



THREE LINKS CARE SOCIETY

2019 Annual Report

PROMOTING WELLNESS AND QUALITY OF LIFE





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.**

“In 2017, the organization refreshed its vision and strategic plan. This involved a broad base of participation, which generated enthusiasm and acceptance of the new strategic plan.”

Accreditation Canada Report on the
Three Links Care Society

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THREE LINKS CARE SOCIETY

MISSION 使命

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

為我們的院友提供安全、關懷備至的護理及可提高生活質素的住宿。

VISION 願景

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

人不論年紀多大或境況如何，都理應過有意義的生活，以及享有尊嚴和受到尊重。

VALUES 價值觀

- 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
- 對院友、其親人及互相之間的關愛
- 尊重所有人
- 做每一件事都抱著正直和誠實的態度
- 工作人員、院友及訪客的安全
- 在提供優質社區護理及服務方面做到出類拔萃

Three Links Care Society Board of Directors

David Ower
President

Marina Glasgow
Vice-President

Corey Colville
Director

Alex Fane
Director

Michael Leung
Director

Three Links Care Society Senior Management Team

Faria Ali,
Director of Care

David Hurford,
Chief Executive Officer

Alona Muraviova,
*Assistant Director of
Operations*

Marie Olsson,
*Director of Operations and
Housing; Privacy Officer*

MESSAGE FROM THREE LINKS BOARD OF DIRECTORS

On behalf of our Board of Directors, I am pleased to present the 2019 Annual Report of the Three Links Care Society.

Over the past year, our organization has continued to deliver on the goals of the three-year strategic plan: **Vision 2020**.

Among other things, this report captures a series of actions we have implemented to deliver on **Vision 2020**. In addition to recapping some particular highlights from 2019, this Report identifies priorities for the year ahead and includes our 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.

Yours Truly,

David Ower, *Chair*
Board of Directors



THREE LINKS CARE SOCIETY

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. **See the Strategic Plan at www.threelinks.com**

37 YEARS IN THE COMMUNITY

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.

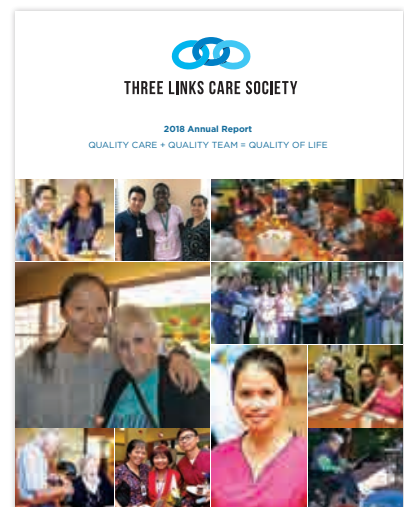
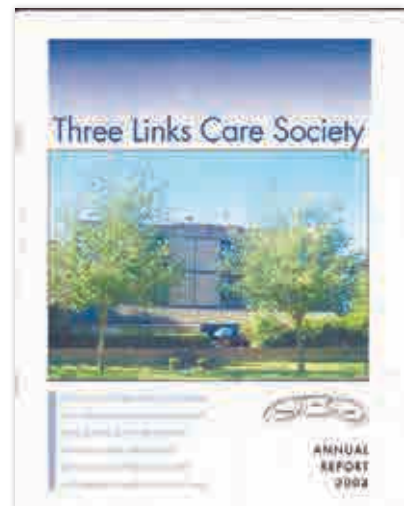
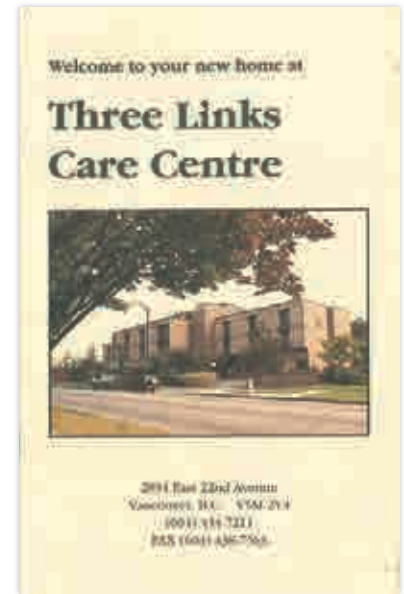
Three Links was established in 1979 as a response to the shortage of seniors housing in Vancouver's Renfrew-Collingwood community. With the founding principles of the Independent Order of Odd Fellows and Rebekahs to guide them, Three Links set out to raise funding to construct a community care centre 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 2008, 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, Vancity Credit Union and private developers. This development is expected to be completed in 2020.



ORGANIZATION

THREE LINKS IN 2019

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 2018-19, the Society received \$5.82 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 2018-19.

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.

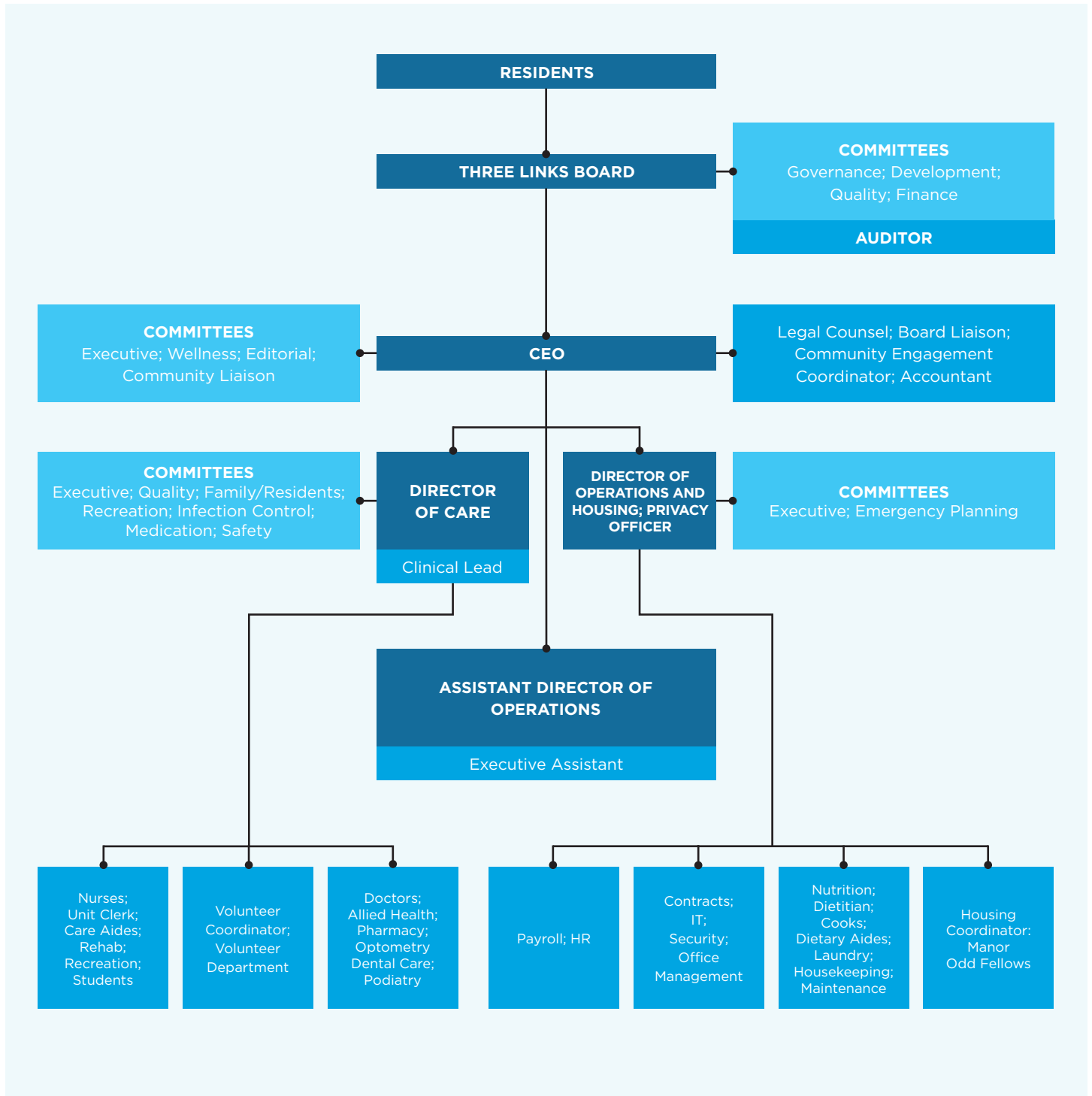
Three Links operates within the framework established by the BC Societies Act and is led by a volunteer Board of Directors with expertise in health care, law, finance and information technology.

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



ORGANIZATION CHART



STRATEGIC PLAN



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 and survey results from management, Board, 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 developed a three-year fiscal framework to ensure resources are available to implement the measures proposed.

The Three Links Board and management team have also prioritized key performance indicators, developed risk mitigation plans and implemented a work plan that promotes a continuous process of quality improvement and publication of a comprehensive annual report starting in 2018.



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 CARE AND LIFE

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

To strengthen our care culture and promote quality of life in addition to quality of care 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 and evening, volunteer, recreation and support services
- reviewed and improved recreation programming to anticipate future trends
- increased number of baths offered to residents
- supported new capital investments in equipment, technology, front entrance and nursing station
- further enhanced the food experience for residents
- provided relevant training opportunities for the Three Links team members
- developed new measures to increase participation of family members
- complied with all regulatory, accreditation and licensing standards
- maintained a positive working relationship with Vancouver Coastal Health
- expanded infection control measures
- reduced the use of anti-psychotic drugs
- been an active participant in quality improvement measures with SafeCare BC, BC Care Providers Association and VCH Working Groups for administrators and Directors of Care

3.33

TOTAL HOURS OF DIRECT AND ALLIED CARE

each care centre Resident receives each day as of December 2019, up from 3.06 in September 2018

9,000+

TOTAL NUMBER OF BATHS OFFERED TO THREE LINKS CARE CENTRE RESIDENTS

from January to October 2019, up from 5,400 for all of 2018 and 4,600 in 2017

520

TOTAL NUMBER OF HAND MESSAGES

offered to Residents by Three Links volunteers, up from 104 in 2018

95.6%

OF THREE LINKS RESIDENTS WERE IMMUNIZED

in 2019, up from 85.5% in 2018

STRATEGIC PLAN

QUALITY OF CARE AND LIFE

Allied Health Care Services Key to Enhancing Quality of Life

In addition to leading a professional team of doctors, pharmacists, nurses and care aides, Three Links' Director of Care Faria Ali manages allied health professionals that work closely with families and residents.

Social Worker: Available 2.5 days/week to assist residents and families with admission planning, finances, individualized care planning, psychological issues and discharge.

Spiritual Care Coordinator: Visits Care Centre 2 days/week to support residents and families in palliative care settings, preside at Celebration of Life services and liaise with other clergy persons as needed.

Music Therapist: Visits Care Centre 3 days/week to facilitate 1:1, small and large group sessions during the day and evening. Residents can play musical instruments which aid in maintaining muscle coordination and burn extra energy.

Art Therapist: Visits the Care Centre weekly for 1:1 and small group sessions to help residents discover a hidden passion, promote dexterity, reduce pain and stress, improve cognitive skills and strengthen confidence.



Three Links uses music therapy to help residents strengthen memory, relieve pain and stress, feel happy, sleep better, engage socially, express emotions and experience the power of music in a safe setting.

Other Services:

- **Dental** – A registered dental hygienist visits the Care Centre regularly. They book appointments and billings directly with families and residents.
- **Optometry** – Nursing staff make appointments with a mobile optometrist. Costs are partially covered by BC Medical Services Plan.
- **Podiatry** – A podiatrist visits the Care Centre regularly for appointments arranged through the nursing staff. All costs are responsibility of the resident/family. Some costs can be partially covered by BC Medical Services Plan.
- **Hairdressing** – Available by appointment on Mondays - plus an extra day if needed. Payment is made through the resident trust account.

In August, Three Links announced new measures to improve quality of life for residents and staff:



NEW CARE AIDE POSITION to assist residents and support recreation activities



2 ADDITIONAL SPIRITUAL CARE HOURS per week



1 ADDITIONAL HOUR OF ART THERAPY PROGRAMMING per week



30 MINUTE EXTENSION OF THE SHORT SHIFT CARE AIDE HOURS



4 ADDITIONAL MUSIC THERAPY HOURS per week

STRATEGIC PLAN

QUALITY TEAM

THREE LINKS CARE SOCIETY NEWS

Health Minister Dix Visits Three Links Care Centre to Celebrate Care Aides



On October 18, the BC government celebrated Health Care Assistant Day across the province to recognize their amazing contribution to our senior's care system.

Three Links Care Centre in the Renfrew-Collingwood neighbourhood was honoured that BC's Health Minister Adrian Dix took time from his busy schedule to celebrate Health Care Assistant Day with the Three Links care team.

As Minister Dix is the MLA for the Collingwood-Renfrew neighborhood he enjoyed the opportunity to greet constituents.

During the visit, Minister Dix toured the Care Centre with Director of Care Faria Ali and Community Relations Director Amber Webber before attending a special afternoon celebration for Three Links' dedicated team of Health Care Aides.

Representatives of the Three Links Family Advisor Council, Volunteer Program and SafeCare BC also attended to recognize the Care Aides for their exceptional work.

Three Links CEO David Hurford thanked the Minister for making it a memorable day at Three Links. "We are really lucky to have a local representative that cares so much about the community he serves."

Minister Dix said the skill and dedication of health care assistants inspire him. "Everyday you are making a real difference in vulnerable people's lives. We cannot thank you enough."

SafeCare BC CEO Jennifer Lyle highlighted new investments in equipment at Three Links as another way to support health care assistants in their day-to-day job. Three Links received \$45,000 last month from the provincial government's Seniors Safety and Quality Improvement Program to install 10 new ceiling lifts to improve quality of life for the seniors and assist with the physical demands of the job.



THREE LINKS CARE SOCIETY

STRATEGIC PLAN

QUALITY TEAM

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

To accomplish this goal in 2019, 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
- supported training and professional development opportunities
- offered new family counselling services to Three Links staff
- maintained a Wellness Committee chaired by the CEO
- supported collaboration with care contractor regarding training, innovation, recreation services and wage increases
- 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 wellness survey and incorporated results into work planning **(See results on page 11)**
- respected and maintained collective bargaining provisions
- updated technology systems and privacy policies
- hosted regular general staff and contractor meetings
- provided ongoing emergency preparedness and occupational health training

You Can't Retire From Being Great

Whoever said being a nurse is stressful? After working in orthopedic trauma at Vancouver General for six years and ultimately burning herself out, Three Links registered nurse Sharon Sevilla was eager for a change of pace, and after seeing an ad for a position at Three Links, ended up as part of our Team! Luckily for both parties, it's been a perfect fit.

It's hard to believe, but 33 years later, Sharon is retiring next month. She will be greatly missed by all. In Sharon's own words; "When I left VGH they all said I'd be back in six months – little did they know!"

The change of pace was just what she needed, and Sharon truly enjoys the more intimate nature of Three Links, and values the relationships she is able to develop with our residents "...as people, not just patients." She also likes the emphasis Three Links places on self-improvement, and the many programs and updates the facility makes to improve the quality of care it provides.

Sharon represents the best of what seniors care is to the people we serve. We at Three Links are thankful for the years of service she has given us, and wish her all the best with her forthcoming retirement!



Sharon Sevilla will be greatly missed by:



THREE LINKS CARE SOCIETY

STRATEGIC PLAN

QUALITY TEAM

Three Links team members were invited to participate in a special team wellness survey. The results were published in June and have guided the Three Links Wellness Committee's work since.

Wellness Survey

Overall, I feel valued at Three Links

	AGREE	NEUTRAL	DISAGREE
2016	84%	13%	3%
2017	71%	19%	10%
2019	95%	-	5%

I receive meaningful recognition for work well done

	AGREE	NEUTRAL	DISAGREE
2016	66%	34%	0%
2017	48%	29%	23%
2019	90%	-	10%

I feel Three Links promotes an inclusive workplace where team members are treated equally

	AGREE	NEUTRAL	DISAGREE
2016	84%	13%	3%
2017	58%	26%	16%
2019	90%	-	10%

I have support at work to balance my work and personal life

	AGREE	NEUTRAL	DISAGREE
2016	79%	18%	3%
2017	49%	32%	19%
2019	75%	-	25%

I am satisfied with the health/wellness and education programs that are available to me

	AGREE	NEUTRAL	DISAGREE
2016	79%	16%	5%
2017	71%	23%	6%
2019	70%	-	30%

Three Links supports my work-related learning and development

	AGREE	NEUTRAL	DISAGREE	NO ANSWER
2016	79%	8%	3%	10%
2017	68%	19%	3%	11%
2019	100%	-	0%	-

A neutral option was not provided for the 2019 survey

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 2019, Three Links has:

- hosted two special events for BC's Minister of Health and the Care Centre
- developed comprehensive family engagement program
- maintained a roster of over 100 volunteers
- hosted 3 community open houses at Three Links Manor for neighbourhood families and community care providers in collaboration with community partners
- maintained communication platforms and database of key stakeholders
- published short videos to capture Three Links commitment to quality care and life
- public Board recruitment campaign focused on neighbourhood stakeholders
- 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
- distributed over 120 e-newsletter updates to key stakeholder groups

Community Open House Series

In 2019 Three Links continued to host community meetings to provide relevant information to local seniors and their loved ones.





Three Links Care Society Would Like to Thank their Caring Volunteers

Advertorial from Three Links Care Society

Three Links prides itself on the many volunteers that have chosen to spend so much of their free time and energy towards helping the Centre residents, whether it means accompanying them on bus trips, leading exercise activities, performing music, or just providing the warmth and presence of a friend. As with every year, this first week of April marked the beginning of the annual Volunteer Appreciation month, culminating in the large Volunteer Appreciation Event.



Here, a handful of the most dedicated and inspirational among the nearly 100+ volunteers were recognized and awarded. Volunteers, recreation staff and board members gathered on

April 26th at the Italian Cultural Centre for an evening of celebration around the vast and wonderful Three Links volunteer community.

This massive (and growing) volunteer community is in no small part because of the many opportunities and positions volunteers can find and fulfill at the centre. Everyone can find a place that fits well within their particular strengths, and in turn these places motivate the volunteers to engage with residents, for both their growth and the growth of the Centre.

Among the many available positions are: social visitor volunteers who spend 1-on-1 visits with residents engaging in reading, conversations, walks within the grounds, or even offering mani-



cures! Recreation assistants develop activities that help volunteer mobility and mental health, such as yoga or tea socials. Musicians offer soothing melodies during downtimes, or strike up old, familiar tunes to help jog residents' memories. Some volunteers even come in to act as a meal encourager, offering support and companionship during resident mealtimes.

In conversation with volunteer coordinator Mélanie Osorio-Mejia, we asked what really set a volunteer apart from the already admirable majority of those spending their time at Three Links. Though it can be challenging to pick, she remarked how exceptional helpfulness, warmth and enthusiasm, as well as creativity, patience and reliability are all sought after traits for awarded volunteers.



Mélanie hopes that the appreciation month, and final event "made volunteers feel appreciated for their outstanding contributions", and helped to convey the genuine appreciation Three Links has for volunteers investing their "valuable...time and presence...for improving the quality of life of residents."

Finally, Mélanie, and the Centre, hope that the month not only appealed to existing volunteers, but will appeal to new ones as well. It is never too early nor too late to start giving back, and even a once-a-week commitment can make a significant impact on the residents' lives.

Those eager to explore the volunteer community are welcome to contact the Three Links Volunteer Department at 778-452-6508 or fill out an application form at www.threelinks.com.



THREE LINKS CARE SOCIETY

STRATEGIC PLAN

INNOVATION

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

Recognizing innovation crosses all strategic priorities, Three Links has promoted and developed the following innovations in 2019:

- hosted neighbourhood arts fair for local residents
- developed new approaches to the delivery of counselling services and professional development opportunities for staff, volunteers and contractors.
- modernized Three Links computers and workstations
- continued to develop new approaches to team and volunteer recognition through Wellness Committee
- encouraged more diverse and high-quality menu options for residents
- expanded delivery of culturally responsive programming
- developed new tools for families related to admission process

General Steps to Admission

When residents and their family members first arrive at Three Links they often speak about feeling inundated by the sheer expanse of procedures to sort through. As part of our commitment to continuous improvement and quality service for families and residents, Three Links has developed an easy to use admission tool.

STEP 1	Referral: Three Links Care Centre reports a vacancy. An adult waiting at home, in a hospital or another care centre for placement is matched to the vacancy. The individual's file is sent to the Care Centre for review and assessment. This process can take 1-2 days.
STEP 2	Site Tour: Once the referral is determined to be compatible, a bed offer is made to the individual and family. They may request to tour the Care Centre within 24 hours.
STEP 3	Admission: Following the tour the individual/family have 24 hours to accept or decline the placement offered by Vancouver Coastal Health.
STEP 4	Orientation: On move in day the individual becomes a resident of the Care Centre, and their family participates in an initial orientation with the care team to discuss services, meals and activities to create an initial personalized care plan.
STEP 5	Administration: Forms related to consent, access and banking information will be completed over the next 1-2 weeks. Three Links will provide assistance in understanding this material.
STEP 6	Meetings with Care Professionals: Over the next 30 days, Three Links' health care team will participate in a series of meetings with the resident and family members to develop a more complete individualized care plan that reflects the resident's unique circumstances, personal interests and available resources.
STEP 7	Care Conference: A 30-45 minute care conference will be scheduled with the resident, loved ones and the entire Three Links care team 6-8 weeks after admission. This meeting helps to finalize the individualized care plan and answer any questions.
STEP 8	Ongoing Communication: Residents and loved ones are invited to contact the Three Links Nursing Team at any time to review the resident's individualized care plan and get updates on their loved ones progress.

STRATEGIC PLAN

GOVERNANCE

GOAL: Effectively govern and maintain Three Links Care Society.

To accomplish this goal in 2019, Three Links has:

- maintained Board Finance, Governance, Development and Quality Committees
- initiated a focused Board recruitment campaign
- responded to annual audit recommendations
- maintained compliance with BC Societies Act
- 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 that includes cyber security protection
- developed integrated Three Links privacy policy
- initiated new investments in data security training for staff, volunteers and contractors
- regularly requested input from staff and stakeholders on key initiatives
- maintained new management agreement with Odd Fellows Housing Society



99.8%

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

Accreditation Canada Report

Based on results of a comprehensive audit completed in November 2018, Accreditation Canada awarded Three Links Exemplary Standing, the highest level of performance in their national program. Here are some highlights of the review:

“During the survey, there was a strong feeling of collaboration and competence within the clinical teams.”

“Community partners praise the organization as being proactive, collaborative, energetic, creative innovative and responsive”

Accreditation Canada Report

STRATEGIC PLAN

HOUSING

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

To accomplish this goal in 2019, 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 for Three Links Manor residents
- 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

THREE LINKS CARE SOCIETY NEWS

Three Links Manor Open House and Art Bazaar

Barbara Larman

A collage artist living in Three Links Manor



What's more fun on a crisp autumn day than walking through Vancouver's Renfrew-Collingwood neighbourhood observing the colourful leaves on the trees, then watching them fall to the ground blanketing the sidewalks? Well, nothing! But there might be!

On Saturday, November 16, 2019, Three Links Manor held their first Art Bazaar. Displaying their artistic creations were Richard Hildebrandt, Linda Mullin and Joseph Loh—three talented and unique artists.

Richard is an artist with immense courage, honesty and brilliance using the brush, palette and canvas as his tools. His exuberance for the outside world—and nature —inspires his colourful textured creations.

Linda has been involved in the artistic world all her life through fashion illustration and watercolour drawings. Initially a self-proclaimed introvert, she discovered herself and her joy of art and colour. Linda has learned not to shut herself off but to share her beautiful creations.

Joseph, an astonishing artist, poet, singer/songwriter, observes and demonstrates his best artistic self through his journey of life experience. Honesty, curiosity and challenging boundaries influences much of Joseph's work.

Also at the gathering were two truly magical people—Lynnea Thorkelson and Sam King, both from the Three Links Care Centre.

Lynnea, as an art therapist, works with clients building trust and inspiring curiosity through the use of various mediums such as chalk, watercolour, and crayons. Lynnea truly believes making and sharing art holds great healing power.

Music therapist Sam is a graduate of the Berklee College of Music in Boston MA. He is a guitar teacher, band member and also plays the harmonica and piano. Knowing that music plays a strong role in physical and emotional healing Sam has his clients listen to music, make instruments and provides time for a sing-a-long or two. It's a good day when you can break out in song! What a way to express yourself!

This was indeed a joyous day of learning, listening and enjoying art in all its forms and colours.

2019 YEAR IN PICTURES



Annual Three Links Holiday Party (January)



Member of Parliament, Don Davies, Visits Three Links Care Centre (February)



Grand Opening of the Three Links Volunteer Lounge (March)



Annual Volunteer Appreciation Party (April)



Support Service Month (June)



Holiday Hot Chocolate Party for Staff and Residents (December)

2019 YEAR IN VIDEO

To celebrate the quality of our team, and their dedication to the residents they serve, Three Links has published a series of short videos at www.threelinks.com/three-links-stories/



Strengthening Quality Care: Medication Management



Taking The Time to Know Three Links Residents



Why A Career In Senior's Care?



Jerry's 18-year Journey of Joy at Three Links



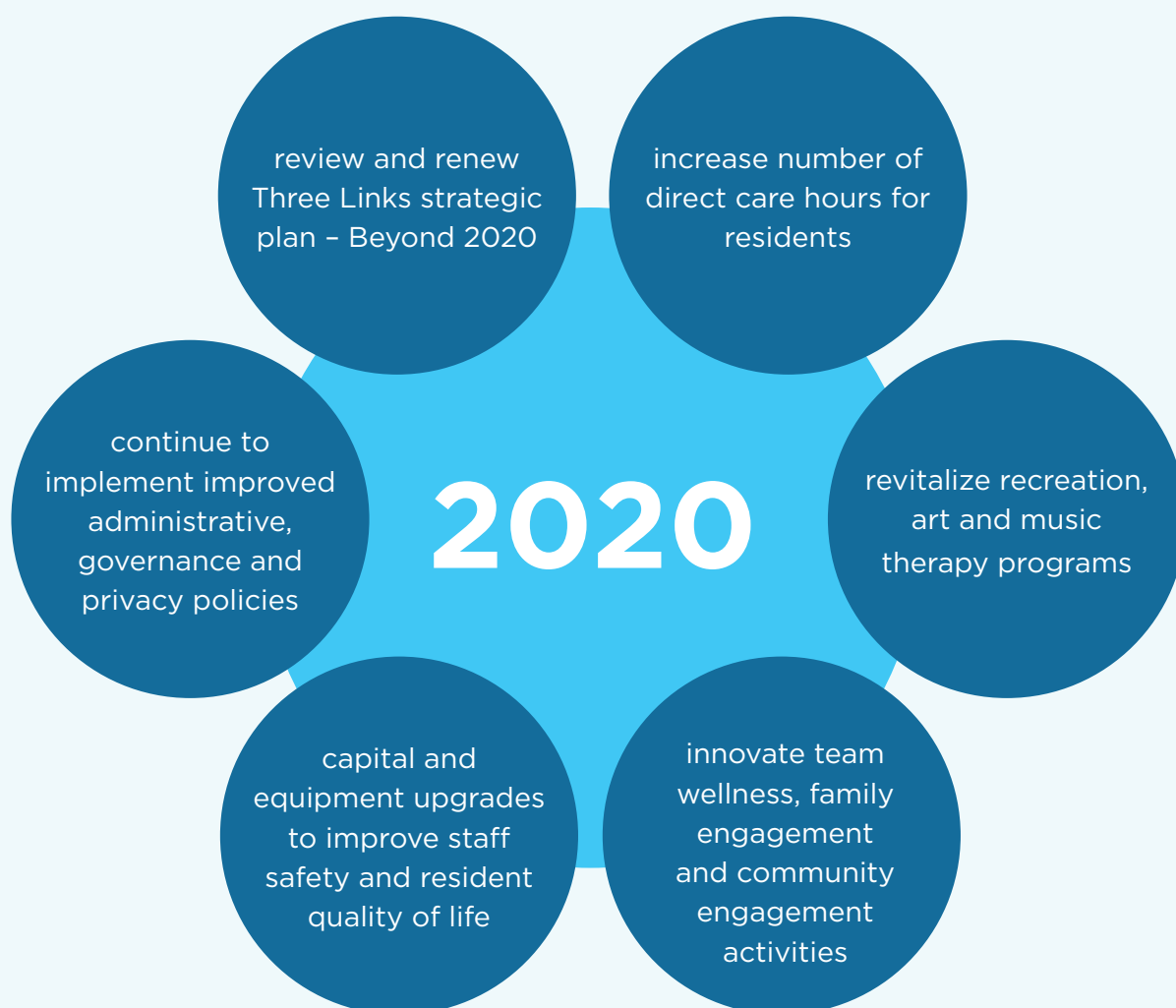
Rosie's Three Links Story: Decades in the Making



Pure unadulterated Love for Three Links Residents

2020 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:


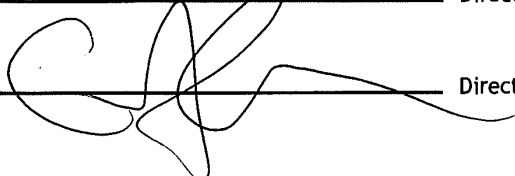


FINANCIAL OVERVIEW

The Three Links Care Society Statement of Financial Position

March 31	2019	2018
Assets		
Current		
Cash (Note 2)	\$ 1,910,815	\$ 1,389,869
Accounts receivable	104,660	56,897
Prepaid expenses	28,144	431
Temporary investments (Note 2)	119,064	1,106,002
	<u>2,162,683</u>	<u>2,553,199</u>
Restricted cash (Notes 2 and 3)	631,886	570,352
Capital assets (Note 5)	8,063,352	7,692,616
Due from Odd Fellows Low Rental Housing Society (Note 10)	72,353	81,238
	<u>8,767,591</u>	<u>8,344,206</u>
	<u>\$ 10,930,274</u>	<u>\$ 10,897,405</u>
Liabilities		
Current		
Accounts payable and accrued liabilities	\$ 579,793	\$ 552,986
Deferred revenue	17,726	-
Sick leave and severance (Note 7)	69,111	39,963
Restricted VCH funding (Note 6)	75,865	37,425
	<u>742,495</u>	<u>630,374</u>
Deferred contributions related to capital assets (Note 6)	4,604,652	4,773,958
Sick leave and severance (Note 7)	409,179	322,240
	<u>5,756,326</u>	<u>5,726,572</u>
Net Assets		
Invested in capital assets	3,458,697	2,918,656
Replacement reserve (Notes 3 and 11)	531,959	470,425
Internally restricted net assets	99,927	99,927
Unrestricted net assets	1,083,365	1,681,825
	<u>5,173,948</u>	<u>5,170,833</u>
	<u>\$ 10,930,274</u>	<u>\$ 10,897,405</u>

Approved by the Board:


 _____ Director

 _____ Director



THREE LINKS CARE SOCIETY

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