

# renewal

2022 BROUGHT US CHANGE AND RENEWAL



2022 ANNUAL REPORT

Welcome to Holland Christian Homes' 2022 Annual Report. Please join us in our review of the past year. Finally, **2022 brought us change and renewal!**

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**From the Chair** – Donya Stubbs

**While it was another challenging year in some regards, our organization has shown incredible resilience in adapting to new circumstances and finding ways to continuously prove we are Here to Care.**

The board has been renewed in its commitment to preserving the Christian foundation of Holland Christian Homes, despite changing laws that impact our organization and its operation. Those who work, volunteer, and serve this community have been renewed in their dedication and continued focus on providing a professional, supporting, and safe environment for all those who call HCH their home.

So, as we look back on 2022 and reflect on the theme of renewal as we have experienced it, we are reminded of our Source of personal renewal from 2 Corinthians 5:17&18: “this means that anyone who belongs to Christ has become a new person. The old life is gone; a new life has begun! And all this is a gift from God, who brought us back to Himself through Christ. And God has given us this task of reconciling people to Him.” Therefore, may our lives as believers and followers of Jesus reflect this new person He has made us, to those around us.

As we also look ahead, we remain committed to this process of renewal. We will continue to innovate and adapt to meet the changing needs of our community, despite the constantly shifting environment within which we operate, and will remain steadfast in our dedication to serving those God has placed in our care.

Donya Stubbs,  
Chair of the Board of Directors

**“The old life is gone; a new life has begun!  
And all this is a gift from God, who brought us back  
to Himself through Christ...” – 2 CORINTHIANS 5:17**



## **From the CEO – Lisa Alcia**

**2022 was all about slowly but surely, resuming our lives after a pandemic journey we will never forget. Our Board, Leadership Team, staff, volunteers and Pastoral Team continued to tirelessly serve our community. They kept full sight of the care goals and were cautiously optimistic as we opened up socially with each other, and with the world outside.**

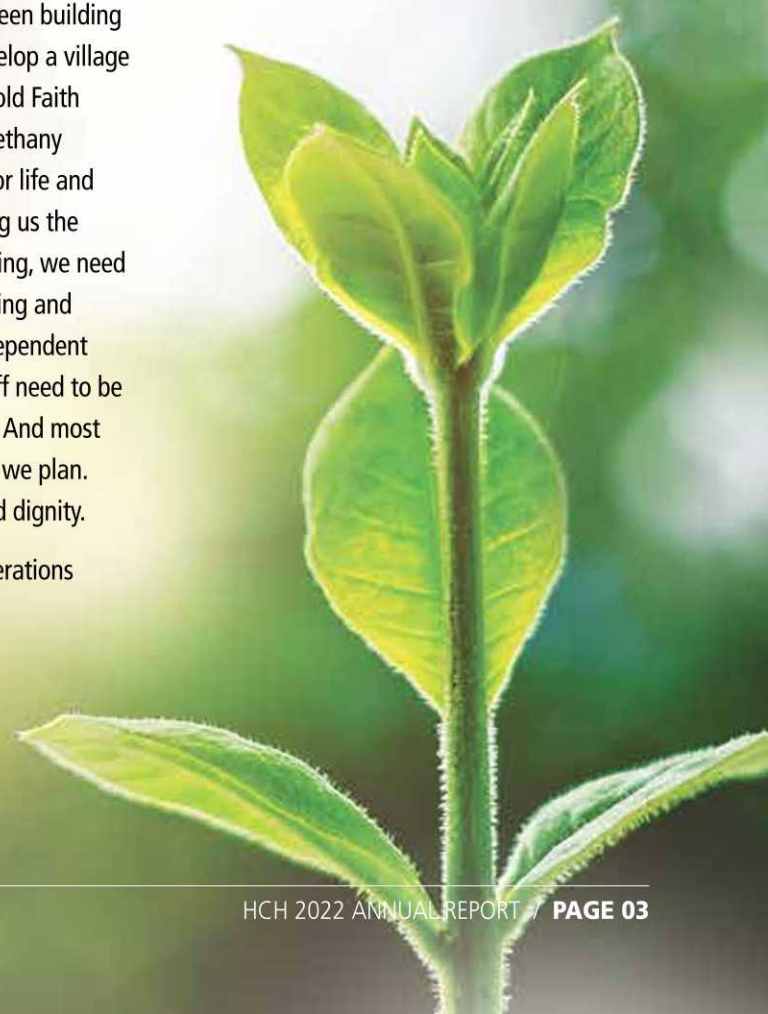
Change is always a challenge and finding a new normal was certainly a big one, balancing safety with the need for warm interaction. Our halls saw the recommencement of in person dinners and socials, our meetings moved away from being digital, churchgoers returned to the pews, families returned to bed sides. Children's voices could be heard again mixed in with the laughter of grandparents, like the birds singing in spring time! By the Fall, we restarted the much-loved birthday parties with 200 seniors in attendance, singing along to their favorite songs. Movie nights started back, trips, exercising and events. And our restaurant re-opened as the Red Tulip – the best fish and chips in town!

We again 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. We saw the enactment of the new Fixing Long-Term Care Act, which led to new and revised policies based on its regulations, and continuous quality program enhancements for the Long-Term Care teams. We saw 130 employees pass the 15-year mark as long service treasured and dedicated staff and many volunteers pass the 15-year mark as servant leaders supporting fellow seniors in their day to day lives.

With the final touches on Faith Manor, we saw the end of the previous 2019-2022 strategic plan and the formulation of a new strategic plan. In our new strategic planning 2023-2025, we became very aware that our investments have been building driven and we need to catch up on systems! We also saw the need to develop a village culture with dynamics for our community to age in place. In addition, the old Faith Manor (Bethany Place) needed a redevelopment plan. The programs for Bethany Place should be innovative to complement our community, their passion for life and independence and support. We hope that fundraising efforts will help bring us the capital we need to make that happen. In Long-Term Care and Assisted Living, we need to continue delivering the best and most innovative care, despite the funding and regulatory challenges. Our tenants should have the best experience in independent living that we can provide, to excite them about life in our village. Our staff need to be acknowledged and valued for us to be leading practitioners in senior care. And most of all, our journey of faith in Jesus must be the visionary banner in all that we plan. We continue to be committed to caring and ensuring aging with grace and dignity.

The future is filled with hope for our community to be sustainable for generations of seniors now and ahead.

Lisa Alcia,  
Chief Executive Officer



# STRATEGIC PLAN AND GOALS (2023 – 2025)

In our new strategic planning 2023–2025, we became very aware that our investments have been building driven and we need to catch up on systems! We also saw the need to develop a village culture with dynamics for our community to age in place. In addition, the old Faith Manor (Bethany Place) needed a redevelopment plan.

**W**e are **HOLLAND CHRISTIAN HOMES**, a community who cares. We are committed to providing a supportive and caring Christian environment that encourages independence, preserves each person's dignity, and promotes a high quality of life for seniors. We offer options from independent living apartments to assisted living to long-term care. **We truly are "Here to Care."**

When tenants and staff work together, when lines of communication are open, when everyone understands what's expected, it's easy to call Holland Christian Homes, home! And yes, our staff team believes that attention to detail helps to make Holland Christian Homes a caring community. We care about every detail!

**MISSION:** We are a Christian seniors community, providing a professional, supportive and safe environment, respecting individuality and dignity, and living out our faith in all that we do.

**VISION:** To be recognized for exemplary and innovative seniors care in a community where Jesus Christ is honored and glorified.

## VALUES:

- We are Christians
- We are respectful
- We are supportive
- We are empathetic
- We are caring
- We are accountable
- We are collaborative



**“Let each of you look not only to your own interests, but also to the interests of others.” – PHILIPPIANS 2:4**

## HCH STRATEGIC GOALS 2023 – 2025



### PEOPLE INVESTMENT

Establish **Workplace Culture** of High Engagement, Caring and Professional.



### FACILITIES INVESTMENT

Develop the capital infrastructure plan for **Bethany Place**.



### BRAND INVESTMENT

Establish the HCH **Brand and Marketing** in the Christian and external communities.



### INNOVATION

Develop the program and operations plan for **Memory Care (Bethany Place)**.

Ensure **High Reliability and Leading Practice in Long Term Care, Assisted Living and Tenant Experience**.



### SUSTAINABILITY & STEWARDSHIP

Develop **Business Development and Fundraising** initiatives for reserves, capital and contingency funding.

Integrate HCH **Data and Implementation Technology Infrastructure** for Decision Making, effective Operations and Accountability.

## PILLARS FOR SUCCESS

- 1 PROFESSIONAL AND CARING CULTURE
- 2 ENHANCED AND RESPECTED BRAND
- 3 RELIABLE DATA AND TECHNOLOGY INFRASTRUCTURE
- 4 FINANCIAL RESERVES



# Operations Report

## HIGHLIGHTS FROM 2022



Above photos: Images from life at HCH.

### ■ Celebration of Life

A special service was held at Faith Manor and Grace Manor near the end of 2022 to remember all the residents who passed away during the year.

### ■ Birthday Parties

Starting in fall of 2022, our tenants gathered in Heritage Hall to celebrate birthdays again, singing along to the songs being sung by an entertainer and bringing great joy to one another.

Photo: Bi-monthly Birthday Party celebrations started up again in 2022.

### ■ COVID-19

Covid 19 still affected us in 2022 in Faith and Grace Manors. We began the year wearing full personal protective equipment. There was rapid testing and active screening at each manor, and COVID booster vaccines were administered to residents throughout our manors. There were restrictions on visitations and residents' absences in Long-Term Care. A 6th wave of the pandemic which hit in mid-March 2022. The frequent changes continued to create significant challenges for staff, who always rose to the challenge, focusing on the safety of our tenants, residents and staff.

As in previous years, Covid-19 vaccine and booster clinics were held for tenants and residents, as well as for Manors and Towers staff.

By the end of the year, we saw gradual lifting of temporary public health measures. We also regularly updated the testing directive to reflect the latest advice of public health experts, and adjusting measures related to visitors, resident absences and resident cohorting.

Activities for the Manors and the Towers increased with many programs re-starting such as coffee socials, bingo, fun and fitness, hymn sings, guest performers, meal socials, bus trips etc. It was wonderful to see the interactions and smiles from our seniors again.

Reintroduction of volunteers into the Manors took place by end of year. Our residents were very excited to have volunteers back onsite, and staff were very appreciative of the support as this allowed for an increase in care level requirements for our residents in both Manors.



## ■ Red Tulip Restaurant

- After months of planning and hard work in the last half of 2022, the day finally came for the Red Tulip restaurant to open its doors at HCH!
- The restaurant, located on the ground floor of King Tower, is open to tenants, families and staff. The menu includes sandwiches, salads, burgers, grab and go options, as well as a daily special – all available to eat in restaurant or for takeout. The food is great, the prices are great and the ambiance is great – a fantastic addition to our HCH community.

## ■ Four Hours of Care – 2022-2023 Funding Announced

This funding is part of the Province’s \$4.9 billion commitment to hire more than 27,000 Long-Term Care staff over four years and ensure that residents receive on average four hours of direct care per day by 2024-2025. With the 2022-2023 funding, the target is to increase the daily provincial average of direct hours of care to three hours and 15 minutes per resident per day by March 31, 2023.

This funding also includes \$106.76 million for homes to increase direct care provided by allied health care professionals by 10 percent or to a provincial average of 36 minutes per resident per day by March 31, 2023.

Faith and Grace Manors met the targets for the 2022-2023 funding.

## ■ Family Information Night

A Resident and Family Information Night was held for each Manor in October. There was a great turnout from suppliers, vendors, families and staff.

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“It was wonderful to see the interactions and smiles from our seniors again.”

– HCH STAFF MEMBER

## ■ Fixing Long-Term Care Act

On April 11, 2022, the new Fixing Long-Term Care Act, 2021 and its general regulation came into effect. This repealed and replaced the existing Long-Term Care Homes Act, 2007, and revoked Ontario Regulation 79/10. Staff in both Faith and Grace Manor worked diligently together to develop actionplans, update policies and procedures and establish an education strategy to ensure everyone was aware of the changes and expectations in order to comply with the new Act and regulations.

## Around the campus in 2022

tenant events, staff celebrations, our volunteers hard at work – all a sign of abundant life at HCH.

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“For as the earth brings forth its sprouts...so the Lord GOD will cause righteousness and praise to sprout up before all the nations.” – ISAIAH 61:11

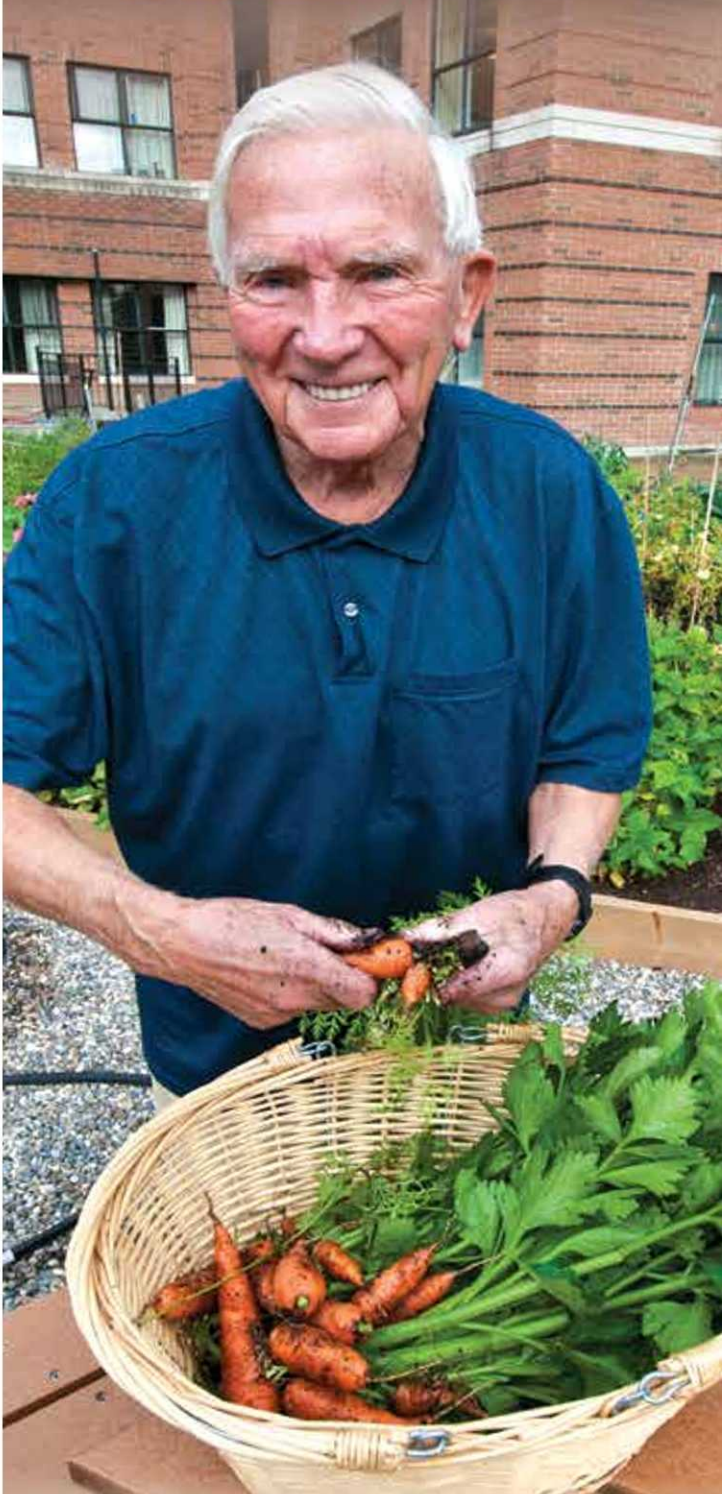


Photo 1 – An HCH tenant at an event.  
Photo 2 – Grace Manor staff dressed as superheroes during Staff Appreciation Week.  
Photo 3 – Prayer Shawl Group with the 500th shawl made by the group.  
Photo 4 – Elvis in concert at Faith Manor.  
Photo 5 – Some of our faithful volunteers at the Annual Christmas Fundraiser.  
Photo 6 – A happy tenant at one of our events.  
Photo 7 – Flag Raising Ceremony to celebrate Dutch Liberation Day.  
Photo 8 – Thanking our dedicated Development Committee for all their hard work.



James Schenk – Treasurer

## From the Treasurer – 2022 in Review

The primary purpose of this Report is to provide commentary on the financial results of Holland ChristianHomes (HCH) in 2022.

Consistent with previous years, attached to this Report is a condensed version of both our Balance Sheet and the Statement of Revenue and Expenditures.

2022 was a challenging year for HCH from a financial perspective. However, some positive developments have occurred in the first 5 months of 2023, and these items will also be noted below.

### 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, 2022.

### BALANCE SHEET

- Our Assets decreased modestly by \$2.1 million or 2.0% year over year, to \$104.2 million. The reduction in our assets is due to a \$3.8 million reduction in Accounts Receivable year over year.
- As readers may recall from the Annual Reports of the past two years, the COVID pandemic has impacted the financials of HCH significantly. When HCH incurs COVID related expenses, the organization must pay/fund these expenses itself, and then request reimbursement from the government (Ministry of Health or "MOH"). This process takes months and places a considerable cashflow strain on our organization.
- As the above mentioned COVID related expenses have reduced with the easing of the pandemic, our Accounts Receivable reduced from \$9.0 million at the end of 2021 to \$5.2 million at the end of 2022.
- Total Liabilities also modestly reduced by \$1.6 million or 1.5% year over year, to \$104.9 million. The organization took on no new debt in 2022.
- Included in Liabilities are the \$23.2 million of Promissory Notes that the members deposit with us. This \$23.2 million is reduced from \$24.3 million year over year.

### STATEMENT OF REVENUE AND EXPENDITURES

• The Consolidated Statement of Revenue and Expenditures reflects revenue in 2022 of \$51.3 million, an increase of 1.5% year over year. Although COVID related funding was down \$6.4 million year over year (due to reduced COVID expenses), this revenue decrease was more than offset through increases in care income at the manors and the towers, apartment revenue, and other smaller revenue line items.

- Total expenses of \$47.9 million in 2022 were up \$937k (2%) year over year, driven largely by increases in interest expense, utilities, repairs and maintenance, and administration costs.
- Unfortunately, the net surplus (revenue over expenditures) was negative \$560,864 in 2022, versus a surplus of \$269,206 in 2021.
- The Board and Management are committed to reversing our deficit back to a positive surplus in 2023.
- Although HCH recorded a loss/deficit in 2022 as noted above, it is important to note that this loss is after \$4.0 million of amortization (which is a non-cash expense). Therefore, from a cashflow perspective, HCH generated \$3.5 million in cash flow from operating activities, versus \$3.6 million in 2021.

### POST YEAR-END UPDATE

A number of significant positive financial developments have occurred subsequent to year-end December 31, 2022, which we share below:

- In April 2023 the organization finally received our long-expected government grant in the amount of \$7.1 million related to the completion of New Faith Manor. This grant was promised to us by the government when we committed to building the New Faith Manor, and ultimately the funds were received shortly after final building inspections and government sign-off. Please note that these funds are a "grant" and do not have to be paid back.
- The above noted influx of cash, plus the collection of our COVID and other receivables from the MOH has improved our short-term liquidity materially. Specifically, the organization is currently back in a cash positive position, with no usage on our \$1 million operating line of credit.

Once again, the Board and Management are committed to reversing our deficit back to a positive surplus after amortization in 2023. We continue to seek your prayers and support for Holland Christian Homes in 2023.

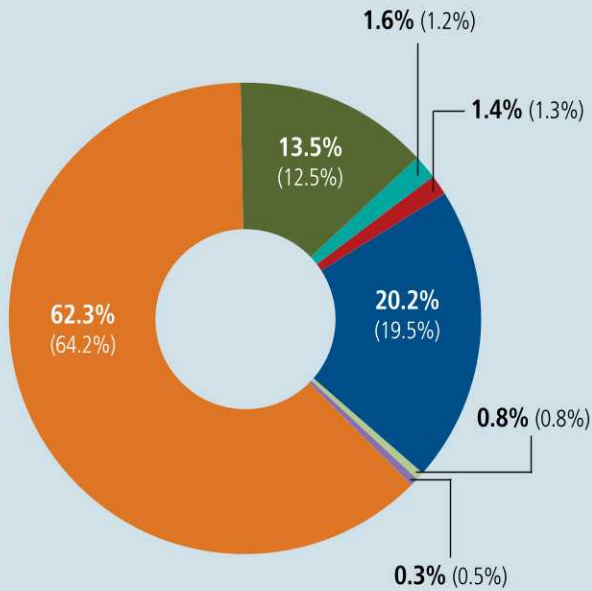
On behalf of the Finance Committee,

*James Schenk, Treasurer*

# AT A GLANCE – 2022 INCOME & EXPENSES

## 2022 INCOME – \$51,311,034

(2021 INCOME – \$50,549,620)

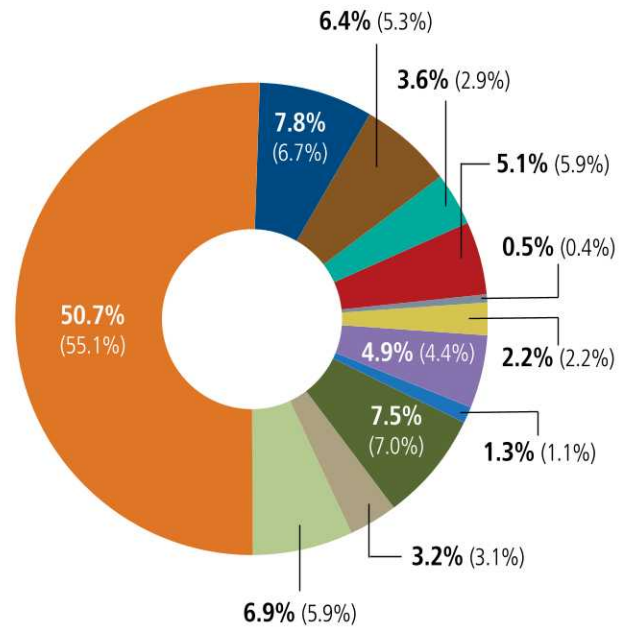


- APARTMENT REVENUE
- ONTARIO & FEDERAL SUPPORT
- CARE INCOME
- MEMBERSHIP DONATIONS
- FOOD SERVICES
- TELEPHONE, INTERNET & CABLE
- OTHER

(PLEASE NOTE: 2021 NUMBERS IN BRACKETS)

## 2022 EXPENSES \$51,871,888

(2021 EXPENSES – \$50,280,414)



- NURSING
- AMORTIZATION
- INTEREST
- UTILITIES
- HOUSEKEEPING & LAUNDRY
- INSURANCE
- PROPERTY TAXES
- REPAIRS & MAINTENANCE
- TELECOMMUNICATIONS & INFORMATION TECHNOLOGY
- DIETARY
- ACTIVITIES
- BUSINESS OPERATIONS

**758**  
tenants live in  
the Towers

**95.7%**  
occupancy in the  
Towers during 2022

**361**  
residents served in  
the Manors in 2022

**456**  
on waiting lists in  
2022 for the Manors

# 2022 Condensed Financial Statement

HOLLAND CHRISTIAN  
HOMES

*Here to care.*



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Email: info@hch.ca  
[www.hch.ca](http://www.hch.ca)

ASSETS	2022	2021
Current	\$ 6,496,462	\$ 9,960,026
Property, Plant & Equipment	97,255,122	96,054,468
Other Assets	416,138	298,464
<b>Total Assets</b>	<b>\$ 104,167,722</b>	<b>\$ 106,312,958</b>
LIABILITIES	2022	2021
Payables and Accrued Expenses	\$ 14,657,975	\$ 11,799,879
Short Term Debt	37,355,459	39,569,984
Long-Term - Notes Payable	12,958,422	12,341,998
Long-Term - Mortgage Payable	24,585,371	26,004,648
Long-Term - Loan Payable	400,000	500,000
Long-Term - Equity Leases	14,893,150	16,218,250
<b>Total Liabilities</b>	<b>\$ 104,850,377</b>	<b>\$ 106,434,759</b>
MEMBERS' DEFICIENCY		
Deficit	(\$ 682,655)	(\$ 121,801)
<b>Liabilities &amp; Members' Deficiency</b>	<b>\$ 104,167,722</b>	<b>\$ 106,312,958</b>

CONSOLIDATED  
BALANCE  
SHEET AS AT  
DECEMBER 31, 2022

REVENUE	2022	2021
Apartment Revenue	\$ 10,571,108	\$ 10,069,084
Care Income - Nursing Homes	31,366,323	24,971,461
Care Income - Towers	1,559,463	1,489,798
Covid-19 Funding	5,939,878	12,295,622
Membership and Donations	160,002	263,813
Food Services	393,862	383,709
Telephone, Internet & Cable	719,177	678,729
Other General Income	601,221	397,404
<b>Total Income</b>	<b>\$ 51,311,034</b>	<b>\$ 50,549,620</b>
EXPENDITURES	2022	2021
Covid-19 Expenditures	\$ 5,258,032	\$ 12,152,593
Nursing - Faith & Grace Manors	19,225,819	13,537,228
Nursing - Towers	1,826,355	2,001,845
Activities	1,668,919	1,567,914
Dietary - Faith & Grace Manors	3,351,448	3,073,228
Business Operations	3,558,953	2,980,763
Housekeeping and Laundry	2,663,446	2,959,112
Repairs & Maintenance	2,553,021	2,229,961
Food Services	514,759	438,294
Telecommunications & IT	652,725	537,653
Property Taxes	1,117,372	1,101,251
Insurance	260,468	178,080
Utilities	1,890,944	1,481,656
Interest - Notes Payable	1,498,125	1,665,736
Interest - Mortgage & Loan	1,809,720	1,007,431
<b>Total Expenditures</b>	<b>\$ 47,850,106</b>	<b>\$ 46,912,745</b>
<b>Surplus before Amortization</b>	<b>\$ 3,460,928</b>	<b>\$ 3,636,875</b>
Amortization	4,021,782	3,367,669
<b>Net Revenue over Expenditures</b>	<b>- 560,854</b>	<b>269,206</b>

CONSOLIDATED  
STATEMENT OF  
REVENUE AND  
EXPENDITURES FOR  
THE YEAR ENDED  
DECEMBER 31, 2022



## Chaplaincy Report

### “WALKING THE VALLEY”

Psalm 23 is a beloved text for so many people, especially those who are nearing the end of life. King David, the author of the psalm, used illustrations from his life as a shepherd to communicate the care and blessing that the Good Shepherd, Jesus Christ, brings to His flock.

**T**his care includes guiding each one of us through the valley of the shadow of death.

Last year, Holland Christian Homes saw its largest number of people pass on (over 130 across the campus). Your pastors were invited into rooms, apartments, and hospital rooms to sit with those who were nearing death, sometimes we were privileged to be there when they passed away. It is a precious gift to be invited into that space to pray and care as we help to prepare loved ones for when the Good Shepherd comes to guide them through the valley of the shadow death.

To help prepare people for this journey, we travel alongside with them through green pastures and by still waters and on paths of righteousness. Before any of us get to the shadow, we benefit from the blessing of care and rest, joy and holy play.

This is why we love to pause and celebrate with families of aging parents who renew wedding vows, conduct baptisms for great grandchildren, celebrate significant wedding anniversaries and birthdays. We preach and lead joyful worship services each Sunday throughout the year. We lead Chapel/Bible Study and hymn sings each Wednesday. We

are thankful that we have returned to all in person events. We made hundreds of visits throughout the year in a variety of places on campus and in hospitals or hospices. We have been blessed and encouraged through each interaction and moment of care. Your pastors love the work we have been called to at HCH through the gracious gift of Heritage Fellowship Christian Reformed Church. As the population of HCH and HFCRC continues to age, we pray that younger members will join our church and community to help guide and lead the church. We are grateful for the ongoing relationship that HCH and HFCRC have as we journey together into the future.

We are thankful to the St. Jerome’s Roman Catholic community, its volunteers, priests, and deacons who come to make visits and as they lead a weekly Mass services. We look forward to the return of Mass services in Grace Manor in late spring, after a 3-year absence because of the pandemic.

Everything that we as pastors do, happens

because of the great work of HCH staff and the amazingly generous work of many volunteers from the church and the HCH community. This includes musicians, council members, sound and video operators, projection people, bulletin, devotional, and church magazine deliverers, and many others. It’s the work of these behind the scenes people who make Sunday worship, Wednesday chapels, and all our visits so wonderful and fruitful for so many people in HCH and beyond.

We are truly grateful for the prayers and support we receive from the HCH and HFCRC family as we travel alongside people through green pastures and by still waters moving toward the valley of the shadow of the death.



Photo: Pastors David Tigchelaar, Eric Groot-Nibbelink and Richard Bodini



## From the Development Office

**Jeff Fernhout** – Director of Fund Development

**This year marked HCH’s first full year of having a Development Office. One year further into growing HCH’s mission through fundraising and donor engagement.**

**M**y goal for the Development Office is to inspire new and current donors to generously give to programs that are making an immediate and significant impact in people’s lives. You may be surprised that this includes you! Generous giving should impact you, the giver, as well – by understanding how your gift contributes to building God’s Kingdom. As we rely on and remain in God, we are also called to take action in our world towards renewal. When we do this in our HCH community we bear much fruit together.

**“I am the vine; you are the branches. If you remain in me and I in you, you will bear much fruit; apart from me you can do nothing.” – JOHN 15:5**

### **FRUIT THAT YOU AND OTHERS HELPED BEAR IN 2022:**

- **DEMENTIA CARE** – this fund contributed \$30,000 towards the beautiful wall murals in Grace Manor and also the “Who am I” initiative in both Manors, providing caregivers with personal preferences of residents that creates better resident focused environment.
- **MUSIC & MEMORY** – \$11,000 was raised to implement this research-based accreditation program shows music, and personalized playlists, improve quality of life and care. Staff are currently undergoing training to implement this exciting program.
- **SPECIALIZED AIR MATTRESSES** – \$40,000 was raised to equip Faith and Grace Manor’s with innovative air mattresses that feature ‘pressure redistribution optimization (PRO)’ technology. These mattresses have a significant impact on preventing and treating pressure ulcers
- **NORDIC WALKING POLE PROGRAM** – over \$5000 was raised to start up a Nordic pole walking group, including training, equipment, and outdoor excursions.



**“As we rely on and remain in God, we are also called to take action in our world towards renewal. When we do this in our HCH community we bear much fruit together.” – JEFF FERNHOUT**

## HCH Human Resources

**O**ver the course of the year in 2022 the Human Resources Department went through some changes to the team and faced many challenges, but came through the year with many accomplishments. A new director joined us, Michael Wells.

From the commencement of the Collective Bargaining process with CLAC in January to the ongoing HR operations of recruitment/staffing, employee onboarding and training, labour relations, data reporting, health and safety, employee health and wellbeing, it was a successful year. The recruitment function was very busy delivering over 500 internal and external combined transactions as well as welcoming over 25 summer students.

However, industry related challenges continued throughout 2022 with health care staff leaving Long-Term Care, and healthcare in general, largely as a result of the the pandemic and staffing shortages across the sector. We experienced challenges in the Manors as well as in the Towers Nursing Office in onboarding nursing staff. We continued to foster relationships with Sheridan College and other schools to provide placements for RPN students, with potential for future employment at HCH. Collaboration also continued with agencies to provide additional support with staffing gaps that arose during the year.

Very closely tied into the HR function is the Joint Health and Safety Committee. This committee was very active ensuring that all employees are educated and trained to ensure a safe environment at work. Finally, we supported the "Take your Kids to Work Day" in September and team Christmas get togethers.

We launched the first ever Employee Engagement Survey at HCH in October, canvassing all employees covering topics from job satisfaction, diversity and inclusion, learning and development, teamwork and collaboration. We achieved a 60 per cent response rate to the survey and had a 72 per cent employee engagement score, both very strong numbers for an initial survey. The HR team met with all teams in December to communicate the survey results and develop action planning to address areas for improvement and enhancing the workplace.

We are focused into 2023 on continuous improvements and the HR strategy needed to deliver the best possible leadership and work culture going forward.

**"We strive for our employee culture to be one where employees can grow, develop and thrive in their careers, while providing excellent care and services to our tenants and residents who call HCH their home."**

# Statement of Faith

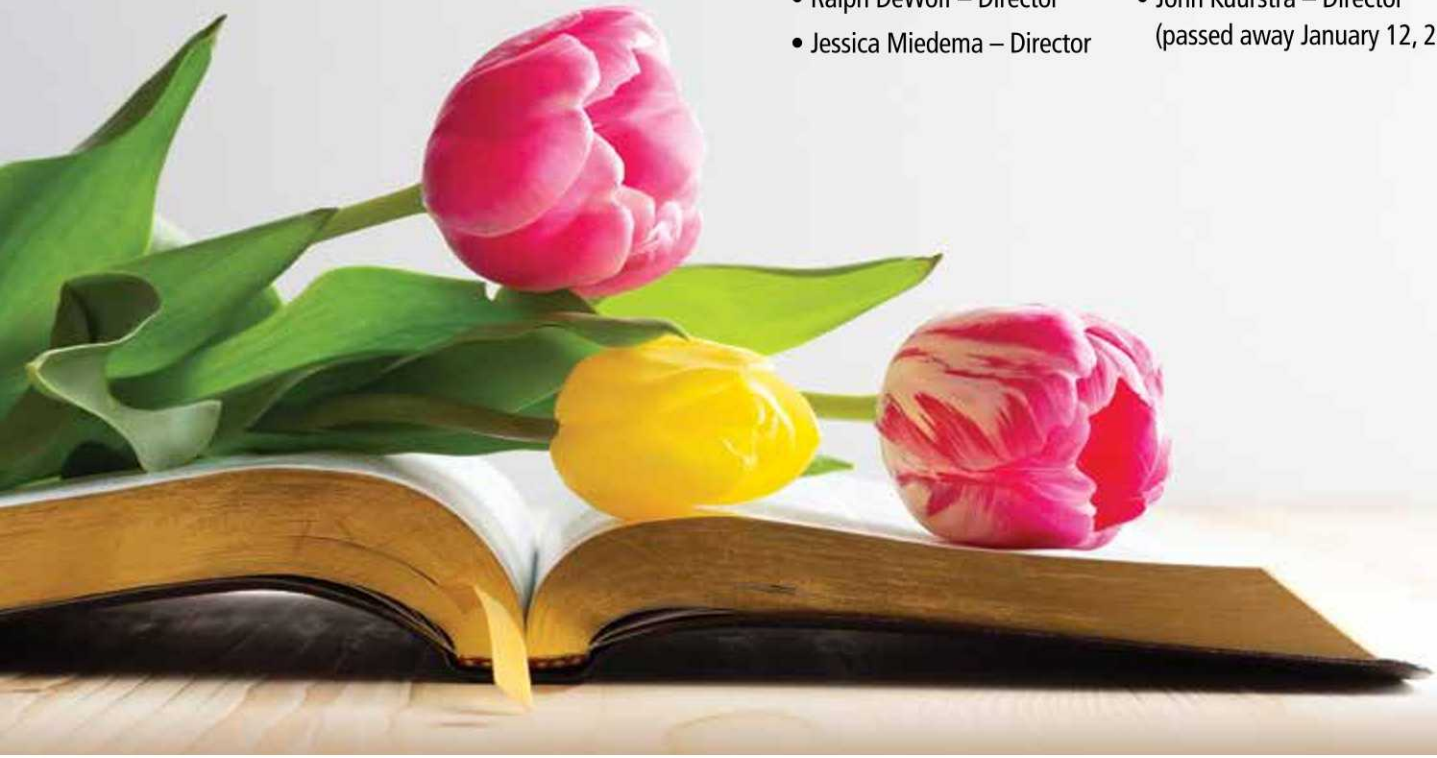
**BASIS:** The basis and principal guidelines of HCH are as follows:

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.

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## 2022 BOARD OF DIRECTORS

- Donya Stubbs – Chair
- Case Geleynse – Vice Chair
- Greg Riedstra – Secretary
- Charles Sjaarda – Director
- Ralph DeWolf – Director
- Jessica Miedema – Director
- James Schenk – Treasurer
- Pastor Hank Bylstra – Director
- Joseph Koole – Director
- Joe Schuringa – Director
- John Kuurstra – Director  
(passed away January 12, 2023)



**HOLLAND CHRISTIAN HOMES**

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**Here to care.**