



2024 ANNUAL REPORT

CELEBRATING COMMUNITY EMBRACING CHANGE



Holland Christian Homes
we are Here to Care.

A MESSAGE FROM THE CHAIR AND CEO

As we reflect on the past year we are filled with pride at the incredible achievements our organization has made. Despite province-wide challenges in senior health care, our dedicated teams have worked tirelessly to provide exceptional care to our tenants and residents. As always, the progress achieved in the past year is due to the tremendous dedication and commitment of the Board of Directors, staff, physicians and our many partners, including tenants, residents, volunteers and families who are valued members of our team.

We started the year announcing the successful recruitment of Tracy Kamino into the permanent role of CEO. We cared for more than 886 seniors. Our people, 700+ staff and 180+ volunteers fulfilled our core mission by continuing to deliver high quality care and services to our community. We remained a home of choice as evidenced by our long wait lists, high occupancy levels, and high satisfaction rates.

In March we underwent an independent accreditation survey completed by CARF International, where we received a three-year accreditation award with no recommendations. This accomplishment is achieved on only 3% of all CARF surveys completed. Our programs and initiatives underscore our strong sense of purpose to do what is right for our tenants, residents, staff, and the community we serve. This award reflected that culture.

The impact of COVID-19 and other infections like RSV continued to influence the way we operated, however not to the extent as it did in previous years.

On the employee front, Holland Christian Homes faced some challenges in recruitment and retaining of front-line registered nursing staff, due to nurses pursuing full time opportunities in hospitals. Nursing shortages is a global crisis. We were forced to address Bill 124, while we negotiated a new employee collective agreement (current one expired June 30, 2022). Fortunately, the Ministry of Long-Term Care provided one-time financial support to address the retroactive Bill 124 resettlements. A new agreement was settled in December 2024 for a 3-year term, expiring on June 30, 2025.

At the end of 2024, Holland Christian Homes announced a new initiative for the Manors which, we believe, will be a catalyst for unlocking even more value for the persons we serve. We became members of Eden Alternative, and subsequently trained 160 staff as Certified Eden Associates.

**"LORD, THOU HAST BEEN OUR DWELLING
PLACE IN ALL GENERATIONS."**

PSALM 90:1

Eden is an approach to care, enhancing the environment and resident experience through a more collaborative approach between staff/families/residents. More detailed information will be available in 2025.

In addition to training staff, it was important that we continue to upgrade our buildings. In 2024 Holland Christian Homes made just over \$2 million in improvements to our existing buildings.

We continued to show up for our colleagues and the community in their time of need. In the aftermath of a major flood, Holland Christian Homes entered into a lease agreement with Tyndall Nursing Home to occupy Bethany Place (old Faith Manor) while their new nursing home is under construction with an anticipated completion date of January 2027.

To enhance the privacy of our tenant healthcare records, we updated our Tenant records platform from paper-based to electronic. This updated system is most effective for tenants who transition from the Towers to the Manors.

Faith Manor and Grace Manor continued to experience an influx of residents coming into the Manors from hospital due to Bill-7. We admitted younger residents but also older residents with higher medical acuity and complexity which has resulted in shorter stays and added workload that the Manors have been navigating.

In addition to our everyday programs and activities, we held several special events throughout the year to recognize our dedicated volunteers and employees, while also celebrating our seniors, our faith, culture and traditions. We ended the year with our first ever nativity scene tree lighting ceremony which was very well attended. The Nativity scene event was a celebration of our Christian community while reinforcing the values of compassion, kindness, and generosity during the Christmas season. We are confident that this event will be an annual Holland Christian Homes tradition in the years ahead.

Financially, we ended the year in a solid position. Most importantly, we stayed true to our mission and values - caring for our residents, tenants, people, and the community. We believe Holland Christian Homes is poised to meet today's challenges and take advantage of all opportunities set before us.

We would like to express our deepest gratitude to all our members, tenants, residents, staff, students, volunteers and community partners. Your trust and support are the foundation of our success. We look forward to another year of growth, innovation, and outstanding care and services delivery. 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

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!

OPERATIONS REPORT HIGHLIGHTS FROM 2024

We have had a very busy year at Holland Christian Homes.
Tenant events, staff celebrations, and our volunteers hard at work.
Here are just a few of the highlights.

CARF – Our Accreditation survey took place on-site by 2 CARF Surveyors from March 25th to March 28th, 2024. The result was Holland Christian Homes being awarded with a three-year accreditation ending March 31, 2027. In the report from CARF, it states:

"This achievement is the indication of your organization's dedication and commitment to improving the quality of life of the persons served. Services, personnel and documentation clearly indicate an established pattern of conformance to standards. Please note that our report identifies no recommendations. This accomplishment is achieved on only 3% of all CARF surveys completed. Your organization should take pride in achieving the highest level of accreditation."

YEARS OF SERVICE STAFF RECOGNITION EVENT – We had 80+ staff in attendance at the Annual Long Service Recognition Event to celebrate their years of service at HCH on April 13, 2024.

Left photo: Special donation from Busy Hands.
Centre photo: Everyone looks forward to a family visit.
Right photo: Celebrating 100 years young.



Natalia Kusendova-Bashta, minister of long-term care comes for a visit.

NATALIA KUSEDOVA-BASHTA, the new Minister of Long-Term Care visited Holland Christian Homes

Natalia Kusendova-Bashta, the new Minister of Long-Term Care visited Holland Christian Homes on Thursday October 10th, 2024. She is a nurse by background who served as parliamentary assistant to the ministries of health and long-term care before being elected as a Member of Provincial Parliament. She toured the new Faith Manor and met with CLAC representatives for a short time after.





BEST PRACTICE SPOTLIGHT ORGANIZATION – Holland Christian Homes remains a proud Best Practice Spotlight Organization, continuing its valued partnership with the Registered Nurses' Association of Ontario (RNAO) to implement evidence-based best practice guidelines and drive excellence in care.

In November 2024, we proudly relaunched the Best Practice Champions program under a new name – Champions of Change – to strengthen our commitment to best practices and Continuous Quality Improvement (CQI) across the organization. These passionate front-line leaders have become catalysts for meaningful, resident-centered improvements, driving impactful CQI initiatives and fostering a culture of compassion, responsiveness, and excellence throughout our community.

NATIONAL NURSING WEEK – National Nursing Week was held May 6-12, 2024, with many fun activities and treats. The theme was "Changing Lives. Shaping Tomorrow."

"THE HCH COMMUNITY IS SO SPECIAL. I AM GRATEFUL FOR THE MANY EXPERIENCES AND OPPORTUNITIES AVAILABLE TO ME."

– ROWENA (WINNIE) VALDEZ (30+ YEARS)

Photo: Celebrating our wonderful nursing staff.

HUMAN RESOURCES UPDATES

- Implemented the new role of Spiritual Care Coordinator for the Manors
- Settled a new Collective Agreement with CLAC
- Due to an increase in government funding for the Manors, we hired an additional 44 care partners increasing the quality of care provided to our residents
- Our long service employees are celebrated annually. Employees who have 10+ years of service make up 14% of our overall workforce, while 10% of that are employees with 20+ years of service
- Employee Engagement, as measured through employee engagement surveys, remained high in 2024 at 72%



Engaging in horticultural therapy.

GARDENING PROGRAM

Manors – started a gardening/plant program to enhance the environment and add some sensory stimulation! We also got a new furry friend bunny which is a mini lop who resides in one of the neighborhoods in the manors. Her name is Coco – she loves cuddles and to hop all over the place! These programs support the Eden Alternative Model of care as an antidote to boredom and gives purpose of nurturing and caring for something. Residents are really enjoying these.

DUTCH HERITAGE DAY – On Monday May 6, 2024, we celebrated Dutch Heritage Month and held our traditional Flag Raising Event. Guests included: Mrs. Laurenske van den Heuvel, Deputy Consul General of the Kingdom of the Netherlands, Mrs. Elizabeth Witmer former Kitchener - Waterloo MPP and Deputy Premier of Ontario, Mayor Patrick Brown, Sonia Sidhu, Member of Parliament for Brampton South, Martin Medeiros, City Councillor for Ward 3 and 4 and Dennis Keenan, City Councillor for Ward 3 and 4, and a few other Councillors.

KIDS CORNER – Meant to encourage increased visits by younger children, Faith Manor opened its Kids Corner on the 2nd floor and Grace Manor opened its Kids Corner in the atrium. We have already seen increased visits by younger children and our residents spending more quality time with grandchildren and great grandchildren.

SENIORS MONTH – The summer was filled with lots of activities and great events. Monthly buffets, BBQs, Elvis, music on the patio evenings, old car show, trips to the casino, Petting Farms on site and weekly Ice Cream trucks to name just a few.

NATIVITY SCENE TREE LIGHTING CEREMONY – We held our first ever very successful tree lighting ceremony on Thursday November 28th. Our very own tenants wore traditional Christmas caroler costumes and sang wonderful traditional Christmas carols. Everyone enjoyed some hot chocolate and marshmallows after.

**"NOWHERE ELSE WOULD YOU FIND
SUCH A CARING COMMUNITY THAN AT HCH.
I FEEL BLESSED TO CALL IT MY HOME."**

– LEAH LENSTRA, TAC CHAIR (TENANT, 19 YEARS)

Left photo: Our first nativity tree lighting ceremony.

Right photo: Enjoying Canada Day with friends.





Some of our welcome committee volunteers.

A SPECIAL THANKS TO ALL OUR **AMAZING** **VOLUNTEERS!**

**"VOLUNTEERING AT HCH MAKES
ME HAPPY. I ENJOY AND LOVE
MEETING NEW PEOPLE AND
I FIND IT VERY FULFILLING."**

- BEV HARRIS (2 YEARS OF SERVICE)

VOLUNTEER APPRECIATION WEEK APRIL 15 - APRIL 19

Our theme for the year was "Every Moment Matters". In 2024 we had 176 active volunteers. These very DEDICATED, AWESOME Volunteers donated 14,628 service hours in many varied assignments. We currently have 72 specific Volunteer Assignments that our volunteers can be involved in.

Annual Volunteer Appreciation Week Celebrations were held with the highlight being a "Western themed Lunch Party and Awards Ceremony" held in Heritage Hall. At this Ceremony we spotlighted our volunteers who achieved special "Years of Service" Milestones.

We had 10 Volunteers with 5 Years of Service, 7 Volunteers with 10 Years of Service, 3 Volunteers with 15 Years of Service, 4 Volunteers with 20 Years of Service and 1 Volunteer - with 30 Years of Service! Amazing!

A few of our wonderful volunteers.



FROM THE TREASURER – 2024 IN REVIEW

The purpose of this Report is to provide commentary on the fiscal 2024 financial results of Holland Christian Homes (“HCH”) to our Membership. The complete audited fiscal year-end December 31, 2024 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. Overall, 2024 was a much-improved year for HCH in terms of our financial performance, as detailed below.

STATEMENT OF REVENUE AND EXPENDITURES

- The Consolidated Statement of Revenue and Expenditures confirms revenue of \$51.6 million in 2024, an increase of \$743 thousand from 2023. The increase was largely due to marginally higher rental and resident fees.
- Total expenses of \$50.5 million in 2024 represented a decrease of \$1.8 million year over year. Reduced expenses were achieved across many expense line items, delivered through management focus on cost controls, while continuing to provide consistent service levels across the organization.
- The net surplus (revenue over expenditures) was \$1.0 million in 2024, much improved over the deficit of \$1.5 million in 2023. This \$2.5 million improvement in our bottom-line is significant, and reverses two consecutive years of annual deficits.
- It is important to note that our surplus of \$1.0 million in 2024 was after \$4.4 million of amortization. As amortization is a non-cash expense, cashflow from operating activities was \$5.4 million in 2024, versus \$2.7 million in 2023.

BALANCE SHEET

- Total Assets remained relatively flat at approximately \$103 million in 2024.
- Total Liabilities reduced by \$1.3 million year over year to \$104.1 million at year-end.
- Included in Liabilities are \$22.1 million of Promissory Notes. These notes are important deposits that our members have with HCH, and your continued support and investment in our organization is appreciated.
- HCH finished the year with a cash surplus of \$1.1 million, with nil utilization on our \$1 million operating line of credit with Meridian Credit Union. Our overall liquidity has remained stable year over year.
- Our long-term Equity Leases (King and Peace Tower) continue to reduce annually as expected, including a reduction of \$1.7 million in 2024 to a year-end balance of \$11.4 million.
- Subsequent to our year-end, HCH refinanced most of our long-term debt with Meridian Credit Union, our long-time main operating lender. This refinancing took our existing debt with Meridian, the Christian Reformed Church Extension Fund, and Infrastructure Ontario, and combined them into one new mortgage loan with Meridian. This refinancing was done proactively by the Board of Directors to ensure continued stability of our debt, benefit from a new amortization period, and fix our interest rate for a 5-year period. As part of the refinancing, Meridian has also renewed and expanded the various credit facilities available to HCH if required in the future.

AUDIT & AUDITOR’S LETTER

- HCH’s long-standing auditor has been MacGillivray Chartered Public Accountants & Business Advisors, a Mississauga based accounting firm.

In February of this year MacGillivray advised HCH that they had sold their accounting firm to Doane Grant Thornton LLP (“DGT”). As the 2024 audit was already well underway, from a practical perspective, HCH had little choice but to accept the change in accounting firm. It is important to note that DGT is the 5th largest accounting firm in Canada.

- The change in accounting firms has been significant for the organization. In addition to dealing with new auditing staff and management, DGT had a perspective on the financial profile that was very different from our previous accounting firm.
- The most significant difference of perspective is that DGT has communicated in their Independent Auditor’s Report that there is material uncertainty related to going concern for the organization. The basis of this view by the auditor is largely due to HCH’s net asset and working capital deficits.
- The Management and Board disagree with the going concern assessment of DGT, and we actively shared our perspective with them throughout the audit. As 2024 was HCH’s best financial year, it is peculiar that the going concern perspective has changed at this time. DGT has advised us that they would have raised the same going concern items if they were our auditor historically. Therefore, Management and the Board view the change in perspective related to going concern year over year is not due to the change in the financial profile of HCH, but rather due to the unplanned change in accounting firm.
- As part of the Board’s due diligence, HCH is planning to tender out the audit for next year. At this AGM, we will seek membership’s approval to choose a new auditor for 2025.
- The Auditor’s Report for 2024 from DGT confirms that the audited financial statements present fairly, in all material respects, the financial position of HCH. The audit is unqualified except for items related to cash donations and capital asset classification.

FINAL COMMENTS

The Board and Management of HCH has worked very hard over the past two years, improving our operations and financial performance. The organization has weathered many challenges in recent years including COVID, inflationary pressures, increase in interest rates, and changes in senior management. Appreciation is shown to Tracy Kamino, CEO, and her team in driving the improvement in our financial performance. Appreciation is also shown to our membership for supporting the organization in many ways.

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

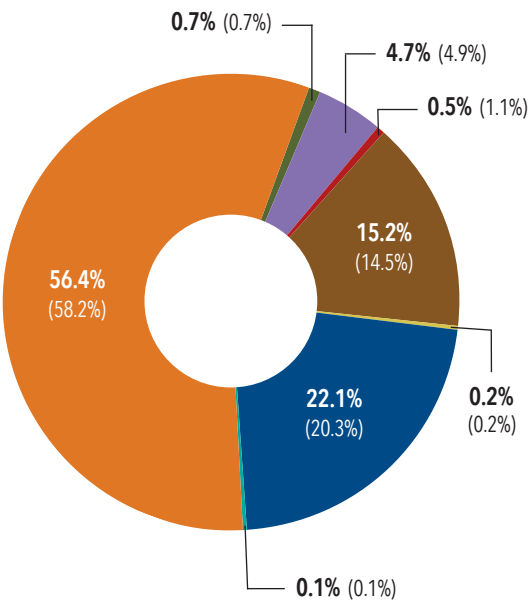
On behalf of the Finance Committee

James Schenk, Treasurer

AT A GLANCE - 2024 INCOME & EXPENSES

2024 INCOME - \$ 51,575,624

(2023 INCOME - \$ 50,832,747)

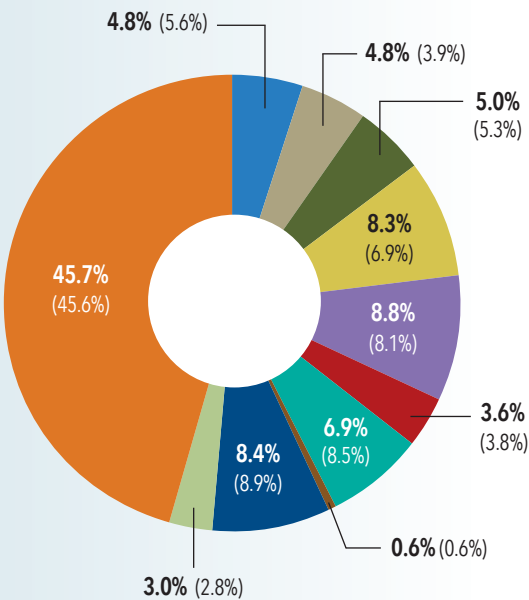


- GRANTS
- RENTAL
- LTC RESIDENT FEES
- RESIDENT SERVICES & AMENITIES
- INTEREST INCOME
- DEFERRED CONTRIBUTIONS
- DONATIONS & FUNDRAISING
- OTHER

(PLEASE NOTE: 2023 NUMBERS IN BRACKETS)

2024 EXPENSES - \$ 50,538,549

(2023 EXPENSES - \$ 52,354,393)



- NURSING
- DIETARY
- ADMINISTRATION
- AMORTIZATION
- INSURANCE
- UTILITIES
- INTEREST
- PROPERTY TAXES
- REPAIRS & MAINTENANCE
- HOUSEKEEPING & LAUNDRY
- ACTIVATION & VOLUNTEER SERVICES

98.4%
occupancy in
the Towers

866+
people on the wait
lists for manors

85.07
is the average
age in the Towers

84.80
is the average age
in the Manors

2024 CONDENSED FINANCIAL STATEMENT



James Schenk, Treasurer

THANK YOU TO ALL OUR
MEMBERS, TENANTS,
RESIDENTS, STAFF,
STUDENTS, VOLUNTEERS
AND COMMUNITY
PARTNERS.



CONSOLIDATED BALANCE SHEET AS AT DECEMBER 31, 2024

ASSETS	2024	2023
Current	\$ 3,512,114	\$ 3,412,067
Capital assets	99,286,344	99,630,036
TOTAL ASSETS	102,798,458	103,042,103
LIABILITIES	2024	2023
Payables and Accrued Expenses	12,494,464	10,443,089
Unearned revenue	148,129	129,848
Ministry of Long Term Care repayable	1,384,801	-----
Short Term Debt	23,879,687	25,594,520
Equity lease promissory notes payable	11,363,650	13,090,250
Current portion of long term debt	18,245,932	13,779,736
Long term debt	27,809,266	34,147,753
Deferred Capital Contributions	8,774,614	8,196,067
Total Liabilities	104,100,543	105,381,263
MEMBERS' DEFICIENCY		
Deficit	-1,302,085	- 2,339,160
Liabilities & Members' Deficiency	102,798,458	103,042,103

CONSOLIDATED STATEMENT OF REVENUE AND EXPENDITURES FOR THE YEAR ENDED DECEMBER 31, 2024

REVENUE	2024	2023
Grants	29,071,450	29,606,212
Rental	11,421,036	10,326,008
Long-term care resident fees	7,862,914	7,363,084
Resident services and amenities	2,441,976	2,475,460
Donations and fundraising	341,197	362,802
Amortization of deferred contributions	254,417	574,313
Other	105,702	89,651
Interest income	76,932	35,217
Total Income	51,575,624	50,832,747
EXPENDITURES	2024	2023
Nursing	23,117,460	23,876,606
Dietary	4,250,412	4,666,081
Administration	3,504,603	4,447,053
Interest on long term debt	1,459,173	1,049,949
Laundry and housekeeping	2,535,247	2,782,884
Activation and volunteer services	2,434,604	2,052,338
Repairs and maintenance	2,408,055	2,912,929
Utilities	1,835,367	2,015,514
Property taxes	1,517,230	1,459,444
Interest	2,737,090	2,560,249
Insurance	313,678	290,689
Total Expenditures	46,112,919	48,113,736
Surplus before Amortization	5,462,705	2,719,011
Amortization	4,425,630	4,240,657
Revenue over Expenditures	1,037,075	- 1,521,646

2024 CHAPLAINCY REPORT

We read in Luke 24 after Jesus had risen from the tomb, that he meets up with two believers who are downcast because the events in Jerusalem. Jesus uses the Scriptures to tell them why He had to journey through all these things. Then as Jesus sits with these two believers at the table, their eyes are opened as He give thanks and breaks the bread. They hurry back to Jerusalem to tell the disciples that they have seen the risen Lord.

"ON THE ROAD TO EMMAUS"

The Emmaus Road has become a picture for many Christians as a journey of exploring and discovery, of unveiling and revealing.

The work of pastor-chaplains is like this. We journey with people through a host of life events and help them to see and experience Jesus along the way. We are privileged to enter into the sacred spaces of a hospital room, an apartment, a table at the snack bar, a birthday party, coffee socials, a room where family has gathered. We enter not on our own, but with the gospel of Jesus, the love of God, and the fellowship of the Holy Spirit. We come to listen, to weep, to share, to encourage, to bless, to care, and to love.

We pastors are richly blessed to serve in this wonderful community of Holland Christian Homes. We find ourselves invited into a host of different spaces. Prayer with the leadership teams of Grace and Faith Manor during their morning meetings. Week day devotions on channel 990 or a Hymn Sing and Bible Study. Hosting community birthday parties or other celebrations. Officiating at a funeral, memorial, or graveside service for a community member. Journeying with a family member who has experienced a loss. Praying with a care partner who is struggling. Sinterklaas Day is a highlight for some of us as we visit and bring joy in early December. We are also invited to help put together and lead Remembrance Day and the Netherlands liberation day.

Each Sunday one of the pastors will lead the morning and evening worship services held in Heritage Hall and broadcast over channel 990 and YouTube. The pastoral team, volunteers, and HCH staff help with various parts of the service along with its broadcast.

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 Chapel.

We are grateful for the ongoing, supportive relationship that HCH and HFCRC continue to have as we continue our journey into the future. We are grateful for the HCH staff and the many volunteers who help to make ministry happen at HCH.

We are grateful to be able to walk the road with everyone as we share the love of Jesus.

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

"WE PASTORS ARE RICHLY BLESSED TO SERVE IN THIS WONDERFUL COMMUNITY OF HOLLAND CHRISTIAN HOMES."



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.

Donations can be made directly through our website at www.hch.ca

2024 BOARD OF DIRECTORS

- Case Geleynse - Chair
- Keith Ambtman - Vice-Chair
- Jessica Miedema - Secretary
- James Schenk - Treasurer
- Julie Avolio - Director
- Walter Broos - Director
- Pastor Hank Bylstra - Director
- Bob Fraser - Director
- Charles Sjaarda - Director
- Jerry Vanderburgh - Director
- Bradley van Laare - Director
- Donna Wood - Director

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.



HOLLAND CHRISTIAN HOMES

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Here to care.