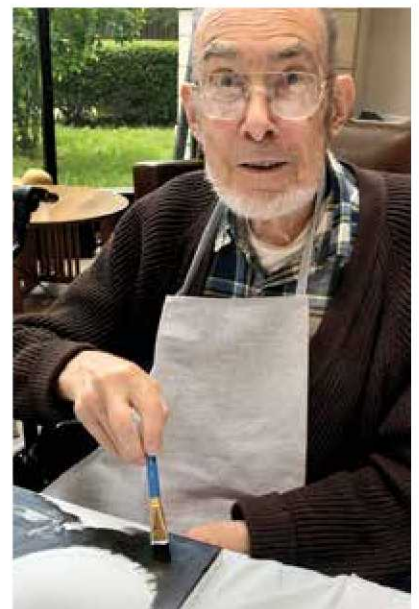




2023 ANNUAL REPORT

GROWING AND THRIVING IN COMMUNITY

PEOPLE / PURPOSE / PASSION



WELCOME TO HOLLAND CHRISTIAN HOMES

WHO ARE WE?

We 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 / VISION / VALUES

OUR VISION

To be recognized for exemplary and innovative seniors care in a community where Jesus Christ is honoured and glorified.

OUR 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.

OUR VALUES

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

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.

A MESSAGE FROM OUR LEADERSHIP

Over 55 years ago, our founders began to fulfill their purposeful vision of creating a place for their loved ones to be cared for in their senior years. We started with three passionate staff members serving seniors living in Trinity Tower. Today, our purpose remains the same and our thriving community includes over one thousand people living in our towers and long-term care facilities, along with more than 600 dedicated staff and 300 passionate volunteers.

"Lord, Thou hast been our dwelling place in all generations." PSALM 90:1

Not only do we serve more people but the overall context has changed greatly. The level of care we are providing is far more complex than 55 years ago. In 2023, the long-term care sector became more highly regulated than ever with the introduction of the Fixing Long-Term Care Act. We experienced more government inspections and as a result of Bill 7, "More beds, Better Care Act", we experienced more admissions from hospitals into Faith Manor and Grace Manor. The residents who were admitted from hospital often arrived requiring more complex care from staff.

In 2023, seniors made up 18.8% of Ontario's population, a number that is expected to double in the next 20 years. Ontario will need close to another 7,000 health specialists to accommodate an aging population likely to seek more home care over the next five years.

We celebrate that 2023 was a year of flourishing in our community. Our tenants brought renewed energy in planning events, socials, and finding many ways to support their neighbours. The Tenant Advisory Committee was reactivated near the end of the year, bringing a strong voice of advocacy. The number of volunteers engaging in daily programs is as strong as ever and returning to pre-pandemic levels.

This year we achieved our highest occupancy rates in years, at 98.4% overall in the Towers and we maintained a robust wait list. We also completed significant facility maintenance/upgrades including the roofing on Trinity Tower and Covenant Tower. We increased the variety of healthy living activities available to our tenants, highlighted by cooking demonstrations, exercise classes and many more.

This year we made significant progress in preparation towards receiving CARF Canada accreditation (anticipated early 2024), representing our commitment to holistic, person centered care in the manors and the towers.

We continue to adapt to many changes, including a new CEO, but one thing has not changed and that is our commitment to providing a high standard of care and service in a comfortable, safe, and caring environment for our seniors.

We personally extend a special **"THANK YOU"** to each and every one of you who have assisted us to enhance the quality of life for our tenants and residents in 2023 and in furthering our mission in providing a professional, supportive and safe environment, respecting individuality and dignity, and living out our faith in all that we do.

We look forward to being a part of the good work Holland Christian Homes will do in 2024 as we refresh the strategic plan of redeveloping the old Faith Manor (Bethany Place).

Thank you all for your support and we pray that God will continue to bless us in all that we do here at Holland Christian Homes.

Sincerely,

Case Geleynse, Chair, Board of Directors

Tracy Kamino, Chief Executive Officer



Tracy Kamino and Case Geleynse



Top Photo: HCH Volunteers

Bottom Photo: Special dignity blanket

OPERATIONS REPORT HIGHLIGHTS FROM 2023

VOLUNTEER APPRECIATION – HCH hosted a great Volunteer Appreciation Event. More than 100 volunteers were in attendance, some receiving certificates/pins for more than 40 years of volunteer service. This year's theme was: "Volunteering Weaves us Together." We came together to celebrate our individual and collective actions in creating a strong, interconnected and vibrant community here at Holland Christian Homes. Volunteering weaves us together, strengthening the fabric of our Christian community by sharing our time, talent and energy to support one another.

CARF – The last two years, we have been preparing for our accreditation survey. We must be accredited in order to maintain our funding for our community programs (TNO) and long-term care homes (Faith Manor and Grace Manor). The accreditation process will be completed in 2024 and we anticipate a successful outcome.

CELEBRATION OF LIFE – We began the Dignity Walk program, which honours a resident who's passed by lovingly ushering them through front doors with quiet dignity and prayer. Volunteers created a special dignity blanket to be placed over the body. The program has received excellent feedback from families and staff.

RED TULIP – This year we opened the Red Tulip restaurant and tried several menu options. Significant lessons were learned and we remain committed to developing a sustainable restaurant model in 2024.

RESIDENT AMBASSADOR PROGRAM – resident volunteers act as a welcoming committee for new residents, helping them meet new people and feel welcome in the manors.

BPSO – We continue to be recognized as a high performing partner as a Best Practice Spotlight Organization (BPSO) with the RNAO.

FUNDRAISED PROGRAMS

MUSIC & MEMORY – Thanks to generous donations, we implemented a personalized music program for residents.

THERAPEUTIC MATTRESSES – \$60,000 was raised to purchase 26 specialized mattresses – benefitting residents with health concerns greatly.

DEMENTIA CARE – Together with the Grace Manor Family Council, and thanks to our donors, we improved the environment in Grace Manor with a series of large wall murals.

**THANK
YOU TO ALL
OUR GENEROUS
DONORS!**


NURSE PRACTITIONERS (NP) FOR LONG-TERM CARE

- On October 6, 2022, the Ministry announced funding for Hiring More Nurse Practitioners (NP) for Long-Term Care. Holland Christian Homes applied for funding, and were successful in getting this funding and in hiring a new NP. The new Nurse Practitioner started on January 16, 2023, so we now have a Fulltime NP at each Manor which is great for resident care and supports the medical teams at both homes.

HUMAN RESOURCES UPDATE

- Years of Service Event – HCH hosted it's very first recognition event honouring staff 15 years + for their years of service and dedication to the tenants and residents of HCH. It was a wonderful event held offsite for breakfast and was greatly appreciated by all. We had more than 90 staff in attendance.
- Years of Service Pins – Each manager was also given the opportunity to present their staff with a years of service pin to celebrate their service dates (pins were in increments of 5-year milestones).
- Rolled out brand new Code of Conduct for all employees that incorporates elements of a balanced workplace and culture.
- Staff worked hard to develop and carry out plans to meet the goals and objectives identified in the Strategic and Continuous Quality Improvement Plans. These initiatives will have positive quality outcomes for residents, tenants, staff, families.

WISHING WELL – Grace Manor was able to make a wish come true on March 5, 2023 as we held a wedding event for a resident's family. This was particularly special for the resident because they may pass away before the wedding scheduled for next year. The resident and family had a wish to hold a wedding ceremony early. The staff rallied and set up a chapel complete with an arch in the atrium and held a small intimate wedding so the resident could attend.



“I am very happy to work at a place where people love and care for each other.”

- HELEN CORDEIRO, 35+ YEARS OF SERVICE

AROUND THE CAMPUS IN 2023

Tenant events, staff celebrations, our volunteers hard at work – all signs of a growing and thriving community at Holland Christian Homes.





Photo 1 - Annual tenants craft showcase
 Photo 2 - Pony visits Grace Manor
 Photo 3 - Fun with Virtual reality sessions
 Photo 4 - We love to celebrate birthdays
 Photo 5 - We also like to find reasons for fun
 Photo 6 - Dress up days
 Photo 7 - Blessed with dedicated staff
 Photo 8 - Celebrating Dutch Heritage Month
 Photo 9 - Vegetable gardens
 Photo 10 - Staff fun days



FROM THE TREASURER – 2023 IN REVIEW

The purpose of this Report is to provide commentary on the fiscal 2023 financial results of Holland Christian Homes ("HCH") to our Membership. The complete audited fiscal year-end December 31, 2023 financial statements are available upon request. Consistent with previous years, attached to this Report is a condensed version of both our Balance Sheet and the Statement of Revenue and Expenditures.

AUDITOR'S REPORT

- As in previous years, the accounting firm "MacGillivray Partners" has audited the financial statements. In their opinion, the financial statements present fairly the financial position of Holland Christian Homes Inc., as at December 31, 2023.

BALANCE SHEET

- Our Assets decreased modestly by \$1.3 million or 1.2% year over year, to \$102.9 million.
- Total Liabilities essentially stayed flat year over year at \$104.9 million.
- Included in Liabilities are \$22.4 million of Promissory Notes, reduced \$800K year over year. These notes are deposits that the Membership has with HCH, and your continued support and investment in our organization is appreciated.
- HCH finished the year with a cash surplus of \$650K, and we had no utilization on our \$1 million operating line of credit with Meridian Credit Union.
- Our long-term Equity Leases (King and Peace Tower) continue to reduce annually as expected, including a reduction of \$3.1 million in 2023 to a year-end balance of \$11.8 million.
- Deferred Capital Contributions increased \$7.2 million in the year to finish at \$8.2 million at year-end. This large increase reflects a \$7 million grant that HCH received from the government in 2023 related to the construction and completion of New Faith Manor. This grant was long expected and budgeted.

STATEMENT OF REVENUE AND EXPENDITURES

- The Consolidated Statement of Revenue and Expenditures reflects revenue in 2023 of \$51.4 million, a nominal increase of \$150K year over year.
- Total expenses of \$48.7 million in 2023 were up 1.7% or \$848K year over year. Large increases in dietary, administration, and repair/maintenance expenses, were largely offset by reduced nursing expenses in the Manors.
- The net surplus (revenue over expenditures) was negative \$1.45 million (a deficit) in 2023, versus a deficit of \$561K in 2022.
- Although HCH recorded a loss/deficit in 2023 as noted above, it is important to note that this deficit is after \$4.2 million of amortization (which is a non-cash expense). Therefore, from a cashflow perspective,

HCH generated \$2.7 million in cash flow from operating activities, versus \$3.5 million in 2022.

FINANCIAL COMMENTARY

As noted above, HCH has recorded annual deficits each of the past two years, and overall the last four years (2020–2023) can be described as challenging for HCH. In full transparency to our Membership, these challenges included:

- COVID; the global pandemic resulted in increased costs in our manors. Although ultimately the government funded most of our COVID expenses, the build-up of expenses and subsequent payable from the government placed pressure on our working capital.
- Interest rates; HCH has a significant amount of debt, and the rise of interest rates the past two years has resulted in a sharp increase in interest expense.
- Inflation; as our Membership is aware, inflation in Canada has resulted in sharp increases in most expense line items, with specific reference to food, utilities, and, wages. HCH is not able to pass on these full increases to our tenants.
- On a positive note, HCH has worked hard to improve our vacancy rate, from a high of 6% in March 2022, to 3.7% as at Dec 31/22, and now to 1.6% (10 units) at year-end Dec 31/23. This reduction in vacancy rate shows that the HCH Towers remain highly in demand.

From a liquidity perspective, we ended the year in a cash positive position, and we are not utilizing our bank line of credit. We continue to have positive relationships with our lenders (Meridian Credit Union, First National, and the Christian Reformed Church Extension Fund), and we are continuing to work on a possible refinancing of our bank debt in 2024.

On behalf of the Management team and the Board, we appreciate your continued support of HCH, and ask for your ongoing prayers for the organization.

On behalf of the Finance Committee, James Schenk, Treasurer

2023 AT A GLANCE DID YOU KNOW?

98.4%
occupancy in
the Towers

14,000
loads of laundry
processed in
the Manors

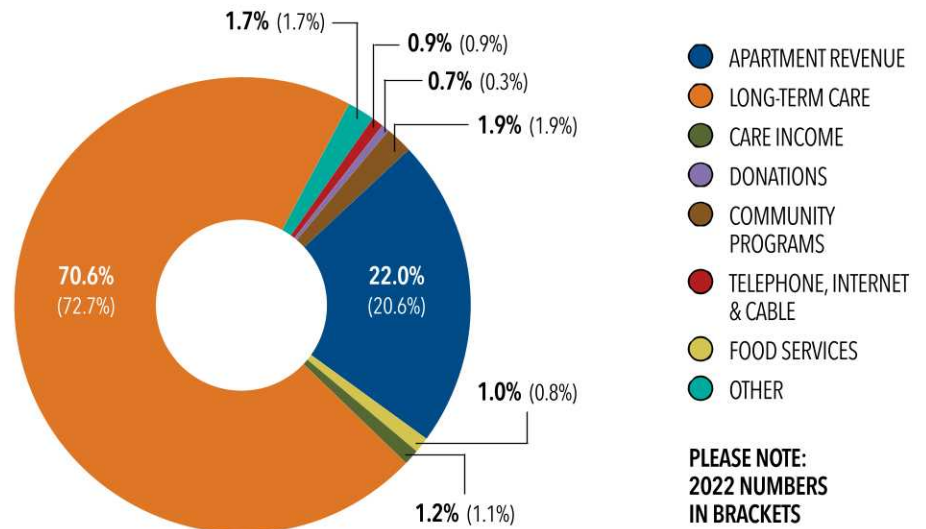
84.6
average age
in the Towers

84.7
average age
in the Manors

700+
people on
waiting lists for
the Manors

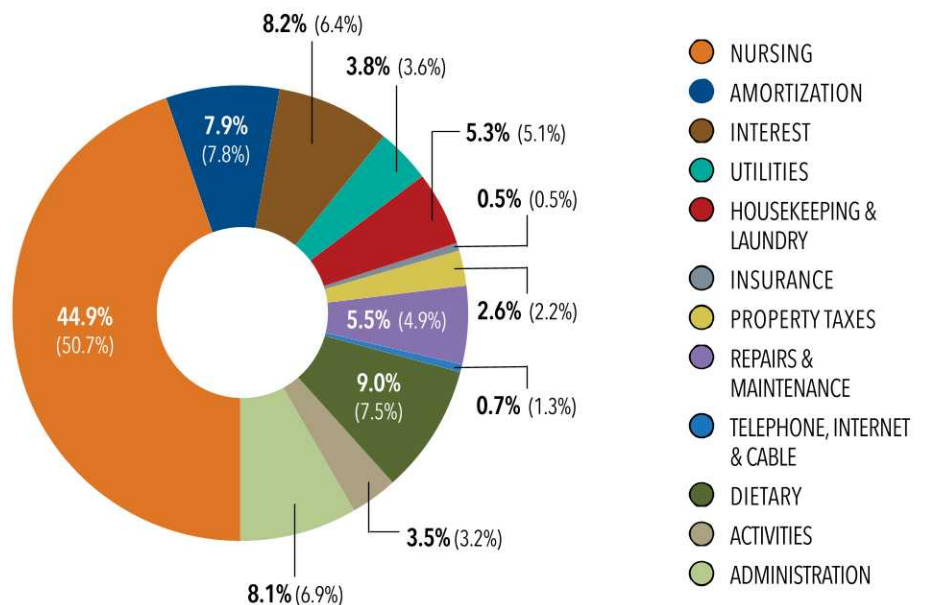
2023 INCOME - \$51,416,893

(2022 INCOME - \$51,311,034)



2023 EXPENSES - \$52,871,110

(2022 EXPENSES - \$51,871,888)





James Schenk, Treasurer

2023 CONDENSED FINANCIAL STATEMENT

“Thank you all
for your support
and we pray
that God
will continue
to bless us in
all that we do
here at Holland
Christian
Homes.”

– CASE GELEYNSE

CONSOLIDATED BALANCE SHEET AS AT DECEMBER 31, 2023

ASSETS	2023	2022
Current	\$ 5,331,376	\$ 6,496,462
Property, Plant & Equipment	97,135,154	97,255,122
Other Assets	326,631	416,138
Total Assets	\$ 102,793,161	\$ 104,167,722
LIABILITIES	2023	2022
Payables and Accrued Expenses	\$ 18,317,773	\$ 14,657,975
Short Term Debt	43,802,249	37,355,459
Long-Term - Notes Payable	10,691,197	12,958,422
Long-Term - Mortgage Payable	20,030,164	24,585,371
Long-Term - Loan Payable	300,000	400,000
Long-Term - Equity Leases	11,788,650	14,893,150
Total Liabilities	\$ 104,930,033	\$ 104,850,377
MEMBERS' DEFICIENCY		
Deficit	\$ - 2,136,872	\$ - 682,655
Liabilities & Members' Deficiency	\$ 102,793,161	\$ 104,167,722

CONSOLIDATED STATEMENT OF REVENUE AND EXPENDITURES FOR THE YEAR ENDED DECEMBER 31, 2023

REVENUE	2023	2022
Apartment Revenue	\$ 11,031,958	\$ 10,571,108
Care Income - Nursing Homes	34,081,394	31,366,323
Care Income - Towers	1,593,179	1,559,463
Covid-19 Funding	2,226,288	5,939,878
Membership and Donations	345,135	160,002
Food Services	515,630	393,862
Telephone, Internet & Cable	475,393	719,177
Other	1,147,916	601,221
Total Income	\$ 51,416,893	\$ 51,311,034
EXPENDITURES	2023	2022
Covid-19 Expenditures	\$ 1,953,397	\$ 5,258,032
Nursing - Faith & Grace Manors	20,024,012	19,225,819
Nursing - Towers	1,771,605	1,826,355
Activities	1,847,348	1,668,919
Dietary	3,853,048	3,351,448
Administration	3,960,609	3,558,953
Housekeeping and Laundry	2,782,884	2,663,446
Repairs & Maintenance	2,912,929	2,553,021
Food Services	911,372	514,759
Telephone, Internet & Cable	695,520	652,725
Property Taxes	1,362,808	1,117,372
Insurance	290,689	260,468
Utilities	2,015,514	1,890,944
Interest - Notes	1,529,154	1,498,125
Interest - Mortgage	2,786,993	1,809,720
Total Expenditures	\$ 48,697,882	\$ 47,850,106
Surplus before Amortization	\$ 2,719,011	\$ 3,460,928
Amortization	4,173,228	4,021,782
Revenue over Expenditures	-1,454,217	- 560,854

2023 CHAPLAINCY REPORT

Hebrews 11:1 says, "Faith is confidence in what we hope for and assurance about what we do not see." Hebrews 12:1-2 begins the conclusion to the great list of the faithful in chapter 11 with **"Therefore, since we are surrounded by such a great cloud of witnesses, let us throw off everything that hinders and let us run with perseverance the race marked out for us, fixing our eyes on Jesus, the pioneer and perfecter of faith."**

"GREAT CLOUD OF WITNESSES"

2023 was both a blessed and a challenging year. We are grateful for the many different ways we can celebrate this supportive Christian community. We continue to love one another through faithful service and using our time and talents, as well as our treasures to be a blessing to one another and to the broader HCH community and beyond. As a pastoral team we experienced this blessing as we faced some very significant health challenges. Thankfully Pastor David and one of the other pastors were strengthened to be present for pastoral care. God was good! We are surrounded by a great cloud of witnesses who continue to pray for Pastors Eric, Richard, and David. God was good! He heard our cries and we have been blessed!

God has given us strength to do the work we as pastors love and are passionate about: sharing and living the gospel message of Jesus Christ. We were called to ministry to bless and care for people. To pray and walk with individuals and families in their time of need. To be a light in the dark moments of life. Be it in apartments, in the manors, in the hospital, or at a graveside.

We have the privilege, at various moments in the journey of life, to share Scripture, prayer, silence, the hope of the gospel, and to point people to that great cloud of witnesses who are awaiting them.

In this past year we have been blessed to help renew wedding vows, celebrate significant 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 and devotions for channel 990 on Tuesday and Thursday mornings.

We are thankful to the St. Jerome's Roman Catholic Church community, its volunteers, priests, and deacons who come to make visits and as they lead weekly Mass services on Mondays in Harmony Hall and Tuesdays in Grace Manor.

Everything that we as pastors do, happens because of the great work of HCH staff and the amazingly generous work of many church volunteers. 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, weekly devotions, 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 great cloud of witnesses from HCH and beyond.

HFCRC Pastors Richard Bodini, Eric Groot-Nibbelink, and David Tigchelaar.



"We are truly grateful for the prayers and support we receive from the great cloud of witnesses from HCH and beyond."

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



PLANNED GIVING

DID YOU KNOW – Holland Christian is a charitable organization, you will receive a charitable tax receipt for your gifts.

Planned gifts offer a smart and powerful way to increase the impact of your gifts to Holland Christian Homes – often while benefiting your family, too. By understanding the available giving options, you can multiply the results of your generosity in ways that are simple, flexible, and cost effective.

Types of planned gifts include: Estate gifts, gifts of life insurance, giving of stock or real estate, and charitable gift annuities.

2023 BOARD OF DIRECTORS

- Case Geleynse - Chair
- Greg Riedstra - Vice Chair
- Jessica Miedema - Secretary
- James Schenk - Treasurer
- Ralph DeWolf - Director
- Pastor Hank Bylstra - Director
- Keith Ambtman - Director
- Jerry Vanderburgh - Director
- Donna Wood - Director
- Walter Broos - Director

www.hch.ca

“Let each of you look not only to your own interests, but also to the interests of others.”

PHILIPPIANS 2:4



HOLLAND CHRISTIAN HOMES

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Here to care.