



## 2023 Annual Report



Live Abundantly!

## Inspiration

"I came that they may have life and have it more abundantly." John 10:10



## Mission

Providing quality, individualized care and services for adults with complex needs.

## Vision

EACH PERSON  
has a home where they are valued  
and well cared for.

EACH PERSON  
has the opportunity to discover  
new friendships, be a part of their  
community, and create the life  
THEY want.



Harbor House Ministries experienced a revitalization in 2023. With Covid mostly behind us, we put our energies into reconnecting—with families, with our community, with our staff. We embraced a more accessible future through a remodeling of our physical environment and our technological systems.

In this report, we'll provide a few snapshots that demonstrate the relief brought by being together once again and our emergence into a brighter way of life.

A handwritten signature in black ink that reads "Peggy Dreisenga".

Peggy Dreisenga  
Executive Director

## A new family joins Harbor House

We welcomed our newest member in 2023. Her parents tell us their story.

“From the beginning of our journey with a daughter who had severe disabilities, the thought crept into the back of our minds, “What happens to Tara AFTER US?” The big AFTER US got louder and louder, filled our conversations and prayers. Our inevitable aging, and health issues were taking a toll...

As our retirement loomed in 2017, Tara’s Uncle Joe gave us a call and said “Check out this place, Harbor House for the developmentally disabled.” When we were given a tour, we were impressed with the warmth and friendly greetings of the HHM staff. I was particularly impressed with the Christian moorings and mission, stability of core staff, and how administrative offices were located and divided between each of the three homes—intimate to the residents and not blocks or miles away. Also, Tara always loved the water and her dad was elated to see the residents swimming pool in the Cove. We learned of Harbor House’s busy activity life and regular outings for the residents.

We were sold on Harbor House and filled out an application for Tara. We knew that openings among Harbor House’s 36 slots were rare.

Unexpectedly, November 2023 we got a call from Tara’s case manager, Alanna. She said, “Are you sitting down? There is an opening at Harbor House, and an invitation is being extended to Tara.” I thanked her but could hardly finish the call. I turned and shared the information with Tara’s dad, John, and we both immediately started crying with our faces on the kitchen table. The floodgates opened with a mixture of relief and sadness at the prospect of Tara leaving.

Tara moved into her new home, her own room at Harbor House on Valentine’s Day 2023. The month prior we decorated Tara’s newly painted room, brought furniture and arranged her room just so. The activity was cathartic for us.

There has been a learning curve for us, and perhaps for staff as they’ve taken care of Tara. We have suffered with a lot of empty nest syndrome at home as we find our new normal. During those early months we saw distress on Tara’s face when we would leave her after a visit. But a year later when we leave, she very quickly relaxes and seems at home with her new family and routines.

(Family pics)

As we roll into our 70s, we have no regrets for Tara and think we’ve safely found Tara’s AFTER US at Harbor House. She is truly home!”

## Individualized Care Plans

At Harbor House Ministries, we value individualization. The way we achieve this from a clinical standpoint is by creating individualized care plans for each resident.

A care plan is a document that gives guidelines to caregivers about how to provide the best care for an individual. The care plans outline how each resident lives their life including: how they communicate, how they eat, how they dress, how they move around, and what level of assistance they need to do these things.

We create care plans for each individual who moves in to Harbor House. The clinical team updates each care plan yearly, or during the year if a change is needed. The annual update occurs at the individual's yearly planning meeting.

The people who attend the meeting are the individual, the guardian(s), and members from the clinical care team. At the meeting, we reflect on what the individual's year looked like, what they enjoy doing, what their goals are, and any ways we can serve them better in the upcoming year.

(Lynden Riddering, R.N., Clinical Program Director)

## Therapies

Occupational (OT) and Physical (PT) therapies are an important part of the day for many individuals who live at Harbor House. Each person has his or her own program that is tailored to individual needs. In general, these exercises focus on mobility, strength, and flexibility with the ultimate goals of maintaining independence and safety.

To work on gross motor goals and strengthen lower extremities, staff assist residents in utilizing equipment like adaptive stairs, adaptive tricycles, standers, and walkers. Some need minimal support when completing these goals, but others rely on staff to assist them into the equipment and help them move around.

Passive stretches (which are completed with the help of staff), and active range of motion stretches (which are completed independently) aim to prevent contractures to aid activities of daily living such as dressing and ambulating. The therapist writes individual Range of Motion programs for each person, based on which muscle groups are tight and need to be stretched.

Fine motor activities are helpful for maintaining finger dexterity, which is important for independence around the house, especially when eating. Drop boxes, puzzles, coloring, and even board games are just a few of the many ways to work on fine motor goals.

Other OT and PT goals include safe eating programs and accessing proper equipment including beds, wheelchairs, braces, and commodes. Each person is different, and their goals are written accordingly. It is just one of many ways Harbor House helps support each individual who lives here.

(Kerri Adamczak, Day Program Director)



## A Day in the Life

Our day programming staff plan options for daily activities—participation is always optional for our residents.

We might see them doing things like puzzles, crafts, cooking, reading, activities, or music therapy.

Often there are theme-based activities on Friday Fun Days, or holiday inspired decorating, crafts or music.

Examples this year included: dog day, carnival games, karaoke, cowboy days, Olympics, water fun day, photo booths, music fest, a car wash and a fall festival.



## Residents lend a hand in the community

In 2023, there were opportunities for our residents to give of themselves to the benefit of several non-profits in our area. We look forward to expanding this program in the future!

15 of our residents participated in volunteer opportunities in 2023. Collectively, they gave 82.5 hours to the following five organizations:

- Sus Manos Gleaners – 51.5 hours
- Georgetown Township Public Library – 12 hours
- Hand2Hand – 10 hours
- Operation Christmas Child – 7 hours



## We support our local businesses

“The residents do a lot of unique community outings that I would never think of honestly—splash pads, beach, bowling, farm markets, movies, zoo, Kid's Food Basket, etc. Resident cares are involved, showering, changing, feeding, and others. Working with this population of people and trying to better their lives with quality of care was amazing to be a part of!”

Here are a few of the places we like to visit. Thanks to all for being so very welcoming and accessible to all.

- |                          |                     |                                   |
|--------------------------|---------------------|-----------------------------------|
| - Anazeh Sands Billiards | - Marge's Donut Den | - Gemmen's Ace Hardware           |
| - Charlie's Pool Hall    | - Sprinkles         | - WW Greenhouse                   |
| - Terry Hall Roller Rink | - Signatures Coffee | - Countryside                     |
| - GR Skate               | - Tim Horton's      | - Horrocks                        |
| - Fairlanes Bowling      | - Sandy's Donuts    | - Ed Dunneback & Girls Farm       |
| - Woody's Bowling Alley  | - Maggie's Be Cafe  | - Woodland Enterprises Berry Farm |
| - Hudsonville lanes      | - 317 Coffee        | - Renew Therapeutic Riding Center |
| - Spectrum Lanes         | - Panera            |                                   |
| - Marge's Donut Den      | - Bigby Coffee      |                                   |
| - Sprinkles              | - Starbucks         |                                   |



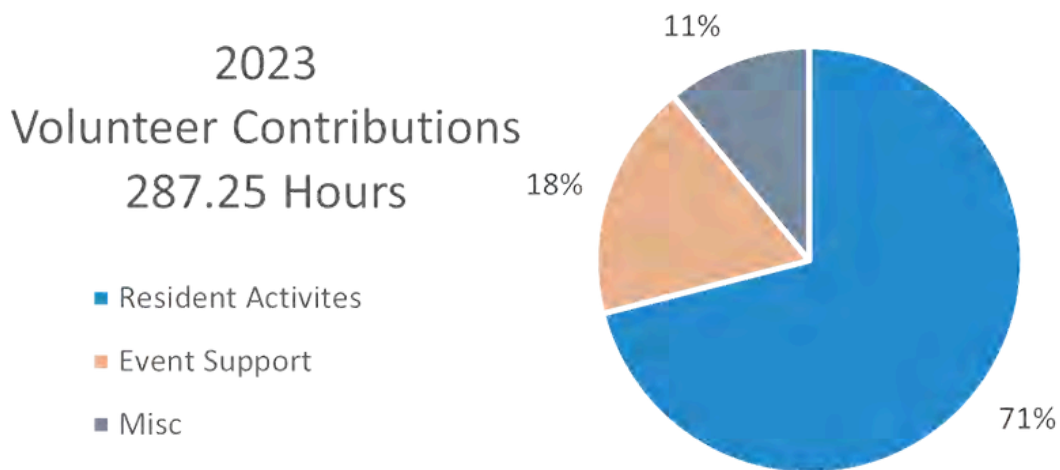


## The community lends a hand to us

Volunteers are helpful in both day-to-day life and special events here at Harbor House. While our staffing ratio of 2 or 3 residents to 1 staff is phenomenal, the added help of a volunteer makes activities and events even more individualized. Above all, the biggest benefit of volunteers is the friendships and community that they bring to the residents of Harbor House.

Some of our volunteers join the residents in the community on outings and as Adventure Assistants while others share their wonderful talents with us on campus—from organizing the pool room, to weekly coffee and games, to performing with a musical instrument, or even hosting a class on watercolor painting. Others keep our grounds beautiful so that those who live here can enjoy the outdoors in a lovely garden-like atmosphere. Our volunteers are amazing! And they soon come to know that Harbor House is a wonderful place to be!

(Keri Adamczak - Day Program Director)



## The people it takes

The work here, though rewarding, can be challenging due to the high level of care needs of our residents and the pay-rate competition we face, our hiring pool has become shallow.

We compete with other businesses that have raised their pay rates for simple manual labor. We compete for field interests and skill levels as hospitals have adjusted their education requirements for entry-level nursing staff. We compete with assisted living care organizations are not required to meet the same drug testing benchmarks that we are required to meet.

And, finding just the right person is difficult. We ask them to respect our faith-based values, put the demanding needs of the residents ahead of their own needs, and sacrifice many of their weekends and holidays in order to make sure that we are at optimal staffing levels as well as engage in opportunities to live abundantly.

So when we find that super candidate, we want them to know we appreciate their dedication and acknowledge their sacrifices. How do we do this?

- Flexible scheduling options
- Competitive pay rates with
- Paid training opportunities
- Bonusses for referrals and extra shifts
- Rewards for attaining goals
- Flex spending accounts
- A robust Health care package
- Life insurance and short-term disability payments
- 401K matching

And LOTS of recognition from other staff and family members who demonstrate care through monthly food, gift cards, notes of encouragement, and respect for the processes of care.

We utilize several resources for recruitment: Indeed, College job fairs, Handshake, Social Media, and Community networking posts. In 2023, these efforts resulted in 35 new hires:

- 11 new employees were retained beyond their first year and still work here.
- 10 new employees stayed for more than 6 months, but not for a year.
- 14 new hires did not reach the 6-month mark.

“Each day is a reminder of how special working at Harbor House Ministries is to me. Working alongside the residents and watching joy be brought to their lives by things that might be simple and small to us but to the residents it’s everything.

(Home Supervisor comment)



## Training for excellent caring

Every new employee has 104 hours of trainings to complete within the first 60 days of hire in order to work at Harbor House Ministries as required by Community Mental Health Services (CMH) and the State of Michigan. I teach two of these trainings right here at HHM and there are many benefits to that.

One of the classes is called “In House Mobility.” This class covers all the basics for someone freshly hired in. From how HHM got started, who we are, and the care we aim to give to how to document, use equipment properly, keep everyone safe, and more. It is beneficial to be specific in the way we want to care for the residents here at HHM and to be able to make sure all our staff understand and follow policies and procedures right from the beginning.

The other class I teach is “Mandt” which focuses on techniques for de-escalation and conflict resolution. It teaches staff how to support the residents emotionally, psychologically, and physically in order for everyone to feel safe on every level. Because I am able to teach this class personally to our employees, I can lay out the basic concepts and then dive deeper into how we can best help the residents we serve here at HHM. The staff can ask specific questions, and we can work through solutions together. Another benefit of teaching this class to our employees is that I am always available to answer questions– sometimes in the very moment they arise.

Teaching both classes here allows me to be flexible in offering the trainings which helps new staff complete their trainings when it works best for them and it helps us hire people with all availabilities.

Lisa Bowyer (Mandt Instructor and Trainer)

In 2023, 135 employees collectively completed 1,420 hours of trainings.

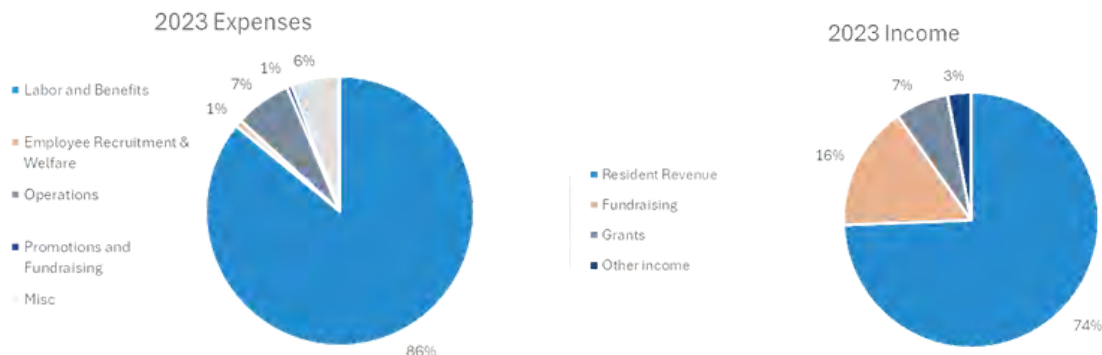
Abuse Awareness  
Appeals and Grievances  
Corporate Compliance  
Covid Video  
CPR  
Cultural Compliance  
Diabetes Video  
Emergency Preparedness  
Emergency Procedures  
Fire Drill/Evacuation Training  
Health and Wellness  
HIPAA  
In-House Mobility  
Introduction to Human Services

Limited English Proficiency  
Mandt  
Med/Health demo  
Medication Administration and Monitoring  
Medications: Types, Uses, and Effects  
Nutrition and Food Safety  
Person-centered Planning and Self Determination  
Preventing Disease  
Recipient Rights  
Sexual Abuse Module  
Standard Precautions

# The financial picture that supports it all

## Each year Harbor House relies on several income resources to meet its budget.

Each year the Harbor House Board of Directors sets a budget and relies on a combination of revenue streams to cover that budget. Dollars come from contractual insurance coverage for care, millage grants, and grassroots fundraising efforts. In 2023, 86% of our expenses were related to direct care but only 74% of the funds we secured came from insurance coverage. That left a 26% deficit to cover the actual costs of the high standard of care we hold here at Harbor House.



A few of the grassroots efforts we make are described below.

Our Annual Spring Celebration Dinner is our premier event. In 2023, over 300 people enjoyed an evening of good food, good fellowship and moving entertainment provided by our residents as they performed to “Made to Worship” by Chris Tomlin.

The evening reminded us of the wonderful family that Harbor House has become and the blessing of being together after a long separation.

Grateful hearts were inspired! Thanks to a generous match donation, \$100,000 was raised that night, showing the dedication to and love for the ministry of Harbor House.

There are several other notable means we utilize to raise funds and make friends.

### Other events for fundraising

- Sponsorships - \$23,470
- Spring Celebration Dinner - \$100,000
- Move-a-thon - \$4,730
- Community fundraisers - \$2,430

### A Capital Campaign for the future

- Launching the Future Campaign - \$423,460

### Communications for friend raising

- Bi-annual Newsletters - \$7,000
- Year End Appeal - \$99,500
- Social Media posts – Visits were up to 11,800 (up 671% from 2022). We reached 35,000 people (up 370% from 2022). We retained 91 followers.



## The Board of Directors

**Bob Poll (President)**

**Leslie Brown (Secretary)**

**Chuck Schipper (Treasurer)**

**Eric Anderson**

**Kelli Kruihof**

**Gary Oom**

**Thomas O'Rourke**

**Ken Puzycki**

## Remodeling brings new accessibilities

Anchor Place and Pier Place began to reshape their environments as they tackled a remodeling and renovation project.

This brought new opportunities for accessible kitchen activities, larger storage spaces to keep our hallways clear of obstruction to mobility, easily maintained flooring materials, updated shower rooms, as well as an expansion to provide more space for our facilities and maintenance teams.

## Setting a strategic plan

The Board of Directors engaged in a strategic planning process this year. After discussing the basic mission and values of the Harbor House ministry as well as what makes us unique, several areas for growth were identified:

### Year 1

Goal 1: Revamp the Board with a goal of strategic growth to become younger, more vibrant and active within the organization, well informed and following best practices.

- Review & Update By-Laws
- Complete Board Matrix
- Form Appropriate Committees (Fund Development, Marketing)
- Develop New Board Member Orientation
- Provide Board Training Opportunities to Current and New Board Members

Goal 2: Create a marketing/digital media plan to create awareness for the mission and impact of the organization, as well as to celebrate the culture and employment opportunities to find new staff.

- Create, Formalize & Form a Marketing Committee
- Create an Annual Marketing Plan
- Explore Feasibility of New Marketing Staff
- Research Cost of Digital Sign

Goal 3: Increase annual revenue by at least 25% through a more diverse stream of revenue from multiple sources, with a focus on fundraising and grants.

- Research and Explore New Foundation Grants
- Create Fund Development/Fundraising Committee and Annual Strategy
- Create a Public Relations/Marketing Calendar
- Increase Individual Donor Numbers
- Explore Program Expansion Focused on New & Diverse Streams of Revenue
- Negotiate Per Diem Payments to meet the increases in the cost of care





Live Abundantly

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