



2025 Annual Report



Live Abundantly!

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



Mission

To embody Christ-centered values by offering high-quality, individualized care in a family setting for adults with profound developmental disabilities so that they may live abundantly.

Vision

Adults with developmental disabilities have the opportunity to create the life they want in a safe environment where they can discover new friendships and participate in their community.

For Harbor House Ministries, 2025 was a year of profound transition, growth, and purposeful recalibration. While we faced a tumultuous tide of funds shifting and the natural growing pains of leadership transition, we remained anchored by our unwavering mission. We believe that where there are openings, there is also room for the Holy Spirit to move, allowing beautiful, organic changes to take root in our organization.

In the pages of this report, you will see the fruits of our perseverance. We are excited to share the significant progress made toward our long-term goals and the visionary path we are charting for the future. Most importantly, we want to share the snippets of hope we discovered along the way—the stories of community and the deep ties of fellowship that we continue to cultivate. We are not just surviving the tide; we are investing in a future where Harbor House Ministries shines brighter than ever as a beacon of faith and service.



Becky Buchholz
Executive Director

A family finds peace at Harbor House

Our daughter moved into Harbor House in September of 2025. As special needs parents for 29 years we never imagined we would feel comfortable placing our child outside of our home. But everything changed when we heard about Harbor House through one of our county workers and decided just to check it out.

The only experience we had with any type of long-term facilities was less than positive but immediately we could tell something was different when we walked in the doors. Becky was absolutely wonderful and every member of staff that we interacted with showed so much genuine love for the residents. We walked out and prayed if this was God's will for our daughter that He would make it happen. Miraculously, He did and we knew it was His plan. Still, it was the most difficult thing we have ever done. Those first couple of weeks were harder than I ever imagined. But through every visit (I was there every day the first month!) I became more at peace as I got to know the staff and watched them care for our daughter; we could see that she was in amazing hands!

We have not had one moment of concern over her care and are so happy that she gets to have such an abundant life. She has more opportunities to do things and to enjoy so many more interactions than we were able to give her due to just getting older and experiencing caregiver burnout.

We could not be more thankful for Harbor House and the staff that make it such a wonderful place. They are truly the hands and feet of Jesus to not only the residents but to the parents as well.

Family member contribution

Guardian survey report

The 2025 guardian survey results reflect an organization operating at peak mission-alignment. Most notably, 100% of respondents feel their loved ones are safe and well-cared for at Harbor House. Our reputation for excellence is solidified, with a perfect Net Promoter score (100% would recommend Harbor House to others). The complete report is available upon request via email to Becky at rbuchholz@harborhouseministries.org.



Individualized care plans

During 2025, we celebrated several milestone birthdays at Harbor House Ministries, including multiple 40th birthdays as well as a 60th and a 70th birthday. With an aging population, we are supporting individuals who are older than before and require additional support. This shift has presented new challenges, including changes in mobility, nutritional needs, medical complexity, and activity tolerance.

The individuals served by Harbor House Ministries experienced a range of complex health concerns throughout 2025. While there has been an increase in health-related concerns, our team has strengthened its ability to advocate effectively for each individual's needs. This advocacy has taken many forms, including persistent communication with medical care teams to request appropriate imaging and diagnostic testing in order to better understand underlying health conditions. Additionally, we remain committed to advocating for those who are unable to clearly communicate their symptoms or needs, ensuring their voices are represented and their well-being is prioritized.

As needs have evolved, we have adapted our care practices accordingly. We work closely with the residents' loved ones and interdisciplinary care teams to ensure comprehensive and responsive care. Throughout the year, we experienced both successes and losses related to medical concerns; however, our goal has remained constant—to support each individual in the safest and most appropriate capacity possible.

Lynden Riddering, BSN, R.N., Clinical Director



“ Aging in place can create a more sustainable, equitable, and compassionate environment for everyone in our community. It empowers independence, a sense of belonging, and community cohesion. It can also have significant economic benefits by reducing healthcare costs and improving the overall well-being of older adults. ”



~ JFS Rochester on Neighborhood Based Models

Person-centered activities

In 2025, Day Program continued some of Harbor House's favorite activities and events. Some activities looked the same, while others had to adapt a bit as the residents grow and change.

After a decade, Lisa Bowyer left her position with Day Program and moved to a new role at Harbor House. Tess VanderVeen was promoted into the role as Assistant Day Program Director and has some fabulous new ideas!

Several days each week, the 1:30 pm activity has moved to 3:30 pm. This change has had multiple benefits including fostering activity on 2nd shift, allowing each home more opportunities to be at the Cove, and free choice for activities that do not revolve around the busy Day Program schedule.

In 2026, we will continue to strive to meet the residents where they are at when providing quality activities both on campus and in the community.

Kerri Adamczak, Day Program Director



A Spark of Joy brought to you by the Day Program



Lending a hand

In 2025, we maintained all our volunteering relationships. From residents volunteering at Sus Manos and the Library, to our regular monthly and weekly volunteers, we continued to strengthen connections with people and organizations who support us.

In coordination with the Training and Development Manager, we created a volunteering class which sets expectations, explains rules, and describes the Harbor House culture. It has been a helpful tool for the two new volunteers who joined our team.

For the first time ever, we participated in the Michigan West Coast Chamber of Commerce Community Impact Day and had volunteers from various West Michigan businesses help us spread mulch on campus.

In 2026, we hope to continue to grow our one-with-one volunteer opportunities as well as finding more individuals to assist us out in the community.

Kerri Adamczak, Director of Day Program & Volunteer Coordinator



Love Locally

HHM appreciates the welcome we get from area businesses who provide barrier free access and go an extra mile to make us feel welcome while adding interest and value to our days!



Here are a few of the places we like to visit.

- Anazeh Sands Billiards
- Terry Hall Roller Rink
- GR Skate
- Fairlanes Bowling
- Woody's Bowling Alley
- Hudsonville Lanes
- Spectrum Lanes
- Russ' Restaurant
- Renew Therapeutic Riding Center
- Countryside Greenhouse
- Horrocks
- Frederik Meijer Gardens
- John Ball Zoo
- Grand Rapids Public Museum
- Windmill Island
- Area Parks
- Sprinkles
- Signatures Coffee
- Sandy's Donuts
- Maggie's Be Cafe
- 317 Coffee
- Biggy Coffee
- Starbucks
- Cabela's



This year, HHM continued advancing our mission to provide abundant life to every resident. A significant part of this progress has come through our renewed focus on staff development and our commitment to meeting and exceeding the expectations of our licensing agencies. High-quality care requires consistent, confident, and well-supported team members—and HHM has taken meaningful steps forward in making that a reality.

Raising the Standard of Onboarding & Training

Since May, our Training and Development program has undergone important improvements designed to ensure every new team member begins their journey at HHM with clarity, confidence, and connection. Key enhancements included:

- A fully updated onboarding process ensuring all new hires complete required training before working independently on the floor. This supports regulatory compliance, protects resident safety, and improves staff preparedness.
- Structured job-shadowing with increased support, allowing new staff to step into their roles feeling more equipped and less overwhelmed.
- Campus orientation that introduces expectations, communication pathways, and the locations of essential items so new hires feel grounded and comfortable from the beginning.
- A confirmed onboarding schedule and consistent point of contact, giving staff a point person they can rely on throughout their early weeks—reinforcing our culture of support and accessibility.

Preceptor Program: Elevating Quality Through Experience

Another impactful development this year was the creation of our Preceptor Program. This initiative equips experienced staff to teach, mentor, and model excellent caregiving practices to new hires. Highlights include:

- A structured Train-the-Trainer course that gives preceptors tools, expectations, and guidance.
- A focus on sharing knowledge, best practices, and real-world experience, ensuring consistency in resident care.
- A team of preceptors who are not only skilled, but deeply passionate about shaping the next generation of caregivers at HHM.

Lisa Bowyer, Training & Workforce Development Manager

Cross-Training & Re-Training: Empowering Staff Through Skill Support

To further support quality care and meet the dynamic needs of our residents, HHM implemented two new training systems this year:

- A Cross-Training Procedure that pairs staff with preceptors for shadowing, provides clear checklists, and offers ongoing support as they learn new roles.
- A Re-Training Procedure for employees returning after extended time away, ensuring they feel prepared and confident by reviewing plans, skills, policies, and essential knowledge before reengaging in direct care.

Strengthening Our Mission Through Stronger Staff Support

The Training & Development role is designed to ensure that every staff member—new or seasoned—has the clarity, tools, and confidence they need to serve residents with excellence. By dedicating focused time and resources to training, HHM ensures:

- Higher quality of care
- Greater consistency across departments
- Improved staff satisfaction and retention
- Better alignment with licensing expectations
- Stronger teamwork and communication
- A deeper expression of our mission through daily practice



Our mission is lived out through people—and by investing in our staff, HHM continues to deliver on the promise of abundant life each and every day.

Lisa Bowyer, Training & Workforce Development Manager



Human Resources paves a path to ensuring competent care

2025 brought many improvements and incentives to the Human Resources Department. These improvements served as a catalyst in our efforts to find and maintain competent and compassionate staffing at Harbor House.

We acquired a new enterprise resource system called PayChex, which is much more efficient for administration and allows for greater accessibility to staff. Each of our team members now has access to payroll inquiries and benefit status on their personal devices. Onboarding paperwork now feeds directly into our payroll system, and notifications for staff regarding items like tax reminders, license expiration, or training requirement emails are generated automatically.

Our hiring department took steps to increase our candidate outreach and the number of completed interviews:

- The Executive Director completed a fair market wage analysis for each of our front line team members and a number of our administrative team.
- In response to the wage analysis and with a newly acquired care reimbursement rate, we were able to significantly increase the starting wages for our caregiving and facilities roles.
- Simultaneously, we incorporated a fair wage analysis in our equitable approach to wage increases across campus.
- We added Davenport University as a career partner. They offer discounted tuition rates for students who work at Harbor House Ministries, allowing us to reach a new market of candidates.



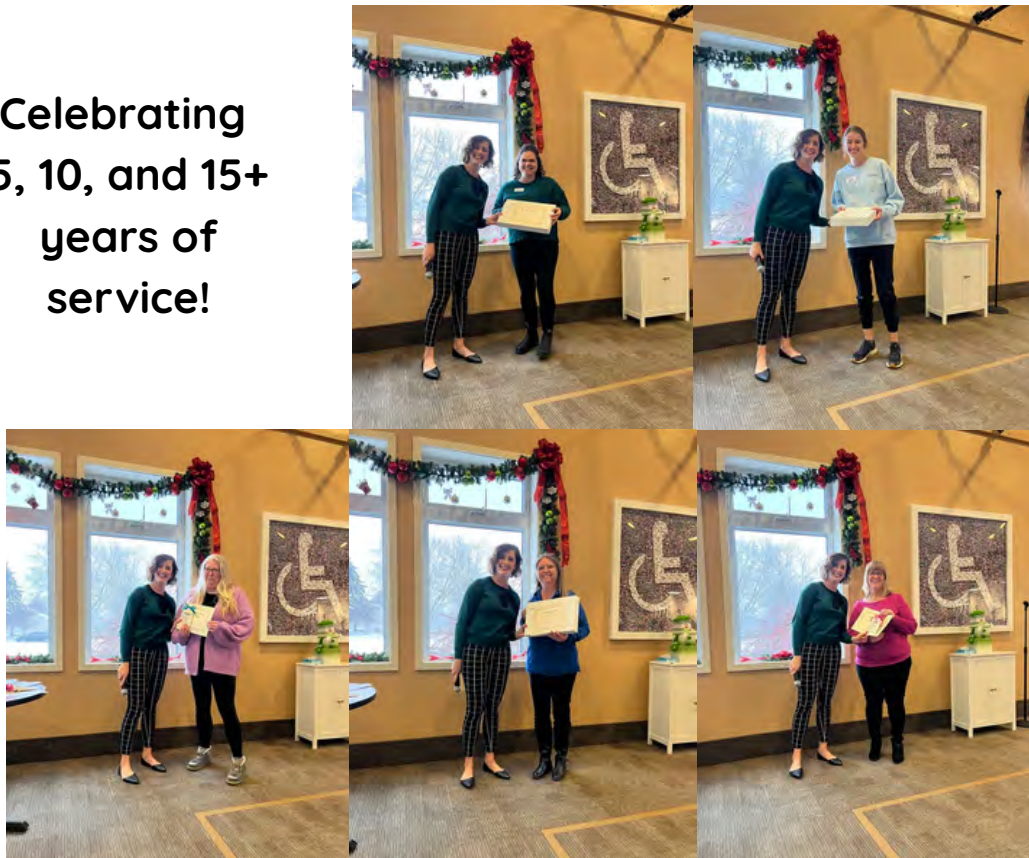
Retaining Excellence: Career Growth & Staff Support

Efforts have been made to validate the work of our current staff and to ensure that those who live here are served by competent and familiar people:

- To promote growth and development in our Resident Aides, we introduced a new tiered job classification system, which provides multiple levels to promote internally, and allows them to be compensated accordingly with increased rates.
- To make work more accessible to our staff, we signed a contract with Wheels-to-Work, which allows staff who are without transportation to secure a predictable and reliable bus/van ride to and from home to work, at a cost-effective price.
- During the 2025 Holiday season, we incorporated our first-ever holiday bonus program. This incentivized staff to work an agreed-upon amount of extra shifts, during which they would earn eligible overtime and receive a bonus at the end of the holiday season.
- To reduce our reliance on staffing agencies, we are growing our internal on-call program. Staff now have fewer hours to reach the application threshold, and we removed the cap for the maximum number of on-call team members. They are also now expected to support one spring and one winter holiday, to ensure the residents are cared for by familiar faces, especially on these important days.
- In response to the federal "Employee Sick Time Act," every employee can now earn paid time off, a benefit that was historically reserved for full-time team members.

Julie Mesman, Human Resources Manager

**Celebrating
5, 10, and 15+
years of
service!**

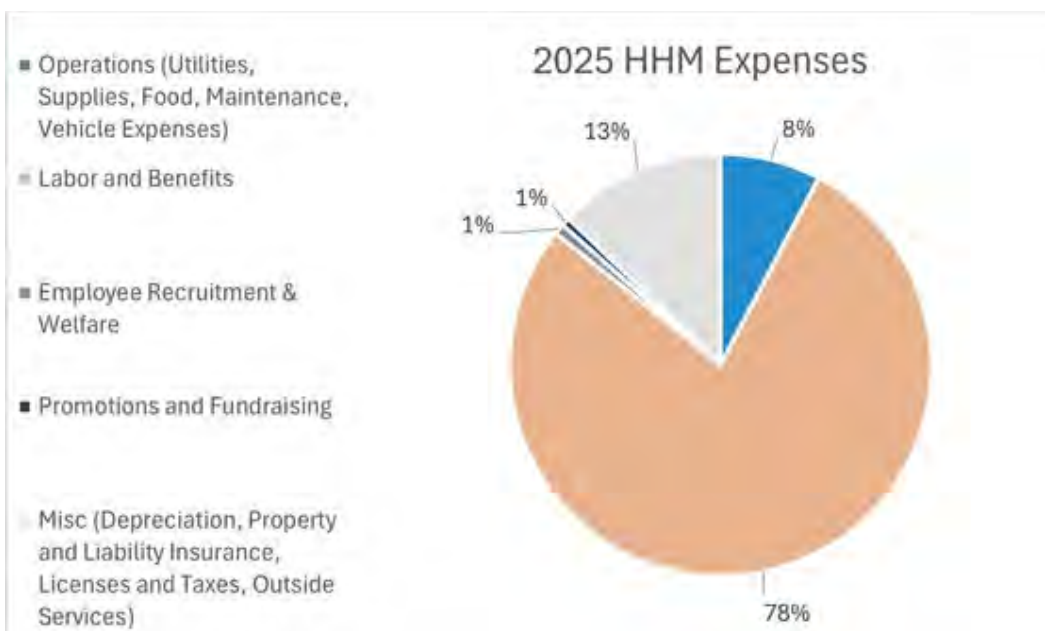
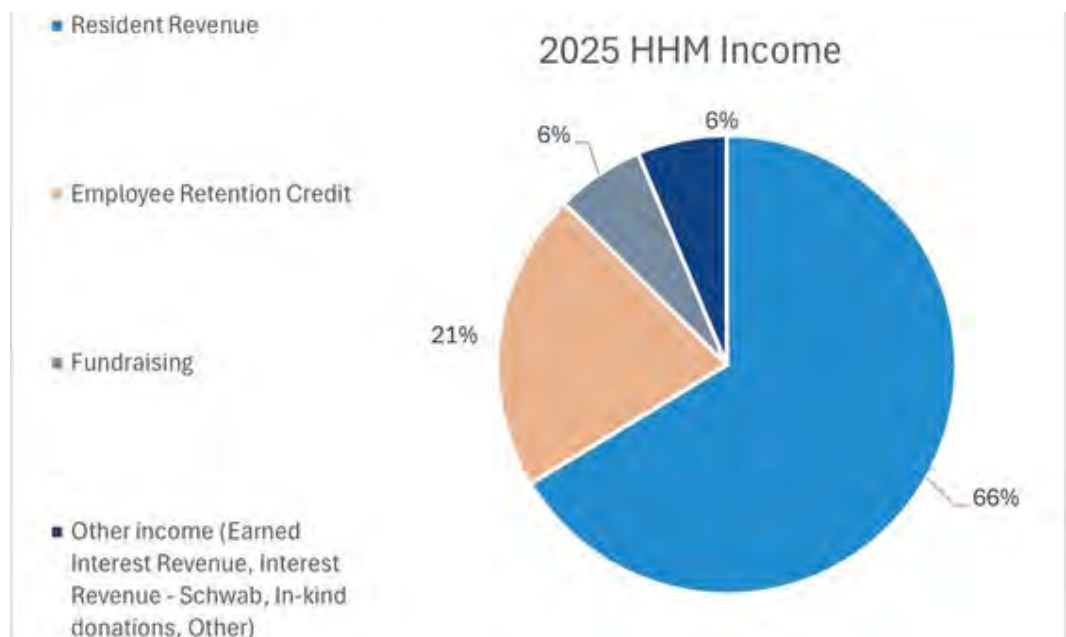


Income resources for a balanced budget

Each year the Harbor House Board of Directors sets a budget and relies on a combination of revenue streams to cover that budget.

In 2025, \$4,494,379 came from contractual insurance coverage for care and \$422,253 from grassroots fundraising efforts. A one-time Employee Retention Credit was also received for \$1,320,336. We cannot count on that significant income piece in years to come.

86% of our expenses were related to care but only 66% of the funds we secured came from government funding. That left a 20% deficit in meeting our actual budget for achieving the high standard of care we adhere to at Harbor House.



Fundraising & Volunteers: Synergy & Support

A few of the grassroots fundraising efforts that we made are described below.

Our annual Celebration Dinner was well attended by 278 guests. Video presentations from a couple of our guardians and some of the adults who live here were received with heartfelt gratitude for the ministry of Harbor House. Several of our residents capped off the evening with a cardio drumming performance set to "Praise" by Brandon Lake. All of this was inspiring and a reminder of the love and care we all experience here at HHM. \$71,238 was raised that evening for the general fund.

The annual Move-a-thon brought in a record number of volunteers and \$4,377 for the Resident Equipment Fund which allowed for much needed equipment updates and replacements.

In 2025, Harbor House invited its neighbors to join us for a Fall Festival. Over 300 people gathered to enjoy food, crafts, games, and fellowship. 100 of those attending were introduced to us for the first time and many became financial supporters.

Fundraising Efforts

Sponsorships: \$21,680

In-kind donations: \$21,680

Equipment Drives: \$15,484

Communication Efforts

Bi-annual Newsletters: \$7,988

Year End Appeal : \$119,207



Board of Directors

Leslie Brown (President)
Chuck Schipper (Treasurer)
Chelsea Brown (Secretary)
Kate Jansen
Kelli Kruithof
Gary Oom
Thomas O'Rourke
Bob Poll



Major operational goals achieved

Fiscal Year 2025 was a landmark year for Harbor House Ministries, defined by a successful leadership transition as Becky Buchholz assumed the Executive Director role following Peggy Driesenga's tenure.

The organization achieved a one-time financial milestone by securing funds through the Employee Retention Credit (ERC), which effectively closed an equivalent budget gap for the year.

Strategic advocacy efforts also led to a significant daily rate increase from Ottawa County—rising from \$260 to \$375—improving the organization's financial health and bringing us closer to a breakeven standard for future contracts.

Operationally, HHM navigated complex regulatory shifts and the successful completion of another 3-year CARF accreditation survey, where surveyors lauded the program as "The Gold Standard."

Despite ongoing challenges with staff recruitment and retention, managing campus capacity, and navigating a prospective PIHP restructure, the year concluded with strong momentum in development, evidenced by record-breaking turnout at the Fall Festival, ongoing advancements with a new payroll and benefits system, and a significant investment in our workforce.





Live Abundantly

Harbor House
Ministries
919 44th St SW
Jenison MI 49428

616-797-9920
info@harborhouseministries.org

www.harborhouseministries.org