



TRILLIUMLIVING

Leadership Through Four Decades of Experience (and the school of hard knocks)

David Tiesenga – Senior Advisor – Trillium Living

LeadingAge MI Leadership Institute – August 5, 2026



Overview

- Learn from a distinguished retired leader whose career spans decades of transformation in healthcare and aging services.
 - This session will explore
 - How his leadership evolved,
 - How data trends shape strategic decisions, and
 - How organizations can navigate workforce challenges while building strong cultures.
 - Gain valuable insights into developing future leaders, creating lasting organizational impact, and leaving a legacy that extends far beyond your career.



Background

- Education

- Davenport Business College: Associates Degree in Accounting (1982)
- Grand Valley State University: Bachelor Degree in Business Administration majoring in Accounting (1985)
- Michigan State University: Nursing Home Administration (1991)

- Licenses & Certifications

- Nursing Home Administrator (4/91-10/21)



Background

- Organizational Experience
 - Patient Accounts and Reimbursement Manager (1/86-4/89)
 - Assistant Controller (4/89-12/90)
 - Administrator (12/90-9/91)
 - Controller (9/91-2/93)
 - Director of Finance (2/93-4/96)
 - Chief Financial Officer (5/96-3/21)
 - CFO for Care Resource PACE (2006-2021)
 - CFO for Tandem365 (2014-2021)
 - Chief Financial and Development Officer (1/10-3/12)
 - Atrio Board of Directors (2017-2021)
 - Chief Strategy Officer (4/21-3/26)
 - Tandem365 Board of Directors (2022-2025)
 - Senior Advisor (3/26-12/26)



Background

- Volunteer Involvement

- Ziegler CFO Conference Steering Committee (1/2000-12/2021)
- Operations and Finance Committee – Grand Rapids Christian Schools (6/2004-5/2013)
- Board of Trustees – Grand Rapids Christian Schools (6/2006-6/2009)
- Board of Directors – Leading Age Michigan (5/2012-6/2015)
- Life Plan Task Force – LeadingAge Michigan (5/2008-12/2015)
- Education Committee – LeadingAge National (12/2022-11/2025)
- President of Deacons – Plymouth Heights CRC (6/2010 – 5-2013)
- Chair of Endowment Committee – Plymouth Heights CRC (1/2024 – present)



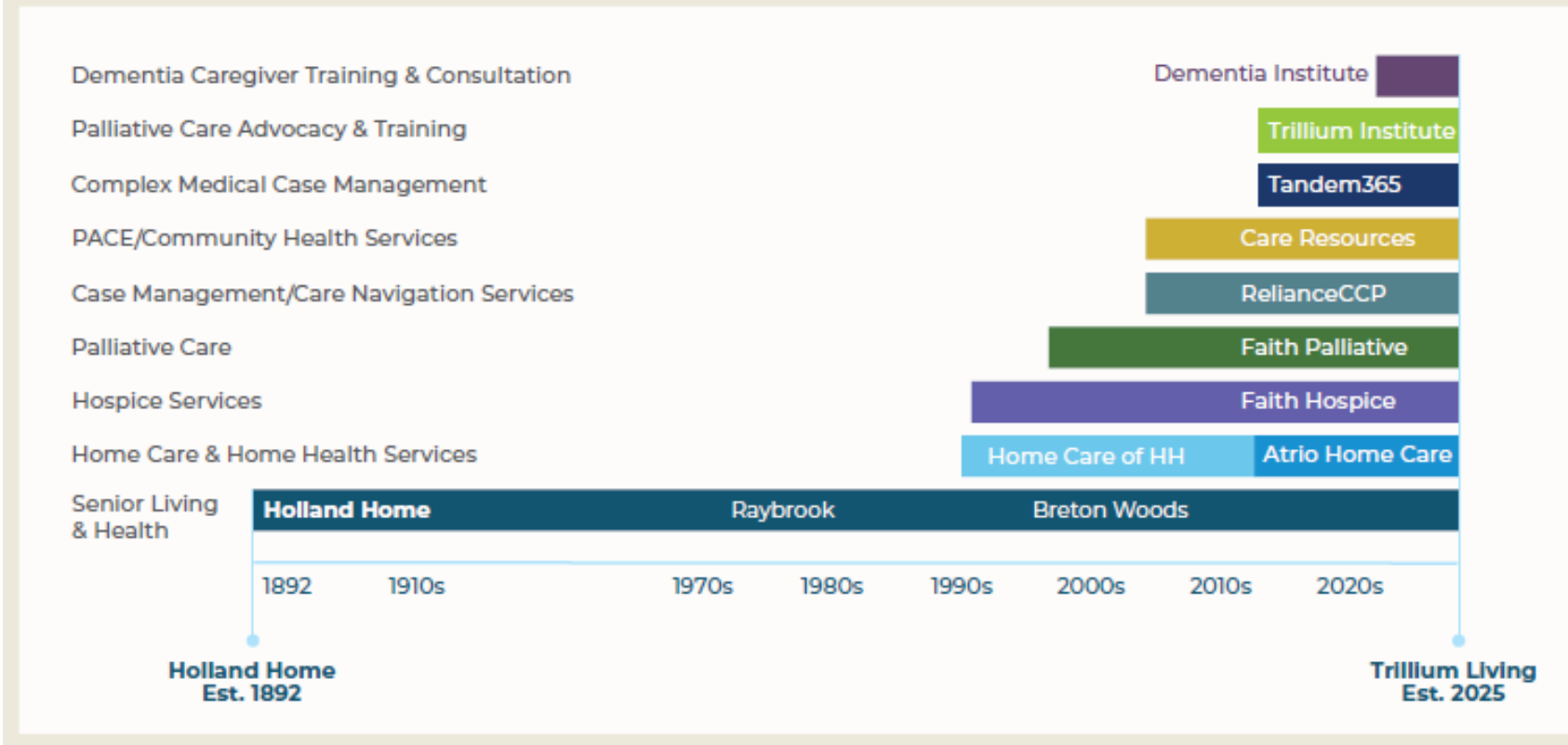
Background

- Speaker Experience
 - Ziegler Finance + Strategy Conference
 - Ziegler CFO Conference
 - LeadingAge National
 - LeadingAge MI
 - Lincoln HealthCare's Senior 100 Conference
 - Plante Moran Healthcare Conference
 - Calvin University
 - HH Sales & Marketing
 - Local Kiwanis, Rotary, Financial Advisors and Church groups

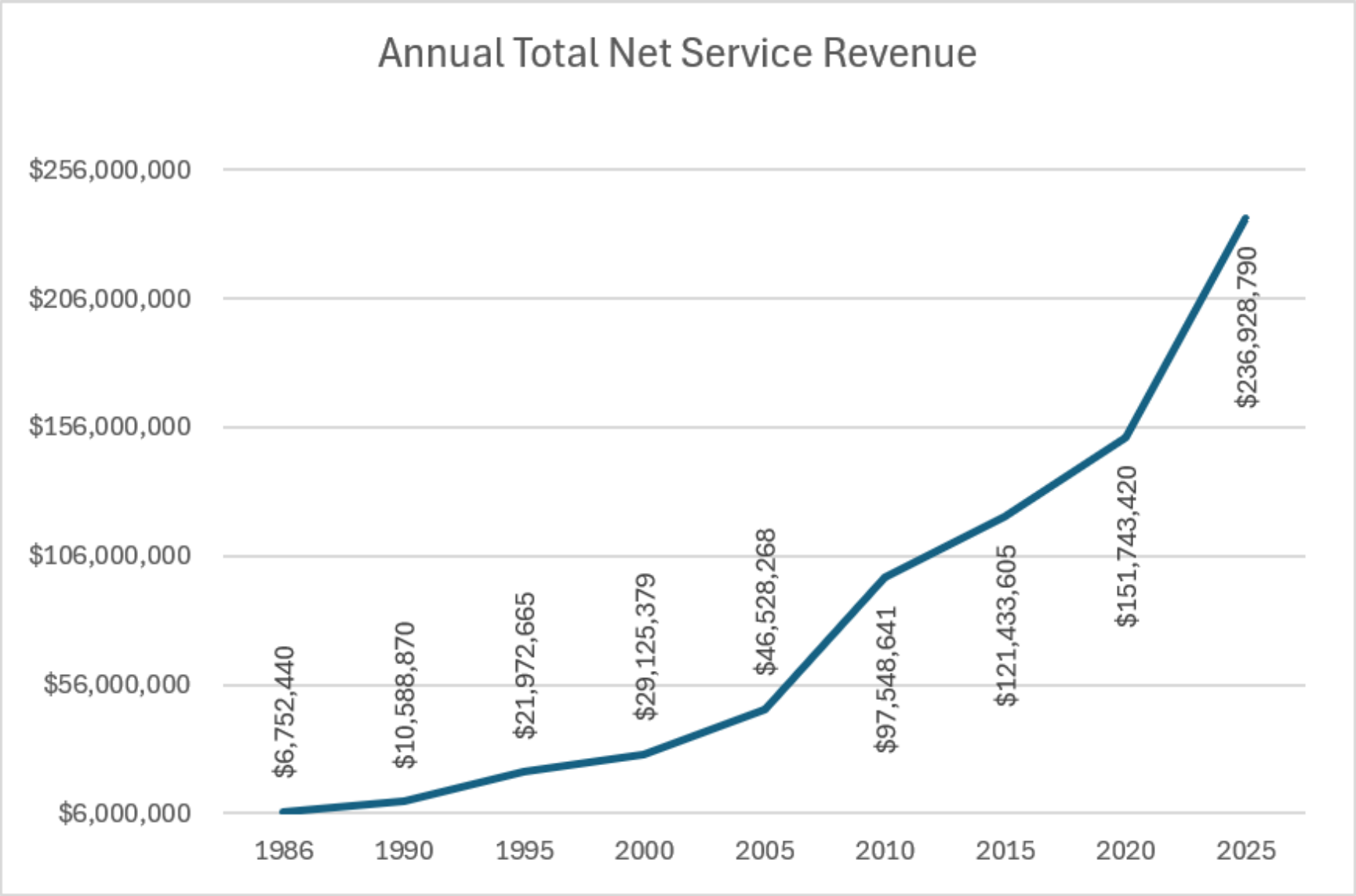


Organizational Growth: Holland Home to Trillium Living

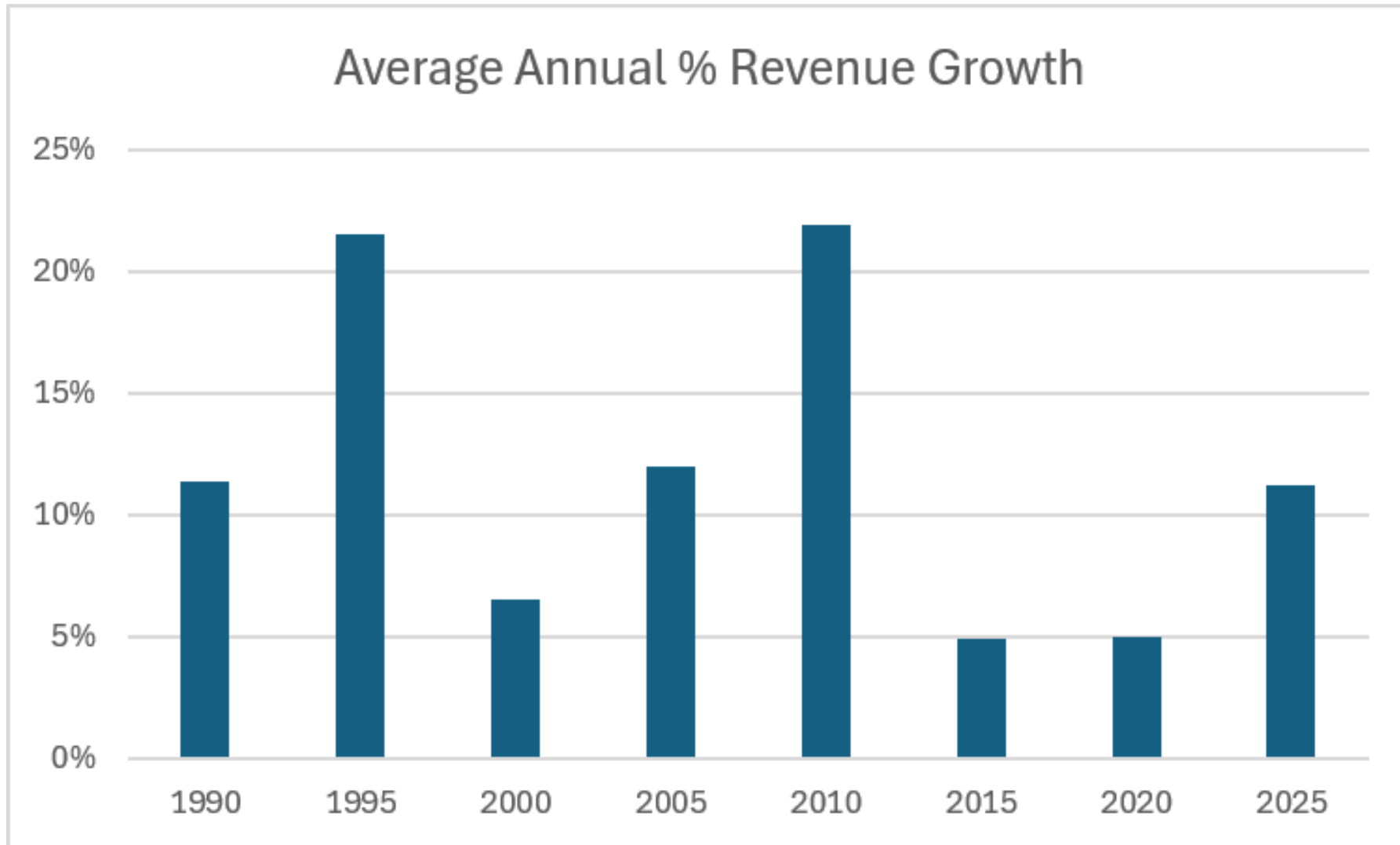
In 1892, our organization began caring for eight elderly church members, and it has grown to serve the living and care needs of thousands of aging adults throughout West Michigan and beyond. In 2008, a governing body was formed to manage the operations of Holland Home, Faith Hospice, Reliance Community Care Partners, and Trillium Institute. This governing body is now known as Trillium Living.



Annual Revenue Growth in 5-Year Increments



Average Annual % Revenue Growth in 5-Year Increments



Trillium Living Collective

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.

Senior Living + Health



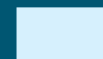
Aging In Place



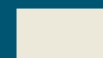
Care + Comfort



Education + Advocacy



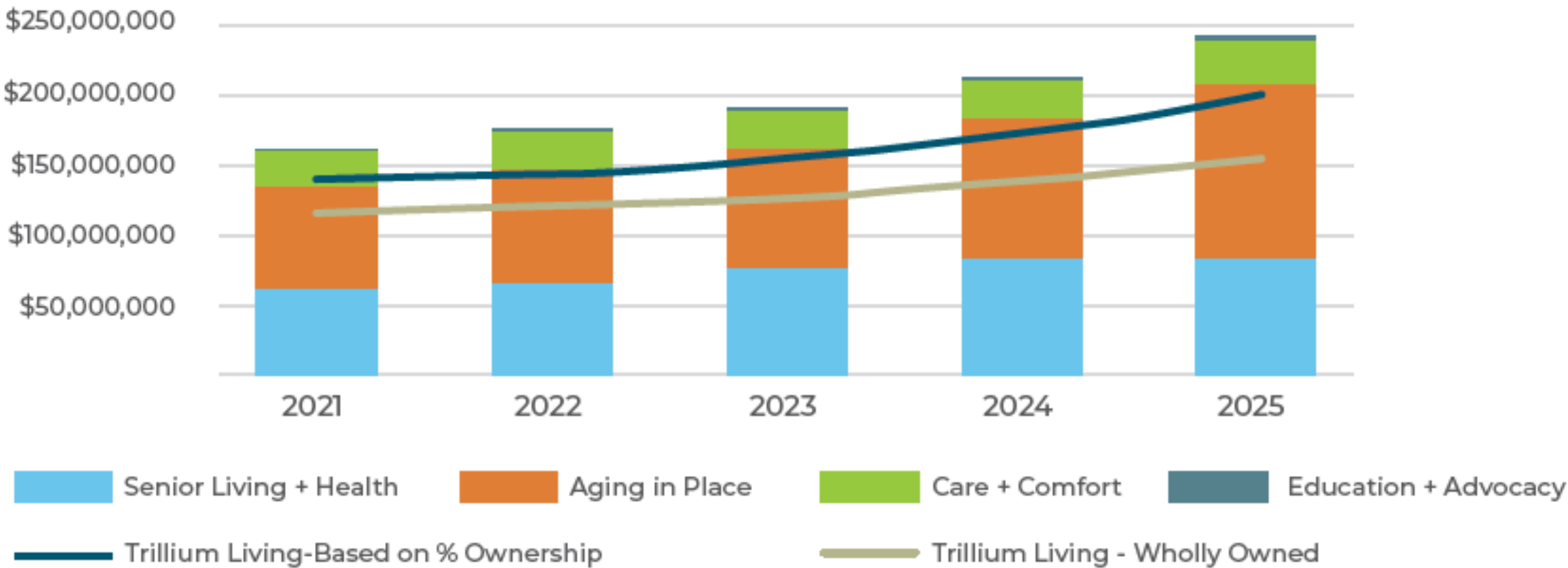
Wholly Owned Brands



Collaboratively Owned



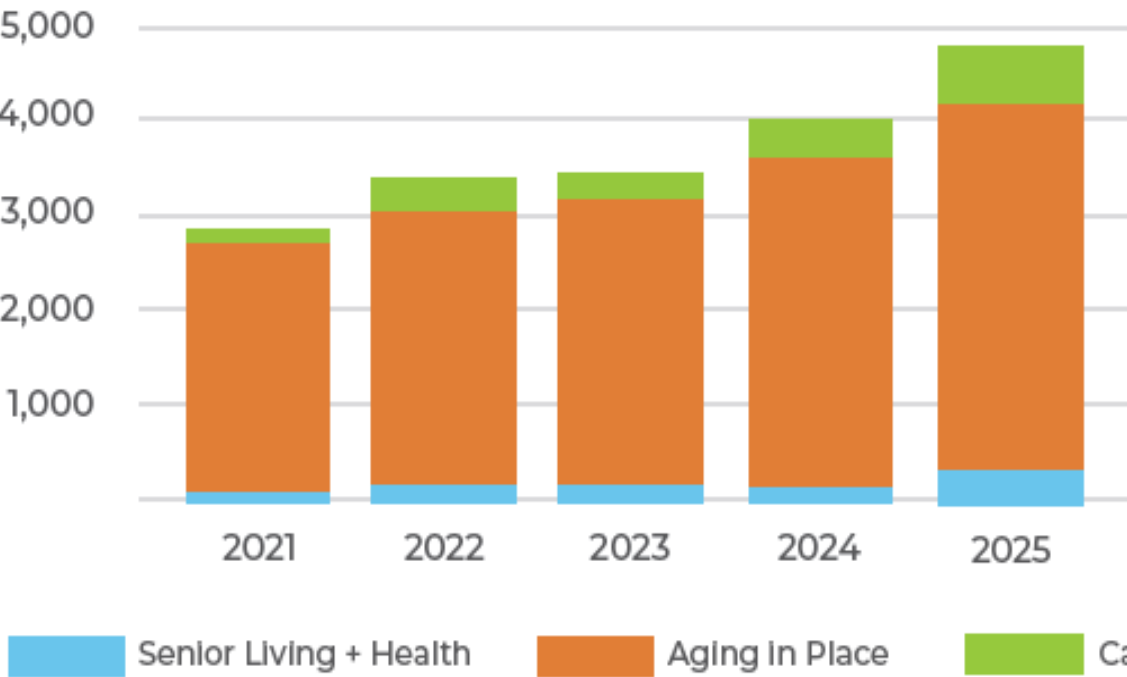
Trillium Living Revenues 2021-2025



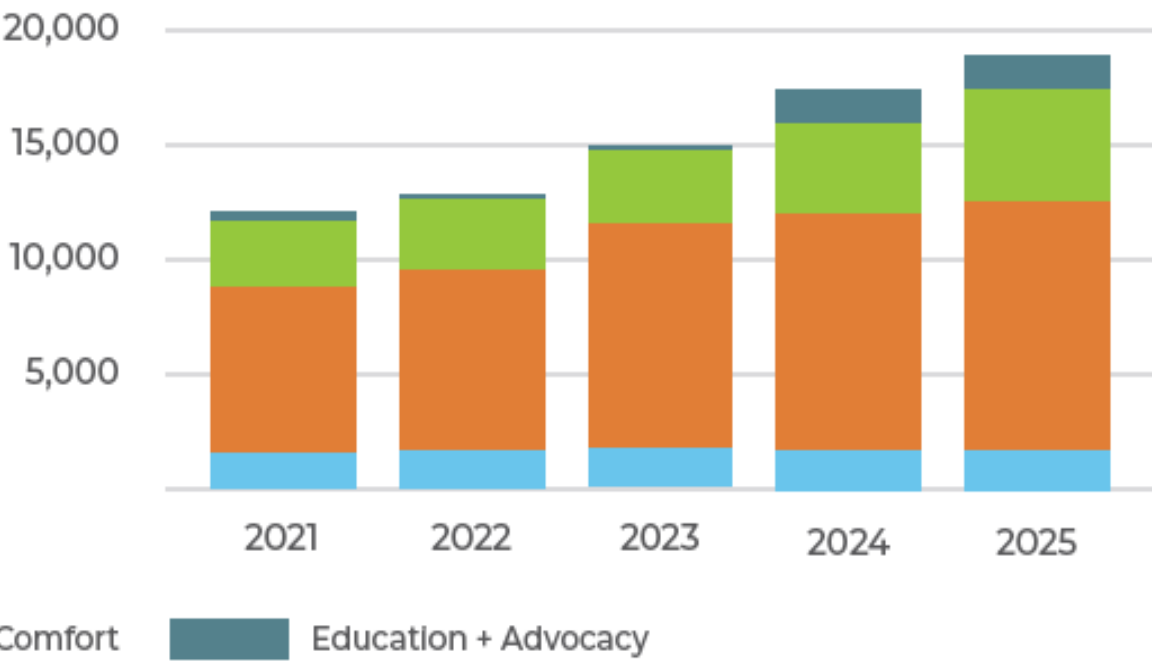
Trillium Living

Annual # Served and # Served with Financial Assistance

Trillium Living Annual Number Served with Financial Assistance



Trillium Living Historical Annual Number Served



Trillium Living Mission Statement



TRILLIUMLIVING

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.



Mission Drives Culture - Workforce

- Starts with employee hiring process and orientation
 - Hiring process highlights:
 - The mission of the organization
 - Excellent staffing levels and support
 - Ability and expectation to provide quality care
 - The organization is agency free and has been for 25 years
 - Leadership team member (CEO, CFO, CSO, COO, or CIO) attend every employee orientation to discuss the mission and why they love their work for the organization and ask how new staff how they can contribute to the mission.
 - People want to be part of a mission or organization with positive goals
 - People want and like to be proud of where they work
 - People want and like giving the best level of care/service as possible
 - People like working with their own staff who take ownership in their work and commit to quality



Mission Drives Culture - Workforce

- Ongoing training for managers/leaders
 - Teamwork, respect, communication, counseling/mentoring, managing change, etc.
- Create retention plans and work to reduce employee turnover
 - Turnover reports by departments/location are generated and distributed to all departments monthly
 - Overall Employee turnover decreased from 85% in 1999 to 29% in 2002 with the past 20 years in the 25%-35% range. 2025 was 26.1%.
- Created Centralized Scheduling for Multi-facilities and entities
- Created an Internal Resource Pool to support staffing holes and gaps
- Implemented a full-blown Cafeteria Benefit Plan where employee can select type of benefits and level of coverage from a menu of options offered.
- CBP provides flexible benefits, open to staff working <32 hours, distributes benefit dollars more equitably, offer benefits that staff value.



Perpetuating the Mission – Leadership's Responsibility

- In 1991 HH had 2 Days Cash on Hand
 - Make solid decisions that support your mission to serve more people
- Financial Metrics and Goals
 - Grow Days Cash on Hand so that the organization can handle the economic up and downs that will come along.
 - Need strong occupancy
 - Need to grow the strength of the balance sheet including investment into aging facilities
 - Solid liquidity to be able to act on opportunities
 - Be operationally cash flow positive, understanding the Statement of Cash Flows is Key
 - Supported by Cash to Debt Ratio, Debt Service Coverage Ratio, and Net Operating Margin Ratio
 - Understand how cash is used and where cash it is being generated from:
 1. Income from operations
 2. Entrance Fee turnover
 3. Investment Income
 4. Contribution Revenue
 5. Build the Endowment Fund



Perpetuating the Mission – Leadership's Responsibility

- Succession Planning
 - Do not overlook
 - Trillium Living took the stance to develop staff from within that promotes new leadership that have lived and breathed the mission. 90% of the TL leadership team have been promoted from within.
 - We have a similar process with the Board of Directors...many started on a committee and later were promoted to the Board.
- Develop Strategic Evaluation Criteria
 - Growing organizations proactively identify opportunities that create or expand programs either organically, through acquisition/affiliation or partnership/collaboration.
 - Criteria will help determine if an opportunity should be evaluated or passed on.



What are a few of the key drivers to keep in mind?

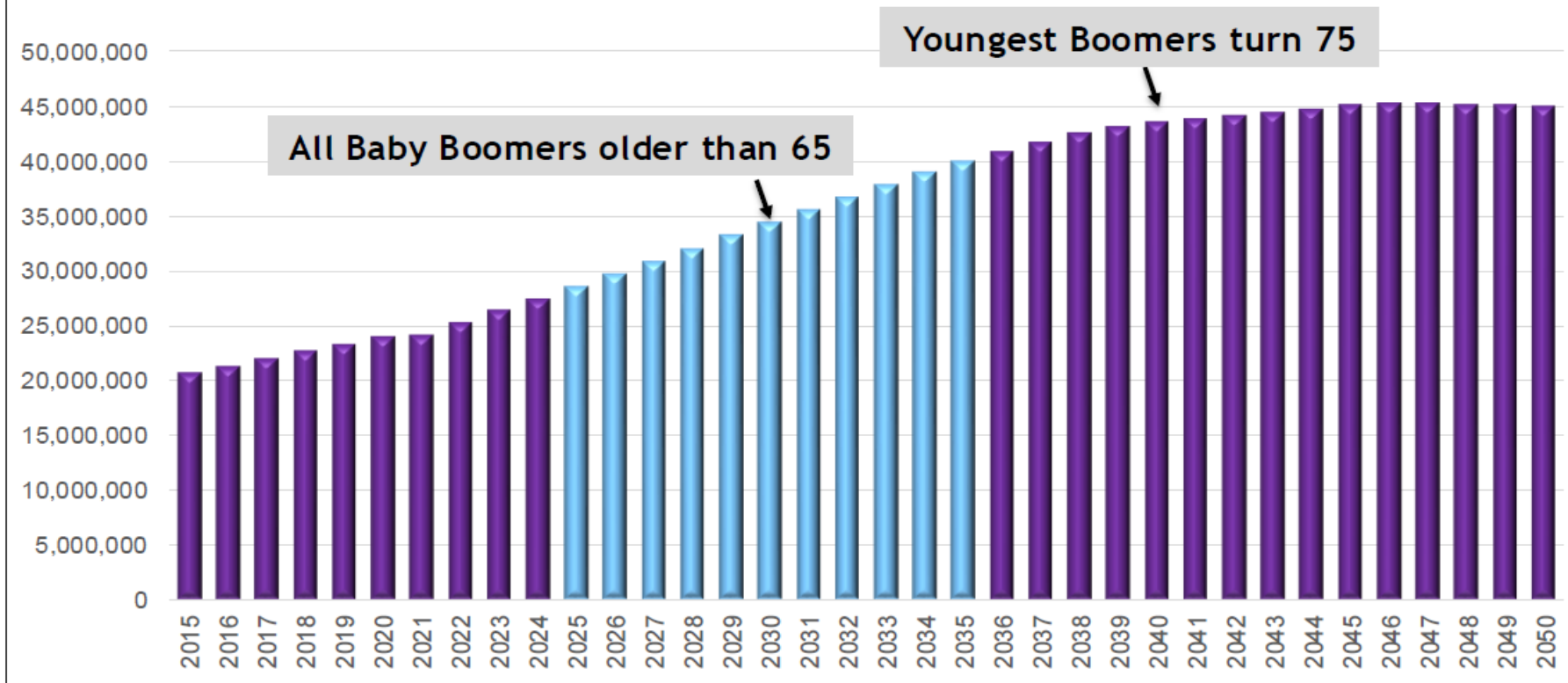
Increase in 75+ Population by Decade

2015-2025: 7.2M

2025-2035: 11.5M

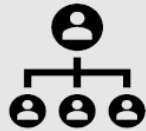
2035-2045: 5.9M

U.S. Population 75+ (2015-2050)



What are a few of the key drivers to keep in mind?

- The vast majority of Americans age 50-plus would like to live in their current home (75 percent) and community (73 percent) for as long as possible. The desire to stay put is even stronger among adults age 65-plus and those living in small towns or rural areas.
(<https://www.aarp.org/pri/topics/livable-communities/housing/2024-home-community-preferences/>)



Survey of 7,300 Baby Boomers reported that¹:

22%

have **no children**

37%

have **no grandchildren**

Middle & High-income Boomers less likely to live with or near their children



49%

expect to or are already **working past age 70**³



29%

of US households consist of **only one person**⁴



Roughly **35%** of American **divorcees** in 2021 were 55+²

More than twice the rate of other age groups²



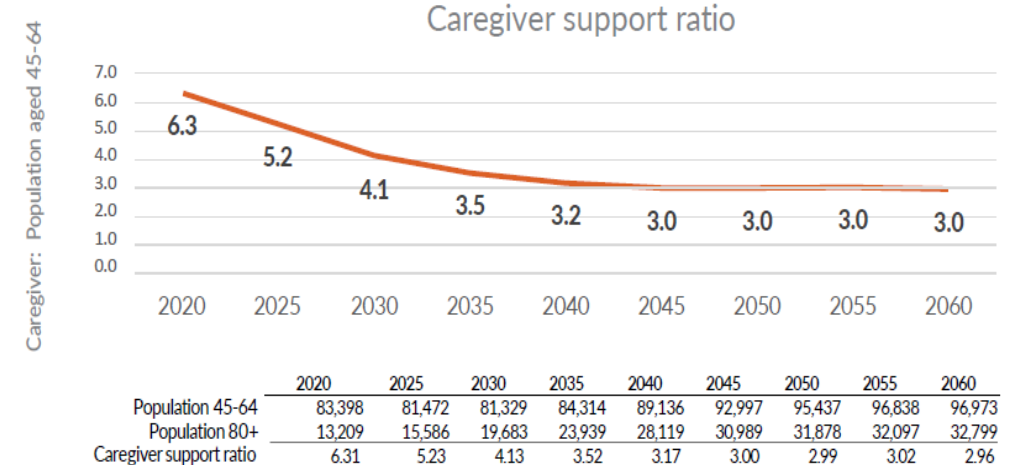
What are a few of the key drivers to keep in mind?

WHO WILL PROVIDE SUPPORT FOR FUTURE SENIORS?

Feature	2010 (Reference)	2030 (Projection)	2050 (Projection)
Caregiver-to-Senior Ratio	 7:1	 4:1	 3:1
Primary Caregiver Cohort	Adult children of aging parents	Baby Boomers entering peak years	Shrinking cohorts of younger generations
Family Size Impact	Relatively larger families	Significantly smaller families	Smallest family sizes
Demand for Paid Care	Significant demand	Higher demand, with potential shortages in care	Intense demand, with likely severe shortages in care

Caregiver support ratio represents the 45–64 population divided by the 80+ population. This means there will be less people to care for the 80+ population, causing more seniors to seek housing and care outside of their home.

At any given point, 6% of adult children serve as caregivers, and 17% will take on this role at some point in their lives.



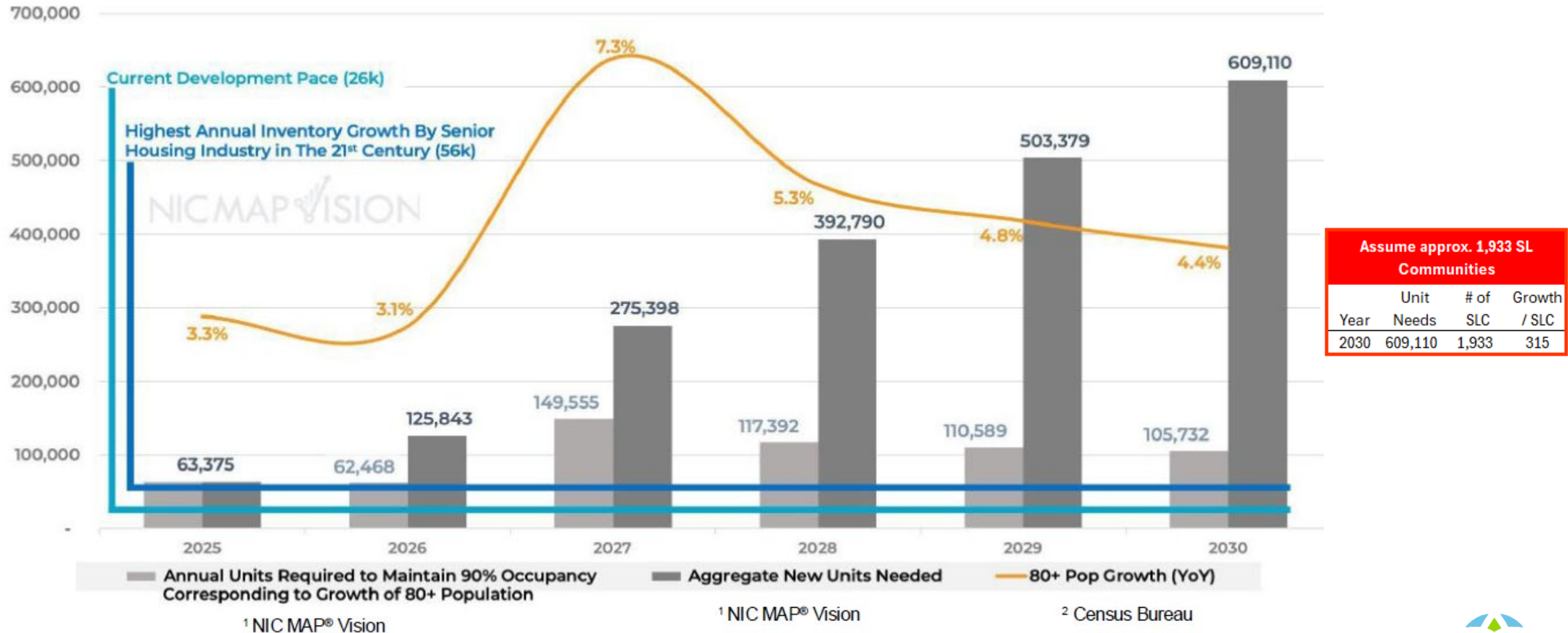
Source: U.S. Census Bureau



What are a few of the key drivers to keep in mind?

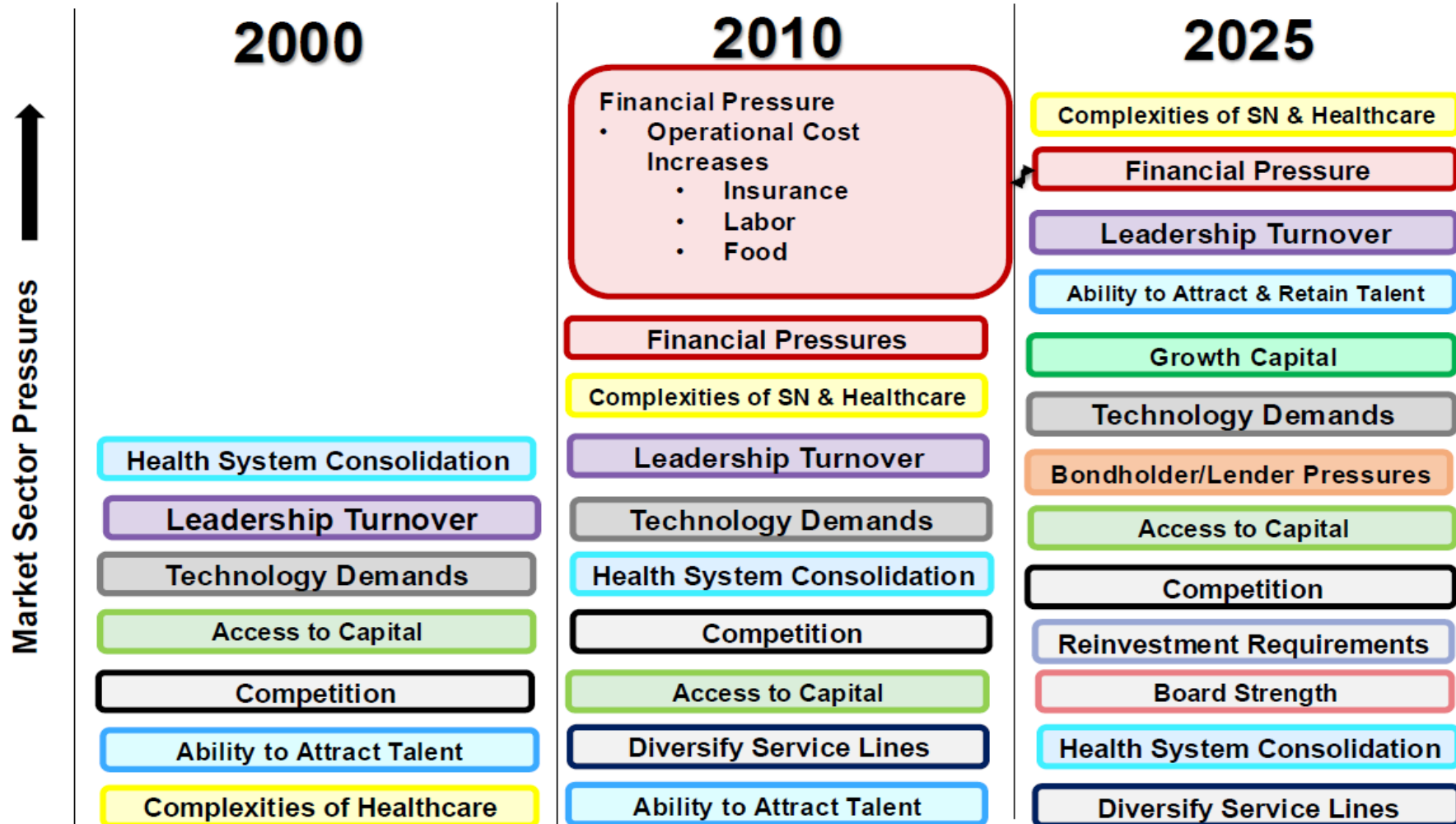
A CALL TO ACTION: HISTORIC GROWTH NEEDED

Aggregate New Units Needed to Maintain Current Penetration Rate



What are a few of the key drivers to keep in mind?

INCREASING MARKET/SECTOR PRESSURES FOR NFP SENIOR LIVING & CARE



Source:
Ziegler Investment Banking



What are a few of the key drivers to keep in mind?

- Artificial Intelligence will impact Senior Living & Care
 - AI Analytics and Growth of Data
 - There is increases in data from accessing the medical record and sensors where AI can detect patterns and help predict health issues earlier.
 - Challenges with Demographics and Care
 - Labor shortages and increased cost will be amplified as a result of increased population of older adults.
 - AI Solutions with Information and Communication
 - AI supports proactive monitoring, personalized engagement, and predictive staffing, enhances care outcomes, updates and alerts for family communication.
 - AI in Senior Living
 - Resident Safety and Health Monitoring, Staffing, Clinical Decision Support, Resident Engagement and Experience and Operational and Financial Analytics.



Thoughts for the Future

- Be committed to your mission and perpetuate it
- What are we doing as non-profit organizations to support the communities we operate in?
- Surround yourself with people who value your mission the same way
 - Residents, Clients and Families
 - Leadership Team
 - Board of Directors
 - All staff
 - Vendors
 - Consultants
- Don't stay in this business for yourself, help make your organization a better place for your residents, clients, staff, the greater community you serve



Thought for today and going forward

- [Francis Chan - Rope Illustration - Google Search](#)



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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.



Q & A

