



THREE LINKS CARE SOCIETY

2018 Annual Report

QUALITY CARE + QUALITY TEAM = QUALITY OF LIFE





2018 marked the Three Links Care Society's 35th Anniversary of providing housing and health care services to seniors and families living in Vancouver's Renfrew-Collingwood Neighbourhood. In addition to celebrating more than three decades of service, Three Links marked the Anniversary with the release of a three-year Strategic Plan called Vision 2020.

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THREE LINKS CARE SOCIETY

MISSION

To provide our residents with safe, compassionate care and housing that improves their quality of life.

VISION

People deserve to live a meaningful life and be treated with dignity and respect regardless of their age or circumstance.

VALUES

- Compassion for residents, their loved ones and each other
- Respect for all
- Integrity and honesty throughout everything we do
- Safety for staff, residents and visitors
- Excellence in the delivery of quality community care and services

Three Links Care Society
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Three Links Care Society Board of Directors

Lara Barley,
Director

Hardeep Chaggar,
Director

Corey Colville,
Director

Alex Fane,
Director

Marina Glasgow,
Director

Michael Leung,
Director

David Procter,
Director

Nurinder Singh,
Vice President

Three Links Care Society Management Team

Faria Ali,
Director of Care

Heather Carlson,
Board Liaison Officer

Janet Hoffman,
Clinical Lead

Martina Holblingova,
*Volunteer + Community,
Engagement Coordinator*

David Hurford,
Chief Executive Officer

Alona Muraviova,
Executive Assistant

Marie Olsson,
*Director of Operations
and Housing*

MESSAGE FROM THREE LINKS BOARD OF DIRECTORS

On behalf of our Board of Directors, I am pleased to present the 2018 Annual Report of the Three Links Care Society.

Over the past year, our organization has worked hard to deliver on the goals of the three-year strategic plan that was released in January, "Vision 2020". In addition to marking our 35th Anniversary of service to seniors and families in Vancouver's Renfrew-Collingwood neighbourhood, the strategic plan updated our mission and identified six priorities to guide the organization over the next three-years, details of which you will see in the report.

Our strategic plan reflects an extensive consultation process with families, staff, contractors, volunteers and our community partners. I am pleased to report we are making significant progress.

Among other things, this report captures the series of actions that were implemented in 2018. We have also previewed our 2019 priorities and an overview of our financial health through the Society's audited financial statements.

We look forward to working with all of our partners over the coming year to ensure Three Links residents continue to receive safe, compassionate care and housing that improves their quality of life because people deserve to live a meaningful life and be treated with dignity and respect, regardless of their age or circumstance.



Accreditation Canada

Accreditation Canada is a not-for-profit organization dedicated to working with patients, policy makers and the public to improve the quality of health and social services for all. Over 1,000 health and social service organizations and 7,000 sites in Canada and around the world have been accredited, leading to safer, quality health care. **In 2018, the Three Links Care Society received accreditation with exemplary standing – the highest standard available.**

99.8%

Of 527 service elements
rated by Accreditation
Canada, Three Links
met 526

35 YEARS OF SERVICE

The Three Links Care Society (Three Links) has been providing high quality, affordable and professional residential care and independent housing to seniors and older adults with special needs for more than 35 years.

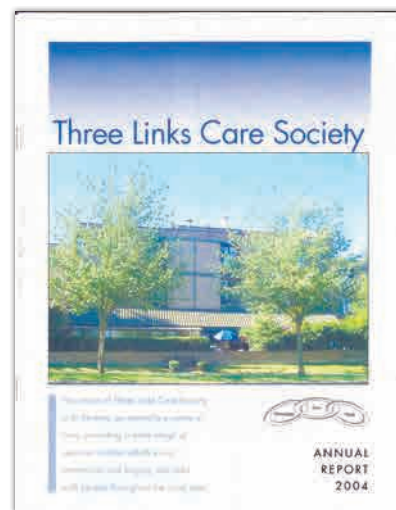
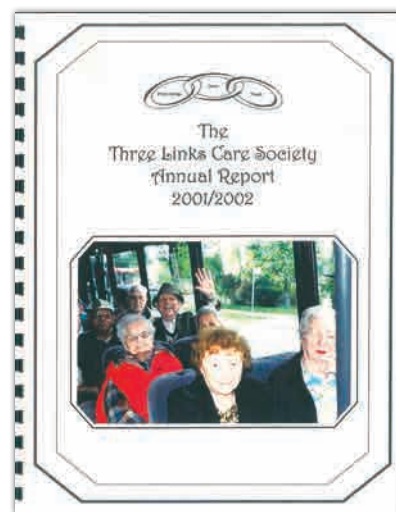
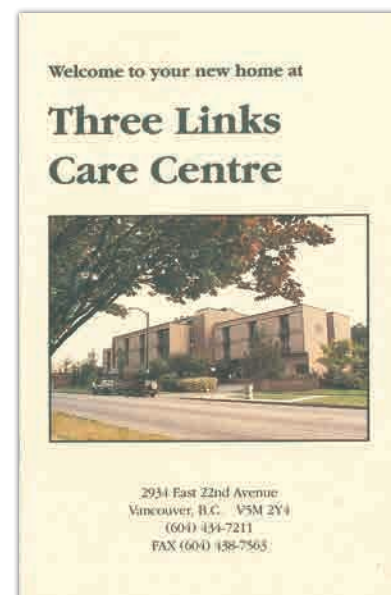
Three Links was established in 1979 as a response to the shortage of seniors housing in Vancouver's Renfrew-Collingwood community. With the founding principles of the Independent Order of Odd Fellows and Rebekahs to guide them, Three Links set out to raise funding to construct a community care centre in the neighbourhood.

Since then, Three Links has:

- Constructed a 75-bed complex care facility in 1982 at the southeast corner of Vancouver's Renfrew and East 22nd Avenue (Three Links Care Centre). The Centre was expanded to 90 beds in 2000 with the addition of extended care and special care units.
- Constructed a 39-unit apartment complex across the street from the Care Centre at the corner of Renfrew and East 22nd Avenue in 1983 (Three Links Manor). In 2010, the Manor started to subsidize 15 units in collaboration with BC Housing's Seniors Supportive Housing Program.
- Acquired two residential properties adjacent to the Care Centre site in 2000.

Three Links has maintained and operated the Manor and Care Centre in collaboration with Vancouver Coastal Health, BC Housing and Canada Mortgage and Housing Corporation.

In 2018, Three Links completed a contract with the Odd Fellows Low Rental Housing Society to manage a 44-unit apartment in the Renfrew-Collingwood neighbourhood and support redevelopment plans in collaboration with the City of Vancouver, Van City Credit Union and private developers.



THREE LINKS IN 2018

Three Links provides residential care and independent living services to 175 residents in Vancouver's Renfrew-Collingwood neighbourhood and creates employment opportunities for more than 100 staff, service providers and contractors.

Three Links continues to operate a 90-bed residential Care Centre in partnership with Vancouver Coastal Health (VCH). In 2017-18, the Society received \$5.48 million from VCH to provide a range of complex seniors' care services.

Three Links continues to operate 39 independent living units at the Three Links Manor with annual support from BC Housing totalling \$113,040 for seniors' supportive housing in 2017-18.

Three Links Care Centre is an active participant in the Vancouver Division of Family Practice's Residential Care Initiative. Through this collaboration, residents and families have consistent access to a dedicated group of doctors and mental health services, including:

- Dr. Larry Barzelai (Medical Coordinator)
- Dr. Sylvia Ducceschi
- Dr. Karim Harjee
- Cambie Mental Health Team with Case Manager Eva Mendez

In addition to managing two adjacent residential properties, Three Links continues to deliver project management services for the Odd Fellows Low Rental Housing Society and administer a lease with the Renfrew-Collingwood Seniors Society that provides space within the Care Centre to operate an adult day care program for neighbourhood seniors.

Three Links operates within the framework established by the BC Societies Act and is led by a volunteer Board of Directors with expertise in health care management, law, financial administration, community engagement, human resources and information technology.

The Three Links Board is supported by an experienced management team responsible for day-to-day operations, ongoing consultation, community engagement and ensuring the Society achieves strategic goals. To provide the best services possible, the management team are supported by dedicated and professional staff, physicians, medical specialists, well-established networks of volunteers and contracted service providers.

Our Community and Neighbourhood Partners

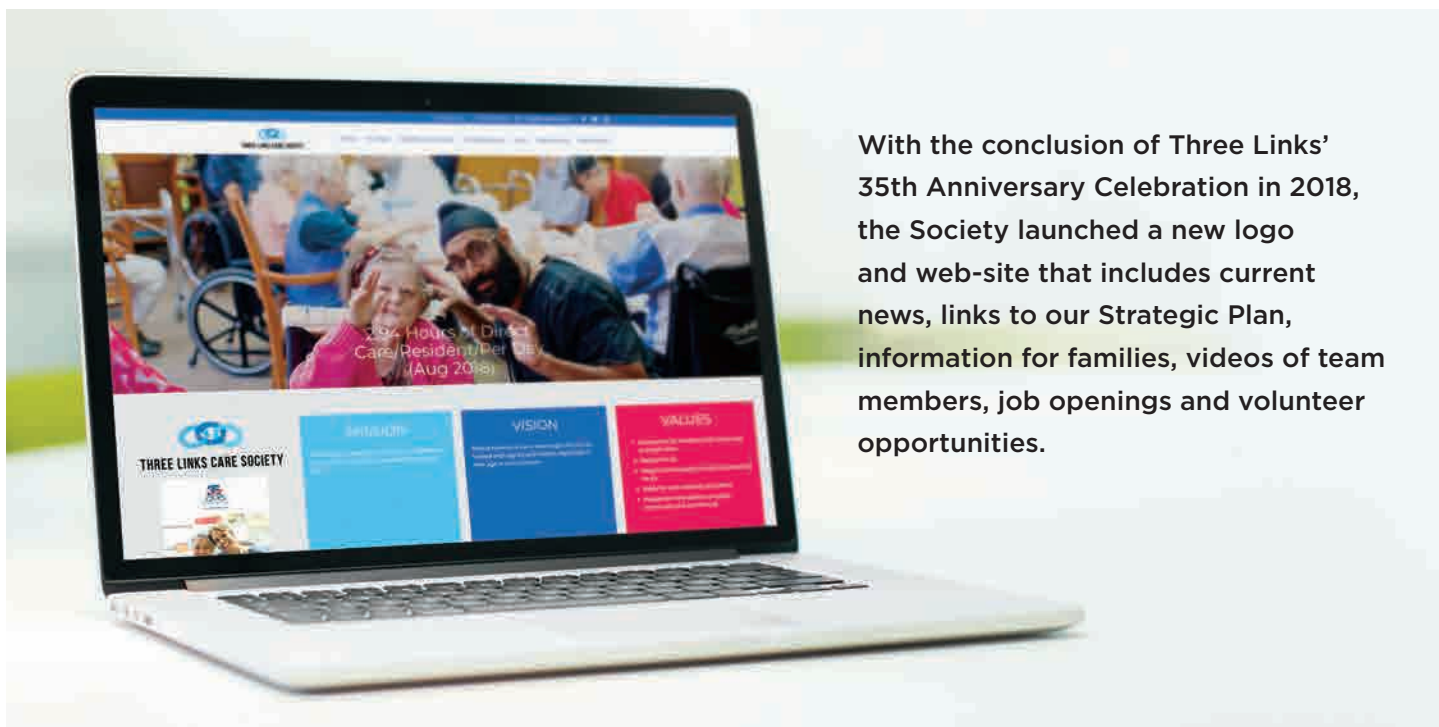
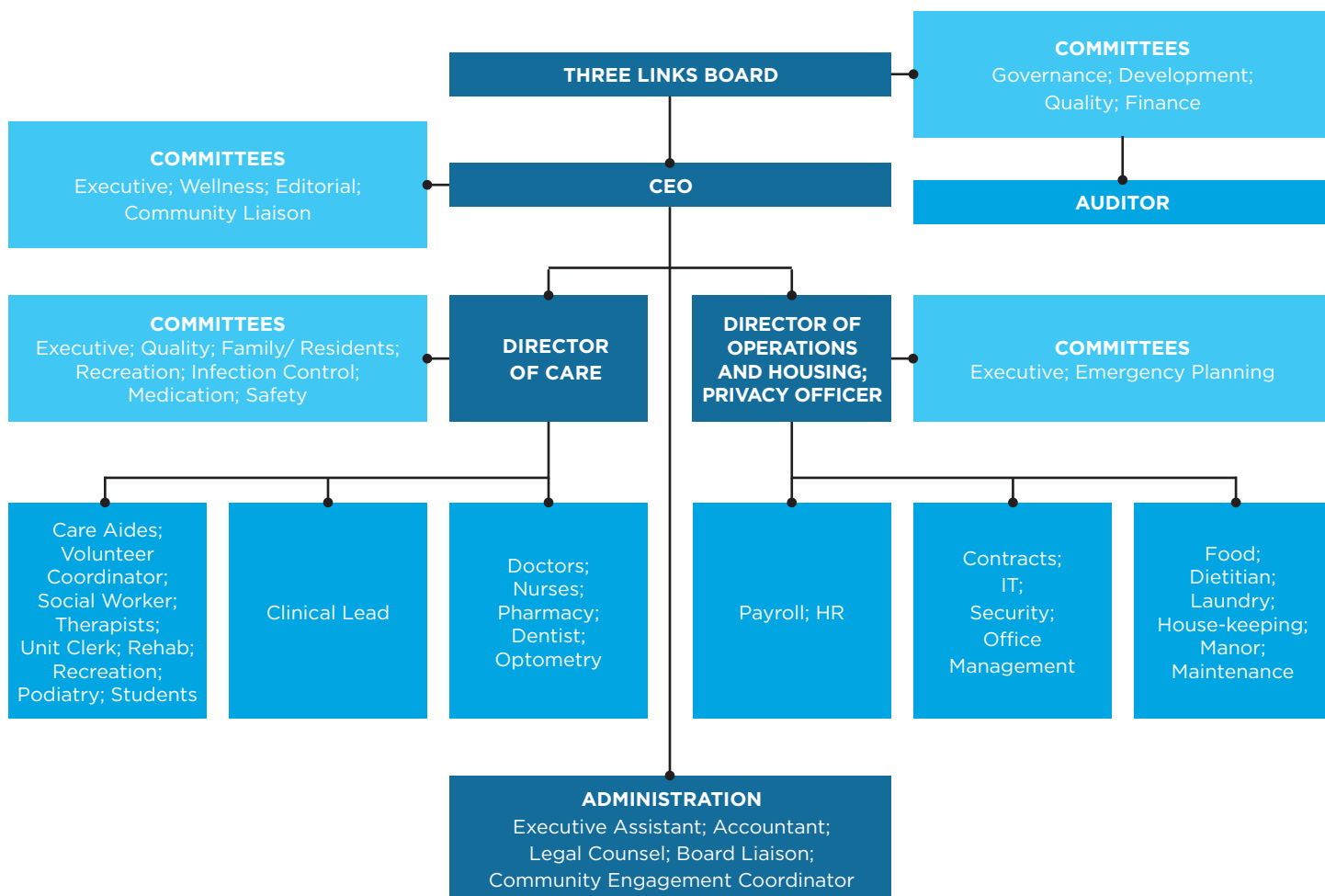


THREE LINKS QUALITY OF LIFE AND CARE MAP

Many things contribute to the quality of life for Three Links residents, team members and visitors. For you, we are focused on getting them all right.



THREE LINKS CARE SOCIETY - ORGANIZATION CHART (AUGUST 2018)



With the conclusion of Three Links' 35th Anniversary Celebration in 2018, the Society launched a new logo and web-site that includes current news, links to our Strategic Plan, information for families, videos of team members, job openings and volunteer opportunities.

STRATEGIC PLAN: VISION 2020

Building on a strong foundation of success and to mark the Society's 35th anniversary of providing excellent health and housing services in Vancouver's Renfrew-Collingwood neighbourhood, the Three Links Board and management team initiated a strategic planning process in 2017 to guide the Society's growth to 2020 — and beyond.

This inclusive process was based on results of previous strategic planning initiatives, 2017 work plan and survey results from Board, management, staff, residents, contractors, families and other stakeholders. All highlight the fact that as our population continues to age and health challenges become more complex, the demand for Three Links' quality and professional service will grow.

Through this engagement process, Three Links identified a series of strategic priorities that build on strengths, anticipate opportunities and mitigate risk:

- continuously improving quality of life and complex care services
- developing and nurturing a quality team
- communication and community engagement
- promoting innovation
- strengthening governance
- effective housing management

To guide the implementation of the three-year strategic plan, Three Links management has developed a comprehensive work plan and three-year budget that provides a reliable fiscal framework and ensures resources are available to implement the measures proposed.



For each of these six (6) priorities, the strategic plan identified a purpose and action items. The plan also provides a framework for risk mitigation and key performance indicators to measure success.

STRATEGIC PLAN:

QUALITY OF LIFE AND CARE

GOAL: Continuously improve quality of life and complex care services.

To accomplish this goal in 2018, Three Links has:

- increased staffing levels to better align with provincial and regional targets
- continued to support resident-centred care model
- increased investment in weekend, volunteer, recreation and support services
- reviewed and improved recreation programming to anticipate future trends
- increased number of baths offered to residents
- maintained a short, medium and long-term capital plan to guide new investments in equipment, technology, front entrance improvements and nursing station renovation
- further enhanced the food experience for residents
- increased access to professional development and training opportunities for the Three Links team members
- initiated measures that respond to resident/family survey results
- complied with all regulatory, accreditation and licensing standards
- maintained a positive working relationship with Vancouver Coastal Health (VCH)
- expanded infection control measures
- collaborated with physicians to ensure more appropriate use of anti-psychotic drugs
- been an active participant in quality improvement measures promoted by SafeCare BC, BC Care Providers Association and VCH Working Groups for administrators and Directors of Care

3.06

TOTAL HOURS OF DIRECT AND ALLIED CARE

each resident receives
each day as of September
2018, up from **2.9** in
September 2017

~5,400

TOTAL NUMBER OF BATHS

offered to Three Links
Care Centre residents from
January to October 2018, up
from **4,600** baths offered
for all of 2017

107

TOTAL AVERAGE NUMBER OF HOURS PER WEEK OF RECREATION PROGRAMMING

for Three Links Care Centre
residents, up from **90**
in 2017.

STRATEGIC PLAN:

QUALITY OF LIFE AND CARE



THREE LINKS CARE SOCIETY

Three Links Care Society would like to thank and recognize two of our most dedicated and long serving employees.

As Three Links' Director of Operations, **Marie Olsson** has been serving the residents of our five housing properties in the neighbourhood for 16 years.

As the Three Links Care Centre's Director of Care, **Faria Ali** has been caring for vulnerable seniors in the Collingwood-Renfrew neighbourhood for 18 years.

Faria and Marie have had a positive impact on the lives of thousands of local seniors and their families over their career, and we know they are just getting started!

Thank you Marie and Faria from the Three Links team, volunteers, families and residents!



STRATEGIC PLAN: QUALITY TEAM

GOAL: Recruit, retain and nurture high quality professionals at all levels of the organization.

To accomplish this goal in 2018, Three Links has:

- increased staffing levels to help reduce workload
- increased investment in support services and reorientation of food service responsibilities
- enhanced staff, contractor, volunteer and team recognition programs
- established dedicated funding for team members to access ongoing training and professional development opportunities
- established a professional development policy to guide allocation of new training funds
- established a Wellness Committee chaired by the CEO
- supported collaboration with care contractor regarding training, innovation, recreation services and accreditation compliance
- reduced payroll mistakes
- invested in new equipment and capital improvements focused on safety, emergency preparedness, technology and workstation enhancements
- engaged staff and contractors regarding capital improvements to front entrance and nursing station
- conducted team surveys and incorporated results into work planning
- respected and maintained collective bargaining provisions
- remained competitive with market and living wage employers
- updated technology systems
- hosted more regular general staff and contractor meetings
- provided ongoing emergency preparedness training



STRATEGIC PLAN:

COMMUNICATIONS AND COMMUNITY ENGAGEMENT

GOAL: Proactively develop, coordinate and strengthen relationships with community partners and deliver consistent team communication to increase awareness of Three Links' strengths.

To accomplish this goal in 2018, Three Links has:

- improved effectiveness of ongoing communication with families
- developed and supported expanded collaboration for neighbourhood engagement
- approved communication and information management plans
- maintained communication platforms and database of key stakeholders
- expanded volunteer program budget
- publish articles about team members and seniors' health issues across a variety of community platforms
- hosted 2 Seniors Care Open Houses at Three Links Manor for neighbourhood families and community care providers — with another planned for early 2019
- produced and published short videos to capture Three Links commitment to quality care and life
- initiated a public Board recruitment campaign focused on neighbourhood stakeholders
- refreshed web-site to reflect strategic priorities, promote family and community engagement
- refined Three Links logo/brand to mark end of 35th Anniversary celebration
- engaged in ongoing collaboration with regional and provincial sector partners and associations
- produced more relevant communication materials and communication products in Cantonese and other languages
- maintained expanded, multi-lingual weekend reception service levels

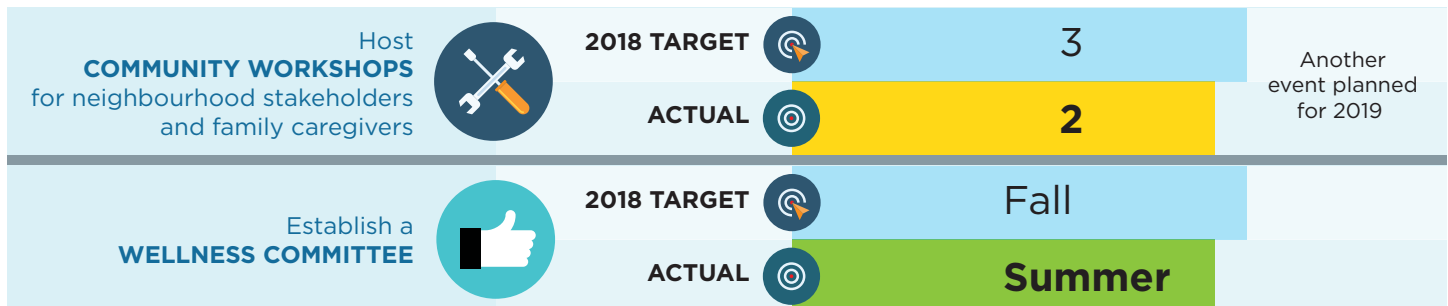


STRATEGIC PLAN: INNOVATION

GOAL: Better utilize current resources to develop more effective solutions to complex care and affordable housing challenges facing Vancouver.

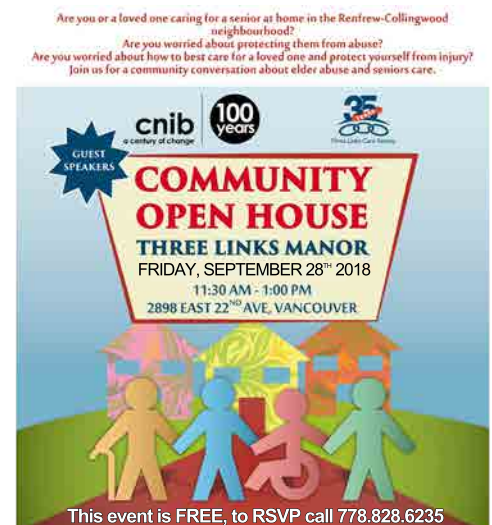
Recognizing innovation cuts across all strategic priorities, has promoted and developed the following innovations in 2018:

- produce a comprehensive annual report that tracks progress on strategic priorities
- hosted community forums on seniors' care issues for neighbourhood residents
- developed new policies and approaches to the delivery of ongoing training and professional development for staff, volunteers and contractors
- modernized Three Links computers and accounting software programs
- developed new approaches to team and volunteer recognition
- increased investment in food preparation and encouraged more diverse and high-quality menu options for residents
- expanded delivery of culturally responsive programming
- integrated nurse call, wander alert and telephone systems improvements
- created a team wellness committee



Community Open House

In 2018, Three Links launched a new Town Hall series of community meetings to provide relevant information to local seniors and their loved ones caring for them about community services available to support their needs.



STRATEGIC PLAN: GOVERNANCE

GOAL: Effectively govern and maintain Three Links Care Society.

To accomplish this goal in 2018, Three Links has:

- finalized Terms of Reference for Board Finance, Governance and Development and Quality Committees
- initiated a focused Board recruitment campaign
- responded to annual audit recommendations
- continued to ensure compliance with all regulatory and licensing frameworks
- developed a Board work plan that monitors progress of strategic plan implementation and prioritizes key performance indicators for regular review/monitoring
- operated within an annual balanced budget framework
- maintained appropriate insurance coverage, and expanded plan to include cyber security
- adopted an ethics framework
- developed a corporate calendar to improve collaboration, reduce scheduling conflicts, sequence action items and improve communications around upcoming events
- assessed compliance with privacy requirements and increased investment in data security
- regularly requested input from staff and stakeholders on key initiatives
- renewed management agreement with Odd Fellows Housing Society



Three Links Board Establishes Quality Committee

In 2018, the Three Links Board established a Quality Committee to further ensure quality, risk management, safety of care and services are promoted and applied throughout the organization. Among other things, the Quality Committee is responsible for:

- Prioritizing and monitoring key performance indicators and risks
- Educating Board on applicable organization best practices relating to quality
- Monitoring reports from management
- Preparing annual performance report to stakeholders

STRATEGIC PLAN: HOUSING

GOAL: Effectively manage existing Three Links housing assets and Odd Fellows management agreement.

To accomplish this goal in 2018, Three Links has:

- maintained Three Links Manor operations and expanded recreation services for residents
- maintained current number of subsidized units at Three Links Manor in collaboration with BC Housing
- maintained residential properties and communication with tenants
- conducted emergency preparedness drills
- made investments to improve quality of food services
- considered converting select units to respite care in collaboration with Vancouver Coastal Health
- managed and monitored progress of Odd Fellows Low Rental Housing Society's housing construction project in collaboration with City of Vancouver, Van City Credit Union, neighbourhood associations and development partner

Number of SUBSIDIZED HOUSING UNITS at Three Links Manor		2018 TARGET	15
		ACTUAL	15
Total FUNDING RECEIVED from BC Housing for Manor		2018 TARGET	\$98,000
		ACTUAL	\$113,040



Three Links Manor

Of the 40 residents at the Manor, 36 have rent at 90% of market value and 34 receive support from BC Housing. Two receive no additional support. Four Manor residents receive Ministry assistance, support from BC Housing and/or a Three Links subsidy. Their monthly rent is \$332. Six of the 39 Manor units are one bedroom. One is home to two people.

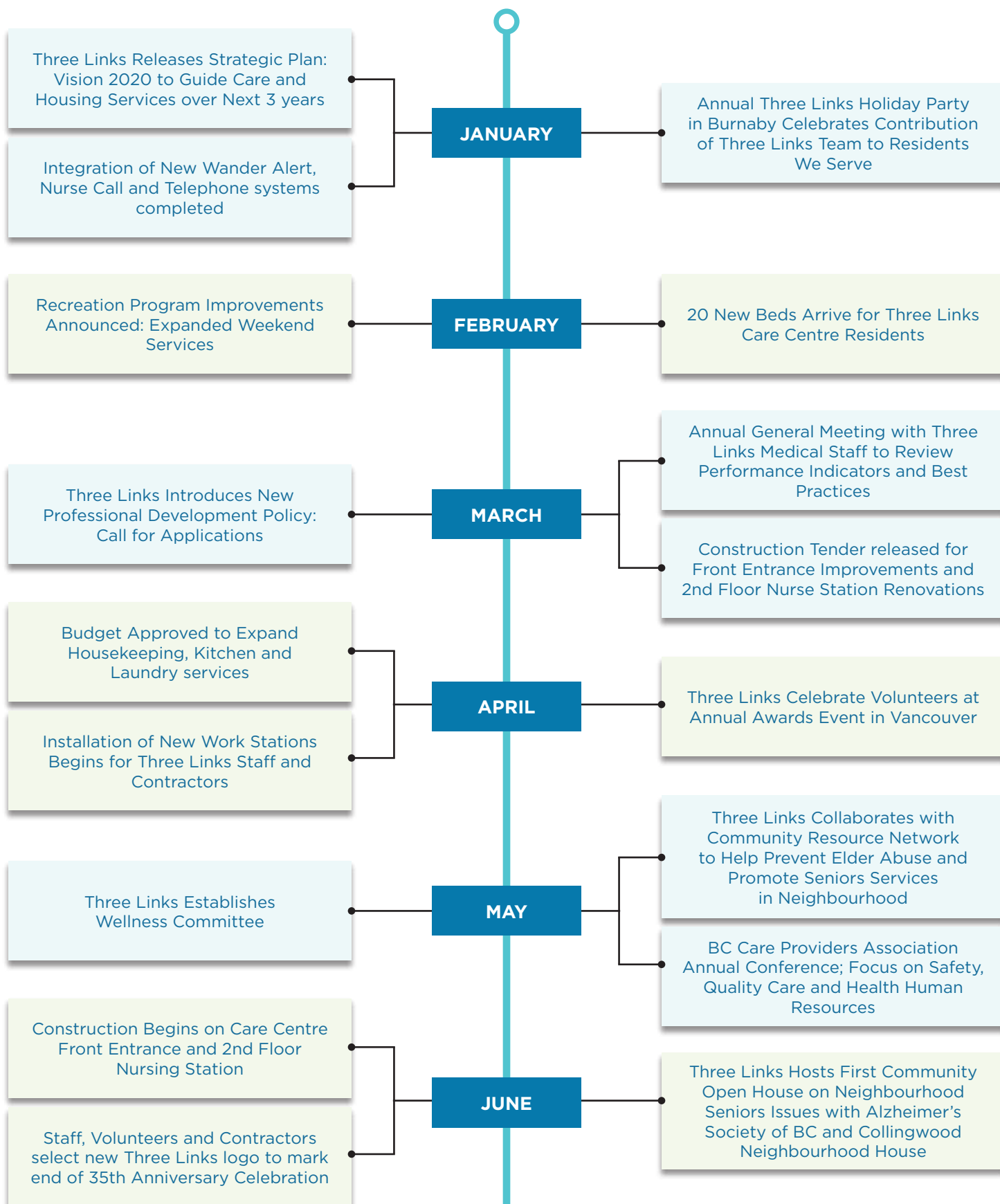


Odd Fellows LOW RENTAL HOUSING SOCIETY

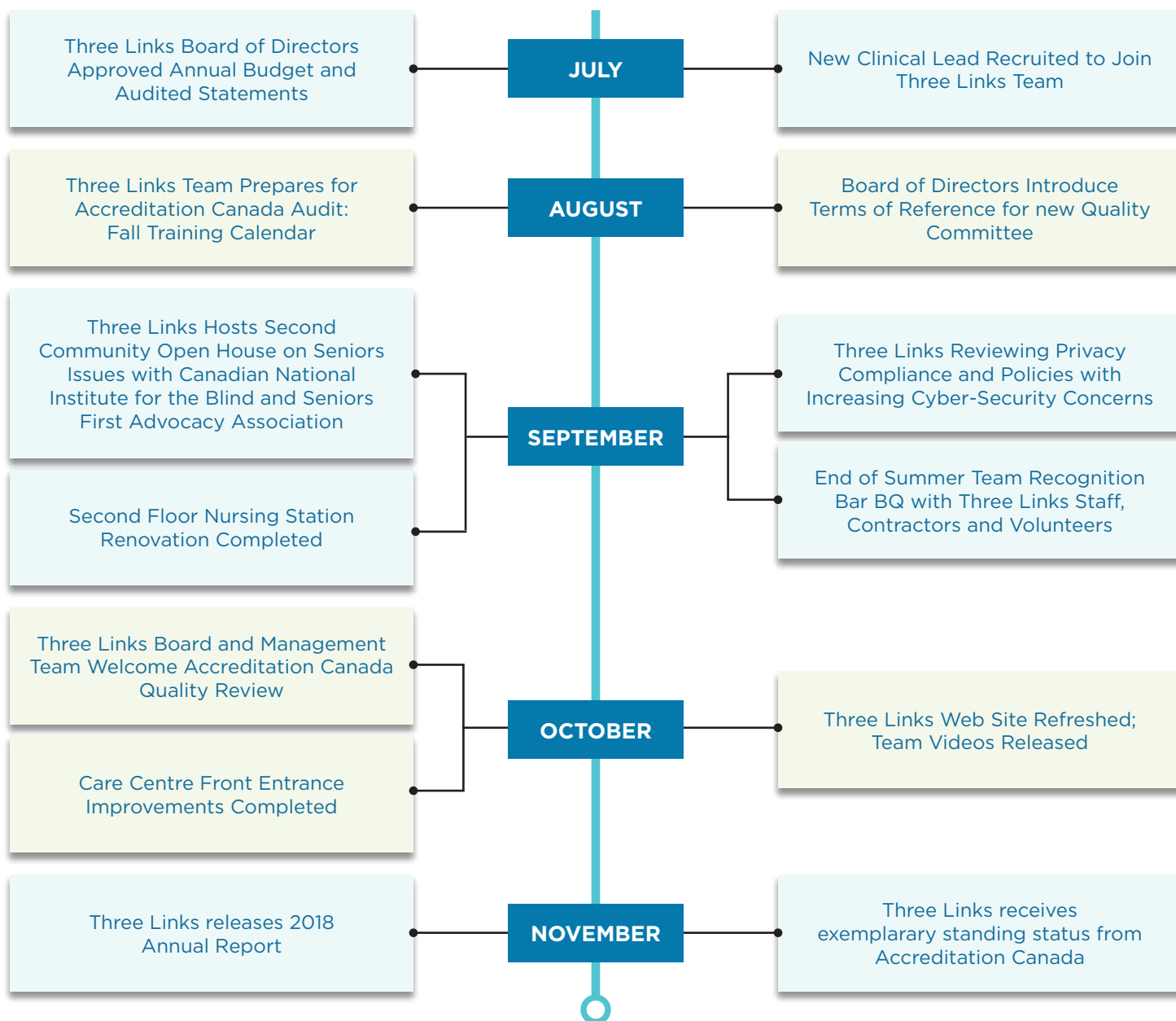
Odd Fellows Low Rental Housing Society

The Odd Fellows Low Rental Housing Society was incorporated in April 1979 as a non-profit society under the *Society Act of BC*. The Society was established to help provide affordable, below-market residential real estate to Vancouver residents in need. The Society also promotes the values of the Independent Order of Odd Fellows. The Society is developing a mixed use housing complex in Vancouver. Project completion is expected in 2020.

2018 YEAR IN REVIEW: HIGHLIGHTS



2018 YEAR IN REVIEW: HIGHLIGHTS



Nurse Station Improvements

In September, Three Links care staff celebrated the official opening of our new second floor nursing station with a special end of summer Team BBQ.



Annual Volunteer Awards

Three Links hosted a special dinner celebration with our great team of volunteers in May to present our annual Three Links Volunteer Awards.

2018 YEAR IN REVIEW: HIGHLIGHTS



Family Advisory Committee

Three Links' Family Advisory Committee (FAC) meets on the last Wednesday of most months to receive updates on Care home initiatives, receive feedback and provide suggestions. For more information about the FAC please contact our social worker Gary Steeves at 778-452-6504.

Recognizing an Excellent Team



Three Links Care Centre Recognizes Dedicated Team of Health Care Assistants

BC's Health Minister and our local MLA Hon. Adrian Dix declared October 18 as Health Care Assistant Day across the province. In response, the Three Links Care Centre hosted a celebration to recognize the inspiring skill, dedication and compassion of the health care assistants who make such a tremendous contribution to the quality of life and care of the seniors we serve.

While Health Care Assistants have different job titles (Community Health Worker, Residential Care Aide, Home Support Worker, Long-Term Care Aide, Home Health Aide, Continuing Care Assistant, Personal Care Aide) they all have an unwavering affection for seniors who cannot care for themselves — including many veterans who have proudly served our country.

As we head into the holiday season, we want to thank all the health care assistants in BC for their commitment to seniors' care. We want to recognize students training to become health care assistants in the future. And, we want to acknowledge all the health care assistants who have served and retired, including those who have worked at Three Links over our 36 years in the Renfrew Collingwood neighbourhood.
THANK YOU!

2018 YEAR IN REVIEW: HIGHLIGHTS

Recognizing an Excellent Team



Nursing Week: Recognizing Pretika Narayan

Recognizing the significant contributions that our Three Links team makes to the quality of life of our residents, is a key element of our strategic plan. During National Nursing Week this year, we marked the occasion with a series of activities and a special recognition luncheon, where we celebrated Pretika Narayan's eighth anniversary as a nurse at Three Links. [Learn more about Pretika at www.threelinks.com](http://www.threelinks.com)



Recognizing Support Service Member Nilda Asturias

As part of our ongoing commitment to honour the excellence and dedication of our Three Links team, we were please to recognize Nilda Asturias from our support services team. May marked Nilda's 6th anniversary at Three Links! She started her Three Links career as a casual housekeeper, but more recently found a full time position with our laundry services team. Nilda plays an important role to ensure the residents we serve have a better quality of life. [Learn more about Nilda at www.threelinks.com](http://www.threelinks.com)



Team Recognition: Marita Labrador

15 years is quite a milestone for anything; marriage, life, and especially a career. This year one of Three Links' important team members is celebrating just such an achievement, coming up on 15 years with our organization as a dietary aide. Marita Labrador didn't enter Three Links as a dietary aide; in fact, she began her role as a care aide after taking a care aide course in Winnipeg, and in fact, prior to this worked as a mid-wife in the Philippines! It was always the plan to work in a care setting, and her passion paid off. [Learn more about Marita at www.threelinks.com](http://www.threelinks.com)

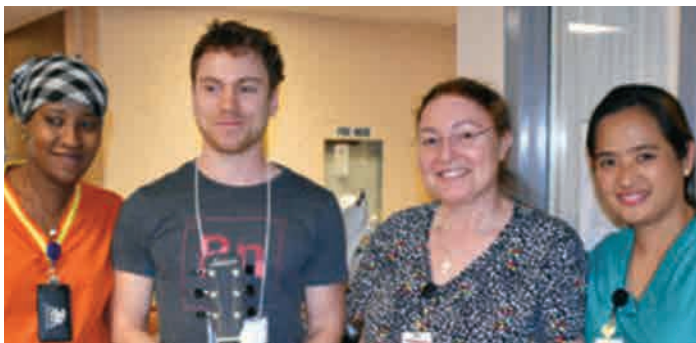


Katlyn Twiddle Brings Poetry and Music to Three Links

"Three Links is exactly what I imagined when I decided to pursue a career in recreation. Everyone here cares about the residents," says Katlyn Twiddle, a recent grad of the Douglas College Therapeutic Recreation program. [Learn more about Katlyn at www.threelinks.com](http://www.threelinks.com)

2018 YEAR IN REVIEW: HIGHLIGHTS

Recognizing an Excellent Team



Volunteer Profile: James Topham — Musician and Research Scientist

“As long as I enjoy it I’ll keep doing it.” As someone who was once a prospective medical student, volunteering to log hours on an application, James Topham is now free from the pressure of needing to do it, and you can feel it. He enjoys playing guitar for the residents, and that’s the reason he’s done it for over a year and a half now, and why he keeps on doing it. [Learn more about James at www.threelinks.com](http://www.threelinks.com)

2019 PREVIEW

Over the coming year, Three Links will continue to implement key elements of our Vision 2020 strategic plan. Among other things, this will include:



— APPENDIX A —

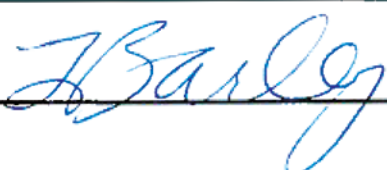
2017-18 AUDITED FINANCIAL STATEMENTS

The Three Links Care Society Statement of Financial Position

March 31	2018	2017
Assets		
Current		
Cash (Note 2)	\$ 1,389,869	\$ 1,194,977
Accounts receivable	56,897	70,051
Prepaid expenses	431	9,585
Temporary investments (Note 2)	1,106,002	1,130,032
	<u>2,553,199</u>	<u>2,404,645</u>
Restricted cash and temporary investments (Notes 2 and 3)	570,352	463,298
Capital assets (Note 5)	7,692,616	7,874,061
Due from Odd Fellows Low Rental Housing Society (Note 10)	81,238	60,768
	<u>8,344,206</u>	<u>8,398,127</u>
	<u>\$10,897,405</u>	<u>\$ 10,802,772</u>
Liabilities		
Current		
Accounts payable and accrued liabilities	\$ 552,986	\$ 434,702
Government remittances	-	62,223
Sick leave and severance (Note 7)	39,963	30,837
Restricted VCH funding (Note 6)	37,425	19,722
	<u>630,374</u>	<u>547,484</u>
Deferred contributions related to capital assets (Note 6)	4,773,958	4,922,568
Sick leave and severance (Note 7)	322,240	331,444
	<u>5,726,572</u>	<u>5,801,496</u>
Net Assets		
Invested in capital assets	2,918,656	2,951,491
Replacement reserve (Notes 3 and 11)	470,425	363,371
Internally restricted net assets	99,927	99,927
Unrestricted net assets	1,681,825	1,586,487
	<u>5,170,833</u>	<u>5,001,276</u>
	<u>\$10,897,405</u>	<u>\$ 10,802,772</u>

Approved by the Board:


Director


Director



THREE LINKS CARE SOCIETY