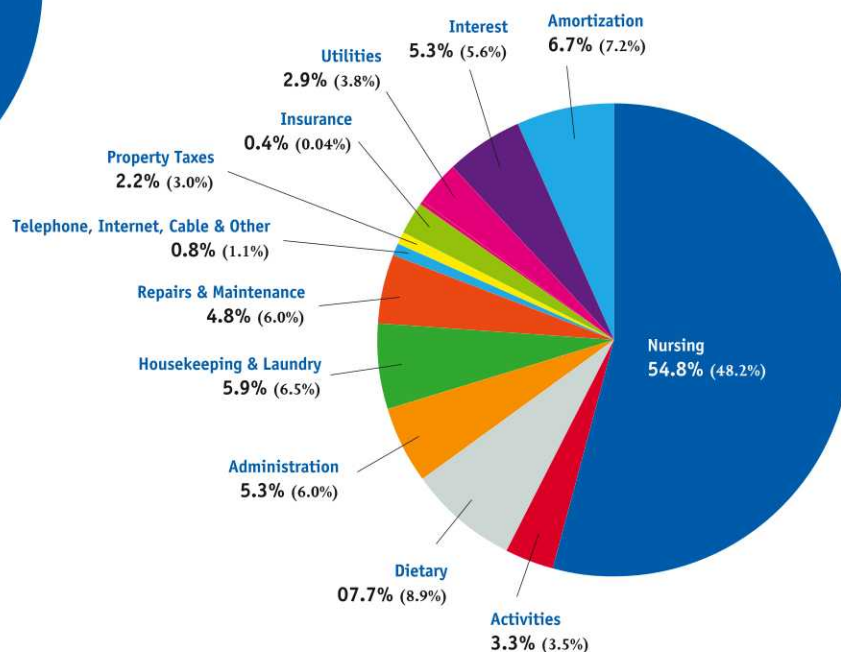
HCH
DELIVERED
STRONG
FINANCIAL
PERFORMANCE
DURING
2021

\$12,295,622
COVID
FUNDING
2021

2021 Income
\$50,549,620 (2020, \$40,582,760)
2020 (%) in brackets



2021 Expenses
\$50,280,414 (2020, \$39,518,845)
2020 (%) in brackets



Holland Christian Homes Inc.

2021 Condensed Financial Statement and 2022 Budget

Consolidated Balance Sheet as at December 31

	2021	2020
Assets		
Current	\$ 9,960,026	\$ 5,398,516
Property, Plant & Equipment	96,054,468	86,413,545
Other Assets	298,464	822,066
Total Assets	\$106,312,958	\$ 92,634,127
Liabilities		
Payables and Accrued Expenses	11,799,879	10,754,768
Short-Term Debt	39,569,984	29,622,053
Long-Term - Notes Payable	12,341,998	10,450,434
Long-Term - Mortgage Payable	26,004,648	23,371,229
Long-Term - Loan Payable	500,000	600,000
Long-Term - Equity Leases King and Peace Tower	16,218,250	18,226,650
Total Liabilities	\$106,434,759	\$ 93,025,134
Members' Deficiency		
Deficit	(121,801)	(391,007)
Liabilities and Members' Deficiency	\$106,312,958	\$ 92,634,127

Consolidated Statement of Revenue and Expenditures for the year ended December 31, 2021 and 2022 Budget

	Budget 2022	Actual 2021	Budget 2021	Actual 2020
Revenue				
Apartment Revenue	\$ 10,673,100	\$ 10,069,084	\$ 10,619,268	\$ 10,206,181
Care Income - Nursing Homes	26,336,761	24,971,461	21,962,995	20,934,318
Care Income - Towers	1,702,223	1,489,798	1,711,279	1,719,206
COVID-19 Funding	-	12,295,622	-	6,033,744
Membership and Donations	25,000	263,813	25,000	220,316
Food Services	474,388	383,709	474,496	444,088
Telephone, Internet & Cable	699,556	642,697	688,892	663,628
Other General Income	533,220	433,436	321,758	361,279
Total Income	\$ 40,444,248	\$ 50,549,620	\$ 35,803,688	\$ 40,582,760
Expenditures				
COVID-19 Expenditures	-	12,152,593	-	5,949,095
Nursing - Faith & Grace Manors	14,313,907	13,537,228	11,475,614	12,037,254
Nursing - Towers	1,902,416	2,001,845	2,109,134	1,890,015
Activities	1,811,494	1,567,914	1,498,781	1,253,610
Dietary - Faith & Grace Manors	3,065,969	3,073,228	2,913,260	2,860,352
Administration	2,947,923	3,099,736	2,555,537	2,332,887
Housekeeping and Laundry	2,332,916	2,959,112	2,195,344	2,203,451
Repairs & Maintenance	2,162,127	2,229,961	1,997,889	2,241,243
Food Services	472,900	438,294	471,915	477,866
Telephone, Internet, Cable & Other	420,500	418,680	420,500	424,336
Property Taxes	1,211,850	1,101,251	1,203,569	1,176,599
Insurance	208,250	178,080	179,225	143,388
Utilities	1,732,750	1,481,656	1,712,835	1,499,454
Interest - Notes Payable	1,513,578	1,665,736	1,695,207	1,706,489
Interest - Mortgage & Loan	1,687,225	1,007,431	1,126,800	496,495
Total Expenditures	\$ 35,783,805	\$ 46,912,745	\$ 31,555,610	\$ 36,692,534
Surplus before Amortization	4,660,443	3,636,875	4,248,078	3,890,226
Amortization	3,866,856	3,367,669	3,773,331	2,826,311
Net Revenue over Expenditures	\$ 793,587	\$ 269,206	\$ 474,747	\$ 1,063,915

Engaged with our tenants and residents Around the Campus



Employees on Global Handwashing Day



Pastor Bruinsma with a Faith Manor resident



Administering vaccine to MP Kamal Khera while she volunteered at Grace Manor



Acknowledging and honouring our volunteers on their Appreciation Day



Tim Hortons drive-through event at the Manors

Chaplaincy Report

Encountering “Holy Ground” at HCH



In Exodus 3, we read of Moses encounter with the burning bush. As he approaches it, he hears a voice saying that he is standing on holy ground. “Holy Ground” is where we encounter the living Lord in this world. As pastors of Heritage Fellowship Christian Reformed Church we are grateful to serve the Holland Christian Homes community, on the many “Holy Ground” spaces each day. We are thankful for the long standing relationship that HCH and Heritage Fellowship established for providing spiritual care, leadership, and support to the entire community. A role much needed and used by the Lord.

Not many corporations allow for Christian prayer or Bible reading to take place. For Holland Christian Homes, prayer is a vital “Holy Ground” place. This makes our service among tenants, residents, staff, board members, and stakeholders such a precious gift. As pastors, we are invited to share a Word of Scripture and a prayer to encourage, equip, bless, and cover the work that is about to take place.

As we journey into a third year of this pandemic, we continue to experience the pain of loss and separation once again. We continue living with isolation and protective protocols. We do so with strength and grace, knowing that we are all covered by prayer in the work we were doing.

This past year we celebrated “Happy Retirement” for Rev. Henk Bruinsma, who served the church and community for 13 years. At the end of June, Rev. Hank Bylstra will retire after 18 years of service. God graciously provided new pastors in Rev. Eric Groot-Nibbelink, who began serving the day that Pastor Bruinsma retired, and at the end of June we will welcome Rev. David Tigchelaar.

One of the shining lights for many in the community during the darkness of the pandemic has been the daily devotions and weekly Bible study broadcast on Channel 990 and YouTube. These “Holy Ground” moments have been a huge encouragement to everyone throughout the campus. Pastors Hank Bylstra, Richard Bodini, and Eric Groot-Nibbelink along with retired pastors Keith Lohnes and Homer Samplonius lead the weekday devotions. We are grateful for the HCH staff who broadcast these devotions along with our Sunday worship services to the entire community and beyond. Many tenants pause at 10AM each day to watch morning devotions, their “daily vitamins.”

Due to the challenges of the pandemic, our Roman Catholic Mass and visitation services were placed on hold. We are thankful for the return of in-person Roman Catholic services in April 2022. We share this “Holy Ground” with our Catholic volunteers and friends throughout Holland Christian Homes.

We find “Holy Ground” moments in the morning meetings with the Manors’ leadership teams, which end in prayer. Board and committee meetings are bathed in prayer. Towers Nursing Office have moments for prayer as they bless tenants with care. The Remembrance Day and Netherlands liberation days are bathed in prayer. As pastors, we are thankful to share and spread the blessing of God’s “Holy Ground” to the Holland Christian Homes community and family.

“AS PASTORS, WE ARE THANKFUL TO SHARE AND SPREAD THE BLESSING OF GOD’S “HOLY GROUND” to the Holland Christian Homes community and family.”



(left to right) HCH’s chaplain Pastors Eric Groot-Nibbelink, Hank Bylstra and Richard Bodini

Development Initiatives

Formalizing HCH's Fundraising Efforts

Development Office Opens

This year, The Board and Senior Leadership formalized our fundraising efforts by starting a development office. Development is about growing our mission, and yes, that does include fundraising. For HCH, development is about growing our ability to provide a supportive, caring, secure environment for seniors based on Christian values.

Fundraising is much more than asking for money. It is about building relationships on shared values and interests. I am so impressed by the care and commitment I find here from tenants, residents, volunteers, members, and staff. As I listen to the stories about how and why HCH was founded it is very clear how much you value this caring and close-knit community.

Late this year, we launched our **Dementia Care Campaign** to provide the best emotional and spiritual supports to our brothers and sisters with dementia. We are grateful and humbled by your faithful support. The funds raised will help provide richer experiences tailored to residents interests, access innovative yet appropriate technology, and environmental/physical improvements to Grace and Faith manor, making them more homelike.

Thank you! To each and every person, church, business, foundation and grantor. You are helping make HCH the best it can be. This year we saw our largest total of charitable gifts ever - \$281,480—and the largest number of donors - 285!

As we continue building towards an organization committed to excellence, I ask you to prayerfully consider opportunities that will come up in 2022 to give of your time, treasures, and talents.

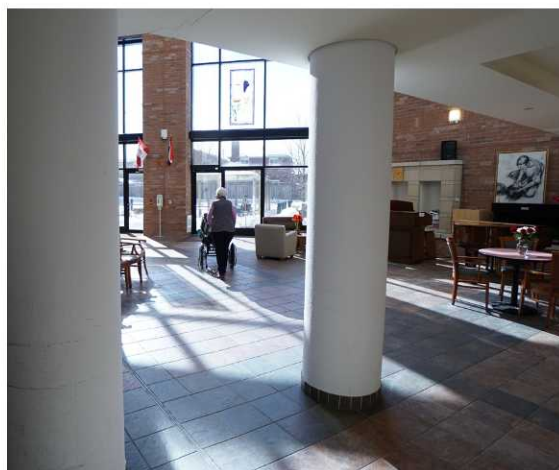
Blessings,

Jeff Fernhout

Director of Fund Development

NUMBER
OF 2021
HCH
DONORS
285

"THANK YOU! TO EACH AND EVERY PERSON, CHURCH, BUSINESS, FOUNDATION AND GRANTOR. You are helping make HCH the best it can be. This year we saw our biggest increase in charitable gifts ever!"



Ms. Donya Stubbs
President

Mr. Case Geleyense
Vice-President

Mr. John Visser
Treasurer

Mr. Greg Riedstra
Secretary

Mr. Charles Sjaarda
Director

Mr. Keith Ambtman
Director

Mr. Ralph DeWolf
Director

Ms. Jessica Miedema
Director

Mr. Walter Jansen
Director

Mr. James Schenk
Director

Mr. Jerry Vanderburgh
Director

(As at May 31, 2022)

741
TENANTS
CALLED
HCH
HOME IN 2021



PART TIME
EMPLOYEES
130



380
ON WAITING
LISTS IN
2021
FOR THE
MANORS



90.8%
OCCUPANCY
IN THE
TOWERS
DURING
2021



262
RESIDENTS
LIVE AT
THE
MANORS



FULL TIME
EMPLOYEES
248



RESIDENT
FALLS
AT GRACE
MANOR
HAVE
DECREASED
7.5%
FROM
2020

AVERAGE
AGE OF
GRACE
MANOR
RESIDENT

84

AVERAGE
AGE OF
FAITH
MANOR
RESIDENT

87



OVER
\$13.5 MILLION
SPENT IN
2021
ON NURSING AT
FAITH & GRACE
MANORS



Holland Christian Homes Statement of Faith



“IT IS THE PURPOSE OF HOLLAND CHRISTIAN HOMES to provide a supportive, caring, secure community for seniors based on Christian values.”

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 principal 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 shall 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.

HCH *Here to Care.*



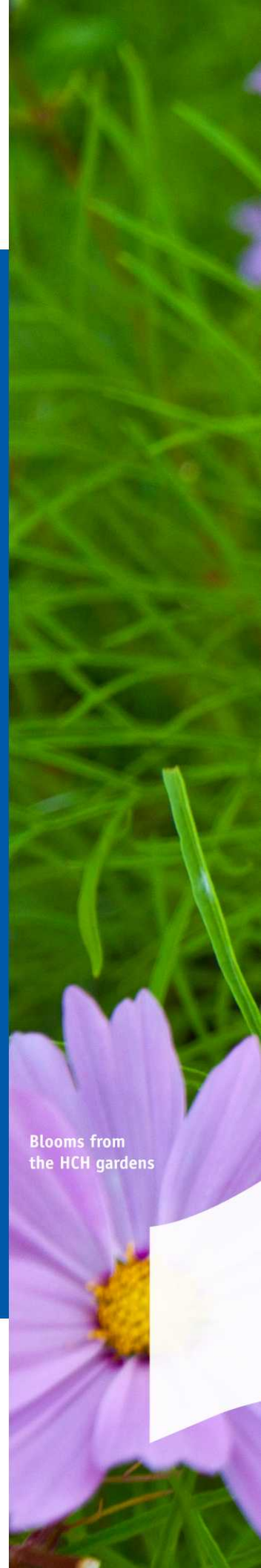
Holland Christian Homes

Holland Christian Homes Inc.

7900 McLaughlin Road South
Brampton, Ontario L6Y 5A7

HCH (Switchboard)
Main HCH (Automated)

905 459.3333
905 463.7002



Blooms from
the HCH gardens

hch.ca

HCH *Here to Care.*