



TRILLIUMLIVING



2026 | Community Impact Report

A Collective Enhancing the Lives of Today's and Tomorrow's Seniors



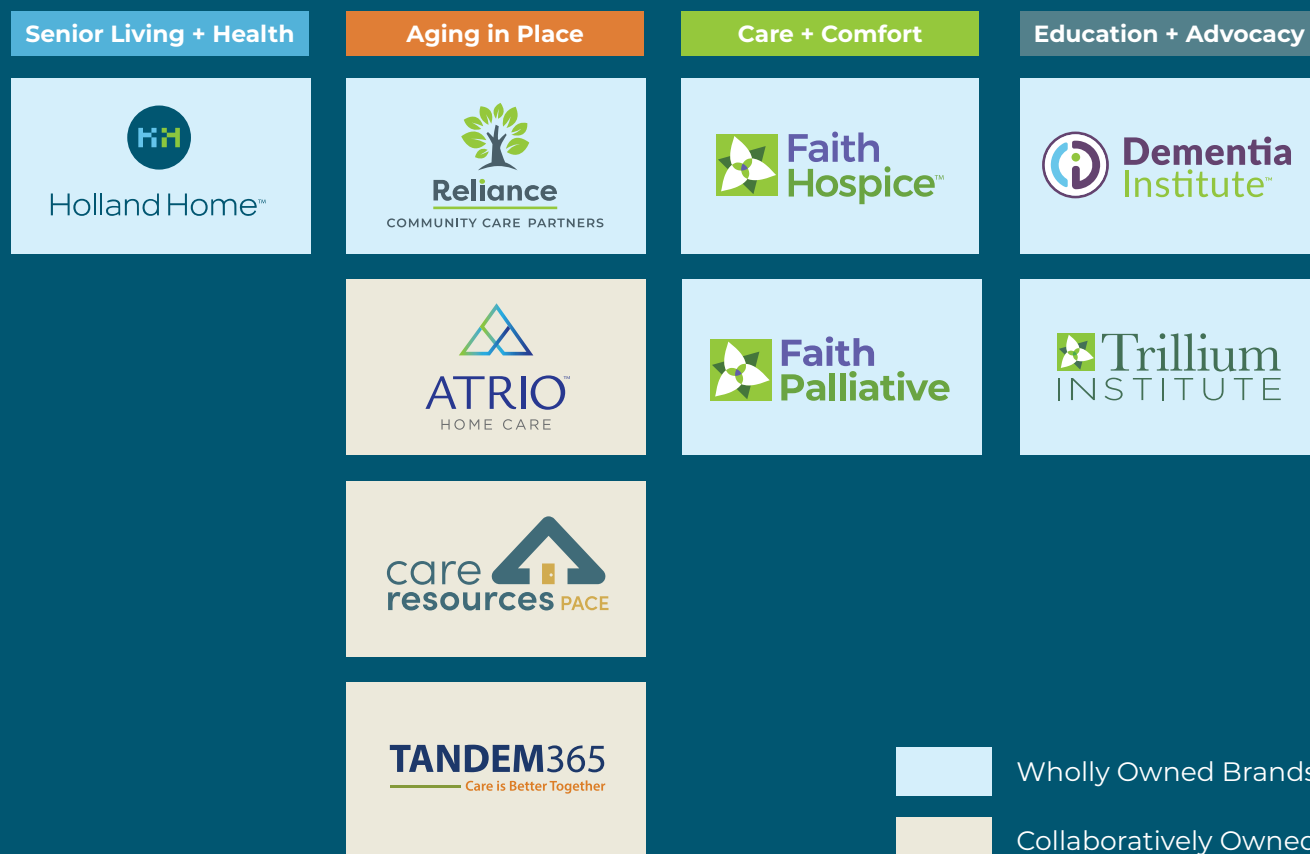


Our Mission

In fulfilling God's calling to serve others, we will serve with love and compassion, commit to excellence, and follow Christ's teachings and example in all we do.

Our Organization

Trillium Living is a collective dedicated to enhancing the lives and well-being of seniors at every stage of the aging journey. Trillium Living is made up of nine distinct organizations, each playing a significant role in meeting the changing needs of our senior community.



Dear Friends,

Since 1892, beginning with Holland Home—under God's faithful provision—our organization has sought to recognize and support the needs of an ever-changing senior population in our community. Having served aging adults for generations right here in Michigan, Trillium Living remains committed to responding to the evolving needs and challenges faced by seniors. Guided by Christ's example, this commitment shapes our work as the landscape of senior living and care continues to change.

An aging population, increasing healthcare complexity, caregiver shortages, and financial pressures are placing new demands on families, communities, and the systems designed to support them. These realities call us to thoughtful understanding, meaningful collaboration, and a compassionate response rooted in purpose and faith.

At Trillium Living, we live out our mission not only through the services we provide, but also through advocacy, education, and partnerships that reflect Christ-centered care and seek to enhance lives at every stage of the aging journey. Now is the time for us to serve together with love, compassion, and resolve toward enduring solutions.

This year's Community Impact Report reflects our commitment to listen, learn, and respond. Our people work diligently each day to deepen Trillium Living's understanding of the realities affecting aging adults—what we call The State of the Senior—and to share insight into both challenges and opportunities ahead. From affordable housing and improved healthcare utilization to reducing social isolation and increasing access to coordinated support, these needs are complex and interconnected.

As our organization grows, we see a clear opportunity to build upon our God-given strengths to simplify navigation through an often-complicated system, ensuring access to trusted, compassionate, and excellent care and support. This report highlights the people, partnerships, and efforts that make this work possible. It reflects the faithful service of staff, volunteers, collaborators, and supporters who have chosen to serve others and strengthen the well-being of our region. We are deeply grateful for each of them.

As we look ahead, we recognize that meeting the needs of a growing senior population will require continued collaboration across communities, organizations, and public policy leaders. Trusting in God's providence and guidance, we remain hopeful about what can be accomplished together.

Thank you for your continued partnership and support as we seek to serve faithfully, enhance lives, and strengthen our community.

Troy Vugteveen

President & CEO of Trillium Living



The State of the Senior

Trends Affecting Older Adults

As a senior-focused organization, Trillium Living is committed to understanding the current factors impacting seniors in Michigan. It is our responsibility to not only listen and learn, but also to share the insights we gain with the community. This report provides those insights, offering an informed view into the state of Michigan’s senior population, with a focus on West Michigan and the counties served by our collective organization.

Within our communities, the health, stability, and security of seniors are being impacted by societal pressures that Trillium Living is uniquely positioned to address. We’ll explore the following key areas in which we are helping to provide practical, lasting solutions. As we explore these topics, it is important to remember that there is much work to be done. It will take all of us to create ideal outcomes for the older adults in our communities.



36k

Number of individuals 75+ in Kent County in need of senior living and health services.¹

6,635

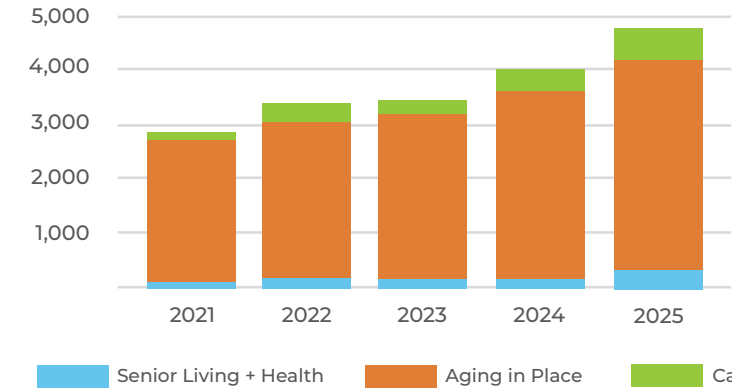
Number of seniors in Michigan that are actively on wait lists for home care services.²

55%

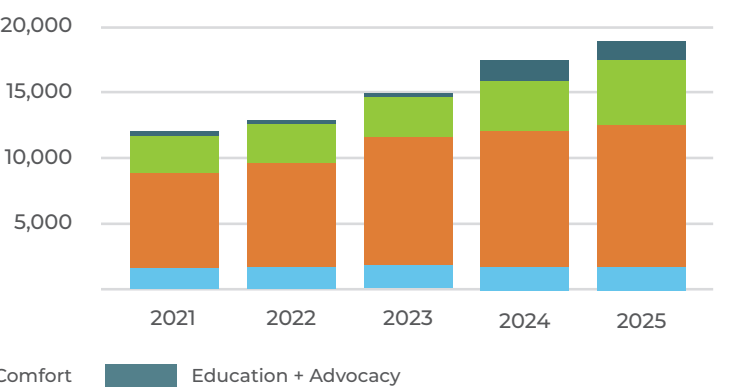
Percentage of individuals 75+ in West Michigan that will utilize hospice and palliative care services.³

Sources: 1. Kent County (.gov), 2. KFF, 3. University of Michigan | Michigan Medicine

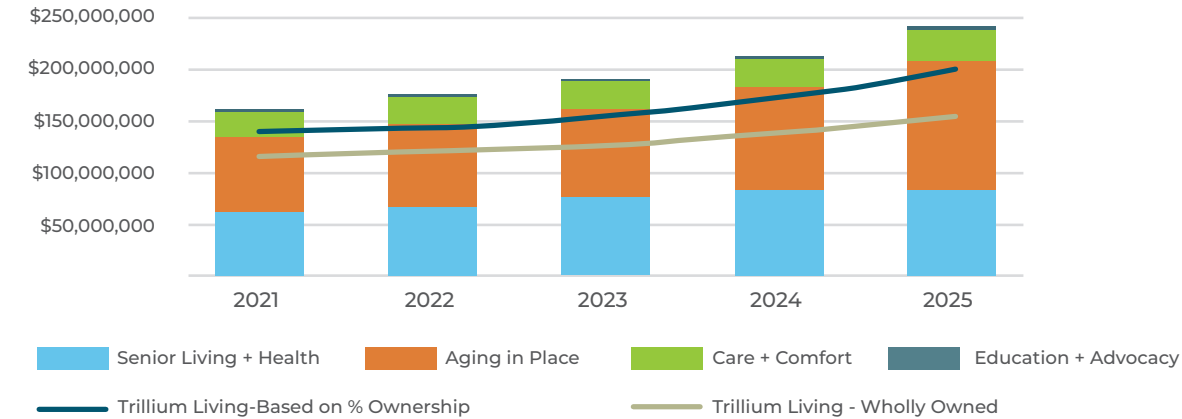
Trillium Living Annual Number Served with Financial Assistance



Trillium Living Historical Annual Number Served



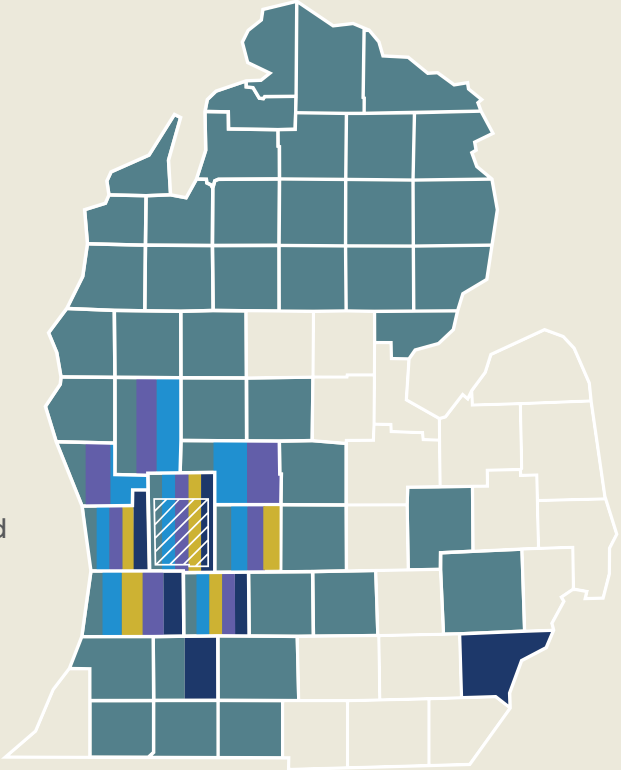
Trillium Living Revenue by Year and Entity



Our Service Area

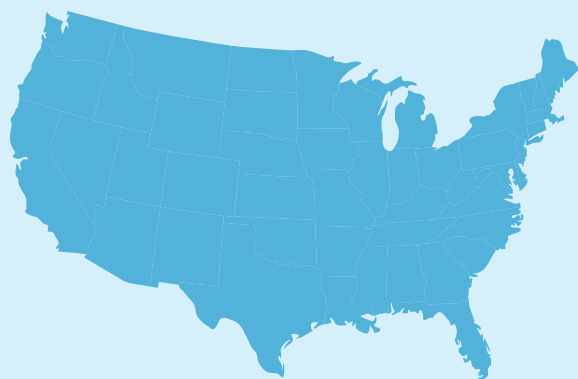
Organizational Reach

- Lifecare Communities | 2 campuses
- RelianceCCP | 43 counties served
- Atrio | 6 counties served
- Faith Hospice | 8 counties served
- Tandem365 | 6 counties served
- Care Resources (PACE) | 5 counties served



Changing Demographics

Population



23.4M+

The estimated U.S. population aged 75+ in 2026, making up roughly 7% of the total American population.¹

2034

By 2034, the number of people 65+ will be greater than the number of people 18 and younger for the first time in U.S. history.²

↑29%

Expected increase in 65+-year-old households in Michigan by 2032.³

Caregiver Shortages

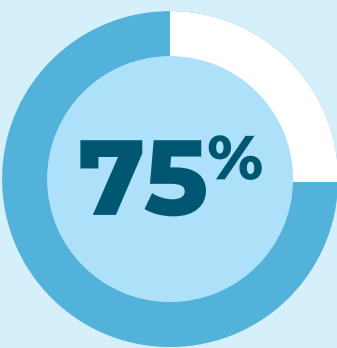
34k

In 2026, there are 34,000 unfilled direct care positions in Michigan senior living and care facilities.⁴

↓40%

Caregiver coverage for those 85+ is expected to decrease by 40% over the next 20 years.⁵

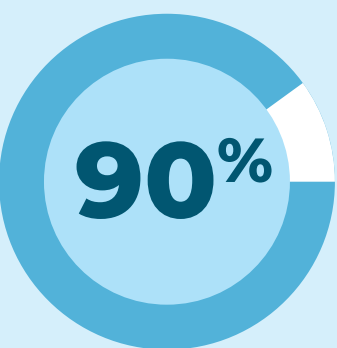
Demand for Long-Term Care



Percentage of Michigan residents 65 or older that will need some form of long-term care in their lifetime.⁶

Healthcare System Strain

Rising Chronic Illness and Dementia



Percentage of those 65+ who live with at least one chronic condition, while 70-80% live with two or more conditions.¹

70%-80%

Percentage of those chronic conditions are hypertension, arthritis, and diabetes.²



Percentage of those 65+ are living with some level of dementia.³

422k

Family members provide essential unpaid care to those living with dementia in Michigan alone.⁴



7.4M

Total number of individuals 65+ in the U.S. with Alzheimer's dementia.⁵



1 in 4 Americans over the age of 65 -74 has Alzheimer's dementia.⁶



1 in 3 family caregivers experience emotional distress,⁷ and the chronic stress spills across the whole —harming the health of caregivers and their families while straining community and healthcare systems.⁸

Sources: 1. Moody's Economy.com, 2. U.S. Census Bureau, 3. Michigan Center for Data and Analytics, 4. Crain's Grand Rapids Business | 6/10/26, 5. AARP, August 2025, 6. University of Michigan | Healthcare Policy & Innovation

Sources: 1. National Council on Aging, 2. U.S. Census Bureau, 3 Michigan Center for Data and Analytics, 4. eClinicalMedicine / ScienceDirect, 5. Alzheimer's Association, 6. Alzheimer's Association, 7. Professional Case Management | PubMed, 8. Alzheimer's Association

Caring for One Another

How Trillium Living Is Making a Difference in the Lives of Seniors

Guided by our mission to serve with love and compassion, Trillium Living is committed to doing everything we can to support Michigan’s senior population today and in the decades ahead.

To help make a meaningful impact in the lives of seniors and their families, we’re focused on understanding the challenges they face so that we can continue to support and enhance their quality of life. In addition to providing direct support to seniors, we serve as expert partners to other leaders who are addressing senior population health challenges in Michigan.

The following pages show how Trillium Living is helping to drive positive outcomes in the following key areas:

- Senior Living and Health
- Aging in Place
- Care and Comfort
- Education and Advocacy

As many senior living organizations in Michigan begin to move away from the skilled care services that are integral to these key areas, we are expanding our care services. And as local ownership becomes more scarce, we remain a locally owned and led organization with deep roots in our community—enabling more invested, efficient responses within each area we are about to explore.

“For 130 years, we’ve had a very special mission to care for seniors in our community. As the need continues to grow, so does our commitment.”

Adam Kinder,
Chief Financial Officer

\$235M+

Trillium Living collective
revenue for 2025

26%

Staying true to our mission and the commitment we make to care for and about those we serve, we provide at least 26% of those we care for with financial assistance.

18.8k

The number of adults impacted
by our organization each year

“There’s so much to learn from them [aging adults]. They have a whole story and journey they’ve been on. It has been one of my greatest joys working here.”

Jaci Martin, *Life Enrichment
Coordinator at Holland Home*

1,441

Total Trillium Living care
and support staff

“As our organization continues to grow, we can clearly see the opportunity to build upon our unique capabilities so that we can help ensure access to trusted, compassionate, and expert care and support.”

Troy Vugteveen,
President & CEO

Senior Living & Health



Every senior deserves a place to feel safe and well cared for during their aging journey. As the senior population feels the effects of housing accessibility and labor shortage issues affecting our state, Trillium Living's Holland Home communities are providing seniors with access to supportive living environments and skilled healthcare. These locally-owned, nonprofit senior living communities are helping to ensure that older adults have a safe place to call home and access to high-quality, compassionate care for years to come. From skilled nursing, assisted living, dementia care, and our Vibrant Living™ model, Holland Home continues to provide a full continuum of exceptional care.



Supporting Seniors Throughout the Aging Journey

Since 1892, Holland Home has been a leader in senior living and health. As a vital part of the community, we have grown to provide a comprehensive system of care. Beyond our vibrant senior living communities, Holland Home supports area seniors' lifestyle and health throughout the aging journey—from fitness opportunities and daily social engagement to exceptional care—all provided with a heartfelt promise to serve those we care for with love, compassion, and an unwavering commitment to excellence.



1,842

Total number of
residents cared for in 2025

Residents Cared for by Campus

926

Breton Woods

916

Raybrook



Creating Safe Care Environments

Holland Home is deeply committed to ensuring resident safety with a nurse presence that far exceeds state requirements. We are continuously expanding health and care services across all of our facilities and tailoring care needs to each resident.

Holland Home Services

Independent Living

Our modern, spacious residences allow residents to maintain their independence in a place that feels like home, with all of the added amenities, support, and peace of mind that community living offers.

Assisted Living

Our Assisted Living communities provide assistance as needed to aging adults who want to maintain as much independence as possible. Through frequent check-ins, housekeeping services, medication management, and assistance with personal care needs, we help ensure that residents have a safe and comfortable place to call home.

Dementia Care

Holland Home is dedicated to improving the lives of persons living with brain change. As the first Positive Approach to Care®-designated organization in Michigan, our specialty-trained team of compassionate and dedicated staff works to enhance the lives of people living with dementia—ensuring their safety, health, comfort, and security.

Skilled Nursing and Rehabilitation Services

Holland Home offers on-campus therapies to help residents recover from illness, surgery, or injury. Skilled nursing provides around-the-clock services for those who need a higher level of medical care. Spacious rooms with all the comforts of home and modern amenities help ensure comfort and dignity while residents are looked after and cared for.

Caring Across the Continuum

1,092
Independent Living residents served

246
Assisted Living residents served

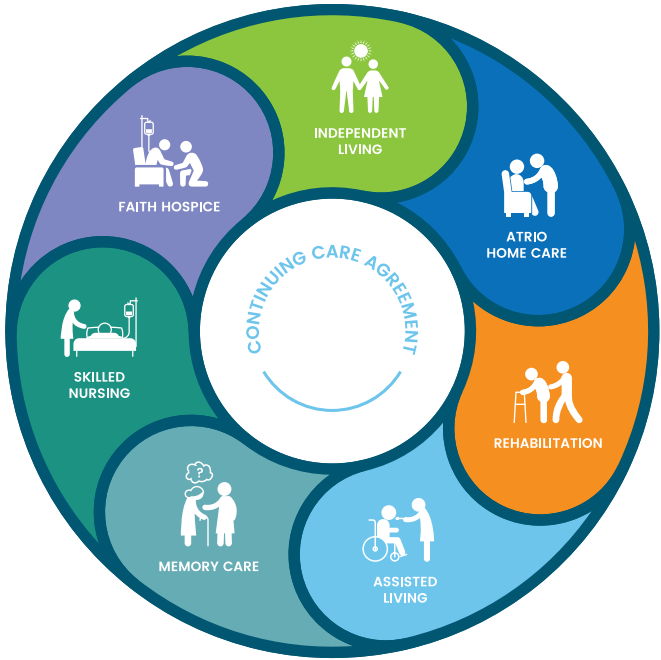
240
Dementia Care residents served

264
Skilled Nursing & Rehabilitation Services residents served

A Generational Promise

Our Continuing Care Agreement

Holland Home's Lifecare Promise offers each resident the opportunity of lifelong care through our exclusive Continuing Care Agreement (CCA), regardless of whether or not they outlive their financial resources. Our Resident Assistant Fund and support from the Holland Home Foundation cover the care and living costs of residents in need.



Resident Financial Assistance

\$23.5M	6%	10.5%	750+
Amount of resident assistance provided over the past five years.	Percentage of annual revenue provided to assist residents over the past five years.	Percentage of all residents that received some form of financial assistance in 2025.	Donors annually support resident assistance needs.

Serving with Love and Compassion

Holland Home Volunteers

Holland Home volunteers engage in serving others at one or more of our vibrant communities. Our volunteers assist us in fulfilling our mission each and every day through their selfless and dedicated service.

Mary McNeil (shown center) was recognized as a Volunteer of the Year by LeadingAge Michigan.



632
Total volunteers, which covered 156 different volunteer roles



“The long-term care proved to be everything that we had hoped for and more.”

Diane Lobbestael,
Daughter of Former Residents

Peace of Mind for Multiple Generations

Diane Lobbestael knows the power of strong communities where people feel known, supported, and connected. She’s seen firsthand its impact through her work in nonprofit fundraising and development. But it wasn’t until her own parents began navigating the realities of aging that the importance of community became deeply personal. While still active and independent in their mid-70s, Diane’s parents proactively chose to move into a senior living community.

“There were three main concerns for us as my parents visited different senior living facilities,” Diane recalled. “What would their life be like while they were still independent? What would happen as their health gradually changed? And how would they move from one level of care to the next?” After considering their options, they decided to move into Holland Home’s Raybrook community.

At first, her parents were able to vacation during winter months and then returned to a home where they built friendships, participated in activities, and lived an active, secure life. “It was great that they could travel, come back, and have a network of community around them. But the biggest concern was not the immediate—it was the long-term care and the ease of gradually moving from one level of care to the next.”

Over time, as her parents’ health needs evolved, that continuum of care became essential. “The long-term care proved to be everything that we had hoped for and more,” says Diane. “What stood out most wasn’t just the accessibility of services, but the consistency of attention and support. As they became more dependent, I continued to have a sense that people were looking out for them.” This included familiar faces regularly checking in, staff sharing community updates, and leadership taking the time to know residents personally.

“I have two siblings, and this all fostered a tremendous peace of mind among us,” says Diane. “It allowed us to focus on family time and warm, positive time watching our parents age gracefully in an environment where they were cared for.” Sunday dinners at Raybrook became a tradition, with grandchildren visiting often and relationships deepening over time. “It was an environment in which family relationships could easily flourish.”

That experience also shaped how Diane thinks about her own future. While still independent, she’s reserving her spot in a senior living community. “When I move into The Averden by Holland Home, it will position me to be independent and know that if something happens, I’ll move into continuing care,” she says. “That’s a huge relief to my family.” For Diane, the decision her parents made years ago helped her discover what it means to age in a community designed to support every stage of life.



Supporting Overall Well-Being

Vibrant Living™

Holland Home’s award-winning Vibrant Living model brings well-rounded wellness to residents at every level of care. Based on input from residents and the latest research, our programming evolves to reflect the current wants, wishes, and needs of our community. Residents have the choice to participate as much or as little as they like, with a wide range of activities. Focusing on five foundational areas of health, spiritual fulfillment, intellectual discovery, emotional well-being, social engagement, and physical wellness, Vibrant Living offers something for each resident to enjoy.

Vibrant Living Impact

31

Number of programs each weekday

153

Number of programs per week

86

Number of programs the fitness team delivered each week



700

Number of resident participants

NOTE: All numbers based on 2025 data.

Aging in Place



Many older adults choose to stay in their homes as they enter their senior years. For them, aging in place is a way to maintain their independence, enjoy the familiarity of their surroundings, and stay close to the friends and family they hold dear. Our role at Trillium Living is to remove the barriers that might stand in their way. Whereas the strains on our healthcare system are making the reality of aging in place increasingly difficult for many seniors, our organization is able to offer stability and security for those who choose to do so. Across our organization, we provide a wide range of support, care, and resources specifically designed to ensure the safety, comfort, and happiness of those who wish to age in their own homes.



Comprehensive, Coordinated Care for Aging in Place

Healthcare and Case Management

Reliance Community Care Partners (CCP) supports healthy aging in place by coordinating community healthcare services for older adults and those with disabilities, making sure they receive the attention and care they need to live healthy and productive lives. In addition, its nursing-facility transitions program, the largest in Michigan, helps seniors successfully move from nursing homes into community-based living environments. And to respond to the growing need for mental health and substance abuse support among seniors (particularly those not living in care facilities), RelianceCCP provides access to behavioral health services.



66.6%

Percentage of those we serve annually that
are aging in place in the community

RelianceCCP Impact:

1,448

Individuals served annually
through Medicaid waiver
services

400+

Individuals served annually
through the Kent County Senior
Millage Care Management and
Home Support programs

300

West Michigan providers
coordinated for care delivery

\$540k

In uncompensated care services
provided to clients and patients

357k

individuals transitioned out
of nursing facilities through
the Community



Reliance Integrated Wellness

Mental Health Services

Through Reliance Integrated Wellness, RelianceCCP provides positive, accessible mental health services to the West Michigan community. Our integrated behavioral health therapy helps community members overcome anxiety, depression, and trauma and develop coping strategies for daily life. Medication therapy is also offered as an accompaniment to ongoing treatment.

RelianceCCP Impact:

450+

Individuals served through our Integrated Wellness Center

80

Number of social workers and nurses provided care and case management services, evaluations, care navigation services, and/or therapy

47

Counties served across the state of Michigan



Helping Older Adults Age on Their Own Terms

Care Resources is a Program of All-Inclusive Care for the Elderly (PACE), operating throughout all of Kent county and portions of Ionia, Ottawa, Allegan, and Barry counties. Utilizing a community-based and innovative care model, Care Resources operates a vast home health, primary care, and clinic-based network. Care Resources is a nonprofit partnership collaboratively owned by Trillium Living, Dominican Sisters Grand Rapids, University of Michigan Health-West, and Pine Rest Christian Mental Health Services.

Serving those 55+ in Kent and Ottawa counties, Care Resources promotes healthy, independent living for those aging in place through a range of services:

- Complete Physician Practice, Full Day Center Services, Extensive Rehab Gym, Medical Transportation, In- and Outpatient Care
- In-House Specialties: Audiology, Dentistry, Ophthalmology, Podiatry, Psychology, Home Healthcare, On-Site Pharmacy, and Medication Management

Care Resources Impact:

502

Number of participants served

401

Average monthly census

122

Number of enrollments

100%

Percentage of people served who required some form of financial assistance

69,538

Number of home care hours provided to help people stay independent

“I’m so glad I’m a part of this program. I needed help, and if I didn’t get it I would’ve ended up back in a nursing home. It brings security and peace of mind for my daughters and friends. I’m doing more for myself now than I ever did before. I couldn’t have done it on my own, they’ve given me new life.”

Sherry,
Kent County Senior Millage Care Management and Support Recipient



647,555

Miles traveled by Care Resources vehicles to transport participants

Fewer Hospitalizations, Better Outcomes for Seniors at Home

Tandem365 consists of two components: complex medical case management and community paramedicine. Its goal is to prevent unnecessary emergency department visits and hospitalizations by understanding the complexities of healthcare and supporting individuals with unstable health conditions who are on a trajectory of decline. Trillium Living partners with Brio Living Services, BHI, Sunset, and LifeEMS to provide Tandem365's services.



13,000+
Number of people who received collaborative care

Since 2014, Tandem has delivered innovative community-based care through collaborative care delivery to an estimated 13,000+ individuals, elevating the quality of life for clients and their loved ones.

Tandem365 Impact

2,000+

Individuals managed through the Corewell Health collaboration, with the goal of reducing unnecessary emergency department utilization

2,300+

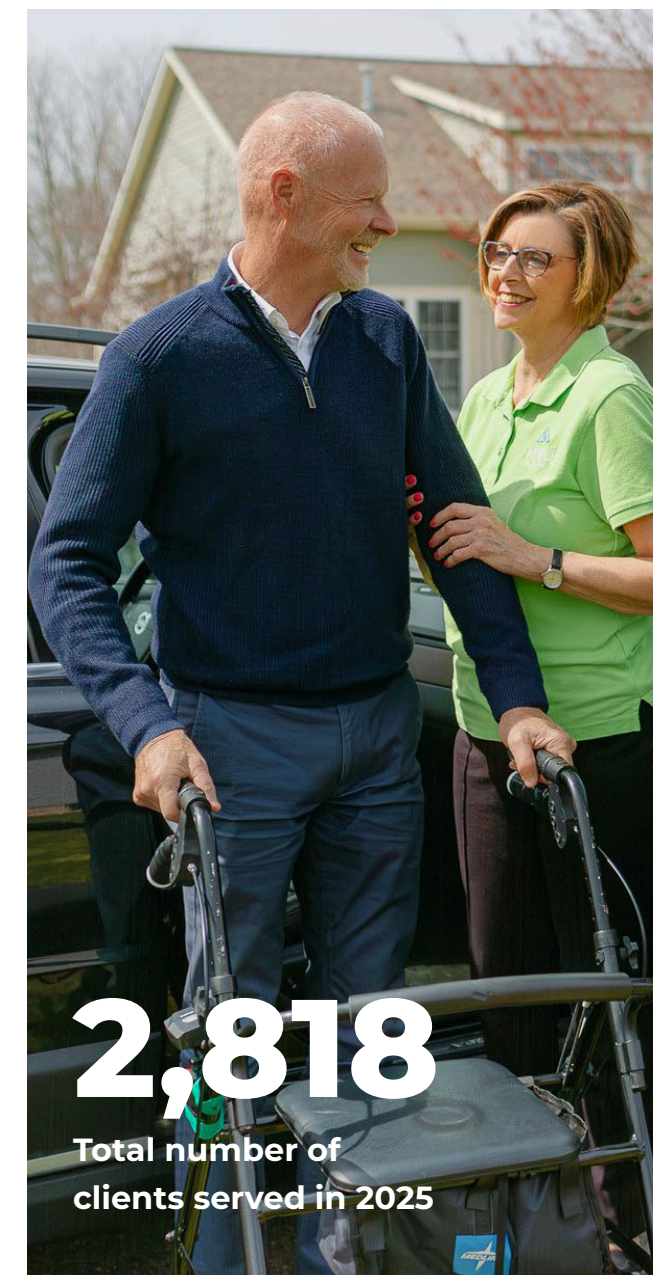
Individuals served through the Priority Health relationship

1,000+

Number of enrollments during 2025

Bringing Expert Care to Seniors, Wherever They Call Home

By uniting two distinct providers, Atrio Help at Home and Atrio Home Care, Atrio Home Care meets the evolving needs of aging adults who are choosing to age in place or trying to get back on their feet after illness or injury. With more and more adults choosing to age in place, Atrio is committed to home healthcare and ensuring that seniors have access to these essential services. Collaboratively owned with Resthaven, Atrio is the largest nonprofit, non-hospital-affiliated home health agency in West Michigan.



2,818
Total number of clients served in 2025

Current Need

93%

Percentage of seniors want to age in place ¹

12M

Number of Americans that utilize some form of in-home healthcare ²

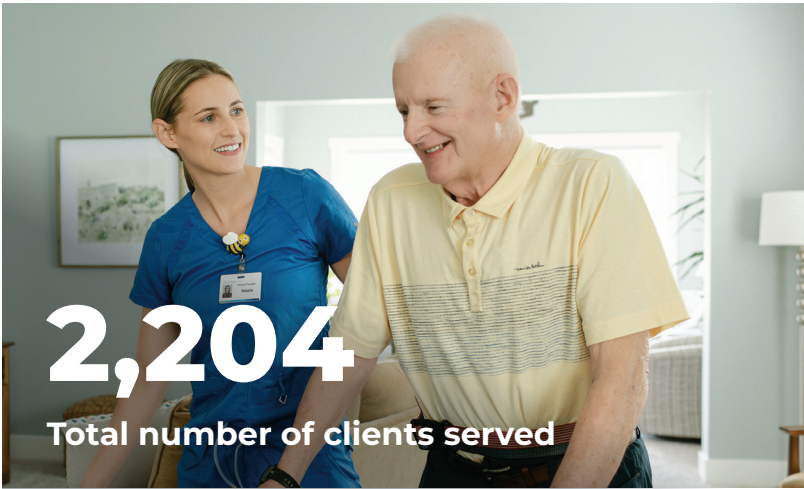
25

Average number of hours spent per week by family caregivers ³

Skilled Care Services

Atrio Home Health

Following an illness, injury, or surgery, Atrio Home Health provides in-home health services that help people get back to feeling their best. In collaboration with their physicians or specialists, we create a plan to aid in our patients' recoveries from the comfort of their own homes.



Atrio Home Health Impact:

413,300

Total miles driven by Home Health caregivers

\$340k

Amount of uncompensated care provided

49,809

Number of completed home visits



Private Duty Aide Services

Atrio Help at Home

For those who want to continue aging independently at home, Atrio Help at Home brings seniors the home health aide services they need to live the independent lives they want. Whether helping with daily activities such as meal preparation and housekeeping, or personal care needs like bathing and dressing, our prescreened staff provide seniors with a wide range of services and companionship, allowing them to continue living comfortably at home.

Atrio Help At Home Impact:

42,073

Hours of care provided

187

Number of clients served who are on some form of financial assistance

143,200

Miles driven to provide care

Atrio Helped One Family Make the Most of Every Final Moment

Atrio Help at Home received a referral from Resthaven Warm Friend from a distressed husband in need of care for his beloved wife, who was under hospice care for end-stage esophageal cancer. Within a matter of days, our amazing scheduler, Debbie, put together a schedule for around-the-clock private-duty care (24 hours/day). This allowed the client to stay in her apartment, comfortable in her bed by the window, surrounded by family and compassionate Atrio home assistants, until she passed. When Atrio started care, hospice

predicted she only had days to live, but she lived for over a month. Until the end, her mind remained sharp, and she continued to thank each person who provided care to her, even in her final days when her voice was so weak she could only whisper a few words. Family was grateful for each day they were able to spend with her and attributed her extra time on earth to the excellent care she received. She also was able to remain in the place she called home until her final breath, which was what she wanted to do.

“She was able to remain in the place she called home until her final breath, which was what she wanted to do.”

Debbie, Atrio Home Care Scheduler





Care & Comfort

As people live longer, it’s becoming more common for them to live with complex, overlapping health conditions. For those living with chronic illness or approaching end of life, compassionate care and comfort can make a world of difference. Through the services we offer through Faith Hospice and Faith Palliative Care, Trillium Living is closing gaps in understanding and access to end-of-life care and pain management—including emotional, spiritual, and grief support. As we expand our hospice and palliative services to meet the needs of our communities, more seniors and their loved ones are gaining access to compassionate, expert care and comfort as they navigate life’s most difficult moments.



Providing Relief and Comfort Wherever It Is Needed

Faith Hospice offers community and inpatient hospice care throughout West Michigan, with a focus on enhancing quality of life until the end of life. Skilled clinicians, social workers, spiritual caregivers, and devoted volunteers work together to create thousands of meaningful end-of-life touchpoints each year, providing clarity, dignity, and comfort to patients in homes across our community and at our inpatient facility, Trillium Woods. Every compassionate conversation, every mile driven to someone’s home, and every moment of comfort reflects Faith Hospice’s commitment to provide unwavering support to patients.



76,929
Total number of patient visits

NOTE: All numbers based on 2025 data.

Community Hospice Impact

Providing care in a home, a senior living facility, or a hospital.

73,101
Number of unique visits

1,612
Number of hospice patients served

298
Average daily census

678k
Number of miles driven

Inpatient Hospice Impact

Providing care at Trillium Woods

6,685
Total days of care

385
Number of hospice patients served

\$608k
Amount in uncompensated services provided to patients

Faith Hospice Volunteers

Volunteers at Faith Hospice are everyday members of the community who feel a calling to make a lasting difference in the lives of patients and their loved ones.

Volunteer Impact:

6,325

Volunteer hours

10.9%

Percentage of volunteer hours vs paid hours

\$212k

Total cost savings utilizing Faith Hospice volunteers



Compassionate Care Leaves an Enduring Mark on the Jeltema Family

When the Jeltema family gathered to say goodbye to their father, they did so in a way that honored the life he lived. A lifelong trumpet player, he was laid to rest with a 10-piece brass band—trumpets and trombones filling the air in a final, meaningful tribute.

Behind that moment was a journey marked not only by loss, but by care that brought comfort, clarity, and peace in his final days.

Through Faith Hospice, the Jeltema family experienced a level of support that extended far beyond medical care. With strength and compassion, their care team walked alongside them—guiding decisions, easing uncertainty, and creating space for the family to simply be present with one another.

In the days that followed, gratitude inspired a desire to give back.

As an expression of thanks, the family made a generous gift to Faith Hospice to ensure that other families can experience the same level of care, dignity, and support during life’s most difficult moments.

It is a reflection of what compassionate care makes possible: not only peace at the end of life, but a lasting impact that continues well beyond it.

A Path to Healing and Understanding

Faith Hospice Grief Support

Our Van Andel Hope & Healing Pavillion is a dedicated space that provides human-centered bereavement support and educational programs to our community. It serves as an inclusive, safe space for grief counseling, support groups and workshops.



Faith Hospice Grief Support Impact:

238

People served through individual counseling and grief support

1,075

Number of grief support sessions provided to loved ones of Faith Hospice patients

69%

Percentage of the patients that received grief support who were from hospice families

492

Grief support sessions provided to the broader community



Real Grief. Real Support.

Real Grief Workshops

In addition to the numerous grief support programs offered, Faith Hospice has introduced a new series of supportive workshops to provide accessible, inclusive grief support to members of our community—at no cost. Real Grief Workshops take on complex issues related to many types of grief and loss, offering a path toward healing for many who have previously had difficulty finding meaningful support. This includes seniors who have struggled with losses, such as that of a child, grandchild, or members of their aging friend group, for example.



Access to Care When It's Needed Most

Faith Palliative Care provides relief to anyone struggling with the symptoms of a serious or chronic illness. Our multidisciplinary approach brings together a team of nine palliative-trained and certified clinicians to offer care and comfort to patients and their loved ones. As these types of illnesses become more prevalent among seniors, Faith Palliative Care is meeting the need in our community with a significant increase in patient visits and access to palliative care in hospitals, nursing facilities, homes, and a dedicated clinic—expanding access to specialized support not widely available across West Michigan. By enabling patients to integrate palliative care into their healthcare plans, we're helping members of our community find relief amidst challenging realities.



Faith Palliative Care Impact:

6,672

Number of hospital visits

1,801

Number of Faith Palliative outpatient clinic and in-home visits

9

Dedicated palliative care clinicians

2,200

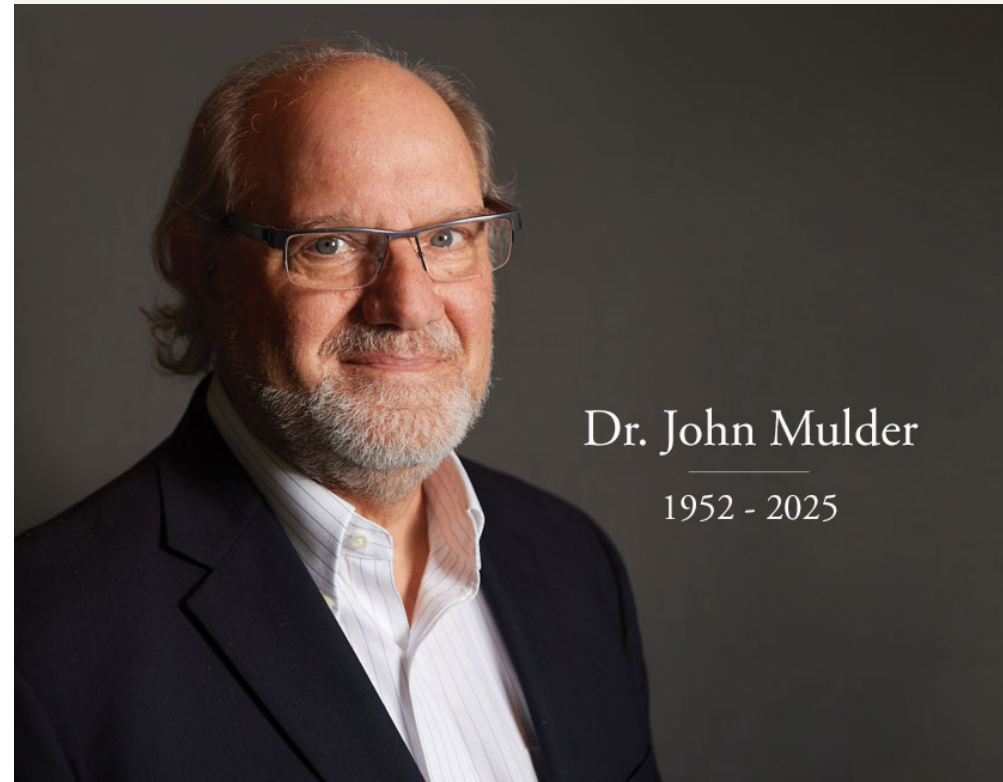
Number of individuals served

\$255k

Amount of uncompensated care services provided to patients and our community

30%

Increase in palliative care visits year over year



Dr. John Mulder

1952 - 2025

Dr. Mulder's life was a testament to love, healing, hope, and joy. To quote John, "Joy Wins!"

Honoring the Life & Legacy of Dr. John Mulder

Dr. Mulder was a visionary leader in palliative medicine—a compassionate physician, mentor, colleague, and friend whose dedication to his patients has left an enduring legacy for generations to come.

He began his work in hospice and palliative medicine in 1984 and became a certified specialist in 2000. Known for his compassion as a physician and passion as a professor, he taught at Vanderbilt University School of Medicine and Michigan State University College of Human Medicine, where he served as director of the Division of Palliative Care.

Dr. Mulder also directed the Trinity Health Grand Rapids Hospice and Palliative Medicine Fellowship Program, served on the board of directors of the Michigan Homecare & Hospice Association, and chaired ethics committees at Corewell Health and University of Michigan Health-West. He served on the Michigan Advisory Committee on Pain and Symptom Management, testified before the U.S. House of Representatives on the opioid crisis, and in 2019 received the Palliative Medicine Community Leadership Award from the American Academy of Hospice and Palliative Medicine.

Beyond the titles and recognition, Dr. Mulder's true legacy lies in his advocacy for palliative care and his commitment to dignity, comfort, and choice for those facing life's most challenging moments. Through his work at the Trillium Institute and beyond, he left an indelible mark on countless lives—in the caregivers he mentored, the systems he shaped, and the patients he served.



Education & Advocacy

At the core of a healthy, thriving senior population is a skilled, compassionate, and well-supported workforce. As West Michigan’s senior population grows, the demand for well-trained caregivers—and the need to support their work experience—is rapidly increasing. This rising demand is challenging Michigan’s healthcare systems and workforce pipeline to keep up with it, which is why Trillium Living provides education services focused on combating caregiver shortages and limited training pipelines.

A skilled and supported workforce strengthens the healthcare system older adults depend on during life’s most challenging seasons. Through education, training, and community advocacy, Trillium Living works to equip caregivers with the knowledge and confidence they need to provide compassionate, effective care. Beyond this type of specialized training for caregivers, we also make it our mission to raise awareness about the evolving needs of seniors—ensuring our communities are better prepared to support them in the years ahead.



Equipping Caregivers to Better Serve Those Living with Brain Change

With more than three decades of experience, The Dementia Institute is a leading source of dementia training, support, and resources that are focused on enhancing the care and support for those living with dementia. It equips healthcare professionals, first responders, community members, and family caregivers with practical skills and certification opportunities designed to deepen understanding of brain change, improve communication, and uplift the everyday experiences of individuals living with dementia.



Dementia Institute Impact:

\$589k

Trillium Living's investment in dementia care training services in 2025

5,212

Number of people impacted through a class, consult, simulation, or purchase of product to date

371

Number of classes, consults, and simulations provided in 2025

“Learning about what they are going through helps me to care for them better.”

Kathy,
Dementia Journey Participant



“It’s about seeing the person as a whole, someone who has lived their own unique life, not just seeing them as their diagnosis.”

Kaylin Burton,
Medical Student

How a Medical Student Learned Beyond the Classroom

Medical student Kaylin Burton is preparing for a career in healthcare shaped by real-world experiences. Growing up in a small town, people would often stop her mom—a nurse practitioner—to ask health questions. And at home, Kaylin's older sister navigated life with cerebral palsy. These experiences taught her the importance of compassionate care long before she entered Michigan State University College of Human Medicine.

When she learned about an opportunity to live and learn within Holland Home's Cook Memory Care Unit, she jumped at the chance. In rural and medically underserved communities like hers, access to specialists such as neurologists is limited, making hands-on experience especially meaningful.

During her placement, Kaylin worked closely with residents living with dementia in both independent living and memory care settings. Supported by mentorship from Trillium Living's Dementia Institute, she developed practical skills to meet the unique challenges of dementia care.

"My preparedness for handling individuals living with

dementia has significantly increased," she says. "I've gained communication skills, including nonverbal techniques, and different ways to approach these individuals to help make things easier for them."

Participating in recreational therapy activities deepened her understanding of what people with dementia are still capable of. "It's really interesting to see residents that you might not think would be able to interact, and they're able to catch on to something and hold on to it."

Through these experiences, Kaylin learned to focus on preserved strengths rather than limitations. "It's about seeing the person as a whole—not just seeing them as their diagnosis."

As she moves into clinical practice, Kaylin feels more confident facing situations that might otherwise have felt overwhelming. Her time at Holland Home has strengthened her clinical preparedness and deepened her understanding of what compassionate, relationship-centered care can look like for older adults and their families.



Transforming Palliative and Hospice Care

The Trillium Institute expands awareness of and access to hospice and palliative care through education, clinical training, and professional development. Its programs include curricula for healthcare learners at all levels, specialized training for Michigan State University students, and fellowship training in partnership with hospitals and healthcare organizations. By preparing the next generation of hospice and palliative care professionals, the Institute helps patients and families navigate complex medical decisions and serious illness with greater support and expertise.

A full-time hospice and palliative practitioner is estimated to have direct contact with a minimum of 1,000 unique patients per year. Collectively, our Fellowship Program graduates have cared for more than 100,000 patients—including over 70,000 in West Michigan.

Palliative and Hospice Training

1,120

Number of medical students educated since 2014

38

Hospice and palliative trained fellows in our fellowship program since 2014

19

Number of graduate fellows working in West Michigan

70,000

Estimated number of patients graduate fellows have cared for in West Michigan



60K
Number of Podcast downloads since 2022, with 19,000 downloads just in 2025

Podcast Continues to Comfort Thousands

Palliative Matters Podcast

Dr. Mulder's influence continues through his podcast Palliative Matters, which aimed to create an open dialogue around the issues of those facing a life-limiting illness.

Using real-life examples, the podcast provides a resource for patients, their loved ones, and medical professionals. Even after his passing, the podcast continues to reach thousands of listeners across the globe.

The Power of Purpose

A mission-driven, Christ-centered, community-focused organization united with the community we serve.

Behind every statistic and every story in this report is a person who needs support in our community. The needs of our aging community are growing, but so is our resolve to respond with purpose and meet these needs with compassion, expertise, and an innovative approach to care. We are committed to:

- Strengthening the caregiver workforce
- Supporting aging in place
- Expanding palliative and hospice care
- Addressing senior living challenges

Lasting change in the senior living and health landscape will happen through purpose-driven dedication and partnerships with those who share our values. We are all a part of what

makes West Michigan a special place to live and grow old. And together, we can better meet the needs of our rapidly aging population. By collectively drawing from our expertise, love, compassion, and commitment, we will be exceptionally positioned to deliver meaningful outcomes to the community.

We are grateful for the partnerships that strengthen our ability to serve. Your support and knowledge will be critical toward making West Michigan a healthy, vibrant, affordable and equitable home for aging adults in the decades to come. Together, we are not simply reacting to demographic shifts or system strain, we are building solutions that improve the state of the senior in West Michigan.

45,052

Total number of volunteer hours across Trillium Living organizations

“In serving, I honor His love and glory, finding purpose in the simple act of being present, seeing the beauty and dignity in each soul He has created.”

Mary, Volunteer

1,441

Total number of incredible caregivers and support staff dedicated to Christ-centered care and daily fulfillment of our mission

2.3M+

Total hours of care and support delivered by caregivers and their support teams in 2025

“What I find most rewarding is that the love I give, I get back.”

Jennifer, Nurse Manager

\$5.5M

Total donor support across Trillium Living

2,886

Total number of donors

14

Total number of estate gifts

\$443k

Total raised through fundraising events

1,100+

Number of attendees at fundraising events

“We are so thankful for the opportunity to share in the legacy and values lived out by our parents by giving to Holland Home.”

Dave and Barb, Holland Home Donors

\$9.5M

Total community benefit provided through uncompensated or undercompensated care and services provided for our patients, residents, neighbors, and community



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